



# Forms of Organization at the National Level

- Government entity or department
- Autonomous public sector organization
- Private sector organization





## Functional Separation

### The same as airports:

States to exercise their economic oversight responsibilities clearly separated from the operation and provision of airports and air navigation services, with roles and powers clearly defined for each function





### **Commercialization of Autonomous Entities**

- Operate as a financially independent business entity
  - Improved cost control and productivity and financial viability
  - More timely decisions
  - More responsive to users' needs





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### **Current Situation**

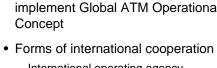
- 38% are non-autonomous governmental entities
- 47% are autonomous entities
  - 91% of autonomous entities are fully State-owned



• 12% are operated by international agencies



- Regional approach encouraged to implement Global ATM Operational
- - International operating agency
  - Joint charges collection agency
  - Multilateral facility/service
  - Joint financing agreement
  - Political cooperation





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### **International Operating Agencies**

- Advantages: lower costs, better negotiating position
- Examples: ASECNA, COCESNA, EUROCONTROL, Piarco FIR, Roberts FIR





### **Charges Collection**

### Joint charges collection:

- · Collect for all participating States
- Transfer revenues to States
- Add small administrative fee

### Charges collection agencies:

• EUROCONTROL, IATA, United Kingdom



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### **Multinational Facilities & Services**

- Facility or service included in an ICAO Regional Air Navigation Plan
- · Guidance material developed by **ICAO**





### **Joint Financing Arrangements**

- DEN ICE agreement
- North Atlantic Height Monitoring
- SADIS





## **Political Cooperation**

### Single European Sky:

- Common certification of ANSPs
- Creation of Functional Airspace Blocks (FABs)
- Common charging scheme
- Common ATCO licenses



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### **Best Practices of Good Corporate Governance**

- Objectives and responsibilities
- Shareholders' rights and treatment
- · Responsibilities of the board
- Power and accountability of the management
- Relationship with interested parties
- Disclosure of information







Exercises
on" of ANSPs
of operation of ANSPs
al cooperation activities
facilities

### **EXERCISES ON AGENDA ITEM 5**

### OPEN/GROUP

Q1.	How are air navigation services provided in your States? Does the trend towards "privatization" of ANSPs continue?
Q2.	Is regulatory function separated from the operation of ANSPs in your States?
Q3.	Describe international cooperation activities and plans in your State.
Q4.	Suggest one additional area, facility or service suitable for multinational cooperation.