



**Agenda Item 5A:**

**REGIONAL COORDINATION FOR THE DEVELOPMENT OF CIVIL AVIATION MASTER PLANS (CAMP)**

(Presented by the secretariat)

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| <b>SUMMARY</b>  |   |
| This working paper highlights the importance of States developing and implementing a National Civil Aviation Plan or a Civil Aviation Master Plan (CAMP) in alignment with their national government plans. |   |
| <b>References:</b>  |   |
| <ul style="list-style-type: none"> <li>- Resolutions of the Forty-First Session of the ICAO Assembly (A41)</li> <li>- Seventeenth Meeting of Directors General of Civil Aviation (RAAC/17)</li> </ul>       |   |
| <b>ICAO Strategic Objectives:</b>   | <i>The Civil Aviation Master Plan (CAMP) is aligned with all ICAO strategic objectives.</i> |

**1. Introduction**

1.1 The Civil Aviation Master Plan (CAMP) is a high-level strategic document that establishes the long-term vision and objectives for the comprehensive and sustainable development of a State's civil aviation system.

1.2 During RAAC/17, discussions on the effectiveness of aviation plans and human resources strategies emphasized the importance of CAMP. The Regional Strategy highlights the need for harmonized planning, including the CAMP.

1.3 The 41st ICAO Assembly examined the role of CAMP in coordinating investments that strengthen civil aviation systems in States, supporting the "No Country Left Behind" initiative.

**2. Discussion**

2.1 Since RAAC/17, South American (SAM) States have exchanged experiences on preparing CAMPs and related policies to understand the various approaches and mechanisms required for their development.

2.2 The meeting should recall that having a CAMP enables:

- a) **Long-term planning:** Allows States to anticipate and manage the future growth of civil aviation rather than merely reacting to changes.

- b) **Sustainable development:** Ensures aviation growth is achieved sustainably, considering economic, social, and environmental aspects.
- c) **Safety enhancement:** Promotes continuous improvements in operational safety across all civil aviation sectors.
- d) **Operational efficiency:** Seeks to optimize resource utilization and improve air operations efficiency.
- e) **Regulatory compliance:** Facilitates adherence to ICAO Standards and Recommended Practices (SARPs).
- f) **Infrastructure development:** By aligning with national government plans, CAMP can secure budget allocations to fund aviation infrastructure projects and personnel training to support civil aviation growth.

2.3 A key advantage of CAMP is its potential to serve as an enabling instrument for obtaining concessional financing from international organizations to develop large-scale civil aviation projects.

2.4 Developing a CAMP should be preceded by a thorough analysis of multiple factors to ensure an effective formulation. It should also serve as a tool for managing the challenges faced by civil aviation authorities and service providers in an expanding international aviation scenario. Elements to be considered before drafting the plan include:

- a) Current situation analysis: Assessment of the existing civil aviation system, including infrastructure, services, and regulatory frameworks.
- b) Demand forecasting: Estimating future air traffic growth and the corresponding infrastructure and service requirements.
- c) Vision and objectives: Definition of a long-term vision and strategic objectives for civil aviation.
- d) Strategies and actions: Identification of strategies and necessary actions to achieve the objectives, including infrastructure projects and training programs.
- e) Regulatory framework: Review and update of the regulatory framework to ensure alignment with CAMP objectives.
- f) Monitoring and evaluation mechanisms: Establish indicators and mechanisms to track CAMP implementation progress and make necessary adjustments.

2.5 The CAMP development process should be open and participatory, involving all stakeholders, including civil aviation authorities, service providers, airlines, airport operators, industry representatives, and local and national governments. National governments, through relevant ministries, must endorse CAMP to establish it as a government or even state policy.

2.6 RAAC/17 emphasized the need to raise government awareness of the importance of designing a Civil Aviation and Air Transport Master Plan to support aviation growth. Recognizing the significance of air navigation capacity, efficiency, safety, and security, each State needs a clear vision and strategy to guide investments appropriately.

2.7 The 41st ICAO Assembly adopted Resolution A41-25, urging contracting States to consider the advantages of well-defined projects based on CAMP when requesting technical cooperation and assistance. The resolution also encouraged Member States to integrate the aviation sector into their national development plans with higher priority, backed by firm strategic plans for air transport and civil aviation master planning to support the achievement of Sustainable Development Goals (SDGs).

2.8 In the SAM Region, there are clear examples of States with well-developed Civil Aviation Master Plans that have facilitated necessary investments to address aviation growth challenges while serving as essential tools for economic development. Notable examples include Brazil, Colombia, and Peru.

### **The Link between CAMP and the Regional Strategy**

2.9 The SAM 2035 Regional Strategy establishes a comprehensive action framework for the development of civil aviation in the region, addressing key strategic pillars such as competitiveness, environmental sustainability, governance, and innovation. However, for these objectives to translate into concrete results, it is essential to have planning tools that enable effective implementation at the national level. In this regard, the Civil Aviation Master Plan (CAMP) provides the necessary link between the regional strategic vision and the practical execution of policies and investments in the States. Through CAMP, each country can align its development priorities with regional objectives, ensuring coherence in actions and maximizing the impact of collective efforts.

2.10 Moreover, to ensure its effectiveness over time, CAMP must be supported by an ongoing process of validation, feedback, and improvement, allowing its objectives and methodologies to be adjusted according to changes in the global environment and the specific needs of each State. This dynamic approach ensures that CAMP not only serves as a planning document but also as a living instrument that evolves alongside the civil aviation sector.

### **CAMP as an Implementation Tool for the Regional Strategy**

2.11 CAMP is not only a long-term planning instrument but also an operational mechanism for translating the Regional Strategy into concrete and measurable actions. Its capacity to integrate national policies with international commitments facilitates resource allocation, project structuring, and the promotion of strategic investments in infrastructure, training, and modernization of the sector. Additionally, by being linked to the government plans of each State, CAMP strengthens the sustainability of civil aviation by ensuring continuity in project execution beyond political cycles.

2.12 To maximize its impact, CAMP must **incorporate monitoring and evaluation mechanisms** that allow for measuring its effectiveness and making timely adjustments. The implementation of performance indicators and periodic review processes will ensure that actions derived from CAMP remain aligned with the Regional Strategy and continue generating the expected benefits for aviation in the SAM region. In this way, CAMP becomes the primary vehicle for the effective implementation of the Regional Strategy, driving a coordinated and sustainable transformation of the aviation system in the region.

2.13 In conclusion, we can affirm that without vision and strategy, it is difficult to achieve ICAO's strategic objectives. Likewise, without a connection to the Government Plan, it is not possible to establish a clear direction that addresses the social and economic needs of each State. The experience of States that have a CAMP has demonstrated the advantages and immense value of having civil aviation policies and master plans. When formulated with the participation of all stakeholders and based on principles aligned with the State's legislative framework and ICAO's framework, these plans become effective tools for facilitating the allocation and prioritization of resources.

#### **4. Suggested Actions**

4.1 The Meeting is invited to:

- a) Take note of the information presented in this working paper.
- b) Encourage States that have not yet developed a CAMP to initiate its formulation process.
- c) Promote the exchange of experiences on CAMP development and implementation, sharing best practices and lessons learned.
- d) Foster regional cooperation in civil aviation planning and development.
- e) Encourage States to seek technical assistance from ICAO and other international organizations for CAMP formulation and implementation.
- f) Identify potential funding sources for priority projects and programs outlined in CAMP.