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WELCOME TO THE GLOBAL AIR NAVIGATION PLAN PORTAL

The GANP Portal is a web portal where all aviation stakeholders will be able to find the most relevant information related to the GANP

able to mild the most relevant information related to the GANP



Flight Plan

GLOBAL PLANNING

- Inside view
 - High level guidance
 - GANP Background
 - Sixth edition GANP → GANP Portal
- Outside/end user view
 - PBA
- REGIONAL PLANNING
 - ICAO Regional Air Navigation Plans
- NATIONAL PLANNING



GLOBAL PLANNING





HIGH LEVEL GUIDANCE



Vision Statement

 To achieve an interoperable global air traffic management system, for all users during all phases of flight, that meets agreed levels of safety, provides for optimum economic operations, is environmentally sustainable and meets national security requirements

Guiding Principles

- Safety
- Human
- Technology
- Collaboration
- Continuity
- Information



HIGH LEVEL GUIDANCE



Concept components

- AOM Airspace organization and management
- DCB Demand/capacity balancing
- AO Aerodrome operations
- TS Traffic synchronization
- CM Conflict management
- AUO Airspace user operations
- ATM SDM ATM service delivery management



HIGH LEVEL GUIDANCE



- Performance and expectations
- Information management and services
- System design and engineering
- ATM system components



Global Air Navigation Plan







GANP 2013

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"Increase the capacity and improve the efficiency of the global civil aviation system"

- Through the **GANP**, offer a long-term vision to assist all aviation stakeholders, and ensure continuity and harmonization among modernization programmes
 - Through the **Aviation System Block Upgrades** (ASBU), provide a consensus-driven modernization framework for integrated planning based on performance











| | | REALIZED OPERATIONAL CONCEPT | TARGET PERFORMANCE BENEFIT |
|-------|--|------------------------------------|----------------------------------|
| APTA | Airport accessibility | | |
| WAKE | separation | | |
| RSEQ | Runwaysequencing | FULL | AIRPORT OPERATIONS |
| SURF | Surface operations | AMAN/DMAN/SMAN | |
| ACDM | Airport collaborative decision-making | | |
| RATS | Remote ATS | | |
| FICE | FF-ICE | | |
| DATM | Digi tal. ATM information | | INTEROPERABLE |
| SWIM | System-wide information management | | SYSTEMS & DATA |
| AMET | Advanced MET information | | |
| FRTO | Free-route operations | | |
| NO PS | Network operations | | |
| ASUR | Alternative surveil la nœ | | |
| ASEP | Airborne separation | COMPLEXITY | GLOBALLY |
| OPFL | Optimum flight Levels | MANAGEMENT | COLLABORATIVE ATM |
| ACAS | Airborne collision avoidance systems | | |
| SNET | Safety nets | | |
| CDO | Continuous descent operations | _ | |
| тво | Trajectory-based operations | FULL | FEFICIENT |
| 000 | Continuous dimb operations | OPERATIONS | FLIGHT PATHS |
| RPAS | Remotely piloted aircraft systems | | |



GANP 2016

Objectives

- International and overarching framework of a global investment plan: make it more usable towards implementation
- Keep it **stable** while making the necessary updates/additions
- Adjust the **periodicity** to the Assembly and ICAO editing cycles

A Planning Document for Implementation

 GANP should serve as a comprehensive planning tool to support the development and implementation of a harmonized global air navigation system





Sixth Edition of the GANP- 2019



MULTILAYER STRUCTURE OF THE GANP

Click a level to navigate

GLOBAL STRATEGIC GLOBAL TECHNICAL REGIONAL NATIONAL



Click: Home - ICAO GANP Portal



- 6th Edition of the GANP
 - Multilayer structure
 - GANP Portal
 - https://www4.icao.int/ganpportal/
- Included improvements:
 - Communication: Tailored to different audiences
 - Accessibility: Publically available
 - Global, Regional and national
 - air navigation planning alignment
 - Digital:
 - Consistent
 - Relevant
 - Tool development







GLOBAL STRATEGIC

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Provides high-level strategic directions for decision makers to drive the evolution of the global air navigation system towards a common agreed vision.



Global Strategic Level

(https://www4.icao.int/ganpportal/GanpDocument#/?_k=cjyevq)

- High-level decision makers
- Umbrella the other three layers
- Challenges and opportunities
 - Continued support of social well-being worldwide
 - Accommodation of increasing demand and new types of demand
 - Use of advanced technologies
 - Human capability and capacity
 - Emerging, new and adapted business models
- Vision
 - URGENT TRANSFORMATION: TURNING CHALLENGES INTO OPPORTUNITIES



GANP STRUCTURE

STRATEGIC APPROACH





GANP STRUCTURE

STRATEGIC APPROACH





Global Strategic Level

– A Performance-driven strategy: Performance Ambitions

| SUMMARY OF THE GANP PERFORMANCE AMBITIONS "A high performing system by 2040 and beyond" | | | | | |
|--|---|--|--|--|--|
| КРА | Ambition | | | | |
| ACCESS AND EQUITY | No aviation community member excluded or treated unfairly. | | | | |
| | Nominal capacity easily scalable with demand. | | | | |
| CAPACITY | Disruptive events do not interrupt service provision and do not significantly affect the performance of the system. | | | | |
| COST-EFFECTIVENESS | No increase of total direct ANS cost while maintaining the safety and quality of service. | | | | |
| | Significant increase of ANS productivity, irrespective of demand. | | | | |
| EFFICIENCY | Reduction of the gap between the flight efficiency achieved and the desired optimum trajectory of airspace users. | | | | |
| ENVIRONMENT | ANS-induced inefficiencies to be progressively removed to contribute to the global ICAO aspirational goals for CO ₂ emissions. | | | | |
| | To benefit from achieved flight efficiency gains. | | | | |
| FLEXIBILITY | To absorb required changes to individual business and operational trajectories. | | | | |
| INTEROPERABILITY | Essential at an operational and technical level. | | | | |
| PARTICIPATION BY THE ATM COMMUNITY | Pre-agreed level of participation to make the maximum shared use of the air navigation resources. | | | | |
| PREDICTABILITY | No increase in ANS delivery variability including asset availability. | | | | |
| SAFETY | Zero ANS-related accidents and a significant (50%) reduction of ANS-related serious incidents. | | | | |
| SECURITY Zero significant disruptions due to cyber incidents | | | | | |



Global Strategic Level

Working on common solutions: Conceptual Roadmap

Four evolutionary steps:

- EVOLUTIONARY STEP 1: FLIGHT OPERATIONS IN A DIGITAL RICH ENVIRONMENT
- EVOLUTIONARY STEP 2: TIME-BASED OPERATIONS ENABLED BY AN INFORMATION REVOLUTION
- EVOLUTIONARY STEP 3: TRAJECTORY-BASED OPERATIONS ENABLED BY FULL CONNECTIVITY THROUGH THE INTERNET OF AVIATION
- EVOLUTIONARY STEP 4: TOTAL PERFORMANCE MANAGEMENT SYSTEM FOCUS ON BUSINESS/MISSION NEEDS
- Scalable transformation for the evolution of the air navigation system
 - Increase cooperation and support
 - Forefront of innovation
 - Modernization of the global air navigation system



GLOBAL × TECHNICAL

Supports technical managers in planning the implementation of basic air navigation services and new operational improvements in a cost-effective manner.



• Global Technical Level

- Technical managers
- Global technical frameworks
 - Basic Building Block (BBB) https://www4.icao.int/ganpportal/BBB
 - Aviation System Block Upgrade (ASBU) https://www4.icao.int/ganpportal/ASBU
- Performance Framework

https://www4.icao.int/ganpportal/ASBU

- Performance Objectives
- List of KPIs

More info: tutorial: https://www4.icao.int/ganpportal/Tutorial



REGIONAL

Addresses regional and subregional needs aligned with the global objectives.



NATIONAL

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Development by States, in coordination with relevant stakeholders, of air navigation plans aligned with regional and global plans.



Regional Level

- ICAO Regional Air Navigation Plans (ANPs)
- National Level
 - National Air Navigation Plans



Let's use the GANP Portal...



OUTSIDE/ENDUSER VIEW

C/ 。

航组织

GLOBAL PLANNING



PERFORMANCE-BASED APPROACH



- Method for Air Navigation Planning
- 11 Key Performance Areas
- Collaboration
- Comprehensive and consistent planning



Six steps Method

- STEP 1: Scope, Context & General Ambitions and expectations
- STEP 2: SWOT Analysis/ set objectives
- STEP 3: Set of targets/ Calculation of needs
- STEP 4: Optimum solution identification
- STEP 5: Optimum solution deployment
- STEP 6: Results assessment







STEP 1: SCOPE, CONTEXT & AMBITIONS

- Context
 - 2019 Global Air Navigation Plan
 - Global Strategic Level: Performance Ambitions
 - Objective
 - ICAO KPAs
 - Design criteria
 - Global Technical Level: Performance Objectives
 - Regional Air Navigation Plan
 - ANP Vol III
 - Specific Performance Objectives based on regional requirements



STEP 1: SCOPE, CONTEXT & AMBITIONS

- Scope
 - National Air Navigation Plan
 - Performance Targets: who, when and where
 - Make clear assumptions on what is "surrounding" it
 - National Development Plan



STEP 2: SWOT Analysis/ set objectives

- Operational analysis (baseline performance)
 - Data collection, process and analyze
 - Monitor current operations
 - KPIs (GANP 2016)
 - Traffic forecast
- SWOT Analysis
 - Strengths, Weaknesses, Opportunities and Threats
 - \rightarrow Performance objectives



STEP 2: SWOT Analysis/ set objectives

- National level
 - National Performance Framework
 - Performance Objective
 - High level SWOT analysis
- Local Level
 - KPIs
 - National Performance Framework
 - Specific
 - Detailed SWOT analysis



- Agree & Prioritize performance objectives
 - Focus area within KPAs
 - →Performance objectives
 - Prioritization



- **SMART** Objectives
 - Specific
 - Measurable
 - Achievable
 - -Relevant
 - -Time-bounded



- **SMART** Objectives
 - -Specific | PERFORMANCE
 - Measurable 」 INDICATORS → ICAO KPIs Catalogue
 - Achievable
 - -Relevant
 - -Time-bounded







Africa

- Aviation essential for further development
- Challenges
 - Nature: desserts, forest, ocean,...
 - Slow liberalization
 - Limited resources
 - Security



Source: IRF, The World Bank, Airbus GMF 2017



Africa

• Traffic statistics: Average annual growth 2016-2036

| Segment | Boeing |
|-------------------------|--------|
| Africa -Africa | 6.5% |
| Africa - Europe | 4.7% |
| Africa - Middle East | 7.6% |
| Africa - North America | 5.9% |
| Africa - Southeast Asia | 5.7% |



Nigeria





Nigeria

- FIR: Kano
 - Sectors: Kano and Lagos
- Several TMAs



• 30 aerodromes, 9 international aerodromes

| YEAR 2016 | Abuja | Calabar | Enugu | Kaduna | Kano | Lagos | Maiduguri | Port Harcourt | Sokoto |
|------------|-----------|---------|---------|---------|-----------|-------------|-----------|------------------|--------|
| Passengers | 936,814 | 199,880 | 353,972 | 129,804 | 413,906 | 2,984,829 | 10,0928 | 1,041,821 | 96,358 |
| Cargo (kg) | 3,313,209 | 2,587 | - | - | 6,930 | 175,740,101 | - | 5,532,259 | - |
| Operations | 12,730 | 3,129 | 5,394 | 2,407 | 4,666,520 | 28,307 | 4,411 | 19,848 | 1,966 |


Based on this data...

- How is the system performing?
- Do we have delays?
- Are we punctual?
- Are we accommodating our demand?





Nigeria

| | | Abuja | Kano | Lagos | Port Harcourt |
|--------|---|-------------|------|-------|---------------|
| KPI01 | DEPARTURE PUNCTUALITY (10 MIN) | 10% | 63% | 63% | 7% |
| KPI02 | TAXI-OUT ADDITIONAL TIME (MIN) | 5 over 7min | 3* | 3* | 6 over 6min |
| KPI 09 | AIRPORT PEAK ARRIVAL CAPACITY (RADAR) | 30 | 30 | 45 | 30 |
| KPI 09 | AIRPORT PEAK ARRIVAL CAPACITY (NO RADAR) | 12 | 15 | | 15 |
| KPI 10 | AIRPORT PEAK ARRIVAL THROUGHPUT | 28 | 28 | 42 | 28 |
| KPI 11 | AIRPORT ARRIVAL CAPACITY UTILIZATION | 75% | 75% | 67% | 75% |
| KPI 13 | TAXI-IN ADDITIONAL TIME (MIN) | 3 over 7min | 3 | 5 | 5 over 5min |
| KPI 14 | ARRIVAL PUNCTUALITY | 15% | 7% | 1% | 15% |



So let's me ask again, based on this data...

- How is the system performing?
- Do we have delays?
- Are we punctual?
- Are we accommodating our demand?





Moreover...

• Are we doing all right???



- Is there room for improvement???
- Is there an opportunity to become the regional leader???
- And an international one???





STEP 4: IDENTIFICATION OPT. SOLUTION

- Assessment of the SWOT analysis
 - Dominant factors:
 - main constraints/opportunities
 - \rightarrow selection and prioritization of opportunities and issues



STEP 4: IDENTIFICATION OPT. SOLUTION

- List of options
 - High-level strategy
 - Operational concept
 - Technical enablers
 - Baseline
 - Availability
 - Safety Assessment
 - Human Factors Assessment
 - Assessment of expected performance





Digital ASBU framework





STEP 4: IDENTIFICATION OPT. SOLUTION

- Make decisions
 - Information available
 - Scope
 - Performance objectives and targets
 - Assessment of SWOT analysis
 - List of solutions (ASBUs)



Applicable to our case

- Separation on final:
 - B0 WAKE:
 - RECAT
 - B0 ASEP
 - VSA
- Number of runways used simultaneously
 - B0 WAKE
 - WIDAO
- Aircraft sequencing
 - B0 RSEQ
 - AMAN



Plus...

- Associated Safety Assessment
- Associated Human Factors Assessment
- Associated Environmental Impact Assessment
- Associated Cost-benefits analysis



Safety assessment guidance





| | GANP & GASP TECH | | CAL POST-IMPLEMENTATION |
|---------------------------------------|---|---|---|
| National Air Navigation Plan | Scope, Context & General Anditors and N expectations (11 KPAs & KPIs) SWOT Analysis/ set objectives Set of targets/ Calculation of needs including checklist (BBBs) Identification of optimum solution (ASBUs) | | Results assessment (11 KPAs) |
| | | | 1 |
| National Aviation Safety Plan | Optimum solution → management of change through SSP and relevant SMSs Safety performance indicators/targets (SPIs/SPTs) Safety risk assessment Mitigation strategy if needed | ⇔ | Safety performance monitoring Safety oversight |



Environmental impact assessment guidance







| Height AGL Impact | Below 1 000 ft (300 m) | 1 000-3 000 ft (300-900 m) | 3 000-10 000 ft (900-3 000 m) | Above 10 000 ft (3 000 m) |
|-------------------------------------|------------------------|-------------------------------|----------------------------------|------------------------------|
| Air quality (e.g. NOx, PM, etc.) | Most relevant | Relevant (Note 1) | Less relevant | Less relevant |
| Noise | Potentially (Note 2) | Relevant | Relevant | Potentially (Note 3) |
| Fuel use / CO ₂ | Relevant | Relevant | Most relevant (Note 4) | Most relevant (Note 4) |
| Climate change | Relevant | Relevant | Most relevant (Note 5) | Most relevant (Note 5) |



Example method of minimizing GSA



BEFORE



AFTER







Cost-Benefits Analysis guidance





STEP 4: IDENTIFICATION OPT. SOLUTION

- Make decisions
 - Information available
 - Scope
 - Performance objectives and targets
 - Assessment of SWOT analysis
 - List of solutions (ASBUs)
 - Safety Assessment, HP Assessment, CBA and Environment Impact Assessment
 - Single optimum solution or a roadmap of optimum solutions



STEP 5: DEPLOYMENT OF THE SOLUTION

- Execution phase – Planning
 - Implementation
 - National mechanism for tracking the implementation of the elements
 - Benefits





STEP 6: ASSESSMENT OF RESULTS

- Continuously assess performance
- Monitor progress of implementation
- Review actually achieved performance
 - Update performance gaps
- → +(Step 1&2)=

PERFORMANCE MONITORING AND REVIEW



STEP 6: ASSESSMENT OF RESULTS

- Tasks in the PMR:
 - Data collection
 - Data publication
 - Data analysis
 - Formulation of conclusions; and
 - Formulation of recommendations.





ICAO Doc 9883 Figure I-2-4



ICAO'S support \rightarrow AN-SPA



Let's go to the Portal...

REGIONAL PLANNING ICAO REGIONAL AIR NAVIGATION PLAN





REGIONAL AIR NAVIGATION PLAN

- Till 2014 → Basic & FASID
- Council Approved template with Vol I, Vol II & Vol III → ALIGNEMENT AND FLEXIBILITY
- Vol I
 - Former Basic
 - Stable elements, approved by Council
 - FIR boundaries (requires Council approval)
- Vol II
 - Former FASID
 - Traditional Service and Facilities, approved based on regional agreement
 - Navigation aids
- Vol III
 - New
 - Performance-based modernization of the air navigation system, approved by the PIRGs
 - ASBUs



REGIONAL AIR NAVIGATION PLAN

Structure Vol I & Vol II

- Introduction
- Generic aspects
 - Regional traffic flows
- Aerodromes
 - General Regional Requirements
 - Specific Regional requirements
- CNS
 - General Regional Requirements
 - Specific Regional requirements
- ATM
 - General Regional Requirements
 - Specific Regional requirements
- MET
 - General Regional Requirements
 Specific Regional requirements
- SAR
 - General Regional Requirements
 - Specific Regional requirements
- AIM
 - General Regional Requirements
 - Specific Regional requirements

GANP: BBBs



REGIONAL AIR NAVIGATION PLAN

- Structure Vol III
 - Introduction
 - Generic aspects
 - Air Navigation Implementation

GANP: PF and ASBUs

 \rightarrow Evolution to a performance-based planning



eANP Project

- Phase 1
 - Electronic Vol I and Vol II
- Phase 2
 - PfA flow
- Phase 3
 - Vol III



Project Phases





Status Phase 1

- Vol I
 - Databased model defined
 - Database created
 - Ongoing data population



Status Phase 1

– Ongoing data population

| Step | Table | Dependencies | Status | Responsible | |
|------|----------------------------|-----------------------------------|-----------------------------|--|--|
| 1 | eANPRegion | - | RegionIds generted | Completed | |
| 2 | StateTerritory | - | StateTerritoryIds generated | Completed | |
| 3 | eANPRegionNonContractState | StateTerritoryId | StateTerritoryIds sent | ANB to provide RegionNonContractState data | |
| | | RegionIds | RegionIds sent | | |
| 4 | eANPCity | StateTerritoryId | Sent StateTerritoryIds | ANB | |
| 5 | eANPFlightRegions | RegionIds | Olga is working on it | ANB | |
| 6 | eANPStatesFIR | StateTerritoryId, FlightRegionsID | Pending FIRFlightRegionsIds | ANB | |
| 8 | eANPVolcanoObservatory | StateTerritoryId | StateTerritoryIds sent | ANB | |
| 7 | eANPAerodromes | CityID | Pending Citylds | Pending Citylds | |



Status Phase 1

- Vol I
 - Ongoing data population
 - Tables
 - eANP Regions → Completed
 - − State/Territories \rightarrow Completed
 - − ATM \rightarrow NACC input
 - AOP
 - » Cities \rightarrow Completed
 - » Aerodromes \rightarrow Completed
 - − Volcanic Ash center \rightarrow Completed
 - Text → Completed





| TextID | ParentTextID | Ranking | Text | TextCategoryId | NumerationT |
|---|--|---|--|---|---|
| You will assign ID to each text. | This column is to keep bulleted lists in Take the | Enter ranking in which order, bullets points will be | Enter The text | Please take TaxCatgID from the TextCatgeory Table. | Roman, Numer BulletPoint, Da line |
| | from ColumA | uispiayeu. | | | |
| 1 | NULL | 1 | (NAME) ANP, VOLUME I | 1 | |
| 2 | 1 | 1 | PART 0 – INTRODUCTION | 2 | |
| 3 | 2 | 1 | 1. GENERAL | 3 | |
| 4 | 3 | 1 | 1.1 On 18 June 2014, the ICAO Council decided that the regional air navigation plans (ANPs) should be published in three volumes. | 4 | Numeric |
| 5 | 3 | 2 | 1.2 ANP Volume I contains stable plan elements whose amendment necessitates approval by the Council such as the assignment of responsibilities to States for the provision of aerodrome and air navigation facilities and services | 4 | Numeric |
| | 5 | - | PageBreak | | Hamene |
| | | | ragebreak | | |
| | | | | | |

VolumeHeading (TextId 1)(NAME) ANP, VOLUME I PartHeaading (TextId 2), PART 0 - INTRODUCTION

Section (textID3)

1. GENERAL

NumerationTypeNumeric(textid 4) (parentTerxtID 3) (Ranking 1)

 On 18 June 2014, the ICAO Council decided that the regional air navigation plans (ANPs) should be published in three volumes.

NumerationTypeNumeric(textid 5) (parentTerxtID 3) (Ranking 2)

1.2 ANP Volume I contains stable plan elements whose amendment necessitates approval by the Council such as the assignment of responsibilities to States for the provision of aerodrome and air navigation facilities and services in accordance with Article 28 of the Convention on International Civil Aviation (Doc 7300); and the current to medium term mandatory regional requirements related to aerodrome and air navigation facilities and services to be implemented by States in accordance with regional air navigation facilities and services to be implemented by States in accordance with regional air navigation facilities and services (SARPs) and Procedures for Air Navigation Services (PANS). The material to be included in Volume I should minimise the requirement for frequent amendment. The following is a non-exhaustive list of such elements:

- Flight Information Regions (FIR) boundaries (Table and Charts);
- Search and Rescue Regions (SRR) boundaries (Table and Charts);
- Volcanic Ash Advisory Centres (VAAC);
- Tropical Cyclone Advisory Centres (TCAC); and
- Volcano Observatories (VO).

NumerationTypeNumeric(textid 5) (parentTerxtID 3) (Ranking 3)

1.3 ANP Volume II contains dynamic plan elements material related to the assignment of responsibilities to States for the provision of aerodrome and air navigation facilities and services and the current to medium term mandatory regional requirements related to acrodrome and air navigation facilities and services to be implemented by States in accordance with regional air navigation agreements involving the relevant PIRG. The amendment of these elements does not require approval by the Council. The following is a non-exhaustive list of such elements:

- Major traffic flows;
- ATS route network;
- Meteorological Watch Offices (MWO);
- Secondary Surveillance Radar (SSR) codes;
- Five-letter name-codes; and



- Vol I
 - Check PfAs approved since 17 March 2020
 - Update data
 - Publish



- Vol II
 - Define database model
 - Create database
 - Data population; Development of system interphases to input/manage data
 - Update data
 - Publication



• PfA

- Definition PfA flow
 - Flow, roles and responsibilities, registry of PfAs, etc
- Validation PfA flow
 - System running parallel to the current PfA system for a month
- Complete migration eANP



Status & next steps Phase 3

- Agree Vol III template
- Consultation process
- Define database model
 - Link to Vol I and II and the ASBUs database
- Create database
- Development of interphases for inputting/managing data
- Input data
- PfA flow definition
- PfA flow validation
- Publication Vol III

NATIONAL AIR NAVIGATION PLAN



NATIONAL PLANNING




- Two Complementary Approaches
 APAC
 - Basic Plan Elements
 - CARSAM
 - Template
- Considerations



APAC Basic Plan Elements

1. BACKGROUND

- General description of the Plan's benefits (BPE 1)
- General description of the costs (BPE2)
- Details of how the State Plan connects to global and regional planning hierarchy (BPE 3)

2. STAKEHOLDER CONSULTATION

- Description of the process used to consult with stakeholders, including the military (BPE 4)
- Endorsement of the plan by key stakeholders (BPE 5)

3. ANALYSIS

- Priorities and ASBUs applicability (BPE 6)
- Elements that are deemed to not be applicable and rational behind it (BPE 7)
- 4. PLANNING
 - Implementation process, design systems and provide implementation feedback (BPE 8)
 - Responsible for implementation and timelines (BPE 9)
- 5. PROGRESS
 - Monitoring of the implementation (BPE 10)



CARSAM

- STRUCTURE
 - Reflect the Regional Air Navigation Plans
 - Vol I, Vol II and Vol III
- Tailored to National context
 - Considerations



- Global and Regional Context – GANP
 - Ensure global harmonization
 - ANPs
 - Ensure the provision of minimum services for international civil aviation, agreed levels of performance and global interoperability



National context

- Link to National Development Plans
 - Enable access to funding of sustainable aviation development topics
- Link to other deliverables
 - Maintenance plans (for instance of systems), investment plans, training plans, SSP, SMS, budget control, etc.



- Collaboration
 - Identification of all stakeholders
 - CBA
 - Deliverables synchronization
 - Committee with roles and responsibilities
 - Process for maintenance and approval of the plan



- Multilayer structure
 - Strategy vs. technical content
- Scope
 - Table of content
- Know your system: analyze, do not jump into solutions
- Drive the plan by performance
 - GANP Performance framework
 - AN-SPA

(https://www4.icao.int/ganpportal/ANSPA/Reports)



- Choose the optimum solution

 Consider feasibility
 - Safety assessment, environmental assessment, HF assessment, CBA
 - Consider dependencies
 - Maximize benefits
- Deployment plans



IMPORTANT Don't wait for perfection before you start. Start somewhere so you can have something tangible you can work to perfect.

Simon Sinek





