



ICAO

International Civil Aviation Organization
North American, Central American and Caribbean Office

Workshop on Global Air Navigation Plan Key Performance Indicators (KPIs)

Mexico City, Mexico, 28 to 31 October 2024

Summary of Discussions

Date	28 to 31 October 2024
Location	ICAO NACC Regional Office, Mexico City, Mexico
Opening Ceremony	The Workshop was attended by 165 delegates from 30 States/Territories and two International Organization from the NAM/CAR/SAM Regions. The list of participants is shown in Attachment A .

1. References

- *Global Air Navigation Plan (GANP) Strategy* ([Global Air Navigation Plan Strategy \(EN\) - Overview](#))
- *Global Performance of the Air Navigation System* (Doc 9883)
- *Global Air Navigation Plan (GANP) Key Performance Indicators (KPI)* ([KPI OVERVIEW - ICAO GANP Portal](#))

2. Objectives

2.1 Support and generate skills of the specialists responsible to manage the CAR/SAM Regional Air Navigation Plan, Volume III, as well as for the development of National Air Navigation Plans (NANPs), which are correlated for the formulation and monitoring of the ICAO Global Air Navigation Plan (GANP).

3. Introduction

3.1 According to the *Manual on Global Performance of the Air Navigation System* (Doc 9883), for best results, the Air Traffic Management (ATM) community needs to cooperate in a performance-based manner. For this reason, ICAO supports and encourages the global adoption of performance management techniques, which is part of the transition towards a performance-based global Air Navigation System (ANS).

3.2 The performance-based approach is a way of organizing the performance management process. For the air navigation system, Doc 9883 proposes a Six Steps Method:

- Step 1:** Define/review scope, context and general ambitions/expectations
- Step 2:** Identify opportunities, issues and set (new) objectives
- Step 3:** Quantify objectives
- Step 4:** Select solutions to exploit opportunities and resolve issues
- Step 5:** Implement solutions

Step 6: Assess achievement of objectives

3.3 Steps 1 and 2 help to understand the system's strengths, weaknesses, opportunities, and threats through a SWOT analysis, as well as evaluate its current performance to set objectives. Based on these objectives, targets are established in Step 3. In Step 4, potential solutions are identified to achieve the targets by addressing the system's weaknesses and threats. Once potential solutions are identified, a cost-benefit analysis, environmental impact assessment, safety assessment, and human factors assessment should be conducted to determine the optimal solution.

3.4 For these steps, it is important to note that the *Global Air Navigation Plan* (GANP) (Doc 9750) performance framework provides a list of **KPIs** linked to the relevant objectives in the performance objectives catalogue. These KPIs are used to set targets by quantifying the objectives. In Step 4, a potential list of solutions to consider includes the Aviation System Block Upgrade (ASBU) framework, which offers functional descriptions of operational improvements and their associated performance benefits.

3.5 Step 5 involves the coordinated deployment of the agreed-upon solution by all stakeholders, based on the outcomes of the previous steps. Step 6 consists of monitoring and reviewing the system's performance after the full deployment of the solution.

3.6 In this context, the Secretariat submitted the following activities for evaluation and approval by the Multi-Regional Civil Aviation Assistance Programme (MCAAP) in response to the Conclusions of GREPECAS/21/04¹. These activities were approved during the Eleventh Meeting of the RLA09801 MCAAP Project Steering Committee (RLA09801 PSC/11):

- Activity No. 4/2024 – Workshop on the development of the Global Air Navigation Plan Key Performance Indicators Evaluation.

4. Workshop Schedule and Activities

4.1 The workshop webpage is located at: [GANP-KPIs-Workshop](#)

4.2 During the workshop the following topics were presented and discussed:

- Introduction to KPIs
- Classification of KPIs
- Characteristics of KPIs
- Construction of KPIs
- ATM Indicator History (GANP)

¹ Conclusion GREPECAS/21/04, *Actions for The Progress of Volume III of CAR/SAM Regional Air Navigation Plan, that "ICAO NACC and SAM Regional Offices strengthen the assistance concerning Vol. III, including dissemination of the relevance of the CAR/SAM ANP to ensure cost-efficient and interoperable implementations, as well as the contribution of such planning to the socio-economic development objectives in each State"*

- GANP Indicators (KPI01, KPI14, KPI02, KPI13, KPI15, KPI06, KPI09, KPI10, KPI23 and other KPIs)
- Data source for GANP Indicators
- Data visualization
- KPIs results
- KPIs results, NAM Region States and International Organizations (Colombia, Costa Rica, United States, Eurocontrol, and IATA).

5. Outcomes

5.1 The *GANP Seventh Edition* has established 23 performance KPIs; however, workshop participants highlighted that it is necessary to identify which of these indicators should first be developed, within a progressive approach, from simple KPI to complex indicators and the selection of priorities based on some criteria defined in consensus.

5.2 Besides, workshop participants comment the insufficient communication that promotes the participation of air navigation implementation groups in the tasks of calculation and management of KPIs, which does not allow strengthening the performance-based planning process. This also affects integrated work with industry, airlines and users.

5.3 Decisively, the parameters for the KPIs and calculation methodologies are described in the GANP portal.

5.4 There is no Regional CAR/SAM Guidance with more specific directions for the application of these methodologies, including case studies. Therefore, there are no formal agreements on the variants that will be used for some KPIs, according to the description of the GANP. A harmonized reference year for the baseline needs to be defined, the KPIs promulgated in Vol. III refer to different years (2019, 2021, 2022, etc.).

6. Accomplishments

6.1 This workshop was a crucial step in the ongoing efforts to enhance regional capacity and efficiency in air navigation, specifically within the CAR Region.

6.2 This event also responds to a significant opportunity identified earlier this year at the Second CAR Workshop for the Implementation of the CAR/SAM Air Navigation Plan Volume III (CAR/SAM/ANP-VOLIII/2), specifically on the development of GANP KPIs.

6.3 Finally, performance indicators are a management tool that offers not only the possibility of identifying processes in air navigation that are not following the desired course, but also their improvement, while at the same time supporting the decision makers when the need arises to opt for a business course with continuous growth prospects.

Workshop on Global Air Navigation Plan Key Performance Indicators
Taller sobre los Indicadores clave de rendimiento del Plan Mundial de Navegación Aérea
(KPIs)

Mexico City, Mexico, 28 to 31 October 2024 / Ciudad de México, México, 28 al 31 de octubre de 2024

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