



# ICAO

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

NACC/WG/RAP/03 — WP/06  
21/03/25

**Second North American, Central American and Caribbean Working Group  
Multidisciplinary Group Meeting**  
(ICAO NACC Regional Office, from 24 to 27 March 2025)

**Agenda Item 3: Update NAM/CAR regional needs and NACC/WG objectives, its structure and the review and reporting mechanisms (Dashboard)**

**WORK PROGRAM AGA TASK FORCE**

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This working paper presents the AGA Programme.	
<b>Action:</b>	Under Section 2.
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"><li>• Safety</li><li>• Air Navigation Capacity and Efficiency</li><li>• Economic Development of Air Transport</li><li>• Environmental Protection</li></ul>

## 1. Introduction

1.1 The AGA Programme is constituted of activities, projects, and initiatives in the AGA area to support States and Territories of the NAM and CAR Region to meet the ICAO Strategic Objectives regarding safety and air navigation capacity and efficiency.

1.2 The First and Second North American, Central American and Caribbean Working Group (NACC/WG) Aerodromes and Ground Aids (AGA) Implementation Task Force Meeting (NACC/WG/AGA/TF/1 and NACC/WG/AGA/TF/1) approved and updated the AGA Programme (see **Appendix A**).

## 2. Suggested Action

2.1 The Meeting is invited to:

- Take note of the information presented in this WP;
- Provide resources and prioritize actions related to aerodromes within their States to support the objectives and activities of the AGA Programme; and

- c) Other actions that the meeting considers necessary.

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**INTERNATIONAL CIVIL AVIATION ORGANIZATION**  
**North American, Central American and Caribbean (NACC) Regional Office**

**AGA PROGRAMME**

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## REVISION HISTORY

Version	Date	Reviser	Status*	Commentary
1.0	07/07/23	AGA TF 01	Approved	
1.1	17/05/24	AGA TF 02	Updated	
1.2				
1.3				

## 1. INTRODUCTION

The AGA Programme seeks to clearly define the projects and technical activities to support the States and Territories of the North America, Central America and Caribbean Region, mainly in the CAR Region, to meet the ICAO Strategic Objectives of Safety and Air Navigation Capacity and Efficiency and to play in supporting the United Nations Development Agenda 2030 Sustainable.

According to the Global Air Navigation Plan Strategy, the global air navigation system supports the safe and orderly development of international civil aviation, and the airports comprise one of the important parts of this system. Therefore, safe and efficient airports are essential for international air transport.

## 2. OBJECTIVE, VISION AND STRATEGY

The **objective** of this programme is to support the States and Territories of the North America, Central America and Caribbean Region, through technical assistance projects and activities, to meet the ICAO Strategic Objectives regarding safety and air navigation capacity and efficiency in AGA area.

The **vision** of this Programme is the development and strengthening of the States/Territories and their airports in safety surveillance, together with the increase in the capacity and efficiency of air navigation, in according with ICAO standards and recommendations, through the implementation of projects and activities of complementary way in the AGA area, in order to provide a more holistic approach to its evolution and achievement of its objectives.

The **strategy** of this programme is based on the commitment of States, Territories and international airports to comply with ICAO standards and recommendations.

## 3. SCOPE

The scope of this programme is composed of projects and activities of the AGA area that meet the ICAO Strategic Objectives - Safety and Air Navigation Capacity and Efficiency (see table below)

No.	TOPIC/THEME	ID	PROJECT/ CONTINUOUS ACTIVITIES	OUTPUTS / DELIVERABLES
T01	AGA dashboards	T01.1	Update of the AGA Database	Identification of the areas of improvement and monitoring of the results of the AGA projects and activities
		T01.2	NACC Dashboards ( <a href="https://istars.icao.int/Sites/">https://istars.icao.int/Sites/</a> )	
T02	Airport Certificate	T02.1	Identification of international airports in the certification process	
		T02.2	Follow-up of processes with the State and airports	
		T02.3	Project structuring to support States in the certification process	
T03	EI% USOAP in AGA area	T03.1	Support to States and Territories in the development of guidance (34 PQs – EC05)	
		T03.2	Support to States and Territories in the development of national regulation (19 PQs – EC02)	
		T03.3	Workshops	Guiding the States in the development of guide materials
		T03.4	Technical Assistance to States and Territories	
T04	Runway Safety Teams (RST) Implementation	T04.1	RST implementation plan per State	Roadmap including a plan per State
		T04.2	Best practices and guidance material	
		T04.3	Training courses	
		T04.4	Workshops	
		T04.5	Onsite GO-Team	
		T04.6	Virtual RS Go-Team follow-up	
T05	GRF Implementation	T05.1	GRF implementation plan per State	Roadmap including a plan per State
		T05.2	Best practices and guidance material	
		T05.3	Training courses	

		T05.4	Virtual Go-Team follow-up	
T06	New ACR-PCR	T06.1	New ACR-PCR implementation plan per State	Roadmap including a plan per State
		T06.2	Best practices and guidance material	
		T06.3	Training courses	
		T06.4	Workshop	
		T06.5	Onsite GO-Team	
		T06.6	Virtual follow-up	
T07	A-CDM	T07.1	Definition of the criteria for the implementation of A-CDM at the airport	
		T07.2	A-CDM implementation pilot project for an airport in the CAR Region (depending on the interest of the airport provider)	
T08	Wildlife management	T08.2	Best practices and guidance material	
		T08.3	Training courses	
		T08.4	Workshop	
		T08.6	Virtual follow-up	
T09	Airport Planning	T09.1	Guide material for airport planning at national level (Basis of the National Air Navigation Plan in the AGA area)	
		T09.2	Material Guía - Comités Consultivos De Aeropuertos	
		T09.3	Update Doc 9184 - Airport Planning Manual	
T10	Airport Emergency Plan (AEP)	T010.1	Best practices and guidance material	
		T010.2	Training courses	
		T010.3	Workshop	Guiding the States in the development of AEP
T11	National and Regional Air Navigation Plan (NANPs and RANPs) in the AGA area	T11.1	Basic Building Block (BBB) analysis for airports	
		T11.2	KPI GANP management pilot project for an international airport	
		T11.3	Support to States and Territories for the development of their NANPs an area AGA	





It is important to emphasize that the projects and activities of the AGA Programme are an integral part of the Systemic Assistance Programme of the NACC ICAO Office (<https://www.icao.int/NACC/Pages/nacc-nclb.aspx>).

#### 4. EXPECTED OUTCOME AND REGIONAL TARGET INDICATORS

The ICAO's Business Plan 2023-2025 sets targets for the NAM/CAR Region for each ICAO strategic objective through regional indicators. In this way, specifically for the AGA area with reference to the ICAO Strategic Objective – Safety and Air Navigation Capacity and Efficiency, the table below presents the indicators and targets for 2023 to 2025.

OUTPUT	INDICATOR	WHAT IT MEASURES AND RATIONALE (assumptions)	BASELINE (2022)	2023	2024	TARGET END 2025
Strengthened safety of civil aviation at the regional level	i) Effective implementation of the Universal Safety Oversight Audit Programme (average SSP foundation)	This indicator measures effective implementation of the Universal Safety Oversight Audit Programme	68.17% (56.87% in AGA area)	75.32%	78.32%	80%
	iii) % of Aerodrome Certification	This indicator measures the percentage of international aerodrome certification listed in the Regional Air Navigation Plan	63%	67%	75%	85%
Enhanced efficiency and increased capacity at the regional level	i) Average Regional percentage of GANP ASBU modules/elements implemented by states according to the Regional ANP.	This indicator measures the maturity of ASBU implementation in the Regions. This indicator measures the AVG GANP ASBU applicable implementation. Participants refers to States.	35%	45%	60%	70%
	Development/Update of the National Air Navigation Plan (NANP)	This indicator measures the number of NANP developments or update according in the GANP of 7 <sup>th</sup> version.	20%	40%	55%	60%

The States and Territories of the NAM CAR Region are committed to seeking to meet these goals at the national level.

## **5. RESOURCES**

It is envisaged that this programme will be implemented through additional resources from ICAO (consultants) as well as in-kind contributions (subject matter experts) from States in the region and other potentially interested States and Territories.

It is expected that the States and Territories of the NAM CAR Region will be involved in the project to support the project and programme activities and ensure the sustainability of the expected results.

## **6. PRE-REQUISITE**

The success of the Project will depend on the:

- Political will, commitment and support from the States and Territories of the NAM CAR Region and airports.
- Availability of data and information relevant to the programme (AGA Database).
- Availability of experts for each of the areas concerned.
- Availability of funds.

## **7. RISK ASSESSMENT**

The main risks of the AGA Programme and its mitigation measures are:

- Lack of political will and formal commitment from the States and Territories of the NAM CAR Region; to mitigate this risk the NACC RO needs to highlight the benefits and impact foreseen for the aviation development and socioeconomic growth of having a strong safety oversight system.
- Lack of local technical/institutional expert support; to mitigate this risk NACC RO needs to maintain liaison with States and Territories of the NAM CAR Region to ensure the execution of necessary actions.
- Insufficient funds to cover SME participation; to mitigate this risk, a step-by-step approach for implementation of the project and activities of programme may be applied and if necessary, onsite missions may be partially converted in teleconferences, decreasing the number of days onsite, as long as it does not harm the expected return of the AGA Programme.

## **8. BUDGET**

The budget and funds for the projects and activities provided for in this programme will be defined.

## **9. PROJECTS AND ACTIVITIES 2024 TO 2028**

Project details are outlined in **Appendix B**.



## APPENDIX A

### LIST OF AGA FOCAL POINTS FOR STATES AND TERRITORIES OF THE NAM CAR REGION

ID	Country / Pais   Organization / Organización	Official Position or Title / Cargo o Título Oficial	Full Name / Nombre Completo
1	ACI-LAC	Francisco M Medela Alonso	
2	ACI-LAC	Filipe Reis	
3	Anguilla (UK)		
4	Antigua and Barbuda (ECCAA)		
5	Aruba	Manager Strategy and Policy Unit	Anthony Kirchner
6	Bahamas	Director of Aerodromes & Ground Aids	Lamar Thompson
7	Barbados	Aerodromes and ATS Inspector	Gail M Clarke
8	Belize		
9	Bermuda (UK)	Director of Operations	Tariq Lynch-Wade
10	Bonaire (Netherlands)		
11	British Virgin Island (UK)		
12	Canada		
13	Cayman Islands (UK)	Chief Airport Operations Officer	Wayne DaCosta
14	COCESNA-ACSA	Especialista en aeródromos	Ing. Herbert Wedel Poltronieri
15	Costa Rica	Jefe, Unidad de Supervisión de Aeródromos	Luis Alberto Torres Núñez
16	Cuba		Noberto Cabrera
17	Curaçao (Netherlands)	Aviation Safety Inspector, Aerodromes	Constance Elisa-Plantijn
18	ECCAA		Simon
19	El Salvador		Lidia Carolina Liang Guan
20	French Antilles, Guadeloupe, Martinique, Saint Brthelemy (France)		
21	Grenada (ECCAA)		
22	Guatemala		
23	HAITI/OFNAC	AGA inspector	Berry Wardley ETIENNE

<b>ID</b>	<b>Country / Pais   Organization / Organización</b>	<b>Official Position or Title / Cargo o Título Oficial</b>	<b>Full Name / Nombre Completo</b>
24	Honduras		Ricardo Padilha
25	Honduras		Alan Reyes
26	IFALPA	Executive Vice President CAR/NAM	Captain Rod Lypchuk
27	Jamaica		Mrs Karen Dryden
28	Mexico	Directora de Aeropuertos	Ing. Maricruz Hernández García
29	Mexico		
30	Mexico		
31	Montserrat (UK)		
32	Nicaragua	Ingeniero Civil - Certificador de Aeródromos AGA.	Denis Jose Silva Mercado.
33	Republica Dominicana	Encargado del Departamento de Certificaciones, Autorizaciones y Aprobaciones de Aeródromos	Francisco Jose Peña Rivas
34	Saba (Netherlands)		
35	Saint Kitts and Nevis (ECCAA)		
36	Saint Lucia (ECCAA)	Chief Aviation Officer	Eustace Cherry
37	Saint Pierre et Miquelon (France)		
38	Saint Vicent and the Grenadines (ECCAA)		
39	Sint Eustatius (Netherlands)		
40	Sint Maarten (Netherlands)		
41	Trinidad & Tobago	Civil Aviation Safety Inspector- Aerodromes	Giselle Best
42	Trinidad and Tobago	Manager, Licensing	Amit Seetahal
43	Turks and Caicos Islands (UK)		
44	United States / FAA	Senior Foreign Affairs Specialist	Khalil Kodsi
45	United States / FAA	Foreign Affairs Specialist	Lillian Miller



APPENDIX B

AGA Certification and Safety Project

Jun 3, 2024 - Dec 8, 2028

Grid

Board

Timeline

Charts

People

Goals

Filters (0)

Conditional coloring

Group member:

	Name	Duration	Observation	Start	Finish	
1	▼ Safety Regulation and Guide Material	980 days		1/20/2025	10/20/2028	
2	▼ AGA Regulation (Annex 14 and Docs 9981 and 9774 and others)	970 days	21 PQs on CE 02 from USOAP	1/20/2025	10/6/2028	
3	▼ Assistance Session	970 days		1/20/2025	10/6/2028	
4	Development of support material	240 days	Support with AGA SME	1/20/2025	12/19/2025	
5	02 AGA regulation Assistance Session	730 days	6 modules lasting 1 week each	12/22/2025	10/6/2028	
6	▼ Develop the AGA Regulation	730 days		1/20/2025	11/5/2027	
7	Review of AGA drafts regulating a maximum of 10 States	730 days	Support with AGA SME	1/20/2025	11/5/2027	
8	Follow-up the approval by States of their AGA regulations	730 days		1/20/2025	11/5/2027	
9	▼ AGA Guide Material	980 days	14 PQs on CE 05 from USOAP	1/20/2025	10/20/2028	
10	▼ Assistance Session	875 days		1/20/2025	5/26/2028	
11	Development of support material	240 days	Support with AGA SMEs	1/20/2025	12/19/2025	
12	AGA guide material assistance Session	730 days	14 modules lasting 1 week each	8/11/2025	5/26/2028	

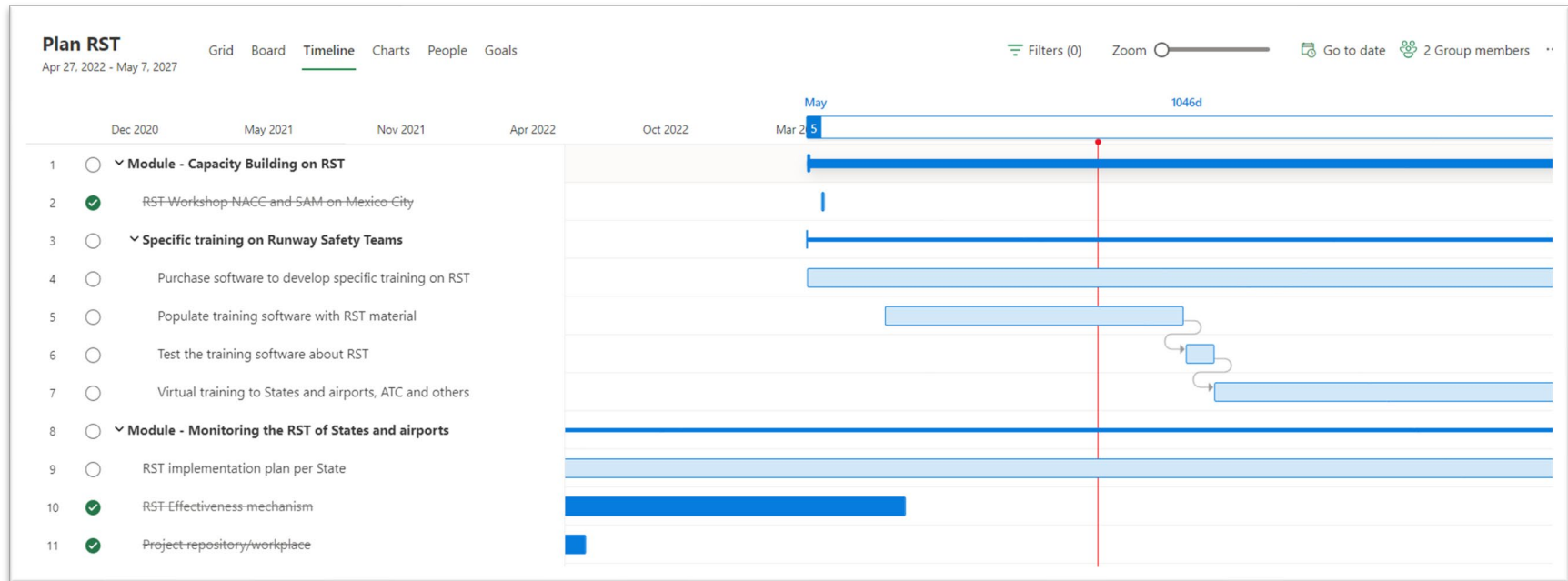
AGA Certification and Safety Project						Filters (0)		Conditional coloring	Group member
Jun 3, 2024 - Dec 8, 2028									
Grid Board Timeline Charts People Goals									
	Name		Duration	Observation	Start	Finish			
13	<input type="radio"/> <div> <div> <div>▼ Develop the AGA Guide Material</div> <div> <div></div> <div></div> </div> </div> </div>		980 days		1/20/2025	10/20/2028			
14	<input type="radio"/> Review of AGA drafts guide material a maximum of 15 States		980 days	Support with AGA SMEs	1/20/2025	10/20/2028			
15	<input type="radio"/> Follow-up the approval by States of their AGA guide material		980 days		1/20/2025	10/20/2028			
16	<input type="radio"/> <div> <div>▼ Capacity building and training of AGA State Inspector</div> </div>		1170 days	07 PQs on CE 04 from USOAP	6/3/2024	11/24/2028			
17	<input type="radio"/> <div> <div>▼ Political and technical commitment of the State</div> </div>		30 days		1/20/2025	2/28/2025			
18	<input type="radio"/> Letter from the State with commitment from the AGA Inspector		30 days		1/20/2025	2/28/2025			
19	<input type="radio"/> <div> <div>▼ Provide theoretical and OJT courses (when necessary) to AGA States Inspector specialized training for:</div> </div>		960 days		3/3/2025	11/3/2028			
20	<input type="radio"/> a) Aerodrome operations,		960 days		3/3/2025	11/3/2028			
21	<input type="radio"/> b) RFF,		960 days		3/3/2025	11/3/2028			
22	<input type="radio"/> c) Wildlife management,		960 days		3/3/2025	11/3/2028			
23	<input type="radio"/> d) Assessment of physical characteristics and electrical systems,		960 days		3/3/2025	11/3/2028			
24	<input type="radio"/> e) Obstacle control,		960 days		3/3/2025	11/3/2028			
25	<input type="radio"/> f) Assessment and reporting of runway surface conditions		960 days		3/3/2025	11/3/2028			
26	<input type="radio"/> g) Aeronautical studies/risk assessments,		960 days		3/3/2025	11/3/2028			

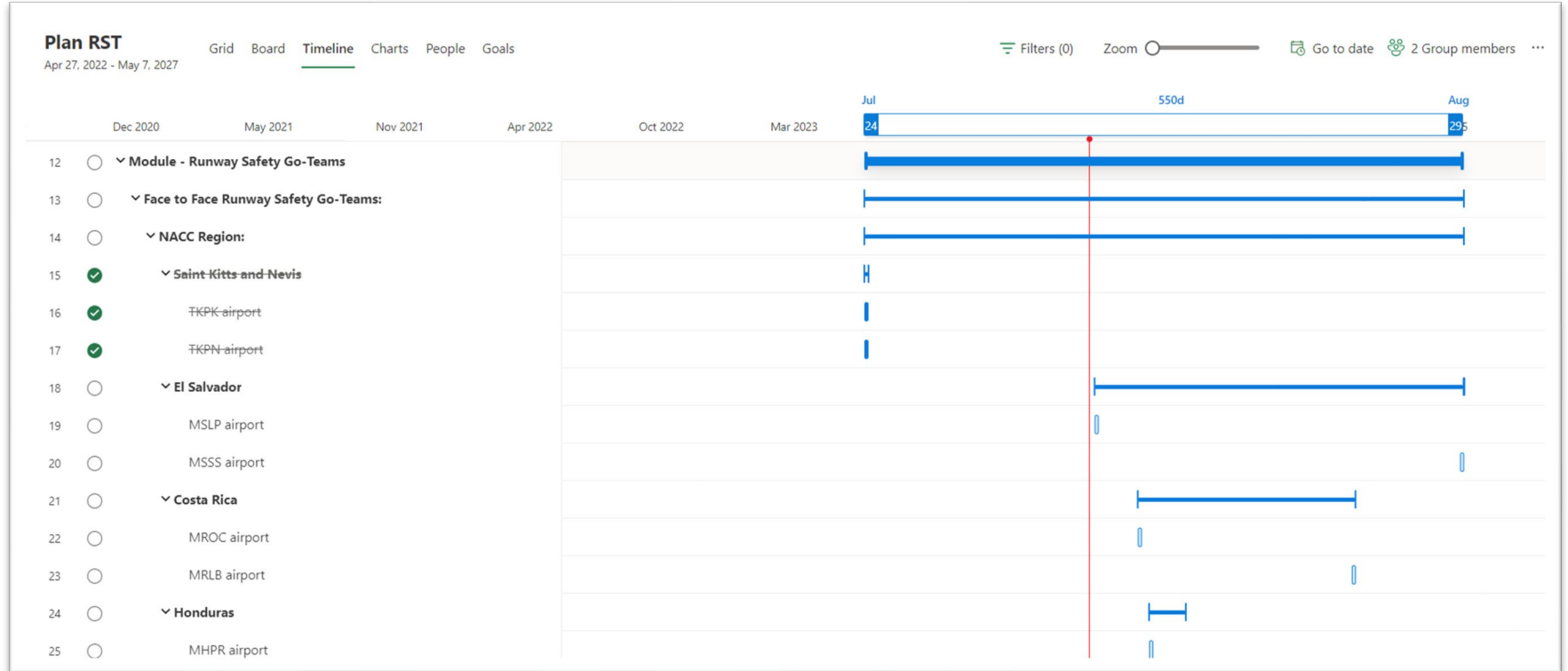


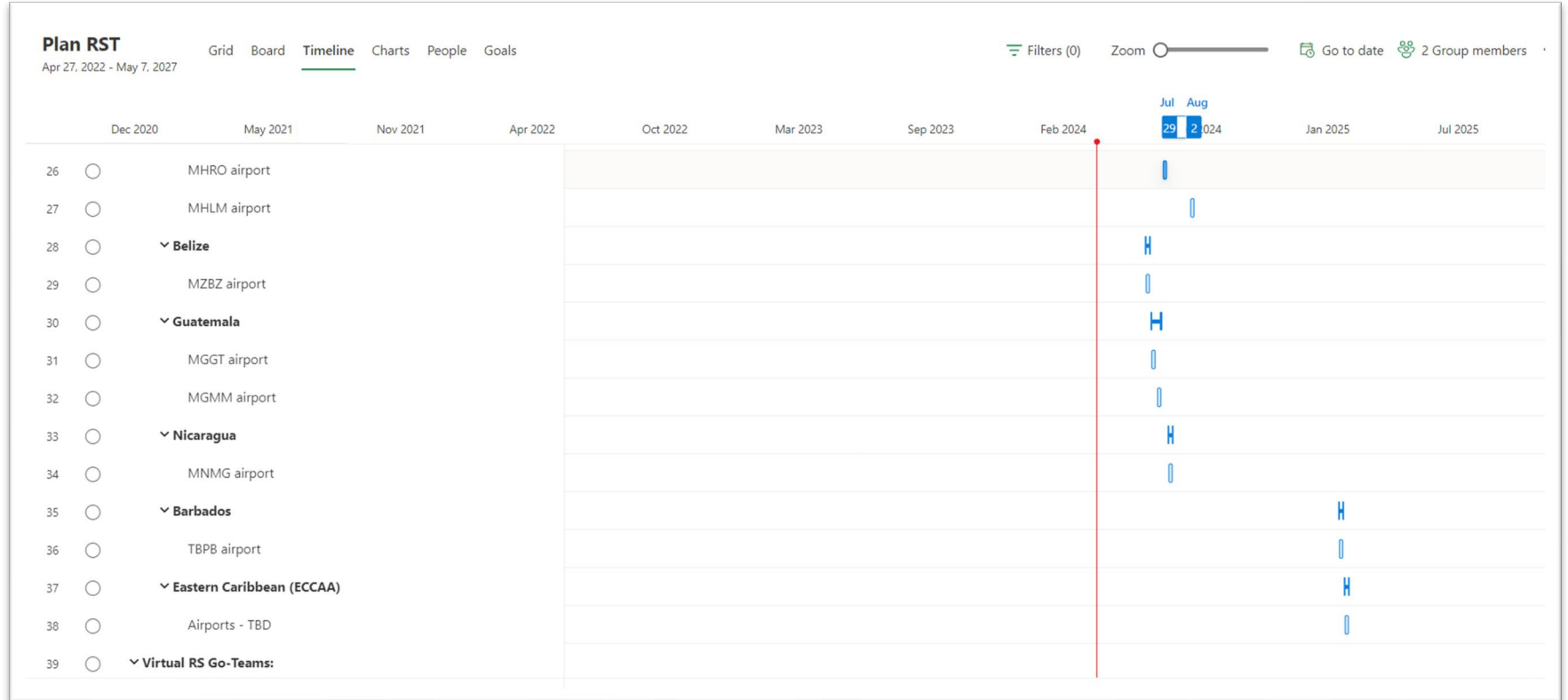
AGA Certification and Safety Project						<a href="#">Grid</a> <a href="#">Board</a> <a href="#">Timeline</a> <a href="#">Charts</a> <a href="#">People</a> <a href="#">Goals</a>			<a href="#">Filters (0)</a> <a href="#">Conditional coloring</a> <a href="#">Group member</a>
Jun 3, 2024 - Dec 8, 2028									
	Name ▾		Duration ▾	Observation ▾	Start ▾	Finish ▾	+		
27	<input type="radio"/> h) Enforcement, and	<span>ⓘ</span> <span>⋮</span>	960 days		3/3/2025	11/3/2028			
28	<input type="radio"/> i) Signs, Markings and Lighting.		960 days		3/3/2025	11/3/2028			
29	<input type="radio"/> ▾ AGA Training Program and Plan for CAA		1170 days		6/3/2024	11/24/2028			
30	<input type="radio"/> ▾ Assistance Session		968 days		1/20/2025	10/4/2028			
31	<input type="radio"/> Development of support material		238 days	Support with AGA SME	1/20/2025	12/17/2025			
32	<input type="radio"/> Assistance Session to develop Training Program and Plan for CAA		728 days	2 Workshop in 1 week	12/22/2025	10/4/2028			
33	<input type="radio"/> ▾ Support to CAA to develop its AGA Training Programs and Plan		1170 days		6/3/2024	11/24/2028			
34	<input type="radio"/> Develop the AGA Training Programs and Plan a maximum of 10 States		730 days		2/9/2026	11/24/2028			
35	<input type="radio"/> Follow-up the approval by CAA		730 days		6/3/2024	3/19/2027			
36	<input type="radio"/> ▾ Aerodrome Certification Assistance		1015 days		1/20/2025	12/8/2028			
37	<input type="radio"/> ▾ Aerodrome Manual Assistance		910 days		6/16/2025	12/8/2028			
38	<input type="radio"/> Develop the Template Aerodrome Manual		180 days		6/16/2025	2/20/2026			
39	<input type="radio"/> Assistance session on Aerodrome Manual		215 days	02 workshop	2/23/2026	12/18/2026			

AGA Certification and Safety Project						<a href="#">Grid</a> <a href="#">Board</a> <a href="#">Timeline</a> <a href="#">Charts</a> <a href="#">People</a> <a href="#">Goals</a>			<a href="#">Filters (0)</a> <a href="#">Conditional coloring</a> <a href="#">Group member</a>
Jun 3, 2024 - Dec 8, 2028									
		Name ▾	Duration ▾	Observation ▾	Start ▾	Finish ▾	+		
40	<input type="radio"/>	▼ Assistance session on maximum 30 international aerodrome in the completion of the Aerodrome Manual	730 days	With SMEs	2/23/2026	12/8/2028			
41	<input type="radio"/>	Assistance session virtual to 30 international aerodromes on Aerodrome Manual	730 days	With SMEs	2/23/2026	12/8/2028			
42	<input type="radio"/>	Mission assistance session on site - maximum 15 international aerodromes	730 days	With SMEs	2/23/2026	12/8/2028			
43	<input type="radio"/>	Follow-up the review and accept the Aerodrome Manual by CAA	730 days		2/23/2026	12/8/2028			
44	<input type="radio"/>	▼ Assistance session on Corrective Action Plan	730 days		2/23/2026	12/8/2028			
45	<input type="radio"/>	Assistance session on Corrective Action Plan	730 days	04 workshop	2/23/2026	12/8/2028			
46	<input type="radio"/>	Follow-up the review and accept on Corrective Action Plan by CAA - maximum 15 international aerodromes	730 days		2/23/2026	12/8/2028			
47	<input type="radio"/>	▼ Follow-up the granting of the Aerodrome Certificate	1013 days		1/20/2025	12/6/2028			
48	<input type="radio"/>	Follow-up the grant of an aerodrome certificate by CAA	1013 days		1/20/2025	12/6/2028			
49	<input type="radio"/>	Follow-up the promulgation of safety information - AIP by CAA	1013 days		1/20/2025	12/6/2028			

## RST PROJECT GANTT







\*Observation: For States of Belize, Guatemala, Nicaragua, Barbados and Eastern Caribbean, the dates of the missions still need to be confirmed.