



ICAO

Second Meeting of the Steering Group of the Improvement of Air Traffic Services over the South Atlantic

(SAT/SG2)

Dakar, Senegal 9-12 December 2024

Agenda Item: Review of the subsidiary bodies' activities

3.2 Activities of the SAT SOG

UPDATE ON SAT SOG PROJECT TEAM TERMS OF REFERENCE (TORS) TEMPLATE

(Presented by SAT SOG)

SUMMARY	
<p>This paper highlights the importance of updating the SAT Handbook to incorporate a newly approved Terms of Reference (ToRs) template for project teams, as endorsed during SAT SOG/04. The proposed update aims to standardise practices across SAT groups, promote operational consistency, and enhance contributory groups' alignment.</p>	
<i>Strategic Objectives</i>	<ul style="list-style-type: none"> • Safety • Capacity and Efficiency

1. INTRODUCTION

- 1.1 During SAT SOG/04, significant progress was achieved with the approval of an updated Terms of Reference (ToRs) template for project teams (**Attachment A**). Revising the SAT Handbook to incorporate the new ToRs template is necessary to institutionalise this improvement and facilitate its practical application.

2. DISCUSSION

- 2.1 Action item 'c' from SAT SOG/03-02 instructed that the Project Team Terms of Reference (ToRs) be updated to clearly define the roles, responsibilities, and workload of subject matter experts (SMEs). This update aims to improve SME nominations from SAT States, address potential conflicts, enhance accountability, and optimise project teams' performance. The updated ToRs template provides a structured framework that defines roles, responsibilities, and workload expectations for SMEs, ensuring clarity for States regarding their contributions to projects. These improvements will help teams operate efficiently and with a clear understanding of their tasks.
- 2.2 Incorporating the ToRs template into the SAT Handbook will institutionalise this framework, offering a definitive reference for project teams and stakeholders. Extending this template as a best practice across other SAT contributory groups will promote operational consistency, inter-regional alignment, and harmonisation.

2.3 Considering this scenario, the following is proposed:

Why	To standardise practices, improve operational efficiency, and ensure accountability across SAT operations.
What	Integrate the new ToRs template into the SAT Handbook as an institutional framework and encourage its adoption as a best practice across SAT groups.
Who	SAT DMO and SAT Contributory groups.
When	In time for inclusion in SAT Handbook version 4, with publication expected by April 2025.

Draft SAT SG Decision 02/xx – Updating the SAT Handbook with SAT Project Teams the ToRs Template adoption for All SAT Groups

That the SAT SG/02:

- a) approves the integration of the new ToRs template into the SAT Handbook;
- b) endorses the adoption of the new ToRs template by all SAT project teams established under SAT groups;
- c) include references to this recommendation in the SAT Handbook to encourage its adoption.

2.4 Integrating the updated ToRs template into the SAT Handbook is critical in enhancing operational efficiency, clarifying roles and workload expectations, and fostering standardisation across SAT groups. Institutionalising this framework will enable SAT operations to achieve greater inter-regional collaboration, aligning with ICAO's structured and accountable frameworks. Ultimately, this initiative ensures that SAT stakeholders operate within a harmonised and effective system, strengthening SAT project teams' overall performance and consistency.

3 Action by the Meeting

3.1 The meeting is invited to:

- a) note the information provided;
- b) approve the inclusion of the ToRs template in the SAT Handbook (**attachment A**);
- c) endorse the template as a best practice for all SAT groups; and
- d) provide guidance on the proposed SAT SG decisions as necessary.

SAT SOG PROJECT TEAM TERMS OF REFERENCE (ToRs) TEMPLATE

Project Title:	Provide a concise, descriptive title for the project.
Parent Group:	SAT SOG (Identify the group that the project reports to).
Project Supervisory body:	SAT SOG (Refers to the entity responsible for overseeing the project)
Project Period:	Define the start and end dates of the project.
Project Objectives:	List the main goals the project aims to achieve.
Project High-Level Tasks:	Outline the key tasks needed to accomplish the objectives.
Coordination Requirements:	Mention any necessary coordination with other teams or stakeholders.
Project Outcomes:	Describe or list the expected deliverables or results of the project.
Project Lead:	Name the State or Organization responsible for leading the overall project execution.
Project Team Leader Role and Responsibilities:	Summarise the duties and expectations of the team leader.
Expected workload for project team leader:	Estimate the time and effort required from the team leader monthly. e.g., 5h/month
Project Team Members:	List the members and observers designated to be involved in the project team. - Members: - Observers: - Notes:
Project Team Member's Role and Responsibilities:	Briefly describe the roles and duties of team members.
Expected workload for project team members:	Estimate the time and effort required from the team members monthly. e.g., 5h/month
Kick-off meeting	Provide the date and agenda for the initial project meeting. (e.g., tentative date: date – hour UTC)

Project Artefacts/Files folder:	Please provide a link to the project team artefacts/files folder to be created by the project team leader.
Communication channels/ frequency:	The project team leader shall specify the methods and frequency of communication, including how often the team will meet. (e.g., email, chat, monthly meetings)
Project Secretariat Support:	If needed, any administrative support by secretariat is available to the project team.

WHY	Clearly state the purpose and objectives of the project team. Please explain why the team is being established and what problem or opportunity it aims to address.
WHAT	Describe the tasks, deliverables, or goals the project team will work on. Explain the project's scope and what the team is expected to accomplish, setting clear expectations and helping the reader understand the project's boundaries.
WHO	Identify the project team members, including the team leader, key stakeholders, and subject matter experts. Specify member's roles and responsibilities.
WHEN	Provide the project timeline, including start and end dates, key milestones, and the schedule for meetings or deliverables.