

**MINUTE OF THE GREPECAS PROGRAMMES AND PROJECTS REVIEW
COMMITTEE (PPRC) ON-LINE MEETING (ePPRC/01)
ICAO NACC REGIONAL OFFICE**

27 May 2020

List of Participants:

Refer to **Attachment A**

Agenda

Refer to **Attachment B**

Objective: Follow-up on the CAR/SAM Planning and Implementation Regional Group (GREPECAS) activities including a necessary review in view of the COVID-19 situation.

ICAO Documentation and Presentations by NACC and SAM Regional Offices.

Documentation and presentations can be found at the following link:

<https://www.icao.int/NACC/Pages/meetings-2020-crpp01.aspx>

Background

1. The ICAO NACC Regional Office Director and GREPECAS Secretary, Mr. Melvin Cintron, welcomed the participants, highlighting ICAO's commitment at these critical times faced by aviation and the importance of leadership before this crisis. Including different stakeholders in recovery plans, particularly the industry, is essential to achieve effective, rapid and harmonized actions. GREPECAS' participation is important in support to the current actions taken in air navigation to safeguard people and ensure the safe operation and efficiency of air operations. The ICAO SAM Regional Office Director, Mr. Fabio Rabbani, also endorsed this perspective and the importance of acting effectively and focused on solving the problems caused by the pandemic. The President of GREPECAS, Mr. Santiago Rosa (Dominican Republic) represented by Mrs. Betty Castaing, emphasized the current importance of GREPECAS as support to the States to promote regional collaboration and undertake prompt actions to assist the CAR/SAM Regions.
2. In this sense, GREPECAS member States were invited to assess the current level of performance and benefit of the GREPECAS work programme, to identify new implementation needs and to present/propose new projects or tasks so that the results of GREPECAS are oriented to meet the current needs of the States, facing the difficult condition in the CAR/SAM Regions.
3. It was mentioned that it is inevitable to take certain restrictive measures in air services to prevent the spread of COVID-19; however, GREPECAS needs to get ahead of the requirements to better and proactively help CAR/SAM States. Efforts must be made to establish timely proactive actions based on new priorities and to maintain operations through strict health management and information exchange. The initiatives already taken by the ICAO NACC and SAM Regional Offices on air navigation

issues to mitigate the effects of COVID-19 and to ensure the continuity of operations and Air Navigation Services (ANS) are known.

Discussion

Agenda Item 1: Main Progress in the Improvements to GREPECAS

Progress status of the improvements to GREPECAS

4. Under P/02, the progress of the GREPECAS improvements to date was presented, including the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of GREPECAS, the mission carried out by the Secretariat to Dominican Republic for coordination of the automated management system, the progress on the revision of GREPECAS Procedural Handbook, and in general the follow-up of the agreements made with GREPECAS' Chairpersonship. The follow-up and the goals set to evaluate the impact of the improvements are shown in **Attachment C**.

5. This follow-up highlighted the efforts to create the proactive automated management system to follow up on regional programmes and projects in a timely and effective manner, which is what would lead to obtain the necessary measurement, follow-up and control to achieve goals and strategic objectives and the desired impact in the CAR/SAM States. The goals and expected deliverables with the implementation of the Management System are shown in **Attachment D**. In this regard, Brazil requested more information on the management system.

6. In order to enhance the explanation of the progress in the activities of the implementation of the GREPECAS Automated Management System, the following Decision was formulated:

DECISION	
ePPRC/01/01	STATUS OF IMPLEMENTATION OF THE AUTOMATED MANAGEMENT SYSTEM OF GREPECAS
What: That, with the aim of reporting on the status of implementation of the GREPECAS Automated Management System and of inviting the States that wish to be part of the ongoing activities for this implementation, the Secretariat and the GREPECAS Chairman send by 26 June 2020 , to GREPECAS Member States, a communication detailing this information and the need for involvement for the prompt implementation of the System.	Expected impact: <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical
Why: Report on the status of implementation of the GREPECAS Automated Management System and invite States that wish to be part of the ongoing activities for this implementation of the System	
When: 26 June 2020	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input checked="" type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	GREPECAS Chairman

7. The review of GREPECAS Programmes and Projects was also discussed, highlighting what is required by GREPECAS, with these five initial questions about the project to be evaluated:

- a) Are the projects established by the States aligned with the regional strategic projects and the strategic objectives of the organization and with the strategic plans drawn up by ICAO Global Air Navigation Plan (GANP)?
- b) Have the objectives of the Programmes and Projects been met?
- c) How is the need for one or another determined?
- d) What follow-up is given to them?
- e) At what point should they be updated or closed?

8. Under P/03, the progress of GREPECAS Programmes and Projects was reported. Under WP/01, the Secretariat commented that under a project-based approach, it is considered convenient to analyse current projects using the principle of “Continuous Business Justification”. This proposal is made taking into account the impact of COVID-19 and the financial recovery times in particular, which the aviation industry will have once the situation is normalized.

Definition of the main challenges in the CAR/SAM Regions by the Global contingency of COVID-19 in coordination and activities

9. The Secretariat commented on the main challenges in the CAR/SAM Regions due to the global contingency COVID-19, particularly in the areas of Air Navigation, and the activities carried out and planned under P/3 and WP/01 were presented.

10. ICAO created the Council Aviation Recovery Task Force (CART) with the intention of guiding the global strategy related to the recovery of Civil Aviation caused by COVID-19. Likewise, ICAO created the “Secretariat COVID-19 Emergency Programme Group” (SCEPG), and later webinars will be held on the results and guidelines generated by CART in June for Civil Aviation Authorities (CAA), Air Navigation Service Providers (ANSPs) and aviation stakeholders.

11. The Meeting was informed on future activities to harmonize protocols and measures to support the mitigation of the pandemic and the recovery of aviation, webinars on the important topics to be taken into account for the provision of Air Navigation Services (ATS) under COVID -19, in order to improve measures to allow the safe continuity of operations. Various topics will be addressed in the webinars, such as:

- Contingency planning
- Protection measures
- Services reactivation
- Procedures to recover the compromised facilities
- Security risk management
- Considerations regarding safety oversight

12. Under P/03, the concept of a Public Health Corridor (PHC) was discussed, which has been developed using a risk-based approach, considering the principles of safety management, as the key elements of this strategy. They are: the use of "clean" aircraft, "clean" airport facilities, "clean" crew and "clean" passenger transportation. This concept would also apply to cargo flights.

13. Under Aeronautical Meteorology matters, the Meeting was informed of alternative ways to provide the service, especially to face the 2020 hurricane season, through:

- Remote working skills development
- Strengthen remote observation and reporting capabilities
- Ensure communication (COM) connectivity
- Implement automated pre-flight information systems
- Improve the content of agreements between Aeronautical Meteorological (MET) Authorities and ATS and include necessary requirements and guarantee the supply of essential operational products
- Review the contingency operating modes established for the Meteorological Surveillance Offices (MWO) and/or the Aerodrome Meteorological Offices (AMO)
- Consider delegating some or all functions of the MWO/AMO to another MWO/AMO.
- The World Meteorological Organization (WMO) provided ICAO/WMO guidance material available as preliminary guidelines during COVID-19, on the site: <https://community.wmo.int/activity-areas/aviation/covid-19>

14. The work on the harmonized orientation of CAPSCA that applies to operations to support cargo transportation, was presented specifically:

- Operations related to freighters/cargo transport aircraft;
- Operations involving passenger aircraft carrying cargo in the passenger cabin;
- Air operators are responsible for ensuring the disinfection of the aircraft at a frequency based on the use of the aircraft;
- In cases where additional disinfection is required, for example cabin disinfection during crew changes, air operators must provide the necessary disinfection materials and Personal Protective Equipment (PPE) to the crew;
- The identified crew that has had close contact with a positive case of COVID-19 must be released from the flight task list for 14 days from the date of exposure and follow the instructions of the local public health authorities; and
- The crews must respect the physical distance, both in service and out of service, according to the local requirements that govern when they are out of service

15. It was also mentioned that GREPECAS, with the support of the Regional Offices, will continue to lead the aviation recovery activities, from the perspective of air navigation services, with the States of the CAR/SAM Regions and evaluate other alternative solutions, synergistically involving the industry and other main aviation stakeholders. GREPECAS will seek to work with the other regional groups (RASG-PA and AVSEC/FAL/RG) and other CAR/SAM regional implementation groups for this purpose, under the regional guidelines aligned to the CART guidelines.

16. Under P/05, the follow-up to valid conclusions of GREPECAS was informed.

Agenda Item 2: *Supporting Actions from GREPECAS regarding the Global Contingency of COVID-19*

17. Argentina, Cuba, Jamaica, United States and other States spoke about the current Project management. In view of COVID-19, it was necessary to review them, redefine priorities and the urgent need for measures taken, highlighting the importance and commitment to join efforts among the States and aviation industry stakeholders. The following clarifications were offered:

- a) Concerning regional projects, it was recommended to identify multi-regional projects as an objective of the GREPECAS and that they should be objective and feasible with beneficial results for the States.
- b) The COVID-19 has a direct impact on the development of international aviation and will include permanent changes. It is necessary review GREPECAS projects, considering a new paradigm.
- c) Argentina mentioned the importance of simulations and training flights.
- d) Colombia indicated the cancellation of several operations excepting cargo, humanitarian and exception flights.
- e) ICAO should continue organizing this approach of reaching out to States in order to address the immediate and necessary actions to mitigate adverse effects of the pandemic in the air transport sector, and States were also urged to support the collaborative approach initiative involving different State authorities to ensure the greatest support.
- f) Panamá explained its aviation recovery actions made through the use of the air transport recovery strategic plan of the South American (SAM) Region to start preparing the reestablishment of operations once health authorities authorize it.
- g) Changes of scenarios and in some cases postpone projects until conditions are ideal and maybe new projects will emerge from this crisis.
- h) The importance of reviewing the priority of the approved projects and of finding a mechanism to achieve only necessary projects.

18. When discussing the adverse effects of the pandemic as well as other epidemic contingencies, the Meeting noted the need of seeking improvements to the current processes and contingency actions that are activated when these situations occur. It was agreed to urgently activate an Ad hoc Group to study the extension of the Contingency Planes on ATS, Aeronautical Information Services (AIS)/Aeronautical Information Management (AIM) and Aeronautical Meteorology (MET) in case of pandemics or epidemics in the regions, with members from Argentina, Brazil, Panama, United States and COCESNA under the Secretariat management, and the following Decision was adopted:

DECISION	
ePRCC01/02	IMPROVEMENTS TO PANDEMIC OR EPIDEMIC CONTINGENCY PLANS IN THE CAR/SAM REGIONS
<p>What:</p> <p>That, considering the vulnerability of the CAR/SAM Regions with their infrastructures and air navigation services in view of contingencies such as natural phenomena and other major situations such as pandemics or epidemics; the existence of ATS contingency plans both in the CAR and SAM Regions and the importance of enhancing said plans with current best practices identified by the current COVID-19 pandemic; an Ad hoc Group is activated, composed by Argentina, Brazil, Panama, United States, and COCESNA under the management of the Secretariat in order to:</p> <p>a) expand current contingency plans of the CAR/SAM Regions and identify improvements to efficiency and effectiveness for the benefit of States and more immediate action to contingencies due to pandemics or epidemics; and</p> <p>b) present its results to the next On-line meeting of the PRCC.</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input checked="" type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>
<p>Why:</p> <p>Implement improvements to the current contingency mechanisms in the CAR/SAM Regions</p>	
<p>When: ePRCC/02</p>	<p>Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed</p>
<p>Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:</p>	

19. Considering the discussion on the review of Programmes and projects, it was agreed that current projects be analysed taking into account all the changes in the context that they will be developed to determine if they continue being justified under the new priorities and needs of the States. The following should be addressed for the review:

- a) respond to the 5 questions described under paragraph 8 of this minute
- b) consider complementation of the following assessment matrix:

Evaluation criteria	Assessment ideas	Evaluation scale				
Relevant	It is the project purpose and project goals still significant?	1	2	3	4	5
Impact	What impact (positive or negative) does the project bring to the State?					
Sustainable	To what extent is it possible to continue developing the project under the new operational scenario?					
Reachable	To what extent are the goals and objectives defined in the project achievable under the new operational scenario?					

20. In view of the aforementioned, the following decision was adopted:

DECISION ePRCC01/03		REVIEW OF THE CURRENT PRCC PROGRAMMES AND PROJECTS	
<p>What:</p> <p>That, considering the new overview foreseen for civil aviation due to the restrictions imposed by the States to avoid spread of the COVID-19 and before the new scenario in which GREPECAS projects are developed, the Secretariat shall:</p> <p>a) assess GREPECAS programmes to determine if they can still be justified under the new scenario in the CAR/SAM Regions (questions and Projects matrix);</p> <p>b) work on the implementation of air navigation in line with guidelines established or to be established by the groups created by ICAO, at a global and regional level, for reactivating and the recovery of civil aviation;</p> <p>c) review the objectives, targets and implementation dates of the different current on-going Programmes and Projects, and make them suitable for the requirements established by the new horizons determined by the COVID-19 crisis; and</p> <p>d) present a report by 30 November 2020, with the restructuring of the targets, objectives and dates of</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input checked="" type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>		

the reviewed Projects.	
Why: To ensure a harmonised and organized response for the States concerning aspects of capacity and efficiency of air navigation in view of the impact of COVID-19 in regional aviation.	
When: 30 November 2020	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:	

Agenda Item 3: Next GREPECAS Plenary Meeting/On-Line meetings

21. Under P/06, information was provided on the formal notification from Paraguay in the sense that it will no longer host the next plenary meeting of GREPECAS in 2020 due to the COVID-19, as well as the convenience of progressing the work of GREPECAS through on-line meetings for specific topics such as the review of the GREPECAS Procedural Handbook; the implementation of the Management System, the compliance with the Global Air Navigation Plan (GANP), etc. Many of the subjects could be developed through on-line meetings. It was deemed that the face-to-face plenary GREPECAS meeting could be held in early 2021 if COVID-19 permits. The face-to-face GREPECAS plenary meeting would be held in conjunction with the RASG-PA plenary meeting as requested by the Council of ICAO to the regional groups.

22. The Meeting also noted the importance of holding another session of the PRCC after the progress on tasks and work of GREPECAS, and it deemed convenient to hold it by end July on-line. In this regard, the Meeting adopted the following Decision:

DECISION	
ePRCC01/04	ON-LINE FOLLOW-UP MEETINGS AND NEXT GREPECAS FACE-TO-FACE MEETING
<p>What:</p> <p>That, bearing in mind the need to progress the work programme of GREPECAS, the notification of the inability of hosting the plenary meeting of GREPECAS in 2020 and in order to keep an active participation of States in the discussions and benefits of GREPECAS, the Secretariat will:</p> <p>a) coordinate with the States and RASG-PA the next face-to-face plenary meeting of GREPECAS to be held in 2021, by December 2020;</p> <p>b) Inform by 3 July 2020 the States of the specific On-line meetings plan to be held in July 2020; and</p> <p>c) convene the next On-line meeting of the PRCC at the end of July 2020.</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input checked="" type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>
Why: Follow-up of the work and activities of GREPECAS	

When: Dic-2020/Jun-2020/Jul-2020	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:	

Agenda Item 4: Other Business

23. Bolivia expressed its difficulties to update the GREPECAS Air Navigation Deficiencies Database (GANDD) and the convenience of authorising remote access and surveillance services to minimize person transfers and physical contact under the current circumstances. The Secretariat noted said remarks and will work through the SAM Regional Office to collaborate on GANDD’s update with information provided by the State and the authorization of remote access and surveillance services as requested.

24. Likewise, all the States and the industry were invited to use available guidelines, tools and information in different web links in order to have information for decision-making on the coordination and preparatory actions for the hurricane season and continue the COVID-19 contingency.

25. Finally, ICAO’s commitment was reiterated by the Secretariat, as well as by the Chairperson of GREPECAS, to continue with assistance and support to the necessary measures and actions in order to mitigate the effects of the pandemic, the application of best practices and to go forward in keeping and improving safety and the several activities for the development of aviation and socio-economic growth of the States of the CAR and SAM Regions. Moreover, ICAO committed as a leader of global aviation to join the different efforts of stakeholders of aviation towards an aviation/air transport recovery plan allowing prompt action, in an effective and sustainable manner for aviation. The ICAO NACC and SAM Regional Offices were acknowledged for their continuous assistance to States concerning the application of guidelines and best practices presented at different fora.



North American, Central American and Caribbean Office (NACC)
Oficina para Norteamérica, Centroamérica y Caribe (NACC)

**GREPECAS Programmes and Projects Review Committee (PPRC) On-line Meeting /
Reunión Virtual del Comité de Revisión de Programas y Proyectos (CRPP) del GREPECAS
(ePPRC/01)**

27 May 2020 / 27 de mayo de 2020

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International Civil Aviation Organization
CAR/SAM Regional Planning and Implementation Group [GREPECAS]

AGENDA

**GREPECAS Programmes and Projects Review Committee (PPRC) On-Line Meeting
(ePPRC/01)
27 May 2020**

**ATTACHMENT B
AGENDA**

- Agenda Item 1: Main Progress in the Improvements to GREPECAS**
- 1.1 Progress status of the improvements to GREPECAS
 - 1.2 Definition of the main challenges in the CAR/SAM Regions by the Global contingency of COVID-19 in coordination and activities
- Agenda Item 2: Supporting Actions from GREPECAS regarding the Global Contingency of COVID-19**
- Agenda Item 3: Next GREPECAS Plenary Meeting/On-Line Meetings**
- Agenda Item 4: Other Business**

AGENDA EXPLANATORY NOTES

Agenda Item 1: Main Progress in the Improvements to GREPECAS

1.1 Progress status of the improvements to GREPECAS

Under this agenda item, the Meeting will review the progress of improvements of GREPECAS, including monitoring agreements/previous conclusions of GREPECAS. Discussion and input from each GREPECAS member is expected for an active and timely review of this follow-up and improvements.

1.2 Definition of the main challenges in the CAR/SAM Regions by the Global contingency of COVID-19 in coordination and activities

Under this agenda item, the Meeting will examine the current situation and the main challenges in the CAR/SAM Regions due to the Global contingency of COVID-19 pandemic. Information showing the various difficulties that COVID-19 represents for the coordination and activities that are being developed will be provided, including information on the preparation of Plans to know the status of the various factors that may reflect the expectations of reality in the States, in the main areas of aeronautical activity and political-economic spheres, including recent activities in process for the reactivation of aviation for the CAR/SAM Regions.

Agenda Item 2: Supporting actions from GREPECAS regarding the Global contingency of COVID-19

Identify new action plans as a consequence of COVID-19 updating all previous planning, for decision-making in the context of the new scenario, until this condition changes.

Under this agenda item, the Meeting will discuss the need to prepare new plans as a consequence of COVID-19 considering the new ones in all Air Navigation Services (ANS) areas. Now there is a new scenario for which member States are urged to provide contributions to the priorities to be adopted and the revision of the work programme and deliverables by GREPECAS.

Likewise, the Meeting will make a timely review of the current GREPECAS project Work Programme, evaluating to continue/adjust the goal compliance processes in accordance with the new priorities established by the GREPECAS. This first on-line follow-up meeting will help to obtain feedback from the States, which is essential to direct the review and assistance to the work of GREPECAS.

Agenda Item 3: Next GREPECAS Plenary Meeting/On-line Meetings

Discuss the next GREPECAS meeting and present what is expected from on-line events.

Under this agenda item, the aim is to discuss the most efficient way of monitoring GREPECAS, promoting on-line meetings of GREPECAS and its Projects; as well as to analyse the existing planning of the GREPECAS Plenary Meeting, currently planned for October 2020.

Agenda Item 4: Other Business

Under this agenda item, the Meeting will analyse any other business as required.

ATTACHMENT C

LIST OF GREPECAS IMPROVEMENT PROJECT STATUS

Area	Description	Status
Diagnostic	Review GREPECAS agendas and agreements from previous three Meetings	100%
	Review GREPECAS Conclusions from previous five Meetings	100%
	Create a backlog with detected deficiencies within the previous three Meetings	20%
	Prioritize detected deficiencies	20%
System Requirements BETA version in IDAC	Develop a Planning technological platform for programs and projects management & Follow up	100%
	Develop Balanced Score Card	Pending by IDAC joint work with ICAO – COVID 19 issues--
	Develop a project control and Follow up Mechanism with early alerts for due dated actions	
	Mechanism to measure Programs & Project Impacts through indicators	
	Real time reports generated from the platform	45%
	Allocate available hours of the Collaborative Staff per year -Meeting -Medical licenses -Vacation	
	Resource overload alert	
Upload predetermined Std work break down structure per project		
Processes	Document process and guideline by project management	100%
	Create Work Instruction (WI) for the use of the Project Management Platform	
	Create template for Project Charter and upload to the platform	
	Create template for project change request (PCR)	
	Create pre-determined template for Work Break down Structure (WBS)	
	Create additional templates	
Software	Develop System requirements	30%
	Develop Automated System for GREPECAS Program & Project Management	
	Create Online Version for the system	
	Define Roles, functions and Responsibilities.	Pending
	Create an email account for message and alerts dissemination	
	Create filter blocks	
	Create links between Strategic Objectives, Programs and Projects	
	Online version implementation and test	
GREPECAS Structure	Review current structure and Procedural Handbook (AMDts)	90%
	Propose a new Structure to better support projects	Pending
	Review functions, roles and responsibilities and propose adjustments in case necessary. New ToRs. GRP PoCs update	33%
	Data analysis Group creation	Pending
	Review functions and responsibilities of GREPECAS RASG-PA interaction. GAP Analysis Ad-HOC Group - Pending answer.	60%
	Create profiles based on new functions, roles and responsibilities --- CNL --- repited	- CNL -
	Develop WP for RASG-PA ESC	100%
	Conduct training based on new profiles requirements	Pending
Web Page	Review web page for debugging	50%

Area	Description	Status
	Review web page Structure	50%
	Recommend improvements for web page	50%
Image Change	Strategy to Re-Launch GREPECAS image	25%
	Marketing plan	80%
	Survey to member States	50%
	Change Logo (Re-Branding)	100%
	States Awareness	10%
	Create Banner for the Web page	100%
	Create GREPECAS souvenirs --- CNL ---	--CNL--
	Communicate latest news about GREPECAS management	Pending
	Conduct extraordinary teleconference – to update members	Completed
GREPECAS 19	Proposal for Agenda	80%
	SAM Coordination	40%
	NACC ANS ROs Coordination	Pending

<p>The creation of an automated proactive management system to follow up on regional programmes and projects in a timely and effective manner, which is what would lead us to obtain the measurement, monitoring and control necessary to achieve strategic goals and objectives and the desired impact on the states of the region. With the following goals and deliverables:</p>	<p>La creación de un sistema automatizado de gestión proactivo para dar seguimiento a los programas y proyectos regionales de forma oportuna y efectiva, que es lo que nos llevaría a obtener la medición, seguimiento y control necesarios para lograr metas y objetivos estratégicos y el impacto deseado en los estados de la región. Con las siguientes metas y entregables:</p>
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Goals of the System / Metas del Sistema	Deliverables / Entregables
<p>Apply Methodology of Strategic Planning and Project Management/ Aplicar Metodología de Planificación Estratégica y Gestión de Proyectos</p>	<p>Increase by 20% annually the percentage of effective implementation of the proposed projects in the Working Groups, by 2020/ Aumentar en un 20% anual el porcentaje de implementación efectiva de los proyectos planteados en los Grupos de Trabajo, al 2020.</p> <p>Identify the contributions of GREPECAS projects to the needs of the NACC/SAM Member States, meaning, the implementation deficiencies of the Region, as part of the NCLB initiative/ Identificar los aportes de los proyectos del GREPECAS a las necesidades de los Estados Miembros NACC SAM, es decir, las deficiencias de implementación de la Región, como parte de la iniciativa NCLB.</p>
<p>Support SAP, NGAP initiatives, etc./ Apoyar iniciativas SAP, NGAP, etc.</p>	<p>Link the needs of the NACC/SAM Member States with the implementation projects of the Region, contributing 20% to the initiative by 2022, through training of Human Resources/ Vincular las necesidades de los Estados Miembros NACC/SAM, con los proyectos de implementación de la Región, aportando un 20% a la iniciativa a más tardar en 2022, a través de la instrucción de Recursos Humanos</p>
<p>Improve the impact of air navigation implementations on the safety of States/ Mejorar el impacto de las implementaciones de navegación aérea en la seguridad operacional de los Estados.</p>	<p>Promote the involvement of Civil Aviation Authorities of all Member States with ICAO Headquarters and the Air Navigation Commission (ANC)/ Fomentar el involucramiento de las Autoridades de Aviación Civil de todos los Estados Miembros con la Sede de la OACI y la Comisión de Navegación Aérea (ANC).</p> <p>Close Coordination between GREPECAS/RASG-PA: Link the Global Air Navigation and Operational Safety Plans reflected in the implementation projects of both groups/ Coordinación Estrecha entre GREPECAS/RASG-PA: Vincular los Planes Globales de Navegación Aérea y de Seguridad Operacional reflejados en los proyectos de implementación de ambos grupos.</p>

Goals of the System / Metas del Sistema	Deliverables / Entregables
Strengthen alliances and promote regulatory compliance/ Fortalecer las alianzas y fomentar el cumplimiento normativo	Establish 90% effective work methodology, which ensures the continuity of the works and the fulfillment of the goals of the period and future goals too/ Establecer metodología de trabajo efectiva al 90%, que garantice la continuidad de los trabajos y el cumplimiento de las metas del período y futuras también. Establish a programme of exchange of good practices between States, based on the objectives of the GANP and GASP, through the implementation projects of GREPECAS and RASG-PA/ Establecer un programa de intercambio de buenas prácticas entre los Estados, basado en los objetivos del GANP y GASP, a través de los proyectos de implementación del GREPECAS y del RASG-PA.
Apply an effective Monitoring and Tracking System/ Aplicar un Sistema de Monitoreo y Seguimiento efectivo	Establish a monitoring and follow-up system for strategic planning through established programmes and projects, under a cutting-edge technological platform / Establecer un sistema de monitoreo y seguimiento de la planificación estratégica a través de los programas y proyectos establecidos, bajo una plataforma tecnológica de vanguardia.

- END/FIN -