

Developing a more Efficient, Affordable and Safe Aviation Sector in Latin America and the Caribbean

Conceptual Framework for Aviation

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01 INTRODUCTION AND PURPOSE OF THE DOCUMENT

The aviation sector is one of the most dynamic in the Latin American and Caribbean (LAC) region. It possess an average annual growth projection of 4.7% over the next ten years. The volume of passengers transported in the region (334 million per year)¹ represents around 8% of the global volume. LAC markets grew at an annual rate of 8.5% between 2010 and 2015; among the most developed is the Andean region market, with an annual growth of 10.8% between 2006 and 2015. Panama had an annual growth of 13.6% between 2010 and 2015; Brazil -the largest market in the region-, accounted for more than 118 million passengers, and Colombia experienced a growth rate of 10.8% from 2006 to 2015.²

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Air transport plays a strategic role in the countries of the region to varying degrees. For example, in Caribbean countries, this sector is key to promoting tourism, a fundamental sector in these economies. In the Central American region, air transportation represents an important vector of integration with the rest of the Americas (both North and South). Likewise, in countries such as Colombia and Peru in the Andean region, air transportation is a key component of their foreign trade strategies. Finally, many countries in South America such as Brazil, seek to respond to the domestic demand increase and to strengthen air transport as a means of territorial integration.

Despite this strong record of recent growth, the aviation sector still has massive growth potential in the region. If one compares the volume of

¹ ESTUDIO DE INTEGRACIÓN DEL TRANSPORTE AÉREO. BID-RICOVER, 2014

² ESTUDIO DE INTEGRACIÓN AÉREA CENTRO AMÉRICA Y CARIBE. ALG, 2017.

flights per capita with that of developed countries, the outlook is even more promising.³ In this sense, an adequate response from the governments is necessary to allow this potential demand to materialize. This state response should include public policies and investments that guarantee sustainable growth, with safety, quality and efficiency in the air services provided to its citizens.

The purpose of this document is to establish the basis for the Inter-American Development Bank (IDB) interventions in the aviation sector in LAC for the coming years, led by the Transport Division in the Infrastructure and Energy Sector (INE).

This document consolidates the experience and lessons learned by the Bank in its support to the sector -especially during the last five years- through different instruments, such as loans, policy dialogues and technical assistance, and proposes a strategic framework for the future.

Although not binding, this document aims to establish a conceptual framework for the Bank's work in the sector, seeking to define strategic lines, areas of action, priorities and a clear link to the challenges for the region and countries members, as well as with the strategic objectives of the Bank.

The conceptual framework of air transportation does not replace the *Sectorial Framework of Transport*⁴ in any dimension, as the latter document represents the Bank's comprehensive framework for the entire transport sector. Therefore, this document is integrated and aligned with that framework in all its dimensions and seeks to complement the specific aspects of the aviation subsector.

³ AS REFERENCE, IN THE USA THE AVERAGE ON PER CAPITA FLIGHTS IS 2.68, 3.73 IN THE UNITED KINGDOM. THE LEADERS IN LAC ARE PANAMA WITH 1.37 AND CHILE, WITH 1.01. BRAZIL (0.56) AND COLOMBIA (0.71) ARE STILL BELOW THE WORLD'S AVERAGE.

⁴ AVAILABLE AT: WWW.IADB.ORG/ES/SECTORES/TRANSPORTE/MARCO-SECTORIAL.

02 | CHALLENGES IN THE AVIATION SECTOR IN LATIN AMERICA AND THE CARIBBEAN



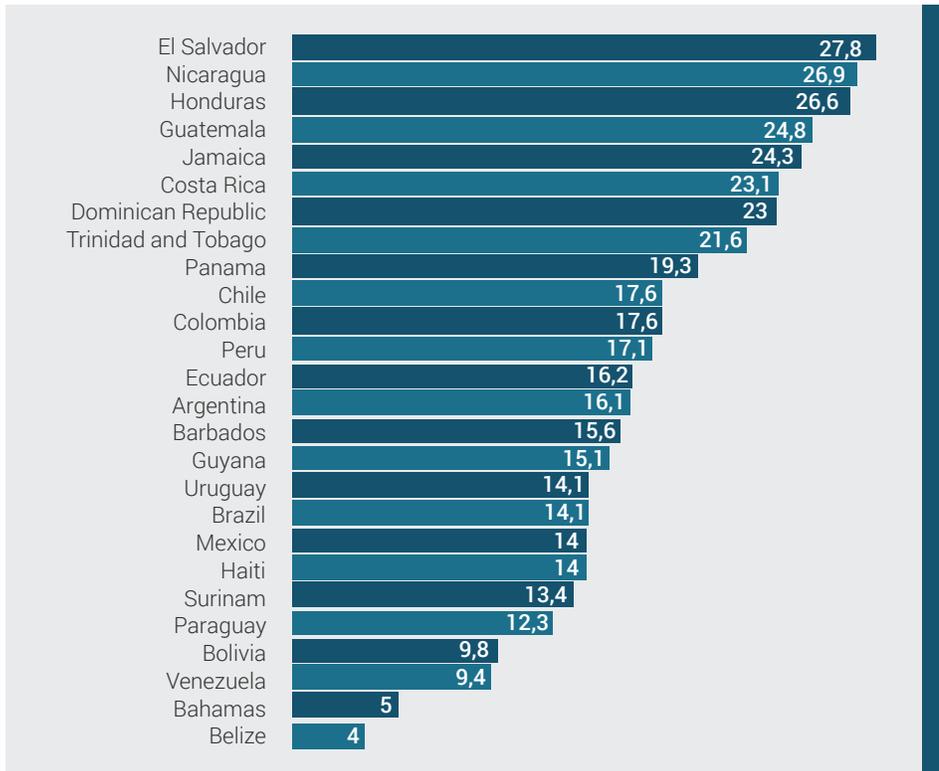
CHALLENGE 1: AIR TRANSPORT POLICIES IN THE COUNTRIES OF THE REGION ARE RESTRICTIVE, LIMITING COMPETITION BETWEEN AIRLINES, THE SUPPLY OF AVAILABLE ROUTES AND AND THE FREQUENCY OF FLIGHTS.

In order to clarify the IDB's actions in the aviation sector, it is essential to understand the different challenges faced by the region. Recognizing that these challenges manifest differently in different countries, the three main challenges to be addressed at the regional level are highlighted below.

Most of the countries in the region do not conform to the essential principles of an open air transport policy: free access to markets, freedom of prices, minimal intervention by the authority, liberalization of property and control, and stable rules.⁵ Although some countries, such as Brazil and Colombia, have moved towards policies that are more liberal in recent years, the LAC countries still have low levels of liberalization, according to the Air Liberalization Index (ALI) -developed by the Secretariat of the World Trade Organization (figure 1)-. Even leading countries in the region, such as El Salvador and Nicaragua,⁶ are below 30 on a scale from 0 to 50 (0 being more restrictive and 50 more liberal).

⁵ TRANSPORTE Y POLÍTICA AÉREA EN AMÉRICA LATINA Y EL CARIBE EN EL CONTEXTO DEL DESARROLLO SOSTENIBLE. CELAC, 2015.

Figure 1. Air Liberalization Index (ALI)



Source: World Trade Organization, analysis from 2011.

Several studies indicate that open skies agreements lead to an increase in air transport capacity and demand. According to Piermartini and Rousová (2008), significant air liberalization between two countries can increase the volume of traffic by up to 30%.⁷ This has an impact on economic development: it increases economic activity and promotes business and capital flows.⁸

A number of positive factors are creating pressure on existing airport infrastructure in the region. These factors include recent economic growth, an increase in per capita income, and the gradual liberalization of the airspace of some countries (allowing the entrance of low cost airlines). In response to this increased demand, governments in the region increased expansion and modernization efforts at their main airports, mainly through concessions and other public-private partnerships. The effort to concession airports in the region began in the mid-1990s. However, studies

CHALLENGE 2: AIRPORT INFRASTRUCTURE IN THE COUNTRIES OF THE REGION IS INADEQUATE TO MEET THE DEMAND.



⁷ LIBERALIZATION OF AIR TRANSPORT SERVICES AND PASSENGER TRAFFIC. WORLD TRADE ORGANIZATION. PIERMARTINI AND ROUSOVÁ, 2008.

⁸ LONG-RANGE GROWTH: ECONOMIC DEVELOPMENT IN THE GLOBAL NETWORK OF AIR LINKS. CAMPANTE AND YANAGIZAWA-DROTT. NBER WORKING PAPER, SEPTIEMBRE, 2016.

indicate that 45% of these public-private partnerships have gone through renegotiation processes -of political and economic origin, among other aspects- during their first four years. Some of these renegotiations were the direct result of gaps and weaknesses in regulations.⁹

In addition to modernizing infrastructure at major airports, the region also faces the challenge of establishing public policy for small and medium-sized airports, which are essential for connectivity between isolated communities and urban centers. According to the ECLAC study, approximately 71% of the airports in Latin America are small (less than one million passengers per year), 19% of them being relatively small (between one and five million passengers). Only 33% of airports are profitable, the rest survives thanks to cross subsidies or financing from large airports. Improvements in infrastructure also have positive repercussions on flight safety, since 66% of the accidents and 73% of the fatal events in air transport are related to the safety of the runway. From 2008 to 2017, ICAO

reported 56 accidents on commercial flights related to runway safety in LAC countries, making this issue the number one cause of non-fatal accidents in the region.

At least 13 of the LAC countries are below the global average in at least one of the measurement criteria for effective implementation of the ICAO standards.¹⁰ Deficiencies in

the ability of countries to monitor the safety of civil aviation can influence the occurrence of air transportation related incidents. Between 2008 and 2014, the region was above the world average for accidents per million departures (5.75 against 3.74), but decreased below the world average between 2015 and 2017.¹¹ Although the ICAO has considerable influence on the technical regulation at the national level, the adoption of the normative guidelines and international recommendations is the responsibility of each sovereign state.

Latin American countries must also address the simplification, harmonization and standardization of procedures and information flows required



CHALLENGE 3: AIR TRANSPORT IN LATIN AMERICA DOES NOT FULLY COMPLY WITH INTERNATIONAL SAFETY STANDARDS, SUCH AS THE INTERNATIONAL CIVIL AVIATION ORGANIZATION'S (ICAO) REGULATIONS. IN ADDITION, AIR TRAFFIC INCREASE IN THE REGION HAS GENERATED NEGATIVE EXTERNALITIES, SUCH AS AN INCREASE IN GREENHOUSE GAS (GHG) EMISSIONS.

⁹ TEMAS ACTUALES PARA AMÉRICA LATINA Y EL CARIBE: TRANSPORTE AÉREO-REGULACIÓN Y ECONOMÍA. BID, 2016.

¹⁰ WITH THE SUPPORT FROM THE COUNTRIES, ICAO IMPLEMENTS AUDITS TO MEASURE THE EFFECTIVENESS OF THE IMPLEMENTATION OF ITS AVIATION STANDARDS. THE ORGANIZATION ANALYSES EIGHT CATEGORIES: LEGISLATION, ORGANIZATION, LICENSING, OPERATIONS, AIRWORTHINESS, ACCIDENT INVESTIGATION, AIR NAVIGATION SYSTEMS AND AERODROMES.

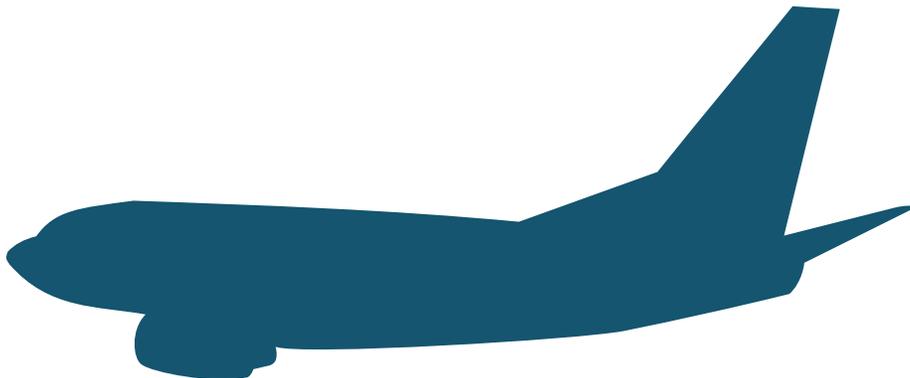
¹¹ AIR ACCIDENTS DATABASE ICAO, 2018.

to move goods and passengers, referred to as *airport facilitation* at the regional level. The reference agreement for these standard regulations is the 1944 Convention on International Civil Aviation, known as the Chicago Convention, which deals with issues of aircraft navigation, quality of services, safety in operations, implementation of technologies to improve efficiency and efficiency of airports, and exchange of information between institutions.

Another issue to address at the regional level is the environmental impact of aviation. As a result of the sector's growing market, the aviation sector in Latin American countries is responsible for 2% of GHG emissions worldwide. This issue has been addressed by the United Nations Framework Convention on Climate Change (UNFCCC), and is subject to the Kyoto Protocol. The main goals are the improvement of technology to achieve more efficient aircrafts, and the use of biofuels in aviation. According to experts in the sector, the main challenges to make the production and commercial distribution of aviation biofuel viable are the insufficient production of raw material, the lack of infrastructure and a legal framework for refining, and the lack of financing to enhance biofuels.

Internationally, there has been progress in this area through two initiatives:

- a. The ICAO Carbon Offset and Reduction Scheme for International Aviation (CORSIA) is a global market-based measure designed to offset CO₂ emissions from international aviation in order to stabilize the levels of those emissions from 2020 onwards. However, only five LAC countries have voluntarily joined, and the scheme is only mandatory for international flights, with domestic flights being under the member states normative aviation policies.
- b. The Airport Carbon Accreditation Program (ACA) of the International Airports Council (IAC) defines the guidelines to reduce local emissions at airports of all services.



03 | INSTITUTIONAL FRAMEWORK

In addition to overcoming the challenges posed above, an effective aviation sector requires **an appropriate institutional framework that clearly separates functions and guarantees the development of effective air policies**. A centralized framework can generate conflicting situations that could threaten the development of the sector.

- a. *Conflict related to the establishment of policies and technical regulations:* in some countries, there have been cases of manipulation based on certain technicalities with the intention of implementing certain policies, whether declared or not. For example, a country may pursue the protection of its flagship airline by using technical regulation to restrict the rights of other operators. In many cases, these actions are taken without a declaration that the actions are intended to protect the flagship airline.
- b. *Conflict between technical regulation and operations:* the impartiality of regulations is critical to ensure the correct implementation of ICAO standards and technical recommendations. If the regulator is also the operator of the infrastructure, whether in the case of airports or air-space control, the regulator ends up regulating itself.
- c. *Conflict between technical regulations and accident investigations:* the lack of separation of functions between the accident investigation agency and the technical regulator creates a conflict of interest as the effective compliance of the supervision can be a contributing cause in an accident. In modern institutional settings, it is a common practice

to ensure the complete independence of the agency responsible for accident investigation, with this agency authoring a report for the president of the nation or to Congress, thus avoiding the interference of any other ministry or agency.

- d. *Operation and investigation of accidents:* another institutional problem arises when there is a lack of separation between operations (air traffic control and airports) and accident investigation.

The trend in the region is towards an institutional framework of the aviation sector centralized in civil aviation agencies, whose functions can generate potential conflicts.



04 | IDB'S MOTIVATION FOR WORK IN THE AVIATION SECTOR AND ALIGNMENT WITH THE BANK'S INSTITUTIONAL STRATEGY

The Bank's contribution to improving the efficiency, quality and coverage of air services is aligned with the pillars of its Institutional Strategy. An efficient aviation sector contributes to higher overall productivity, increases regional and global integration, and reduces constraints on the growth of economies where tourism is an essential component.¹²

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Contributions to increased productivity and regional integration are achieved through **investments in airport infrastructure** -both public and private- and in a structured **normative and regulatory framework**. This framework should promote free competition among airlines, the possibility of participation of the private sector in the construction and operation of airport infrastructure -through public-private partnerships-, and the safety of air transport users.

Finally, the aviation sector can contribute to the reduction of inequity **through the provision of inclusive infrastructure and affordable infrastructure services** for a low-income populations and local micro-entrepreneurs. **Through the development of investment programs in regional airports and an essential air services policy** it is possible to connect remote regions to major urban centers, health facilities and centers of food supply.

¹² REVISION OF THE INSTITUTIONAL STRATEGY OF IDB 2010-2020.

THE BANK'S EXPERIENCE AND THE APPLICATION OF ITS INSTRUMENTS IN THE AVIATION SECTOR

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To address the challenges described above, the Bank will continue to use its different instruments, both financial and non-financial. These instruments will be applied in a coordinated and aligned manner to consolidate and expand the IDB's presence in the aviation sector. The following describes how the different types of instruments contribute to achieving the Bank's strategic objectives, using concrete experiences as examples.

REGIONAL POLICY DIALOGUES AND WORKSHOPS

Policy dialogues provide the opportunity to create discourse around a topic at the regional level, exchanging successful experiences and technical studies in the sector, and tracing the main demands of the sectorial authorities. The Bank has also held regional workshops to present studies and discuss specific actions at the regional level.



The IDB Transport Division, cognizant of the challenges in the aviation sector in the region, organized the Second Policy Dialogue Meeting in 2012, which featured the participation of ministers and senior government officials related to the sector. The participants agreed on a list of four steps to promote the aviation sector in the region:

- Explore alternatives to improve the internal connectivity of the region.
- Increase the exchange of experiences in the implementation of air transport policies in the region and in operations financed by the Bank.
- Deepen discussions on technical and economic regulation.
- Improve the understanding of the levels of air transport integration of the countries and their effects on the sector's activity.

DEVELOPING A MORE ROBUST AVIATION SECTOR IN THE CARIBBEAN

In July 2015, the IDB organized an aviation sector workshop in the Caribbean (Bahamas), which included technical representatives from the countries of the sub-region. The participants identified the strengthening of regulatory frameworks and the improvement of airport infrastructure as the main areas of collaboration. Because of the workshop, the Bank has structured financial loans for airport infrastructure in the Bahamas and Haiti. The Bank also supported the design of sector policies in Barbados and Belize.

NON-REIMBURSABLE TECHNICAL COOPERATION

Non-reimbursable technical cooperation supports the identification of political and institutional standards and regulatory reforms in the aviation sector. In addition, they finance academic and technical studies in the sector.

ASSISTANCE TO THE AVIATION SECTOR IN PANAMA

The IDB provided consulting services for the analysis of civil aviation with the objective of identifying critical issues that could act as development obstacles or bottlenecks. The institutional framework, the institutions of the sector, the quality of the airport infrastructure, the air policies and the service agreements were thoroughly examined, and a market and air connectivity analysis were carried out. The results were presented to the Panamanian Government, with recommendations from the Bank to the sector.

FEE-FOR-SERVICE CONSULTING



The Bank provides advisory services to clients who request it, in exchange for reimbursement of execution costs. The Bank's professional staff along with external individual consultants provide these services with a focus on political, institutional and regulatory aspects. Due to their cost, the Fee-For-Service approach is not the ideal mechanism to support specific projects.

TECHNICAL ASSISTANCE FOR COLOMBIA: ANALYSIS AND DIAGNOSIS OF THE INSTITUTIONAL AND REGULATORY FRAMEWORK OF THE AVIATION SECTOR IN COLOMBIA AND ITS NATIONAL POLICIES CONCERNING THE PROVISION OF AIR TRANSPORT SERVICES TO ISOLATED COMMUNITIES

At the request of the Colombian Government, the Bank assessed the institutional and regulatory framework of the air sector in the country. Likewise, the IDB carried out an analysis of international experiences in order to establish decision alternatives with respect to the parameters on which the essential air services will be provided. That is, the development of unprofitable but necessary routes to connect remote regions with the main urban centers. With the Bank's support, Colombia developed a new essential air services policy, approved in 2016, which emphasizes the importance of the provision of these services.



LOANS WITH SOVEREIGN GUARANTEE

Sovereign guaranteed loans are divided into two categories that apply to the aviation sector: (i) investment loans, which are usually aimed at financing the modernization of airport infrastructure, equipment or the public counterpart in public-private partnership contracts, and (ii) policy reform loans, which are the more appropriate instrument to support regulatory and institutional modernization.

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AIRPORT INFRASTRUCTURE PROGRAM IN BOLIVIA - PHASE 1 (BO-L1076)

In 2013, the IDB approved a USD 75.5 million loan with the objective of improving the quality and safety of the Trinidad and Cobija airports through the modernization of airport infrastructure and equipment.

LOANS WITHOUT SOVEREIGN GUARANTEE

Operations without sovereign guarantee are offered to private entities whose projects are related to the development of a specific economic sector in a given country. In the aviation sector, loans are granted to consortiums that build, operate and maintain airport infrastructure.

THE EL DORADO INTERNATIONAL AIRPORT, COLOMBIA (CO-L1029)

The IDB approved a loan of USD 50 million in 2012 for the S.A.A. International Airport Operator Concessionaire (Opain S.A.), which has the El Dorado International Airport concession for twenty years. The objective of the project was to expand the airport by: (i) building a new terminal that includes domestic and international flight services equipped with the latest technology; (ii) a cargo terminal, including additional aircraft parking positions; (iii) a new six-story building for Civil Aviation (Aerocivil); (iv) a maintenance area; (v) the relocation of a fire station and the construction of a new one, and (vii) the relocation of the control tower.



ACTION PLAN FOR THE AVIATION SECTOR

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Taking into account the region's challenges and the Bank's experience in the air sector, the action plan presented below has been broken down into priority areas. These priority areas can be implemented with a combination of loans in support of policy reforms, operations of investment, non-reimbursable technical assistance and knowledge products. They will aim to:

- a. Support and promote national and regional air integration in LAC through greater liberalization of airspace and mechanisms to address social routes.
- b. Promote quality airport infrastructure through innovative financing mechanisms and utilizing the advantage of private sector participation.
- c. Promote access to safe, affordable and sustainable air services for users.

Through Action 1, the IDB aims to support national and regional integration through air transportation.

This action includes efforts to improve the regulation of the aviation market in the region. Regulatory improvements include the adoption and implementation of domestic or international regulations that

ACTION 1: TO SUPPORT AND PROMOTE NATIONAL AND REGIONAL AIR INTEGRATION IN LAC THROUGH GREATER LIBERALIZATION OF AIRSPACE AND MECHANISMS TO ADDRESS SOCIAL ROUTES.



manage routes, tariffs and the use of airports, as well as competition among airlines, both for passenger and cargo service.

An important component in this effort is the support given to the responsible policy-setting bodies, whose mandate is to negotiate open skies agreements and define the different levels of air freedom that a country adopts. These agreements establish the rules of overflight, landing, technical layovers and passenger transport, between countries or within the same country by the airlines.

Furthermore, in order to contribute to the territorial integration of a given country, and in an effort to increase equality, the Bank will support the adoption of policies and mechanisms to address air routes which are considered social, especially in the case of isolated communities, with few or no transportation options within reach.

In this context, action 1 will be realized via contributions to two areas:

1. Contribute to the Latin American and Caribbean region to move towards a **greater liberalization of its air spaces, in a sustainable manner**, resulting in a greater offer of flights, better services and better prices to users through:
 - a. Support countries in the formulation of their air policies, especially through technical support, benchmarking, analysis of policy impacts, and through the consolidation and dissemination of empirical evidence.
 - b. Support countries in strengthening or adopting institutional reforms that improve their capacity to negotiate and implement bilateral and multilateral agreements.
2. Contribute so that the aviation sector is **a means of national integration**, seeking to improve equality between different regions of the same country by:
 - a. Supporting countries in the design of essential air service policies or public service obligations, which are sustainable and with minimal fiscal impact.
 - b. Support policies for the development and maintenance of infrastructure for small airports.

STUDY ON THE IMPACT OF AIR LIBERALIZATION IN BRAZIL

The IDB has contributed with a study carried out by the Brazilian National Civil Aviation Agency (ANAC) that estimates the regulatory impact of international air services agreements signed by the country with Argentina, Portugal, the United States and Chile. This first study concludes that there is a 10% reduction in the air restriction index, which implies an increase of 2.1% in international passengers.

ACTION 2: TO PROMOTE QUALITY AIRPORT INFRASTRUCTURE, THROUGH INNOVATIVE FINANCING MECHANISMS FOR ITS FUNDING (PUBLIC OR PRIVATE)

In action 2, the Bank will support governments in the planning, management and expansion of airport infrastructure, planning this development within the context of a multimodal transport plan.

At the same time, IDB will support governments with creating incentives for the investment and maintenance of international, national or regional airports in a sustainable manner. The importance of public-private partnerships (P3) -including typical concessions- is highlighted as one mechanism to improve airport infrastructure. The main P3 models used in airport contracts are presented in table 1.

The IDB’s actions under this pillar will focus on the following:

- Technical and financial support in the design of master plans and feasibility studies for the investment or concession of international or local airports.
- Support in the reform of the regulatory and institutional framework for the formation of public-private partnerships in the construction, maintenance and operation of airports.
- Sovereign guarantee operations aimed at the modernization of airport infrastructure.

Table 1. P3 Contract Models

Type of P3	Description	Examples
Service contracts	Cleaning, conditioning, maintenance, shops, parking. Contracts of 5-10 years.	Duty Free Americas; specialized firms in general.



Type of P3	Description	Examples
Development by airlines	The airlines are responsible for designing, financing and operating some terminals, and for paying the lease to the airport to cover the costs.	Chicago International Terminal; FedEx, and UPS's cargo terminal (US private mail).
Development by third party	Developed by a private group of passengers or cargo operators	Arrival terminal at JFK airport; Terminal 3 at Toronto Airport; others.
Long-term concession	Concession for construction and operation to the private entity (for a single airport or for several). Normally the concessions are for 20 years.	Sangster Airport (Jamaica); El Dorado (Colombia); Guarulhos, Galeão, etc. (Brazil), and AA2000 (Argentina).
Private airport	The airport is private, but regulated by a public entity.	Privatization of the Airports Authority of the United Kingdom.

Source: *Current Topics in Latin America and the Caribbean: Air Transport Regulation and Economy. IDB, 2016.*



Some of the projects supported by the Bank are highlighted in the boxes below:

MASTER PLANS FOR THE COBIJA AND TRINIDAD AIRPORTS, BOLIVIA

The IDB financed consulting studies for the preparation of the master plans of the airports of Trinidad and Cobija, as well as for the preparation of a proposal for institutional strengthening of the Airport Administration and Auxiliary Services to Air Navigation (AASANA). The master plans provided a strategic frame of reference short, medium and long term priorities, and served as an input to the TESA studies (Technical, Economic, Social and Environmental) of the airports. The strengthening proposal was oriented towards the creation of a maintenance management model for Bolivian airports.

MARKET SOUNDING AT THE SALVADOR, FORTALEZA, PORTO ALEGRE AND FLORIANÓPOLIS AIRPORTS IN BRAZIL

The IDB coordinated a study of Marketing Sounding -a tool that allows for the evaluation of the market reaction to government proposals- regarding the calls for a concession tender for the airports of Florianópolis, Fortaleza, Porto Alegre and Salvador to be launched by the Brazilian Government. IDB's technical assistance supported the design of calls to address the reality of the market and good practices in the design of PPP contracts in the aviation sector. The auction of the airports was successfully carried out in 2017 and the four airports were granted to three European operators for amounts considerably higher than the minimum offers (40% average).

AIR SERVICES IN GUATEMALA

The IDB commissioned a study of potential demand and feasibility of air routes with Deloitte, carried out at La Aurora International Airport and five other domestic airports. The main products of the study were a prospective business plan for the structuring of the routes, the necessary investments in infrastructure and the possible mechanisms of public support. These products can assist in the development of tourism in the selected regions.

ACTION 3: TO PROMOTE ACCESS TO SAFE, AFFORDABLE AND SUSTAINABLE AIR SERVICES FOR USERS THROUGH THE IMPROVEMENT OF TECHNICAL REGULATION MECHANISMS.

In this action, the IDB will support countries in promoting access to safe, affordable and sustainable air services

for users. The development in air services will be achieved through the improvement of technical regulation mechanisms, in close alignment with the adoption of standards and policies recommended by the International Civil Aviation Organization (ICAO).

This effort includes institutional support to the technical regulator. The technical regulator is the authority responsible for the certification of flight personnel (cabin crew and flight attendant), maintenance facilities and procedures, the airworthiness of aircrafts, and all aspects of safety related to the design of airports.

Additionally, in close coordination with the climate change initiative, the Bank will support initiatives that seek to control and monitor the levels of CO₂ emissions and promote alternative sources of energy - such as biofuels for aircraft and solar energy for airports - in the aviation sector.

In this context, the Bank will provide:

- Financial and technical support to the countries to enable the implementation of international technical standards, mainly in the area of security, in accordance with international conventions and best practices.
- In coordination with the Energy Division (INE/ENE) and Climate Change (CSD/CCS), provide financial and technical support to promote the efficiency and viability of biofuel production for aviation chains. This includes technical support, transportation solutions and logistics, regulation and support in pilot projects. This support will encourage airports to adopt ecological preservation standards and infrastructure resilience strategies for natural disasters.

Finalmente, como acción transversal, el BID apoyará a los países en la modernización y el fortalecimiento de sus marcos institucionales del sector aéreo, tomando en consideración las mejores prácticas internacionales.

REGIONAL PROGRAM FOR THE STRENGTHENING OF AIR SAFETY IN LATIN AMERICA AND THE CARIBBEAN

Through the Multilateral Investment Fund (MIF), the Bank supported the Regional Program for the Strengthening of Air Security in Latin America and the Caribbean. This support contributed to safer and more efficient air transport in the countries of the region. A set of consulting services was made available to 19 countries in the region to strengthen regulations and the regulatory framework for aviation safety, equipment facilities and training for aviation safety officials.

COORDINATION FOR THE CONSTRUCTION OF BIOFUEL VALUE CHAINS IN BRAZIL

In collaboration with the National Civil Aviation Agency of Brazil, the IDB supported studies to structure a biofuel platform for civil aviation in that country. The support was applied in two dimensions: the Biokerosene Platform of Minas Gerais, in the city of Macaúbas and other value chains, and the Biokerosene Platform for the Carbon Zero program on the island of Fernando de Noronha. The Bank also supported the inclusion of biokerosene as fuel in GOL flights to Orlando, Miami and the Dominican Republic as a pilot test.

TRANSVERSAL ACTION: AVIATION SECTOR INSTITUTIONAL FRAMEWORK REFORM.



Finally, as a transversal action, the IDB will support countries in the modernization and strengthening of their institutional frameworks in the aviation

sector, taking into account the best international practices.

IDB support will follow the foundations laid out in the ICAO recommendations and the current consensus adopted by the major multilateral organizations. These sources constitute an ideal institutional framework that ensures independence between the four main functions: policy setting, technical regulation, infrastructure operation and the investigation of accidents and incidents.

Figure 2 shows an ideal institutional framework,¹³ with separated roles and responsibilities, as well as the different responsible agencies or bodies.

Figure 2. Ideal Institutional Framework



The framework presented in figure 2 is based on international best practices and incorporates the following guidelines:

1. **The establishment of air policies** including guidelines and the negotiation of open skies agreements, must be the responsibility of the Ministry of Transport (or equivalent) or a Civil Aviation Board.
2. **The technical regulator**, in turn, must be the Directorate or the Civil Aviation Authority of each country.
3. **The operation of airports** should be the responsibility of an airport authority or a similar body, although the operation of airports could also be entirely executed by the private sector.
4. **The operator of the air traffic control service (ATC)** that is in charge of activities that include the navigation and communication services on the airspace of the country can be a separate agency or the same airport authority, without negative consequences in the latter case.

¹³ FROM POLÍTICA NACIONAL DE AVIACIÓN CIVIL PARA PANAMÁ. BID-RICOVER, 2016. THE FRAMEWORK PRESENTED INCLUDES INTERNATIONAL RECOMMENDATIONS; THE IMPLEMENTATION OF THE INSTITUTIONAL FRAMEWORK IN A SPECIFIC COUNTRY SHOULD INCLUDE A DETAILED AND DEEP ANALYSIS OF THE SPECIFIC NEEDS AND FACTORS.

5. **The airlines** that operate in the country are those that are certified and regulated by the technical regulator of that country.
6. Finally, **the investigation of air accidents** should be the responsibility of a commission or board that is autonomous and independent of the agencies listed above, and reporting directly to the president or the nation's Congress. In countries with insufficient traffic levels, these commissions or boards are formed ad hoc, once they become necessary. However, the mechanisms of training and operation are predefined, in order to ensure the impartiality of the organism.

MAIN STRATEGIC PARTNERS | 07

Considering the vast impact of the aviation sector on both individual Latin American countries and the region as a whole, the framework and action plan presented in this document have a direct link with several strategic goals and areas of knowledge of the Bank. They also have a direct link with regional and global entities that encourage efforts for more efficient, affordable and safe air transport.

With this in mind, the Transport Division will carry out the action plan presented in section 6, and continue to collaborate with internal and external partners in the coming years. Some of these partners are:

INTERNAL STRATEGIC PARTNERS

- **Country managers:** the Country Offices of the Vice Presidency of Countries (VPC) are key partners to respond to the demand of the countries and disseminate the work of the Bank. The association with country managers is possible through regional dialogues, as well as through the elaboration of sector assessments.
- **Country offices:** collaboration with country offices is key to strengthening dialogues at the national level. This includes the preparation of the *Country Strategy*, support on specific issues, consolidation of a financing pipeline and technical support.
- **IDB Invest:** the collaboration with the organization will take place in two ways: (i) in the development and strengthening of institutional

and regulatory frameworks that allow the expansion of high quality private investment, and (ii) in the design and structuring of operations without sovereign guarantee for the financing of airport infrastructure.

- **Integration and Trade Sector (INT):** the aviation sector contributes to the overall economy by enabling regional and international trade, as well as the development of specific sectors such as tourism. In this context, collaboration with the Integration and Trade Sector is key and will be achieved through technical support and double-booking projects.
- **Climate Change and Sustainable Development Sector:** he collaboration with this sector will be conducted through aspects related to tourism (CSD/RND) and climate change (CSD/CCS).

EXTERNAL STRATEGIC PARTNERS

Finally, the Bank's Transport Division will strengthen its collaboration with relevant international and regional institutions in the aviation sector. These partners include the International Civil Aviation Organization (ICAO), the Latin American Civil Aviation Commission (CLAC), the Corporation Central American Air Navigation Services (COCESNA), the International Air Transport Association (IATA), as well as the entities that are responsible for the policies, operation and regulation of civil aviation of the member countries of the Bank.

ANNEX

PROJECTS IN THE AVIATION SECTOR

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
PROJECTS WITH SOVEREIGN GUARANTEE							
BH-L1041	Airport Infrastructure Project	Bahamas	2017	TSP	TOTAL: USD 35,000,000	The main objective of the program is to contribute regionally and globally to the sustainable integration of The Bahamas through secure air transport infrastructure improvements in the Family Islands (FI) airports. Specifically, the program aims to improve air transport connectivity and flow of people to the FI. These improvements will be achieved through infrastructure improvements and climate change resilience by upgrading, rehabilitating and maintaining selected airports to comply with international aviation standards taking into account climate change considerations. The operation is expected to generate travel time savings.	Implementation
HA-L1089	Support Program for Transport Sector in Haiti	Haiti	2014	TSP	TOTAL: USD 50,000,000	The first program component is the rehabilitation of the Toussaint Louverture International Airport (TLIA), USD 25,8 million, by financing the following elements: (i) rehabilitation and improvement of the main runway; (ii) construction of a new air traffic control tower and a control center, and (iii) mitigation of environmental and social effects.	Implementation
BO-L1076	Airport Infrastructure Program. Phase I	Bolivia	2013	TSP	TOTAL: USD 79,900,000 IDB: USD 73,500,000	The objective of the program is to improve service quality and safety at the Trinidad and Cobija airports in the face of growing demand by providing international service and safety standards through infrastructure and equipment modernization, as well as to support the Government of Bolivia in contributing to the institutional strengthening and sustainability of the airport sector ahead of the implementation of the Airport Development Program.	Implementation
BH-L1027	Air Transportation Reform Program (PBL)	Bahamas	2011	TSP	TOTAL: USD 50,000,000	The objective of the program was to promote the development of safe and efficient air transport in the Bahamas that complies with international standards. The objective was achieved through a far-reaching reform of the current institutional and regulatory structure that will require the creation of new institutional and legal frameworks and mechanisms with respect to financing and infrastructure management.	Completed
EC-L1045	Program for the Renewal of TAME's Aircraft Fleet	Ecuador	2007	TSP	TOTAL: USD 62,700,000 IDB: USD 62,250,000	The objective was the purchase of two 140-passenger Embraer ERJ190LR aircrafts to improve the quality of services	Completed

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
GY0050	Air Transportation Reform	Guyana	2000	TSP	TOTAL: USD 31,500,000 IDB: USD 30,000,000 IDB Investment: USD 7,500,000 Policy: USD 20,200,000 CT: USD 2,300,000	The objective of the program was to increase the quality of air transport operations, safety procedures and other relevant services to bring them to internationally acceptable levels. It was a hybrid project, with reforms and policies which provided financing investments to improve the Cheddi Jagan International Airport (CJIA).	Completed
JA0034	Airport Reform and Improvement Program	Jamaica	1995	TSP (co-financing from the Inter-American Investment Corporation / IDB Invest)	TOTAL: USD 55,437,744 IDB: USD 26,412,097	<p>The program comprised the following three components:</p> <p>1) Civil works in the Norman Manley International Airport (Norman Manley International Airport-NMIA) in Kingston. It included: (i) the rehabilitation of the infrastructure of the operation center for air navigation activities (take-off and landing runway, wheel tracks and parking apron); (ii) the replacement of the underground fuel supply system; (iii) improvement of the drainage system and installation of fuel separation chambers; (iv) the construction of a new waste treatment plant, and (v) the construction of facilities in the port of Kingston for the access lighting system.</p> <p>2) Communications system: improvement and rehabilitation of equipment for national air traffic control (CNTA) and auxiliary services for navigation, and other adjacent facilities in the NMIA and Sangster International Airport (Sangster International Airport, SIA) in Montego Bay</p> <p>3) Regulatory and institutional activities: establishment of the technical and economic regulatory framework prior to the transfer of airports to the private sector.</p>	Completed

CONCEPTUAL FRAMEWORK FOR AVIATION

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
PROJECTS WITH NON-SOVEREIGN GUARANTEE							
CO-L1029	El Dorado International Airport	Colombia	2012	Inter-American Investment Corporation/IDB Invest	TOTAL: USD 871,000,000 IDB: USD 165,000,000 CAF: USD 50,000,000	The loan was directed to the Concessionaire Operadora Aeroportuaria Internacional SA (Opain). The objective was to expand the airport, through: (i) a new terminal that includes domestic and international flight services equipped with the latest technology; (ii) a cargo terminal, including additional aircraft parking positions; (iii) a new six-story building for Civil Aviation (Aerocivil); (iv) maintenance area; (v) relocation of a fire station and construction of a new one, and (vii) relocation of the control tower.	Completed
CR-L1037	Juan Santa María International Airport Expansion	Costa Rica	2009	Inter-American Investment Corporation/ IDB Invest	TOTAL: USD 102,000,000 IDB: USD 45,000,000	The project was addressed to Andrade Gutierrez Concessões and ADC & HAS Corporation. The objective was the expansion of the airport, through the acquisition of operating rights and its physical expansion (extension of the terminal, of the halls for immigration and customs processes, and the addition of rooms and remote parking).	Completed
EC-L1005	Quito International Airport	Ecuador	2005	Inter-American Investment Corporation/ IDB Invest	TOTAL: USD 582,000,000 IDB: USD 75,000,000	The loan was granted to Aecon Group, Andrade Gutierrez Concessões SA, Airport Development Corporation and Houston Airport System Development Corporation. This project included the construction and commercial operation of the new airport; the development of a free trade zone in the area, and the construction of 4 km of highway that connects the airport to the Interoceanic Highway. In addition, the project included the operation of the Mariscal Sucre airport until its closure - and the transfer of all flights to the new airport.	Completed
HO0055	Pre-investment Air Transportation and Road	Honduras	1961	N/D	TOTAL: USD 1,660,000 IDB: USD 960,000	N/A	Completed

COOPERACIONES TÉCNICAS

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
REGIONAL COOPERATION							
RG-T2991	Support for the Implementation of the Sustainable Air Transport Strategy	Regional	2017	TSP	USD 650,000	The objective of the TC is to develop research products, knowledge and propagation (diagnosis, notes on policies, methodologies, toolkits and pilot projects) to support borrowing countries in the design of policies, regulations, planning processes and the prioritization of investments in the aviation sector. The specific objectives include support to: (i) formulate policies that seek to increase regional and national air integration; ii) design and implement mechanisms for the management, regulation and financing of infrastructure and airport services; (iii) support the adoption of technical and aviation safety standards; and (iv) accelerate the adoption of aviation biofuels.	Implementation
RG-T2577	Support for the Preparation and Implementation of Air Transport Projects in LAC	Regional	2015	TSP	USD 434,399	The objective is to support the Bank's borrowing countries in the planning and prioritization of investments in the air transport sector, strengthening the Bank's role in the field. The specific objective of the TC is to support the development and dissemination of knowledge products and specific diagnoses that contribute to: (i) policy and investment decisions in air transport; (ii) the inclusion of aviation strategies of the Bank as a catalyst for economic development; and (iii) preparation of investment projects, public and/or private, linked to air transport.	Implementation
RG-T2302 y RG-T2358	Action Plan for Sustainable Air Transport	Regional	2013	TSP	USD 1,176,000	The objective is to support countries to prioritize and plan their investments in air transport by: (i) creating knowledge products that support countries in the design of operations for air transport; (ii) supporting the formulation of investment policies and decisions; (iii) the strengthening of the Bank's institutional capacity to advise its client countries and promote the sector, and (iv) dissemination mechanisms and action plans that facilitate the implementation of policies and related infrastructure by the countries.	Completed
TC7907027	Airports Operation and Maintenance	Regional	1979	N/D	USD 34,934	N/A	Completed
TC6710067	Study on Air-cargo Transportation	Regional	1967	N/D	USD 49,680	N/A	Completed

CONCEPTUAL FRAMEWORK FOR AVIATION

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
Customer support cooperation in the field of aviation security (Air Safety Initiative - TC0007032: USD 3,353,519)							
TC0205000	Strengthening of Airport Security	Bahamas	2005	N/A	USD 450,000	El objetivo de esta CT fue contribuir a un transporte aéreo más seguro y eficiente en Bahamas, por medio de estudios de implementación del marco regulatorio, procedimientos, políticas y capacitaciones de los funcionarios públicos de Bahamas	Completed
TC0203029	Strengthening of Airport Security	Barbados	2006	N/A	USD 450,737	The objective of this TC was to contribute to safer and more efficient air transport in Barbados.	Completed
TC0207042	Strengthening of Airport Security	Belize	2005	N/A	USD 139,496	The objective was to strengthen aviation security in Belize, mainly that of Phillip S. W. Goldson International Airport, and to adopt international standards. The project included regulatory strengthening of the air department to comply with ICAO standards, provision of airport equipment and training in the training model.	Completed
TC0205023	Strengthening of Airport Security	Chile	2005	N/A	USD 365,514	This TC aimed to promote the efficiency and safety of air operations in Chile, by aligning regulations and systems with international standards.	Completed
TC0210074	Strengthening of Airport Security	Colombia	2003	N/D	USD 470,678	The objective of the CT was to support Colombia in improving regulations and standards in the air sector, training government and airport personnel.	Completed
TC0201105	Strengthening of Airport Security	Dominican Republic	2003	N/A	USD 489,149	The objective of the TC was to promote the safety and efficiency of air transport in the Dominican Republic through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0201124	Strengthening of Airport Security	El Salvador	2002	N/A	USD 193,542	The objective of the TC was to promote the safety and efficiency of air transport in El Salvador, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0201106	Strengthening of Airport Security	Guatemala	2002	N/A	USD 316,990	The objective of the TC was to promote the safety and efficiency of air transport in Guatemala, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0205039	Strengthening of Airport Security	Guyana	2004	N/A	USD 468,362	The objective of the TC was to promote the safety and efficiency of air transport in Guyana, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
HA-M1006	Strengthening of Airport Security	Haiti	2006	N/A	USD 497,414	The objective of the TC was to promote the safety and efficiency of air transport in Haiti, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0201099	Strengthening of Airport Security	Honduras	2002	N/A	USD 114,724	The objective of the TC was to promote the safety and efficiency of air transport in Honduras, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
TC0202015	Strengthening of Airport Security	Nicaragua	2002	N/A	USD 494,949	The objective of the TC was to promote the safety and efficiency of air transport in Nicaragua, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0205040	Strengthening of Airport Security	Panama	2005	N/A	USD 453,975	The objective of the TC was to promote the safety and efficiency of air transport in Panama, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0205017	Strengthening of Airport Security	Paraguay	2003	N/A	USD 459,840	The objective of the TC was to promote the safety and efficiency of air transport in Paraguay, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
PE-M1012	Strengthening of Airport Security	Peru	2006	N/A	USD 29,270	The objective of the TC was to promote the safety and efficiency of air transport in Peru, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0301047	Fortalecimiento de la Seguridad Vial en los Países del Este del Caribe	Regional	2006	N/A	USD 362,820	The objective of the TC was to promote the safety and efficiency of air transport in the sub-region, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0203028	Strengthening Airport Security	Surinam	2002	N/A	USD 428,025	The objective of the TC was to promote the safety and efficiency of air transport in Suriname, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0203035	Strengthening Airport Security	Trinidad and Tobago	2002	N/A	USD 320,592	The objective of the TC was to promote the safety and efficiency of air transport in Trinidad and Tobago, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed
TC0204013	Strengthening Airport Security	Uruguay	2002	N/A	USD 442,227	The objective of the TC was to promote the safety and efficiency of air transport in Uruguay, through technical support in the adoption of regulatory framework that complies with international standards and in training for technical personnel.	Completed

CONCEPTUAL FRAMEWORK FOR AVIATION

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
CUSTOMER SUPPORT COOPERATION - PREPARING OPERATIONS							
BH-T1048	Sustainable Infrastructure Upgrade for the Family Island Airports Bahamas.	Bahamas	2017	TSP	USD 500,000	The objective of this technical cooperation is to develop a strategic business plan for the airports in the Family Islands, to reach safety standards and operation efficiency.	Implementation
BH-T1044	Support for the development of a National Airlift Diversification Plan	Bahamas	2015	TSP	USD 500,000	The objective is to support the government of the Bahamas and to produce capacity for the development of an Air Plan for the Diversification of New Markets	Implementation
BO-T1204	Support to the Preparation of the Airport Infrastructure Program I	Bolivia	2013	TSP	USD 580,000	The objective of this CT is to provide support for the preparation of the Infrastructure Program BO-L1076	Completed
CO-T1044	Soporte a las Inversiones del Aeropuerto Internacional El Dorado	Colombia	2007	N/D	USD 220,800	The proposal was to support the due diligence process for the concession of the international airport, through consultancies in operational plans and manuals.	Completed
TC0209023	Supervision of Cheddi Jagan International Airport	Guyana	2003	N/D	USD 150,000	The objective of the TC was to support the expert supervision of works on the runway at the Cheddi Jagan airport.	Completed
TC0001016	Studies of Cheddi Jagan Airport Phase II	Guyana	2000	N/D	USD 140,000	The objective of the TC was to complete the studies of the Cheddi Jagan International Airport.	Completed
TC9804172	Air Transport Sector Reform	Guyana	1998	N/D	USD 129,000	The objective of the TC was to support the achievement of the GY0040 loan reforms.	Completed
TC9708184	Study on Privatization for Airport	Guyana	1997	N/D	USD 150,000	The objective of the TC was to support the investment component of loan GY0040.	Completed
TC9502148	Prep. of Airport Sector for Privatization	Jamaica	1995	TSP	USD 472,647	The purpose of the TC was to prepare the privatization scheme for the air sector in Jamaica, with the appropriate regulations and legislation.	Completed
TC9408495	Reform and Improvement of Airport Sector	Jamaica	1994	TSP	CAD 57,669	The TC was the preparation for the operation of JA0034..	Completed

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
CUSTOMER SUPPORT COOPERATION - OTHER STUDIES							
GY-T1134	Support for a National Aviation Master Plan for Guyana	Guyana	2017	TSP	USD 500,000	The proposal of this technical cooperation is to develop the Aviation Master Plan, with the aim of promoting a comprehensive proposal to improve the aviation sector in the country	Implementation
EC-T1317	Strengthening Sustainability in the New Quito International Airport: A Shared Value	Ecuador	2015	Inter-American Investment Corporation/IDB Invest	USD 180,000	The objective was to support the implementation of EC-L1005, through the viability of the application of a shared value approach.	Completed
BO-T1231	Support for the Development of Airport Infrastructure	Bolivia	2014	TSP	USD 270,000	The purpose of this TC was to finance studies and consultancies in the air sector in Bolivia.	Completed
SU-T1066	Air Transport Modernization Program	Surinam	2013	TSP	USD 562,500	The objective of the TC was to analyze the options for institutional solutions to structure a public-private partnership at the Paramaribo airport.	Completed
BO-T1157	Preparation and Initial Implementation of the Airport Infrastructure	Bolivia	2012	TSP	USD 191,977	The purpose of this TC was to develop master plans that provide a strategic framework for prioritizing short, medium and long-term investments.	Completed
HA-T1134	Support for the Reconstruction of the Toussaint Louverture Airport	Haiti	2011	N/A	USD 822,000	The objective of this TC was to provide support for studies of the reconstruction of the airport after the earthquake in Haiti.	Completed
JA-T1065	Support for the Privatization of the Norman Manley International Airport	Jamaica	2011	TSP	USD 500,000	The purpose of the TC was to support capacity building and the due diligence process at the Norman Manley airport concession.	Completed
BL-T1026	Domestic Airstrips	Belize	2009	TSP	USD 47,206	The objective was to develop a feasibility study of the expansion program of municipal airports in Belize	Completed
HO-T1021	Privatization of Four International Airports	Honduras	2004	Inter-American Investment Corporation/IDB Invest	USD 123,000	The purpose of the TC was to study the due diligence process in the socio-environmental, economic, technical, market and legal spheres.	Completed
TC0007051	Feasibility Studies Concession Asuncion Airport	Paraguay	2002	N/A	USD 499,900	The objective of the TC was to complete feasibility studies for the Asunción airport concession.	Completed
TC9910008	Cap-Haitien Airport Concession Pre-feasibility	Haiti	1999	N/A	USD 107,134	The purpose of the TC was to complete the pre-feasibility studies for the Cap Haitien airport concession.	Completed

NUMBER	TITLE	COUNTRY	YEAR	UNIT	AMOUNT	OBJECTIVE	CURRENT STATUS
TC9711301	Preparation of Air Cargo Facility Concession	Barbados	1998	N/A	USD 42,300	The objective was to support the International Transport Division of the Government of Barbados to define and develop private investment mechanisms for air cargo facilities.	Completed
TC9608251	Extension of the Air Cargo Terminal of El Dorado Airport	Colombia	1998	N/A	EUR 176,152	The objective of the TC was to support the government in a needs assessment for the development of the cargo area at the El Dorado airport	Completed
TC7002033	Engineering Studies the for Seawell Airport	Barbados	1970	N/A	USD 70,000	The objective was to support engineering studies for the Seawell Airport in Barbados.	Completed
BR0130	Study for the New International Airport	Brazil	1968	N/A	USD 652,920	N/A	Completed



