



**Fourth GREPECAS–RASG-PA Joint Meeting and
 Twenty-second Meeting of the CAR/SAM Regional Planning and Implementation Group
 (GREPECAS/22)**

Virtual Phase (Asynchronous, 16 September to 11 October 2024)

In-Person Phase (Lima, Peru, 20 to 22 November 2024)

Agenda Item 12: Other business

**UPDATE OF THE NATIONAL PLANNING FRAMEWORK FOR
 ICAO AVIATION TO FACILITATE PREPARATION
 OF CIVIL AVIATION MASTER PLANS (CAMP)**

(Submitted by Panama)

EXECUTIVE SUMMARY	
<p>This paper identifies the benefit of developing, implementing and monitoring a Civil Aviation Master Plan (CAMP) prepared based on ICAO recommendations and best practices, to ensure that each flight is safe, that it offers reliable, accessible and fluid mobility, environmentally sustainable and that generates economic prosperity and social well-being for all. To assist Member States in the implementation of these plans, ICAO needs to update the available guidelines and, through advocacy campaigns, for States to capture the benefits of having these plans and proceed to implement them.</p>	
Action:	See section 4 of this paper.
Objectives Strategic:	<ul style="list-style-type: none"> • Safety • Air navigation capability and efficiency • Environmental protection
References:	<ul style="list-style-type: none"> • 41st Session of the ICAO Assembly, September 27 – October 7, 2022. A41-WP/149 • Meeting of Civil Aviation Authorities of the ICAO South American Region (RAAC/17), February 16 – April 21, 2023.

1. INTRODUCTION

1.1 At the last 41st Session of the ICAO Assembly, Bangladesh presented study note #149 on "**NEED FOR GUIDANCE FOR THE NATIONAL AVIATION POLICY (NAP) OR CIVIL AVIATION MASTER PLAN (CAMP)**" in which it invited the Assembly to:

- (a) encourage ICAO to develop guidance texts on the National Aviation Policy (NAP) or the Civil Aviation Master Plan (CAMP);

(b) encourage ICAO to assist States, as appropriate, through global and regional webinars, workshops and training to enhance their capacity to develop and implement CAMP under the No Country Left Behind (NCLB) initiative; and

(c) request ICAO to analyse and discuss the information contained in this note.

1.2 In this regard, the Assembly adopted Resolution A41-25 which *draws the attention* of Contracting States requesting technical cooperation and technical assistance to the benefits that can be derived from well-defined projects based on civil aviation master plans; and also in the same Resolution urged Member States to incorporate the aviation sector into their national development plans by giving it greater priority, supported by strong strategic plans for the air transport sector and civil aviation master plans to achieve the SDGs¹.

1.3 Within the framework of the capacity and efficiency of air navigation, it is important to guarantee adequate investments for both domestic and international aviation services, that each State has a vision and strategy with clear objectives that guide these investments. This national aviation planning framework includes both national aviation policies as well as civil aviation master planning.

1.4 Since 2019, ICAO has had guidance material related to *the National Aviation Planning Framework*², which serves as guidance material to coordinate the State's aviation policies, plans and programs. However, it has not been updated since 2019, it is only available in English in its unedited advanced draft version.

2. ANALYSIS

2.1 Without vision or strategy, it is impossible to meet the strategic objectives of ICAO and the SDGs, let alone consolidate a course that meets the social and economic needs of each State. The experience of several States has demonstrated the advantages and immense value of having well-researched and sustained civil aviation policies and master plans as a tool to facilitate the allocation and prioritization of resources.

2.2 This has led some States of the SAM Region since the last Meeting of Directors of Civil Aviation RAAC/17, to carry out an exchange of experiences on the preparation of the CAMPs and the respective policies, in order to understand the different forms and mechanisms necessary for their preparation.

2.3 Recognizing all the strengths and opportunities offered by the preparation of the CAMP, several threats to the preparation and implementation of these have been identified in the exchanges, of which the acceptance of the plans by the aeronautical community and the rest of the State stand out, and the continuity and relevance of the plan after a change of government administration. The latter is perhaps the greatest risk to the sustainability of the initiative.

2.4 A number of mechanisms for preparing for the CAMP were also discussed in the exchanges. One State commented on its experience of preparation through a bottom-up mode where different surveys, interviews, working groups and forums were worked on with various industry actors to define a series of priorities, strategies, measurement methods and accountability, all documented in a plan

¹ https://www.icao.int/Meetings/a41/Documents/Resolutions/a41_res_prov_es.pdf

² https://www.icao.int/secretariat/SecretaryGeneral/SPCP/Documents/ICAO_National_Aviation_Planning_Framework_2019.pdf

that reflected that vision of the country and a plan to achieve it. Another State commented that its experience was carried over through the hiring of a team of international experts who collected the data and prepared the final result that was then shared with the local airline community (which we could call the top-down model).

3. CONCLUSION

3.1 An analysis of the discussions concludes that although the ICAO guidance document is currently available, as well as other assistance in the form of ICAO Civil Aviation Master Plan courses, there is a great opportunity to review the available draft documents to incorporate experiences in the preparation of these plans. as well as they have been able to remain and be relevant despite the changes that may occur in the administrations.

3.2 Many States have prioritized in recent years the preparation of plans that allow them to address issues related to safety, aviation safety, environmental aspects and air navigation, but these same States require to have a national civil aviation planning framework that can align these efforts with a common and State goal.

4. SUGGESTED ACTION

4.1 In view of the above, GREPECAS/22 is invited to:

- a) To request the ICAO Secretariat to revisit the *National Aviation Planning Framework* document in conjunction with States, to update its content so that the guide serves as a reference for the preparation of future CAMPs, considering the other plans that address the different strategic objectives of ICAO;
- b) To urge ICAO Regional Offices, within the framework of the No Country Left Behind (NCLB) initiative, to promote the preparation and/or revision of CAMPs in States, so that every State in the world has a CAMP, for the benefit of the sustainable growth of air transport at the state, regional and global levels;
- c) Promote the financing, through grants between States, multilateral development agencies or private investment, of the CAMPs based on the revised ICAO guidelines.
- d) Request ICAO to publish such documentation in the official languages of the organization to facilitate its implementation in countries benefiting from the No Country Left Behind (NCLB) initiative.