



ICAO

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

(NACC/WG/AGA/TF/3) — WP/06
17/06/25

Third North American, Central American and Caribbean Working Group (NACC/WG) Aerodromes and Ground Aids (AGA) Implementation Task Force Meeting (NACC/WG/AGA/TF/3)
Tulum, Mexico, 18 to 20 June 2025

Agenda Item 4: Projects, Initiatives and Challenges on Airport Capacity and Efficiency

PROJECTS TO SUPPORT AERODROME PLANNING AND VOL III RANP

(Presented by Secretariat)

EXECUTIVE SUMMARY	
This working paper presents the events and projects to support aerodrome planning and the development of Volume III of the CAR/SAM Air Navigation Plan (ANP).	
Action:	Under section 3.
Strategic Objectives:	<ul style="list-style-type: none">• Safety• Air Navigation Capacity and Efficiency• Economic Development of Air Transport• Environmental Protection
References:	<ul style="list-style-type: none">• ICAO Global Air Navigation Plan (GANP) (Doc 9750)• Manual on Global Performance of the Air Navigation System (Doc 9883)

1. Introduction

1.1 The Twentieth Meeting of the Caribbean and South America Regional Planning and Implementation Group (GREPECAS/20) approved the initial version 0 of Volume III of the CAR/SAM Air Navigation Plan (ANP), formulated based on the ICAO Council Template, and aligned with recommendation of the AN-Conf 13. Subsequently, GREPECAS/21 approved version 0.1 of Volume III of the CAR/SAM ANP¹, incorporating data and information from States and airports in the CAR Region.

1.2 In Addition, the GREPECAS/22 meeting approved the following conclusion and decisions:

¹ [Approval of draft report to council on the new regional air navigation plan \(anp\) template and procedures for amendments \(icao.int\)](https://www.icao.int/pressroom/2025/06/17/06250601.htm)

- CONCLUSION GREPECAS/22/02 - PROGRESS ON THE DEVELOPMENT OF VOLUME III OF THE RANP CAR/SAM
“That the CAR/SAM States, in conjunction with ANSP and airports, with the participation of airlines and International Organizations, assisted by the Secretariat, populate the Tables of Volume III of the RANP CAR/SAM with the data of performance indicators - KPIs, prioritizing and harmonizing the management of these indicators according to the progress of the Working Groups for the regional implementation of air navigation by GREPECAS/23.”
- DECISION GREPECAS/22/19 - ACTIVATION OF AN AD-HOC GROUP FOR THE DEVELOPMENT OF KPIS OF GANP (KAHG)
“Under the framework of GREPECAS Programme for the Strengthening of the Regional Plan (RANP) and National Plans (NANP) of the CAR/SAM, Project A1, and to work jointly with the regional implementation groups, the industry and stakeholders, an Ad-hoc Group is activated, which members are Bahamas, Brazil, Chile, Colombia, Cuba, Dominican Republic, Ecuador, Panama, Peru, Trinidad and Tobago, United States, IATA and IFATCA, for the development of Key Performance Indicators KPI of the GANP (KPI Adhoc Group - KAHG) in order to strengthen the implementation of Volume III of the RANP CAR SAM, which results are to be presented at GREPECAS/23 with the following tasks:
 1. *Prepare a regional CAR/SAM guidelines and standardized training material on the methodology of performance indicators, data collection and management and calculations;*
 2. *formulate an Action Plan for the progressive implementation of KPIs, identifying priorities and resources required, harmonized with the progress of the implementation groups;*
 3. *implement a Communications Plan and adequate means of dissemination (dashboards, etc.) of the KPIs; and*
 4. *formulate a regional and/or interregional initiative for KPIs benchmarking activities.”*

1.3 However, Volume III of the CAR/SAM ANP is not complete and requires extensive planning to enhance the capacity and efficiency of aerodrome operations. This involves calculating Global Air Navigation Plan (GANP) Key Performance Indicators (KPIs) related to aerodromes, as well as developing investment and development plans for the short, medium, and long term based on the six-step method for performance-based planning.

2. Multi-Regional Civil Aviation Assistance Programme (MCAAP) Projects

2.1 To support States and international aerodromes from the CAR Region in the development of Volume III of the CAR/SAM ANP, the RLA09801 - Multi-Regional Civil Aviation Assistance Programme (MCAAP) has the following projects approved:

- Development of regional guidance material for States to align local Master Plans with National and Regional Plans (**Appendix A**).
- Development of regional guidance material for support States in the cost-benefit analysis process within the GNAP six-step methodology, for the preparation of VOL III of the Regional Air Navigation Plan (**Appendix B**).
- Support the development of a Global Air Navigation Plan (GANP) Key Performance Indicators (KPIs) for Caribbean and South American Region (CAR/SAM) electronic Air Navigation Plan (eANP), Vol. III (**Appendix C**).

2.2 These projects are currently in the subject matter expert (SME) recruitment phase. Furthermore, the KAHG group expects to begin working in the third quarter of 2025.

3. Suggested Action

3.1 The Meeting is invited to:

- a) Take note of the information presented in this WP;
- b) agree that AGA/TF focal points take action to promote the international aerodrome planning and the development of VOL III of the Regional Air Navigation Plan; and
- c) take any other actions it deems necessary.

— — — — —

MCAAP ACTIVITY PROPOSAL FORM

Rev. MAR2024

MCAAP Proposal Activity N.

05 - 2024

Focus Area:

2 - Improve Regional Capacity and Efficiency

Event/Activity title:	Development of regional guidance material for States to align local Master Plans with National and Regional Plans.		
Problem statement (opportunity):	There is no regional guidance material to guide States on how to prepare their strategic airport development plans for the medium and long-term at a national and regional levels, in coordination with the Global Air Navigation Plan (GANP) requirements.		
Proposed solution (activity):	Hire 2 Subject Matter Expert (SME) to develop regional guidance material for States to align Local Master Plans with National and Regional Plans, and in observance of Doc 9184 Part 1 - Airport Planning Manual and Doc 9750 GANP. Each SME will be working virtually along 25 business days (for a total of 50 workload days funded by MCAAP).	Language of the event	Not applicable
		Requires interpretation	<input type="checkbox"/>
		Requires document translation	<input checked="" type="checkbox"/>
Objective:	Achieve sustainable growth of the regional civil aviation system, through integrated strategic planning at the national and regional level of the airports in the CAR region.	ICAO Strategic Objectives	NACC CAP 7.10
Justification:	The GREPECAS Member States approved under the F2 Project on Airport Planning (PPRC/5 Meeting), 4 work packages, each one related to a product expected by the project, among which is the guidance material for States to align local Master Plans with National and Regional Plans		
If the activity is a step of a larger action, describe the action	GREPECAS F2 Project on Airport Planning.		
Deliverables/expected outcomes:	Regional guidance material to support States in the development of their strategic plans and the Air Navigation Plan, Vol III, relating to the airport component.	Follow-up actions:	Webinar for dissemination and discussion of guidance material with States
States impacted by the activity:	All States in the CAR Region		Estimated impact on EI%: 1% AGA
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration (w/days)	Estimated cost to the Project
Virtual	2 Subject Matter Expert (SME)	50 working days	USD 20,000
Proponent	Details	Details	Details
RO/AGA ...	NIL	25 working days per SME	USD 8,750 salary per SME (considering USD 350 per day per SME)+ USD 2,500 for document translation

MCAAP ACTIVITY PROPOSAL FORM

Rev. MAR2024

MCAAP Proposal Activity N.

11 - 2024

Focus Area:

2 - Improve Regional Capacity and Efficiency

Event/Activity title:	Guidance material for VOL III of the Regional Air Navigation Plan.		
Problem statement (opportunity):	There is no regional guidance material to support States on how to conduct cost-benefit analyses within the GNAP.		
Proposed solution (activity):	Hire 2 Subject Matter Expert (SME) to develop regional guidance material to support States in the cost-benefit analysis in air navigation planning. Each SME will be working virtually along 20 business days (for a total of 40 workload days funded by MCAAP). In addition, a 5-day Workshop with a 3rd expert guest will support the capacity building within States in the CAR Region.	Language of the event	Bilingual *
		Requires interpretation	<input checked="" type="checkbox"/>
		Requires document translation	<input type="checkbox"/>
Objective:	Achieve sustainable growth of the regional civil aviation system, through strategic planning of air navigation based on cost-benefit analyses.	ICAO Strategic Objectives	NACC CAP 7.4
Justification:	It was identified at the Second CAR Workshop for the Implementation of the CAR/SAM Air Navigation Plan Volume III, of February 2024, that the greatest deficiency of States in the development of the Regional Air Navigation Plan, Vol III, is in the cost-benefit methodology. For this reason, the Workshop on strategic planning focused on air navigation and airports, including guidance for decision-making based on cost-benefit analysis, was programmed to end of 2024.		
If the activity is a step of a larger action, describe the action	CAR/SAM eANP, VOL III, update process.		
Deliverables/expected outcomes:	Regional guidance material for support States in the cost-benefit analysis in air navigation planning and a Workshop about this guidance.	Follow-up actions:	Monitoring the CAR/SAM eANP VOL III update process with the States by GREPECAS
States impacted by the activity:	All States in the CAR Region		Estimated impact on EI%: 1% AGA
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration (w/days)	Estimated cost to the Project
Virtual	3 Subject Matter Experts (SME)	45 working days	USD 22,500
Proponent	Details	Details	Details
RO/AGA ...	2 SME to be hired for developing guidance material + 1 SME invited to support the workshop	40 working days for guidance material (20 per SME)+ 5 days of workshop (invited SME)	USD 14,000 SME + USD 8,500 Workshop (3,500 interpretation+5,000 air ticket and DSA)

MCAAP PROJECT/ACTIVITY PROPOSAL FORM

Rev. SEP2024

Proposal N.	02 - 2025	Focus Area:	2 - Improve Regional Capacity and Efficiency	Proponent:	RO/AGA	RO/ATM/SAR1	
Project/Activity title:	Support the development of GANP KPIs for CAR/SAM eANP, VOL III			Local (of implementation):	Virtual		
Problem statement or opportunity:	Most States/Territories/International Organizations are in the initial or preparatory process for the formulation of Key Performance Indicator (KPI) baselines. There is no regional CAR/SAM guidance with more specific directions on 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. Besides, there is insufficient communication that affects the participation of air navigation implementation groups in the tasks of calculation and management of KPIs. These deficiencies were identified, among other meetings and events, at the KPI Workshop from 28 to 31 October 2024, related to MCAAP project No. 12/2024 and is a follow-up to the results of 2024 GREPECAS Air Navigation Deficiencies Database (GANDDD) KPI related events.						
Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	Hire 2 SME to work virtually for total 130 working days within a period of 12 months and organize a 4-day Workshop (bilingual with interpretation). The SME1 will be responsible for the preparation of regional CAR/SAM guidance and standardized training materials on the methodology of performance indicators, data collection and management, and in preparing and deploying the 4-day Workshop for dissemination of the developed material (80 working days within a period of 12 months). The SME2 will be responsible for supporting some States in calculating some KPIs (50 working days within a period of 12 months). The support from MCAAP would be on hiring the 2 SME (salaries), the translation of the delivered guidance material and the expenses of the 4-day workshop (tickets and per diem for SME1 to deploy the workshop and interpretation).			Language of the event	Bilingual *		
				Requires interpretation		<input checked="" type="checkbox"/>	
				Requires document translation		<input checked="" type="checkbox"/>	
Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	Achieve progress in developing KPI for CAR/SAM eANP, VOL III, mainly in the States of the CAR Region in a coordinated matter with SAM Office			Main ICAO Strategic Objectives:	NACC CAP 7.4 Choose an item. Choose an item.		
Justification: <i>(1- why this is the ideal solution 2- If it is a step of a larger action, describe the action)</i>	To promote performance-based planning aligned to the GANP, strengthen Volume III of the Regional Air Navigation Plan (RANP) CAR/SAM, and foster collaborative work with the implementation groups, Industry and stakeholders. To improve skills of States on the management of KPIs, so that they prepare for the application of new indicators of the GANP 8th edition and the National Air Navigation Plan (NANP) Template, starting in 2026. In addition, this project is complementary to ongoing projects related to the “Development of regional guidance material to support States in the cost-benefit analysis process within the GANP six-step methodology, for the preparation of VOL III of the Regional Air Navigation Plan” (MCAAP Project No. 07/2024).						
Deliverables/expected outcomes:	1- CAR/SAM Regional guidance material on the methodology of performance indicators KPI; 2- Action Plan for the progressive implementation of KPIs, identifying priorities and resources required, harmonized with the progress of the implementation groups and States from CAR; 3- Communications Plan detailing the adequate means of dissemination (dashboards, etc.) of the KPIs; and 4 – Support CAR States in calculating some KPIs of the CAR/SAM eANP, VOL III.	Follow-up actions:	1 - Monitoring the KPI for CAR/SAM eANP VOL III update process with the States by GREPECAS. 2 - Monitoring the implementation of 10% of States with at least one GANP KPI calculated.				
States/subregion impacted by the activity:	All States in the CAR Region			Estimated impact on EI%:	N/A		

Personnel (representing cost to the Project)			Period/Duration (w/days)	Total cost estimated for the Project
Type	Number	Estimated cost	130 days/12 months	USD 56000
SME	2 SMEs	USD 48,000	Details 80 working days within a period of 12 months (SME1), 50 working days within a period of 12 months (SME2)	Details USD 35,000 SME + USD 5,250 translation (350 page estimate)
State/Organiz	No	Click or tap here to enter text.		
ICAO	No	Click or tap here to enter text.		
Other	No	Click or tap here to enter text.		