



INTERNATIONAL CIVIL AVIATION ORGANIZATION

NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN OFFICE (NACC)

ICAO SPECIAL IMPLEMENTATION PROJECT (SIP)

WORKSHOP ON THE DEVELOPMENT OF BUSINESS CASE FOR THE IMPLEMENTATION OF CNS/ATM SYSTEMS

(ST. JOHN'S, ANTIGUA AND BARBUDA, 28 SEPTEMBER – 2 OCTOBER 2009)

SUMMARY OF DISCUSSIONS

1. INTRODUCTION

1.1 The workshop was conducted within the framework of Special Implementation Projects (SIPs) for the year 2009. The objective was to provide States in the NAM/CAR Regions, with a better understanding of developing business case for the implementation of CNS/ATM systems, using a progressive, cooperative, cost-effective approach leading to a seamless Global ATM system.

1.2 The workshop was attended by a total of twenty two participants from nine States/Territories and one International Organization. The list of participants and speakers is available in the **Appendix A** to this report. Mrs. Sharon Peters, Permanent Secretary of the Ministry of Civil Aviation and Tourism of Antigua and Barbuda opened the workshop. Also, Mr. Rosemond James, Director General, Eastern Caribbean Civil Aviation Authority (ECCAA) and Mr. Ken Hurst, CEO of Airports Authority of Antigua and Barbuda attended the opening session.

1.3 Mr. Chaouki Mustapha, Economist in the Air Transport Bureau, ICAO HQ and Mr. Hindupur Sudarshan, Regional Programme Officer, Air Navigation Bureau, ICAO HQ were the main facilitators of the workshop, and were supported by Mr. V. Hernandez, ICAO NACC Regional Officer ATM/SAR and Mr. J. Siu, ICAO NACC Regional Officer CNS.

2. DISCUSSIONS

2.1 On the first day of the workshop, participants were provided basic presentations, which covered technology and operational aspects of Global ATM systems, implementation considerations, and harmonization issues. The workshop noted that significant progress was being made to implement CNS/ATM systems worldwide, including in the CAR/SAM Regions. The workshop recognized the importance of ongoing interregional coordination for ensuring the harmonized implementation of CNS/ATM systems so as to achieve a seamless and integrated Global ATM system.

2.2 On the second and third days, the workshop discussed the core subjects of business case development such as traffic forecasts, economic assessment, cost/benefit methodology, financial analysis and risk management. The workshop also received a report on the outcome of the Conference of the economics of the airports and air navigation services (CEANS).

2.3 On the fourth day, the workshop attendees participated in the exercise for the development of business case for the implementation of CNS/ATM systems on the basis of guidance material developed by the ICAO Secretariat. Through the use of workstations and the business case software, the participants acquired a hands-on experience in the development of business case for the implementation of CNS/ATM systems.

2.4 On the fifth and last day the groups who carried out the exercise presented their outcome to the workshop in the standard format attached hereto (**Appendix B**). Subsequently, the workshop was provided with an overview of future developments and the work programme of the Air Navigation Commission (ANC) Panels and Study Groups.

2.5 In the concluding session, participants expressed their appreciation for the format and content of the workshop, which demonstrated the importance of the development of business case for the implementation of CNS/ATM systems and for the conduct of the hands-on exercise using individual workstations. The workshop called upon ICAO to further improve the business case software so as to respond to user needs. Mr. V. Hernandez, the Regional Officer ATM/SAR of the ICAO NACC Regional Office, thanked the attendees for their interest in the development of Business cases and closed the workshop.

3. RECOMMENDATIONS

3.1 As a result of discussions, the workshop developed the following recommendations, which are to be addressed by ICAO and States, as appropriate:

- 1) **States** to provide on a regular basis the data required for air traffic forecasts for air navigation systems planning to the ICAO NACC Regional Office;
- 2) **States**, in the planning and implementation of CNS/ATM systems consider the development of business case using the ICAO guidance material available on ICAO-NET; and
- 3) **ICAO**, as required, assist States in the development of business case for the implementation of CNS/ATM systems.

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PARTICIPANTS LIST

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SUMMARY OF DISCUSSIONS

APPENDIX A

<u>NAME & POSITION</u>	<u>ORGANIZATION</u>	<u>STATE</u>	<u>TELEPHONE & FAX</u>	<u>E-MAIL</u>
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BUSINESS CASE WORKSHOP EXERCISE OUTCOME
- PRESENTATION FORMAT -

1. Characteristics of the industry

Enumerate the current and projected growth of Air Traffic in your State and also identify, if any, the safety and efficiency challenges in your State.

2. The air navigation service provider

Describe the organization providing the air navigation services in your State including its institutional format, its financial structure, its principal shareholders and its management.

3. Identification of major stakeholders/partners

Identify the major stakeholders/partners such as air navigation service providers, the airspace users (the commercial airlines, business aviation, general aviation, military, etc.) and the potential funding partners.

4. Problem definition

The current conventional air navigation systems might have several limitations, which would depend on the State or the region concerned. List such limitations in your State.

5. National performance plan for air navigation systems

Explain the vision of your State in terms of achieving a seamless Global ATM system. Establish national performance objectives for the implementation of air navigation systems, list current air navigation systems and through gap analysis define near and medium term operational improvements and corresponding air navigation infrastructure. Develop Performance Framework forms (PFFs) for different national performance objectives.

6. Financial analysis

Carry out financial analysis and determine the outcomes in terms of net present value and the benefit to cost ratio for your CNS/ATM project and establish the payback period for the air navigation services provider(s).

7. Financing requirements

Consequent to the financial analysis as above, consider the financing requirements and their timing.

8. Risk Management

What are the risks identified for this project and if any, briefly describe the risk mitigation plans.

9. Follow-up action

Present the national ANP to the respective PIRG meeting. Incorporate the relevant changes of the national plan in the regional air navigation plan

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