



**WORKING PAPER**

**THIRTEENTH AIR NAVIGATION CONFERENCE**

**Montréal, Canada, 9 to 19 October 2018**

**COMMITTEE A**

**Agenda Item 4: Implementing the global air navigation system and the role of planning and implementation regional groups (PIRGs)**

**4.1: The economic benefits brought by aviation**

**THE IMPORTANCE FOR STATES TO DEVELOP CIVIL AVIATION STRATEGIC ACTION PLANS**

(Presented by the Dominican Republic)

**EXECUTIVE SUMMARY**

This paper presents the methodology adopted by the Dominican Republic for developing its civil aviation strategic plan with linkages to the national development strategy (NDS), consistent with the sustainable development goals (SDGs). It is important to adopt a management model based on modern governmental policies, financial autonomy, a robust regulatory framework, a management model of excellence and institutional strengthening, with safety as the core concern. These factors are significant drivers of national economic development, as measured by the economic and social benefits of air connectivity and safety in the Dominican Republic, which account for 11.7 per cent of GDP.

**Action:** The Conference is invited to:

- a) raise awareness in States about the need to produce civil aviation development and strategic plans with linkages to national development plans and in pursuit of the sustainable development goals (SDGs); and
- b) request ICAO to take action to build State capacities for developing and monitoring civil aviation strategic plans, by means of courses and collaborative initiatives.

**1. INTRODUCTION**

1.1 The Dominican Republic saw the need to make significant changes for the improved management of the civil aviation system, and has undertaken an organisational and administrative restructuring with the aim of adapting to the modern tenets of the new pro-active management model. In this paper, we are presenting an outline of the civil aviation strategic planning mechanism which is in step

<sup>1</sup> Spanish version provided by the Dominican Republic.

with the Dominican national development strategy, the sustainable development goals (SDGs) and the Government targets.

## 2. DISCUSSION

2.1 The first step in this undertaking was to adapt existing regulations. Civil Aviation Law 491-06, later amended by Law 67-13, established the Dominican Civil Aviation Institute (IDAC) as a modern, proactive and autonomous civil aviation authority with the freedom to manage its financial resources in pursuit of the specified objectives. The law also expanded opportunities for foreign investment in aviation, laying the ground for real development of the air transport sector in the Dominican Republic.

2.2 The law marked a new phase in Dominican civil aviation, triggering the process of institutional strengthening and the enhancement of technical and administrative human resources, enabling the automation of services, and introducing process-oriented management. This led to a change in organisational culture toward a new focus on safety, quality, business continuity and a model public administration.

2.3 In 2012, the Dominican Republic passed Law 1-12 – *National Development Strategy 2030* establishing the objectives of the country up to 2030, the actions of which link clearly to the 17 SDGs. In this phase, the priority for civil aviation was to build capacity and efficiencies in air navigation. Once the implementation plan for this line of action was underway, the State introduced effective policies for the consolidation of safety in the Dominican civil aviation system.

2.4 IDAC linked its air navigation plan to the Global Air Navigation Plan (GANP) and action line 3 of the national development strategy to achieve a competitive, integrated and sustainable economy. The civil aviation strategic plan was also linked to action line 1 on institutional strengthening, which seeks to achieve an efficient, transparent and results-based public administration; action line 4 which seeks to achieve an environmentally sustainable production and consumption model that adapts to climate change; and to strategic objectives 1, 2, 4 and 5 of the International Civil Aviation Organization (ICAO).

### 2.5 Implementation of the methodology

Three factors or lines of action were identified as the basis for developing the strategic objectives of civil aviation and national development:

1. a regulatory framework for civil aviation that includes the Civil Aviation Law and the Dominican aviation regulations which refer to the Annexes to the *Convention on International Civil Aviation* ( Doc 7300) to complete the national civil aviation regulatory framework;
2. The latest air navigation infrastructure, essential for safety, on the basis of the aviation system block upgrades (ASBU) and in accordance with the regional implementation plan for performance-based air navigation; and
3. A scheme for institutional strengthening and development, which is the cornerstone for establishing and achieving the objectives of the civil aviation plan. The scheme covers such aspects as the training and specialisation of technical personnel, support staff and strategic personnel, a platform for optimising productivity composed of systems for the management of quality, the environment, occupational health and safety, and information security. Citizens and

customers can access services using the e-government interface, for transparency. These initiatives have brought a change in organisational culture toward excellence and the fulfilment of the vision. On the basis of these lines of action, the following scheme has been implemented:

| <b>Actions</b>                               | <b>Description</b>                                                                                                                                                                                                                                                                          | <b>Deliverables</b>                                                                                                                                                                   |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Context analysis (internal)</i>           | <i>The major internal factors influencing organisational outcomes are analysed. A SWOT analysis can be done.</i>                                                                                                                                                                            | <ul style="list-style-type: none"> <li>- Identified strengths</li> <li>- opportunities</li> <li>- weaknesses</li> <li>- threats</li> </ul>                                            |
| <i>Context analysis (external)</i>           | <i>The major external factors influencing organisational outcomes are analysed. The 'PESTEL' tool can be used.</i>                                                                                                                                                                          | <ul style="list-style-type: none"> <li>- Political analysis</li> <li>- Economic</li> <li>- Social</li> <li>- Technological</li> <li>- Environmental</li> <li>- Legislative</li> </ul> |
| <i>Review of policy proposals</i>            | <i>Based on the prior analyses, possible modifications are considered for the mission, vision and values of the organisation.</i>                                                                                                                                                           | <ul style="list-style-type: none"> <li>- Change in mission</li> <li>- Vision</li> <li>- Values</li> </ul>                                                                             |
| <i>Establishment of strategic objectives</i> | <i>The civil aviation strategic objectives are established in connection with those of the national development strategy and the International Civil Aviation Organization (ICAO).</i>                                                                                                      | <i>Strategic objectives established</i>                                                                                                                                               |
| <i>Defining the outlook</i>                  | <i>The different outlooks of the organisation are determined (outcomes, internal factors, internal processes and development). *Although there is one common methodology, each organisation has its own outlook.</i>                                                                        | <i>Outlooks defined</i>                                                                                                                                                               |
| <i>Strategy enablers</i>                     | <i>The enablers or critical factors of the strategy are defined (continual improvement in safety, good level of satisfaction, innovation in internal processes and institutional change management). *Although there is one common methodology, each organisation has its own enablers.</i> | <i>Enablers defined</i>                                                                                                                                                               |
| <i>Specific objectives</i>                   | <i>The specific objectives are developed for each civil aviation strategic line of action in connection with the outlooks.</i>                                                                                                                                                              | <i>Specific objectives are developed in connection with the outlooks</i>                                                                                                              |
| <i>Design of indicators</i>                  | <i>Indicators are designed to measure progress toward the objectives established. They should be SMART: specific, measurable, achievable and ambitious, realistic and timely.</i>                                                                                                           | <i>Indicators defined</i>                                                                                                                                                             |
| <i>Balanced score card</i>                   | <i>The balanced score card is created for systematic planning, execution and monitoring. In our case, the tool is automated and adapted to our integrated management system.</i>                                                                                                            | <i>Balanced score card created</i>                                                                                                                                                    |
| <i>Annual business plan</i>                  | <i>The necessary initiatives, activities and tasks are defined as well as the resources required to achieve the established specific objectives on a multi-year basis, to facilitate sound resource management.</i>                                                                         | <i>Annual business plan</i>                                                                                                                                                           |
| <i>Budget formulation</i>                    | <i>Once the annual business plan is developed and the necessary resources identified, the budget is</i>                                                                                                                                                                                     | <i>Budget formulated</i>                                                                                                                                                              |

|                             |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                        |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | <i>formulated as needed for proper implementation of the plan.</i>                                                                                                                                                                           |                                                                                                                                                                                                                                        |
| <i>Monitoring programme</i> | <i>Once the strategic plan and business plans are outlined, the activities must be monitored and progress measured toward the objectives using the indicators. The organisation carries out a systematic, periodic monitoring programme.</i> | <ul style="list-style-type: none"> <li>- <i>Monitoring programme, measurement of progress toward the objectives and oversight of the approved plan</i></li> <li>- <i>Progress report</i></li> <li>- <i>Indicator report</i></li> </ul> |

### 3. CONCLUSION

3.1 We are presenting this simple outline that States may use as a reference and starting point, and adapt as needed. It has been very useful for the Dominican Republic, where socio-economic development outcomes are due in large part to the planning and implementation of policies and actions in the aviation sector, which has become a driving force of the economy thanks to tourism. Indeed, there has been an average growth of 7 per cent in air operations in recent years. In January to June this year alone, there has been a 5.7 per cent growth increase from last year, boosting GDP by 11.7 per cent.

3.2 Among other achievements is our good performance in the Universal Safety Oversight Audit Programme (USOAP), with the results increasing from 86 per cent in 2009 to 91.32 per cent today.

3.3 IDAC is pleased to share these good practices with other States with the support of the North American, Central American and Caribbean Office, Mexico (NACC) Office, and will continue to work tirelessly to further improve management and continue earning the trust of the millions of people who use our aviation system every year. We will continue to comply with the Standards of ICAO and thus contribute to steady growth and economic development in the region.

— END —