



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

**IMPLEMENTATION PERFORMANCE IMPROVEMENT
IN GREPECAS STATES**

(Presented by the Dominican Republic)

EXECUTIVE SUMMARY

This paper presents opportunities for possible improvements that were identified by the Caribbean/South American (CAR/SAM) Regional Planning and Implementation Group (GREPECAS) chairmanship, within the context of the analysis of the situation conducted for the purpose of improving implementation performance in the CAR/SAM region. This analysis showed that, in addition to creating new models for performance measurement, management and monitoring of implementation initiatives, States clearly need to do more to meet their commitments and new strategies are needed to support the least developed States in order to achieve the proposed targets.

Action: The Conference is invited to:

- a) recognize and strengthen the positive features that already exist in GREPECAS and identify needs and opportunities for improvement, together with the two Regional Offices, in order to increase the efficiency and benefits of GREPECAS and aviation in our regions, for the benefit of all the CAR/SAM States.
- b) reiterate to States that they need to fulfil and put into practice their implementation commitments with the Regional Offices in order to support ICAO's regional development initiatives;
- c) request that ICAO call on industry to focus even more of their efforts on the least developed States, through the Regional Offices, in order to strengthen States' implementation provisions by providing training support, technology testing initiatives and regional solutions that reduce costs and
- d) request that ICAO call on more advanced countries within and outside the region to support the Regional Offices by developing programmes, which enable the least developed States to learn from their best practices through the exchange of experiences and lessons learned, as well as from specialized staff.

¹ Spanish version provided by the Dominican Republic.

1. INTRODUCTION

1.1 The eighteenth meeting of the CAR/SAM Regional Planning and Implementation Group (GREPECAS/18) was held in Punta Cana, Dominican Republic in April 2018.

1.2 On this occasion, a new work team was elected to continue with the chairmanship of the group. They have conducted a standard analysis of the situation, which will enable the positive efforts already underway to continue and ensure that the necessary changes are incorporated, reactivation of activities is encouraged and that the goals set are achieved.

2. DISCUSSION

2.1 In spite of the efforts made, we have seen that not all of the targets agreed upon by the States and the Regional Offices have been achieved. This is due to many contributing factors that we will seek to strengthen, amend or define based on best practices. This should include enhancement of the methodology for assessing the actions proposed in the various GREPECAS programmes and projects arising from the different Regional Performance Objectives (RPOs) found in the Regional Air Navigation Implementation Plans, which, in turn, flow from the alignment with the Global Air Navigation Plan (GANP, Doc 9750).

2.2 These obligations acquired by States may imply large investments, which may become a heavy burden to bear. That is why, in spite of States' best intentions to fulfil their obligations and the many efforts undertaken by the Regional Offices to provide follow-up and support through various mechanisms, States commit to a certain implementation step but then quite simply, we see the completion dates looming up with very little or no progress having been made.

2.3 In this regard, GREPECAS has defined programmes/projects which identify improvement opportunities for achieving results, including measurements of their positive impact on ICAO's strategic objectives and the benefits brought by air navigation development in the CAR/SAM regions. This will help to overcome the challenges, which have contributed to and affected States' implementation levels, since it is increasingly difficult to keep pace with all of these actions. We will also seek to define clear deliverables and responsibilities that capture the regions' and States' needs more realistically.

2.4 On the other hand, one of the main reasons for these implementation challenges lies in the States' lack of any real commitment. This may not necessarily be due to the States' commitment as such, but rather, for example, due to the lack of specialized human resources to carry out certain initiatives as well as a lack of economic resources. Moreover, we should bear in mind that we can continually improve the metrics and the objectives or the expected outcomes for a given implementation step; this will help to avoid possible non-prioritization of the implementation of the required measures.

2.5 While it is true that the main responsibility falls on States, it is equally true that ICAO has a fundamental role to play in these actions since, as the organization that produces the Standards and Recommended Practices (SARPs), it must foster development of the aviation system with feasible, clear, attainable and timely proposals and encourage effective resource optimization.

2.6 One should not solely consider how to improve planning before launching into the implementation of a given initiative. Rather, win-win strategic actions should also be developed within a project sustainability framework, which act as enablers of the required regulatory compliance,

technological progress, the required infrastructure and the development or improvement of the accompanying safety aspects, since these elements have been chosen as pillars of regional development.

2.7 One of these strategic actions relates to the inclusion of best practices from more advanced countries within and outside of the region. This allows least developed States to learn from the exchange of experiences and lessons learned, as well as from specialized staff who support the required implementation initiatives in the region.

2.8 Industry is also covered by these actions and it should play a decisive role in supporting least developed States, in particular, through training, technology testing initiatives and regional solutions that reduce costs, while supporting and motivating implementation roll-outs in least developed States.

3. CONCLUSION

3.1 The phrase “one swallow does not make a summer” seems to strike the right proverbial note by introducing the idea that we have to join forces in order to survive in this turbulent world: each person should offer his/her expertise as a contribution to the system in order to obtain competitive advantages and opportunities.

3.2 When examining this working paper, we clearly see this truth reflected: the selected group, namely, GREPECAS has its own special characteristics but it nevertheless remains essential to bring on board allies to achieve common goals, break down air navigation deficiency barriers and achieve harmonized development of the region.

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