

GOVERNMENT OF THE FALKLAND ISLANDS



CONFIDENTIAL

REPORT on  
FALKLAND ISLANDS GOVERNMENT AIR SERVICE  
and  
CIVIL AVIATION DEPARTMENT

PDA LTD.

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GOVERNMENT OF THE FALKLAND ISLANDS

REVIEW OF FALKLAND ISLANDS GOVERNMENT AIR SERVICE  
AND CIVIL AVIATION DEPARTMENT\*

i) Objectives of the Review

1.i) On 24 June 1987 a BN-2B Islander aircraft, registration VP-FBG, operated as a passenger transport aircraft by the Falkland Islands Government Air Services (FIGAS) was involved in an accident and sustained substantial damage. The circumstances and nature of the accident are the subject of a separate investigation, but enquiries immediately following the accident elicited information which indicated that FIGAS flight operations may not have been conducted in full conformity with the legal provisions governing the operation of public transport aircraft, including those relating to safety.

1.ii) During its many years of providing service to the Falkland Islands FIGAS has enjoyed an enviable reputation for accident-free operations. However, an awareness was forming that in the light of the continuing development and refinement of the internationally agreed standards governing air transport operations, and notwithstanding the accident to VP-FBG, a review of FIGAS operating standards and practices was indicated. In view of the close relationship which exists between FIGAS and the Falkland Islands Civil Aviation Department\*, wherein the manager of FIGAS also holds the post of Director of Civil Aviation, it was subsequently determined that the scope of the review of FIGAS should be expanded to encompass the Civil Aviation Department also.

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\* Throughout this Report the term "Civil Aviation Department", (CAD) is used to denote the Aviation Department of the Falkland Islands Government, to avoid confusion with military aviation functions.

1.iii) The services of two suitably qualified and experienced aviation consultants were secured at short notice through the auspices of PDA Ltd. The first of these experts was contracted to undertake an in-depth FIGAS-CAD review; the second was to temporarily take over the management of FIGAS in order to institute professional operating, engineering and training standards, and develop the necessary technical documentation, including an operations manual, to facilitate the issue of an Air Operator's Certificate.

1.iv) The Terms of Reference developed for the FIGAS-CAD review incorporated a number of specific requirements:

- a) to examine the present organisation of FIGAS, its management, structure and mode of operation of air transport services, and to advise on possible improvements and rationalisation of FIGAS operations with particular regard to safety and legal aspects, in the light of the unique requirements of the Falkland Islands' community and economy, including tourism;
- b) to consider the introduction of a form of scheduled service to supplement FIGAS' present non-scheduled operations, with particular regard to the operational conditions at the aerodromes served by FIGAS, including Stanley Airport, and to examine whether service to all such aerodromes should continue;
- c) to examine and advise how the specific requirements of the health (emergency and routine) and other services could best be met by FIGAS;

- d) to advise on an improved commercial system for FIGAS, encompassing reservations, ticketing, carriage of cargo, and settlement of accounts;
- e) to review the present operation of the Civil Aviation Department and its relationship with the United Kingdom Civil Aviation Authority, and propose ways and means of effecting improvements;
- f) to prepare and submit this Final Report in a form suitable for consideration by H.E. The Governor in Council.

1.v) The curriculum vitae of the author of this Report is presented at Appendix "A"; the verbatum of the Terms of Reference is shown at Appendix "B" hereto.

## 2 Summary of Activities

2.i) The consultants contracted to undertake the inquiry into FIGAS and its operations both arrived in the Falkland Islands on 1 September 1987. They met with H.E. The Governor at Government House that afternoon where they received a comprehensive briefing. Arrangements were instituted for a formal exemption to be made from the provisions of the Air Navigation (Overseas Territories) Order, allowing the visiting experts to fly on FIGAS aircraft to inspect the Camp aerodromes.

2.ii) A series of meetings were held commencing with FIGAS aircrew, management and staff. Subsequent meetings were held with senior Government officers, officials from Government departments, the Military, user organisations (Falkland Islands Development Corporation and Falkland Islands Tourism Ltd.), fuel



suppliers, and operators of Camp aerodromes. A considerable amount of information, of both operational and commercial significance, was obtained from these sources.

2.iii) First hand inspections of FIGAS equipment, documents, procedures, operations and base facilities were made. Stanley Airport was inspected and reviewed from the operational, commercial, military and general aviation perspectives. Visits were made to a number of Camp aerodromes to assess local and specific problems. A series of three interim reports, dealing respectively with Stanley Airport, FIGAS Administration and Commercial Operations, and the Civil Aviation Department, were prepared and submitted to H.E. the Governor.

2.iv) A total of eighteen days were spent in the Falkland Islands by the writer on the above activities. The remaining days of the consultancy have been spent in further research and in the preparation and production of this Report.

2.v) As with the interim reports prepared in the Falkland Islands, this Report concentrates the elements specified in the Terms of Reference into three discrete review areas. These cover FIGAS organisational and commercial matters, Stanley Airport and the Camp aerodromes, and the Civil Aviation Department, respectively. A number of recommendations are presented in a format designed to facilitate consideration and decision during the review of this Report by the Governor in Council.

### 3. Officials Contacted

3.i) During the period spent in the Falkland Islands discussions were held with the following:

H.E. The Governor

Mr. Gordon W. Jewkes CMG

**Legislative Councillor**

The Hon. Terry Betts

**Government Secretariat**

Government Secretary Mr. Colin Redston

(Acting Chief Executive)

Attorney General Mr. David Lang.

(Please note: Mr. Brian Cummings, Chief Executive, was on overseas mission during the writer's visit).

**British Forces, Falkland Islands**

Maj-Gen. A.N. Carlier OBE Commander, British Forces

Lt. N. Bateman, WRNS ADC to Commander BFFI

Capt. N. Aston, RAMC Medical Officer (locum tenens)

**Civil Aviation Department**

Mr. Gerald W. Cheek Director of Civil Aviation

**FIGAS**

Mr. Gerald W. Cheek Manager

Capt. Michael Goodwin Aircraft Commander

Capt. Ian McPhee Aircraft Commander

Capt. Paul Robertson Aircraft Commander

Mr. Vernon Steen Chief Engineer

Mr. John Coutts Senior Engineer

Mr. John Halford Aircraft Engineer

Miss Stephanie Coutts Technical Assistant

**Department of Fisheries**

Mr. Peter Derham OBE Director of Fisheries

Mr. Ian Walker-Spicer RD Senior Operations Officer

Capt. David Noble Senior Operations Officer

Mr. David Hall Operations Officer

**Fire Department**

Mr. Marvin Clarke Chief Fire Officer

**Department of Agriculture**

Mr. Owen Summers Agricultural Officer

Public Works Department

Mr. W. Davis Clerk of Works

Falkland Islands Development Corporation

Mr. Shane Wolsey Assistant General Manager

(Please note: Mr. Simon Armstrong, General Manager, was on overseas mission during the writer's visit).

Falkland Islands Tourism Ltd.

Mr. Graham Bound Manager

Stanley Services Ltd. (Aviation Fuel Suppliers)

Mr. Tom Swales General Manager/Director

Mr. John Groat Engineering Manager/Director

Camp Aerodrome Operators

Fox Bay East Mr. Nigel Knight

Mr. Richard Cockwell

Fox Bay West Lt. Cdr. Roger Edwards RN (Retd.)

Charters Mr. Bill Luxton

Port Howard The Hon. Robin Lee

Mr. Rodney Lee

Speedwell Island Mr. R. Larsen

3.ii) It should be noted that, in view of time constraints, only a limited cross-section of Camp aerodromes was visited by the writer. All other aerodromes will be visited and inspected during the consultancy of Capt. K.E. Foster.

3.iii) Without exception, the discussions enumerated above were cordial and fruitful. The writer would like to place on record his warm appreciation of the cooperative and friendly attitude accorded throughout his stay in the Falkland Islands, which considerably facilitated his task.

PART 1: FIGAS ORGANISATIONAL AND COMMERCIAL MATTERS

1.1 To ensure compliance in all respects with the Terms of Reference under which the FIGAS/CAD review was commissioned, an in-depth examination of FIGAS was undertaken from three discrete viewpoints: organisational/administrative, commercial, and operational. This section of the Report reviews FIGAS organisational/administrative and commercial matters. Certain operational aspects are reviewed in Part 2 of this Report, dealing with Stanley Airport and the Camp aerodromes; others are examined in Part 3, concerning the Civil Aviation Department. A number of the immediate operational problems facing FIGAS are already under review and resolution, through the complementary consultancy being undertaken by Capt. K.E. Foster.

Corporate and Management Structure

1.2 Under its present constitution FIGAS is a unit of the Falkland Islands Civil Service, within the Civil Aviation Department. Through this arrangement the manager of FIGAS, Mr. G.W. Cheek, also holds the appointment of Director of Civil Aviation, and the staff members of Figas are subject to Civil Service regulations and benefits, including salary scales. This arrangement appears to have evolved over a period of years, and historically seems to have proved acceptable. The accident to aircraft VP-FBG has however served to highlight a most important conflict: that between the responsibilities of the general management of a commercial airline, vis-a-vis the regulatory functions performed by the Director of Civil Aviation.

1.3 The functions and responsibilities of the Director of Civil Aviation are detailed in Part 3 of this Report, paragraphs 3.2, 3.3 and 3.8. His primary responsibility is to ensure the

safety of air navigation and, in the case of the Falkland Islands, to advise H.E. The Governor on all matters of a statutory nature concerning civil aviation. The general manager of an airline offering air transport passenger services also has operational safety responsibilities of a secondary nature, but his primary function is to ensure the provision of a satisfactory level of service to his passengers, on a commercial basis acceptable to his Board of Directors. Frequently he must weigh aspects with operational safety connotations against commercial expediency, and all too frequently the latter takes precedence. (This general observation does not seek to allude to the FIGAS aircraft accident; it is used simply to demonstrate the inadvisability of combining both sets of responsibilities into a single post). There are other considerations which also militate against the concept of a commercial airline being operated as an integral department of Government: these will be reviewed later in this Report. The foregoing raises two problems: should the Director of Civil Aviation continue to hold his FIGAS general management responsibilities, and indeed, should FIGAS continue to function as a unit of the Civil Aviation Department?

1.4 The air transport services provided by FIGAS are of vital social and economic importance to the Falkland Islands community and economy, particularly in the light of the Government's stated policy of positively encouraging Camp settlement. However, it seems apparent that, considering the sparse and widely distributed nature of the populace, FIGAS operations are unlikely to prove profitable unless drastic and insupportable fare increases were to be introduced. Even were such unacceptable action to be taken, the airline's profitability would still be doubtful, as falling demand would almost certainly offset any increases in revenues. It is therefore suggested that the Falkland Islands Government will need to continue to honour

its obligations and responsibilities to the community in the form of financial support for FIGAS, for the foreseeable future.

1.5 FIGAS of course has an equal and reciprocal responsibility to the Falkland Islands Government and populace, to continue to provide air transport passenger, cargo and mail services and to operate as an efficient and cost-effective commercial entity. In order to realise this objective to the optimum, it is suggested that FIGAS should be afforded a greater degree of flexibility and commercial independence. This could be readily achieved if it were to be hived off from the Government service, and reformulated as a semi-autonomous corporation or agency. Such an arrangement would also relieve the Director of Civil Aviation of his line management functions in FIGAS, and would permit him to concentrate wholly on his regulatory responsibilities. In the light of the foregoing, the following recommendation is presented:

RECOMMENDATION 1/1: ESTABLISHMENT OF FIGAS AS A SEMI-AUTONOMOUS CORPORATION OR AGENCY

That, in order to provide FIGAS with the flexibility and commercial independence to permit it to operate as an efficient and cost-effective commercial entity, the airline should be reformulated as a semi-autonomous Government corporation or agency.

1.6 Perhaps the most effective way of achieving the objectives of Recommendation 1/1 in a timely manner would be to separate the airline from the Falkland Islands Civil Service, and to contract out the FIGAS operation under general policy guidelines of the Executive Council/Airports Committee (see Recommendation 2/12, p. 37). This could be done in much the same manner as the Fisheries Department's Dornier aircraft operations

are contracted out, except that in the case of FIGAS the operational management, as well as the provision of technical personnel, would become the responsibility of the contractor. Such an arrangement would ensure that the FIGAS aircraft, equipment and base facilities would remain wholly owned by the Falkland Islands Government, whilst the operating and legal obligations under the Air Navigation (Overseas Territories) Order and other statutory instruments would be the responsibility of the contractor.

1.7 During the series of meetings held with the FIGAS staff, it became apparent that, mainly as a result of the accident to aircraft VP-FBG and the resulting uncertainties, morale within the airline is, understandably, at a low ebb. The views of the staff were sought on a hypothetical action such as that proposed at Recommendation 1/1, and received warm support. It is suggested that, should the decision be taken to enter into a Technical Services Agreement in respect of FIGAS operations, and were this to be entered into with the same contractor as the Dornier operations, attractive career development prospects might be expected to be available to the FIGAS staff. The Dornier, being larger, more complex, and turbine engined, would certainly offer exciting possibilities to both flight crew and ground maintenance personnel, and the longer-term prospect of the possible introduction of further aircraft types, including conceivably helicopters, could prove most attractive. Such an arrangement would not be at the expense of Dornier operations, but it would respond to the aspirations of the FIGAS staff, in that it would permit their terms of employment to be more closely aligned with current international conditions, with consequent improvements in morale. It would also facilitate the operation of weekend and other out-of-office-hours services by FIGAS.

1.8 The arrangement wherein the Director of Civil Aviation has executive responsibility for the general management of FIGAS operations is, as was discussed at paragraph 1.2 and 1.3, and will be further reviewed in Part 3 of this Report, insupportable. There is a direct conflict of interests between the two posts. Further, the general management of an airline calls for training, skills and experience which would normally not be expected of a Director of Civil Aviation. This being the case, it is most strongly recommended that immediate action be taken to secure the services of an experienced operations manager, preferably with commercial experience, in order to relieve the Director of Civil Aviation of his FIGAS line management responsibilities at the earliest possible time:

**RECOMMENDATION 1/2: APPOINTMENT OF FIGAS MANAGER**

That immediate steps be taken to recruit a suitably qualified and experienced general manager for FIGAS, in order to relieve the Director of Civil Aviation of these responsibilities.

1.9 Observations on the inadvisability of the Director of Civil Aviation having responsibility for the management of FIGAS were contained in a number of previous reports on various aspects of civil aviation in the Falkland Islands, but do not appear to have been previously acted upon. The matter was also reviewed in the Interim Report prepared by PDA Ltd. for submission to H.E. The Governor on 14 September 1987. It is therefore gratifying to note that action is in hand, and well advanced, to secure the services of a manager for FIGAS.

**Conditions of Carriage**

1.10 The present mode of acceptance of passengers, cargo and mail on the air transport services offered by FIGAS is a matter



of serious concern. In particular, the absence of any form of ticket or air waybill, or indeed of any published conditions of carriage, leaves the carrier's legal liabilities undefined and thus apparently unlimited. This situation must be remedied as a matter of the utmost urgency, particularly in the light of increasing tourism in the Islands.

1.11 Passengers In normal circumstances an air ticket is issued by an airline to an intending passenger as a form of contract, which both protects the passenger's rights, and limits the liability of the carrier arising from injury or death of the passenger, or loss of or damage to his baggage. It is understood that a form of ticket was previously used by FIGAS which, whilst making reference to a limit of liability of six thousand pounds sterling under the provisions of Section 6 of the Carriage by Air Acts (Application of Provisions) (Overseas Territories) Order 1967, also contained a provision that "...the passenger by acceptance of this ticket hereby renounces all claims..." (See Appendix "C" hereto). However, use of even that form of ticket was apparently discontinued some years ago, and at present there is no formal contract of carriage. The following action is therefore recommended for urgent implementation:

RECOMMENDATION 1/3: ISSUANCE OF AIR TICKETS

That in order to protect the rights of the passenger and to limit the liability of the carrier, a standard form of passenger ticket including a statement of Conditions of Contract should be issued to the intending passenger prior to the commencement of travel.

1.12 An example of the standard form of passenger ticket referred to in Recommendation 1/3 above, is presented at Appendix "D" hereto. It is recommended that initial supplies of this air ticket be produced by the Government Printing Department for

immediate introduction by FIGAS. (Details of commercial ticket printing could also be readily provided, if required). This ticket is based upon the standard ticket developed by the International Air Transport Association (IATA). However, the statement "For carriage wholly within the Falkland Islands the provisions of the Carriage by Air Acts as applied to the Falkland Islands by the Carriage by Air Acts (Application of Provisions) (Overseas Territories) Order 1967 apply" was included following consultation with the Attorney General of the Falkland Islands. The ticket should certainly contain reference to the Warsaw Convention, which limits the carrier's liability in respect of international passengers (e.g. visiting tourists travelling on FIGAS).

1.13 With increasing interest in tourism, both on the part of the Falkland Islands administration and of tour operators and visitors to the Islands, it is to be expected that the number of international passengers carried by FIGAS will see continuing growth. This being the case it is suggested that consideration should be given to FIGAS becoming a member of the International Air Transport Association (IATA), as a number of benefits would accrue from this. Indeed, the definitive document which determines the form of ticket and conditions of carriage of international passengers, developed by international agreement, is the IATA Passenger Services Conference Resolutions Manual. Similarly, the definitive document governing the carriage of air cargo is the IATA Cargo Services Conference Resolutions Manual. Although these documents are normally available only to member airlines of IATA, copies could be acquired for FIGAS if required, pending the decision on whether to apply for IATA membership. Detail is presented at Appendix "E" hereto.

1.14 Cargo and Mail Similar considerations to those

presented above in respect of the carriage of passengers also apply to air cargo operations of FIGAS. International convention calls for the preparation of an air waybill prior to the carriage of air cargo. The air waybill contains details of the cargo consignor and consignee, the number of packages consigned, a full description of the contents, the weight, dimensions and cost of carriage. The document must be certified by the consignor, and acceptance of the consignment is certified on behalf of the carrier. As with the passenger air ticket, the air waybill contains a reference to the Warsaw Convention, thus limiting the liability of the carrier in the event of loss of or damage to the cargo. At present, air waybills are not prepared by FIGAS and the following course of action is therefore recommended. An example of an air waybill suitable for introduction by FIGAS is presented at Appendix "F".

#### RECOMMENDATION 1/4: USE OF AIR WAYBILLS

That a system of air waybills be immediately adopted by FIGAS for applicability in the carriage of mail and cargo.

1.15        Reservations    At present the system of reservations in use with FIGAS operates on a very informal, ad hoc basis, due in part to the absence of an established ticketing system, and to the fact that at present FIGAS has no agreement to act as a General Sales Agent for other carriers. It is suggested that a more formalised reservation system should be introduced by FIGAS, preferably computer based. A number of inexpensive small computer systems are now available on the market with software packages designed specifically for airline reservations purposes. Such a system used in conjunction with a standard airline ticket-printer would greatly facilitate re-introduction of passenger air tickets by FIGAS, and could simplify and systematically introduce new ticketing and accounting procedures.

ADDENDUM

CONFIDENTIAL REPORT ON FALKLAND ISLANDS GOVERNMENT AIR SERVICE  
AND CIVIL AVIATION DEPARTMENT

ADDENDUM

Insert the following additional text after the last sentence of paragraph 1.14, page 13:

"In the meanwhile it is recommended that an immediate application be submitted to the International Civil Aviation Organization, through the United Kingdom Civil Aviation Authority, for the allocation of the three-letter designator 'FGS', and the radio-telephony designator 'FIGAS', to be used in conjunction with the flight numbers suggested in Appendix 'H' hereto and in operational communications respectively. These designators would then be published on a world-wide basis by the International Civil Aviation Organization, which makes no charge for this service. This would provide a cost-effective interim solution and would obviate the immediate requirement for the allocation of related IATA Codes (Appendices E/2 and E/3, pages 69 and 70 refer), for which substantial charges are made."

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1.16 The introduction of a computerised reservations system would provide immediate information on seat availability, fares, available cargo space, etc. Requests for reservations made either in person, or by telephone or radio, would be immediately entered into the computer as received, and the seat reserved. In normal circumstances the ticket would be paid for in advance of travel, and would immediately be prepared on the ticket-printer as payment was being effected. However, in the special circumstances prevailing in the Falkland Islands payment in this way would frequently not be possible, and a more pragmatic approach to the collection of revenues seems dictated.

1.17 Thus, for travel from Stanley, tickets would be prepared instantaneously as the passenger paid for, or checked-in for, the flight. Tickets for travel between intermediate points wholly within Camp would be prepared and hand-carried by the aircraft commander for presentation to the passenger prior to boarding. Payment for the ticket could then be made to the aircraft commander, or alternatively the Camp airfield operator could possibly be authorised to accept payment on behalf of FIGAS. Tickets for travel to Stanley would be similarly hand-carried by the aircraft commander, to be paid for by the passenger at Stanley Airport immediately on arrival. It is recommended that the present system of invoicing, whereby tickets may be paid for on a credit basis in arrears of travel, be reviewed in the light of the above.

1.18 The introduction of a computerised reservations system would offer additional advantages. Accounting information in the form of revenues received, non-revenue tickets issued (e.g. to VIPs and government officials) seat-mile occupancy and the like, would be available instantaneously. Operational data on route sector utilisation, load factors, etc. would allow continuing

refinement, rationalisation and improvement of FIGAS operations and services. The possibility would also exist of connecting the FIGAS reservations computer to one or more of the international reservations networks. This would afford instant access to airline timetables, fare structures and flight reservations, for example from the United Kingdom, worldwide. Participation in an Interline Traffic Agreement would facilitate FIGAS entering into General Sales Agent agreements with other airlines throughout the world, thus developing an additional revenue centre through agency commissions. Conversely it would encourage tourism by promoting FIGAS services through having them included in a global reservations network. (Interline Traffic Agreement material is presented at Appendix "G"). In the light of the foregoing, the following action is proposed:

RECOMMENDATION 1/5: INTRODUCTION OF COMPUTERISED RESERVATIONS SYSTEM

That, in order to provide an improved level of service to the public and to increase the efficiency of its accounting procedures, FIGAS should seek to introduce a computerised reservations system as a matter of practical expediency.

Provision of Air Transport Services

1.19 At present FIGAS operates its air transport services entirely on a non-scheduled basis. Flight service arrangements are dictated wholly by short notice demand, and no formal timetables are published or indeed are possible under the present system. Aircraft utilisation is therefore higher than would normally be expected for the traffic carried, but with load factors lower. This situation arises from the arrangement whereby intending passengers call with a request to travel on a

specific date, and flight operations are aligned to accommodate the requests received. It is suggested that the level of traffic between many of the airfields is sufficient to justify the introduction of scheduled services, and the publication of a service timetable. This would encourage intending travellers to tailor their travel plans to the published schedule, thus increasing load factors.

1.20 An evaluation of FIGAS summer season operations through the various Camp airfields indicates that the introduction of regular scheduled services is feasible and would prove cost effective, particularly with the introduction of scheduled services at weekends following the hiving off of FIGAS from the Civil Service (Recommendation 1/1 refers). Many of the airfields would be served by a daily schedule. Some of the busiest would be served on a twice-daily basis. Others would have less frequent services, ranging from four to one, weekly. An outline of the level of service to be considered for each of the airfields is presented at Appendix "H" hereto. This is intended as guidance only; the actual operating schedule would be developed and refined by FIGAS in the light of passenger demand and experience gained. Thus:

RECOMMENDATION 1/6: OPERATION OF SCHEDULED SERVICES

That in order to rationalise aircraft utilisation and improve load factors, FIGAS should introduce a system of regular scheduled services based upon a published operating timetable.

1.21 To supplement the regularly-operated scheduled services, continuation of the present non-scheduled services would still be required in a number of circumstances. Certain of the very low utilisation airfields would also continue to be served on this "on request" basis. In essence, the non-scheduled

services would operate on the lines of a charter operation, albeit with a regular fare structure. Certain emergency services, such as casualty evacuation or "casevac" flights, would continue to be available at short notice, either from a standby aircraft or by immediate rescheduling of an aircraft in service. Routine medical service and education service air travel requirements would be taken into consideration during the development of schedules. Whole-aircraft charter services would also be available as at present, for example for the transportation of tourist groups, bulk cargo, etc.

1.22 At present some twelve airfields are utilised by tourist interests, four of which have overnight accommodation available. One further airfield, Cow Bay, currently unlicensed, is also under consideration as a tourist destination, according to details provided by Falkland Islands Tourism. The whole question of the licencing of aerodromes will be reviewed in Part 2 of this Report. Suffice it to say at this point that the FIGAS management should be formally consulted during the consideration of a request for an aerodrome licence for any airfield that FIGAS will be subsequently expected to serve.



## PART 2: STANLEY AIRPORT AND THE CAMP AERODROMES

2.1 The air transport services operated by FIGAS provide a vital and indispensable contribution to the economy and social fabric of the Falkland Islands. Equally, the airports and airfields throughout the Islands provide the fundamental base infrastructure that is essential to FIGAS operations. Particularly in the light of the Government's stated policy of positively encouraging Camp settlement, financial support from Government revenues of not only Stanley Airport but of the Camp airfields also, appears both justified and desirable. This aspect will be reviewed later in this Part of the Report, under the heading "Camp Aerodromes". In view of the importance of the airport infrastructure, their operation has been reviewed in depth, and a number of suggestions are presented designed to achieve greater efficiency and safety in the support of air transport operations by FIGAS.

### Stanley Airport

2.2 The primary role of Stanley Airport is to support domestic civil aviation operations throughout the Falkland Islands, particularly air transport services between the capital and the Camp population centres, and to provide FIGAS with its base and support facilities. Notwithstanding the commissioning of the new Mount Pleasant Airport as the international airport of the Falkland Islands, it would appear that unless and until major improvements are effected to the road network system, Stanley Airport will continue in its present role for the foreseeable future. This being the case, it is essential that certain remedial works be completed as a matter of urgency in order to restore Stanley Airport to acceptable levels of safety. Other improvements are also proposed, to enhance the efficiency and

profitability of the airport.

2.3 Runway It is recognized that, in the unique circumstances prevailing in the Falkland Island, certain measures are necessary and will continue to be necessary to deny use of the runway to unauthorised operations, particularly during out-of-service hours. However, it is considered that the existing denial trenches do not provide an acceptable solution to this problem; indeed they constitute a serious and unacceptable safety hazard to civil air transport operations. It is strongly recommended that these trenches be back-filled, compacted and sealed with an overlay stressed to a similar bearing strength as the runway in general. This matter was discussed in principle with the Commander British Forces, Major-General A.N. Carlier, who raised no objection. Prior to reinstatement however, it is recommended that conduit-pipes be installed in the trenches, as these will make excellent cable runs for systems such as runway lighting.

2.4 From the several visual inspections made of the runway surface during the writer's visit, it appeared that, other than restitution of the trenches and damaged areas, the wearing course of the runway overlay was in reasonably satisfactory condition. The advice of the Government or PSA civil engineer should preferably also be sought on this aspect. In the event that it is decided to apply a new friction course to the runway surface, this should not be done by the spray-and-chippings method, which can cause damage to aircraft propeller tips and presents an ingestion problem to turbine engined aircraft, such as the Dornier. The following action is recommended:

**RECOMMENDATION 2/1: RESTITUTION OF STANLEY AIRPORT RUNWAY**

That, in order to enhance the safety and efficiency of air

operations at Stanley Airport, the existing runway denial trenches should be filled and the runway surface reinstated. In order to facilitate the installation of runway systems, cable-run conduits should be laid in the trenches prior to filling.

2.5 In consequence of the reinstatement of the runway, and the continuing requirement to ensure denial of its use during non-operational hours, there will be a need for an increase in the number and efficiency of the runway-denial devices. At present these devices are wheel-mounted, and are thus relatively easy to move. It is recommended that instead they be placed in position by some form of equipment-moving vehicle, such as a fork-lift truck, which could then be securely garaged and locked. The number of devices should be increased and they should preferably be laid in a zig-zag pattern, to ensure obstruction of both sides of the runway.

2.6 IFR Operations At present, although the FIGAS aircraft fleet is suitably equipped and the pilots are qualified for instrument flight rules (IFR) operations, the fact that there is no airport lighting system or instrument approach procedure available at Stanley Airport means that operations can be conducted only during the hours of daylight. Were such lighting and instrument approach aids to be installed, the hours of operation of both FIGAS and the Fisheries Department's Dornier could be extended, and thus become more cost-effective. Additionally, Stanley Airport could then also serve as a diversion airfield for certain aircraft types operating into Mount Pleasant Airport, both at night and in poor weather, given adequate notice.

2.7 A suitable airport lighting system would comprise simple approach lights, runway threshold, edge and end lights,

stopway lights, taxiway lights, apron floodlights and an aeronautical beacon. Additionally, a visual approach system, such as Precision Approach Path Indicator (PAPI) or Visual Approach Slope Indicator (VASI) would also be required. In association with the lighting system the installation of a radio-navigational aid, such as a locator non-directional beacon (NDB) on the extended centreline of Runway 08 would provide a relatively inexpensive cloud-break and missed approach procedure for Runway 26. This would allow full IFR operations at Stanley Airport, particularly when used in conjunction with the existing STA NDB. Thus:

RECOMMENDATION 2/2: INSTALLATION OF INSTRUMENT APPROACH AND LIGHTING SYSTEMS AT STANLEY AIRPORT

That in order to increase the cost-effectiveness of Stanley Airport operations, consideration be given to installing instrument approach and airport lighting systems.

2.8 Should further advice be needed on the possible introduction of an instrument approach at Stanley Airport, PDA Ltd. stands ready to design the layout and to advise on the selection of suitable lighting and radio navigation equipment, as well as to devise appropriate approach and missed-approach procedures. It is also suggested that consultations be held with the military authorities in the Falkland Islands, to define their requirements in respect of the use of Stanley Airport as a diversion airfield. It may well be that military necessities would call for a more sophisticated system than that proposed above, which is essentially a somewhat basic system. In the event that a more advanced system were required, a financial contribution towards both its initial installation and the subsequent maintenance could reasonably be expected to be negotiated.

2.9 Air Traffic Control The Air Navigation (Overseas Territories) Order 1977 as amended, Article 66, requires that in order to provide an air traffic control service, the person providing that service must hold a valid Air Traffic Control licence. In respect of instrument approaches by public transport aircraft, the air traffic controller's licence must include Aerodrome and Approach ratings, validated for the airport into which the approaches are conducted. At present, although the Director of Civil Aviation, Mr. G.W. Cheek, has completed formal training courses (in the United Kingdom) and has acquired the minimum experience required for the issue of an Air Traffic Control licence with Aerodrome and Approach ratings, no such licence has yet been issued. He is therefore obliged to limit the service he can provide at Stanley Airport to a flight information service. This is possible at present as operations into Stanley Airport must be conducted in accordance with the visual flight rules (VFR), in view of the current lack of IFR facilities there. However, with the shortly forthcoming introduction of an updated version of the Air Navigation (Overseas Territories) Order, expected in 1988, provision of even this level of service will not be possible unless the provider holds an Aerodrome Flight Information Service Officer (AFISO) licence. In view of Mr. Cheek's previous training in air traffic control, and his current and continuing experience in the provision of operational services at Stanley Airport, it is recommended that H.E. The Governor issue to Mr. Cheek an Air Traffic Control licence with Aerodrome and Approach ratings, and validated for Stanley Airport, in accordance with the provisions of Article 65 of the Air Navigation (Overseas Territories) Order, subject to confirmation of Mr. Cheek's success in his training courses, and to his passing the necessary medical examinations.

RECOMMENDATION 2/3: ISSUANCE OF AIR TRAFFIC CONTROL LICENCE

That, in order to facilitate the introduction of IFR operations at Stanley Airport, an Air Traffic Control licence be issued to Mr. G.W. Cheek by virtue of his previous training and experience, subject to confirmation thereof and to passing the appropriate medical examination.

2.10 The air traffic control services to be provided at Stanley Airport must include facilities for the filing and transmission of operational flight plans, as appropriate, and for the provision of alerting services related to search and rescue operations. No specific licencing conditions are required for the provision of these services, which can be undertaken by an air traffic control assistant. The establishment of such a post is recommended as it could also serve as a training position for student air traffic control officers. Obviously, more than one licenced controller will subsequently be needed, to take account of contingencies such as leave and sickness, as well as the extended hours of operation at Stanley Airport. The air traffic control assistant could also be made responsible for routine liaison with the meteorological and military radar services, for example to confirm that aircraft operating out of Stanley Airport have been positively radar identified at the start of operations.

2.11 Aircraft Refuelling The existing system of refuelling aircraft at Stanley Airport and the Camp airfields does not comply with established standards, and could prove potentially hazardous. At present, the only form of aviation fuel available or required at Stanley Airport is Avgas, which is used in piston-engined aircraft. However, there will shortly also be a requirement for Jet A-1 fuel, required for turbine-engined aircraft, when the Dornier aircraft operated by the Fisheries Department is based there. Aviation fuel handling is a

specialist function with stringent control standards. It requires expert training and specialised equipment. During discussions with senior personnel of the fuel-supply agency Stanley Services Ltd., agreement was reached on the desirability of relieving FIGAS of this onerous chore at Stanley Airport. The case of the Camp airfields will be reviewed later in this Report. It would appear that the most practical way of resolving the problem would be to construct a fixed fuel facility at the Stanley Services Ltd. premises, in which both Avgas and Jet A-1 fuel would be stored. From there it would be transported to the Airport by Stanley Services's fuel bowser, from which the aircraft would be directly fuelled. Full responsibility for storage, handling and quality control would thereby be vested in the fuel supplier, and the present problems of improperly stored and time-expired fuel would be avoided.

**RECOMMENDATION 2/4: AVIATION FUEL SUPPLIES**

That a contract be entered into with Stanley Services Ltd. for the supply to the aircraft tanks of all aviation fuel required by civil aircraft in the Falkland Islands, other than at Mount Pleasant Airport.

2.12 Such an arrangement could have the advantage of serving as a revenue-earning concession for the Civil Aviation Department, by the application of a small throughput charge per gallon. The existing aircraft refuelling operation, provided by FIGAS, should be discontinued at the earliest opportunity.

2.13 **Airport works** Civil engineering works involving the construction of an aircraft hangar for the Dornier aircraft operated by the Fisheries Department, and modifications to the Islander hangar, are expected to commence shortly. It is recommended that elements of this work be started without delay,

to ensure substantial completion before the onset of winter. In particular, the construction of the new hardstanding, drainage and sewage disposal works, the Islander facilities and the footings and foundations for the new hangar should be undertaken concurrently with the ordering and shipment of the Dornier hangar, thus permitting early assembly and commissioning of that facility.

2.14        Rescue and Fire Fighting    The Rescue and Fire Fighting Services (RFF) currently available at Stanley Airport fall substantially short of the minimum specified for this category of airport. The Air Navigation (Overseas Territories) Order 1977, Article 71, requires that aircraft in a weight category which includes the Islander (i.e. exceeding 2,730 kg), being operated for the purposes of the public transport of passengers, shall be operated only from a Government or licenced aerodrome. At such aerodromes the scale of RFF protection to be provided is determined from the overall length, maximum fuselage width and frequency of operation of the largest public transport passenger aircraft to use the airport. The RFF category applicable to Stanley Airport, determined by the Islander, is Category 2. However, by virtue of the low number of such aircraft movements (less than 700 in the busiest three month period) this may be reduced to Category 1. An aircraft movement is either a take-off or a landing.

2.15        From the RFF category of the airport are determined the minimum levels of personnel, equipment and extinguishing media required. In the case of Stanley Airport (Category 1) this calls for: two suitably trained men to be in the immediate vicinity of the fire-fighting appliance, to ensure instantaneous response to an emergency call; an RFF appliance on which rescue and first aid equipment and extinguishing media are carried to be connected to



a towing vehicle while aircraft movements are taking place, and having maximum mobility in all weather conditions and able to reach any area within the aerodrome boundary; extinguishing media of either protein foam, fluoroprotein foam, or fluorochemical foam, together with complementary media consisting of dry powder, halocarbon, carbon dioxide, or a combination of these. Minimum levels of rescue equipment, personnel training and personal equipment are also specified. (See Appendix "J"). Details are also contained in Chapter 8 of Civil Aviation Publication (CAP) 168: Licencing of Aerodromes, published by the U.K. Civil Aviation Authority.

2.16 It is known that the Chief Fire Officer, Mr. Marvin Clarke, has received formal airport fire officer training in the United Kingdom, and is familiar with the RFF requirements of CAP 168. This being the case, it is suggested that Mr. Clarke be invited to assume command and control of the RFF services at Stanley Airport. Further, it is suggested that consideration be given to basing the new Rapid Intervention Vehicle, currently on order for the Stanley Police Fire Department, at Stanley Airport together with a one-man crew. This would supplement the existing one-man appliance at the Airport and, subject to formal training for the present Airport RFF attendant, would then comply with the personnel requirements of CAP 168. However, during cases of off-Airport attendance at incidents, the Airport would need to be closed to aircraft operations unless alternative RFF cover were available. The following recommendation is made in the light of the above:

RECOMMENDATION 2/5: STANLEY AIRPORT RESCUE AND FIRE-FIGHTING SERVICE

That, in order to augment the existing RFF facilities at Stanley Airport and to align them with at least the minimum standards

established by international agreement, consideration should be given to:

- a) appointing the Chief Fire Officer of the Stanley Police Fire Department to assume command and control of the Stanley Airport RFF Services; and
- b) basing the new Rapid Intervention Vehicle at Stanley Airport, together with its crew, on the understanding that during any absence Airport operations would cease unless alternative RFF cover were available.

2.17 Aerodrome Manual A condition specified for the grant of an aerodrome licence, which is equally applicable to Government aerodromes available for civil aviation operations, is that an aerodrome manual should be available, containing the information, procedures and instructions necessary to ensure that the operation of the aerodrome is safe for use by aircraft. The manual is the means by which aerodrome operational personnel are appraised of their duties and responsibilities, and of aerodrome facilities and operating procedures. Specifically the aerodrome manual contains technical and administrative detail of the airport, including its aeronautical information service, the maintenance of aerodrome records, aerodrome physical characteristics, operational procedures, RFF services, medical facilities including emergency orders, airport lighting, signals and markings, air traffic services, and telecommunications and navigational aids. No aerodrome manual exists at present for Stanley Airport, or indeed for the Camp airfields. The introduction of more stringent conditions governing the licencing of aerodromes in the new edition of the Air Navigation (Overseas Territories) Order will, however, require that aerodrome manuals be prepared for both Stanley Airport and all licenced Camp airfields. Any new application for an aerodrome licence will also need to be supported by the related aerodrome manual.

RECOMMENDATION 2/6: AERODROME MANUAL

That an aerodrome manual be produced for Stanley Airport as a matter of operational urgency.

2.18 Should assistance be required in this matter PDA Ltd. could readily recommend agencies with extensive experience in the preparation of such manuals.

2.19 Airport Concessions An airport of the size and capacity of Stanley Airport represents a sizeable financial investment on the part of its owning authority. In normal circumstances such an airport is operated along the lines of a business in which a number of profit centres are identified, each of which is expected to generate revenues. These range from landing and parking charges accruing from aircraft operations, through rents for office or industrial accommodation, to commission from concession holders, such as restaurants, shops, car hire, advertising, etc. At many international airports the duty-free concessions prove to be very large revenue producing centres. Whilst the domestic nature of the air services at Stanley Airport and the low passenger - throughput figures cannot support this type of commercial activity, nevertheless there are revenue generating opportunities which should be explored further.

2.20 A number of indicators point to the fact that Stanley Airport could support an attractive concession in the form of a restaurant and bar. Many people enjoy the spectacle of aircraft taking off and landing and will visit an airport even though they may not themselves be travelling or accompanying travellers, particularly if night flying is in operation. The reinstatement of Stanley Airport, the increase in traffic movements, and the physical location of the Airport itself, external to the city but

within easy reach, all indicate that such a concession could be operated successfully, particularly if it offers good views of the runway and approaches. It is suggested that the present roof-top observation area adjacent to the eastern wall of the control tower could readily lend itself to conversion into a high class restaurant-bar area if set back from the alignment of the control tower to avoid obstructing sight lines. The construction of a landside access stairway, external to the building and on the south-facing wall, roofing, glazing and flooring, could be undertaken at relatively low cost and without disruption to airport operations. A small bookstall cum confectionery-tobacconist concession also, possibly offering a coffee-snackbar service, could be established on a trolley on the ground floor in the north-western corner, to the left of the entrance doors.

2.21 The cost of the minor building modifications necessary to accommodate these concessions could be met either from Government funds, perhaps through FIDC, or by the concession holder, in which case the rents and commissions charged would be modified to take account of this, or the concession could be granted a proportionately longer lease. It is suggested that both concessions could be operated by a single concessionaire to economise on staff; such an arrangement may well be of interest to established businesses in Stanley. As a first step it is suggested that a call for tenders be placed in the local media; the level of response would give a good indication of what revenues could be expected to be generated. Passenger and visitor throughput statistics and forecasts should be prepared to support the call for tenders. In addition to the possible aircraft refuelling concession examined in paragraph 2.11 above, airport advertising could form another small revenue-generating concession, which would involve no Government investment. Local agencies marketing luxury goods could be requested to approach

their manufacturing suppliers to ascertain the degree of interest; in particular the installation of a commercial time system at an airport is usually attractive to clock manufacturers, and provides a small source of revenue.

RECOMMENDATION 2/7: AIRPORT CONCESSIONS

That in order to generate additional revenues at Stanley Airport and to provide enhanced levels of service to the general public, local businesses be encouraged to participate in the operation of airport concessions.

2.22 On a related topic, it is understood that the possibility of awarding similar airport concessions to local businesses in respect of Mount Pleasant Airport is also under consideration.

Camp Aerodromes

2.22 New Aerodromes Licence Conditions The type of air operations undertaken by FIGAS utilizing their BN-2B Islander fleet of aircraft are defined by the Air Navigation (Overseas Territories) Order as being public transport services. An aircraft of this type, operating services for the public transport of passengers, shall not take-off or land at an aerodrome other than a Government aerodrome or an aerodrome licenced under the provisions of the Air Navigation (Overseas Territories) Order. Currently, all of the aerodromes served by FIGAS are either Government aerodromes (Stanley Airport and Fox Bay East), or are licenced in accordance with Article 68 of the Air Navigation (Overseas Territories) Order, 1977, as amended. However, the requirements for the issue of an aerodrome licence in the Falkland Islands are at the present time not aligned with the conditions specified for the issue of such licences in the

United Kingdom, as published by the UK Civil Aviation Authority in document CAP 168, Licencing of Aerodromes. This is permissible as the provisions of the current governing legislation relating to Overseas Territories are interpreted less stringently than are those of the UK Air Navigation Order. However, a new version of the Air Navigation (Overseas Territories) Order is being readied for introduction, which is based closely on the UK Air Navigation Order 1985, as amended. This will result in the introduction of conditions for the issue of an aerodrome licence in closer alignment with UK requirements.

2.23 Aerodrome Manual From a purely regulatory point of view, the main shortcoming at the present time is the absence of any form of aerodrome manual. Efforts have been made by FIGAS to develop aerodrome charts for each of the airfields into which they operate, in conjunction with the production of the Operations Manual. Such charts, preferably to a scale of 1:2500, must also be included as an integral part of the Aerodrome Manual (see Appendix "K"), together with the information detailed at paragraph 2.16 above. The thrust of Recommendation 2/6, concerning the production of an Aerodrome Manual in respect of Stanley Airport, is equally applicable to the Camp airfields also.

2.24 Aerodrome Maintenance and Markings Operationally, there are shortcomings in three areas. The absence of a standard system of aerodrome markings and signs can cause confusion to aircrew, particularly in poor weather conditions. Efforts have been made by the Director of Civil Aviation to encourage the airfield operators to adopt a standard system of markings, but with little success. With the introduction of more stringent aerodrome licencing conditions, airfield operators should be informed of the system of markings specified in CAP 168 (see

Appendix "L"), and advised that renewal of the aerodrome licence will require that these markings be instituted and maintained. Similarly, the aerodrome landing surfaces must be properly prepared and maintained for the grant of an aerodrome licence. The most common, and expensive, cause of damage to the FIGAS aircraft fleet results from operations on poorly maintained landing surfaces. Whilst weather plays a major role in determining the state of a landing strip at a given time, a number of preparations can be made to reduce the hazard to a minimum, e.g. by ground rolling, the installation of suitable drainage runs, etc.

**RECOMMENDATION 2/8: AERODROME MAINTENANCE AND MARKINGS**

That steps be taken to institute a standard system of aerodrome maintenance and maintenance at all Camp airfields.

2.25 **Rescue and Fire-Fighting** The second operational shortcoming is in the area of fire-fighting, first aid and rescue. In common with Stanley Airport, the Camp licenced aerodromes are required to comply with Category 1 rescue and fire-fighting standards in terms of trained personnel, appliances and equipment, and fire extinguishing media. The Category 1 RFF requirements are detailed at Appendix "J". Whilst at present basic RFF facilities are provided at all licenced Camp aerodromes, in the majority of cases these lack the relevant medical and first aid supplies, and the operatives have received no formal training. It is suggested that a programme of training courses be implemented on an urgent basis by the Chief Fire Officer, the cost to be met from public funds. The courses could be conducted either in Stanley or at Camp centres. At least two persons from each airfield should be trained to comply with the requirements for Category 1 aerodromes. On completion of training the participants should be issued with individual

certificates of competence, certifying that they satisfactorily completed the approved course.

RECOMMENDATION 2/9: RESCUE AND FIRE-FIGHTING TRAINING

That a programme be introduced as a matter of operational urgency for the formalised training and certification of airfield rescue and fire-fighting attendants.

2.27 There is also a requirement for improved RFF appliances, capable of carrying the specified extinguishing media, equipment and medical supplies. This requirement was discussed in depth with the Chief Fire Officer, who is ready to advise the aerodrome operators on the matter.

2.28 Inclement Weather Shelters The third existing shortcoming in the operations field relates to the provision of a shelter to house the mandatory RFF appliances. At present the majority of the Camp airfields lack such a shelter. However, it is a condition for the issue of a UK Aerodrome Licence, and will therefore be likely to become a requirement in the Falkland Islands also. The shelter is not expected to be a sophisticated structure, simply a rudimentary affair capable of housing the RFF appliance and equipment. However, in view of the nature of the climatic conditions prevailing the Falklands, it is strongly recommended that the structure be of sufficient capacity to provide weather protection to people waiting to meet or embark on the aircraft, and for the completion of the necessary flight documentation. It is suggested that in view of the large number of disused temporary buildings such as Portacabins in the Islands, these could readily be adapted for the purpose. A basic design is shown at Appendix "M".



RECOMMENDATION 2/10: ERECTION OF WEATHER-PROTECTION SHELTERS

That in order to provide protection from the elements to the travelling public and rescue and fire-fighting appliances, weather protection shelters should be erected at Camp airfields.

2.29 Costs The problems enumerated above are common in some degree to all of the Camp airfields. Yet these airfields form the basic infrastructure without which FIGAS could not operate. In so doing, they cement and provide an essential contribution to the social and economic fabric of the Falkland Islands community. In the light of this, and of the policy of positively encouraging Camp settlement, it could be argued that the cost of the improvements to the airfield facilities should be met from Government revenues. The broad order of costs concerned is some £ 12,500- £ 15,000 for each of the forty Camp airfields. The total cost is therefore likely to be in the region £ 500,000 to £ 600,000. A sum equating to approximately ten percent of that amount would also be required to take account of routine maintenance, on an annual basis. The question of finance is, of course, a policy matter to be decided by the Governor in Council. It is considered however that the argument is sound for the provision of Government funding for the improvement and upkeep of the Camp airfields.

2.30 Aircraft Refuelling At present facilities are available at two of the Camp airfields, Fox Bay East and Saunders Island, for the refuelling of aircraft. However, observance of the aviation fuel storage, handling and quality control regulations leaves much to be desired due largely to the lack of adequate training for the operatives. It is therefore recommended that Stanley Services Ltd. be invited to take over this operation. This could be done by providing formal training, and possibly paying a retainer to the operatives to compensate

them for their efforts and responsibilities. The cost of this to Stanley Services Ltd. could be recuperated through the application of a small service charge.

2.31 Aerodrome Flight Information Services Officer Operators at each of the Camp airfields routinely provide a most valuable information service to incoming aircraft, using 2-metre band radio. Usually this service includes an assessment of the local weather conditions. In order to comply with the requirements of the Air Navigation (Overseas Territories) Order, such services should only be provided by the holder of an Aerodrome Flight Information Service Officer (AFISO) licence. It is therefore recommended that a system of AFISO licences be introduced under the control of the Director of Civil Aviation. The award of the licence would follow completion of a short training session supervised by the Director of Civil Aviation, which would include instruction in radio procedure and weather observation, the latter preferably given by a meteorological officer. As the airfield operators are all in current practice in providing flight information service there would be no necessity for minimum experience requirements. On completion of the training and licencing programme a Civil Aviation Radio Service (CARS) could be officially designated, employing the identical methods as at present.

RECOMMENDATION 2/11: INTRODUCTION OF AERODROME FLIGHT INFORMATION SERVICE OFFICER LICENCE SYSTEM

That in order to comply with the requirements of the Air Navigation (Overseas Territories) Order, a system of AFISO licences be introduced under the control of the Director of Civil Aviation.

2.32 Airports Committee In view of the introduction of more

rigid requirements for the issue and renewal of aerodrome licenses, it is recommended that an Airports Committee be formed under general policy guidelines of the Executive Committee, to advise the Camp airfield operators on technical matters and to coordinate recommendations and action on airport licencing applications. The Airports Committee would be chaired by a senior official to be appointed by the Chief Executive, and would have as members representatives of CAD, FIGAS, the Fisheries Department, the Police, the Chief Fire Officer, the Senior Medical Officer, the Public Works Department, the Agricultural Officer, and the Meteorological Service. Other representatives could be co-opted as necessary, notably from the Education Department, the various branches of the Armed Services, and Stanley Services Ltd.

RECOMMENDATION 2/12: FORMATION OF AIRPORTS COMMITTEE

That an Airports Committee be formed under general policy guidelines of the Executive Committee, comprised of representatives of aircraft operators and involved Government departments, to advise and assist with aerodrome licencing and related matters.

PART 3: CIVIL AVIATION DEPARTMENT

3.1 Responsibilities Under the terms of the Air Navigation (Overseas Territories) Order 1977, as amended, the responsibility for implementing the provisions of that Order is vested in the Governor of the Overseas Territory concerned. Commonly, in most Territories to which the Air Navigation (Overseas Territories) Order applies, it is practice for the Governor to delegate to the Director of Civil Aviation certain of his responsibilities relating to this function. Such an arrangement is permissible under the terms of Article 92 of the Order, Interpretation, which states:

'"Governor"... includes in relation to any purpose of this Order, other than for the provisions of Article 91 thereof, any person authorised by the Governor for that purpose.'

(Note: Article 91 relates to Regulations by the Governor: Fees)

3.2 By virtue of the terms of his appointment therefore, the Director of Civil Aviation, acting under the delegated authority of the Governor, is responsible for ensuring observance of and compliance with the provisions of the Air Navigation (Overseas Territories) Order in all civil aviation operations within the Territory concerned, and its related air space. Additionally, the Director of Civil Aviation has a direct responsibility to advise the Governor on all matters of a statutory nature pertaining to civil aviation. Specifically, it is the duty of the Director of Civil Aviation to direct and oversee the work of the Civil Aviation Department and particularly to:

- a) ensure the safety of air navigation;
- b) ensure the observance of any regulation made under the Air Navigation (Overseas Territories) Order and related statutory instruments;
- c) promote and encourage the orderly and economic development of civil aviation;
- d) initiate and conduct surveys into any aspect of civil aviation, as required,
- e) advise H.E. The Governor on all matters affecting or pertinent to civil aviation, and
- f) perform such other duties and functions as H.E. The Governor may from time to time require.

3.3 In fulfilling these responsibilities it is normally the duty of the Director of Civil Aviation to submit to H.E. The Governor an Annual Report detailing all relevant civil aviation matters, in a form suitable for incorporation into the Governor's Report to the Secretary of State for Foreign and Commonwealth Affairs. A list of topics to be included in such Annual Reports of the Director of Civil Aviation is shown at Appendix "N".

#### Present Situation

3.4 As was indicated in Part 1 of this Report, paragraphs 1.2, 1.3 and 1.8, the present arrangement, wherein the Director of Civil Aviation is also charged with responsibility for the general management of FIGAS, is considered to be most unsatisfactory. In addition to placing the DCA in an untenable conflict-of-interest situation, the amount of time and effort he must devote to FIGAS matters denies him the opportunity to attend to his Civil Aviation Department responsibilities in the manner expected. Thus certain of these responsibilities appear not to have been adequately observed.

3.5 The present establishment approved for the Civil Aviation Department, as distinct from FIGAS, appears to consist of essentially one senior post, that of the Director of Civil Aviation, together with a junior-level clerical post. The broad areas of responsibility of the Civil Aviation Department are at present threefold:

- i) operations and licencing, including the licencing of aerodromes;
- ii) the provision of technical services, including:
  - a) services to air navigation;
  - b) airport management;
  - c) analysis and planning for future development;
- iii) the management of FIGAS.

3.6 In the light of the foregoing, it currently appears to be the personal responsibility of the Director of Civil Aviation to fulfil all of the above obligations, as with no deputy or other technical staff, he has no opportunity to delegate any of these responsibilities, other than to a clerical assistant. Indeed, it says much for the cooperative spirit of the FIGAS staff that certain of the DCA's functions are handled by the flight crews during stand-by duty periods. It is of course recognized that in the unique circumstances of the Falkland Islands, with their sparse but self-reliant and versatile populace, it is not unusual for a number of diverse functions to be combined in a single post. However, in the case of the DCA, with no opportunity to delegate, it is impossible for him to effectively fulfil all of the obligations of his office in the present circumstances. There is therefore a very sound case for the realignment and reassignment of certain of the DCA's current responsibilities.

### Proposed restructuring

3.7 Recommendation 1/2 in Part 1 of this Report addresses the urgent matter of the appointment of a general manager for FIGAS, in order to relieve the Director of Civil Aviation of those responsibilities. The responsible attitude of the Falkland Islands Government in taking early action to secure the services of such a manager is to be applauded. There remains, however, the problem of adequately ensuring both the observance of requirements for the statutory and regulatory control of civil aviation operations throughout the Falkland Islands, and the provision of technical aviation services.

3.8 In order to better comprehend the extent of the responsibilities in each of these broad fields, they can be listed as follows:

i) Regulatory Control (Operations and Licencing)

Establishment and maintenance of a civil aircraft register;

Issuance of Air Operators' Certificates to public transport aircraft operations;

Issue and renewal of Certificates of Airworthiness;

Issue and renewal of Certificates of Maintenance Review, relating to airframes, engines, propellers, equipment and radio systems, and approved maintenance schedules;

Issue, renewal and validation of flight crew and maintenance personnel operating licences, including type ratings and medical examination endorsements\*, where applicable;

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\* on the advice of the medical examiner

Issue, renewal and validation of air traffic control and aerodrome flight information service officer licences, including the grant of ratings and the issue of medical examination endorsements\*;

Issue and renewal of Aerodrome licences;

Issue and renewal of aeronautical radio station licences;

Development and publication of an Aeronautical Information Publication (AIP) and related aeronautical charts;

Flight inspection of navigational aids and airport lighting systems;

Development of approach procedures;

Inspection and approval of operations, practices, procedures, documents and records, including manuals, log books and training records;

Liaison with other Government departments and external civil aviation authorities;

Accident and incident investigation and reporting;

Etc.

ii) Technical Services:

Air traffic services:

- air traffic control
- flight information service
- alerting service (for search and rescue purposes)

Flight planning, pre-flight briefing and aeronautical information services;

Telecommunications;

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\* on the advice of the medical examiner



Meteorological services (liaison);

Airport management:

- rescue and fire-fighting
- airport security, runway denial
- apron control
- airport maintenance (liaison with Public Works Department, etc)
- finance and accounts (landing and parking charges, fuel supplies, concessions);

Operational liaison with Military services (search and rescue, air defence radar, etc);

Forward planning and statistics.

3.9 It is apparent from the extent of the DCA's responsibilities listed in paragraph 3.8 above, that notwithstanding the reassignment of responsibility for the management of FIGAS, certain of Mr. Cheek's remaining functions must also be reallocated to enable him to concentrate effectively and efficiently on the matters for which his training, skills and experience best suit him.

3.10 It is suggested that Mr. G.W. Cheek is uniquely qualified in the Falkland Islands to specialise in and direct the provision of technical services to civil aviation. He has successfully undergone training courses in Air Traffic Control (ATC) in the United Kingdom, qualifying him for the award of an Air Traffic Control licence with Aerodrome and Approach Control ratings, although for reasons which are not apparent, no such licence has yet been issued. Indeed, Recommendation 2/3 in Part 2 of this Report recommends that this situation be formalised. Mr. Cheek is also completely familiar with the facilities available for use by civil aviation - both domestic and international - throughout the Falkland Islands, and with their

topography. He has a detailed knowledge of the standards and recommended practices of the International Civil Aviation Organisation as they pertain to requirements for technical aviation services, and he is a well experienced Airport Manager of Stanley Airport. The following recommendation is presented in the light of the foregoing:

RECOMMENDATION 3/1: RATIONALISATION OF CIVIL AVIATION DEPARTMENT

That in order to improve the effectiveness of the Civil Aviation Department, a new Aviation Services Branch be formed, responsible for the provision of technical aviation services, and headed by Mr. G.W. Cheek, to retain his present grade with the title Head of Aviation Services.

3.11 It is strongly recommended that further formal training in Air Traffic Control be arranged for Mr. Cheek, preferably in the United Kingdom. This should incorporate both refresher training in Aerodrome and Approach Control ratings, and additional specialist training to qualify him for the award of Area Control and Area Radar ratings. The latter qualifications will equip him for possible future developments as the political situation in the Falkland Islands matures, and in the shorter term will qualify him to provide a full area control service to civil aircraft operating in the Falklands.

RECOMMENDATION 3/2: OVERSEAS TRAINING IN AIR TRAFFIC CONTROL

That in order to prepare for the introduction of an area control type of air traffic service, Mr. G.W. Cheek should undergo further specialised training, preferably in the United Kingdom, to qualify him for the award of Area Control and Area Radar ATC ratings.

3.12 Under the provisions of Annex 15 to the Convention on

International Civil Aviation, Chicago, 1944, each State or Territory undertakes inter alia to produce and distribute a formal Aeronautical Information Publication, or AIP. In the case of the Falkland Islands, some development work was carried out a few years ago though this did not mature into an AIP, and such a publication will eventually be required. To produce an AIP is an exacting and labour-intensive task. The publication is intended to present all operational information required by civil aircraft operators, for operations in the country concerned, in a single document and in a standardised format. The content includes legal and regulatory information, details of telecommunications and radio navigation facilities, airports, meteorological services, air traffic control procedures, etc. The production of an AIP for the Falkland Islands could be undertaken simultaneously with the development of the aerodrome manuals referred to in paragraph 2.18, if required.

#### Establishment of an Aviation and Marine Department

3.13 The assignment of the remaining elements of the current responsibilities of the Director of Civil Aviation, relating to Regulatory Control (Operations and Licencing), must be regarded as a separate matter. It is suggested that, in order to take account of these special considerations, a somewhat more radical solution should be sought.

3.14 Problems arising from a shortage of qualified personnel are certainly not new to the Falkland Islands; indeed, in view of the sparse and widely distributed population, with its divergence of callings and interests, it seems the problems are surprisingly well resolved. Nevertheless, in terms of the technical administration and regulatory control functions of the Civil Aviation Department, there is a marked shortfall in the human

resources available to take control of this matter. This being the case, there would seem to be justification and merit in proposing that expertise of a similar nature, available in another Government Department, be extended to incorporate certain civil aviation functions.

3.15 It is understood that, in the light of the constant and continuing increase in marine traffic in Falkland Islands waters, consideration is being given to an extension of the present Department of Fisheries to encompass the full responsibilities of a Marine Department. Should this be the case, it would appear that many of the responsibilities of the new Marine Department would be similar to the marine fraternity as are the equivalent responsibilities of the Civil Aviation Department to its counterpart industry. There would therefore seem to be a strong case, particularly in the light of the shortfall of qualified personnel in the Islands, to consider combining the functions of the proposed Marine Department with those of the Civil Aviation Department as well as the Department of Fisheries. The new Department could thus be known as the Aviation and Marine Department, or AMD. The advantage of such an arrangement would be, in addition to considerations of cost-effectiveness, the pooling of technical resources, particularly in relation to the regulation and control of transportation services, into essentially a single unit. Thus:

RECOMMENDATION 3/3: ESTABLISHMENT OF AN AVIATION AND MARINE DEPARTMENT

That, for reasons of cost effectiveness, and in order to utilise available technical and administrative resources in the most efficient manner, consideration be given to the establishment of a single Government Department to incorporate the responsibilities of the Civil Aviation, Fisheries and Marine Departments, and

to be known as the Aviation and Marine Department.

3.16 In the event that Recommendation 3/3 above is accepted and acted upon, the action proposed in Recommendation 3/1 relating to the establishment of an Aviation Services Branch, would still be valid. The Aviation Services Branch would then form an integral element of the new AMD, but would still be headed by Mr. G.W. Cheek with the title Head of Aviation Services, and retaining his present grade.

#### Civil Aviation Adviser

3.17 The actions proposed in the foregoing paragraphs and recommendations are designed to resolve existing problems in the technical services field and in certain of the operations and licencing areas. However, in order to address the remaining question concerning the statutory regulation of civil aviation in the Falkland Islands, it is recommended that consideration be given to the appointment of an experienced and qualified civil aviation adviser. The functions of this office would be to develop the Annual Report on Civil Aviation, in a form suitable for incorporation into the Report of H.E. The Governor to the Secretary of State for Foreign and Commonwealth Affairs, and for advising on civil aviation policy matters generally. Additionally, the civil aviation adviser would be responsible for initiating all necessary action relating to Regulatory Control responsibilities, listed in paragraph 3.8 i) above, with a view to establishing a formal inspection, monitoring and control operation. He would also oversee and guide the work of the Aviation Services Branch of the new Aviation and Marine Department, particularly during its infancy, and would provide a "quality control" function in respect of operations by the Dornier aircraft and FIGAS. Such an arrangement would remove

much of the present direct responsibility for these matters from H.E. The Governor. Indeed, an arrangement of this nature might be seen to be preferable to direct reliance on the somewhat remote advisory service of the British Civil Aviation Authority, in that it would leave open the option of involving that Authority at the behest of the Secretary of State, should he consider such a course of action to be so indicated.

3.18 It is worthy of note, however, that the present limited scale of civil aviation operations in the Falkland Islands does not appear to justify at present the appointment of a civil aviation adviser on a full-time basis. Rather, the task could be undertaken by a retained expert who need not be resident in the Falklands, in a similar manner to the existing arrangements for the retention of the financial adviser. Thus the civil aviation adviser would make periodic visits at perhaps quarterly intervals, or as required by H.E. The Governor. The first such visit would however of necessity be relatively lengthy, to accommodate the initial action on regulatory control matters, particularly during the reformulation of the existing FIGAS/Civil Aviation Department structure and the establishment of the new Aviation and Marine Department.

RECOMMENDATION 3/4: APPOINTMENT OF CIVIL AVIATION ADVISER

That consideration be given to the appointment of a retained civil aviation adviser, to be available at periodic intervals and as required, responsible to H.E. The Governor for the preparation of the Annual Report on Civil Aviation, for advising on civil aviation policy matters generally, and for initiating all necessary action related to the regulatory control of Civil Aviation in the Falkland Islands.

3.19           If it would assist in the resolution of this matter, PDA Ltd. could provide a suitably qualified and experienced civil aviation adviser to undertake the foregoing responsibilities.

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APPENDICES

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## PERSONAL DETAILS

Family Name: PRICE  
First Names: John Charles  
Year of Birth: 1934  
Nationality: British

## EDUCATION

Newent School, UK  
Flying Training (Pilot), Royal Air Force  
College of Civil Aviation, Nairobi, Kenya  
College of Air Traffic Control, Bournemouth, UK  
University of Hong Kong

## QUALIFICATIONS

FBIM - Fellow of the British Institute of Management  
MCIT - Member of the Chartered Institute of Transport  
MIMS - Member of the Institute of Management Specialists  
AMRAeS - Associate Member of the Royal Aeronautical Society  
DipPM - Diploma in Personnel Management

Holder of Pilot's, Radio Operator's and Air Traffic Control Licences

## EXPERIENCE

Since 1987Aviation Consultant

Consultant to government authorities and airlines on the planning and management of airport and air transport facilities, including infrastructure, systems design and operations, flight safety and security, equipment acquisition, marketing and finance.

1982 - 1987

International Civil Aviation Organization (ICAO)  
Chief - Aeronautical, Information and Cartographic Services  
Management and administration of aeronautical information and cartographic services departments at ICAO Headquarters Montreal, with world-wide responsibility for policy formulation, planning and implementation, including automated systems.

1979 - 1982International Operations Manager  
Plessey Airports

Provision of complete airport project service to civil aviation authorities, world-wide, including feasibility study and concept definition, operational recommendations, civil engineering advice, system design, equipment procurement and project commissioning. Arrangement of funding and training facilities for specific projects.

1977 - 1979Director of Civil Aviation  
Government of Abu Dhabi

Responsible to the Minister for all civil aviation matters within the State of Abu Dhabi, particularly:

- development and implementation planning for two new international airports (Abu Dhabi and Al Ain)
- operations and safety
- licensing, accident investigation
- airport engineering
- administration and budgetary control of airports
- air transport negotiations

1976 - 1977

British Airports Authority:  
Operations Officer (Planning)

Responsible for the investigation and planning of airside operational facilities at BAA airports (particularly for Heathrow Airport - London) including:

- runways, taxiways and aprons
- visual and electronic navigational aids
- telecommunications and radar
- aircraft parking and docking systems and equipment
- fire service requirements, etc;

Provision of consultancy services in airport development to overseas governments;  
Long term planning studies.

1968 - 1976

Hong Kong Civil Aviation Department:

Airport Manager, Hong Kong International Airport  
(1974 - 1976)

Responsibilities:

- project management of airport redevelopment
- management of airport operations

Senior Planning Officer-Terminals (1973 - 1974)

Responsible for all airport terminal planning and development including automated sub-systems (baggage handling, flight information display, check-in/load control, etc); supervision and training of planning staff.

Operations Officer-Planning (1971 - 1973)

Responsible for investigation and detailed planning of airside operational, air systems and terminal facility projects.

Air Traffic Control Officer (1968 - 1971)

Control of Aerodrome, Approach, Departure, Airways and Area traffic by procedural and radar direction; training of junior officers.

1965 - 1968

Ministry of Aviation/Civil Aviation Authority, UK:  
Air Traffic Control Officer

Responsibilities as in Hong Kong in Air Traffic Control

1959 - 1965

East African Directorate of Civil Aviation:

Air Traffic Control Officer (1961 - 1965)

Responsibilities as in Hong Kong and UK.

Inspector, Kenya Police (1959 - 1961)

Criminal Investigation Department (Airport Security)

1954 - 1959

Midlands Electricity Board (UK):  
Wayleave Officer - Surveyor

Planning and survey of new 240v/415v and 11kv/33kv/66kv electrical distribution networks.

1952 - 1954

Royal Air Force  
Flying Officer

Flying Training (Pilot)

1951 - 1952

Air Ministry Works Directorate  
Airfield Construction Branch

Quality control by laboratory analysis of materials used in airfield construction contracts.

Mr. John Price

TERMS OF REFERENCE FOR THE CONFIDENTIAL REVIEW

SCHEDULE 1

(First mentioned consultant)

1. To review the present organisation, structure management and mode of provision of air transport services by FIGAS and to advise what changes should be made in relation thereto (having regard to safety and all applicable provisions of law) so as to provide an air transport service within the Falkland Islands as cost-efficient as possible consistently with the needs of the Falkland Islands and its inhabitants and the development of tourism within the Islands.
2. In so doing, to have regard to the operational conditions at Stanley Airport and all aerodromes within the Islands, the safety thereof, and the scattered population of the Falkland Islands. Further to consider and advise whether the present "air taxi" style of operation should continue or some form of regular scheduled service should be introduced. In that connection, to consider and advise whether operations ought to continue to all of the aerodromes previously served.
3. Without prejudice to paragraph 2, to consider and advise as to the manner in which health and other services (routine and emergency) can best be provided by use of FIGAS.
4. To advise upon ticketing (including conditions upon tickets) tagging of cargo, waybills and other documentation and a sensible and convenient system of collecting receivable sums. To consider and advise upon alternatives to ticketing (including, by way of example only, the posting at all aerodromes served of notices of conditions of carriage of passengers and cargo) and, further, to advise upon a convenient system of bookings.
5. To review the relationship of the civil aviation department (such as it is) with the United Kingdom Civil Aviation Authority and suggest ways and means in which cooperation can best be furthered and achieved.
6. To provide a full Report in writing as to the above matters in a fit form for consideration by the Governor in Council.

AIR TICKET PREVIOUSLY IN USE WITH FIGAS

FALKLAND ISLANDS  
GOVERNMENT AIR SERVICE

**PASSENGER  
TICKET**

**Nº 9600**

(For Conditions of Carriage see back)

\_\_\_\_\_  
Name of Passenger

\_\_\_\_\_  
From:

\_\_\_\_\_  
To:

\_\_\_\_\_  
Flight No.

\_\_\_\_\_  
Date of Departure

Cost involved is:

A. Recoverable from .....

B. Payable in Cash by .....

\_\_\_\_\_  
Fare £

\_\_\_\_\_  
Excess Baggage and Freight charges £

.....

.....

\_\_\_\_\_  
Maximum Fare Chargeable Total £

.....  
(Signature of Issuing Officer)

## Conditions of Carriage

The Governor of the Falkland Islands, any officer of the Falkland Islands Air Service and any other servant or any agent of the Crown shall be under no liability to the passenger in respect of or arising out of the carriage and the passenger by acceptance of this ticket hereby renounces all claims against the Crown or any servant or agent of the Crown for compensation or damages in respect of any personal injury (including injury resulting in death) or in respect of any loss or damage to luggage or other property in respect of damage occasioned by any delay in the carriage sustained by the passenger, whether sustained on board any aircraft or vehicle or in the course of any operations of flight, embarking or disembarking or otherwise, caused directly or indirectly to him or to persons who, except for this condition, might have been entitled to make a claim in respect of any such injury or damage, and whether caused or occasioned by the act, the neglect or default of any servant or agent of the Crown or otherwise howsoever and hereby undertakes to hold the Crown and every servant or agent of the Crown indemnified against any such claim by any other person.

### The Carriage by Air Acts (Application of Provisions) (Overseas Territories) Order 1967

DIRECTION BY THE GOVERNOR UNDER SECTION 6  
(made 21st September 1967)

"The liability of the carrier in the event of the death or wounding of the passenger or any other bodily injury suffered by the passenger in the course of the carriage to which this ticket relates is limited to six thousand pounds sterling.

Paragraph (2) of Article 23, and Articles 25 and 25A of Schedule 2 to the Order shall apply in relation to the limits of liability specified in this direction as they apply in relation to the limits of liability specified in Article 22 of that Schedule."

 **FIGAS** Passenger Ticket and Baggage Check Subject to Conditions of Contract

PROPOSED AIR TICKET

**FIGAS Passenger Ticket and Baggage Check Subject to Conditions of Contract**

Issued by \_\_\_\_\_

Name of Passenger \_\_\_\_\_

Good for Passage:

		Flight No.		Date	Time	Fare
FROM						
TO						
FROM						
TO						
FROM						
TO						
BAGGAGE CHECK		No. OF PIECES		Total Fare		Form of Payment

BOOKING REFERENCE \_\_\_\_\_  
 VALIDATION (Date and Place of issue) \_\_\_\_\_

TICKET SERIAL No. \_\_\_\_\_  
 COUPON No. \_\_\_\_\_ CONTROL REF. \_\_\_\_\_



NOTICE

If the passenger's journey involves an ultimate destination or stop in a country other than the country of departure the Warsaw Convention may be applicable and the Convention governs and in most cases limits the liability of carriers for death or personal injury and in respect of loss of or damage to baggage. See also notice headed "Advice to International Passengers on Limitation of Liability."

CONDITIONS OF CONTRACT

As used in this contract "ticket" means this passenger ticket and baggage check, of which these conditions and the notices form part "carriage" is equivalent to "transportation", "carrier" means all air carriers that carry or undertake to carry the passenger or his baggage hereunder or perform any other service incidental to such air carriage. "WARSAW CONVENTION" means the Convention for the Unification of Certain Rules Relating to International Carriage by Air signed at Warsaw, 12th October 1929, or that Convention as amended at the Hague, 28th September 1955 whichever may be applicable.

Carriage hereunder is subject to the rules and limitations relating to liability established by The Warsaw Convention unless such carriage is not "international carriage" defined by that Convention. For carriage wholly within the Falkland Islands the provisions of the Carriage by Air Acts as applied to the Falkland Islands by the Carriage by Air Acts (Application of provisions) (Overseas Territories) Order 1967 apply.

To the extent not in conflict with the foregoing carriage and other services performed by each carrier are subject to: (i) provisions contained in this ticket, (ii) applicable tariffs, (iii) carrier's conditions of carriage and related regulations which are made part hereof (and are available on application at the offices of carrier) except in transportation between a place in the United States or Canada and any place outside thereof to which tariffs in force in those countries apply.

Carrier's name may be abbreviated in the ticket. The full name and its abbreviation being set forth in carrier's tariffs, conditions of carriage, regulations or timetables, carrier's address shall be the airport of departure shown opposite the first abbreviation of carrier's name in the ticket, the agreed stopping places are those places set forth in this ticket or as shown in carrier's timetables as scheduled stopping places on the passenger's route; carriage to be performed hereunder by several successive carriers is regarded as a single operation.

5. An Air carrier issuing a ticket for carriage over the lines of another air carrier does so only as its agent.

6. Any exclusion or limitation of liability of carrier shall apply to and be for the benefit of agents, servants and representatives of carrier and any person whose aircraft is used by carrier for carriage and its agents, servants and representatives.

7. Checked baggage will be delivered to bearer of the baggage check. In case of damage to baggage moving in international transportation complaint must be made in writing to carrier forthwith after discovery of damage and at the latest within 7 days from receipt. In case of delay, complaint must be made within 21 days from date the baggage was delivered. See tariffs or conditions of carriage regarding non-international transportation.

8. This ticket is good for carriage for one year from date of issue, except as otherwise provided in this ticket, in carrier's tariffs conditions of carriage, or related regulations. The fare for carriage hereunder is subject to change prior to commencement of carriage. Carrier may refuse transportation if the applicable fare has not been paid.

9. Carrier undertakes to use its best efforts to carry the passenger and baggage with reasonable dispatch. Times shown in timetable or elsewhere are not guaranteed and form no part of this contract. Carrier may without notice substitute alternate carriers or aircraft and may alter or omit stopping places shown on the ticket in case of necessity. Schedules are subject to change without notice. Carrier assumes no responsibility for making connections.

10. Passenger shall comply with Government travel requirements, present exit, entry and other required documents and arrive at airport by time fixed by carrier or, if no time is fixed early enough to complete departure procedures.

11. No agent servant or representative of carrier has authority to alter, modify or waive any provision of this contract.

CARRIER RESERVES THE RIGHT TO REFUSE CARRIAGE TO ANY PERSON WHO HAS ACQUIRED A TICKET IN VIOLATION OF APPLICABLE LAW OR CARRIER'S TARIFFS, RULES OR REGULATIONS. Issued by the Carrier whose name is in the "Issued By" section on the face of the Passenger Ticket and Baggage Check.

Subject to Tariff Regulations

I A T A INTERNATIONAL AIR TRANSPORT ASSOCIATION

MEMBERSHIP APPLICATION FORM

This form is available in French and Spanish.  
Ce formulaire existe en version française.  
Existe una versión española del presente formulario.

Please read the following carefully before filling out the application form.

This Application consists of four parts.

Section I - General - must be filled out by all applicants.

Section II - Passenger - must be filled out by those applicants that operate any passenger air services, scheduled or unscheduled. Carriers that do not operate such passenger air services need not fill out Section II.

Section III - Freight - must be filled out by those applicants that operate any air freight services, including mail, scheduled or unscheduled. Carriers that do not operate such freight services need not fill out Part III.

Section IV, the execution section, must be signed by the Chief Executive Officer of the applicant.

If you also intend to apply for participation in one or both of the Multilateral Interline Traffic Agreements (MITA), passenger and cargo, please attach a photocopy of this completed application together with specimen copies of your passenger documents of carriage (i.e., passenger ticket, interline baggage tag, baggage check, MCO, baggage tag, etc.) and specimen copies of your cargo documents of carriage (i.e., air waybill, transfer manifests, cargo identification labels, etc.). We will be pleased to forward these on your behalf to the Traffic Services Department so that you need not provide duplicate documentation.

Please answer all questions. If you believe that a question does not apply to you, please provide a brief explanation in the space provided, stating why the question does not apply. Applications bearing unanswered questions or unclear answers cannot be processed. Similarly, all documentation must be submitted together with the Application, properly certified, if the question indicates that certification is necessary. Use additional paper if necessary.

RETURN COMPLETED FORM TOGETHER WITH ATTACHMENTS TO:

The Corporate Secretary  
2000 Peel Street  
Montreal, Quebec  
Canada  
H3A 2R4

TEL. - (514)844-6311  
TELEX - 05-267627  
CABLES - IATA MONTREAL

## EXPLANATORY MEMORANDUM

1. Eligibility for Membership

Carrier's State of Registry must be eligible for membership in the International Civil Aviation Organization. Only air carriers operating scheduled commercial air services - passenger, mail or freight - are eligible for membership. Evidence of eligibility in the form of a duly certified OPERATING CERTIFICATE (or its legal equivalent) must be submitted with the Application.

2. Classes of Membership

There are two classes of membership - Active and Associate.

a) Active Membership

Active Membership is open only to carriers operating a scheduled air service for public hire between the territories of two or more States (international).

b) Associate Membership

Associate Membership is open to carriers operating a scheduled service within the territory of only one State (domestic) and who do not also operate any scheduled air service for public hire between the territories of two or more States.

3. Tariff Coordination

a) Active Members may elect to participate in tariff coordination. Either Passenger Tariff Coordination or Cargo Tariff Coordination or both may be chosen.

b) Associate Members may elect to become non-voting members of any Traffic Conference.

c) The Director General of IATA may authorise any IATA Member, not already participating in the tariff coordinating activities of IATA, to participate in Passenger or Cargo Tariff Coordination, or both, for familiarisation and educational purposes for a non-renewable maximum period of one year.

4. Transfers from one class of membership to another

Any member that ceases to be eligible for the class of membership that it holds due to a change in the nature of its scheduled operations (e.g. from domestic only to international or from international to domestic only), must, within six months of such change, apply to IATA for a transfer to the class of membership for which it is eligible, by filling out this application form. Failure to do so within the time specified will lead to automatic termination of membership.

5. Trade Association Membership Dues

The level of Trade Association membership dues is established annually by the Annual General Meeting in the Membership Dues Resolution. Dues consist of a one-time entrance fee, a fixed annual levy and a variable annual levy based on REVENUE TONNE KILOMETERS performed by the carrier two years previously. Membership dues, except for the one-time entrance fee, are pro-rated to the month of entry and should normally accompany this Application. Membership can only become effective upon payment of entrance fee and membership dues for the current year.

SECTION I - GENERAL  
To be completed by all applicants.

1. Check category of Membership being sought.
  - a) Active
    - i) Trade Association only
    - ii) Trade Association and Tariff Coordination
  - b) Associate
  
2. Check one of the following if application is for transfer from one membership category to another.
  - a) from Active to Associate
  - b) from Associate to Active
  - c) indicate date of change in status . . . . .
  
3. Check if participation is being sought in Tariff Coordination for familiarisation and educational purposes for a non-renewable maximum period of one year.
  
4. Check one or both of the following if you wish this form to be forwarded to the Traffic Services Department in support of your application for participation in the Multilateral Interline Traffic Agreement(s).
  - a) Passenger
  - b) Cargo
  
5. Name and Head Office Address of carrier.
 

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6. Nationality of carrier.
 

. . . . .

7. Form of business 'sole owner, proprietorship, partnership, corporation, or State owned' including dates of changes in constitution.

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8. Principal place of business (provide full address).

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9. Date of business registration or incorporation and name and full address of government business registration or incorporation office.

.....  
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.....  
.....

10. Number of years actually operating as presently constituted.

.....

11. Specify as applicable (in US \$)

- a) registered capital .....
- b) paid-up capital .....
- c) minimum paid-up capital required by the law of your country .....

12. Name(s) of owner(s) or principal shareholders (holding no less than 10 percent of voting shares) and percentage held by each.

.....  
.....  
.....  
.....

13. If carrier is owned or controlled by another organisation, answer the following with respect to the PARENT organisation:

a) legally registered name and business address

.....  
.....  
.....  
.....

b) principal business(es)

.....  
.....  
.....  
.....

c) specify type of business entity (e.g. corporation, partnership, etc.) and attach a copy of latest annual report and/or financial statement.

.....

14. Indicate carrier's

a) two-character airline designator

.....

b) airline three digit code number

.....

c) official abbreviation

.....

15. Airports regularly served (attach most recent published timetable).

.....  
.....  
.....  
.....

16. Airports and/or cities at which offices are maintained.

.....  
.....  
.....  
.....

17. Types and number of aircraft. State market value in US \$ of each item and whether:

- a) wholly owned without collateral holding by third party;
- b) wholly owned and amount due and held as collateral by third party;
- c) on hire/leased.

Type of Aircraft	Number of Aircraft	Value of each in US \$	Indicate a), b) or c)
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....

d) indicate full name and address of authority with which your company's aircraft are registered.

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.....

18. Number of employees.

.....

19. If your firm has been in business for one year or more, attach a copy of a financial statement and balance sheet not more than 15 months old, prepared or certified by a chartered or public accountant. Indicate full name and address of chartered or public accountant.

.....  
.....  
.....  
.....

20. Is your carrier engaged in any type(s) of business other than air transport? If so, give full details. (Use additional sheets if necessary.)

.....  
.....  
.....  
.....

21. Please attach the following (in addition, translation must be supplied of any documents not in English, Spanish or French):

- a) a copy of carrier's operating certificate as issued by the State of Registry and certified as a true copy of the original operating certificate by an appropriate government official (normally of the ministry of aviation). Indicate full name and title of certifying official.

Operating certificate must be a document that authorises operation of a scheduled air service for public hire and must show that carrier is authorised to operate international or domestic scheduled air services or both. If operating certificate does not on its face disclose this information, please enclose copy of relevant law or letter of explanation from civil aviation authority.

- b) credit reference from bank or financial institution
- c) copy of latest Annual Report
- d) list of current members of Board of Directors, stating for each, number of years served on Board, qualifications, experience, extent of participation in operations of carrier and list of other business interests and directorships.
- e) list of current members of senior management stating for each number of years served, current title and brief description of duties.



SECTION II - PASSENGER

To be filled out by all applicants operating passenger services, scheduled or unscheduled.

1. Types and amounts of passenger liability insurance (specify currency and attach copy of Certificate of Insurance).

.....  
.....  
.....  
.....

2. Please specify the exact dates of last fiscal year: . . . . .

a) revenue derived from scheduled passenger traffic during last fiscal year (in US \$) . . . . .

b) revenue derived from charter passenger traffic during last fiscal year (in US \$) . . . . .

c) number of scheduled passengers carried during last fiscal year . . . . .

3. If not a member of the IATA Multilateral Interline Traffic Agreement (Passenger), list airlines with which passenger Bilateral Interline Agreements are currently in effect.

.....  
.....  
.....  
.....

4. The following traffic statistics must be provided in respect of operations concluded in the calendar year two years prior to current calendar year (e.g. provide 1986 statistics if applying in 1988).

a) scheduled passenger revenue tonne kilometers performed (include excess baggage) in

i) international operations . . . . . RTKMs

ii) domestic operations . . . . . RTKMs

b) non-scheduled passenger revenue tonne kilometers performed (exclude military charters) in

i) international operations . . . . . RTKMs

ii) domestic operations . . . . . RTKMs

SECTION III - FREIGHT

To be completed by all carriers operating any freight services including express and mail

1. Types and amount of cargo liability insurance carried (specify currency and attach copy of certificate of insurance).

.....  
.....  
.....  
.....

2. Types and number of ground-support and warehouse equipment. State market value in US \$ of each item and indicate whether:

- a) wholly owned without collateral holding by a third party;
- b) wholly owned and amount due and held as collateral by third party;
- c) on hire/leased.

Type of Aircraft	Number of Aircraft	Value of each in US \$	Indicate a), b) or c)
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....

3. If not already a member of the IATA Multilateral Interline Traffic Agreement (Cargo), list airlines with which cargo Bilateral Interline Agreements are currently in effect.

.....  
.....  
.....  
.....

4. Please specify exact dates of last fiscal year: .....

- a) revenue derived from scheduled cargo traffic during last fiscal year (in US \$) .....
- b) revenue derived from charter cargo traffic during last fiscal year (in US \$) .....
- c) volume of scheduled cargo traffic for last fiscal year (specify kgs or lbs) .....

5. The following traffic statistics must be provided in respect of operations concluded in the calendar year two years prior to current calendar year (e.g., provide 1986 statistics if applying in 1988).
- a) scheduled revenue tonne kilometers performed in transportation of freight including express . . . . . RTKMs
  - b) non-scheduled revenue tonne kilometers performed (excluding military) in transportation of freight . . . . . RTKMs
  - c) revenue tonne kilometers performed in transportation of mail . . . . . RTKMs

SECTION IV  
To be completed by all applicants

Officer to whom correspondence regarding this Application is to be addressed.

Name: .....  
 Title: .....  
 Address: .....  
 .....  
 .....  
 Telephone: (include .....  
 country, area and city code) .....  
 Telex: .....  
 SITA/ARINC: .....

Execution

.....  
 (Signature of Chief Executive Officer)  
 .....  
 (Type or print name of signer)  
 .....  
 (Title)  
 .....  
 (Date)  
 .....  
 (City and Country)



QUALITY IN AIR TRANSPORT

# International Air Transport Association

2000 PEEL STREET - MONTREAL, QUEBEC H3A 2R4, CANADA  
TELEPHONE: (514) 844-6311 - TELEX: 05 267627 - CABLES: IATA MONTREAL - SITA YULTIXB

## APPLICATION FORM

for

## AIRLINE DESIGNATOR

(Type or print in block letters)

1. Requesting Airline:

- a) Full Name .....
- b) Headquarters mailing address .....
- .....
- c) ARINC/SITA address or Commercial cable/telex address .....

2. Operating certificate:

- a) Name of issuing authority .....
- b) Date of issue .....

3. Type of business:

- a)  Scheduled passenger carrier publishing schedules in Airline Guides Date of Operation .....
- b)  Passenger carrier not publishing schedules in Airline Guides .....
- c)  Scheduled cargo only carrier publishing schedules in Airline Guides Date of Operation .....
- d)  Cargo only carrier not publishing schedules in Airline Guides .....
- e)  Communications carrier of airline industry .....
- f)  Organization servicing airline industry with whom airlines have a need to exchange information .....
- g)  Non-Airline Unit Load Devices (ULD) owners/leasing companies .....

4. Teletype Communications:

- a) ARINC  Date of Entry .....
- b) SITA  Date of Entry .....
- c) Other  Specify .....
- .....
- .....
- .....
- d) None

5. Member of:

- a) ATC  Date of Entry .....
- b) IATA  Date of Entry .....

6. Attach specimen of pertinent advance or current schedules, or indicate page reference in the OAG or ABC Guide .....

Typed/printed name of person submitting application form .....

Date ..... Title .....



QUALITY IN AIR TRANSPORT

# International Air Transport Association

2000 PEEL STREET - MONTREAL, QUEBEC H3A 2R4, CANADA

TELEPHONE: (514) 844-6311 - TELEX: 05 267627 - CABLES: IATA MONTREAL - SITA YULTIXB

## APPLICATION FORM

for

### AIRLINE CODE NUMBER

(Type or print in block letters)

1. Requesting Airline:

- a) Full Name .....
- b) Headquarters mailing address .....
- c) ARINC/SITA address .....
- Commercial cable/telex address .....

2. Operating certificate:

- a) Name of issuing authority .....
- b) Date of issue .....

3. Participation in Interline Traffic Agreements / Please check the applicable interline agreements in which you participate or have applied for participation.

	Date of Application
a) IATA Multilateral Interline Traffic Agreement — Passenger	( ) .....
b) IATA Multilateral Interline Traffic Agreement — Cargo	( ) .....
c) ATC Interline Traffic Agreement — Passenger	( ) .....
d) ATC Commuter Service Agreement	( ) .....
e) ATC Interline Air Cargo Procedures Agreement	( ) .....
f) UATP Agreement	( ) .....
g) Bilateral Interline Traffic Agreement with one or more IATA or ATC Members (Attach an executed copy of one of those you participate in)	( ) .....
h) IATA Airline Clearing House	( ) .....
i) ATA Airline Clearing House	( ) .....

4. Please indicate if you have been using a numeric code which has not been assigned by ATA or IATA:  Yes  No  
If yes, which number have you been using? .....

5. Please indicate if requesting airline is:

- a) Owned (partially or wholly) by another airline — percentage of ownership ..... %  
Name of other airline .....
- b) A subsidiary or a division of another airline: name .....

Typed/printed name of person submitting application form .....

Date ..... Title .....

# Instructions for the Use of the IATA Air Waybill

## RESOLUTION 600j Attachment 'B'

Shipper's Name and Address		Shipper's Account Number		Not Negotiable <b>Air Waybill</b> Issued by			
Consignee's Name and Address		Consignee's Account Number		Copies 1, 2 and 3 of this Air Waybill are originals and have the same validity			
Issuing Carrier's Agent Name and City		Accounting Information		It is agreed that the goods described herein are accepted in apparent good order and condition (except as noted) for carriage SUBJECT TO THE CONDITIONS OF CONTRACT ON THE REVERSE HEREOF. THE SHIPPER'S ATTENTION IS DRAWN TO THE NOTICE CONCERNING CARRIERS' LIMITATION OF LIABILITY. Shipper may increase such limitation of liability by declaring a higher value for carriage and paying a supplemental charge if required.			
Agent's IATA Code		Account No.					
Airport of Departure (Addr. of First Carrier) and Requested Routing							
10	By First Carrier	Routing and Destination	10	by	10 by		
Currency		WT/VAL	Other	Declared Value for Carriage	Declared Value for Customs		
Airport of Destination		Flight/Date	For Carrier Use only	Flight/Date	Amount of Insurance		
INSURANCE - If Carrier offers insurance and such insurance is requested in accordance with conditions on reverse hereof, indicate amount to be insured in figures in box marked 'Amount of Insurance'							
Handling Information							
No of Pieces PCP	Gross Weight	kg lb	Rate Class Commodity Item No.	Chargeable Weight	Rate / Charge	Total	Nature and Quantity of Goods (incl. Dimensions or Volume)
Prepaid		Weight Charge		Collect		Other Charges	
		Valuation Charge					
		Tax					
		Total Other Charges Due Agent				Shipper certifies that the particulars on the face hereof are correct and that insofar as any part of the consignment contains dangerous goods, such part is properly described by name and is in proper condition for carriage by air according to the applicable Dangerous Goods Regulations.	
		Total Other Charges Due Carrier				Signature of Shipper or his Agent	
Total Prepaid		Total Collect					
Currency Conversion Rates		CC Charges in Dest. Currency		Executed on		at	
For Carrier's Use only at Destination		Charges at Destination		Total Collect Charges		Signature of Issuing Carrier or its Agent	

ORIGINAL 3 (FOR SHIPPER)

## INSTRUCTIONS FOR THE USE OF THE IATA AIR WAYBILL

### DESCRIPTION

The Air Waybill is a non-negotiable document consisting of 9 to 14 parts. Three of these parts are 'Originals' as required by the Warsaw Convention. The Conditions of Contract appears on the reverse side of the three 'Originals'. The remaining parts are copies of the 'Originals' or are specialized parts used by some carriers.

### USE

The Air Waybill must be issued for all international carriage of air cargo, both on-line with any one airline, and interline with two or more airlines.

The Air Waybill which is issued must be the Air Waybill of an airline which is involved in the origin or carriage of the shipment.

The Air Waybill must be issued at the time the consignment is received from the shipper, or if there is not sufficient information available for preparation of the Air Waybill at that time, then it must be issued as soon thereafter as possible. In no case may the Air Waybill be executed (signed and receipted) before the complete consignment has been received and is accepted for carriage. All known entries on the Air Waybill must be inserted at time of issue and all copies of the Air Waybill must be identical. Only one Air Waybill must be issued for each consignment and it must cover all parts of the consignment. No consignment or part thereof may be carried until an Air Waybill is issued and executed.

### COMPLETION AND ISSUANCE OF THE AIR WAYBILL

The completion and the issuance of the Air Waybill must conform with the requirements and standards set forth in IATA Resolution 600j and IATA Resolution 600p. Accordingly, both of these Resolutions are reproduced, in the following, and will aid in the accurate completion of the Air Waybill. Also included in these Resolutions are the specifications for the printing of the Air Waybill whether printed with issuing carrier identification or whether printed without such issuing carrier identification. In addition, the data contained on the Air Waybill completed by electronic means should be validated in accordance with Recommended Practice 1600r, reproduced in the following pages. The standards prescribed in this handbook, both for the completion and issuance of the Air Waybill and for the printing of the Air Waybill, are uniform requirements of all of the carriers which are Members of IATA.



# Air Waybill Completion Examples – Example No. 1

777   BOM   12345675		777-12345675	
Shipper's Name and Address <b>T. ULSIDAS LTD. 105 VEER TAMAN ROAD BOMBAY INDIA</b>		Shipper's Account Number	Not Negotiable <b>Air Waybill</b> Issued by <b>TRANSPARENT AIRLINES LTD. ANYTOWN ANYWHERE</b>
Consignee's Name and Address <b>J. JONES IMPORTERS SUVA FIJI</b>		Consignee's Account Number	It is agreed that the goods described herein are accepted in apparent good order and condition (except as noted) for carriage SUBJECT TO THE CONDITIONS OF CONTRACT ON THE REVERSE HEREOF. THE SHIPPER'S ATTENTION IS DRAWN TO THE NOTICE CONCERNING CARRIERS' LIMITATION OF LIABILITY. Shipper may increase such limitation of liability by declaring a higher value for carriage and paying a supplemental charge if required.
Issuing Carrier's Agent Name and City <b>SPEEDAIR SERVICES BOMBAY</b>		Accounting Information	
Agent's IATA Code <b>14-3 0288</b>		Account No.	
Airport of Departure (Addr. of First Carrier) and Requested Routing <b>BOMBAY</b>			
to	By First Carrier	Routing and Carriers	to by to by
<b>SUV</b>	<b>TRANSPARENT AIRL.</b>		
Airport of Destination <b>SUVA</b>		Flight Date	Flight Date
		Amount of Insurance	INSURANCE - If Carrier offers insurance and such insurance is requested in accordance with conditions on reverse hereof, indicate amount to be insured in figures in box marked "Amount of Insurance"
Handling Information			
No of Pieces RCP	Gross Weight	kg	Rate Class
1	3.5	K	M
			Commodity
			<b>CLOTH SAMPLES DIMS 20 X 25 X 25 CM</b>
			Chargeable Weight
			Rate / Charge
			201.00
			Total
			201.00
Prepaid		Weight Charge	Collect
201.00			
Valuation Charge			
Tax			
Total Other Charges Due Agent			
Total Other Charges Due Carrier			
Total Prepaid		Total Collect	
201.00			
Carrier's Charges (See Rates)		Charges in Destination	
For Carrier's Use Only (In Destination)		Charges in Destination	
		Total Collect Charges	
		01 OCT 1987 BOMBAY AIRPORT SPEEDAIR SERVICES	
		Executed on (Date) at (Place) Signature of Issuing Carrier or its Agent	
		777-12345675	

ORIGINAL 3 (FOR SHIPPER)



APPENDIX "G" - 74 -

# International Air Transport Association

IATA BUILDING, 2000 PEEL STREET, MONTREAL, QUEBEC, CANADA H3A 2R4  
TELEPHONE: (514) 844-6311 • TELEX: 05-267627 • CABLES: IATA MONTREAL

3 November 1987

FIGAS  
c/o Mr. J. Price  
PDA Ltd  
1000 Sherbrooke Street W.  
Montreal, Quebec

Dear Mr. Price:

I have pleasure in enclosing for your information full details regarding participation in the IATA Multilateral Interline Traffic Agreements - Passenger and Cargo.

Among the benefits of becoming a MITA participant you will avoid the costs of signing numerous bilaterals. One Multilateral Agreement with IATA will make you a part of the growing network of 259 current participants made up of domestic and international airlines worldwide. A list of the MITA participants is enclosed.

If you would like to participate, simply complete and return the enclosed documents, together with copies of the following:

Scheduled Operations Permit	Most Recent Financial Report
Insurance Certificate	Timetable of <u>Scheduled</u> Services
Passenger Ticket	Excess Baggage Ticket
Interline Baggage Tag	Miscellaneous Charges Order
Air Waybill	Cargo Identification Labels

New applications are circulated to all participants six times per year on the first day of February, April, June, August, October, and December. Non-IATA airlines are required to pay an annual fee based on their total revenue derived from scheduled traffic in the previous year. From the enclosed pamphlets you will be able to determine your eligibility and the appropriate fee which will be invoiced to you following circulation of your application.

As part of our new incentive plan, we have been given the authority to offer a discount on participation fees to airlines whose annual revenue from scheduled traffic is less than US\$1 million. Here's how it works:

.../2

If you were to join one or both the Agreements in 1987, and your annual revenue from scheduled traffic in the previous year was less than US\$1 million, the standard participation fee would be US \$950. Under the new plan we are able to offer you a discount of 75% off the regular fee when you join - you pay only US \$238 the first year; 50% off the regular fee in your second year - you pay only US \$475; and full participation fees starting with your third year of participation.

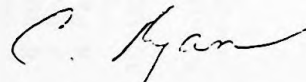
Parties wishing to do business with you will indicate their concurrences to you and IATA. All information about the Agreements including all concurrences, is contained in the Multilateral Interline Traffic Agreements Manual which is sent to you together with regular up-dating services.

Upon becoming a participant you will automatically be included on the mailing list to receive several IATA publications which will be of benefit to your participation. These publications are listed in the enclosed pamphlets.

Part of our aim within the airline industry is to provide a standard cost effective means of interlining traffic. MITA and its supporting organization form the infrastructure which enables more than 230 million passengers and many thousands of cargo shipments to move from airline to airline with the minimum of formality. As a participant you will gain the market exposure necessary in the industry today, and benefit from a direct communication link with all your interline partners.

If you would like more information or assistance in completing your application please do not hesitate to contact us. We look forward to the opportunity of serving your airline.

Yours sincerely,



C. Ryan  
Interline Agreements Assistant

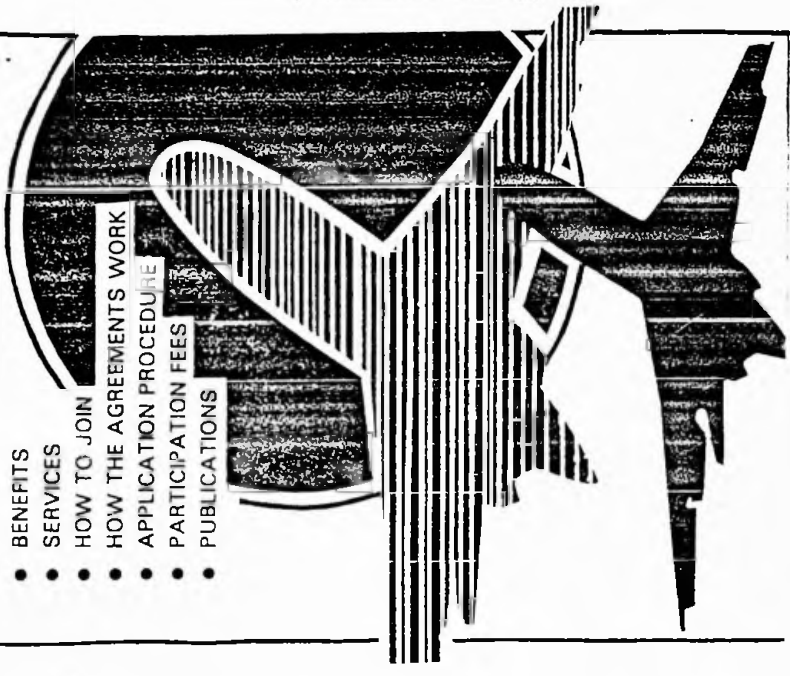
Encls.



# Multilateral Interline Traffic Agreements

## PASSENGER - CARGO

- BENEFITS
- SERVICES
- HOW TO JOIN
- HOW THE AGREEMENTS WORK
- APPLICATION PROCEDURE
- PARTICIPATION FEES
- PUBLICATIONS



### IATA PUBLICATIONS

In view of the requirements for handling interline traffic, participants are sent a copy of the following IATA publications, and their regular annual updated editions.

- |  |                  |
|--|------------------|
| <ul style="list-style-type: none"> <li>1. AIRIMP - Passenger</li> <li>2. Airport Handling Manual</li> <li>3. Dangerous Goods Regulations</li> <li>4. Interline Agreements Manual</li> <li>5. Live Animals Regulations</li> <li>6. Passenger Reservations Manual Part I</li> <li>7. Passenger Reservations Manual Part II</li> <li>8. Passenger Services Conference Resolutions Manual</li> <li>9. Principles of Aircraft Loading</li> <li>10. Revenue Accounting Manual</li> <li>11. Ticketing Handbook</li> <li>12. ULD Handling Guide</li> </ul> | <p>Passenger</p> |
|--|------------------|

### Cargo

- 1. Air Waybill Handbook
- 2. Airport Handling Manual
- 3. Cargo IMP Manual
- 4. Cargo Services Conference Resolutions Manual
- 5. Dangerous Goods Regulations
- 6. Interline Agreements Manual
- 7. Live Animals Regulations
- 8. Passenger Reservations Manual Part II
- 9. Principles of Aircraft Loading
- 10. ULD Handling Guide

Additional copies of IATA publications are available as indicated in the enclosed catalogue.

International Air Transport Association  
 2000 Peel Street, Montreal, Quebec, Canada H3A 2R4  
 Telephone: (514) 844-6311 Telex: 05-267627  
 Cables: IATA MONTEAL

### Cargo

Full interline forms, procedures and handling. This includes adherence to:

- the IATA Air Waybill (Resolution 600);
- the Check Digit for Air Waybill (Resolution 600 n);
- use of the Transfer Manifest (Recommended Practice 1605);
- use of an Irregularity Report (Resolution 603).

Specifications for these standards are included in the IATA Cargo Services Conference Resolutions Manual.

### PARTICIPATION FEES

Non-IATA carriers are required to pay an annual participation fee based on their total revenue derived from scheduled traffic in the previous year, or on an estimated revenue figure for the first year in the case of a new company. The following scale of fees (payable in United States dollars) is applicable for participation in the IATA Multilateral Interline Traffic Agreements — Passenger or Cargo.

Annual Revenue Derived from Scheduled Passenger or Cargo Traffic	Annual Participation Fee for Each Agreement
Less than US\$ 1 million	US\$ 950
Less than US\$ 10 million	US\$ 1,900
Less than US\$ 100 million	US\$ 3,800
Less than US\$ 250 million	US\$ 5,700
Less than US\$ 500 million	US\$ 7,600
Over US\$ 500 million	US\$ 9,500

This formula enables you to calculate your annual participation fee, which will be invoiced to you. In subsequent years, you will be asked to complete an Annual Review Form, to enable IATA to assess the appropriate fee.

You are invited to join the IATA Multilateral Interline Traffic Agreements.

**BENEFITS**

Among the benefits are the following:

- expands your network beyond your own on-line services;
- increased feeder potential;
- opens new gateways;
- one multi-lateral Agreement with IATA avoids the costs of numerous bilaterals;
- 250 present participants find it cost effective;
- easy settlement through the Clearing House;
- increased passenger and cargo traffic.

**SERVICES**

**MITA Information Service**

Enables parties to circulate information on an expedited basis to their interline partners on extraordinary or urgent tariff or service matters including:

- changes in fare levels;
- non-acceptance of tickets/traffic documents due to currency situation;
- strikes;
- embargoes.

Notices are circulated on your behalf to all participants.

**HOW TO JOIN**

To join the interline agreements simply:

- complete the application form enclosed;
- send the form and required documents to IATA;
- pay the appropriate annual fee;
- details of the application procedures are explained in this brochure.

If you wish to have any further information about the Interline Agreements or about IATA generally, please contact:

Mr. T. A. Murphy  
 Director, Traffic Services  
 International Air Transport Association  
 2000 Peel Street  
 Montreal, Quebec  
 Canada H3A 2R4

**HOW THE AGREEMENTS WORK**

Upon making your application:

- notification of your application and participation is circulated to all 250 participating airlines (see "Participating Airlines" list);
- other participants wishing to do business with you will indicate their concurrences to you and IATA.  
*Please note that it is the prerogative of those carriers already participating to concur in a new party's application. Subsequently, you would have the right to concur with a later party.*
- You can then immediately start interlining.
- all information about the Agreements, including all concurrences, is in the Interline Agreements Manual which is sent to you, together with regular up-dating services;
- you should consider joining the IATA Clearing House to effect settlements;
- you will be asked to submit an annual traffic statistic which is the basis for assessing annual fees;
- you will automatically be included on the mailing list to receive other beneficial information about IATA activities and industry matters.

Your contact for all routine Agreements' matters is:

Miss Cathy Ryan  
 Interline Agreements Assistant  
 Teletype Address: YULTXXB  
 Telephone: (514) 844-6311

**APPLICATION PROCEDURE**

1. A prerequisite is the operation of scheduled services:
  - your schedules should be published in the OAG and/or ABC Guides;
  - if you have not already been assigned an airline designator or three digit code number, please contact IATA separately.

Mrs. Dora Prokosh  
 Code Assignments Assistant  
 Teletype Address: YULTIXB  
 Telephone: (514) 844-6311

2. Enclosed are two copies of the "Application by a non-IATA Carrier Operating Scheduled Air Transportation Services":

- complete and return the original to IATA;
- copy for your records.

3. Enclosed are two copies each of the Passenger and Cargo Agreements:

- original(s), signed and witnessed to be returned to IATA;
- copy(ies) for your records.

4. Your application should include, together with the above documents, a copy of:

- timetable of scheduled services;
- insurance certificate;
- operating license;
- most recent financial report;
- a specimen of each traffic document in use by your airline, appropriate to the Agreement to which you are making application, as listed on the next page.

**PRACTICAL INTERLINING**

Participation in the IATA Agreements requires compliance with the following procedures. Passenger

Full interline reservations, ticketing and interline baggage handling. This includes adherence to:

- ATC/IATA Reservations Interline Message Procedures — Passenger (AIRIMP);
- standard interline Passenger Ticket (IATA Resolutions 720 and 722/ATC Resolution 20.11);
- standard Miscellaneous Charges Order (IATA Resolution 725/ATC Resolution 20.71);
- standard Excess Baggage Ticket (IATA Resolution 742/ATC Resolution 30.41);
- standard Interline Baggage Tag (IATA Resolution 740/ATC Resolution 30.35);
- standard interline Expedite Baggage Tag (IATA Resolution 743a).

Specifications for these standards are included in the IATA Passenger Services Conference Resolutions Manual.

## How they Work

Interlining makes it possible for any traveller or shipment to move between two points on the globe, and carriers endeavour through interlining to provide maximum access to all points. No single carrier serves all markets and despite the many point-to-point tariffs, the multilateral interline agreements have become more important as many carriers are realising the limitations of simple point-to-point and the value of the world-wide interline market.

## Increase Potential

Interlining is a voluntary activity. Carriers will establish interline arrangements when the interline procedure is viewed as a profitable addition to their on-line services. For example, as seen in the USA, many of the larger carriers are recognising the feed potential of the several hundred commuter served communities and have made interline arrangements with these smaller carriers. The international scene has similar potential for opening gateways to international markets.

## Cost Effective

Today, when minimising costs and increasing productivity is on everybody's mind, the IATA Multilateral Interline Traffic Agreements — Passenger and Cargo are a cost and time saving way for carriers to establish interline agreements with other carriers, and to gain the market exposure necessary in the industry today. A single application to IATA will circulate a carrier's data to all participants in the Agreements. Those carriers already participating, are able to review the application

and determine whether or not the establishment of an interline agreement with that particular carrier is beneficial to its services or not. If so, a letter or teletype message to IATA indicating their desire to concur with a carrier is all that is required to form an interline agreement.

## Standard Procedures

Not only are the IATA Multilateral Interline Traffic Agreements a cost and time saving way to establish interline links, the Agreements are standard to all 250 participating carriers. By concurring, two carriers agree to accept each others traffic documents. These should be standard documents, in accordance with IATA/ATC Resolution specifications. Standard documents and procedures are the key to ensuring that travellers and shipments reach their particular destination in the quickest and easiest manner. Standardisation of documents results in a minimum of conflicts;

standardisation of forms and procedures are the instruments which permit the smooth transfer of traffic from one airline to another. The interline network, therefore, becomes an extension of each airline's own network, not just in route terms, but in terms of quality of transportation.

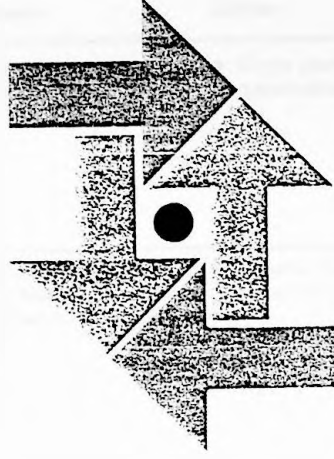
The Passenger Agreement, for instance, provides for the interline carriage of a passenger's baggage and the procedures to apply for such carriage. The Cargo Agreement outlines procedures for the issuance and acceptance of air waybills as well as charges and transfers. Both Agreements provide for the standardisation of price information where each carrier furnishes each other with tariffs and other information necessary for the sale of transportation.

## Settlement

In addition to the standardisation of documents participation in the IATA Multilateral Interline Traffic Agreements outlines standardised revenue accounting procedures to facilitate carrier settlement arrangements quickly and regularly on a monthly basis. The IATA Clearing House allows for a carrier to make payment in a single currency which is prorated to its individual interline partners. Standard multilateral rates of exchange are necessary in the unstable situation of the monetary market today and participation in the IATA Multilateral Interline Traffic Agreements is one of the prerequisites to becoming a Member of the IATA Clearing House.

In summary, the Interline Agreements and supporting organisation form the infrastructure which enables more than 230 million passengers and many thousands of cargo shipments to move from airline to airline with the minimum of formality.

## INTERLINING:



worldwide mobility

	Reservations and Sales	Check-in	Transfer	Payment	Claims
<b>Services for Passenger</b>	<ul style="list-style-type: none"> <li>• Access to multiple systems</li> <li>• Issue single ticket</li> </ul>	<ul style="list-style-type: none"> <li>• Other carrier's tickets accepted</li> <li>• Baggage through to destination</li> </ul>	<ul style="list-style-type: none"> <li>• Interline baggage transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Single payment</li> <li>• Single currency</li> </ul>	<ul style="list-style-type: none"> <li>• Single claim to last or responsible carrier</li> </ul>
<b>Airline Responsibilities</b>	<ul style="list-style-type: none"> <li>• Quote interline schedules and tariffs</li> </ul>	<ul style="list-style-type: none"> <li>• Accept standard traffic documents</li> </ul>	<ul style="list-style-type: none"> <li>• Provide transfer facilities</li> <li>• Priority handling of interline baggage</li> <li>• Acceptance of piece/weight system</li> </ul>	<ul style="list-style-type: none"> <li>• Proration</li> <li>• No additional charges (Clearing House)</li> </ul>	<ul style="list-style-type: none"> <li>• Assume journey responsibilities</li> </ul>

**PRACTICAL INTERLINING — CARGO**

	Reservations and AWB Issuance	Cargo Acceptance	Transfer	Payment	Claims
<b>Services for Shipper/Agent</b>	<ul style="list-style-type: none"> <li>• Access to multiple systems</li> <li>• Single air waybill</li> </ul>	<ul style="list-style-type: none"> <li>• Acceptance of other carrier's air waybill</li> <li>• Shipment through to destination</li> <li>• Acceptance according to IATA industry regulations, dangerous goods and live animals</li> </ul>	<ul style="list-style-type: none"> <li>• Interline transfer of shipment</li> </ul>	<ul style="list-style-type: none"> <li>• Single payment</li> <li>• Single currency</li> </ul>	<ul style="list-style-type: none"> <li>• Single claim to last or responsible carrier</li> </ul>
<b>Airline Responsibilities</b>	<ul style="list-style-type: none"> <li>• Quote interline schedules and tariffs</li> </ul>	<ul style="list-style-type: none"> <li>• Advance arrangement requirement (if necessary for special consignments)</li> <li>• Acceptance of standard documents</li> </ul>	<ul style="list-style-type: none"> <li>• Provide transfer facilities</li> <li>• Priority handling of interline shipments</li> <li>• Transfer manifest</li> </ul>	<ul style="list-style-type: none"> <li>• Proration</li> <li>• Charges collect (Clearing House)</li> </ul>	<ul style="list-style-type: none"> <li>• Indemnification between carrier</li> </ul>

International Air Transport Association  
2000 Peel Street, Montreal, Quebec, Canada H3A 2R4

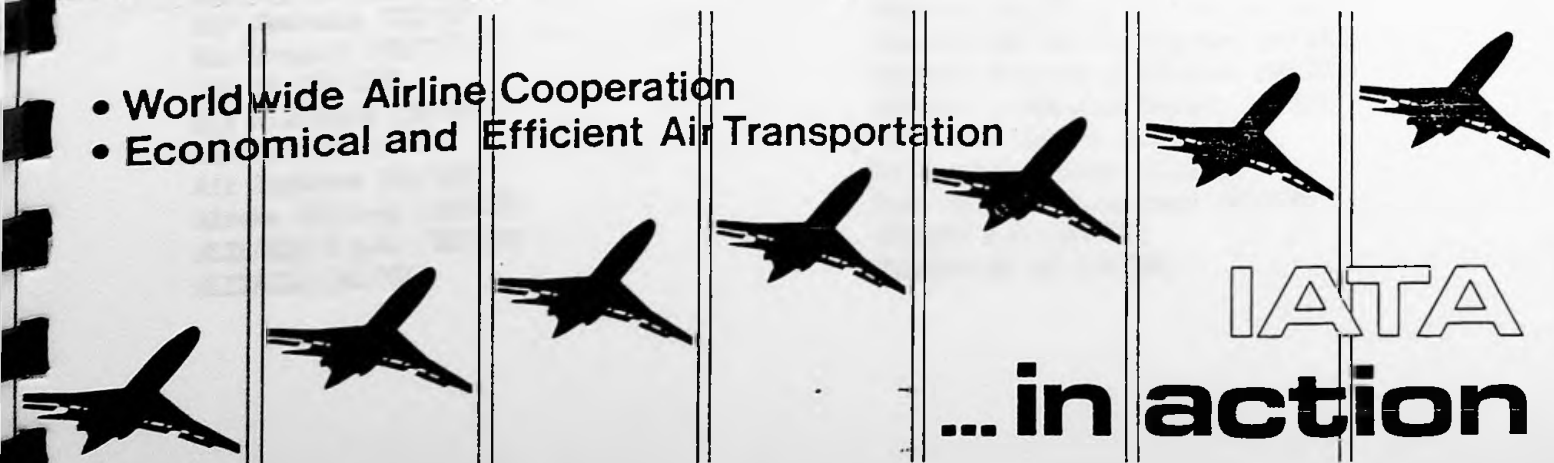
Telephone: (514) 844-6311 Telex: 05-267627  
Cables: IATA MONTREAL

January 1984



**Multilateral Interline Traffic Agreements**  
Passenger and Cargo

- Worldwide Airline Cooperation
- Economical and Efficient Air Transportation



**IATA**  
**... in action**

## LIST OF IATA MULTILATERAL INTERLINE TRAFFIC AGREEMENT PARTICIPANTS

Adria Airways (JP/165)	All Nippon Airways (NH/205)
Aer Lingus p.l.c. (EI/053)	ALM Antillean Airlines (IM/119)
Aerolineas Argentinas (AR/044)	Aloha Airlines (AQ/327)
AEROMEXICO (AM/139)	ALYEMDA, Democratic Yemen Airlines (DY/607)
Aeronaves del Peru S.A. (XX/624)	American Airlines (AA/001)
AERONICA (RL/127)	Ansett Airlines of Australia (AN/090)
AeroPeru (PL/210)	Ansett New Zealand (ZQ/941)
Affretair (ZL/292)	Ansett W.A. (MV/181)
Air America (QM/365)	APA International Air (7P/917)
Air Madagascar (MD/258)	ARKIA - Israeli Airlines (IZ/238)
Air Afrique (RK/092)	Austral Lineas Aereas, S.A. (AU/143)
Air Algerie (AH/124)	Australian Airlines (TN/102)
Air BVI Limited (BL/644)	Austrian Airlines (OS/257)
Air Botswana (BP/636)	AVENSA (VE/128)
Air Burundi (PB/919)	AVIACO (AO/110)
Air Caledonie International (SB/063)	AVIANCA (AV/134)
Air Canada (AC/014)	Bahamasair (UP/111)
Air Cape (Pty.) Ltd. (KP/103)	Bakhtar Afghan Airlines (FG/255)
Air Comores (OR/687)	Berlin Regional UK Limited (WZ/758)
Air Djibouti (DJ/611)	Biman Bangladesh Airlines (BG/997)
Air Ecosse Ltd. (SM/731)	Birmingham Executive Airways (VB/702)
Air Europe Limited (AE/948)	Braathens S.A.F.E. (BU/154)
Air France (AF/057)	Braniff, Inc. (BN/004)
Air Gabon (GN/185)	Britannia Airways (BY/754)
Air Guinee (GI/093)	British Airways p.l.c. (BA/125)
Air India (AI/098)	British Caledonian Airways Ltd. (BR/121)
Air Inter (IT/279)	British Midland Airways (BD/236)
Air Jamaica (JM/201)	Brown Air Services (BZ/189)
Air Lanka (UL/603)	Brymon Airways (BC/657)
Air Malawi Limited (QM/167)	Burma Airways (UB/209)
Air Malta (KM/643)	Cameroon Airlines (UY/604)
Air Mauritanie (MR/174)	Canadian Pacific Air Lines (CP/018)
Air Mauritius (MK/239)	Caribbean Air Cargo (DC/649)
Air N.S.W. (WX/187)	Caribbean Express (WH/335)
Air Nevada Airlines (LW/568)	Casair Aviation Ltd. (TI/298)
Air New Zealand (TE/086)	Cathay Pacific Airways (CX/160)
Air Niugini (PX/656)	Cayman Airways (KX/378)
Air Pacific (FJ/260)	Ceskoslovenske Aerolinie (OK/064)
Air Panama International (OP/427)	Challenge Air Cargo, Inc. (WE/307)
Air Queensland (QN/262)	Challenge Air International, Inc. (VV/340)
Air Seychelles Ltd. (HM/061)	China Airlines (CI/297)
Air St. Barthelemy (OJ/981)	Kimber Air (KI/647)
Air Tanzania (TC/197)	Compania Dominicana de Aviacion (DO/113)
Air Tugaru (VK/715)	Compania Mexicana de Aviacion (MX/132)
Air UK (UK/130)	Compania Panamena de Aviacion (QM/230)
Air Wisconsin (ZW/303)	Compania de Aviacion Faucett (CF/163)
Air Zaire (QC/207)	Connectair Limited (AX/965)
Air Zimbabwe (UM/168)	Continental Airlines (OO/005)
Alaska Airlines (AS/027)	Cook Islands International (KC/976)
ALISARDA S.p.A. (IG/191)	Crossair A.G. (LX/724)
ALITALIA (AZ/055)	Cruzeiro do Sul (SC/049)



## LIST OF IATA MULTILATERAL INTERLINE TRAFFIC AGREEMENT PARTICIPANTS

Cyprus Airways (CY/048)	Korean Air (KE/180)
Dan-Air Services (DA/062)	Kuwait Airways (KU/229)
Delta Air Lines (DL/006)	LA Helicopter (RH/831)
Desert Sun Airlines, Inc. (FE/848)	LAC Airlines (LC/029)
Deutsche Lufthansa (LH/220)	LAN-CHILE (LA/045)
Direct Air, Inc. (UO/418)	Lesotho Airways (QL/721)
DLT German Commuter Airlines (DW/683)	Linhas Aereas de Mocambique (TM/068)
Dragonair (KA/043)	LIAT (LI/140)
Eagle Air/Iceland (IS/736)	LUXAIR (LG/149)
East-West Airlines (EW/088)	LADECO (UC/145)
Eastern Air Lines (EA/007)	LACSA (LR/133)
EGYPTAIR (MS/077)	Lineas Aereas Paraguayas (PZ/705)
El Al Israel Airlines (LY/114)	Linjeflyg AB (LF/247)
Emirates (EK/176)	Lloyd Aereo Boliviano (LB/051)
Empresa Consolidada Cubana de Aviacion (CU/136)	Maersk Air (DM/349)
Empresa Ecuatoriana de Aviacion (EU/341)	Magnum Airlines (LE/600)
AVIATECA (GU/240)	Malaysian Airline System (MH/232)
Ethiopian Airlines (ET/071)	Malev Hungarian Airlines (MA/182)
Eurocity Express (IL/242)	Malinair Ltd. (ZE/757)
Fast Air Carrier Ltda. (UD/726)	Manx Airlines (JE/916)
FINNAIR Oy (AY/105)	Merpati Nusantara Airlines (MZ/621)
Florida Express (ZO/456)	MGM Grand Air, Inc. (MG/558)
Flying Tiger Line (FT/023)	Mid Pacific Airlines (HO/356)
Four Star Air Cargo (MI/861)	Middle East Airlines (ME/076)
Friendly Islands Airways (HR/971)	Midway Airlines (ML/557)
Gateway Pace Aviation, Inc. (6G/807)	Midwest Express Airlines (YX/453)
GB Airways (GT/171)	Mount Cook Airlines (NM/445)
Gemini Airlines (GP/625)	Nationair Canada (NX/151)
Ghana Airways (GH/237)	Netherlines B.V. (WU/943)
Grand Canyon Helicopters (HL/563)	New York Helicopter (HD/814)
Guernsey Airlines (GE/640)	Nigeria Airways (WT/087)
Gulf Air (GF/072)	Nippon Cargo Airlines (KZ/933)
Guyana Airways (GY/206)	NLM Dutch Airlines (HN/195)
Hawaiian Air Tour Service (HT/413)	Nordair Metro (ND/968)
Hawaiian Airlines (HA/173)	Northwest Airlines (NW/012)
Heli Air Monaco (YO/747)	Nuernberger Flugdienst (NS/104)
Highland Express Airways (VY/649)	Olympic Airways (OA/050)
IBERIA (IB/075)	Oman Aviation (WY/910)
Icelandair (FI/108)	P.T. Garuda Indonesian Airways (GA/126)
Indian Airlines (IC/058)	Pacific Western Airlines (CP/227)
IPEC Aviation (IN/717)	Pakistan International Airways (PK/214)
Iran Air (IR/096)	Pan American World Airways (PA/026)
Iraqi Airways (IA/073)	Philippine Airlines (PR/079)
Janahiriya Libyan Arab Airlines (LN/148)	Piedmont Airlines (PI/030)
Japan Air Lines (JL/131)	Polish Airlines (LOT) (LO/080)
Japan Asia Airways (EG/688)	Polynesian Airlines (PH/162)
Jersey European Airways (JY/267)	Presidential Airways (XV/035)
Jugoslavenski Aerotransport (JU/115)	P.L.U.N.A. (PU/286)
Kendell Airlines (KD/678)	Provincetown-Boston Airline (PT/326)
Kenya Airways (KQ/706)	Qantas (QF/081)
KLM (KL/074)	Quebecair (QB/330)

## LIST OF IATA MULTILATERAL INTERLINE TRAFFIC AGREEMENT PARTICIPANTS

Rover Airways (5R/376)  
Royal Air Maroc (AT/147)  
Royal Brunei Airlines (BI/672)  
Royal Jordanian (RJ/512)  
Royal Nepal Airlines (RA/285)  
Royal Swazi National Airways (ZC/141)  
Royal West Airlines (YM/870)  
Royale Airlines (OQ/470)  
Ryan Air (XY/251)  
SABENA (SN/082)  
Saudi Arabian Airlines (SV/065)  
Scandinavian Airlines System (SK/117)  
SMB Stage Line (MJ/385)  
SAHSA (SH/274)  
Sierra Leone Airlines (LJ/170)  
Singapore Airlines (SQ/618)  
Skylink Airlines (8D/184)  
Sociedad Aeronautica de Medellin  
Consolidada, S.A. (MM/334)  
Solomon Islands Airways (IE/193)  
Somali Airlines (HH/089)  
South African Airways (SA/083)  
Sudan Airways (SD/200)  
Surinam Airways (PY/192)  
SWISSAIR (SR/085)  
Syrian Arab Airlines (RB/070)  
TAAG (Angola Airlines) (DT/118)  
TACA International Airlines (TA/202)  
TALAIR Pty. Ltd. (GV/447)  
TAMPA Airlines (QT/729)  
TAP-Air Portugal (TP/047)  
Thai Airways International (TG/217)  
TOA Domestic Airlines (JD/234)  
Tower Air (FF/305)  
Trans-Mediterranean Airways (TL/270)  
Trans World Airlines (TW/015)  
Trans-Jamaican Airlines (JQ/100)  
Transavia Holland B.V. (HV/979)  
Transbrasil (TR/653)  
Transportes Aereos Nacionales (TX/208)  
Transportes Aereos de Cabo Verde (VR/696)  
Trinidad and Tobago (BWIA International) (BW/106)  
Tunis Air (TU/199)  
TUNISAVIA (TT/720)  
Turk Hava Yollari (TK/235)  
Uganda Airlines (QU/673)  
United Airlines (UA/016)  
USAir (AL/037)  
UTA (UT/142)  
VARIG, S.A. (RG/042)  
VASP (VP/343)  
VIASA (VA/164)  
Viking International Airlines (VO/899)  
Virgin Atlantic Airways (VS/932)  
Wardair Canada (WD/744)  
Wideroe's Flyveselskap A/S (WF/701)  
Yemenia - Yemen Airways (IY/635)  
Zambia Airways (QZ/169)



**INTERNATIONAL AIR TRANSPORT ASSOCIATION**

2000 PEEL STREET  
MONTREAL, QUEBEC  
CANADA H3A 2R4

**IATA MULTILATERAL INTERLINE TRAFFIC AGREEMENTS —  
PASSENGER AND/OR CARGO**

**APPLICATION BY NON-IATA CARRIER OPERATING  
SCHEDULED AIR TRANSPORTATION SERVICES**

The information requested in this application form is required by the participants in IATA Interline Traffic Agreements — Passenger and/or Cargo in order to enable them to decide whether or not to concur in your application. Kindly answer all the questions set forth in Section I — General together with those in Section II — Passenger and Section III — Cargo if you wish to become a party to both Agreements. In the event that you wish to limit your application to one Agreement, Passenger or Cargo, complete the relevant Section (II or III) together with Section I — General. If so desired you may supplement the required information with additional data and if the space on this form is insufficient for complete answers, please use additional paper.

The undersigned is interested in becoming a party to the IATA Multilateral Interline Traffic Agreements.

Passenger (Complete Sections 1 and 2)

Please complete and return in duplicate.

Cargo (Complete Sections 1 and 3)

**SECTION I — GENERAL**

1. Name and Head Office Address.

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2. Accounting office address if different from 1. above.

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3. Principal place of business, when and where incorporated.

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.....

4. Number of years actually operating as presently constituted.

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.....  
.....  
.....

5. Form of business 'Sole owner, proprietorship, partnership, corporation or state owned' including dates of changes in constitution.

.....  
.....  
.....  
.....

6. Specify as applicable (in US\$)

- (a) registered capital .....
- (b) paid-up capital .....
- (c) minimum paid-up capital required by the law of your country .....
- (d) state principal shareholders and percentage of shares held .....

.....  
.....  
.....

7. Give name(s) of owner(s), director(s) and/or manager(s) of your company.

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(d) indicate full name and address of authority with which your company's aircraft are registered.

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12. If your firm has been in business for one year or more, attach a copy of a financial statement and balance sheet not more than 15 months old, prepared or certified by a chartered or public accountant. Indicate full name and address of chartered or public accountant.

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13. Is your company engaged in any other type(s) of business? If so, give full details.

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14. Attach a certified photocopy of your company's operating certificate. Indicate full name and address of government official certifying your company's operating certificate.

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.....  
.....

15. Attach credit reference, e.g. from banks, financial institutions etc.

16. Attach a copy of your latest Annual Report.

**SECTION II — PASSENGER**

17. Types and amounts of passenger liability insurance carrier (*specify currency and attach Certificate of Insurance*)

.....  
.....  
.....

18. Please specify the exact dates of last fiscal year

(a) Revenue derived from scheduled passenger traffic during last fiscal year (in US\$)

.....

(b) Revenue derived from charter passenger traffic during last fiscal year (in US\$) .....

(c) Number of scheduled passengers carried during last fiscal year .....

19. List carriers with which passenger Bilateral Interline Agreements are currently in effect. ....

20. Attach specimen copies of your passenger documents of carriage (e.g. passenger ticket, interline baggage tag, baggage check, MCO, baggage tags, etc.)

SECTION III — CARGO

21. Types and amount of cargo liability insurance carried (specify currency and attach Certificate of Insurance)

22. Types and number of ground-support and warehouse equipment. State market value in US\$ of each item and indicate whether:

- (a) wholly owned without collateral holding by a third party;
(b) wholly owned and amount due and held as collateral by third party;
(c) on hire/leased.

Table with 4 columns: Type of equipment, Number of equipment, Value in US\$, and Indicate (a), (b) or (c). The table contains multiple rows of dotted lines for data entry.

23. Please specify exact dates of last fiscal year .....
- (a) Revenue derived from scheduled cargo traffic during last fiscal year  
(in US\$) .....
  - (b) Revenue derived from charter cargo traffic during last fiscal year  
(in US\$) .....
  - (c) Volume of scheduled cargo traffic for last fiscal year (*specify kilos  
or lbs.*) .....

24. List carriers with which cargo Bilateral Interline Agreements are currently in effect.  
.....  
.....  
.....  
.....

25. Attach specimen copies of your cargo documents of carriage (Air Waybill, transfer manifests, cargo identification labels, etc.)

.....  
(Name of Airline)  
.....  
(Signature)  
.....  
(Typed or Printed Name of Signer)  
.....  
(Title or Capacity)

Witness: .....  
Date: .....



OUTLINE SCHEDULE OF PASSENGER SERVICES

The following outline schedule has been developed through a mathematical model applying the mean concept of network cost v. network accessibility (i.e. weighing cost objectives against minimisation of travel time to reach a given destination). It was developed from statistics of previous FIGAS operations, and forecasts of projected growth through 1988/1989. Actual flight timings have been omitted as they will be based on route sector lengths, and to allow FIGAS the flexibility to tailor the proposed schedules to suit demand. It is assumed that any daily scheduled stop for which no traffic reservation exists would be overflown. The schedule is based on two aircraft operating throughout Monday to Friday, with one aircraft operating the Saturday and Sunday Services. Airfields not listed would continue to be served on an "On Request" basis.

Day:	Mon.		Tue.		Wed.		Thur.		Fri.		Sat.	Sun.
Stanley dep.	0830	0730	0730	0830	0830	0730	0730	0830	0730	0800	0800	0830
Flight No.	<u>102</u>	<u>101</u>	<u>201</u>	<u>202</u>	<u>302</u>	<u>301</u>	<u>401</u>	<u>402</u>	<u>501</u>	<u>502</u>	<u>601</u>	<u>701</u>
	STY	STY	STY	STY	STY	STY	STY	STY	STY	STY	STY	STY
	DWN	TLT	SLI	SDR	SDR	LYI	SLI	DWN	SNC	DWN	MPA	SLI
	PHD	DGS	GEI	PBI	DGS	BKI	NHA	PHD	PHD	PHD	DWN	FBE
	FBE	SNC	SPI	CCI	PHD	SLI	FBE	FBE	HLC	FBE	PBI	PHD
	FBW	PHD	FBE	DNH	FBE	FBE	CHR	FBW	DBR	FBW	PHD	PBI
	PST	KPI	RYC	PST	FBW	CHR	HLC	PST	RYC	PST	FBE	DWN
	BVI	SEG	HLC	FBE	PST	HLC	SDI	WPI	CHR	DNH	SLI	STY
	CCI	HLC	SDI	PHD	WDI	SDI	PHD	PBI	FBE	CCI	STY	
	PBI	DNH	PHD	DWN	DNH	GDI	SNC	PSC	NHA	KPI		
	PSC	FBE	SNC	MPA	DWN	PBI	RGD	SDR	SLI	PBI		
	SDR	NHA	JNH	FZY	MPA	PHD	PTL	STY	WKC	PSC		
	STY	SLI	GRP	STY	STY	SNC	SLY		MPA	SDR		
		STY	STY			STY			STY	SRY		

AERODROME CODES

The aerodrome codes presented in the outline operating schedule above are as follows:

Beaver Island	BVI	Golding Island	GDI	Port Stephens	PST
Bleaker Island	BKI	Green Patch	GRP	Rincom Grande	RGD
Cape Dolphin	CDN	Hill Cove	HLC	Roy Cove	RYC
Carcass Island	CCI	Johnson Harbour	JNH	Salvador	SDR
Charters	CHR	Keppel Island	KPI	San Carlos	SNC
Darwin	DWN	Lively Island	LYI	Saunders Island	SDI
Douglas Station	DGS	Mount Pleasant		Sealion Island	SLI
Dunbar	DBR	Airport	MPA	Sedge Island	SEG
Dunose Head	DNH	North Arm	NHA	Speedwell Island	SPI
Fitzroy	FZY	Pebble Island	PBI	Stanley Airpoort	STY
Fox Bay East	FBE	Port Howard	PHD	Teal Inlet	TLT
Fox Bay West	FBW	Port Louis	PTL	Walker Creek	WRC
George Island	GEI	Port San Carlos	PSC	Weddel Island	WDI
				West Point Island	WPI

FIRE FIGHTING AND RESCUE EQUIPMENT

The following minimum scale of equipment should be provided for immediate use on the aerodrome:

- (a) A vehicle or vehicles with cross country capability and capable of carrying the equipment and personnel specified, either on the vehicle or on a suitable trailer connected to the vehicle.
- (b) A foam extinguisher containing not less than 20 gallons of fluorochemical or fluoroprotein extinguishing agent, with a discharge rate of not less than 15 gallons per minute through one or more hose lines. Complementary fire fighting media in the form of 30 lb of Dry Powder or BCF or 50 lb of CO<sub>2</sub> should also be available.
- (c) Rescue equipment consisting of:

One Axe, aircraft type non-wedging	One grab hook
One Bolt Cropper 24 inch	One 50 ft x 2 ins line
One Crowbar 3 ft 6 inch	One double edged general purpose saw
One Heavy duty hacksaw with six spare blades	One large slotted screwdriver
One pair Pliers side cutting	One large Philips screwdriver
One Harness knife with sheath	One pair tin snippers
One Fire resisting blanket	
Two pairs Fire resisting gloves	

The medical pack should be protected from the elements and personnel who are qualified in first-aid should be available.

- (d) A medical first-aid pack plus at least one stretcher with blankets. The first-aid pack to include:

Six Foil Blankets  
 Six Emergency Dressing No. BPC 9  
 Six Emergency Dressing No. BPC 12  
 Six Trinagular bandages  
 One pair Scissors

- (e) No less than two persons, competent in the use of the fire and rescue equipment provided, should be available at all times when aircraft are landing or taking off. They should be supplied with suitable protective clothing, including helmets with visors. They should also have knowledge of aircraft door release mechanisms and set harness equipment. If they are qualified in first-aid, then they can be regarded as meeting the personnel recommendation in (d) above.

EXAMPLE OF AERODROME CHART

PROOF

NDB A

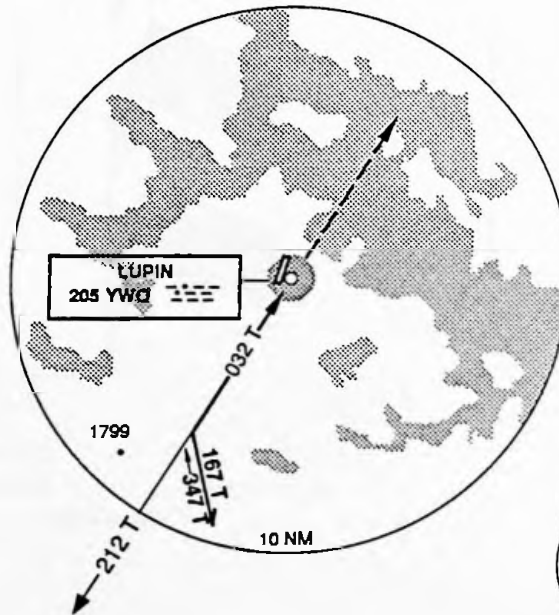
LUPIN  
LUPIN,NWT

UNICOM 122.8	YELLOWKNIFE RADIO 122.3	ELEV 1585
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Altimeter setting must be obtained from Lupin UNICOM before commencing approach

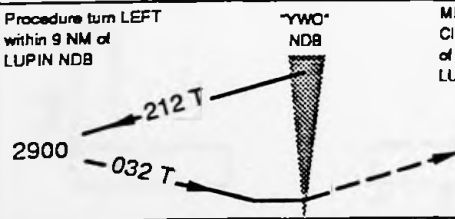
COMPANY USE ONLY

CYWO

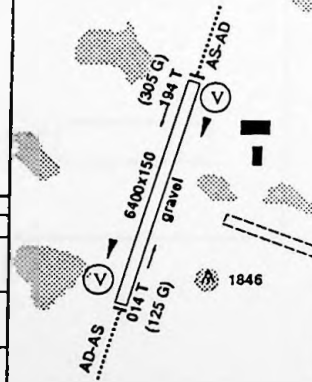


EMERG SAFE ALT 100 NM 3300

Procedure turn LEFT within 9 NM of LUPIN NDB



MISSED APPROACH Climb to 2900 on track of 032 T. Return to LUPIN NDB



CATEGORY	A	B	C	D
CIRCLING	2200 (615)	1 1/2	2200 (615)	2
TAKE-OFF	STANDARD			
ALTERNATE	1700 - 3			

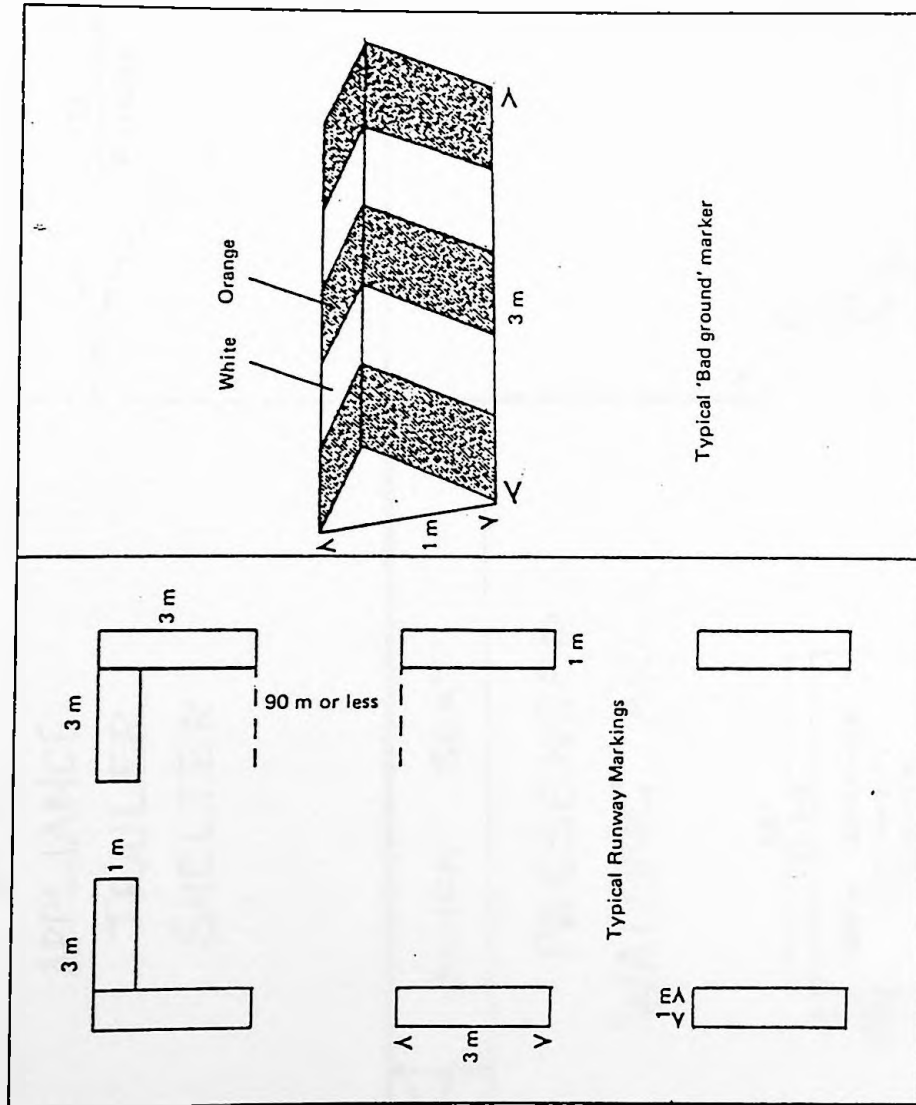
NDB A  
EFF 24 SEP 87

N65 45 32 W111 14 56

VAR 31 E (GV 142 E)

LUPIN,NWT  
LUPIN

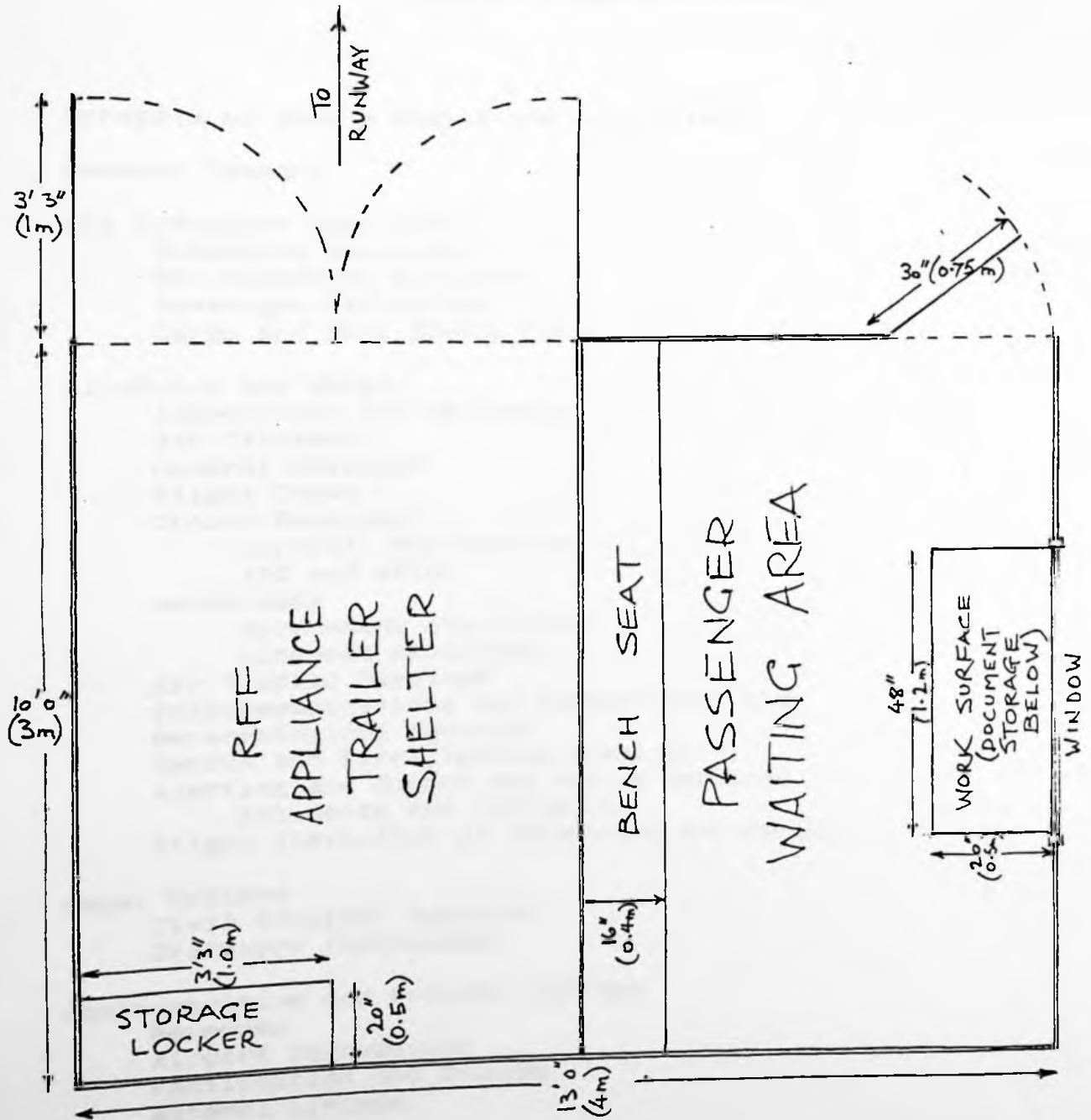
STANDARD AIRFIELD MARKINGS



Runway Markings

SCHEMATIC DESIGN FOR AIRFIELD SHELTER

(TO BE LOCATED AT LEAST 50 METRES (165 FT) FROM RUNWAY CENTRELINE)



MATTERS TO BE INCLUDED IN THE ANNUAL REPORT OF THE  
CIVIL AVIATION DEPARTMENT

Synopsis of Year's Events and Activities

General Comment

Air Transport Operations  
    Scheduled services  
    Non-scheduled services  
    Passenger Statistics  
    Cargo and Mail Statistics

Licencing and Safety  
    Inspections and Approvals  
    Air Carriers  
    General Aviation  
    Flight Crews  
    Ground Personnel  
        Aircraft Maintenance  
        ATC and AFISO  
    Aerodromes  
        Government Aerodromes  
        Licenced Aerodromes  
    Air Traffic Services  
    Telecommunications and Navigational aids  
    Meteorological Services  
    Rescue and Fire-fighting Services  
    Alerting and Search and Rescue Services  
        Accidents and Incidents  
    Flight Inspection of Aerodromes and Nav aids

Legal Matters  
    Civil Aircraft Register  
    Statutory Instruments

Administrative and Economic Matters  
    Revenues  
    Airport Concessions  
    Facilitation and Tourism  
    Extenal Liaison

Planning and Development