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North American, Central American and Caribbean Office
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(CAR/WG/1)**
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Agenda Item 1 : General Matters
1.3 Analysis of ICAO and GREPECAS guidance on global, inter and intra-regional air navigation activities

**OUTCOME OF THE WORLDWIDE SYMPOSIUM ON PERFORMANCE OF THE AIR
NAVIGATION SYSTEM**

(Presented by the Secretariat)

EXECUTIVE SUMMARY

A Worldwide Symposium on Performance of the Air Navigation System was held at ICAO Headquarters from 26 to 30 March 2007. The Symposium was organized within the framework of ICAO's ***Global Air Traffic Management Operational Concept***, and covered safety, operational, economic and management performance, and technical aspects of the air navigation system.

Concerning management performance, there was a common understanding that minimum reporting requirements in relation to information disclosure of air navigation services providers (ANSPs) should include four areas of measurement, namely: safety, quality of service, productivity and cost-effectiveness.

Strategic Objectives:	This Information Paper relates to Strategic Objective D, in particular, concerning the efficiency and cost-effectiveness in the provision and operation of airports and air navigation services.
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References:	<i>Performance Management and Measurement for Air Navigation Services Providers.</i> http://www.icao.int/icao/en/anb/meetings/perf2007/index.html
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1. Introduction

1.1 This paper reports on the outcome of the session on “Economic and Management Performance”, part of the Worldwide Symposium on Performance of the Air Navigation System, held in Montreal from 26 to 30 March 2007.

1.2 The work in the area of economic and management performance of air navigation services providers (ANSPs) is related to Strategic Objective D on Efficiency. The guidance material being developed in this area is intended to contribute to increased efficiency and improved cost-effectiveness of ANSPs.

2. Background

2.1 In 2004, the 35th Session of the ICAO Assembly stressed the importance of developing a performance framework for the future global air traffic management (ATM) system and agreed that ICAO should convene a global meeting on performance objectives and monitoring requirements.

2.2 The Council approved on 28 November 2005, for planning and budgetary purposes, the holding of a meeting on the performance of the air navigation system, to take place at Headquarters during the first quarter of 2007.

3. Discussion

3.1 The intention of the Symposium was to create awareness among all civil aviation stakeholders of the need to have a performance framework in place for the purpose of enhancing safety and efficiency in the air navigation system. The focus of the Symposium was directed towards the performance of the air navigation system, including safety, operational, economic and management, and technical aspects.

3.2 With the discussion of economic and management performance at the Symposium, the goal was to reach some broad understanding of what could be considered as minimum reporting requirements for ANSPs on economic performance. For this purpose, the Secretariat, with the assistance of the Air Navigation Services Economics Panel (ANSEP), had developed draft guidance material included in the *Performance Management and Measurement for Air Navigation Services Providers*. This document was made available on the Symposium's website.

3.3 The first two presentations of the session on economic and management performance were related to the above-mentioned draft guidance material and were made by the Chairman and a Member of ANSEP. Other presentations during this session included institutional and governance issues, users' views (IATA), practical experience with performance management and benchmarking of two ANSPs (NAV Canada and Airways New Zealand) and two international organizations (European Organisation for the Safety of Air Navigation (EUROCONTROL) and Civil Air Navigation Services Organisation (CANSO)), and economic regulation of National Air Traffic Services Ltd., the ANSP of the United Kingdom.

3.4 The outcome of the discussions during the session on economic and management performance can be summarized as follows:

- a) a common understanding was reached that minimum reporting requirements in relation to information disclosure on economic and management performance of ANSPs should include four areas of measurement, namely: safety, quality of service (such as capacity, delay and flight efficiency), productivity and cost-effectiveness;
- b) economic and management performance measurement should take into account local/regional circumstances;
- c) the development of the performance framework should be done in consultation with users;

- d) performance indicators should be based on reliable information, while guarded against costly processes of data collection and analysis. Only key, high-level, simple and relevant indicators should be used to measure performance; and
- e) performance measurement should focus on results, not on the process.

4. Conclusion

4.1 The general view during the Symposium was that performance measures are important management tools for providers, regulators and users, and that economic and management performance measurement can be applied to all aspects of air navigation services and to all types of ANSPs, large or small, regardless of the form of an ANSP's governance and ownership.

4.2 In this respect, States should encourage their ANSPs to measure performance at least in the areas of safety, quality of service, productivity and cost-effectiveness based on the optional guidelines included in *Performance Management and Measurement for Air Navigation Services Providers*.

4.2 Economic and management performance of ANSPs will be included on the agenda of the Conference on the Economics of Airports and Air Navigation Services (CEANS), to be held in September 2008. CEANS should discuss the topic of minimum reporting requirements in relation to information disclosure on economic and management performance of ANSPs.