



# ICAO

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

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WORKING PAPER

AO/TF/5/ATFM/TF/7/CIIFRA/9 — WP/07  
24/01/25

**Fifth Meeting of the North American, Central American and Caribbean Working Group (NACC/WG)  
Airspace Optimization Task Force, Seventh Meeting of the Air Traffic Flow Management  
Implementation Task Force and Ninth Meeting of the CANSO IATA ICAO Free Route Airspace Team  
(AO/TF/5/ATFM/TF/7/CIIFRA/9)  
Orlando, United States, 03 to 07 March 2025**

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**Agenda Item 3: ICAO NACC/WG Air Traffic Flow Management Implementation Task Force  
(ATFM/TF) Updates**

**HARMONIZATION OF KEY PERFORMANCE INDICATORS (KPIs) WITH GREPECAS RECOMMENDATIONS**

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This paper proposes harmonizing key performance indicators (KPIs) to align with GREPECAS initiatives and regional goals.	
<b>Action:</b>	Approve the proposed KPIs and incorporate them into regional reporting mechanisms.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"><li>• Safety</li><li>• Air Navigation Capacity and Efficiency</li></ul>
<i>References:</i>	<ul style="list-style-type: none"><li>• GREPECAS Framework: Performance-Based Metrics for Air Navigation Services.</li><li>• ICAO GANP: KPIs for En-route, Terminal, and Airport Operations.</li><li>• Report of GREPECAS/22 meeting: KPI Focus (En Route, Terminal, and Airport).</li></ul>

## **1. Introduction**

1.1 The harmonization of KPIs is essential for ensuring alignment with GREPECAS recommendations and achieving regional air navigation goals. This working paper proposes a framework for harmonizing KPIs across the NAM/CAR Regions, facilitating consistent measurement and reporting mechanisms.

1.2 The proposed KPIs focus on enhancing safety, efficiency, and capacity in air navigation services, aligning with ICAO's strategic objectives and the Global Air Navigation Plan (GANP).

1.3 This initiative underscores the importance of coordinated efforts to standardize performance metrics, fostering transparency and accountability in regional airspace management.

1.4 During the AO/TF/4/ATFM/TF/6/CIIFRA/8 meeting, in the discussion on KPIs, the Secretariat proposed to focus on three KPIs, one for each of the en-route operations, terminals and airport operations. Trinidad and Tobago suggested further discussions on regional KPI compatibility at the NACC/WG meeting. United Airlines referenced the ATFM Operations Concept (ConOps) CAR/SAM and its five KPIs. In this regard, the following Decision was formulated:

DECISION		ALIGNMENT OF ATFM TASK FORCE WORK WITH GREPECAS	
AO/TF/4/ATFM/TF/6/CIIFRA/8/1		NEOSPACE PROJECT	
<b>What:</b>  That in order to enhance operational efficiency, the ATFM Task Force work through NEOSPACE and Project NeoSpace 1 initiatives to:  a) integrate High-Intensity Runway Operations (HIRO) while advancing Free Route Operations (FRT0) and dynamic sectorization by December 2025]; and  b) expand CADENA's route repository through additional efforts, pending military airspace permissions, enable AIDC integration between Cuba and United States and provide an update by GREPECAS		<b>Expected impact:</b>  <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input checked="" type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical	
<b>Why:</b>  These activities aim to optimize air traffic management by improving runway capacity, routing flexibility, and cross-boundary connectivity, supporting GREPECAS, GANP, and ANP strategic priorities and enhancing regional operational safety and efficiency. Timelines align with the ATFM Task Force’s ongoing work and upcoming NACC/WG discussions, including proposed bilateral sessions and monthly check-ins to tackle coordination and KPI alignment.			
<b>When:</b> GREPECAS/23		<b>Status:</b> <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed	
<b>Who:</b> <input checked="" type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other: ATFM/TF		TCAA, ENAC, CANSO, and other stakeholders will provide input on legislative and operational challenges, coordinating under the GREPECAS framework to resolve shared challenges.	

1.5 Moreover, the following Decision was adopted by GREPECAS/22:

DECISION GREPECAS/22/19		ACTIVATION OF AN AD-HOC GROUP FOR THE DEVELOPMENT OF KPIS OF GANP (KAHG)	
<b>What:</b>  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 Ad-hoc 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:		<b>Expected impact:</b>  <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical	
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.		<b>Why:</b> To promote performance-based planning aligned to the GANP, strengthen Volume III of the 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 as to be prepared for the application of new indicators of the GANP 8th edition and the NANP template, starting in 2026.	
<b>When:</b> Results to be presented at GREPECAS 23		<b>Status:</b> <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed	
<b>Who:</b> <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input checked="" type="checkbox"/> Others:		International organizations, users, stakeholders.	

## 2. Analysis

### 2.1 Proposed KPIs

2.1.1 The following KPIs were proposed for harmonization by GREPECAS:

- En-route Operations: Metrics for capacity utilization, delay reductions, and environmental impact.
- Terminal Operations: Indicators for approach efficiency, runway occupancy times, and safety performance.
- Airport Operations: Measurements for on-time performance, taxi times, and ground delays.

2.1.2 These KPIs align with GREPECAS recommendations and ICAO GANP targets, providing a robust framework for performance monitoring and continuous improvement.

## 2.2 *Alignment with GREPECAS Recommendations*

2.2.1 Harmonization efforts will:

- Ensure consistency in performance measurement across the region.
- Enable data-driven decision-making to address operational inefficiencies.
- Support GREPECAS initiatives by aligning regional goals with global standards.

2.2.2 Coordination with GREPECAS representatives has ensured that the proposed KPIs address both regional priorities and technical feasibility.

## 2.3 *Regional Reporting Mechanisms*

2.3.1 To support the adoption of harmonized KPIs, the following reporting mechanisms are proposed:

- Regular submission of performance data to a centralized regional database.
- Development of dashboards and visualization tools for real-time performance monitoring for NACC/WG and GREPECAS
- Annual reviews to assess progress and refine KPI frameworks for NACC/WG and GREPECAS, as necessary
- NACC/WG and GREPECAS Task Force activities for workplan.

2.3.2 These mechanisms will enhance transparency and foster collaboration among States and stakeholders.

## 3. **Conclusions and Recommendations**

3.1 The Secretariat recommends the following actions:

- a) adopt the proposed KPIs for harmonization across the NAM/CAR Regions;

- b) incorporate the KPIs into regional reporting mechanisms to ensure consistent monitoring and evaluation;
- c) facilitate workshops and training sessions to support States in implementing and utilizing the KPI framework, to support GREPECAS – address GREPECAS decision; and
- d) work with task forces to oversee the integration and ongoing refinement of KPIs.

3.2                These actions will promote standardized performance metrics, supporting GREPECAS goals and enhancing regional air navigation capacity and efficiency.

#### **4.                Suggested Actions**

4.1                The Meeting is invited to:

- a) review and adopt the proposed KPIs and reporting mechanisms, ensuring alignment with GREPECAS and NACC/WG's objectives;
- b) endorse the recommendations outlined in Section 3 to support regional harmonization efforts; and
- c) propose any additional measures necessary to further advance KPI standardization and implementation across the region.