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Marcelo Orellana

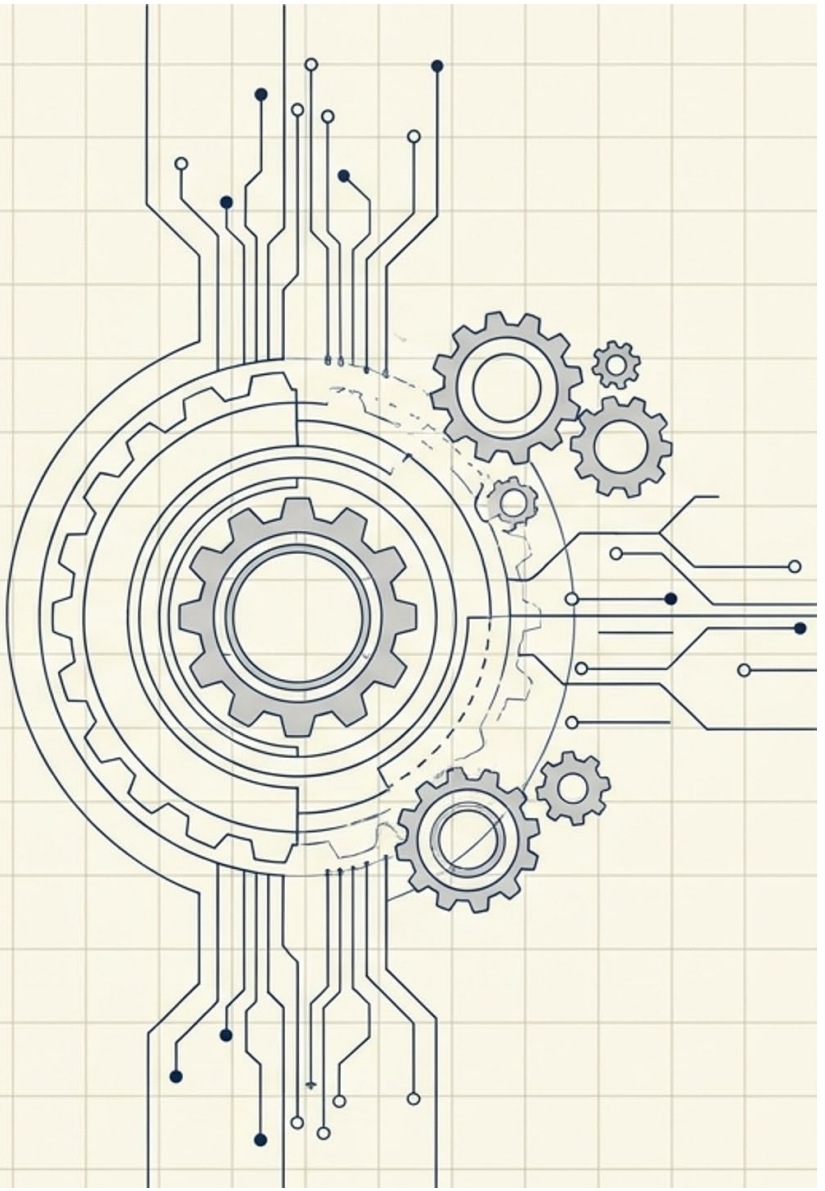
Safety Implementation Officer

ICAO NACC REGIONAL OFFICE

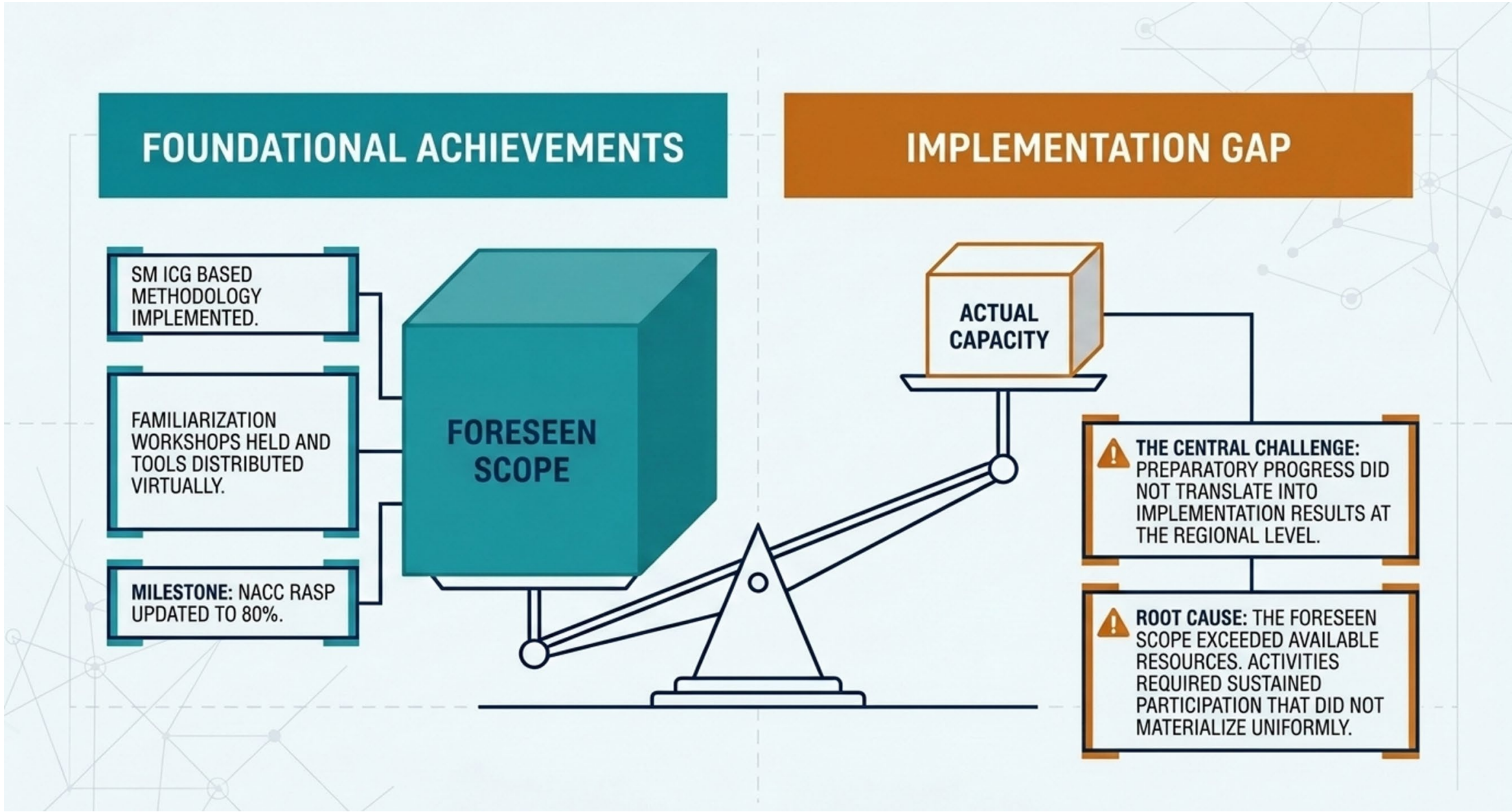
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STRATEGIC ANALYSIS OF WORK PROGRAM IMPLEMENTATION 2025-2026

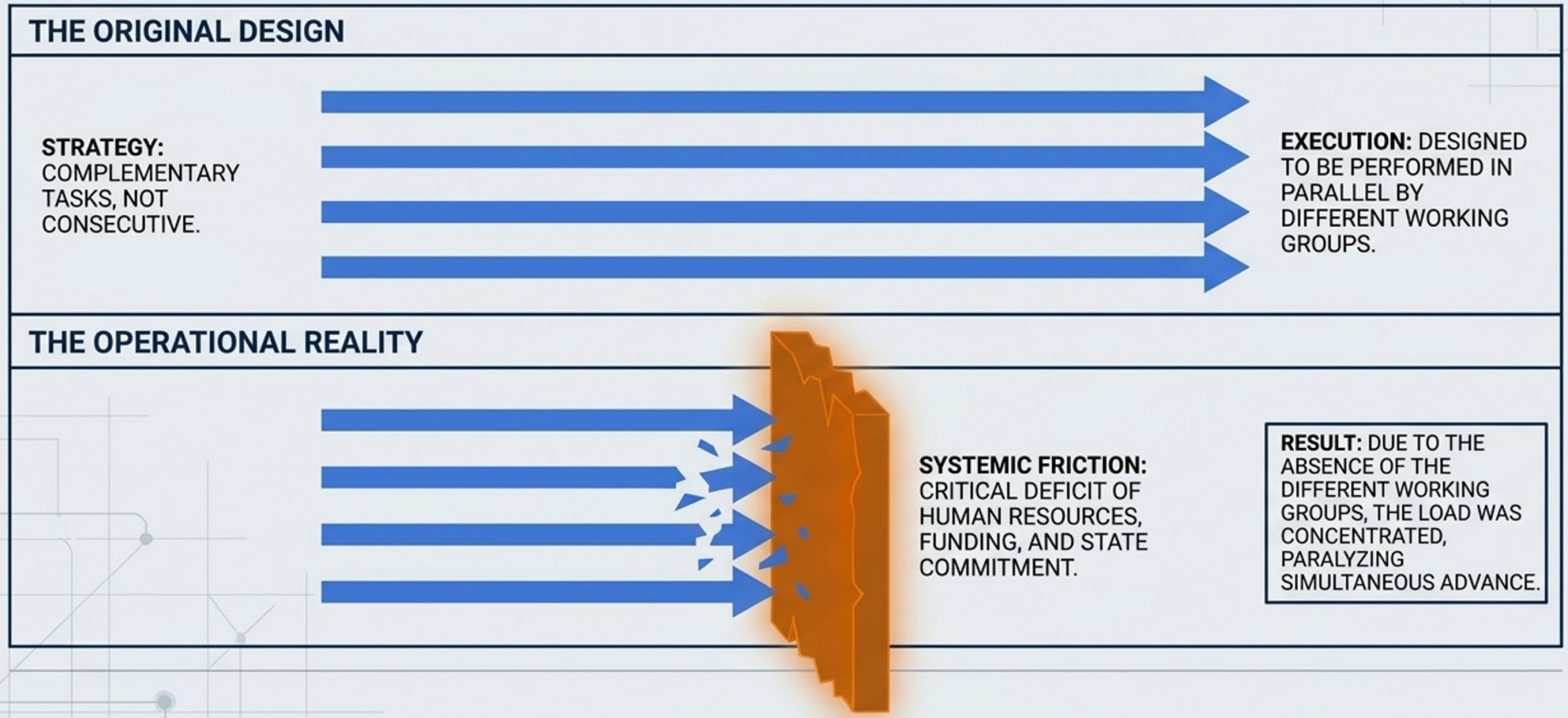
work program execution analysis,
capacity evaluation and route redesign
for the next cycle.



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FOUNDATIONAL ACHIEVEMENTS
IMPLEMENTATION GAP
SM ICG BASED METHODOLOGY IMPLEMENTED.
FAMILIARIZATION WORKSHOPS HELD AND TOOLS DISTRIBUTED VIRTUALLY.
MILESTONE: NACC RASP UPDATED TO 80%.
FORESEEN SCOPE
ACTUAL CAPACITY
THE CENTRAL CHALLENGE: PREPARATORY PROGRESS DID NOT TRANSLATE INTO IMPLEMENTATION RESULTS AT THE REGIONAL LEVEL.
ROOT CAUSE: THE FORESEEN SCOPE EXCEEDED AVAILABLE RESOURCES. ACTIVITIES REQUIRED SUSTAINED PARTICIPATION THAT DID NOT MATERIALIZE UNIFORMLY.

THE COLLAPSE OF THE PARALLEL MODEL DUE TO LACK OF INSTALLED CAPACITY



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THE COMMITMENT GAP PREVENTS ESTABLISHING A REGIONAL BASELINE



15 of 24 entities

62.5% submitted their SSP evaluation.
9 remain pending.

Lack of Execution: Uneven participation prevents identifying comparable regional priorities and guiding technical assistance.

Weak Governance: The departure of rapporteurs was only one of the reasons that demonstrated excessive individual dependence and lack of operational meetings. Delays became chronic due to multiple factors.

TASK ANALYSIS: FOUNDATION AND VALIDATION PHASE

IMPLEMENTATION OF SM ICG METHODOLOGY

Partially implemented.

65%

Need to close the cycle with 9 pending entities.

VIRTUAL SSP EVALUATIONS IN CAR STATES

Validation of evaluations carried out by the states with the new tool.

0%

Blocked due to lack of complete state evaluations.

DETECTION OF PERSONNEL NEEDS

Establish the baseline of personnel needed in each state for the implementation of the SSP.

15%

Lack of commitment from States to provide information and lack of human resources.

TASK ANALYSIS: CAPACITY AND COMPETENCY DEVELOPMENT

NO BASELINE AND NO STAFF

DEFINE SSP STAFF COMPETENCIES

DEFINITION

Development of a document identifying the competencies required by the staff implementing the SSP in the states.

PROGRESS: **PENDING (0%)**

Total lack of specialized human resources in the region to lead the document's development.

IDENTIFY AND PROVIDE SSP TRAINING

DEFINITION

Development of a document detailing the required training for this staff and seeking the means to provide such training.

PROGRESS: **PENDING (0%)**

Structural dependency. Requires prior evaluations to identify gaps.
Lack of staff to coordinate.

TASK ANALYSIS: GOVERNANCE, MONITORING AND FINANCING

BIMONTHLY VIRTUAL MEETINGS

PENDING

Monitor the progress of states in the execution of their various activities for implementation and provide advice for their solution.

Lack of governance. Continued lack of coordination with States and loss of rapporteurs.

IMPLEMENT GANP KPI 23 VARIANT 3

PENDING

Inclusion of the GANP points in the SSP of the states.

Lack of coordination and human resources to establish the ad hoc group.

LEGAL INSTRUMENTS & MISSION FINANCING

Development of agreements and data exchange driven by missions on site.

PENDING

Absolute dependence on external funds and legal experts not confirmed.

OPERATING PRINCIPLES DERIVED FROM CURRENT EXECUTION

CAPACITY ADJUSTMENT.

The program must be strictly adjusted to the time, personnel, and funding actually available.

VERIFIABLE COMMITMENTS.

General invitations fail. Focal points and concrete deadlines are required.

OPERATIONAL RESILIENCE.

Document processes and assign substitutes so that the departure of a rapporteur does not stop the work.

PROJECTIZATION.

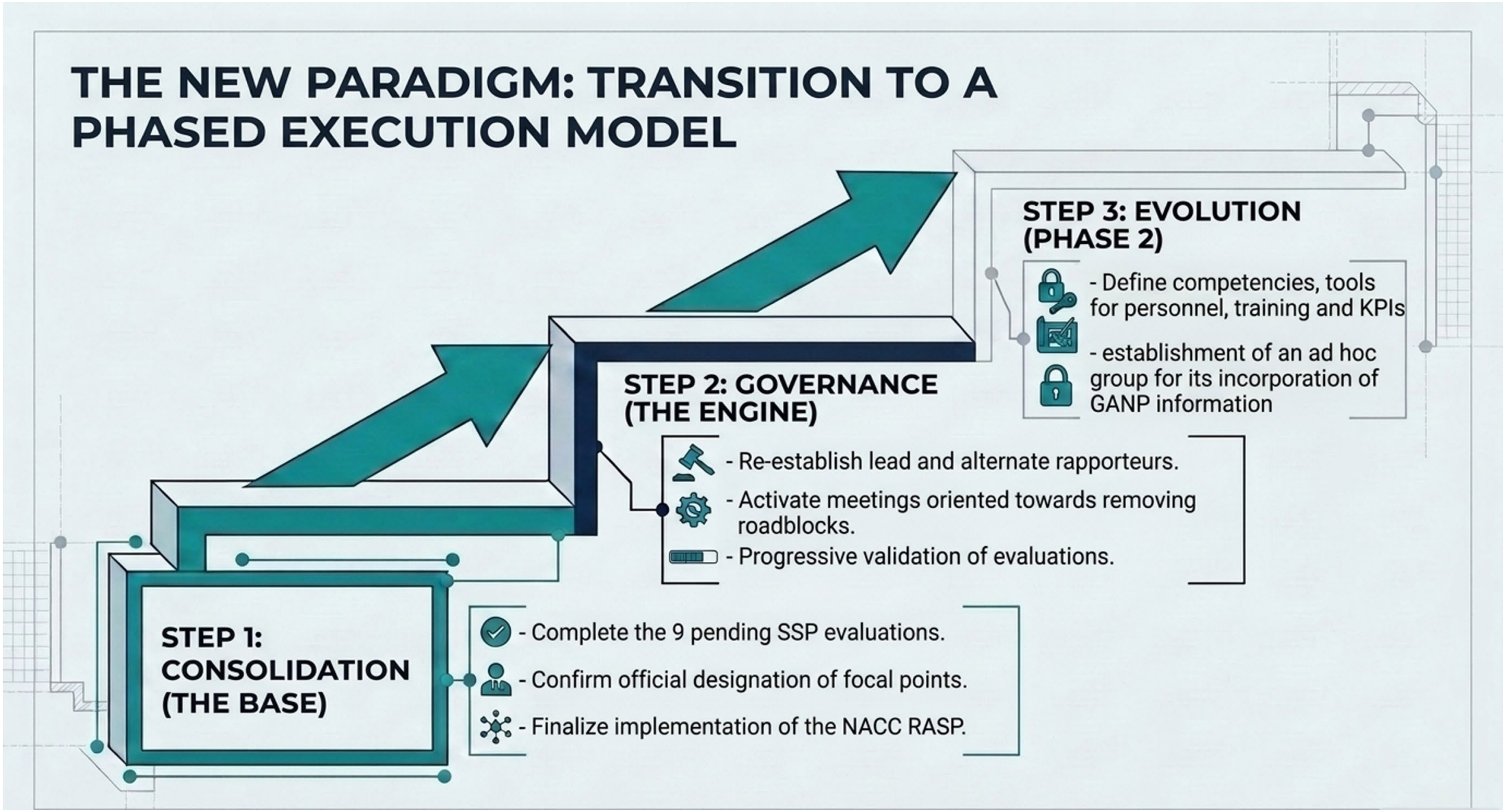
Activities dependent on external funds or legal experts must be isolated as separate projects.

CONSOLIDATION.

the establishment of a collaborative structure of the states in coordination with the ICAO regional office

EVALUATION OF ALTERNATIVES FOR PROGRAM REDESIGN

STRATEGIC ALTERNATIVE	ADVANTAGE (IMPACT)	FEASIBILITY REQUIREMENT
Phased program	Reduces dispersion and accelerates short-term results.	Formally defer tasks without minimum conditions.
Active core of States	Prevents lack of response from some to paralyze everyone.	Maintain flexible incorporation scheme for states with execution issues.
Continuity of rapporteurs	Titular and alternate substitutes eliminate vulnerability due to rotation.	Active and constant facilitation from the Regional Office.
Financable packages	Isolates missions and legal frameworks from the ordinary program.	Strictly prioritize one or two high-impact projects.


THE NEW PARADIGM: TRANSITION TO A PHASED EXECUTION MODEL
STEP 3: EVOLUTION (PHASE 2)
- Define competencies, tools for personnel, training and KPIs
- establishment of an ad hoc group for its incorporation of GANP information
STEP 2: GOVERNANCE (THE ENGINE)
- Re-establish lead and alternate rapporteurs.
- Activate meetings oriented towards removing roadblocks.
- Progressive validation of evaluations.
STEP 1: CONSOLIDATION (THE BASE)
- Complete the 9 pending SSP evaluations.
- Confirm official designation of focal points.
- Finalize implementation of the NACC RASP.

IMMEDIATE GUIDELINES FOR THE NEXT CYCLE

1

ENSURE REAL COMMITMENTS

Stop abstract participation. Demand official designation of national focal points with verifiable responsibilities.

2

ISOLATE FUNDING

Extract assistance missions and the creation of legal instruments from the general program. Formulate them as independent projects.

3

CLOSE THE GAP

Absolute operational priority: Obtain the 9 pending evaluations to consolidate the regional baseline and enable progress.

Thank You



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