International Civil Aviation Organization
CAR/SAM Regional Planning and Implementation Group (GREPECAS)

WORKING PAPER

**Twenty-first Meeting of the CAR/SAM Regional Planning and Implementation Group
(GREPECAS/21)**
Santo Domingo, Dominican Republic, 15 to 17 November 2023

Agenda Item 3: **Global and Regional Developments**
3.3 **CAR/SAM Air Navigation Services (ANS) Implementation Level**

REVIEW AND STATUS OF THE F AERODROME PROGRAMME PROJECTS

(Presented by the Secretariat)

EXECUTIVE SUMMARY
This working paper presents an update on the progress of the Aerodrome F program projects in the CAR and SAM regions. Also, it presents a proposal for a guide as a product of the F2 Project and a proposal to modify the tasks of the F3 project for review by the Member States.

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Action:	The suggested actions are presented in Section 6.
Strategic Objectives:	• Safety • Air Navigation Capacity and Efficiency
References:	• *Minute of the GREPECAS Programmes and Projects Committee (PPRC) Fifth Virtual Meeting (ePPRC/05)* • *Twentieth Meeting of the CAR/SAM Regional Planning and Implementation Group (GREPECAS/20)*

1. **Introduction**

1.1 As a follow-up to the decisions emanating from the GREPECAS/18 and e-PPRC/02 Meetings, the Aerodrome Program F carry out the following projects:

a. Project F1: ***Certification and Operational Safety of Aerodromes***
b. Project F2: ***Aerodrome planning***
c. Project F3: ***Implementation of A-CDM***

2.   **Project F1 Implementation Status – Certification and Aerodrome Safety for the CAR Region**

2.1   The aerodromes certification status in the CAR Region in 2023 shows a slight increase in the number of certified aerodromes. There are 98 certified aerodromes in the CAR region, which represents 66%.
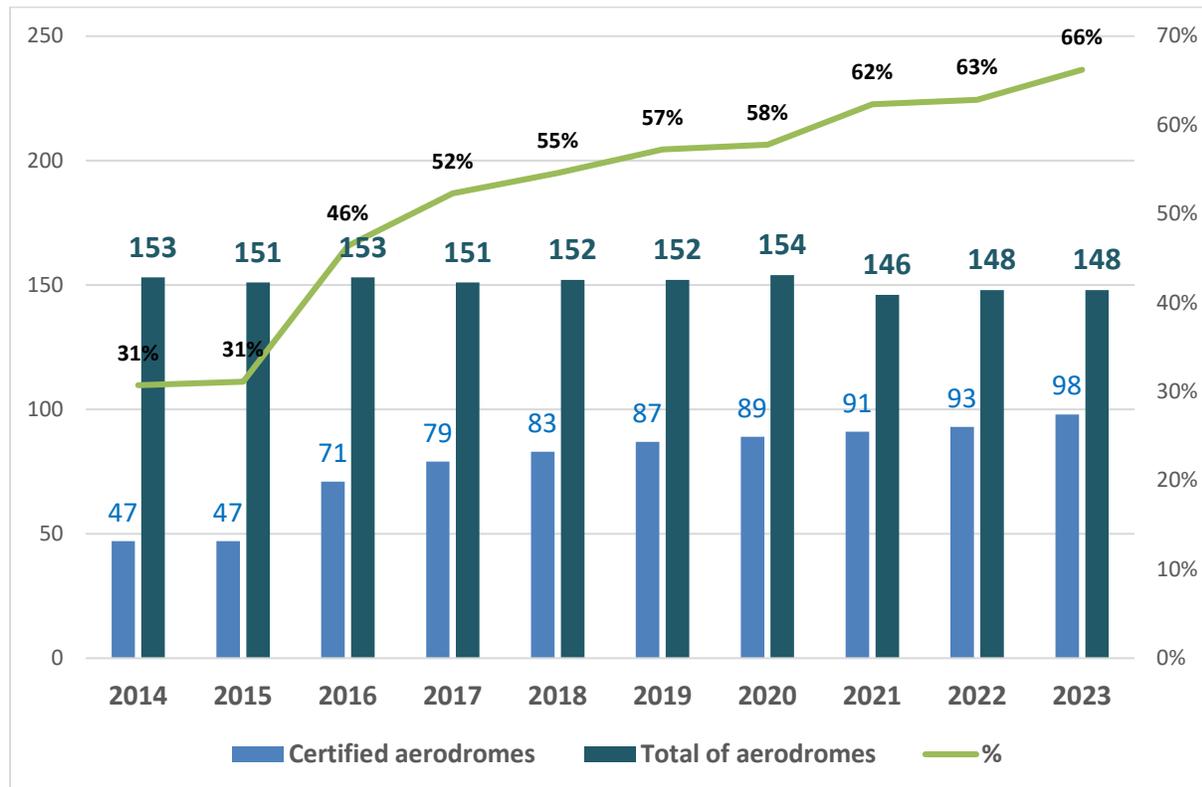
2.2   In the First North American, Central American and Caribbean Working Group (NACC/WG) Aerodromes and Ground Aids (AGA) Implementation Task Force Meeting (NACC/WG/AGA/TF/1) carried out from 3 to 7 July 2023, the group's Terms of Reference were reviewed and approved, which include the objectives, general functions, composition and working methods of the AGA Task Force (https://www.icao.int/NACC/Pages/edocs- aga.aspx). The meeting also approved the AGA Programme with projects to support States in the certification of their international aerodromes with monitoring through the NACC Dashboards (https://istars.icao.int/Sites/).

3.   **Project F Implementation Status – Certification and Aerodrome Safety for the SAM Region**

3.1   In the SAM Region, the aerodrome certification status shows that, from 104 international aerodromes, 57 aerodromes have been certified, resulting in 55.77%, an increase of 48% since the signature of the *Bogota Declaration* in 2013. Below, a progress graph is shown by year:
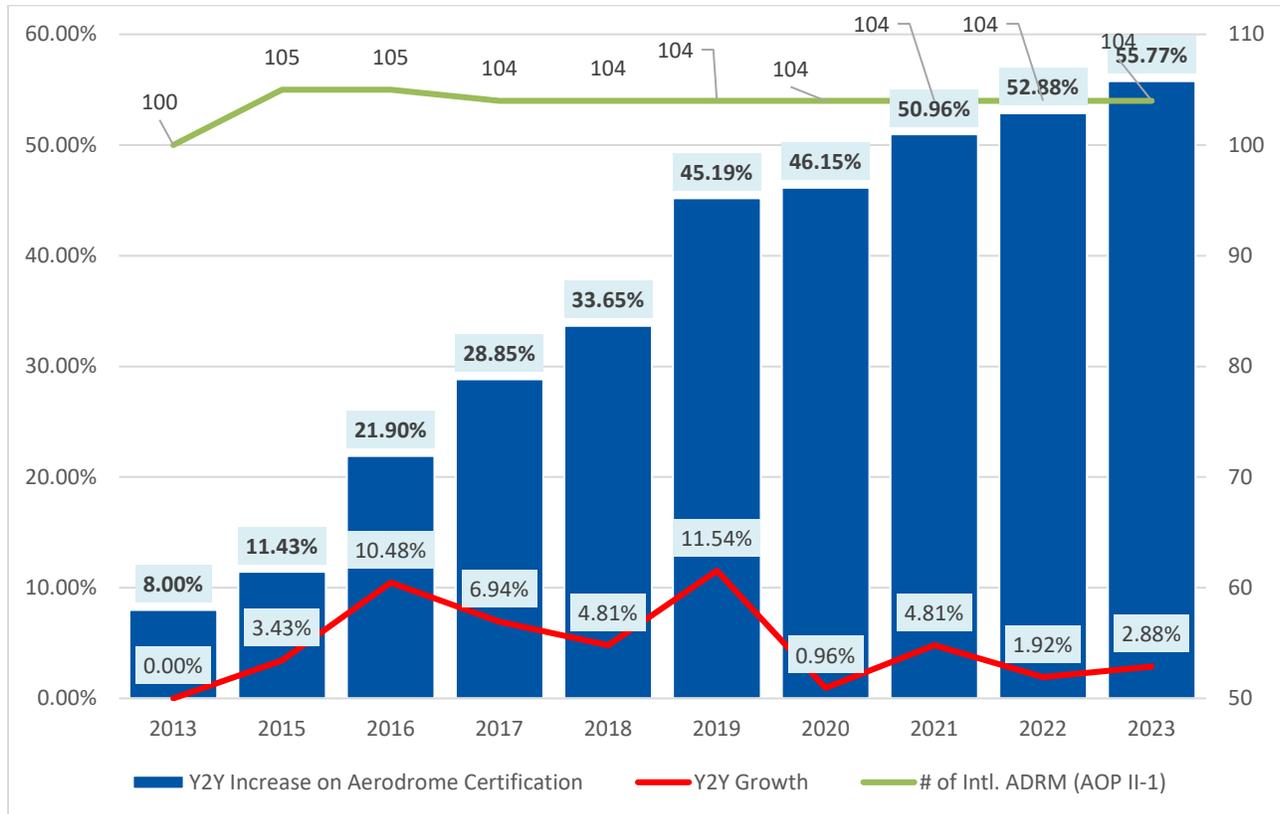
Figure 3.1: Aerodrome Certification Growth in the SAM Region
*Note: Revised on 6 September 2023

3.2   Since the last GREPECAS/20 meeting, the certification of three aerodromes has been registered, one in Brazil, other in Venezuela and the Tocumen Airport in Panama, which was carried out under a technical assistance scheme provided by the ICAO and the Regional Safety Oversight Cooperation System (SRVSOP).

3.3   In order to facilitate the decision-making and monitor the main initiatives carried out by the Secretariat in conjunction with the progress of the SAM States, a series of reports were prepared in the form of dashboards. The first edition of the dashboard presents the status of two main performance indicators: the implementation of aerodrome certification and the implementation of Runway Safety Teams (RST). It can be accessed on the iStars 4.0 portal and at the following link: https://www.icao.int/SAM/SAFETY/RST/Pages/default.aspx
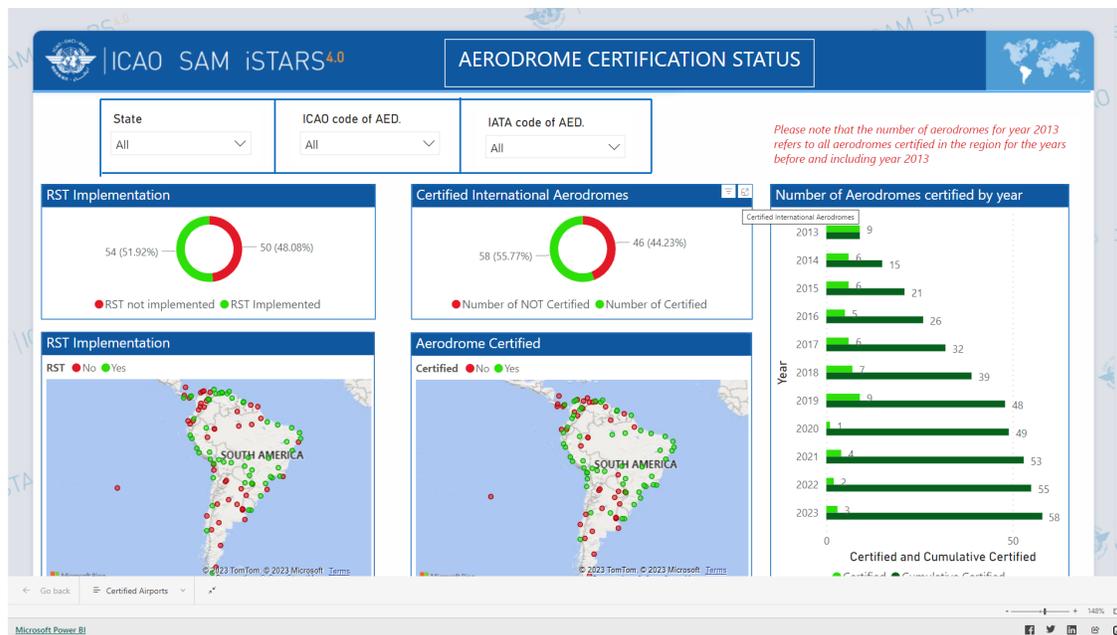
Figure 3.2: Image of the SAM Office Dashboard on Aerodrome Certification

4.   Project F2 Implementation Status – Aerodrome Planning (CAR and SAM Regions)

4.1   Regarding Project F2, the NACC and SAM project managers have been in discussions with IATA for the completion of one of the project products, the *"Guidance Material —Airport Consultative Committees"*, whose objective is to provide States that do not have these committees have a guide for their implementation.

4.2   The Advisory Committees are structured forums that provide an opportunity for the exchange of information between aerodrome operators and interested parties. They make recommendations to aerodrome management and other agencies when appropriate, in addition of being a mechanism that offers the opportunity to reach a common understanding among interested groups on matters that may impact them, such as aerodrome master planning, infrastructure projects, changes in operations, among others.

4.3   As part of the Project's work and as a result thereof, the draft guide is presented in **Appendix A.** Therefore, the following draft conclusion is presented for consideration:

DRAF CONCLUSION GREPECAS/21/XX	"PROVIDE COMMENTS AND ENDORSE THE GUIDE OF AIRPORT ADVISORY COMMITTEES!	
What: That, a) GREPECAS Member States and Organizations review the guide presented in Appendix A to WP/11 and propose improvements to the Secretariat no later than **1 December 2023**. b) GREPECAS Member States and Organizations analyze the feasibility of incorporating this guide into their national procedures, to promote collaborative airport planning for the benefit of the Region and the objectives of the Regional Air Navigation Plan, and present their considerations in this regard to the Secretariat to be discussed before the next GREPECAS/22 meeting.		**Expected impact:** ☐ Political / Global ☒ Inter-regional ☒ Economic ☐ Environmental ☒ Operational/Technical
Why: The provision of sufficient airport infrastructure in accordance with traffic forecasts is essential to guarantee the sustainability of regional air navigation planning. Such planning implies the need to incorporate the main operational actors to allow the proposed capacity to meet demand expectations and offer value for its required investment. The guide proposes a mechanism to facilitate this.		
When: 1 December 2023	**Status:** ☒ Valid / ☐ Superseded / ☐ Completed	
Who: ☒ States ☒ ICAO ☐ Other:		

5. Project F3 Implementation Status: Airport Collaborative Decision Making Implementation

5.1 In regard to the A-CDM implementation, the Project Coordinator (Peru), with the Secretariat support, has prepared a survey to States on the status of the review and approval process of flight programming, with the purpose to evaluate a mechanism to determine what aerodromes are forced to implement this Aviation System Block Upgrade (ASBU). This has been shared with the SAM Region Member States through State Letter Ref. *SA390.* The survey results are enclosed in **Appendix B**.

5.2 Based on the survey results, the Project Coordinator prepared a new revision to the project, including new activities and products. The new proposal is presented in Appendix B.

5.3 Therefore, the following draft conclusion is proposed to the Meeting:

DRAFT CONCLUSION GREPECAS/21/XX	MODIFICATIONS APPROVAL TO CAR/SAM F3 PROJECT	
What: That, 1. Member States and Organizations review the proposed modification to Project F3 included in Appendix B and indicate their comments to the Secretariat no later than **1 December 2023**. 2. Member States and Organizations approve the modifications to the project and instruct its coordinator to prepare a detailed action plan, in conjunction with the Secretariat, to carry out such activities.	**Expected impact:** ☐ Political / Global ☒ Inter-regional ☒ Economic ☐ Environmental ☒ Operational/Technical	
Why: To date, the F3 project has focused efforts on promoting the A-CDM concept and prepared an implementation guide accepted by the GREPECAS States. However, the new project coordinator proposes new activities to facilitate harmonized adoption, as well as the methodology to decide which airport should implement A-CDM.		
When: 1 December 2023	**Status:** ☒ Valid / ☐ Superseded / ☐ Completed	
Who: ☒ States ☒ ICAO ☐ Other:		

6. **Suggested Actions:**

6.1 The Meeting is invited to:

a) Take note of the information provided in this working paper;

b) Analize the **Appendix C** and **D** enclosed to this working paper;

c) Review the Draft Conclusions included in this paper;

d) Provide comments on the projects process, any challenges that States encounter that may be included in the project scope; and

e) Support the Projects assigned to the officers for the execution of different projects activities:

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International Civil Aviation Organization (ICAO)
ICAO South American Office (SAM)
ICAO North American, Central American and Caribbean Office (NACC)

GUIDANCE MATERIAL
AIRPORT CONSULTATIVE COMMITTEES

Version 1.3

Date: 26/September/2023

Developed as part of the GREPECAS F2 Project
on Airport Planning for the ICAO CAR and SAM Regions

The designation and manner in which information is presented in this publication should not be interpreted as reflecting any opinion on the part of ICAO regarding the legal status of any country, territory, city, or area, including its governing authorities, or the demarcation of its borders or boundaries

1   Generalities

1.1   Project Sheet

Project Identification	
Program	F - Aerodromes (AGA)
Project Code	GREPECAS F2
Project Title	Airport Planning
Project Acronym	ADPLAN
Document Identification	
Document title:	Guidance material for Airport Consultative Committees
Version:	1.3-ENG
Date:	26/September/2023
Location:	
File name:	*GREPECAS CARSAM ACC Guidelines_1.3.ENG.docx*
Contact person:	SAM Region Fabio Salvatierra De Luca ICAO SAM Regional Office, Lima- Peru fsalvatierra@icao.int sam_aga@icao.int CAR Region Fabiana Todesco ICAO NACC Office, Mexico D.F. Mexico ftodesco@icao.int
Organization:	ICAO

This document is only valid on the day it was printed.

1.2   Revision history

Version	Date	Reviser	Status*	Commentary
1.0		FS	Work draft	New document
1.1	20/01/23	IATA (SG), FS	Work draft	IATA Inputs
1.2	18/09/23	IATA, FT, FS	Draft	Final revisions
1.3	26/09/23	IATA, FT, FS	Preliminary Proposal	

* Status caption:
Work draft*: Document under preparation by a team member;* ***Draft:*** *Document submitted for review and preliminary approval;* ***Preliminary proposal:*** *Document authorized by the Project Manager (Secretariat);* ***Final for publication****: Document authorized by the Sponsor (GREPECAS)*

1.3   Approvals

Function	Name/Entity	Date

2   Table of Contents

3   Abbreviations and Acronyms

ACC	Airport Consultative Committees
ADPLAN	Aerodrome Planning
AGA	Aerodromes and Ground Aids
ANP	Air navigation plan
AOC	Airport Air Operators Committee
CAR	ICAO Central American and Caribbean Region
CRPP	GREPECAS Programs and Projects Review Committee
GANP	Global air navigation plan
GREPECAS	CAR/SAM regional planning and implementation group
ICAO	International Civil Aviation Organization
NACC	ICAO North American, Central American and Caribbean Office
SAM	ICAO South American Region

4   Background

Based on the **Declaration to Promote Connectivity Through The Development And Sustainability Of Air Transport In The Pan-American Region – Vision 2020-2035 (IWAF / 4)**, endorsed by the Pan American States in Fortaleza, Brazil in 2018; the Aviation sustainable development in the Region depends on its operations capacity and efficiency availability, through coordinated actions, aligned with the Global Air Navigation Plan.

Airports are an important link in the process to ensure the necessary capacity and efficiency for aircraft operations to take place. For their part, the CAAs, in their regulatory role of civil aviation, serve as propelling engines to guarantee that the needs of the sector are met by the different actors outside of aviation, but that they can impact and could be impacted, as in the case of the urban planning authorities, tourism, neighboring communities, among others.

In September 2018, a Seminar and Workshop on Airport Planning for the SAM Region (code 18ADPLAN) was held at the ICAO SAM Regional Office premises.

As a result of the event, the group agreed that the SAM Region should adopt a vision to address the airport infrastructure problems that were clearly identified at the event. This agreed vision was:

"To be a Region recognized worldwide for the collaborative planning of its airports, which guarantees timely and balanced capacity to bring the benefits of air transport to the entire population of South America."

That said, in July 2019 the GREPECAS Programs and Projects Review Committee (CRPP/5) meeting ratified Decision CRPP/05/06 that approved a new F2 Project under the GREPECAS AGA Program related to the Airport Planning initiatives implementation for the CAR and SAM Regions.

Referring to the Project approved Business Case, one of the main expected results is that *"States will implement provisions to ensure that selected airports have updated master plans in consultation with interested parties"*.

This guide contemplates a work initially prepared by the GREPECAS Secretariat, with the support of IATA, with the purpose of guiding the States of the CAR and SAM Regions that haven't implemented consultation mechanisms for airport projects, to have a guidance to do so.

This guide is mainly aimed at those capital (infrastructure) and operational investment projects that have an impact on air operations, so it is oriented towards the creation of a committee in its nature made up of those who operate at the airport. However, it is accepted that in some types of projects there is a need to involve other interested parties in the investments of an airport, such as the neighboring community. For these cases, a different analysis is required, which is not the subject of this guide. The reader is recommended to consult ICAO Document 9184 part 2 - Land use and environmental management available on the portal https://store.icao.int .

The guide has been based on best practices taken from the transport departments of the United Kingdom (UK), Australia and contributions from industry such as IATA, as well as contributions from specialists on the subject and representatives of GREPECAS Member States.

5   Executive Summary

A large part of the Civil Aviation Authorities, when understanding the importance of consultative processes and collaboration between the actors of the system, requires that the infrastructure master planning produced by the airport operator is carried out in an open and transparent manner, guaranteeing effective consultation with airport users (airlines, air navigation providers, airport users, etc.), urban planning authorities and with their local communities.

Airport Consultative Committees (ACCs) are an acceptable mechanism in several States where airports should interact with stakeholders regarding infrastructure development.

For this reason, the GREPECAS Member States approved under the F2 Project on Airport Planning (CRPP/5 Meeting), 4 work packages, each one related to a product expected by the project, among which is a work on consultative process guides.

Guidance Material	Consultative Processes Guide	Project Regulation	Implementation Support
•Guidance material for States to align local Master Plans with National and Regional Plans	•Guidance material for States to support a collaborative consultative approach to airport planning.	•Regional regulation project aligned to annex 14 vol. I including new requirements for aerodrome master planning so that States can harmonize with their local regulations.	•Capacity building and knowledge transfer to State and airport experts in the airport planning area

This document presents a proposal for Work Package #2– **Consultative Processes Guide.**

This **Guidance Material** is intended to assist those involved in the establishment, operation, management, and participation in Airport Consultative Committees. While States recognize that each Airport Consultative Committee must work in a way that best suits the local circumstances in which it operates, this document sets out some specific principles and standards that committees can use to ensure they operate effectively, efficiently and constructively, seeking a result that best meets local needs, including those of airports, airlines and the State.

6   Airport Consultative Committee (ACC) Definition

ACCs are structured forums that provide an opportunity for the exchange of information between aerodrome operators, airlines, air navigation providers and other parties directly involved in the operation. They make **recommendations** to aerodrome management and other bodies when appropriate, as well as being a mechanism offering an opportunity to reach a common understanding among interested groups on issues that may impact them, such as aerodrome master planning, infrastructure projects review of traffic forecasts, and evolution of CAPEX and OPEX plans.

As the committee does not have executive powers, its role is more like that of an 'advisor', to offer medium and long-term strategic directions and encourage the airport to act on its recommendations, noting items that need consideration, in addition to being objectively critical of the areas in which the airport could implement international best practices, operational and cost efficiencies.

Also, depending on the national regulatory environment, the ACC can provide the Authority/State with the recommendations and instruments to guarantee compliance with national requirements including due consultation with parties directly interested in the operation of the airport and to guarantee that planning is aligned with the long-term objectives established by the State.

7   ACC objectives

Expected objectives of this ACC consultation include:

i.   allow the aerodrome operator, airlines and air navigation service providers and other venues to exchange information and ideas;
ii.   ensure that a capital investment (CAPEX) proposal at the airport has been fully explored among all stakeholders, the concerns of interested/affected parties have been identified and possible alternatives have been explored, including maintaining the status quo (i.e. scenario 'do nothing');
iii.   enable aerodrome operators, communities in the vicinity of the aerodrome, local authorities, local business representatives, aerodrome users (including airlines and direct service providers) and other interested parties to exchange information and ideas;
iv.   enable aerodrome operators to identify, share, take into account and monitor potential trends, perceptions and challenges that may arise over time with specific interest groups;
v.   minimize unnecessary and costly disputes;
vi.   alignment of interests and objectives with airlines and authorities;
vii.   that all related groups have the same information, reducing asymmetries and improving the quality of decisions.

However, it is important to note that the ACC is not intended to:

- detract from or limit the regulator's responsibility in making and implementing necessary regulatory decisions;
- detract from or limit the responsibility of the aerodrome owner and/or operator to manage the aerodrome;
- prevent interested parties from raising concerns directly with the aerodrome or through other channels.

8   Terms of reference

It is recommended that each ACC establish terms of reference consistent with the role and purpose described above.

It is recommended that the ACC include in its terms of reference provisions about the following principles:

ACC Principles

8.1   Independence

Although it is usually the aerodrome operator who moderates ACC activities, it is important that the process be open and transparent, in which there is openness to receive comments and constructive criticism, facilitating the representation of the entire industry to maintain trust of interested parties.

The committee must be transparent and free to express its points of view on the different aspects discussed. The committee will aim to work towards a consensus vision that represents the interests of users. When consensus is not possible the committee will provide a clear view of the different opinions.

8.2   Representative

The ACC size and membership will depend on local circumstances but should be both manageable and sufficient to achieve its objectives efficiently.

Although personal experience can be helpful, members should represent the strategic views of their broader organization (unless they have been appointed as independent committee members), and the long-term objectives of the industry, consulting with other members of the organization before meetings and providing feedback afterwards.

Ideally, each organization should appoint a senior representative to the ACC, who will coordinate the activities and information needs within their own entities. Thus, it seeks to guarantee full understanding of the scope of the plans discussed. It is important that, to the extent possible, members have the authority to speak on behalf of their organization, as well as coordinate the participation of experts in different subjects, when necessary, in the development of the sessions.

For existing aerodromes, it is advisable to have the assistance of a representative of the operating committee who provides the local perspective, both strategic and operational.

8.3   Include subject matter experts

While members themselves are not expected to be experts on all issues the committee discusses, members should seek to gain a general understanding of the issues involved and should have a deeper understanding of the area they represent. All members should take an interest in the issues being discussed at the meetings and be prepared to seek the advice of others.

It is often helpful if members are allowed to be accompanied by technical advisors or consultants who have experience in the topics discussed and/or other relevant specific knowledge.

Depending on the size of the aerodrome and the issue to be considered, the committee may consider appointing an appropriate consultant with experience in the topics discussed and/or another relevant specific knowledge to act as a specialist advisor to the committee as a whole.

8.4   Transparency

Committees should be as open and transparent as possible about the issues they discuss and the conclusions they reach.

The local community at large and airport users should be aware of the advisory committee's existence and its role in relation to aerodrome operations, as well as how to contact at least the Secretary of the committee.

8.5   Constructive and effective

To the extent possible, the committee should take a constructive role on issues, taking the opportunity to influence issues where appropriate.

8.6   Terms of reference

The terms of reference may include, among other, the following:

i.   plans for future development, phases and investment triggers being taken to implement the airport Master Plan or develop a new plan;

ii.   conceptual, schematic, and detailed designs of the different infrastructure areas (track system, taxiways, passenger terminals, air cargo processes, etc.)

iii.   proposals to increase or change the airport's operation schemes (attention to new modalities, etc.);

iv.   operational and cost impacts of the proposed development and on existing operations (both during construction and future);

v.   potential impacts on rates associated with planned investments;

vi.   noise (including aircraft noise) and environmental issues;

vii.   land transportation and access problems;

viii. access issues for passengers, including people with disabilities;

ix.   planning, regulatory and policy changes affecting the airport;

x.   improvements or changes to airport facilities;

xi.   airport procedures for effective complaint handling;

xii.   reports from the Civil Aviation Authority on issues affecting the community;

xiii. the airport's contribution to the local, regional and national economy; and

xiv.   strategies to ensure that the broader community is informed about the issues discussed at the ACC.

9   Committee Organization

It is recommended that ACCs meetings be held once a year if there are no specific projects for discussion, and a minimum of 2 times a year if there is an ongoing capital investment program (CAPEX). However, depending on the speed of the projects and if the committee considers it, the frequency of these meetings could be changed so that they are sufficient to address the issues raised. Additionally, at times of high activity in development programs, sub-working groups dependent on the ACC may be formed to allow for more frequent meetings to discuss specific topics.

The committee should have a **Committee Chair**, who should be elected in an open and transparent manner with the involvement of the committee itself. The President should preferably be a senior representative of the airport or of an airline with local operation. It is important that the Chair promotes a space for openness and discussion, that is impartial and able to command the respect of other committee members, furthermore, should be able to bring together a wide range of viewpoints and articulate coherent conclusions by the Committee.

The Secretariat, whose main functions are to organize and provide resources to support the effective work of the committee, including the provision of means (rooms, digital media, etc.), convocation, preparation of minutes and reports, filing and communications, etc. Based on the experience of some States, the airport operators are expected to take the Secretariat role.

Finally, the members of the committee will take part in the discussions and decision making, as stipulated in the terms of reference.

9.1   Membership

The Secretary of the committee shall ensure that the interested parties are duly represented in the ACC. Usually, each interested party chooses or appoints a representative of the ACC. Members can be appointed indefinitely or for specific terms.

The ACC size and membership will depend on local circumstances but should be manageable and sufficient to achieve its objectives.

ACC membership should include individuals who can provide representative views of:

- **Aerodrome operators**: entity responsible for the administration, operation and management of airport infrastructure.
- **Air operators** Airlines (cargo, passengers, other operators) and their representatives are the main users of airports and an important source of income for airport operators. While airlines are customers of airports, they are also business partners, as the business strategies of both airlines and airports are closely linked and the success of one often depends on the success of the other. The forecasts, type of operation and needs of the airlines should be a fundamental part of the analysis of infrastructure projects.
- **Airport authorities:** the various airport authorities that carry out activities such as border control, customs, migration, phytosanitary controls, police, security entities, among others, should be consulted regarding their specific demands on the design, especially within the terminal.
- **Air navigation service providers:** consider a representation of the ANSP operating at the aerodrome.
- **Civil Aviation Authorities:** in charge of both the regulatory part and the national airport planners (if they are not in the AAC, invite the Secretariat or government department in charge of said planning).
- **Concession managers (if applicable):** In some States the Airport Concession Manager is an entity independent of the AAC.

Also, ACCs can invite other interested parties who, depending on the topics discussed, have contributions to the consultation process:

- **Other airport users depending on the topic to be discussed**: To the extent possible, a wide range of airport users should be invited to participate in the committees, or at least their opinions should be taken into account. This may include, but is not limited to: retailers, aviation schools, freight transport companies, ground handlers, as well as those involved in any general aviation operating from the airport.
- **Local, environmental, urban planning and other authorities**: Local Authority members have an important representation role on behalf of their constituents, particularly when representing communities close to or impacted by airport operations. They should represent the full range of issues relevant to their authority, including planning, economic and environmental interests in ACCs. meeting agendas preparation and distribution;

9.2 Secretariat

The functions assigned to the Secretariat will include:

- communication of the arrangements made for the ACC, including any framework documents, such as procedural arrangements and terms of reference, to members
- preparation, distribution and publication of minutes of ACC meetings;
- preparation and distribution of meeting agendas;
- ensure that ACC members are notified of meetings and have the opportunity to prepare for the meetings;
- support the activities of the President, as necessary.
- coordinate input to assist ACC on policy, technical and other support issues, where agreed;

- maintain complete records of ACC activities; and
- prepare an annual report on the operations and achievements of the ACC and publish this report on the airport's website (or on the ACC's own website, if one exists).

10 References

Some references used for the preparation of this document.

Airport Development Consultation Guidelines (2012). Department of Infrastructure and Transport, Australian Government. Retrieved on November 23, 2022, from https://www.infrastructure.gov.au/sites/default/files/migrated/aviation/airport/planning/files/FINAL_Consultation_Guidelines_2012.pdf

Community Aviation Consultation Groups (CACG) Guidelines (2016). Department of Infrastructure and Transport, Australian Government. Retrieved on November 23, 2022, from https://www.icao.int/SAM/Documents/2018-ADPLAN/Australia_CACG_Guidelines_2016.pdf

Airport consultative committees: guidelines (2014). Department for Transport UK. Retrieved on November 23, 2022, from https://www.gov.uk/government/publications/airport-consultative-committees-guidelines

Airport consultative committees (ACCs) (2017). IATA.

REPORT ON THE SURVEY ON FLIGHT SCHEDULING IN SAM STATES
GREPECAS Project F3: A-CDM Implementation

Prepared by: Libio Benites – Project Coordinator (lbenites@mtc.gob.pe)
Reviewed by: Fabio Salvatierra – ICAO SAM Secretariat (icaosam@icao.int)
Date: 28/09/2023

As part of GREPECAS Project F3 concerning A-CDM implementation in the CAR/SAM Regions, a survey was sent to the States through the ICAO Regional Office on 6 September 2022, in order to identify the airports in the Region that, according to their characteristics, could benefit from the implementation of A-CDM, and to determine priorities for such implementation.

Nine questions were sent to find out the current situation of member States in relation to those airports that could be priority candidates for A-CDM implementation, that is, where capacity problems and/or constraints had been identified, and how these constraints were being managed. Likwise, information was collected on their organisational procedures and/or methods for allocation of programmed schedules and/or SLOTS for these airports.

Likewise, information was collected on the monitoring of KPI 1 and KPI 14 of the GANP, which are aimed at measuring the punctuality of departing and arriving flights, respectively.

A total of 7 States responded to the survey, namely:

- Brazil
- Chile
- Colombia
- Guyana
- Panama
- Peru
- Venezuela

This report presents and analyses the responses of the various States, which were received through the ICAO Regional Office.

It is emphasised that the statistics presented here are based only on the States that responded and the airports referred to in their responses and, therefore, **the results presented should not be extrapolated to the universe of States or airports in the Region**.

On the other hand, it is highlighted that, although there may be priority airports due to their importance or capacity restrictions, any airport would benefit from A-CDM. mainly due to the sharing of information that allows the improvement of processes and procedures at airport level, making the latter more efficient.

ANALYSIS

The survey questions, their respective objectives and their analysis, based on the answers received, are presented below.

QUESTION 1.-
Have any airports been identified where demand exceeds the capacity of airport infrastructure? If yes, please list the airports identified and describe their main constraints.

Objective: to identify potential candidate airports per State for A-CDM implementation.

Information was sent for 20 airports of the SAM Region, with their corresponding constraints, as shown in **Table 1**.

| No.	COUNTRY	AIRPORT (List a maximum of 5 airports)	MAIN CONSTRAINTS
1	BRAZIL	SBSP/CGH Congonhas	• Runway • Aircraft parking apron • Number of weekly frequencies
		SBGR/GRU Guarulhos	• Runway • Passenger terminal
		SBKP Campinas	Fourth in number of movements in Brazil. Demand tends to exceed 90% of capacity, especially at peak hours. (Information sent by DECEA)
		SBRJ/SDU Santos Dumont Rio de Janeiro	• Passenger terminal • Aircraft parking apron
		SBRF/REC Recife	• Passenger terminal • Aircraft parking apron
2	CHILE	SCEL Arturo Merino Benites Santiago	Lack of adherence by operators to the use of automated Self Bag Drop systems. Only 6 out of 16 airlines (38%) are compliant, causing delays in the check-in process for departing flights.
3	COLOMBIA	SKSP San Andrés	• Parking positions • Taxiways
		SKCG Cartagena	• Parking positions • Taxiways
		SKSM Santa Marta	• Parking positions • Taxiways
4	GUYANA	CJIA Georgetown	• Parking positions - Limited parking space for aircraft • Lack of infrastructure

No.	COUNTRY	AIRPORT (List a maximum of 5 airports)	MAIN CONSTRAINTS
		Cheddi Jagan International Airport	
		EFCIA Ogle Eugene F. Correia International Airport	• Parking positions - Limited parking space for aircraft • Lack of infrastructure to receive category D or E aircraft.
5	**PANAMA**	**MPTO Tocumen**	• Number of parking positions at the terminal, projected to be exceeded by 2024.
		MPSM Río Hato	• Size of the terminal • Number of positions on apron
		MPPA Panama Pacífico International Airport	• Size of the terminal
6	**PERU**	**SPJC Lima**	• Parking positions - apron management. • Layout and number of taxiways. • Operating with 1 runway for landing/take-off • Passenger terminal • Operational constraints due to noise
		SPZO Cusco	• Number of parking positions – apron management • Landing and take-off operations in opposite directions. • Airspace capacity limited by surrounding terrain. • Operating hours. • Operational constraints due to noise
7	**VENEZUELA**	**SVMI - MAIQUETÍA SVMG - Isla Margarita SVMC - MARACAIBO SVBC - BARCELONA**	In general, at Venezuelan airports, traffic demand does not exceed airport infrastructure capacity, maintaining SLOTS according to capacity. It is possible that with the gradual increase of air operations following the pandemic, airport constraints will become apparent, and measures to improve airport capacity will increase. This does not mean that the national ANP will be activated,

No.	COUNTRY	AIRPORT (List a maximum of 5 airports)	MAIN CONSTRAINTS
			requiring aerodrome operators to implement A-CDM

Table 1.- Airports of the Region and their constraints

Based on the data analysed, it is inferred that at least one airport per State (of those that responded the survey) has capacity issues, either due to apron, runway or terminal constraints, among others.

Graph 1 shows the main constraints listed by States for their respective airports.
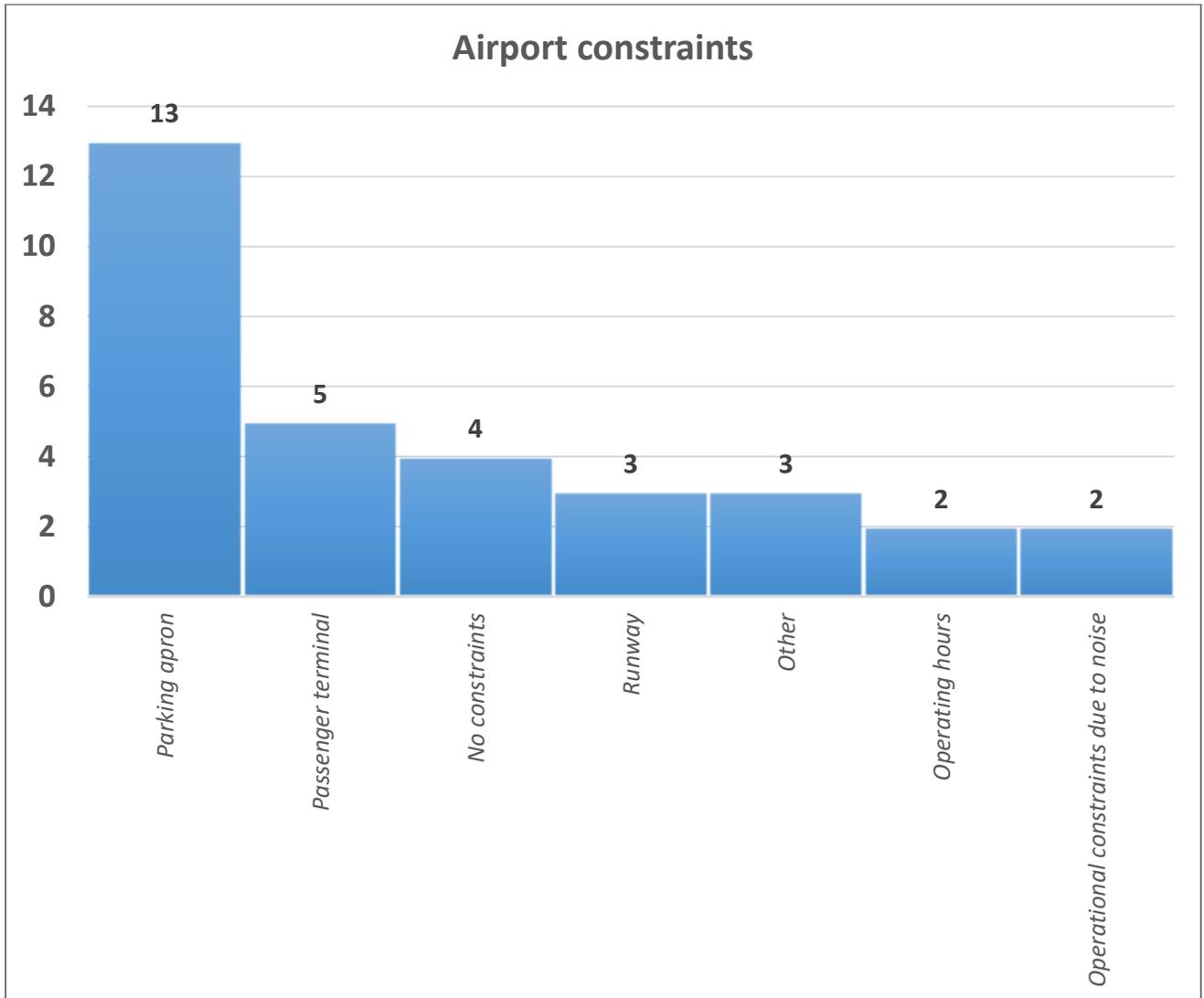
Graph 1.- Airport constraints

The graph shows that 65% of airports reported in the States' responses to the survey have parking apron constraints and 25% of the airports have problems with the passenger terminal.

Note: *The implementation plan contemplates the formulation of parameters/criteria for setting A-CDM implementation priorities.*

QUESTION 2.-

Have any capacity distribution mechanisms been implemented at these airports to ensure optimal use of airport infrastructure? Please specify.

Objective: to identify what strategies are applied at airports to distribute airport capacity.

No.	COUNTRY	AIRPORT (List a maximum of 5 airports)	MECHANISM FOR CAPACITY DISTRIBUTION	STRATEGY
1	BRAZIL	**SBSP/CGH** **Congonhas**	The SLOT coordination and allocation mechanism was adopted for saturated airports as per the IATA standard (Resolution ANAC 682/2022) For CGH only, there are specific parameters for new entrants, technical qualifications for airlines and different prioritisation criteria for SLOT allocation.	Coordination of SLOTS
2		**SBGR/GRU** **Guarulhos**	The SLOT coordination and allocation mechanism was adopted at saturated airports as per the IATA standard (Resolution ANAC 682/2022)	Coordination of SLOTS
3		**SBKP** **Campinas**	Information provided by DECEA	Distribution of airport capacity by ATS provider
4		**SBRJ/SDU** **Santos Dumont** **Rio de Janeiro**	The SLOT coordination and allocation mechanism was adopted at saturated airports as per the IATA standard (Resolution ANAC 682/2022)	Coordination of SLOTS
5		**SBRF/REC** **Recife**	The SLOT coordination and allocation mechanism was adopted at saturated airports as per the IATA standard (Resolution ANAC 682/2022)	Coordination of SLOTS
6	CHILE	**SCEL** **Arturo Merino Benites**	International operators submit seasonal itineraries (IATA winter/summer), which are approved if they do not exceed the	Coordination of SLOTS (*)

No.	COUNTRY	AIRPORT (List a maximum of 5 airports)	MECHANISM FOR CAPACITY DISTRIBUTION	STRATEGY
		Santiago	hourly average agreed with the airport operator (a maximum of 30 departure/arrival operations/hour has been agreed as a basic measure).	
7	COLOMBIA	SKSP San Andrés	No action for now	No action
8		SKCG Cartagena	No action for now	No action
9		SKSM Santa Marta	No action for now	No action
10	GUYANA	CJIA Georgetown Cheddi Jagan International Airport	Spacing of flights to avoid congestion.	Spacing of flights
11		EFCIA Ogle Eugene F. Correia International Airport	Closure of taxiways to have more apron space.	Closure of taxiways
12	PANAMA	MPTO Tocumen	In addition to the established coordination procedure between regulator and air operator for announcing itineraries, the operator manages its internal processes to distribute airport capacity.	Distribution of airport capacity by AD operator
13		MPSM Río Hato	In addition to the established coordination procedure between regulator and air operator for announcing itineraries, the operator handles its internal processes to distribute airport capacity.	Distribution of airport capacity by AD operator

No.	COUNTRY	AIRPORT (List a maximum of 5 airports)	MECHANISM FOR CAPACITY DISTRIBUTION	STRATEGY
14		**MPPA Panama Pacifico**	In addition to the established coordination procedure between regulator and air operator for announcing itineraries, the operator handles its internal processes to distribute airport capacity.	Distribution of airport capacity by AD operator
15	**PERU**	**SPJC Lima**	IATA Level 3 – Coordination of SLOTS ATFM measures applied for domestic arrivals	Coordination of SLOTS
16		**SPZO Cusco**	Facilitation of programmed schedules ATFM measures applied for domestic arrivals	Programming of operating hours
17 18 19 20	**VENEZUEL A**	**SVMI SVMG SVMC SVBC**	The international airports of Venezuela have implemented airport infrastructure capacity management procedures and systems, including: Technical/operational feasibility procedure. System for organising apron slots. Procedure for establishing aerodrome SLOTS.	Distribution of airport capacity by AD operator

Table 2.- Capacity distribution strategies

Demand distribution strategies
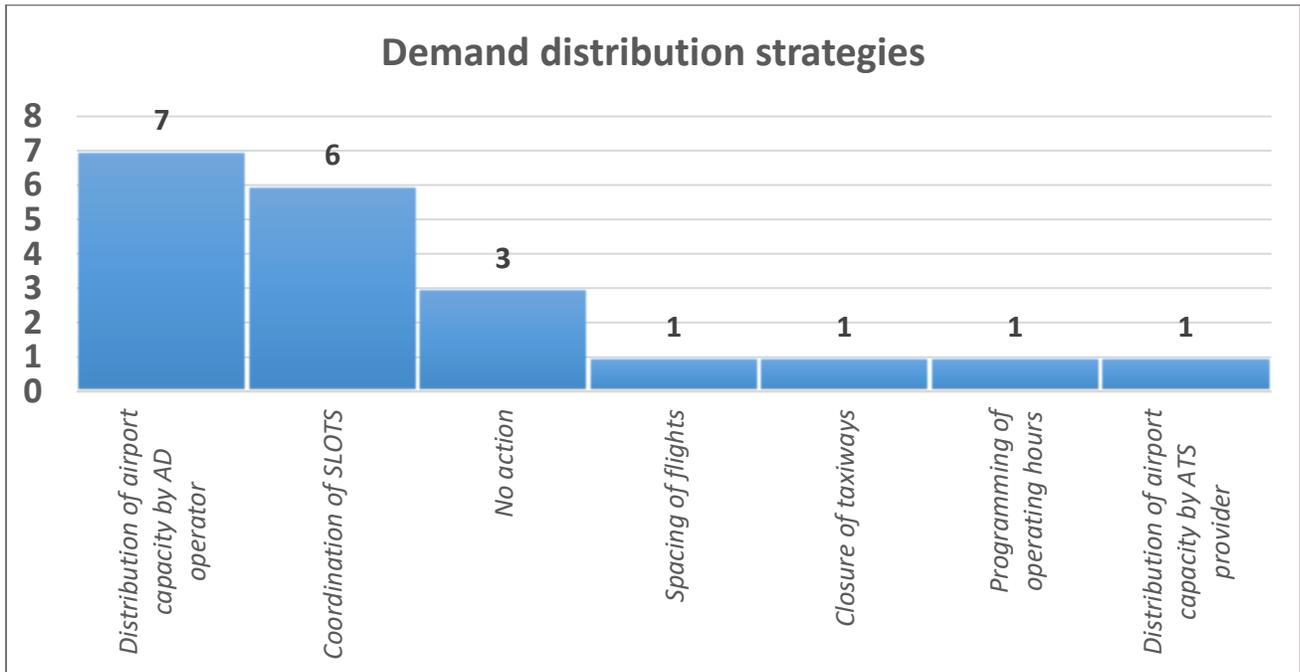
Graph 2.- Demand distribution strategies

According to **Table 2** and **Graph 2**, with the exception of the airports reported by Colombia, where no action has been taken with respect to capacity constraints, all other States distribute capacity as follows:

- 35% of airports leave this responsibility to the aerodrome operator.
- 30% of airports applies coordination of SLOTS.
- 15% of airports have taken no action
- 20% of airports take other actions (see **Graph 2**)

QUESTION 3.-

Which entity in your State is responsible for flight schedule management and how is it carried out? Specify whether it is the airport operator, air operator, aeronautical authority (CAA) or other.

NOTE: flight scheduling may have a different name in each State (itinerary allocation, etc.).

Objective: to determine whether there is an entity in charge of strategic planning and its respective procedures.

No.	COUNTRY	PROCESS DESCRIPTION	RESPONSIBLE ENTITY
1	**BRAZIL**	• ANAC – Civil aviation authority responsible for the process of allocating SLOTS at coordinated airports (Level 3) • ANAC – Civil aviation authority - All flight schedules must be registered in the specific system (SIROS) prior to operation. • Airport operator - Responsible for the allocation of SLOTS at facilitated (Level 2) and other non-saturated airports (Level 1)	CAA
2	**CHILE**	**CAA** **Air traffic flow management office** Flight schedule management	CAA
3	**COLOMBIA**	**Slot Planning Group, Air Transport and Commercial Air Transport Affairs Directorate** Facilitation of slots and coordination of airport slots	CAA
4	**GUYANA**	Air operator writes to the CAA, the CAA checks with the airport (CJIA/EFCIA) for availability and then the air operator is given an approval or denial	CAA
5	**PANAMA**	Air operator manages its flight scheduling with the airport operator, subject to authorisation by the CAA (regulator). The air operator requests authorisation to the CAA, the CAA then passes the request to the airport operator to assess its capacity at the airport, the airport operator sends its response to the CAA, which ultimately approves or rejects the request. The air operator then manages its flight schedule.	CAA

No.	COUNTRY	PROCESS DESCRIPTION	RESPONSIBLE ENTITY
6	PERU	**DGCA through the Certification and Authorisation Directorate – Technical Coordination of Authorisations** Following the IATA SLOT allocation calendar and in accordance with the WASG, two capacity declarations are made annually, based on the capacities declared by the airport operator and the air navigation service provider, which are used for the allocation of airport SLOTS. These capacities are informed to air operators 6 months before the start of the IATA season in order for them to submit their flight proposals.	CAA
7	VENEZUELA	Submission of possible flight itinerary of the air operator. SLOT availability check Approval by the CAA Scheduling by aerodrome operator.	CAA

Table 3.- Entities responsible for demand distribution

It may be noted that 100% of the countries that responded to the survey manage flight scheduling through their civil aviation authority (CAA).

Graph 3.- Entities responsible for demand distribution

QUESTION 4.-

How is flight scheduling updated (changes, updates and/or modifications within the last 48 hours prior to the operation)? Describe the process.

Objective: to understand the information update flow and how it affects resource allocation.

No.	COUNTRY	DESCRIPTION	UPDATE
1	**BRAZIL**	Commercial aviation flight schedules are updated by airlines together with airports and ANAC, through the SIROS system, available on the ANAC website. CGNA periodically uploads this information to perform ATFM analyses in order to anticipate possible system demand and capacity imbalances. At Level 3 airports, SLOT changes can be made up to 24 hours before the operation directly with the coordinator. After this period, changes to the operation are made directly with the airport operator. At airports	LEVEL 3: (within the last 24 hours) Managed directly with the AD LEVEL 1 and 2: Managed directly with the AD

| No.	COUNTRY	DESCRIPTION	UPDATE
		of other coordination levels (Level 2 and 1), changes are made directly with the airport operator.	
2	CHILE	Updating is performed as described in AIC-7/22. https://aipchile.dgac.gob.cl/dasa/aip_chile_con_conte nido/ais/AIC%20PDF%20VOL%20I/AIC%202022/A IC%20- %2007%202022%20Proc%20solicitud%20y%20autor izacion%20de%20Itinerarios.pdf Institutional regulations are being drafted for the management of itineraries at aerodromes administered by the Directorate General of Civil Aviation.	OTHER (*)
3	COLOMBIA	For El Dorado Airport Level 3, through the SLOT coordination process, using the SCORE system.	Managed directly with the SLOT coordinator
4	GUYANA	If there is a change in flight schedule by the air operator, whenever this information is received by the CAA, it is then passed to the airport operator so that they can make the necessary adjustment	Managed directly with the AD
5	PANAMA	The air operator must notify the airport operator as soon as possible of any alteration or modification to the flight schedule, no minimum notification time specified.	Managed directly with the AD
6	PERU	Air operators coordinate directly with the airport operator (CORPAC) to obtain a PROGRAMMED SCHEDULE, based on available capacity. This allocation must consider the declared capacity.	Managed directly with the AD
7	VENEZUELA	International airports have procedures for updating flight schedules, taking into account changes defined by air operators with the directorship of air transport of the aeronautical authority.	Managed directly with the AD

It is considered as OTHER because the document at the link cited in the survey could not be accessed.
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Table 4.- Schedule updating

Graph 4 shows 2 methodologies for updating flight schedules, which are not consistent with a 48-hour advance notice, but are consistent with flight schedule updating prior to execution.

According to the responses obtained, **71.43%** of States update schedules through the aerodrome (AD) operator.

Colombia is the only State that, in the case of a LEVEL 3 airport (El Dorado Airport), air operators do the updating directly with the SLOT coordinator through Metron's Harmony system.
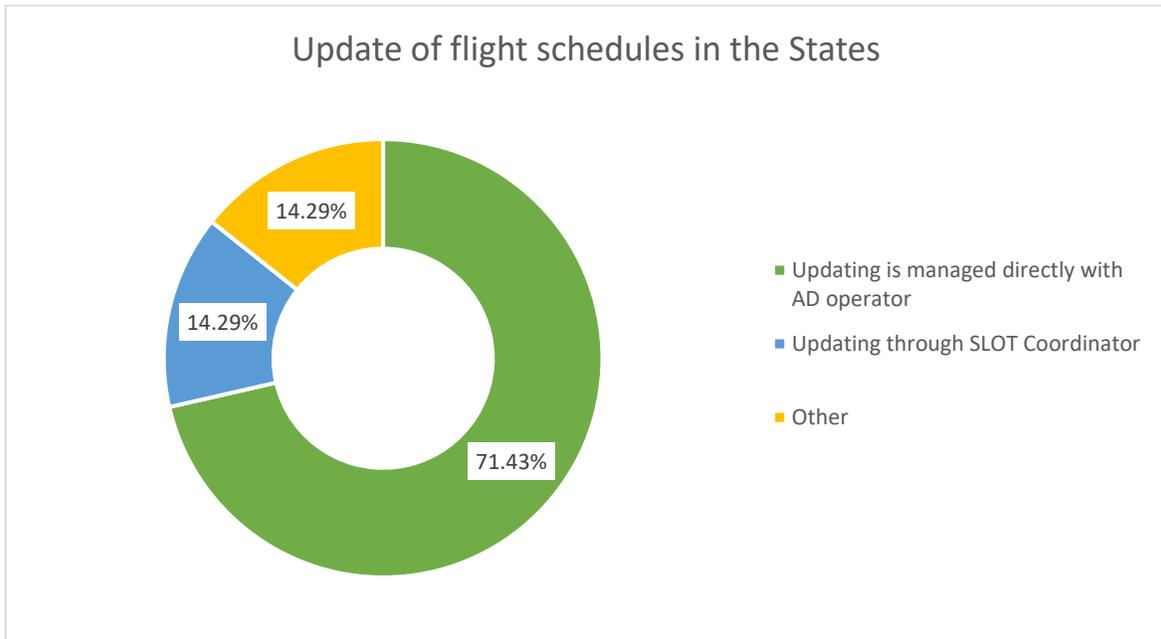
Graph 4 .- Schedule updating in periods close to operation

QUESTION 5.-

How are aircraft movements on the apron (time of entry and exit to and from parking positions, off-block, in-block, etc.) recorded at these airports? (registry of hours of operation)
Specify and, if possible, attach format or give an example.

Objective: to determine whether apron operations are monitored.

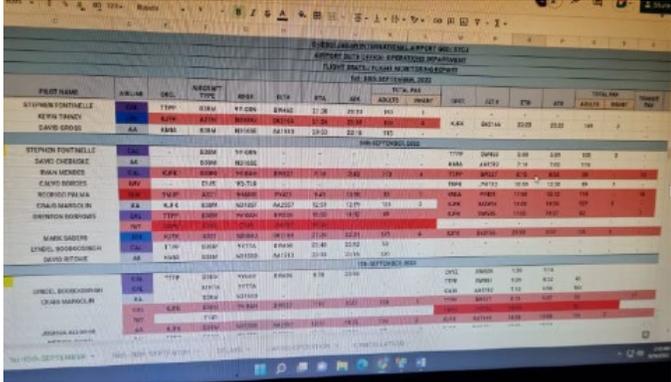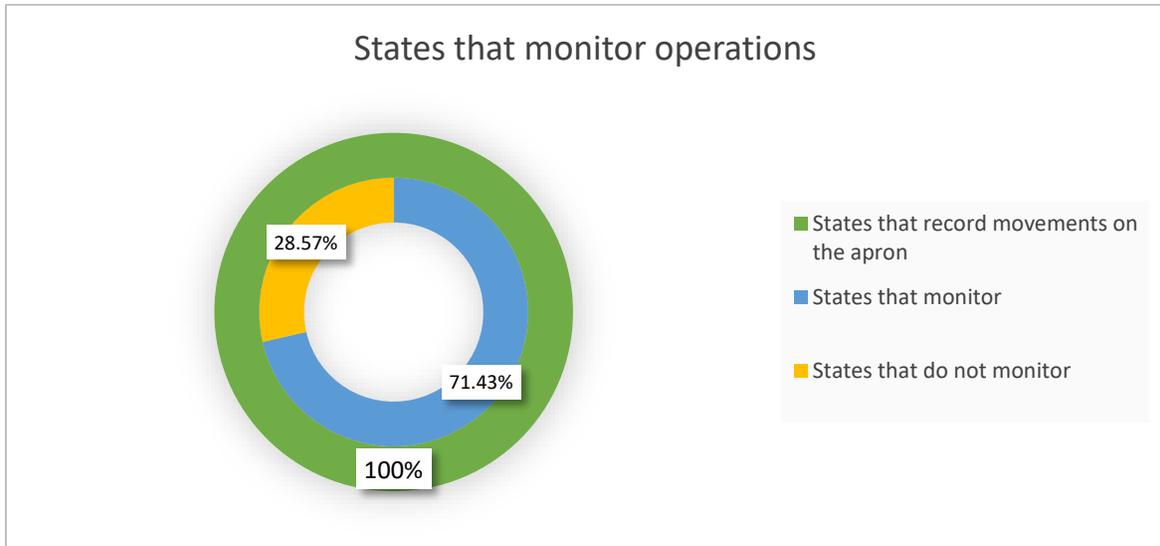| No.	COUNTRY	DESCRIPTION OF MONITORING PROCESS	RECORDS	MONITORING
1	BRAZIL	In Brazil, recording is done by airlines, airports and DECEA, through their respective automated systems. In the case of DECEA, the TATIC system, used for the control tower service, records time of entry and exit to and from parking positions, and data is automatically monitored in real time. In CGNA, data is automatically shared through a web service, but can also be retrieved in csv and excel.	Automated	YES
2	CHILE	Aircraft movement on the apron is tracked using the EFPS (electronic flight progress strip) module of the Integrated Aeronautical Operations System (SIOA) manufactured by VIA56.	Automated	YES

No.	COUNTRY	DESCRIPTION OF MONITORING PROCESS	RECORDS	MONIT ORING
3	COLOMBIA	This registry is mainly kept by the airport manager, for San Andres directly by the airport, for Cartagena - SACSA and for Santa Martha - AEROORIENTE	Not specified	YES
4	GUYANA	Please see picture below for how CJIA records their movement	Not specified	YES
5	PANAMA	This type of records are kept by the airport operator.	Not specified	NO
6	PERU	Records are kept by LAP as airport operator through an AODB that registers the entry and exit of aircraft to and from parking positions. Recording is done manually by apron staff, who then record it in excel format for processing. This information is supplemented by the records kept by the specialised airport services.	MIXED	YES
7	VENEZUELA	Aerodrome operators keep track of aircraft movement on the apron. Aerodrome operators have not established KPIs for the establishment of punctuality performance parameters.	Not specified	NO

Table 5.- Monitoring of operations on the apron

States that monitor operations

28.57%

71.43%

100%

- States that record movements on the apron
- States that monitor
- States that do not monitor

Graph 5.- Percentage of States that monitor operations on the apron

Table 5 shows that 100% of the States that responded the survey record movements on the apron, whether automatically, manually or in a mixed form. However, it also shows that only 71.43% of States monitor operations despite having the data available.

QUESTION 6.-

How is flight departure punctuality (KPI 01 - Departure punctuality) monitored and what are the parameters for determining punctuality? (+-15 min and/or STD 0)

Objective 6: Determine homogeneity of monitoring processes in the SAM Region.

QUESTION 7.-

How is flight arrival punctuality (KPI 14 - Arrival punctuality) monitored and what are the parameters for determining punctuality? (+-15 min and/or STD 0)

Objective 7: Determine homogeneity of monitoring processes in the SAM Region.

NOTE. - According to GANP indicators, departure punctuality is obtained by comparing the actual off-block time (AOBT) with the scheduled off-block time (SOBT), i.e. AOBT-SOBT.
Arrival punctuality is obtained by comparing the actual in-block time (AIBT) with the scheduled in-block time (SIBT): i.e. AIBT-SIBT

No.	COUNTRY	DESCRIPTION OF THE MONITORING PROCESS	PARAMETERS FOR DETERMINING ARRIVAL PUNCTUALITY	PARAMETERS FOR DETERMINING DEPARTURE PUNCTUALITY	ALIGNED WITH GANP
1	BRAZIL	Punctuality is monitored by DECEA based on the methodology recommended by the GANP (Doc 9750), comparing scheduled (SOBT/SIBT) and actual (AOBT/AIBT) times.	5-, 15- and 30-minute parameters. Real-time monitoring, automated transmission of AOBT data, and less database processing. Post-operation monitoring, more refined handling of data, and the database has less gaps than in the real-time process.	5-, 15- and 30-minute parameters. Real-time monitoring, automated transmission of AIBT data and less database processing. Post-operation monitoring, more refined handling of data, and database processing.	YES
2	CHILE	Data management processes will be designed in 2023 to enable KPIs. However, for the drafting of the Regional Air Navigation Plan Vol. III, a study of data collection installed capacity was carried out to identify the KPIs to be used in the short, medium and long term by DGCA Chile. The study produced the information shown in the table below.	**Variant 1A: Percentage (%) of departures within ± 5 minutes of estimated time of departure** -5 (minus five) minutes at 5 (five) minutes. **Variant 1B: Percentage (%) of departures delayed ≤ 5 minutes vs schedule** 0 (zero) minutes and less than or equal to 5 (five) **Variant 2A: Percentage (%) of departures within ± 15 minutes of estimated time of departure** equal to 15 (fifteen) minutes	KPI 14 is not yet ready for implementation, as the required data is not available in DGCA systems. The acquisition of a technological solution to obtain the elements to enable KPI 14 will be assessed when the iteration of the six-step method indicates that there is a gap that needs to be closed.	YES
3	COLOMBIA	**Air Traffic Flow and Capacity Management Group (ATFCM) of the Air Navigation Operations Directorate**	The ATFCM group is developing the different KPIs of the GANP, including KPI 01, currently for El Dorado	The ATFCM group is developing the different KPIs of GANP; including KPI 14, currently for El Dorado	YES

No.	COUNTRY	DESCRIPTION OF THE MONITORING PROCESS	PARAMETERS FOR DETERMINING ARRIVAL PUNCTUALITY	PARAMETERS FOR DETERMINING DEPARTURE PUNCTUALITY	ALIGNED WITH GANP
			airport with a margin of + - 5 and + - 1.	airport with a margin of + - 5 and + - 1.	
4	GUYANA	-	The airline records this information	The airline records this information	NO
5	PANAMA	It is used on the basis of IATA's OTP (on-time performance) calculation.	Off-block time *vs* time of departure is used	In-block time *vs* time of arrival	NO
6	PERU		The DGCA of PERU, through the Air Navigation Technical Coordination - ATFM Team, obtains LAP flight records with the respective AOBT and SOBT. Subsequently, the calculation is made to obtain KPI 01 (AOBT – SOBT)	The DGCA of PERU, through the Air Navigation Technical Coordination - ATFM Team, obtains LAP flight records with the respective AOBT and SOBT. Subsequently, the calculation is made to obtain KPI 14 (AIBT - SIBT) for all flights with an assigned SLOT. +- 15 MIN	YES
7	VENEZUELA	International airport operators have not established KPIs to determine departure and arrival punctuality parameters.	-	-	NO

Table 5.- Homogeneity in punctuality monitoring processes

The information contained in *Table* 6 shows that:

57.14% of the countries that responded to the survey apply the methodology to measure performance set forth in the GANP.
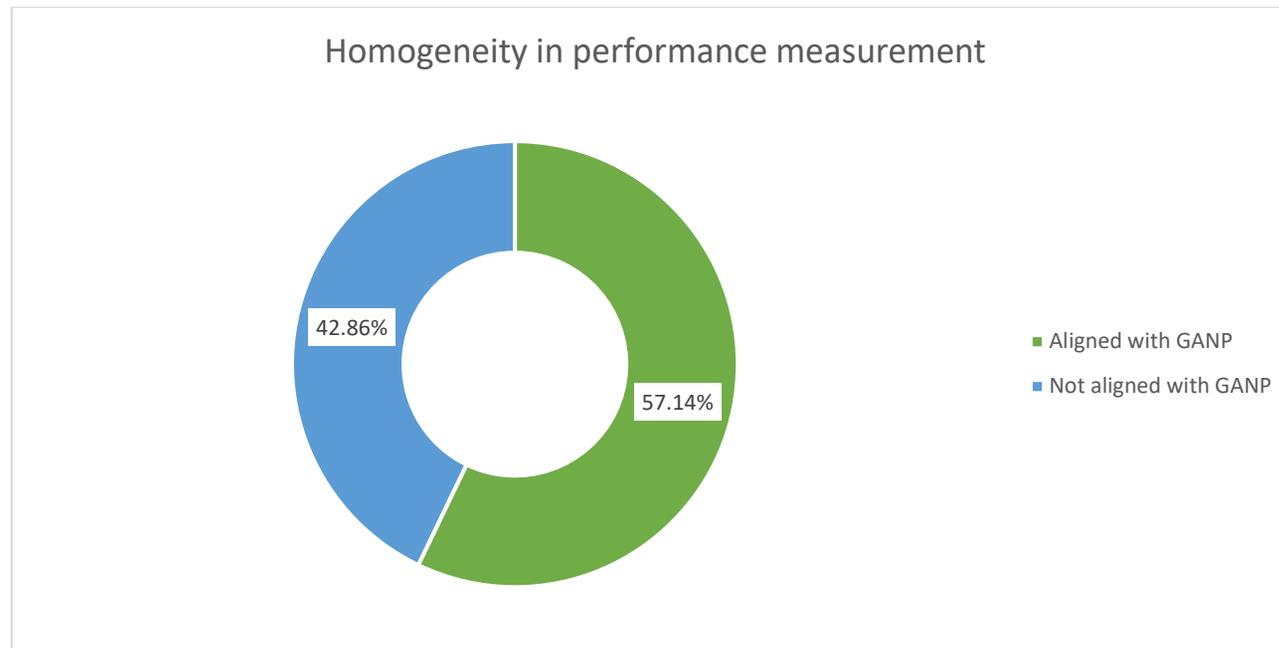
Graph 6.- Homogeneity in performance monitoring

It should be noted that the Regional Office plays a very important role in encouraging States to follow up/monitor operations through the indicators established in the GANP, for which it provides training through workshops and meetings.

QUESTION 8.-

Who or which entity is in charge of monitoring punctuality and with which users are monitoring results shared?

Objective: to determine whether punctuality compliance is monitored and which entity is responsible for this task and/or whether corrective actions are taken.

No.	COUNTRY	ENTITY RESPONSIBLE FOR MONITORING PUNCTUALITY	USERS WITH WHOM RESULTS ARE SHARED	CORRECTIVE ACTION TAKEN IN CASE OF DEVIATION	RESPONSIBLE ENTITY
1	BRASIL	DECEA Monitors punctuality. Possibility to review declared capacity values. ANAC Monitors airlines' punctuality.	DECEA shares with the community through meetings of the Operations Plan and the Annual ATM Performance Report, available on its website. ANAC publishes this information on its website, for individual flights.	Notification to airlines for adoption of corrective action Possibility of losing historic SLOT rights Yes, where intent is proven, possibility of applying a fine	CAA
2	CHILE	In 2023, data management processes will be designed to enable the KPIs selected by the DGCA, as well as definition of the entity in charge of punctuality monitoring, parties involved and corrective action.			NOT SPECIFIED
3	COLOMBIA	Air Transport and Commercial Air Transport Affairs Directorate	The ATFCM group measures punctuality indicators and shares the information with the CDM community and the Air Transport and Commercial Air Transport Affairs Directorate,		CAA

No.	COUNTRY	ENTITY RESPONSIBLE FOR MONITORING PUNCTUALITY	USERS WITH WHOM RESULTS ARE SHARED	CORRECTIVE ACTION TAKEN IN CASE OF DEVIATION	RESPONSIBLE ENTITY
			which is in charge of monitoring		
4	GUYANA	AIRPORT OPERATOR (CJIA)	Airline and CAA	If a flight or airline is late often, they are invited to a meeting and then written	AD
5	PANAMA	Airport operator AITSA (Tocumen S.A.)	Only with the airline involved	Implemented jointly by operators	AD
6	PERU	Directorate for Certifications and Authorisations - Technical Coordination of Authorisations - Itinerary Office	Air operators Airport operators	Loss of historic SLOTS in case of non-compliance	CAA
7	VENEZUELA	Aerodrome operators have a department that monitors apron operations on both departures and arrivals.	The information is shared with the Air Transport General Management of the aeronautical authority.		AD

Table 7.- Entity in charge of monitoring
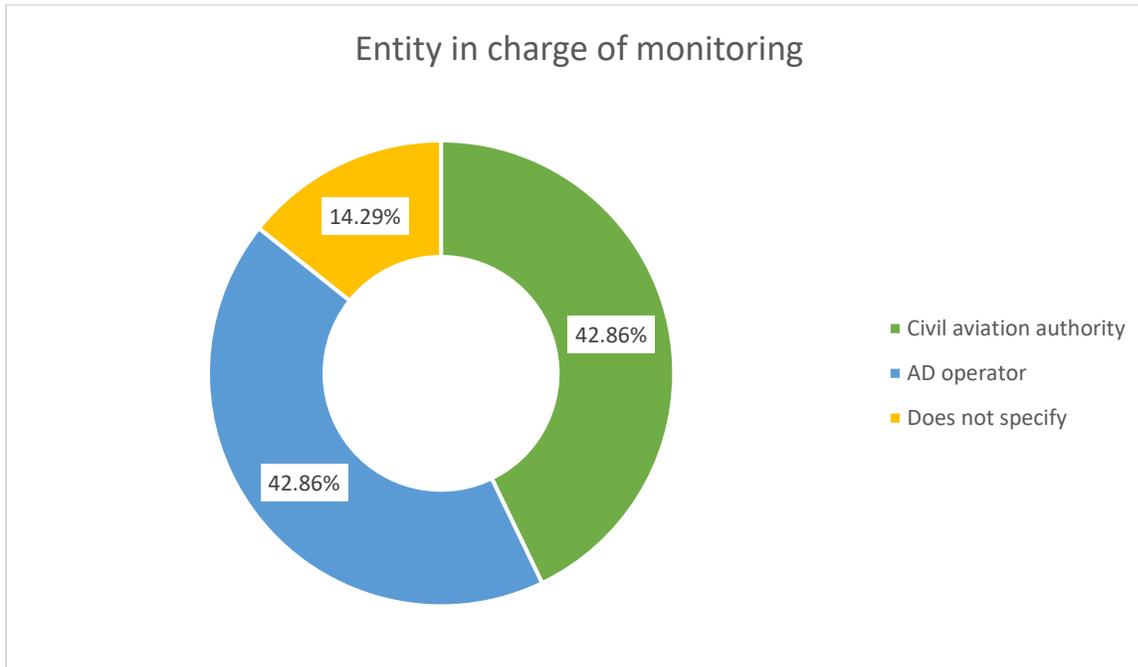
Graph 7.- Entity in charge of monitoring

Table 7 shows that States with coordinated airports assign the monitoring responsibility to the coordinating authority, and in the event of non-compliance, corrective and even punitive measures are taken.

On the other hand, in States where there are no coordinated airports, the responsibility for monitoring lies with the aerodrome operator.

Although there are entities in charge of monitoring, this does not prevent other entities, whether ATS providers or others, from monitoring operations for the purposes they deem appropriate.

QUESTION 9.-
Is information on expected demand at airports (*e.g.* flight plans filed for a certain period of time) shared?
Specify.

Objective: to ascertain the existence of any information-sharing procedure.

No.	COUNTRY		
1	BRAZIL	Yes, all allocations at coordinated airports are published on the ANAC website. Additionally, the expected demand for the current IATA season is available on the Operations Plan bulletin board, which can be accessed through the CGNA portal.	Information is shared
2	CHILE	The itinerary is sent to all units in the country. Passenger terminals have access to this information, delivered directly from the IFIS system to the respective AODBs.	Information is shared
3	COLOMBIA	Yes, through Metron's Harmony system - ATFM automated system. All information about flight plans, updates and adjustments of operational interest.	Information is shared
4	GUYANA		Does not specify
5	PANAMA	When deemed appropriate and if information is available.	Information is shared (ON A LIMITED BASIS)
6	PERU	On a monthly basis, the Itinerary Office sends the updated flight schedule for SPJC and SPZO to the corresponding units of each airport. Likewise, LAP sends the updated flight schedule to CORPAC (ATS/ATFM) 48 hours before the planned operation.	Information is shared
7	VENEZUELA	Information on expected demand at airports is shared with air navigation services, based on flight plans submitted for dissemination on communication networks. There is no procedure for sharing information with all stakeholders.	Information is shared

Table 8.- States and their demand information-sharing procedures

Information sharing in the States

14.29%

■ Information is shared
■ Does not specify
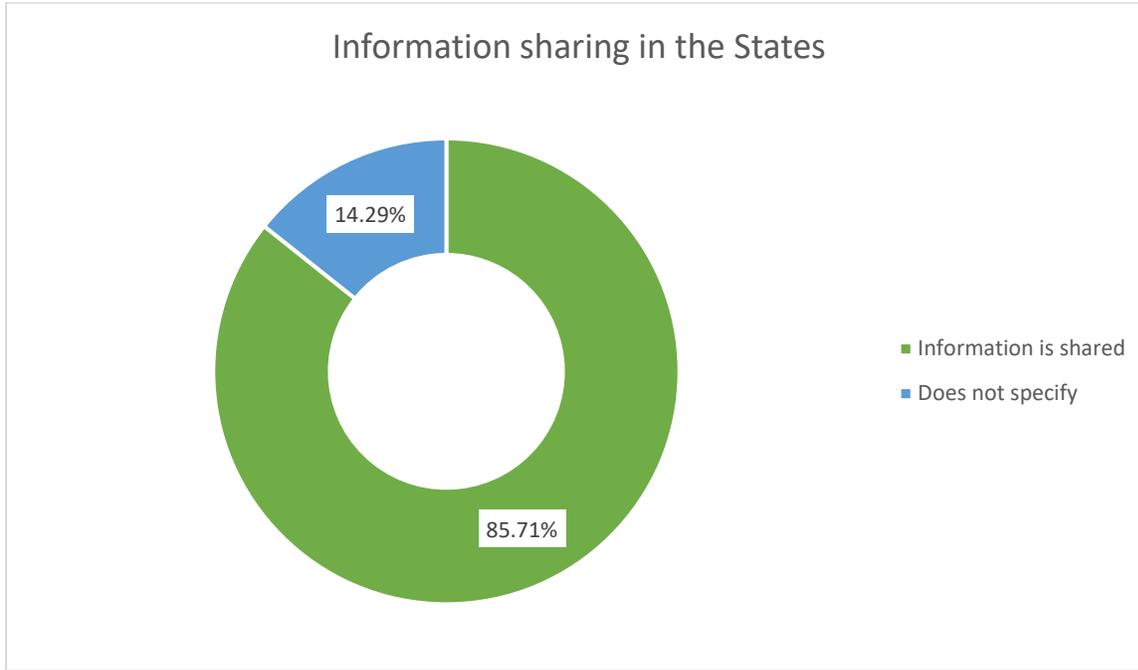
85.71%

Graph 8.- Demand information sharing in the States

Figure 8 shows that 85.71% of States already have some form of demand information sharing process and/or procedure in place.

CONCLUSIONS:

The following can be concluded from the information analysed:

- Seven States of the Region participated in the survey sent through the Regional Office, providing information on 20 airports.

- Some airports in the Region experience apron capacity problems, for which A-CDM could be very useful since one of its objectives is to make more efficient use of airport resources. Accordingly, parameters need to be established in order to determine the need for, and/or benefit of, implementing A-CDM at these airports.

- A high percentage of States monitor operations in accordance with the methodology set out in the GANP. States that have not yet done so are encouraged to start in the simplest way and with the data closest to that stipulated in the GANP.

- According to the report, airport capacity is distributed through different methodologies (see **Graph 2**), revealing the absence of standard procedures for strategic planning and/or distribution of airport capacity in the Region.
- The analysis shows that most of the States that answered the survey have an information-sharing culture, but this sharing is related to expected demand at airports. However, it is possible to improve the quality of information and the sharing procedures through the implementation of A-CDM.

-END-

AERODROMES PROGRAM PROJECTS - SAM REGION

SAM Region	DESCRIPTION OF THE PROJECT (DP)		DP N° F1	
Programme	**Project title**		**Starts at**	**Ends at**
Aerodromes *(Programme coordinator: To be determined)*	Safety and Certification *Project Coordinator:* *VACANT*		April 2018	July 2025
Objectives	Assist States of the SAM Region in increasing the number of certified aerodromes and in establishing runway safety mechanisms (e.g. Runway Safety Teams) to deal with events related to runway safety at designated aerodromes .			
Scope	The scope of the project includes the identification of latent problems or obstacles in the aerodrome certification process, in order to better evaluate States in compliance with regional goals and develop specific needs in relation to documentation, processes and procedures, development of guidelines, training, expert advice, best practices and data and information collection, to facilitate the initial certification of aerodromes and continuous surveillance.			
Metrics	• Number of aerodromes certified by State • Percentage of aerodromes certified by Region • Number of AGA inspectors per State • Percentage of IE by State in the AGA area • Number of Runway Safety Team´s (RSTs) established • Number of deficiencies reported in the GANDD			

Strategy	• **High level of commitment to certify aerodromes:** Through GREPECAS decisions, CAA Directors are urged to present a plan to certify a minimum number of aerodromes per year in the next 3 years, in order to contribute to the regional goal of increasing certified aerodromes.
	• **Collection of data and information:** Through a cooperation mechanism (to be defined with the States and Industry partners), the Project will carry out a survey to collect data and define the level of maturity of the documentation/procedures available for compromise the initial certification of aerodromes.
	• **Data and information analysis:** After collecting the data, this will allow the project specialists to carry out a gap analysis and define the required solutions (guidelines, documentation, the management of "RST Go-teams", technical cooperation, seminars, workshops, etc.) following the Pareto principle.
	
	• **Establish State sub-projects (Certification Program (3 years) and Annual Plans)**: The Project will then establish (with the support of State specialists and under the coordination of the Program coordinator) sub-projects by State with a common methodology so that all State certification programs can be monitored by the Program coordinator. These sub-projects will develop, among others, the following tasks:
	  - Analyze the high level of commitment and available resources for aerodrome certification (in States and aerodrome operators).
	  - Evaluate the infrastructure of the States and the aerodrome certification program to identify potential support from other Contracting State(s), RSOOs, international organizations or ROs.
	  - Provide the States and the Project coordinator with a tool to measure improvement and identify possible obstacles.			

	• **Initial certification of aerodromes**: 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 exceptions or alternative compliance methods, if necessary. • **Initial RST implementation for each designated aerodrome**: As part of the airport certification process, formally establish runway safety teams at each designated aerodrome, following common guidelines based on ICAO supporting documents.
Goals	• Survey on the availability of documentation, procedures and competent personnel for the certification of aerodromes in the States. YE2017 • Template of the regional aerodrome manual for the aerodrome certification process. YE2018 • Guidelines for the Regional Runway Safety Teams for implementation based on the best practices of ICAO and the industry. YE2019 • Minimum regional aerodrome SMS requirements to apply to an initial aerodrome certification. YE2018 • Regional "modification of standards" or procedure in "safety cases" for aerodrome operators to submit requests for exceptions and apply for an initial aerodrome certification. YE2019 • 100% of States with a State Certification Program for a designated aerodrome. YE2019 • % (to be defined by the SAM Plan) of international aerodromes with initial certification completed. YE2020 • % (to be defined by the SAM Plan) of States with sufficient competent aerodrome inspectors or with provisions and legal mechanisms to delegate to other entities (other States, RSOO's, etc.). YE2020 • % (to be defined by the SAM Plan) of international aerodromes with established Runway Safety Teams. YE2020
Justification	• According to ICAO (Operation Safety Report 2015 - USOAP CMA), almost 60 percent of States in the world have not fully implemented the requirements for aerodrome certification. More than 50 percent of States have not established a comprehensive aerodrome certification process, including all necessary assessments. In addition, almost 60 percent of the States have not established, within the framework of their certification process, a mechanism based on safety assessments, to review and accept the lack of compliance with the established requirements. • Likewise, more than 60 percent of the States do not ensure that their aerodrome operators have established and implemented integrated strategies, including Local Runway Safety Teams (LRST), for the prevention of runway incursions and other accidents and incidents at runways. the airfields. • In February 2018, the SAM Regional Office reached 30% of certified international aerodromes.
Related projects	• TBD

Deliverables of the project	Relationship with the Performance Based Regional Plan (PFF) and ASBU Modules	1	Status of implementation[2]	Delivery Date	Comments
Survey of States on the national regulations/procedures approved on aerodrome certification in order to establish a reference point in relation to documentation needs.	PFF SAM AGA 02	Programme coordinator	100%	2Q-2018	Concluded Results of the survey sent to the States through official letter LT 10/2.1.1-SA247 were received
Collect the best practices of the States to develop guidance material (templates) and incorporate it into the LAR AGA set	PFF SAM AGA 02	Programme coordinator	100%	YE2020	Started Under the umbrella of Project RLA99/901, the SRVSOP Technical Committee is working on a "Model Aerodrome Manual" to facilitate certification, in addition to updating the Model Aerodrome Inspector Manual and other proposals for model manuals. Oct 2020: The model is in its final review phase and could be available by the end of 2020 e-CRPP03: available on the portal www.srvsop.aero
Review the survey results and prepare a plan at the Regional and State levels to support the identified gaps.	PFF SAM AGA 02	Programme coordinator & SRVSOP TC	100%	CRPP/5 (2019)	In accordance with the acceptance of the Safety Plan for the SAM Region, the SAM Office together with the SRVSOP are in the process of preparing a detailed Regional plan. Oct 2020: There is a detailed regional plan, but for internal use in the Regional Office. In this NE, under item 3, a proposal for certification goals by State was proposed.
Prepare methodology (procedures and templates) for States to present their certification sub-projects.	PFF SAM AGA 02	Programme coordinator	100%	CRPP/5 (2019)	For CRPP/5, a business case is presented for a Technical Assistance Project that would use part of the documentation used in past aerodrome certification tests. Oct. 2020: The methodology is in the testing period, in charge of the SRVSOP, under the certification test modality of the Calama airport in Chile. The project was offered to 2 States with difficulties for certification, however, due to the pandemic, efforts were suspended.

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1   *Gray   Not initiated task*
    Green   Activity in progress according to the schedule
    Yellow   Initiated activity with certain delay but its implementation will be on time
    Red   Implementation of the activity has not been achieved in the estimated period mitigation measures are required

Deliverables of the project	Relationship with the Performance Based Regional Plan (PFF) and ASBU Modules	[1]	Status of implementation[2]	Delivery Date	Comments
Planning of Go-Teams to support Initial Certification (with the support of the SRVSOP or other interested parties)	PFF SAM AGA 02	Programme coordinator & SRVSOP TC	100%	~~YE2022~~ YE2023	There is a request from one (1) State interested in a Go-Team to be executed between 2019-2020. Oct 2020: Due to the pandemic, the Go-Teams missions were suspended. Efforts are being resumed virtually. e-CRPP03: A certification assistance to Chile is being carried out. One is planned for the end of 2021 for Argentina. e-CRPP04: Assistance to Chile and Panama is being developed. Argentina confirmed its trial request for 2022. GREPECAS20: Assistance to Panama is ongoing (Phase 2). Assistance to Chile is almost done (Phase 4). Assistance to Argentina started (Phase 1). ==GREPECAS21: The assistance to Panama was successfully completed with the support of ACI and FAA, and two assistances were carried out to Argentina, one of them in the company of EASA.==
Prepare guidance material (in Spanish) for the creation of RSTs.	PFF SAM AGA 02	TBD	100%	PPRC/5 (2019)	Based on the ICAO RST Manual, the first edition of the SRVSOP RST Advisory Circular was created and published, available at: https://www.srvsop.aero/circulares/ca-aga-153-010-implementation-of-piste-safety-equipment-rst/
Prepare a plan to implement RSTs by designated airport.	PFF SAM AGA 02	TBD	100%	~~2021~~ ~~2023~~ 2022	Oct 2020: a survey was distributed to SAM States to measure the status of RST implementation, which will serve as a baseline for actions. e-CRPP03: a Working Note was prepared to push a project under RASGPA. Its mandate was approved and the follow-up project is in the process of being prepared. The date of the end of 2021 is maintained. e-CRPP04: Focal points were requested from the States to start the project through RASGPA. GREPECAS20: new project approved by RASGPA ESC and on-going. Plan already started.
Runway Safety Planning Teams or RS Go-Teams (with the support of ICAO	PFF SAM AGA 02	TBD	10%	2020-onward	e-CRPP04: Colombia reports start of efforts in several aerodromes.

Deliverables of the project	Relationship with the Performance Based Regional Plan (PFF) and ASBU Modules	[1]	Status of implementation[2]	Delivery Date	Comments
Headquarters, States, ACI and other partners/stakeholders)					GREPECAS20: the deployment of RS Go Teams will depend on RASGPA (PA-RAST) data analysis. GREPECAS21: Under the RASG-PA, virtual assistance to Colombia and in-person assistance to Peru are being planned
Required resources	High-level commitment from each participating State. Provision of counterparts in each State, in a Matrix Management approach (share resources), for the project. The designation of experts by the States (direct assistance) is required in the execution of some deliverables. Access to State regulations, guidance, manuals, procedures, advisory circulars, and other available best practices.				

SAM Region	DESCRIPTION OF THE PROJECT (DP)		DP N° F2	
Programme	**Title of the project**		**Starts at**	**Ends at**
Airdromes *(Programme coordinator: To be determined*	Airport planning *Project Coordinator:*　　　*To be determined*		July 2019	July 2025
Objective	Guarantee the adequate and sufficient infrastructure of aerodromes in the States for the development of national and regional civil aviation, allowing the implementation of the Regional Air Navigation Plan.			
Scope	The project will be limited to the SAM States and will consider the international aerodromes (present and planned in the future) listed in the Regional Air Navigation Plan.			
Metrics	• Number of States with National Airport System Plans • Number of international aerodromes with updated Master Plans (< 5 years) • Number of States with at least one (1) airport planning specialist			
Strategy	Implementation of the plan in 4 phases or "work packages": • A roadmap or guide that States must support through the regional ANP, in order to address the airport infrastructure planning gap. • Guidance material for States to support a collaborative consultation approach on airport planning • Model Regulations on Annex 14 Vol. I new requirements for airport master planning so that States can harmonize with their local regulations • Capacity building and knowledge transfer to state and airport experts in the area of airport planning			
Goals	• States with aligned National Plans for Airport Systems or as part of the National Air Navigation Plan. • International aerodromes with master plans updated and aligned with the National Plan. • States with collaborative consultation mechanisms on airport planning • States with regulations that include elements of aerodrome master planning • States with competencies on airport planning (States with at least one (1) specialist in Airport Planning)			
Justification	• In the SAM Region there is a lack of airport infrastructure capacity in many important hubs that has led to higher costs, saturation, delays, inefficiencies and lost opportunities due to the lack of space to operate, thus acting against the common situation long-term, national and regional interest to take advantage of the benefits of growing air connectivity. • According to ICAO Doc 9854, the main challenge for aerodrome operators will be to provide sufficient aerodrome capacity, while the challenge for the ATM system will be to ensure that all available capacity is used fully and efficiently.			
Related projects	• F3			

Deliverables of the project	Relationship with the Performance Based Regional Plan (PFF) and ASBU Modules	Responsible	Status of implementatio	Delivery date	Comments
Survey of SAM States on Airport Planning		Programme coordinator	**100%**	2Q-2020	Concluded Survey report available at https://www.icao.int/SAM/Pages/ES/eDocuments-v18_ES.aspx?area=AGA
Preparation of a roadmap or guide on aspects of airport planning at the national and local levels		Programme coordinator / Task Force(to ve defined)	**20%**	~~2Q 2022~~ 2Q-2023	e-CRPP03: work delayed due to lack of resources. e-CRPP04: roadmap is being prepared for 2022, considering event planned under RLA06/901 GREPECAS20: in process GREPECAS21: task delayed due to updating Doc. 9184 part 1.
Preparation of Guidance Material for States to Support a Collaborative Consultative Approach on Airport Planning		Programme coordinator / Task force (to be determined)	~~20%~~ 90%	~~YE 2022~~ YE-2023	e-CRPP03: work delayed due to lack of resources. e-CRPP04: in process GREPECAS20: in process GREPECAS21: Guidance material is finished and will be presented at GREPECAS21
Model Regulations on Annex 14 Vol. I new requirements for airport master planning so that States can harmonize with their local regulations		Programme coordinator / SRVSOP (to be determined)	**100%**	4Q-2021	e-CRPP03: LAR AGA Regulation updated and available at www.srvsop.aero
Capacity building and knowledge transfer to state and airport experts in the area of airport planning (course or seminar on airport planning)		Programme coordinator / External support / CIAC (to be determined)	**0%**	4Q-2025	

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3 *Grey- Task not started*
Green - Activity in progress according to schedule
Yellow - Activity started with a certain delay but would be arriving on time in its implementation
Red -The implementation of the activity has not been achieved within the estimated period of time, it is necessary to adopt mitigating measures

Deliverables of the project	Relationship with the Performance Based Regional Plan (PFF) and ASBU Modules	Responsible	Status of implementatio	Delivery date	Comments
Inclusion in e-ANP (VOL III) of forecasts on Airport Planning		GREPECAS	0%	2Q 2022 YE 2022 3Q 2023 YE-2024	e-CRPP03: a proposal for the ANP is being worked on, but it depends on the progress of the work on VOL III. e-CRPP04: activity delayed, it is expected that with the progress of VOL III in 2022, a proposal for review by the States will be incorporated. GREPECAS20: project coordination is exploring a solution with ATFM counterparts on methods to calculate declared capacity for airports. Thus, this activity will not be ready by proposed YE-2022 GREPECAS21:As it depends on the roadmap, it is suffering delays.
States prepare national plans aligned to the regional plan in aspects of Airport Planning		STATES	0%	4Q 2023 YE-2024	GREPECAS21: new implementation date suggested for the end of 2024.
States have National Airport System Plans.		STATES	0%	4Q-2024	
States with mechanisms to guarantee updated local master plans aligned with national plans.		STATES / AIRDROME OPERATORS	0%	4Q-2025	

SAM Region	DESCRIPTION OF THE PROJECT (DP)		DP N° F3	
Programme	**Title of the project**		**Starts at**	**Ends at**
Airdromes *(Programme Coordinator: To be determined)*	A-CDM Implementation *Project coordinator:* ~~Sady Beaumont~~ *Joel Cordero - PERU*		July 2019	July 2025
Objective	The main objective of the project is to support the implementation of the selected elements of A-CDM, as A-CDM has been globally identified as a way to increase capacity at the airport by increasing the situational awareness of all stakeholders. involved through the exchange of information. that lead to a better collaborative decision-making process, especially during the change process at the airport.			
Scope	Selected aerodromes (high density or other parameter) of the SAM region			
Metrics	• % of applicable international aerodromes that have implemented enhanced airport operations through CDM-airport (applicable = high density) (phase measurement per aerodrome) • GANP KPI01, KPI02, KPI10, KPI13, KPI14			

Strategy	• That States support the need to implement the B0/1 element of A-CDM at selected aerodromes.
	• Prepare Guidance Material to establish common rules and criteria for the exchange of information and the implementation of selected elements.
	• States endorse and implement regional guidance to ensure harmonization.
	• Implementation by aerodrome following 4 steps:
	   o Information phase
	   o Analysis Phase
	   o Implementation Phase
	   o Operational Phase
	• Direct assistance to initiate pilot projects in selected aerodromes, with the support of States, international organizations and experts in the field.			

Goals	• Uniform, harmonized but scalable application of the concept at the regional level • Integration to regional networks • Delay reduction • Better utilization of existing capacity			
Justification	The A-CDM Project was approved at the 5th meeting of the CRPP (2019), so the planning and actions of the project were just beginning with seminars in both regions. However, due to COVID-19, many of the congested airports (those where the full implementation of A-CDM would be applicable) have been affected in their traffic volume. However, the element of "information sharing" is still applicable and useful oriented to the situation of restarting and recovering operations to their transition to normality.			
Related projects	• F2			

Deliverables of the project	Relationship with the Performance Based Regional Plan (PFF) and ASBU Modules	Responsible	Status of implementatio	Delivery date	Comments
Survey of States on implementation of A-CDM	PFF SAM AGA 02	Programme coordinator	100%	3Q-2019	Concluded Results of the survey sent to the States by official letter SA5508 were received Survey report available at https://www.icao.int/SAM/Pages/ES/eDocuments-v18_ES.aspx?area=AGA PROJECT UNDER REVIEW FOR NEW ACTIVITIES PROPOSAL
A-CDM Implementation Guide First Edition		Programme coordinator	100%	4Q-2020	Concluded Presented to the States in e-CRPP/02 for their endorsement (first edition) PROJECT UNDER REVIEW FOR NEW ACTIVITIES PROPOSAL
Inclusion in e-ANP (VOL III)		GREPECAS	10%	2Q-2021 YE-2022 3Q-2023	e-CRPP04: In the process of preparing a proposal GREPECAS20: Project coordinator is re-assessing the project in order to promote a more data-based approach to implementation. PROJECT UNDER REVIEW FOR NEW ACTIVITIES PROPOSAL
Implementation at selected aerodromes		STATES	20%	4Q-2025	To date (February 2022), 10 applicable aerodromes have been identified, which together have an implementation of close to 20%. PROJECT UNDER REVIEW FOR NEW ACTIVITIES PROPOSAL

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4   *Grey- Task not started*
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SAFETY AND AERODROMES CERTIFICATION PROJECT – CAR REGION

CAR Region	PROJECT DESCRIPTION (PD)		DP N° F1	
Programme	**Project Title**		**Start**	**End**
Aerodromes *(Programme Coordinator: Fabiana Todesco, RO/AGA)*	*Aerodrome Safety and Certification Implementation Project*		April 2018	December 2025
Objective	Assist States in the CAR Region in the revision of documents related to aerodrome certification with the objective of increasing the number of certified aerodromes in the CAR Region. Likewise, increase the number of Runway Safety Teams (RSTs) established to promote the application of strategies aimed at reducing the number of accidents and incidents related to runway safety on an ongoing basis.			
Scope	The scope of the project consists of assisting States in the Corrective Action Plans (CAPS) resolution of the Universal Safety Oversight Audit Programme (USOAP) audit findings at aerodromes, in order to comply with regional goals, as well as to develop specific needs based on their requirements and facilitate the certification of aerodromes, the resolution of deficiencies reported in the GREPECAS Air Navigation Deficiencies Database (GANDD) and maintain continuous surveillance by the Civil Aviation Authorities (CAA).			
Metrics	• Number of aerodromes certified by State. • Percentage of aerodromes certified by Region. • Number of AGA inspectors per State. • Percentage of Effective Implementation (EI) by State in the AGA area. • Number of Runway Safety Teams (RSTs) established. • Number of deficiencies reported in the GANDD.			
Strategy	• **High level of commitment to certify aerodromes:** Through GREPECAS decisions, Directors of CAA's are encouraged to submit a plan to certify aerodromes receiving international operations for the next 3 years, in order to facilitate the monitoring and contribute to the regional goal of increasing the number certified aerodromes. • **Aerodrome Certification:** the process comprises four main tasks: Provide guidelines/training to aerodrome inspectors, establishment of initial procedure for aerodrome certification and continuous oversight, development of certification manuals and issuance of aerodrome certificates. • **Implementation of RST in aerodromes that have not yet implemented:** As part of the airport certification process, formally establish Runway Safety Teams in aerodromes that have not yet implemented RSTs. Following its initiation the ICAO NACC Regional Office will assist in the conformation of these teams following the ICAO reference material (some of them can be found at the ICAO NACC Regional Office website).			

CAR Region	PROJECT DESCRIPTION (PD)		DP N° F1	
Programme	**Project Title**		**Start**	**End**
Aerodromes *(Programme Coordinator: Fabiana Todesco, RO/AGA)*	*Aerodrome Safety and Certification Implementation Project*		April 2018	December 2025
Goals	- Continue supporting the Mexico airport groups to complete the certification of the remaining 18 aerodromes. The Mexico action plan estimates that 8 more aerodromes will be certified by the end of 2023. - Continue assisting the States/airports upon request, with the continuation of the certification of aerodromes, mainly those that have started the process such as: Bahamas, Belize, Costa Rica, Cuba, Dominican Republic, Guatemala, Honduras, Jamaica, and the East Caribbean and reach at least 72% of certified aerodromes by the end of 2023. - Guidance material and checklists have been provided on the ICAO NACC Regional Office website (eDocuments: with examples of aerodrome manuals, aerodrome manual content checklist, Runway Safety Teams (RSTs) Terms of Reference (ToRs) and Restart of Operations after the COVID-19 Pandemic) to support States/airports in the certification process.			
Justification	Based on ICAO USOAP statistics and results, in CAR Region: 45% of States have not established a process for aerodrome certification; 77% of State regulatory authorities do not have sufficient human resources (including an appropriate combination of technical disciplines according to the size and scope of aerodrome operations in the State) to carry out their functions and mandate; 68% of the States do not ensure that the aerodrome manuals are reviewed periodically to verify the status of their amendments and that the information contained in the manual remains correct; 50% of the States do not have a procedure to incorporate subsequent amendments to the aerodrome manual for review and approval/acceptance by the technical staff of the regulatory authority; 50% of States do not guarantee that aerodrome operators develop and implement maintenance programmes; 41% of States have not established a regulation which defines the circumstances and rationale for the conduct of aeronautical studies/risk assessments; and 86% of the States have not established or implemented a mechanism to evaluate the results of conducting risk analyzes or aeronautical studies.			
Related projects	To be determined			

Project Deliverables	Relationship with the regional Performance -Based Plan (PFF)	Responsible	Status of the implementation	Delivery date	Comments
Up to date, the CAR region has 148 international aerodromes, from which 98 are certified (65%)	PFF CAR AGA 02	ICAO NACC Regional Office /States	66%	3Q2022	66% of certified aerodromes have been reached for the third quarter of 2022. It is estimated to increase to 72% by the end of 2023.
Up to date, there are 80 aerodromes that have implemented the RST	PFF CAR AGA 02	ICAO NACC Regional Office /States	54%	Q2022	RST implementation has remained stable and is expected to increase by 20% by the end of 2022.
Assistance was provided to NACC States and continues to be provided to the States that will receive soon an USOAP audit, such as: Mexico and United States.	PFF CAR AGA 02	ICAO NACC Regional Office /States	57%	OPEN	The assistance provided to Barbados, Costa Rica, Dominican Republic, El Salvador, and Mexico is ongoing.
Global Reporting Format (GRF) for Runway Surface Conditions implementation plan by States/airports in the CAR region.	PFF CAR AGA 02	States	20%	OPEN	The implementation plan was received from 5 States (Canada, Costa Rica, Cuba, El Salvador, Nicaragua, and United States). Assistance is provided upon States request.
Required resources	High-level commitment from each participating State. The designation of experts by the States (direct assistance) is required for the execution of the aforementioned activities. Access to State regulations, guidance, manuals, procedures, advisory circulars, and other available best practices.				

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