



ICAO

International Civil Aviation Organization
North American, Central American and Caribbean Office
WORKING PAPER

NACC/WG/AGA/TF/4 — WP/06
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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: 8 – 31 June 2026
Mexico City, Mexico, 19 - 21 August 2026

Agenda Item 3: NACC Region AGA/AOP Programme update
3.1 Review Terms of Reference

PROPOSAL FOR A REVIEW OF THE NACC/WG/AGA TASK FORCE TERMS OF REFERENCE

(Presented by the Secretariat)

EXECUTIVE SUMMARY

This Working Paper presents a proposal to revise the Terms of Reference (ToR) of the NACC/WG Aerodromes and Ground Aids Task Force (AGA/TF), with the objective of aligning its mandate and functions with the ICAO Strategic Plan 2026–2050 and the updated NACC AGA Programme.

The current ToR primarily focuses on coordination, information exchange, and promotion of initiatives. While these functions have supported regional activities, they present limitations in ensuring measurable implementation outcomes, harmonisation, and impact across States. The proposed revision repositions the AGA/TF as a **results-driven implementation and harmonisation mechanism**, strengthening its role in:

- supporting practical implementation at State level;
- promoting harmonised regulatory and technical solutions;
- monitoring performance and impact; and
- leveraging regional organisations such as CASSOS, ACSA, ECCAA for sustainable implementation.

This proposal is consistent with the transition of the AGA Programme towards a portfolio-based, results-oriented structure with defined outputs, outcomes, and benefits.

Action:	Under Section 2
Strategic Goals:	• Every Flight Is Safe and Secure • Aviation Delivers Seamless, Accessible, and Reliable Mobility for All • No Country Left Behind

1. Introduction

1.1 At the past AGA Task Force Meeting #3, the Meeting agreed on 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.

DECISION	
NACC/WG/AGA/TF/3/01	AGA WORK PROGRAMME PROGRAMME UPDATE
What: That, considering 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.	Expected impact: ☐ Political / Global ☒ Inter-regional ☐ Economic ☐ Environmental ☒ Operational/Technical
Why: To keep the AGA Programme for the CAR Region compliant with the ICAO Strategic Plan 2026–2050.	
When: By AGA/TF/04	Status: ☒ Valid / ☐ Superseded / ☐ Completed
Who: ☐ States ☒ ICAO ☐ Other:	

1.2 Based on this Decision, the Secretariat presented a proposal for the review of the NACC AGA Programme. In addition, this working paper presents a proposal to review the current AGA Task Force Terms of Reference, looking to focus on:

- Focus on actual implementation, rather than “promotion” or just “support”
- Focus on products (outputs), outcomes and benefits
- Review indicators that have more defined baseline/targets and ownership of results
- More integration and definition of roles with Regional Safety Oversight Organisations (RSOO) such as CASSOS and ACSA.
- Include differentiation of States’ maturity (different expectations for high EI States vs. low EI States)

1.3 The revised Terms of Reference reposition the AGA Task Force from a coordination forum into a results-driven implementation mechanism, aligned with ICAO’s Strategic Plan and the updated AGA Programme. The proposed approach prioritises harmonisation, measurable impact, and differentiated State support, while leveraging regional organisations such as ECCAA, CASSOS and ACSA to ensure sustainable implementation capacity and avoid duplication of efforts.

2. Suggested Actions:

2.1 The AGA TF/4 Meeting is invited to:

- Note the limitations of the current AGA/TF Terms of Reference;
- Comment, provide feedback and get on an agreement to endorse the proposed strategic repositioning of the AGA/TF as a results-driven implementation and harmonisation mechanism;
- Approve the revision of the AGA/TF Terms of Reference included in Appendix A; and
- Request the Secretariat, in coordination with members, to develop and present the updated Terms of Reference for formal adoption.

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APPENDIX A**NACC AGA TASK FORCE (NACC/WG/AGA/TF)****TERMS OF REFERENCE****(REV 1: AGATF/4 - August 2026)****1. Background**

In the Seventh North American, Central American and Caribbean Working Group Meeting (NACC/WG/7), held at the ICAO NACC Regional Office in Mexico City, Mexico, in August 2022, the AGA Task Force (NACC/WG/AGA/TF) was approved to support the projects and activities of the NACC/WG in the AGA area according to the NACC/WG/07 meeting final report.

The NACC/WG AGA Task Force (AGA/TF) operates within the framework of the NACC Working Group to support the implementation of ICAO Strategic Plan 2026–2050 priorities and the NACC AGA Programme.

Recognising the need to transition from activity-based coordination towards results-driven implementation and considering regional initiatives such as the strengthening of Regional Safety Oversight Organizations (RSOOs), including CASSOS and ACSA, the AGA/TF shall act as a regional implementation and harmonisation mechanism.

2. Objective

The AGA/TF shall lead, coordinate, support, and monitor the implementation of ICAO provisions and regional priorities concerning aerodrome design, safety, certification, and operations, fostering a harmonized regional approach to AGA solutions throughout the NACC Region and driving measurable improvements in safety, efficiency, and operational performance.

3. Core functions

The NACC/WG/AGA/TF functions are the following:

- a. Regional Harmonisation: Lead and support the development, review, and adoption of harmonized AGA regulatory frameworks, guidance material, implementation packages, model regulations, manuals, and inspector tools, in coordination with RSOOs, to promote regional regulatory alignment and consistent implementation across the NACC Region.
- b. ICAO SARPs, USOAP preparation and Global Plans implementation: supports the delivery of the NACC AGA Programme, with the aim to increase the effective implementation of ICAO Standards and Recommended Practices, aligned with the Global Air Navigation Plan (GANP), the Global Aviation Safety Plan (GASP), and the AGA USOAP audit protocol.
- c. Focus on Practical Implementation: Actively collaborate for the practical implementation of aerodrome certification and other related activities, while facilitating expert deployments, peer-to-

peer assistance, and regional collaboration among inspectors to strengthen implementation capacity and promote the consistent application of AGA standards across the NACC Region.

- d. Project based approach: Implement and monitor the NACC AGA Programme through structured projects with clearly defined objectives, deliverables, responsibilities, timelines, and supporting documentation to ensure effective and accountable programme execution.
- e. Performance Monitoring and Accountability: Monitor regional AGA performance through the use of established dashboards, including iSTARS, and agreed key performance indicators related to SARPs effective implementation, aerodrome certification, Runway Safety Teams (RST), and other agreed implementation indicators; identify performance gaps, priority States, and required interventions; and provide periodic reports on implementation progress and the measurable impact achieved, with a focus on outcomes and improvements rather than activities undertaken.
- f. Tiered support: Apply a tiered support approach based on State maturity:
 - Tier 1: foundational support (low EI States)
 - Tier 2: targeted improvements
 - Tier 3: advanced optimisation / leadership

4. Membership

All ICAO States and Territories accredited to the NACC Regional Office and International Organizations. Other stakeholders in the NAM/CAR Region are encouraged to actively participate. In the cases in which the State and Territory agree, the airport services providers in the NAM/CAR region will be able to participate as guests.

States, Territories, and International Organizations that nominate members for the NACC/WG/AGA/TF should have the appropriate authority to make decisions on behalf of the institution they represent.

5. Working Methods

The AGA/TF shall conduct its work in accordance with the following principles:

- a. The Rapporteur and the alternate Rapporteur will be a State/Territory representative for a period of three years, extensible. S/he will be responsible to serve as a link to the overarching NACC Working Group, GREPECAS, RASG-PA and other implementing groups and serve as Chair of the Face-to-Face AGA Task Force Meetings.
- b. The Task Force shall use a combination of yearly Face-to-face meetings, according to the regional program and virtual meetings, asynchronous collaboration mechanisms where appropriate; and bilingual (English/Spanish) communication tools.
- c. The ICAO NACC Regional Office will act as the Secretariat of the NACC/WG/AGA and will convene Members with a minimum anticipation of three months before holding the face-to-face meeting, or with at least one month before carrying out the virtual meeting.

- d. The Task Force may establish thematic working groups (e.g. certification, SMS, RST, Wildlife, ARFF, Ground Aids, Operations, Regulatory Harmonisation) to support delivery of specific tasks and outputs.
- e. Any Member State, Territory, or International Organization may offer, at any time, if the meeting is face-to-face, to host a NACC/WG/AGA Meeting.
- f. Progress shall be monitored through regional performance indicators, dashboards and reporting tools; and periodic review of implementation status.
- g. Activities shall be organised as projects or work items with defined outputs (deliverables or products), outcomes and benefits; assigned responsible States or organisations; and implementation timelines.
- h. The Task Force shall coordinate its work with the NACC Working Group, GREPECAS and RASG-PA; the region's Regional Safety Oversight Organizations (e.g. ACSA, CASSOS); ACI-LAC, and other relevant ICAO groups and stakeholders.
- i. The years in which an annual face-to-face meeting is not held, the NACC/AGA/WG will hold a virtual meeting to monitor the work programme.