



ICAO

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WORKING PAPER

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Fourth North American, Central American and Caribbean Working Group (NACC/WG) Aerodromes and Ground Aids (AGA) Implementation Task Force Meeting (NACC/WG/AGA/TF/4)

Virtual Phase: 30 June – 18 August 2026

Mexico City, Mexico, 19 - 21 August 2026

Agenda Item 3: NACC Region AGA/AOP Programme update

PROPOSED EVOLUTION OF THE NACC AERODROMES AND GROUND AIDS (AGA) PROGRAMME

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This working paper presents a proposal for the review of the AGA TF/4 Meeting, in reference to Decision NACC/WG/AGA/TF/3/01 “AGA WORK PROGRAMME PROGRAMME UPDATE”, which considers that with the approval of the ICAO Strategic Plan 2026–2050 and the Business Plan for 2026–2028, the NACC/WG/AGA/TF in coordination with the Secretariat shall update the AGA Work Programme by the AGA/TF/04.	
Action:	Action by the meeting is in paragraph 5.
Strategic Goals:	• Every Flight Is Safe and Secure • Aviation Delivers Seamless, Accessible, and Reliable Mobility for All • No Country Left Behind
References	• Summary of discussions NACC/WG/AGA/TF/3

1. Introduction

1.1 During the discussion of Decision NACC/WG/AGA/TF/02/02, the Secretariat reported that the ICAO Strategic Plan 2026 - 2050 was approved by the Council. This plan defines the Vision, Mission, Three Essential Aspirations, Strategic Goals, and High-Priority Enablers. A pamphlet, including all this information can be found at <https://www.icao.int/about-icao/Council/strategic-plan-2026-2050>.

1.2 In addition, ICAO published its Business Plan for 2026 – 2028, outlining the expected outcomes, outputs, activities, and performance indicators for the next three years. In this context, the AGA TF/3 Meeting discussed the need to update the AGA Programme to align with ICAO’s new strategic direction and agreed to **Decision AGA TF/3/01** for the updated of NACC AGA Programme.

1.3 The current NACC AGA Programme, as endorsed by the AGA Task Force, is structured around a set of thematic topics comprising multiple projects and continuous activities.

1.4 While the programme has supported important regional initiatives—such as aerodrome certification, runway safety, and implementation of ICAO provisions—its current structure presents limitations, including:

- lack of clearly defined outputs and deliverables;
- fragmentation of initiatives across multiple uncoordinated activities; and
- limited linkage between activities and measurable safety or performance outcomes.

1.5 Furthermore, several parallel initiatives (e.g. GREPECAS, RASG-PA, IMP/MCAAP projects) are being implemented, some of which are not fully integrated under a unified programme logic.

2. Current Situation

2.1 The existing programme encompasses a wide range of activities, including:

- aerodrome certification and oversight;
- runway safety teams and related initiatives;
- global reporting format (GRF), ACR/PCR, ACDM/SMGCS implementation;
- airport planning, emergency planning and wildlife management.

2.2 Regional targets are defined (e.g. Effective Implementation (EI), certification levels, GANP implementation), demonstrating progress but also indicating uneven performance across key areas.

2.3 Analysis of activities highlights that:

- initiatives are not consistently structured to deliver defined outputs → outcomes → benefits;
- programme management is activity-based rather than results-based;
- opportunities exist to better align efforts with data-driven objectives and safety priorities.

3. Rationale for Change

3.1 The analysis identifies a need to transition towards a **programme and project-based management approach**, ensuring that all activities:

- contribute to clearly defined strategic objectives;
- deliver measurable outputs and outcomes; and
- are aligned with regional safety priorities and ICAO strategic goals.

3.2 The proposed roadmap emphasizes:

- prioritization based on USOAP Critical Elements (CEs), particularly addressing gaps in establishment elements (CE-2, CE-3, CE-4) and implementation elements (CE-6 and CE-7);
- structured support to States prior to audits;
- systematic provision of Corrective Action Plans (CAP) and evidence; and
- targeted interventions to increase regional EI.

3.3 A reorganization is therefore required to:

- maximize efficiency of regional support;
- improve coordination with stakeholders (GREPECAS, RASG-PA, donors);
- ensure harmonized assistance to States; and
- strengthen impact at regional level.

4. Proposed New AGA Programme Structure

4.1 It is proposed to transition from the current “activity-based programme” to a **portfolio-based structure**, organized into four core programmes (pillars):

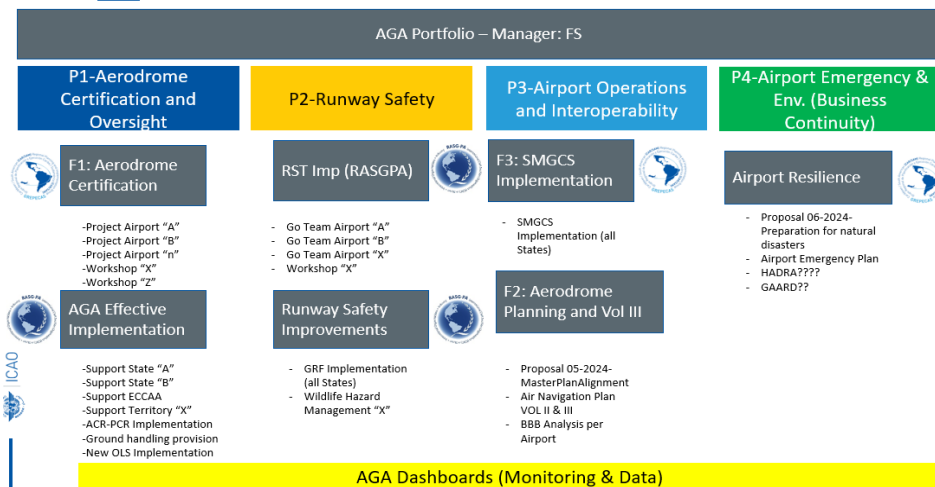
- **P1 – Aerodrome Certification and Oversight**
- **P2 – Runway Safety**
- **P3 – Airport Operations and Interoperability**
- **P4 – Airport Planning and Resilience**

4.2 Each programme will include structured projects (e.g. State support, workshops, implementation initiatives), ensuring clear traceability between activities and expected outcomes.

4.3 A **central AGA portfolio management layer** will be established to:

- coordinate all programmes;
- optimize resource allocation;
- align projects with strategic priorities; and
- monitor performance through AGA dashboards (data-driven oversight).

NACC AGA Proposed Organization (**revised** activities)



4.4 The revised structure introduces:

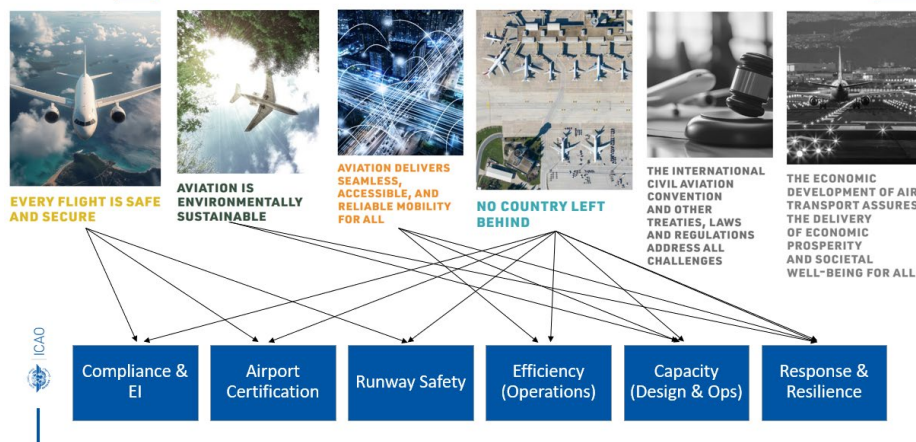
- clear programme and project documentation (business case, charter, plans);
- definition of outputs, outcomes, and benefits;
- monitoring and control mechanisms;
- integration of partners and stakeholders in implementation.

5. Strategic Alignment

5.1 The proposed structure strengthens alignment between AGA activities and ICAO strategic goals, including:

- safety improvement (EI and compliance);
- operational efficiency;
- capacity development;
- resilience and sustainability.

Link between New Strategic goals and NACC AGA activities



5.2 It also reinforces the “No Country Left Behind” principle by enabling:

- harmonized regional support;
- scalable solutions across States;
- prioritized assistance based on needs and performance gaps.

6. Implementation Approach

6.1 The transition will be implemented progressively through:

- development of programme and project documentation;
- restructuring of ongoing activities into defined projects;
- establishment of monitoring tools and indicators;
- alignment with regional mechanisms (AGA TF, GREPECAS, RASG-PA, MCAAP).

6.2 Initial activities for 2026 under the new structure have been identified across all four programmes, including:

- State support for certification and USOAP;
- runway safety Go-Team missions and implementation monitoring;
- operational webinars (OLS, ground handling);
- resilience and planning workshops.

7. Expected Benefits

7.1 The proposed restructuring will:

- improve efficiency and coherence of regional AGA support;
- ensure all activities produce measurable outputs and outcomes;
- strengthen linkage between projects and safety performance indicators;
- enhance coordination and avoid duplication of efforts;
- accelerate EI improvements across the region.

8. Action by the Meeting

8.1 The Meeting is invited to:

- a) note the limitations of the current AGA Programme structure;
- b) endorse the transition to a portfolio-based AGA Programme organized in four pillars;
- c) support the implementation of programme/project management practices; and
- d) encourage States and stakeholders to actively participate in the revised programme framework.