



ICAO

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

AO/TF/5/ATFM/TF/7/CIIFRA/9 — WP/08  
11/02/25

**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

**Agenda Item 5: Other Business**

**LESSONS LEARNED AND BEST PRACTICES FROM THE HAVANA MEETING**

(Presented by the AO/TF, ATFM/TF and CIIFRA members)

EXECUTIVE SUMMARY	
The paper summarizes lessons learned and best practices shared during the AO/TF/4/ATFM/TF/6/CIIFRA/8 meeting held in Havana, focusing on regional collaboration and efficiency.	
<b>Action:</b>	Adopt best practices and encourage greater information sharing among States.
<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>• Summary of Discussions from the AO/TF/4/ATFM/TF/6/CIIFRA/8 Meeting (Havana, Cuba, September 2024).</li><li>• ICAO Doc 9854: Collaboration Principles in Air Traffic Management.</li><li>•</li></ul>

**1. Introduction**

1.1 The AO/TF/4/ATFM/TF/6/CIIFRA/8 meeting provided a valuable platform for regional stakeholders to share lessons learned and best practices in airspace management and collaboration. This working paper highlights key takeaways and actionable insights from the discussions, aiming to enhance regional efficiency and cooperation.

1.2 The meeting's outcomes align with ICAO's strategic objectives of Safety and Air Navigation Capacity and Efficiency, fostering a collaborative approach to addressing regional challenges.

1.3 The lessons and practices summarized herein emphasize the importance of coordinated efforts and information sharing among States and organizations to achieve sustainable improvements in air navigation services.

## **2. Analysis**

### **2.1 Lessons Learned**

2.1.1 Key lessons from the AO/TF/4/ATFM/TF/6/CIIFRA/8 meeting include:

- a) The critical role of stakeholder engagement in advancing regional Air Traffic Flow Management (ATFM) and airspace optimization initiatives.
- b) The need for consistent and accurate data-sharing mechanisms to support decision-making.
- c) Challenges in harmonizing technical standards and procedures across Flight Information Region (FIR) boundaries.

2.1.2 These lessons underscore the importance of addressing resource disparities and fostering mutual understanding among States and Air Navigation Service Providers (ANSPs).

### **2.2 Best Practices**

2.2.1 The following best practices were identified:

- Collaboration: Regular coordination meetings and joint training sessions to build trust and improve interoperability.
- Efficiency: Implementation of automated tools for flight planning and dynamic airspace management.
- Transparency: Establishment of regional dashboards for monitoring Key Performance Indicators (KPIs) and sharing real-time operational data, as well as further use of ICAO NACC dashboards.

2.2.2 These practices have been successfully applied in other regions and were highlighted as models for the NAM/CAR context.

## 2.3 Alignment with Strategic Objectives

2.3.1 The adoption of these lessons and practices supports ICAO's Safety and Air Navigation Capacity and Efficiency objectives by:

- enhancing regional collaboration and operational efficiency
- reducing delays and optimizing airspace usage
- promoting sustainable growth in aviation activities.

2.3.2 Alignment with ICAO Doc 9854 and CANSO best practices ensures that these efforts are grounded in globally recognized principles.

## 3. Conclusions and Recommendations

3.1 In this regard, the following actions are recommended:

- a) Invite the North American, Central American and Caribbean Working Group (NACC/WG) and its Task Forces to adopt the best practices identified during the AO/TF/4/ATFM/TF/6/CIIFRA/8 meeting and encourage their application across the NAM/CAR Regions;
- b) facilitate greater information sharing and collaboration among States through workshops and regular meetings related to AO/TF/ATFM/TF/CIIFRA teams;
- c) develop mechanisms to monitor the implementation of lessons learned and best practices, ensuring continuous improvement; and
- d) leverage expertise from the Task Forces and resources to support regional initiatives.

3.2 These actions will strengthen regional collaboration, enhance operational efficiency, and support the achievement of ICAO's strategic objectives.

## 4. Suggested Actions

4.1 The Meeting is invited to:

- a) note the lessons learned and best practices outlined in this paper;
- b) formulate a draft conclusion for the NACC/WG to promote the recommendations in Section 3; and
- c) suggest additional actions to further enhance regional collaboration and efficiency.