



International Civil Aviation Organization
Latin American Civil Aviation Commission
ICAO/LACAC NAM/CAR/SAM Aviation Security and
Facilitation Regional Group (AVSEC/FAL/RG)

Seventh Meeting of the ICAO/LACAC NAM/CAR/SAM Aviation Security and Facilitation Regional Group

AVSEC/FAL/RG/7

Final Report

ICAO South American Regional Office
Lima, Peru, 4 to 6 October 2017

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HISTORICAL

ii.1 Place and Date of the Meeting

The Seventh Meeting of the ICAO/LACAC NAM/CAR and SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG/7E) was held at the premises of the ICAO South American Regional Office in Lima, Peru, from 4 to 6 October 2017.

ii.2 Opening Ceremony

Mr. Oscar Quesada-Carboni, Acting Regional Director of the South American (SAM) Office of the International Civil Aviation Organization (ICAO), and Mr. Marco Ospina, Secretary of Latin American Civil Aviation Commission (LACAC), welcomed the participants providing opening remarks. Mr. Quesada-Carboni officially opened the meeting.

ii.3 Officers of the Meeting

The AVSEC/FAL/RG/7 Meeting was held with the participation of the newly elected Chairperson and Vice-Chairperson, Mr. Oscar Rubi  of Argentina and Ms. Althea Bartley from Jamaica, respectively. Mr. Marco Ospina, Secretary of the LACAC, Mr. Pablo Lampariello, ICAO Regional Officer for Aviation Security and Facilitation for the SAM Region, Mr. Ricardo G. Delgado, ICAO Regional Officer for Aviation Security and Facilitation for the NAM/CAR Regions, acted as Co-Secretaries for the Meeting. They were assisted by Mr. Fernando Cardoso Coelho, NAM/CAR/SAM Assistance Coordination Officer for the Americas-Implementation Support and Development Security Section (ISD-SEC) from ICAO Headquarters.

Following the approval of the Agenda and the election of the Chairperson and Vice-Chairperson, the Regional Group highlighted the work carried out by the outgoing Chairperson, Mr. Eduardo Cerda Gomez, who served in that position for a full period, contributing substantially to the work of the Group. In this regard, the Group expressed its desire for his continued support and agreed to include this acknowledgment in the report of the meeting.

ii.4 Working Languages

The working languages of the Meeting were English and Spanish. The working papers, information papers and report of the meeting were available to participants in both languages.

ii.5 Schedule and Working Arrangements

It was agreed that the working hours for the sessions of the meeting would be from 09:00 to 16:00 hours daily with adequate breaks. Ad hoc Groups were created during the Meeting to do further work on projects according to specific items of the Agenda.

ii.6 Agenda

Agenda Item 1 Meeting Agenda and Schedule

Agenda Item 2 Previous Meeting Conclusions

Agenda Item 3 Global and Regional Developments

- 3.1 ICAO Global Activities related to Aviation Security and Facilitation
Annex 17, AVSEC Panel, AVSEC Manual
Annex 9, FAL Panel, Facilitation Manual
Universal Security Audit Programme and Continuous Monitoring
Approach (USAP-CMA)
- 3.2 LACAC Contribution

Agenda Item 4 Programmes and Projects - Aviation Security (AVSEC)

- 4.1 Report on *Aviation Security Management Systems* programme -
Coordinator State: Colombia
- 4.2 Report on *Coordination between States to standardize their aviation
security systems audit procedures* programme – Coordinator State:
Brazil
- 4.3 Civil aviation cybersecurity – Coordinator State: Jamaica

Agenda Item 5 Programmes and Projects - Facilitation (FAL)

- 5.1 Report on *Machine Readable Travel Documents (MRTDs)* programme –
Coordinator State: Bolivia
- 5.2 Report on *Facilitation training material* programme – Coordinator:
ASTC/CIASA Mexico
- 5.3 List of restricted articles by authorities other than aviation security –
Coordinator State: Cuba

Agenda Item 6 Programmes and Projects - Aviation Security (AVSEC) and Facilitation (FAL)

- 6.1 Report on the Meeting to discuss about the “Workshop on Identification
of People with Suspicious Behaviour” – Proposing State: Chile

- 6.2 Procedures for the implementation of One Stop Security System (OSS) – Coordinator State: Panama

Agenda Item 7 Training, Cooperation, and Assistance

- 7.1 Implementation Support and Development Section – Security (ISD-SEC) Update
- 7.2 Facilitation (FAL) Section Update

Agenda Item 8 Terms of Reference and Work Programme

Agenda Item 9 Other Business

- 9.1 Next Meeting Site and Dates

ii.7 Attendance

The Meeting was attended by 19 States/Territories from the NAM/CAR/SAM Regions and three International Organizations, totalling 56 delegates as indicated in the list of participants.

ii.8 List of Conclusions

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7/1	<i>Effective answer to request for comments from the States on Amendment 16 to ICAO Annex 17</i>	3-1
7/2	Workshop on the Aviation security management systems (SeMS) programme	4-1
7/3	<i>Report on the Coordination among States to standardise procedures for auditing their aviation security systems Programme</i>	4-2
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ii.9 List of Working and Information Papers and Presentations

Refer to the Meeting web page:

<https://www.icao.int/SAM/Pages/MeetingsDocumentation.aspx?m=2017-AVSECFALRG7>

Number	Agenda Item	WORKING PAPERS	Prepared and Presented by
		Title	
WP/01	1	Provisional Agenda and Schedule	Secretariat
WP/021	2	Previous meeting conclusions	Secretariat
WP/03	3.1.1	REPLACED BY PRESENTATION	Secretariat
WP/04	3.1.2	REPLACED BY PRESENTATION	Secretariat
WP/05	3.2	LACAC Contribution to Regional Developments	LACAC Secretariat
WP/06	4.1	CANCELLED	
WP/07	4.2	Report on Aviation Security Management Systems Programme	Colombia
WP/08	4.3	Checklist for activities of audits in airport operators, airline operators and AVSEC instruction centres	Brazil
WP/09	4.4	Civil aviation cybersecurity	Jamaica
WP/10	5.1	Report on Machine Readable Travel Documents (MRTDs) Programme	Bolivia

Number	Agenda Item	WORKING PAPERS	
		Title	Prepared and Presented by
WP/11	5.2	CANCELLED	
WP/12	5.3	List of restricted articles by authorities other than aviation security	Cuba
WP/13	6.1	Report on conclusions of Meeting to discuss about the Workshop on Identification of People with Suspicious Behaviour	Chile
WP/14	6.2	Procedures for the implementation of One Stop Security System (OSS)	Panama
WP/15	7.1	REPLACED BY PRESENTATION	Secretariat
WP/16	7.2	REPLACED BY PRESENTATION ON TRIP	Secretariat
WP/17	5	Elaboration of a national facilitation programme	Brazil
WP/18	5	Programme to be included as training material for the regional FAL workshop	Bolivia
WP/19	9	Development of a Regional Plan for Aviation Security and Facilitation (GASeP)	Chile
WP/20	9	NAM/CAR/SAM ICAO/LACAC Aviation Security and Facilitation Regional Group Strategic Plan	Argentina
WP/21	9	National policies regarding aleatory and unpredictable security measures implementation	Argentina

Number	Agenda Item	INFORMATION PAPERS	
		Title	Prepared and Presented by
IP/01	--	General Information	Secretariat
IP/02	1	List of Working and Information Papers	Secretariat
IP/03	8	Terms of reference and work programme of the ICAO/LACAC aviation security and facilitation regional group AVSEC/FAL/RG	Secretariat
IP/04	9	Closing remarks of the 2017 ICAO Aviation Security Symposium (AVSEC2017) (only in English)	Secretariat

Number	Agenda Item	PRESENTATIONS	
		Title	Prepared and Presented by
P/01	3.1.1 3.1.2 7.1	Inputs on aviation security and facilitation issues	Secretariat
P/02	9	GASep	Secretariat
P/03	9	Information for passengers	IATA
P/04	7.2	ICAO Traveller Identification Programme (TRIP)	Secretariat

LIST OF PARTICIPANTS

ANTIGUA AND BARBUDA

1. Peter Abraham

ARGENTINA

2. Oscar Rubrio
3. Ricardo Lutz
4. Alejandro Alvarez
5. Marcelo Filippi
6. Néstor Janeiro
7. Esteban Gorlero
8. Claudio Cobas

BOLIVIA

9. Alejandra Cortez
10. Nathan Gonzales

BRAZIL

11. Diana Ferreira

CHILE

12. Eduardo Cerda Gomez

COSTA RICA

13. Rodolfo Vásquez Rojas

CUBA

14. Néstar Rojas
15. Karel Picallo

DOMINICAN REPUBLIC

16. Sergio Gómez
17. Dionisio de la Rosa
18. José Pimentel

ECUADOR

19. Rocío Andrade

GUATEMALA

20. Edgar Laguardia
21. Leonel Guerra

HAITI

22. Bouchard Theramene
23. Geralda Pascale Prophete

HONDURAS

24. Carlos Gustavo Soto Montes

JAMAICA

25. Althea Bartley
26. Lovell Richards

PANAMA

27. Julio Martinis
28. Emilio Pesantez
29. David Ramos Cruz
30. Servio Jaén
31. Manuel Antonio González
32. Arístides Aldeano

PARAGUAY

33. Gustavo Sandoval
34. Pedro Gómez
35. Elke Stumpf
36. Raquel Guastella
37. Jorge Martínez del Barco

PERÚ

38. Gisela Cerdan
39. Christian Huertas
40. Juan Meregildo
41. Luis Salazar
42. Ramón Pinto

UNITED STATES

- 43. Anna Maria Colom
- 44. Katie Logisz
- 45. Jesús Serrano

URUGUAY

- 46. Roderick Islas
- 47. Roberto Perdomo
- 48. Leticia Molinari

VENEZUELA

- 49. Johnny Rodríguez
- 50. José Villaverde

IATA

- 51. Alejandro Restrepo Marino

ICAO

- 52. Pablo Lampariello
- 53. Ricardo G. Delgado
- 54. Fernando Cardoso Coelho

LACAC

- 55. Marco Ospina Y.
- 56. Arlette Elías

CONTACT INFORMATION

Name / Position	Administration / Organization	Telephone / E-mail
Antigua and Barbuda/Antigua y Barbuda		
Peter Abraham Oversight Officer	Ministry Public Utilities, Civil Aviation and Transportation	Tel. +1 268 464-7372 E-mail peter.abraham@ab.gov.ag
Argentina		
Oscar Rubio Director de Seguridad de la Aviación	Policia de Seguridad Aeroportuaria - PSA	Tel. 54911 5814 7922 E-mail orubio@psa.gob.ar oscararubio@gmail.com
Ricardo Germán Lutz Asesor Técnico	Policia de Seguridad Aeroportuaria - PSA	Tel. 5411 5193-0200 Ext. 96814 E-mail rlutz@psa.gob.ar
Alejandro Alvarez Director General de Infraestructura y Servicios Aeroportuarios	Administración Nacional de Aviación Civil - ANAC	Tel. 5411 5941 3120 E-mail aalvarez@anac.gob.ar
Marcelo Antonio Filippi Ledo Instructor AVSEC/DGR	Centro de Instrucción, Perfeccionamiento y Experimentación - CIPE Administración Nacional de Aviación Civil – ANAC	Tel. +54911 6491 5985 E-mail marcefi1968@hotmail.com avsec.mmpp@gmail.com
Néstor Hugo Janeiro Director Coordinador de Asuntos Internacionales	Fuerza Aérea Argentina	Tel. 5411 5789-8400 E-mail njaneiro@hotmail.com
Esteban Gorlero Pizarro Subdirector – Dirección Nacional de Control de Tránsito Aéreo	Fuerza Aérea Argentina	Tel. 5411 5789-8400 E-mail egorlerop@hotmail.com
Claudio Mariano Eliseo Cobas Jefe de Servicio de Tránsito Aéreo del Aerdromo Reconquista, Santa Fe, Argentina	Dirección Nacional de Control Tránsito Aéreo- Ministerio de Defensa	Tel. 54 9 376 4226061 E-mail claudiocobas20@hotmail.com
Bolivia		
Alejandra Cortez Portugal Jefa de la Unidad Facilitación	Dirección General de Aeronáutica Civil - DGAC	Tel. 591 2 720 4700 E-mail acortez@dgac.gob.bo
Nathan Shinar Gonzales Castro Inspector AVSEC	Dirección General de Aeronáutica Civil - DGAC	Tel. 591 2 7796 7247 591 2 7159 6187 E-mail ngonzales@dgac.gob.bo

AVSEC/FAL/RG/7
List of Participants – Contact Information

iv – 2

Name / Position	Administration / Organization	Telephone / E-mail
Brazil/Brasil		
Diana Helena Ferreira Experta en Regulación de Aviación Civil	Agencia Nacional de Aviación Civil - ANAC	Tel. 5561 3314 4456 E-mail diana.ferreira@anac.gov.br
Chile		
Eduardo Cerda Gomez Encargado de Seguridad de Aviación (AVSEC)	Dirección General de Aeronáutica Civil - DGAC	Tel. 5624392355 E-mail ecerda@dgac.gob.cl
Costa Rica		
Rodolfo Vásquez Rojas Jefe Departamento AVSEC-FAL	Dirección General de Aviación Civil - DGAC	Tel. + 506 2441 8008 + 506 8708 7438 E-mail rvasquez@dgac.gob.cr
Cuba		
Nestar María Rojas Álvarez Jefa Departamento Seguridad de la Aviación	Instituto de Aeronáutica Civil de Cuba - IACC	Tel. 537 838 1133 E-mail nestar.rojas@iacc.avianet.cu
Karel Picallo Castillo Especialista Aeronáutico en Transporte Aéreo y Relaciones Internacionales	Instituto de Aeronáutica Civil de Cuba	Tel. 537 838 1178 E-mail karel.picallo@iacc.avianet.cu
Dominican Republic/República Dominicana		
Sergio Gómez Abogado I	Instituto Dominicano de Aviación Civil-IDAC	Tel. +809 221 7909 ext.3220 E-mail s_gomez02@hotmail.com
Dionisio De la Rosa Hernández Sub-director General	Cuerpo Especializado en Seguridad Aeroportuaria y de la Aviación Civil - CESAC	Tel. 829 770 7437 829 796 4430 E-mail dirohe7@hotmail.com
José Javier Pimentel Sánchez Sub-director de Operaciones de Seguridad e Aeropuerto	Cuerpo Especializado en Seguridad Aeroportuaria y de la Aviación Civil - CESAC	Tel. 829 750 7923 829 796 8542 E-mail pimentel_jj@hotmail.com
Ecuador		
Rocío Andrade Instructora AVSEC	Independiente	Tel. +593 995 056 005 E-mail rocioandradecar@hotmail.com
Guatemala		
Edgar Alex Laguardia Pérez Gerente Nacional de Seguridad Aeroportuaria	Dirección General de Aeronáutica Civil - DGAC	Tel. 502 3045 7848 E-mail edgar.laguardia@dgac.gob.gt Elalex47@gmail.com
Leonel Guerra Carrillo Coordinador Nacional de Facilitación	Dirección General de Aeronáutica Civil - DGAC	Tel. 502 5975 1628 E-mail leo.guerracarrillo@gmail.com

AVSEC/FAL/RG/7
List of Participants – Contact Information

iv – 3

Name / Position	Administration / Organization	Telephone / E-mail
Haiti		
Bouchard Theramene AVSEC Director	Office National de l'Aviation Civile - OFNAC	Tel. +509 3701 0608/3425 0505 E-mail btheramene@hotmail.com
Geralda Pascale Propete Head of Planning and Facilitation Unit	Office National de l'Aviation Civile - OFNAC	Tel. 509 3711 8574 E-mail paspro24@hotmail.com
Honduras		
Carlos Gustavo Soto Montes Jefe de la División	División de Seguridad Aeroportuaria - DSA	Tel. 504 2233 2046 E-mail dsa@dnii.gob.hn
Jamaica		
Althea Bartley Manager, Aviation Security and Facilitation	Jamaica Civil Aviation Authority	Tel. 876 960 3948 E-mail althea.bartley@jcaa.gov.jm
Lovell Richards Aviation Security Inspector	Jamaica Civil Aviation Authority	Tel. 876 960 3948 E-mail lovell.richards@jcaa.gov.jm
Panama		
Julio Martinis Secretario General	Autoridad Aeronáutica Civil - AAC	Tel. 507 315 9010 E-mail jmartinis@aeronautica.gob.pa
Emilio Pesantez Director AVSEC	Autoridad Aeronáutica Civil - AAC	Tel. 507 6672 7404 E-mail epesantez@aeronautica.gob.pa
David Ramos Cruz Jefe de Facilitación	Autoridad Aeronáutica Civil - AAC	Tel. 507 6688 8293 E-mail dramos@aeronautica.gob.pa
Servio Jaén Coordinador de Proyecto	Autoridad Aeronáutica Civil - AAC	Tel. 507 501 9536 507 6677 2828 E-mail servioj@aeronautica.gob.pa
Manuel Antonio González Jefe Control de Calidad	Autoridad Aeronáutica Civil - AAC	Tel. 507 6263 4949 E-mail mgonzalez@aeronautica.gob.pa
Aristides Aldeano Control de Calidad	Aeropuerto Internacional de Tocumen S.A.	Tel. 507 6378 1433/95 E-mail aaldeano@tocumenpanama.aero
Paraguay		
Gustavo Adolfo Sandoval Lamas Subdirector AVSEC	Dirección Nacional de Aeronáutica Civil - DINAC	Tel. +595 981 504 824 E-mail seguridad@dinac.gov.py
Pedro Gómez Frutos	Dirección Nacional de Aeronáutica Civil - DINAC	Tel. +595 981 504 824 E-mail seguridad@dinac.gov.py
Elke Stumpf Gerente de Facilitación y Gestión Aeroportuaria	Dirección Nacional de Aeronáutica Civil - DINAC	Tel. +595 21 688 2227 E-mail fal@dinac.gov.py

Name / Position	Administration / Organization	Telephone / E-mail
Raquel Guastella Coordinadora General de Facilitación	Dirección Nacional de Aeronáutica Civil - DINAC	Tel. +595 21 210764 E-mail fal@dinac.gov.py
Jorge Martínez del Barco Jefe del Departamento de Gestión Aeroportuaria	Dirección Nacional de Aeronáutica Civil - DINAC	Tel. +595 21 688 2227 E-mail fal@dinac.gov.py
Peru		
Gisela Cerdan Medina I Coordinadora Técnica de Seguridad de la Aviación, Mercancías Peligrosas y Facilitación	Dirección General de Aeronáutica Civil del Perú - DGAC	Tel. +51 975181772 E-mail Gcerdan@mtc.gob.pe
Christian Huertas Inspector de Seguridad de la Aviación, Mercancías Peligrosas y Facilitación	Dirección General de Aeronáutica Civil del Perú - DGAC	Tel. +511 615 7800 Ext. 6982 E-mail Chuertasf@mtc.gob.pe
Juan Ronald Meregildo Peralta Inspector de Seguridad de la Aviación, Mercancías Peligrosas y Facilitación	Dirección General de Aeronáutica Civil del Perú - DGAC	Tel. +511 615 7800 Ext. 6696 E-mail jmeregildo@mtc.gob.pe
Luis Salazar Flores Inspector de Seguridad de la Aviación, Mercancías Peligrosas y Facilitación	Dirección General de Aeronáutica Civil del Perú - DGAC	Tel. +511 615 7800 Ext. 6983 E-mail lsalazar@mtc.gob.pe
Ramón Pinto Díaz Inspector de Seguridad de la Aviación, Mercancías Peligrosas y Facilitación	Dirección General de Aeronáutica Civil del Perú - DGAC	Tel. +511 615 7800 Ext. 6982 E-mail rpinto@mtc.gob.pe
United States/Estados Unidos		
Eduardo Dávila Supervisor Especialista Seguridad en el Transporte	Transportation Security Administration - TSA	Tel. +1 202 412 2151 E-mail eduardo.davila@tsa.dhs.gov
Anna María Colom Representante T SA	Transportation Security Administration - TSA	Tel. +571 227 3834 ext 3834 E-mail annamaria.colom@tsa.dhs.gov
Katie Logisz Multilateral Engagement Branch	Transportation Security Administration - TSA	Tel. +571 227 3430 E-mail katie.logisz@tsa.dhs.gov
Jesus Serrano Representante TSA para Centro América	Transportation Security Administration - TSA	Tel. + 571 227 1062 E-mail jesus.serrano@tsa.dhs.gov
Uruguay		
Roderick Islas Encargado Despacho Director AVSEC	Dirección Nacional de Aviación Civil e Infraestructura Aeronáutica - DINACIA	Tel. + 598 99 097 105 E-mail diravsec@dinacia.gub.uy

AVSEC/FAL/RG/7
List of Participants – Contact Information

iv – 5

Name / Position	Administration / Organization	Telephone / E-mail
Roberto Perdomo Protti Coordinador del Comité Nacional de Facilitación, Jefe de la Asesoría Letrada de la Dirección General de Aviación Civil	Dirección Nacional de Aviación Civil e Infraestructura Aeronáutica - DINACIA	Tel. + 598 260 40408 ext 4041 E-mail rperdomo@dinacia.gub.uy
Leticia Molinari Asesora Letrada	Dirección Nacional de Aviación Civil e Infraestructura Aeronáutica - DINACIA	Tel. + 598 260 40408 ext 4065 E-mail lmolinari@dinacia.gub.uy
Venezuela		
Johnny Rodríguez Mejía	Instituto Nacional de Aeronáutica Civil - INAC	Tel. +58212 +58 414 E-mail j.rodriguez@inac.gob.ve
José Manuel Villaverde Gómez Inspector de Seguridad de la Aviación Civil	Instituto Nacional de Aeronáutica Civil - INAC	Tel. +58212 355 1550 +58 414 261 2136 E-mail j.villaverde@inac.gob.ve villaverdejose@hotmail.com
IATA		
Alejandro Restrepo Marino Gerente, Seguridad y Facilitación, Americas	IATA	Tel. +1 305 713 0106 E-mail restrepoa@iata.org
ICAO/OACI		
Pablo Lampariello Regional Officer Aviation Security and Facilitation	ICAO SAM	Tel. + 511 611 8686 E-mail plampariello@lima.icao.int
Ricardo G. Delgado Regional Officer Aviation Security and Facilitation	ICAO NACC	Tel. + 52 55 5250 3211 x.118 E-mail rdelgado@mexico.icao.int
Fernando Cardoso Coelho Assistance Coordination Officer, ISD-SEC	ICAO HQ	Tel. 514 954 8219 Ext. 6029 E-mail fcoelho@icao.int
LACAC/CLAC		
Marco Ospina Y. Secretario	CLAC	Tel. 51 1 422 6905 E-mail clacsec@lima.icao.int mospina@icao.int
Arlette Elías Asistente Administrativa	CLAC	Tel. 51 1 422 6905 E-mail clacsec@lima.icao.int aelias@icao.int

Agenda Item 1 Meeting Agenda and Schedule

1.1 The Secretariat presented WP/01 and the Chairperson of the Regional Group invited the participants of the Meeting to approve the draft agenda and schedule of the Seventh Meeting of the ICAO/LACAC NAM/CAR/SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG/7). The participants of the Meeting approved the agenda as presented in the historical section of this report and the schedule as presented in Appendix B to WP/01.

Agenda Item 2 Conclusions of previous meetings

2.1 AVSEC/FAL/RG/6 meeting

2.1.1 The Secretariat presented WP/02 containing information on the status of the conclusions adopted at the AVSEC/FAL/RG/6 meeting held at the ICAO NACC Office, in Mexico City, Mexico, on 8-10 June 2016. Based on Conclusion 5/7 of the AVSEC/FAL/RG/5 meeting, these conclusions had been approved by the representatives of member States upon completion of the AVSEC/FAL/RG/6 meeting. The final report had been circulated to member States by the joint ICAO/LACAC Secretariat.

2.1.2 Regarding Conclusion 6/1 – *Response of States to the request for comments on Amendment 15 to ICAO Annex 17*, the Secretariat recalled that this issue had also given rise to Conclusion 5/8 of the AVSEC/FAL/RG/5 meeting in relation to effective and timely response by States to ICAO requests for comments. It noted that the percentage of responses was still very low and that it needed to improve. The Secretariat recalled that State responses were important for expressing their position regarding the various consultations generated by ICAO, which, in many cases, then became ICAO standards or recommended practices on security and/or facilitation; accordingly, States should take the necessary steps to ensure the implementation of such measures.

2.1.3 Likewise, regarding Conclusion 6/9 *ICAO Global Aviation Security Plan (GASeP)*, the Secretary General of ICAO sent State Letter AS8/1.10-17/84 dated 11 July 2017, containing the draft Global aviation security plan (GASeP), requesting States to submit their comments by 18 August 2017, to which very few States responded. The Secretariat urged those States that had not done it yet to review the contents of the GASeP and submit their comments and inputs, in order to develop the future global roadmap for harmonising activities and protecting civil aviation against acts of unlawful interference.

2.1.4 Under the corresponding agenda item, the representatives of the States responsible for project coordination presented to the AVSEC/FAL/RG/7 plenary the results obtained, based on the conclusions of the AVSEC/FAL/RG/6 meeting.

3. The Secretariat noted that this issue had also been submitted to the meetings of Directors of Civil Aviation. Finally, this working paper:

- a) urged the appropriate aviation security (AVSEC) and facilitation (FAL) authorities of NAM/CAR and SAM States to support their AVSEC and FAL units/representatives in order to have an active and committed participation in AVSEC/FAL/RG activities for the benefit of their own States and of the Region; and
- b) once again urged NAM/CAR and SAM States to respond to ICAO requests for comments on AVSEC and FAL matters in a timely and effective manner.

Agenda Item 3 Global and Regional Developments

3.1 ICAO Global Activities related to Aviation Security and Facilitation

- **Annex 17, AVSEC Panel, AVSEC Manual**
- **Annex 9, FAL Panel, Facilitation Manual**
- **Universal Security Audit Programme and Continuous Monitoring Approach (USAP-CMA)**

3.1.1 Annex 17, Global Aviation Security Plan (GASeP), AVSEC Manual

3.1.1.1 The Secretariat presented information to the Meeting about the recent evolution of aviation security policy on relevant issues that were mentioned to the Twenty-eighth meeting of the Aviation Security Panel (AVSEC/28) and the 211th Session of the Council, emphasizing key issues, namely: 10th edition of Annex 17, including amendment 15 published in April 2017 with applicability date 3 August 2017, progress of the Global Aviation Security Plan (GASeP), and the recent publication of the tenth edition of ICAO Aviation Security Manual (Doc. 8973 – Restricted), English version, which translation to other languages is to be available opportunely.

3.1.1.2 The Meeting was reiterated about the importance that States send their comments and/or suggestion to Letter AS 8/2.1-17/90 dated 6 July 2017 distributed to interested States and international organizations to formulate observations about proposal for amendment 16 to Annex 17, which includes, among others, dispositions about information exchange and communications, passengers carry-on and hold baggage, as well as security controls for flight supplies. Proposal of Amendment 16 to Annex 17 will be presented to the Council for adoption during its 213th Session, for application in November 2018.

Conclusion 7/1 - Effective answer to request for comments from the States on Amendment 16 to ICAO Annex 17

That Civil Aviation Authorities of AVSEC/FAL/RG member States adopt the required measures to reply in a timely manner ICAO State Letters Ref dated 6 July 2017, about Amendment 16 to Annex 17-Security.

3.1.2 Annex 9, ICAO Facilitation Programme Progress

3.1.2.1 The Secretariat informed the States about the 13th TRIP (ex-MRTD) Symposium in Montreal, Canada, from 24 to 26 October 2017, event that will provide a world class forum for the exchange of information on all aspects regarding travellers identification management, and the ICAO Travel Identification Programme (TRIP) Strategy, making available for decision makers a valuable vision on actual and emergent principal issues. The Secretariat urged States to participate in the same, and that their authorities invite all entities involved in travel documents issuance and control.

3.1.2.2 The Secretariat explained once more to the States the importance of pertaining to ICAO Public Key Directory (PKD), and the benefits this implies, and urged the States that had not implemented e-passport and those that are in the process of implementing it to adhere to the PKD, to request technical assistance to ICAO for its implementation.

3.1.2.3 The Meeting was informed that more than 110 States indicate that they presently issue electronic Passports, and that almost half billion electronic Passport are in circulation around the world. However, States should still carry out an important work to guarantee that electronic passports fully comply with ICAO specification as stated in Doc. 9303. States were urged to use PKD as a mean to verify and legalise other State's electronic passports and to increase security in trans-border movements.

3.1.3 **Universal Security Audit Programme and Continuous Monitoring Approach (USAP-CMA)**

3.1.3.1 The Secretariat informed about the progress in the implementation of the Universal Security Audit Programme and Continuous Monitoring Approach (USAP-CMA) presenting a table showing a global percentage of 72.88% of effective implementation (EI) of the eight Critical elements (CE) of the States aviation security monitoring system, as identified in Doc. 10047 – *Aviation Security Oversight Manual – Establishment and Management of a State Aviation Security Oversight System*.

3.1.3.2 The Meeting was informed that up to date ten (10) States of the ICAO NAM/CAR Region and six (6) States of the ICAO SAM Region have been audited by the USAP-CMA, presenting a table showing an effective implementation (EI) rate of 67.18% in the NAM/CAR Region and of 70.31% in the SAM Region of the eight Critical elements (CE).

3.1.3.3 The Secretariat emphasised again, and urged the States to use audit protocols for the preparation of USAP-CMA audits. Also, to abide to proposed dates for audits, due to the influence that changes have in the USAP-CMA global plan, and to present on time the corrective action plans after the audits.

3.1.4 **Support to the Implementation and Development – Security**

3.1.4.1 The Meeting was informed about the objectives of the policy *No country left behind*, particularly about the most effective support to be provided to States that require it and that need assistance to develop and improve their aviation system through the application of ICAO policies and regulations regarding all the Strategic Objectives. Also, information was provided that, under this policy, new roles and responsibilities have been assigned to the regional offices starting 1 January 2017, as part of the decentralization principle. Likewise, with the exception of the Paris Regional Office, all the regional offices will count with a second AVSEC/FAL officer to provide more support to the States.

3.1.4.2 ICAO continues developing normalised training courses and workshops on aviation security to make available to member States in order to improve their own capacity in aviation security instruction. With the support of the regional offices, Aviation Security Plans (ASIP) in support of the States are developed and implemented through long-term assistance projects adapted to the specific needs of a State with the support of the same State.

3.1.4.3 Presently, six (6) courses (Basic, Air Transport and Mail Security, Crisis Management, National Inspectors, Instructors, and Supervisors) and seven (7) workshops (Airport Security Programme, Air Security Certification Systems, Exercise, National Civil Aviation Security Programme, National Civil Aviation Security Training Programme, Civil Aviation Quality Control Programme, and Risk Management) are available. The AVSEC Instructors certification process has been recently updated within the ICAO training policies competences framework.

3.1.4.4 Support to regional initiatives: examples on how this forum illustrates part of the regional groups and ICAO supported activities. These regional initiatives facilitate the specialized knowledge exchange, and foster the cooperation activities assistance in the regions with the objective to improve in a sustainable way aviation security.

3.2 LACAC Contribution

3.2.1 The LACAC Secretariat presented WP/05 containing the report on AVSEC/FAL Resolutions and Recommendations of the XXII LACAC Assembly, which also approved and promulgated a total of six (6) Decisions on projects that had been analysed and concluded by the Regional Group during the period 2015 – 2016. It also invited the group to implement the Decisions thus promulgated and to draw up the Draft Decisions described in paragraph 3.1 of the working paper for submission to the next meeting of the Executive Committee of LACAC and subsequently to the XXIII Assembly (19-21 November 2018, Varadero, Cuba).

Agenda Item 4 Programmes and projects – Aviation security (AVSEC)

4.1 Report on the *Aviation security management systems (SeMS)* programme

4.1.1 In the absence of the representation of Colombia, the Secretariat presented WP/07. This paper informed that the working group based its activities on the initiatives proposed by Chile and prior contributions by Argentina on a programme to support States in the implementation of the aviation security management system (SeMS), similar to the safety management system (SMS).

4.1.2 The programme proposed essential elements for its development, namely: policies, objectives, security management, quality assurance, and security promotion. The main purpose of these elements was the timely, orderly and systematic management of security services, mainly contributing to passenger and baggage inspection, threat identification, minimisation of associated risks, reduction of the probability of incidents, and prevention of hidden entry of weapons, explosives or hazardous substances by potential perpetrators. This programme was presented in Appendix A to the working paper.

4.1.3 The Meeting deemed it advisable to clarify some terms, such as “quality assurance” and “security”, as well as the restrictions concerning liquids, aerosols and gels (LAGs) and the use of security tamper-evident bags (STEBs), whose purpose is defeated if the States involved do not reach an agreement as to their implementation, thus possibly affecting international air transport users.

4.1.4 Finally, the Meeting was informed that Colombia had offered to host a workshop to review the material during the first semester of 2018, prior to the AVSEC/FAL/RG/8 meeting, and it was felt that the aforementioned comments should be made on that occasion.

Conclusion 7/2- Workshop on the *Aviation security management systems (SeMS)* programme

- a) The proposal of Colombia to host the first workshop on the Aviation security management systems (SeMS) programme, during the first semester of 2018 and prior to the AVSEC/FAL/RG/8 meeting is accepted; and
- b) That States consider their active participation in said workshop to share experiences, review the guidance material, and take concrete steps towards the development, implementation and prompt start-up of the SeMS in the States.

4.2 Report on the *Coordination among States to standardise procedures for auditing their aviation security systems* programme

4.2.1 Brazil presented WP/08 on the implementation of a programme for coordination among States to standardise procedures for auditing their aviation security systems, which included an attachment containing the audit protocol model used by that State, and requested that the task be considered as finalised.

4.2.2 Following a discussion on the topic, the Meeting agreed:

- a) to have it translated into English and Spanish within 90 days. Argentina offered to do the translation into Spanish, and the ISD-SEC Coordinator for the Americas offered to do the translation into English;
- b) that the States that so deemed advisable adopt this model to improve their own oversight systems; and
- c) that the One-stop security (OSS) working group use these audit protocols as the basis for its project.

Conclusion 7/3- Report on the *Coordination among States to standardise procedures for auditing their aviation security systems Programme*

That, in order to improve the work carried out by the One-stop security (OSS) working group, consideration be given to the audit protocols presented by Brazil, adapting them to the needs of the Project and including them therein.

4.3 Cyber-security in civil aviation

4.3.1 Upon presenting WP/09, Jamaica congratulated the representative of Venezuela, Mr. José Villaverde, for planting the seed of cyber-security at the AVSEC/FAL/RG/3 meeting. It noted that, when developing the workshop on cyber-security, the working group had identified three main tasks: review of existing documentation, consultation with cyber-security experts and other agencies within the Region, and identification and use of Standardized Training Package (STP) course developers, and informed that the first draft of workshop material had been completed in January 2017.

4.3.2 Furthermore, Jamaica noted that it had held initial consultations with the Executive Secretary of the Inter-American Committee against Terrorism (CICTE) of the Organization of American States (OAS) to obtain support for translating the material of the Regional workshop on cyber-security, who had formally indicated that they would support the delivery of a series of workshops on cyber-security for the Region, starting with a first 3-day workshop in March 2018, to be held in Jamaica, to review the material.

4.3.3 The Meeting was reminded that the ICAO Global aviation security plan (GASeP) and Assembly Resolution A39-19 urged States to adequately address the challenges posed by cyber-threats to the civil aviation system. Following a debate, the Meeting agreed to adopt the suggested action in the form of a conclusion.

Conclusion 7/4- Workshop on civil aviation cyber-security

4.1 That States:

- a) promote a cyber-security culture within civil aviation authorities personnel and their national civil aviation community;
- b) take provisions to include within their budget for participating in the future Cyber-security workshop in March 2018 and other events, once said material had been reviewed;
- c) share cyber-security information through the Secretariat of the AVSEC/FAL/RG, and the ICAO point of contact (PoC) network; and
- d) include cyber-security concerns in the conduct of aviation security risk assessments, and adopt provisions accordingly.

Agenda Item 5 Programmes and Projects - Facilitation (FAL)

5. Report on the drafting of a National Facilitation Programme

5.0.1 Brazil presented WP/17 on best facilitation practices, aimed at sharing successful experiences on this topic.

5.0.2 In this working paper, States were invited to:

- a) consider the possibility of establishing a fast-track approval process for national FAL programmes and updating them as necessary;
- b) contemplate the participation in the PNFAL of all entities involved in the civil aviation system; and
- c) consider the possibility of posting the PNFAL on the State website.

5.0.3 Bolivia presented WP/18 and gave a presentation on training material for a Workshop on Facilitation, for consideration as teaching material to be used by the Regional Group member States. It also shared the best practices it was implementing and the challenges it faced regarding coordination with other government entities for the attainment of this objective. Finally, it suggested the conduction of a workshop in 2018.

5.0.4 The Meeting took note of the suggestion and approved the material presented by Bolivia, leaving the utilisation of the material of the FAL Workshop to the discretion of the Regional Group member States.

5.0.5 The Secretariat shared a presentation on Evidence of Identity, as part of the ICAO Traveller Identification Programme (TRIP), emphasising that this was an extremely important issue to be taken into account by States. Mention was also made of a public key infrastructure for paving the way for the implementation of the advance passenger information (API) system and the passenger name record (PNR). The States recognised that the evidence of identity was the basis for the issuance of any identity document, including travel documents.

5.0.6 The Secretariat and Jamaica also reaffirmed the invitation to the Regional TRIP seminar, followed by the Second ICAO TRIP workshop on border control management in the Caribbean Region, from 28 November to 1 December 2017, in Montego Bay, Jamaica, where the guide reviewed during technical assessment missions in the Caribbean would be presented for its use as guidance material for self-assessment of the States' border control system processes. The Meeting took note of this information and the regional officers would send a reminder with this invitation.

5.1 Report on the *Machine-readable travel documents* programme

5.1.1 Bolivia presented WP/10 in which it recalled that the AVSEC/FAL/RG/6 meeting had decided to continue with this new phase of the project for the creation of a database, and had requested Bolivia to continue as Coordinating State, with the support of Brazil, Cuba, Honduras, Panama and ECCAA. To this end, the joint Secretariat had sent a letter to the States requesting information, to which Jamaica, Honduras, Panama and Guatemala had responded with information from their migration authorities. Furthermore, Bolivia refined this information through letters to the States, obtaining a database of migration authorities of the SAM Region.

5.1.2 Likewise, it proposed the States that the focal points designated for FAL matters promote Annex 9 and Amendment 26 within their State, specifically regarding passports issues (minors), and Doc 9303, in order to harmonise passports in accordance with international standards. It requested the Secretariat to promote a Symposium in the SAM Region to disseminate the ICAO TRIP strategy and train experts in the Region to support machine-readable travel document processing, and on the ICAO public key directory (PKD).

5.1.3 The Secretariat confirmed that there were two SAM States that had offered to host the Symposium to disseminate the ICAO TRIP strategy.

5.2 Report on the *Facilitation training material* programme

5.2.1 Regarding the validity of Conclusion 5/6 of the AVSEC/FAL/RG/5 meeting – *Facilitation training material*, and the commitment of ICAO's Regional Aviation Security Training Centre (ASTC), *Centro Internacional de Instrucción de Aeropuertos y Servicios Auxiliares "Ing. Roberto Kobeh González"* (CIASA) in Mexico City, Mexico, the ASTC Technical Coordinator informed that the instructor's guidance material and the reference material for the participants have already been developed and finalised in the shape of a workshop. In this sense, he requested that the validation date for this material be set for the first quarter of 2018, so that it can be subsequently provided to interested parties. The unfortunate effects of the earthquake of 19 September 2017 in Mexico City and other cities gave rise to other tasks that gained priority for the purpose of resuming normal operations, and were the reason why attendance to this regional group meeting was not possible.

5.2.2 Bolivia informed to the Meeting through a presentation about the facilitation workshop available in this State, which has already been conducted in some States of the Region, and is available for use by the interested States.

Conclusion 7/5 - Facilitation instruction material programme

That the Regional Group approve the workshop material and that it is made available for the States to be conducted upon request.

5.3 List of articles restricted by non-aviation security authorities

5.3.1 Cuba, as Coordinating State of the *List of articles restricted by non-aviation security authorities* project, presented WP/12, containing the results of the survey entrusted to it as the second phase of this project. It regretted to report that, of the 34 States accredited to the NAM/CAR and SAM Regions, only eight States had provided information for building the database of this project.

5.3.2 Following a debate and comments by the Secretariat, States were urged to have a more active participation. The plenary agreed that Cuba should continue with this task until its completion. To this end, the Secretariat would send again the questionnaire to the States, with copy to the focal points, so that they might take action and ensure an effective response, in order to finalise this project within 90 days following receipt of that communication.

Agenda Item 6 Programmes and Projects - Aviation Security (AVSEC) and Facilitation (FAL)

6.1 Report on the Meeting to discuss about the “Workshop on Identification of People with Suspicious Behaviour” – Proposing State: Chile

6.1.1 The Secretariat presented WP/13 referred to the workshop material, and expressed that the principal objective is that this could be used by the States that are interested in the workshop as an implementation guide on this sensitive issue. With this purpose, the Instructor Manual and the reference material for participants, consisting in nine modules, have been developed. It was recalled that this workshop has been imparted in five States of the SAM Region upon request of the same States.

6.1.2 The Secretariat informed in this WP that the coordination meeting to update and improve the Workshop on Identification of People with Suspicious Behaviour was held at the ICAO South American Regional Office, in Lima, Peru, from 2 to 3 October 2017. In this meeting the representatives of 18 States and IATA unanimously approved the Spanish version of the reviewed material, and recommended its use in the region, which was endorsed by the Regional Group. After its approval, Venezuela offered to make the translation of this material to the English language for submission to the consideration of ICAO. LACAC Secretariat informed that this would be submitted to its Executive Committee for its processing through the corresponding channels.

Conclusion 7/6 - Workshop on Identification of People with Suspicious Behaviour

That:

- a) the material of the workshop is approved by the Regional Group;
- b) the workshop instruction material be made available to the States and that this could be imparted upon request of the same; and
- c) once translated, be submitted through the corresponding channels for ICAO’s consideration as AVSEC instruction material.

6.2 Procedures for the implementation of One Stop Security System (OSS) – Coordinator State: Panama

6.2.1 Panama presented WP/14 through which the Meeting was informed that, from 17 to 20 January 2017, in Panama City, the First Regional Meeting of the Working Group on One Stop Security System (OSS) of the AVSEC/FAL Regional Group took place, which general objective was to analyse and discuss the procedures applied by this working group to continue with the development of the project, as well as to elaborate its implementation plan in accordance with the real needs of the States.

6.2.2 The WP indicate that the documents presented for revision and analysis of the working group were the following: Recognition of the equivalence of security measures, Validation evaluation forms, Security audit protocols, Standardization of passengers inspection, and its carry-on and hold baggage; prohibited articles and restricted use by the Working group; Definition of a guidance model of an Instruction Programme with basic content, which include Personnel training and refreshment courses; Unilateral, bilateral or multilateral agreement model of the equivalence and its annexes, of Communication channels and protocols, for the Notification of alerts violating the Aviation Security System; Working Paper proposal for presentation to the Seventh Meeting of the Regional Group, in Lima in October 2017.

6.2.3 In the same way, the WP informs about the conclusions reached in the referred meeting and, finally, in attention to recommendations and conclusions of the First Meeting of the OSS Working Group, seven (7) States of the Group regions have been visited as part of the validation process for the security measures recognition.

6.2.4 Along these same lines, the Regional Group analysed the working paper and the conclusions of the First Regional Work Meeting on OSS and agreed to continue with the contributions and commitments assumed by the States for the implementation of the project. Likewise, it agreed to include the audit protocol model developed by Brazil in the documents of the Working Group, and highlighted the importance of working in a unified security programme model, to which end a regulatory framework similar to the one developed by the Regional Office (known as the LARs) could be developed.

6.2.5 Finally, the LACAC Secretariat suggested that the States consult with GEPEJTA, requesting its comments to the AVSEC/FAL Regional Group.

Conclusion 7/7 - Procedures for the implementation of the One-stop security (OSS) system

That:

- a) the One-stop security (OSS) project working group use the audit protocol model developed by Brazil as a guide;
- b) a one-stop security programme model be developed, based on a regulatory framework similar to the one developed by the Regional Office for safety issues, known as the Latin American Aeronautical Regulations (LARs); and
- c) once this regulatory framework has been developed and implemented, consideration be given to the advantages of establishing a system for recognising the equivalence of security inspections (OSS) among the States of the Region in order to improve connectivity.

Agenda Item 7 Training, Cooperation, and Assistance

7.1 Implementation Support and Development Section – Security (ISD-SEC) Update

7.2 Facilitation (FAL) Section Update

(This Agenda Item was treated under Agenda Item 3.1: ICAO Global Activities related to Aviation Security and Facilitation.)

Agenda Item 8 Terms of Reference and Work Programme

8.1 After the different presentations regarding ICAO Global Aviation Security Plan (GASeP), as established in Agenda Item 9, the Meeting decided that, once the GASeP is approved by the ICAO Council, the Strategic Plan Working Group should be aligned with the GASeP and the Terms of Reference amended correspondingly.

8.2 On the other hand, based in deliberations and agreements reached by the Meeting, the Appendix to this part of the report contains, additionally to the updated Terms of Reference, the Work programme and the projects approved by the AVSEC/FAL/RG/7.

APPENDIX
ICAO/LACAC NAM/CAR AND SAM AVIATION SECURITY
AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG)
TERMS OF REFERENCE, WORK PROGRAMME AND PROJECTS

1. Establishment

1.1 Addressing the following meetings and agreements:

- Memorandum of Cooperation between ICAO and LACAC providing a framework for enhanced cooperation (Montreal, Canada, 27 September 2010)
- Resolution 19-5 of the Latin American Civil Aviation Commission XIX Ordinary Assembly (LACAC) (Punta Cana, Dominican Republic, 1 to 5 November 2010)
- Report of Fifth Aviation Security and Facilitation Regional Group Meeting (AVSEC/FAL/RG/5) (Lima, Peru, 3 to 5 June 2015)
- Report of Sixth Aviation Security and Facilitation Regional Group Meeting (AVSEC/FAL/RG/6) (Mexico City, Mexico, 8 to 10 June 2016)

, Central American

in accordance with ICAO Strategic Objective, Security and Facilitation, which reflects the need for ICAO's leadership in aviation security, facilitation and related border security matters adopted during the 38th Session of the ICAO Assembly; in the spirit of the Joint Declaration on Civil Aviation Security for the Americas adopted during the High-Level Ministerial Meeting held in Mexico in February 2010 and the Cooperation Agreement between ICAO and LACAC signed in September 2010 (included in Attachment 6 to this Appendix for ease of reference), whose objectives foster the improvement of consultation and cooperation, as well as to avoid duplication of efforts, promote and assist training activities and strengthen coordination between LACAC and the ICAO Regional Offices, among others, ICAO and LACAC combined their respective AVSEC and FAL regional groups and established the ICAO/LACAC Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG) for the ICAO North American, Central American (NAM), and Caribbean (CAR), and South American (SAM) Regions.

1.2 The Joint Statement of the Regional Conference on Aviation Security in Caracas, Venezuela, dated 8 February 2012, includes the following: *"We recognized the action plan developed by the Aviation Security and Facilitation Regional Group in May 2011, which fosters the implementation of harmonized aviation security in the region in cooperation with the Latin American Civil Aviation Commission and ICAO"*; and the Resolutions 39/18, 39/19, and 39/20 adopted by the 39th sessions of the Assembly.

1.3 The AVSEC/FAL/RG will report its activities and results to the Directors of Civil Aviation and the appropriate aviation security authority, if different, in States and Territories of the NAM/CAR and SAM Regions. ICAO and LACAC will process the reports using their respective mechanisms, as appropriate, taking into consideration minimization of duplication.

2. AVSEC/FAL/RG Membership

2.1 AVSEC/FAL/RG Members

Representatives and alternates may be nominated by the following:

ICAO member States and Territories of the NAM/CAR and SAM Regions:

Anguilla	Guyana
Antigua and Barbuda	Haiti
Argentina	Honduras
Aruba	Jamaica
Bahamas	Mexico
Barbados	Montserrat
Belize	Netherlands (for Bonaire, Sint Eustatius and Saba Islands)
Bermuda	Nicaragua
Bolivia	Panama
Brazil	Paraguay
British Virgin Islands	Peru
Canada	Saint Kitts and Nevis
Cayman Islands	Saint Lucia
Chile	Saint Vincent and the Grenadines
Colombia	Saint Maarten
Costa Rica	Suriname
Cuba	Trinidad and Tobago
Curaçao	Turks and Caicos
Dominican Republic	United Kingdom
Ecuador	United States
El Salvador	Uruguay
France (for French Antilles and French Guiana)	Venezuela
Grenada	
Guatemala	

International Organizations:

ACI	IATA
ACSA COCESNA	IDB
ALTA	IFALPA
CANSO	IFATCA
CASSOS	OAS CICTE
ECCAA	

A Chairperson and Vice-Chairperson will be elected by the Group from State representatives present at the meeting where the election is held, each representing States to ensure that together they cover the NAM/CAR and SAM Regions, English and Spanish languages and AVSEC/FAL expertise for a period of three years.

2.2 AVSEC/FAL/RG Participants

Participation by the following may be invited:

- States and Territories from other regions
- Other international, regional, national and security organizations, bodies and agencies (e.g., ECAC)
- Aircraft operators
- Air Navigation Service Providers
- Airport operators
- ICAO Aviation Security Training Centres in the NAM/CAR and SAM Regions

3. Secretariat

3.1 The Secretariat will be provided by ICAO and LACAC. Within ICAO, the Secretariat will be led by the NACC and SAM Regional Offices coordinated by the NAM/CAR and SAM Regional Officers for Aviation Security and supported by the ICAO Headquarters Aviation Security Branch. Within LACAC, the Secretariat will be led by the Secretary and his Operations Assistant.

4 ICAO/LACAC AVSEC/FAL/RG Regional Group Mission

Be the regional forum to promote compliance with Standards and Recommended Practices of Annexes 9 – *Facilitation* and 17 – *Security* to the Chicago Convention.

5. ICAO/LACAC AVSEC/FAL/RG Regional Group Vision

Identify regional particularities and difficulties and propose guidelines and common procedures to assist and cooperate with States in compliance with the ICAO and LACAC objectives on AVSEC/FAL issues.

6. Strategy

6.1 Emphasize the importance of aviation security and facilitation amongst States and stakeholders.

6.2 Promote compliance with aviation security and air transport facilitation provisions and development of aviation security oversight capabilities of States.

6.3 Promote information sharing amongst States to raise awareness related to threats and aviation security trends.

6.4 Promote mutual recognition of aviation security and air transport facilitation processes.

7. Objectives

7.1 Enhance security and facilitation of air transport operations, aircraft, civil aviation facilities, personnel and the travelling public, and discourage and diminish the potential for unlawful interference and acts against civil aviation.

7.2 Improve regulation and enforcement of aviation security and air transport facilitation provisions by appropriate authorities at the national level, and support necessary arrangements for implementation capability at State international airports.

7.3 Develop a regional aviation security and air transport facilitation structure based on regional cooperation and coordinated assistance for States in these areas.

7.4 Establish a regional mechanism that allows “common application” guidelines of ICAO Annexes 9 and 17, paying special attention to the generation of a regional policy for the organization, application and compliance of international standards of the National Committees and Facilitation and Airport Security Committees.

7.5 Optimization of the coordination, cooperation and information exchange mechanisms, experiences, procedures and best practices in aviation security and facilitation among States; strengthening the AVSEC and FAL oversight systems on behalf of State appropriate authorities, as well as the harmonization of AVSEC/ FAL training programmes and policies on the basis of individual needs in each region.

7.6 Develop training guidelines to maintain AVSEC/FAL balance and a proper methodology that allows States to assess and define threat levels and harmonization whenever the circumstances permit.

7.7 Develop a cooperation policy aimed at compliance of Standards contained in Annex 9 – *Facilitation* and regarding implementation of ICAO Traveller Identification Programme (TRIP).

7.8 Look for intraregional support alternatives to harmonize effective and efficient implementation of AVSEC and FAL Standards in each State.

7.9 Identify financial and in-kind contributions from multinational and bilateral partners/donor States/organizations to provide State assistance with aviation security and air transport facilitation provision implementation.

7.10 Enhance AVSEC/FAL professional(s) awareness.

8. Activities

8.1 Provide i) a forum for discussion, coordination and cooperation of AVSEC and FAL issues amongst States, partners and stakeholders; ii) exchange relevant information; and iii) threat and risk assessment.

8.2 Review analyses of regional AVSEC and FAL deficiency trends and develop harmonized regional action plans for resolution.

8.3 Promote and provide a mechanism for regional coordination and cooperation amongst State AVSEC and FAL authorities, international organizations, regional oversight bodies and industry.

8.4 Share 'best practices' amongst States and utilize the capacity available in some States' Administrations to assist others.

8.5 Identify available options for providing assistance to and cooperation between and among States through the following:

- Direct bilateral and multilateral agreements among States
- Horizontal cooperation facilitated by the LACAC Secretariat
- ICAO Regional Offices with the support of and in coordination with the Implementation Support and Development – Security Section and the Technical Cooperation Bureau
- Other international organizations and development agencies

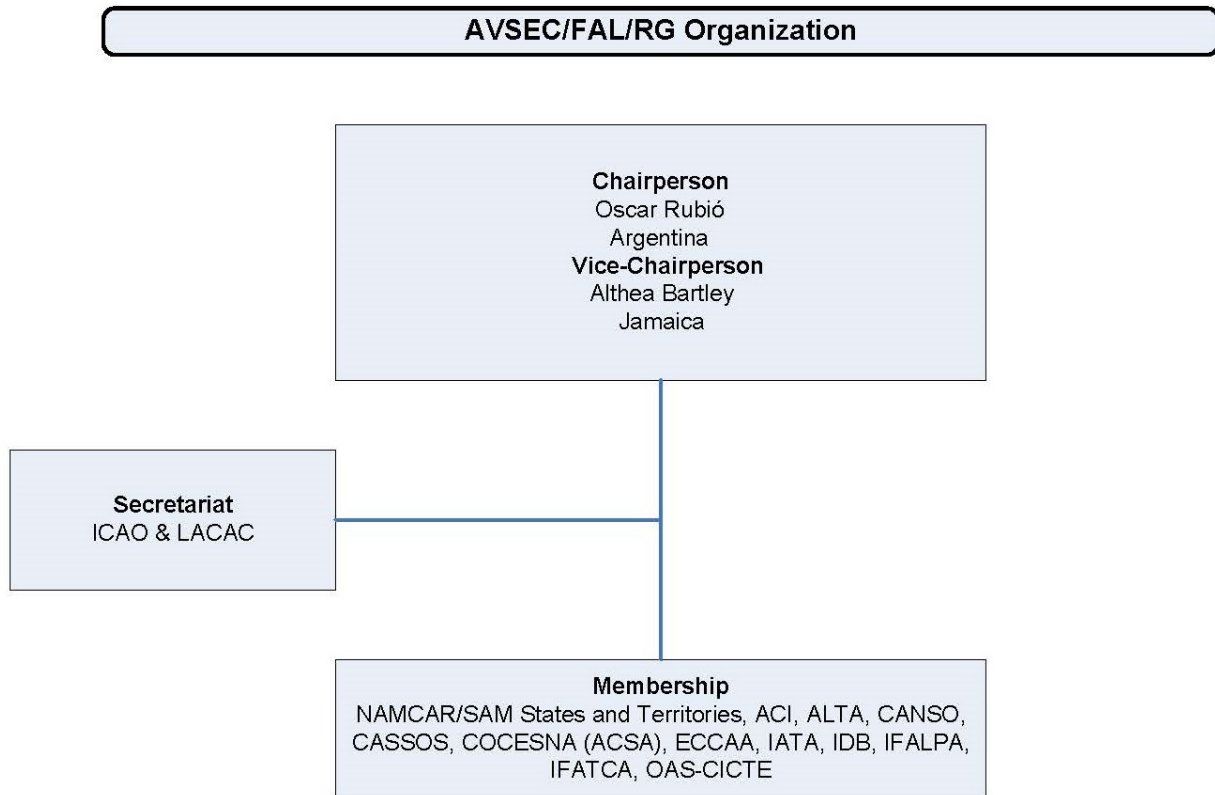
9. Documentation

9.1 Documentation prepared and reviewed by the AVSEC/FAL/RG shall be available in both English and Spanish. Meeting documentation will be translated by the Secretariat adopting the applicable procedures and timelines established for all regional group meetings and specified in the meeting invitation letters. Documentation produced by the AVSEC/FAL/RG programmes and projects, in addition to the working papers, including appendices thereof, will be translated by the member States/organizations of the project that has produced the documents for review by the AVSEC/FAL/RG. If the project members are unable to identify a resource to perform the translation, the State coordinator of the project will inform the Secretariat in a timely manner in order to examine alternative options to complete the translation.

9.2 The Secretariat will process documentation and make it available on the corresponding website no later than one week prior to the commencement of the meeting. This requires States/organizations to submit working papers requiring translation to the Secretariat no later than one month prior to the commencement of the meeting.

9.3 Regarding the report, as per the Conclusion 5/7 of AVSEC/FAL/RG/5 and to expedite the final report, it is established that at the end of each AVSEC/FAL/RG Meeting, the plenary will review the draft report for approving it. Once the respective adjustments are completed, the joint Secretariat of ICAO NACC and SAM Regional Offices, and the Latin American Civil Aviation Commission (LACAC) will disseminate the final report to the States, and both will elevate it to their respective entities for the consideration of advanced projects.

10. Organization



11 Work Programmes, Strategic Plan and Projects

11.1 The Work Programmes and Projects of the AVSEC/FAL/RG are presented in the Table at **Attachment 1**.

11.2 All work programmes and projects must be completed and delivered to the ICAO/LACAC Secretariat no later than 31 January of the following year of the meeting. Once programmes and projects are received, the Secretariat will distribute this information for review and comment to all States within a 15-day timeframe. Comments from the States should be received no later than 15 March of each year.

11.3 Comments received by the Secretariat will be sent to the coordinating State to amend the project, if appropriate, and/or to prepare a working paper with the results of the project. In the event a working paper is prepared, it should be sent to the Secretary no later than 30 April so that it can be presented at the subsequent AVSEC/FAL/RG meeting.

11.4 The methodology of the Strategic Plan, developed by the AVSEC/FAL/RG, can be found at **Attachment 2** and contains:

- Internal Work Procedures for the ICAO/LACAC AVSEC/FAL Regional Group and Task Forces (**Attachment 3**)
 - Coordinator State Communication Model all Task Force members (**Attachment 4**)
 - Method to determine an ICAO/LACAC AVSEC/FAL/RG Task Force's progress to meet its goals (**Attachment 5**)
-

WORK PROGRAMMES AND PROJECTS / PROGRAMAS Y PROYECTOS DE TRABAJO

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
AVSEC							
Aviation Security Management Systems Sistemas de Gestión de la seguridad de la aviación	Continuation of the Security Management System (SeMS) implementation Continuación de la implementación de un Sistema de Gestión de la Seguridad de la Aviación (SeMS).	Encourage States to introduce an Aviation Security Management System (SeMS) within the framework of their own State's National Civil Aviation Security Programme (NCASP) Alentar a los Estados a introducir un Sistema de Gestión de la Seguridad de la Aviación (SeMS) en el marco de sus respectivos Programas Nacionales de Seguridad de la Aviación Civil (PNSAC)	a) Consult different States that have experience with SeMS implementation within their aviation security systems b) Present State SeMS implementation experience results at the next AVSEC/FAL/RG meeting. a) Consultas a los diferentes Estados que hayan tenido experiencia en la aplicación de un SeMS en sus sistemas de seguridad de la aviación b) Presentar los resultados de las experiencias de los Estados durante la implementación SeMS a la próxima reunión del AVSEC/FAL/RG	Introduction to future measures and recommendations on SeMS implementation. Introducción a las futuras medidas y recomendaciones en la implementación de un SeMS.	Colombia	Argentina Brazil /Brasil Chile Cuba Mexico/México Nicaragua Trinidad and Tobago/Trinidad y Tabago	Report by January 2018 Informe para enero de 2018
Civil Aviation Cybersecurity Ciberseguridad de la aviación civil	3 rd phase.- Complete the development of a Cybersecurity Awareness Course for States to deliver within the Civil Aviation Industry / 3da. Fase.- Finalizar el desarrollo de un Curso para la conciencia sobre la ciberseguridad para que los Estados puedan implementar en la industria de la aviación civil	To increase the awareness within the aviation industry as regards Cyber Security and provide States with a framework on how to manage cyber risks to aviation industry Incrementar la conciencia dentro de la industria de la aviación con respecto a la ciberseguridad y proporcionar a los Estados un marco sobre cómo administrar los riesgos cibernéticos a la industria de la aviación	a) Review existing documentation developed by CANSO, AIAA, European Union ,OAS and other agencies; b) Consult with Cybersecurity experts within the Region and within other Regional UN Agencies; and c) Identify and use STP Course Developers. a) Revisar la documentación existente desarrollada por CANSO, AIAA, Unión Europea, OAS y otras agencias; b) Consultar con expertos en ciberseguridad dentro de la Región y dentro de otras Agencias de Naciones Unidas; c) Identificar y utilizar Diseñadores de Cursos CMDN .	a) Conduct training needs assessment b) Implement the course objectives c) Develop bilingual training package (English/Spanish) a) Realizar una evaluación de las necesidades de entrenamiento b) implementar los objetivos del curso c) Desarrollar paquete de entrenamiento bilingüe (Inglés/Español)	Jamaica	Argentina Colombia Jamaica United States/ Estados Unidos	Report by January 2018 Informe para enero de 2018

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
FAL							
List of restricted articles by other authorities other than aviation security Lista de objetos restringidos por otras autoridades que no sean de seguridad de la aviación	Complete the Second phase of Database project with information on items restricted by facilitation-related authorities Finalizar la Segunda fase de la Base de datos con información de objetos restringidos por autoridades relacionadas con Facilitación	Through developed survey collect information from States and share it through the designated web page A través del cuestionario ya desarrollado, coleccionar información de los Estados y compartir la información a través de la página web establecida	a) Request the survey's State information thru Secretary b) Once the data base is completed, send the information to the Secretariat in order to coordinate database publication on the LACAC web page, c) Publish and maintain the database a) Solicitar la información de los cuestionarios a los Estados, a través de la Secretaría b) Finalizada la base de datos enviar la información a la Secretaría para coordinar la publicación en la página web de la CLAC, c) Publicar y mantener la base de datos	Introduce ways for sharing data and best practices concerning objects restricted by authorities other than aviation security Introducir entre los Estados formas de compartir la información y mejores prácticas respecto a objetos restringidos por autoridades que no sean de seguridad de la aviación	Cuba	Bolivia Chile Colombia	a) States provide information by 31 January 2018 b) Preparation of data base by 31 March 2018 c) Report by April 2018 a) Que los estados provean información hasta el 31 de enero de 2018 b) Preparación de la base de datos hasta el 31 de marzo de 2018 c) Informe para abril de 2018
AVSEC/FAL							
Procedures for the implementation of One Stop Security System (OSS) Procedimientos para la implementación Sistema Control de Seguridad Único (OSS)	Complete the study to facilitate the implementation of a One Stop Security System Completar el estudio para viabilizar la implementación de un Sistema Control de Seguridad Único	Establish, implement and maintain a One Stop Security System among airports than have been validated by the States involved, to the extent practicable. Establecer, implementar y sostener una propuesta de sistema de control de seguridad único entre aeropuertos que hayan sido validados por los Estados involucrados, en la medida de lo posible.	1. Establish a programme of activities for the group 2. Distribute tasks among group members 3. Consolidate group information 4. Draft the working paper 1. Establecer un cronograma de actividades del grupo 2. Distribución de tareas entre los miembros del grupo 3. Consolidar las informaciones del grupo 4. Desarrollar la Nota de Estudio	1. Optimise resources 2. Enhance services 3. Optimise timeframes 4. Regulatory compliance 5. Substantial improvement of the commercial aeronautical system 1. Optimizar Recursos 2. Mejorar Servicio 3. Optimizar Tiempos 4. Conformidad Normativa 5. Mejora sustancial del sistema aerocomercial	Panama / Panamá	Brazil/Brasil Trinidad and Tobago/Trinidad y Tabago,	January 2018 Enero 2018

ATTACHMENT 2 TO THE APPENDIX

ICAO/LACAC AVIATION SECURITY AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG)
STRATEGIC PLAN

The strategic planning model that will be used by the AVSEC/FAL/RG will be based on analysis tables from the **Hoshin Kanri** methodology.

Hoshin is a systematic, step by step process to determine priorities, develop plans to ensure that each priority is properly addressed, review the planning process and make adjustments as necessary. Through this model, effort duplicity is assumed to be eliminated and unify Task Force strategic planning.

The following techniques may be used to obtain the required information to complete the templates posed by this method:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- Weaknesses and Threats (WT) analysis
- Force field analysis
- Pareto principle
- Creative brainstorming
- Multi-voting
- Negative voting

Benefits in using approved methodology:

- Planning process enhancement based on priorities
- Responsibilities are clarified
- Helps to build consensus regarding problems and priorities
- The way in which documentation and review is accomplished allows for better decision-making and correction of major problems
- Enhances communication
- Facilitates teamwork

The approved process

The approved process is the application of a cycle known as Planning, Doing, Controlling, and Acting (PDCA), which is used to measure progress of previously established objectives.

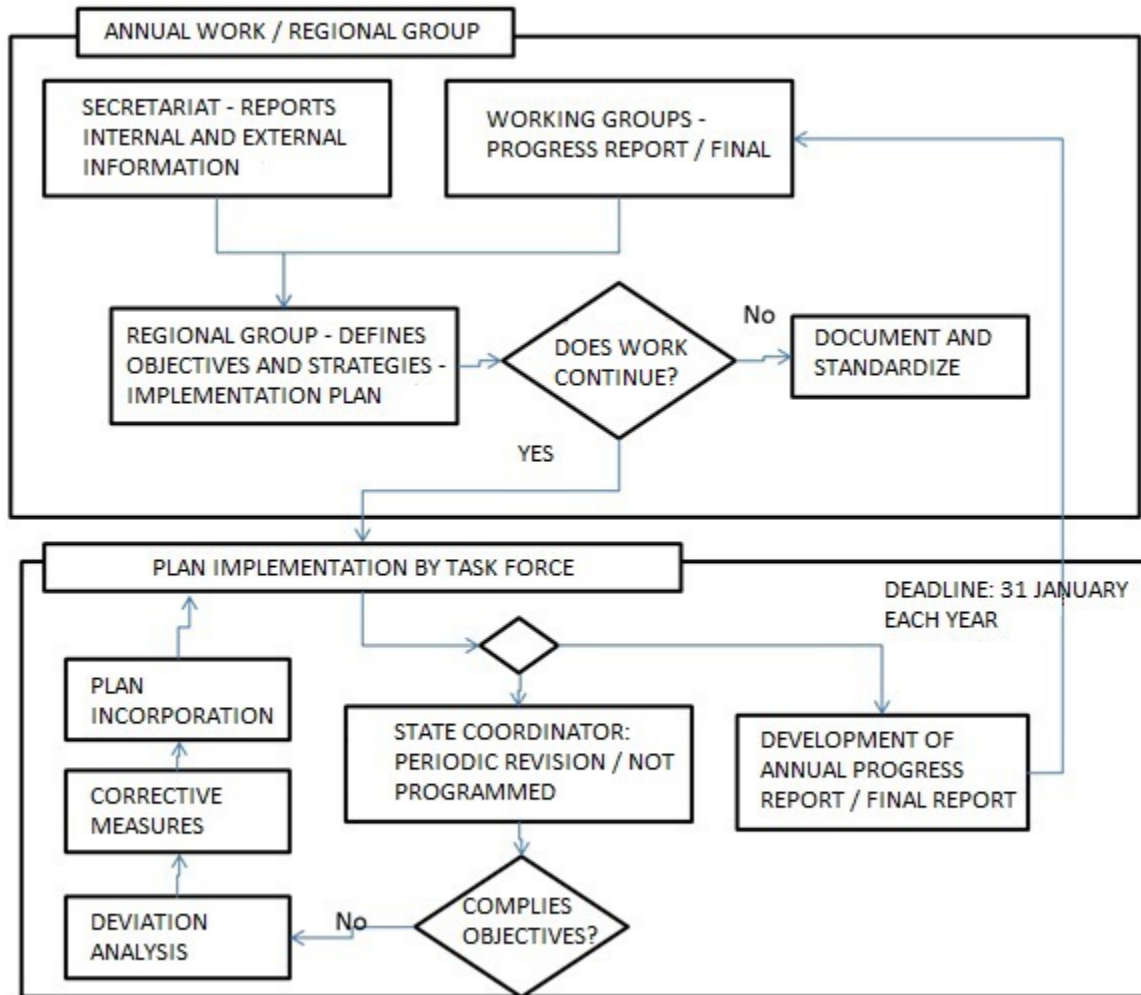
The process starts with an internal and external assessment that considers several aspects in a similar way to a SWOT analysis; as a result, it identifies key or major elements.

Objectives and strategies are drafted to achieve compliance in such a way that each objective is linked to one or more strategies; implementation plans are developed at the end of the process.

Then the implementation process is managed and non-scheduled revisions are done periodically (key of the process) since both elements allow early detection of deviations that could lead to a lack of objective fulfillment.

If results were not as expected, it is time to develop a deviation analysis and start corrective measures that must be implemented immediately.

Approved method flowchart



1. The annual plan

The annual plan is part of the PDCA cycle. Each objective and strategies to be used are included for achievement. Next, a results measurement form is applied (in accordance with the established indicators for that specific planning measurement), the assigned responsible Task Force and a defined date are established for programme revisions.

PLANNING BOX				
Period:		Page ... from ...		
Prepared by:		Date:		
Revised by:		Date:		
Objective	Strategy	Results measurement	Responsible	Date of revision

Results measurement should answer the question: How can we know if a strategy has been successfully implemented?

2. Revision box

The annual revision box applies the PDCA cycle to measure progress with fulfilment of the objectives that were established.

REVISION BOX			
Period:		Page ... from ...	
Prepared by:		Date:	
Revised by:		Date:	
Objective	Results	Deviation analysis summary	Consequences for the next period

3. Implementation plan

The implementation plan is a detailed tactical plan that produces a list of responsibilities for each group member for implementation of each particular strategy.

A calendar is included as part of the form, similar to the one used in the bar charts for the activity control. In this way, each implementation item of a determined strategy will graphically show the programmed beginnings and endings.

As developed, verifications can be carried out to determine if the estimated progress has been achieved and, if not, analyse the causes and take corrective decisions.

IMPLEMENTATION PLAN														
Period:					Page ... from ...									
Prepared by:					Date:									
Revised by:					Date:									
Strategy	Implementation item	Responsible	J	F	M	A	M	J	J	A	S	O	N	D

4. Deviation report

The deviation report is a formal procedure to register analysis of the deviations and is a crucial part of the implementation process. When results do not match the programmed outcome, analysis is required to determine deviation causes.

This form should be completed as soon as a deviation is presented and should be processed in a timely manner.

This report describes deviations and produces a detailed analysis of the causes. Furthermore, it registers the actions undertaken in relation to deviations.

Actions may be divided into three phases:

- The first is the generation of emergency countermeasures to reduce the problem as soon as detected.
- The second is a short-term period measurement to prevent recurrence of the problem.
- The third is the determination of problem causes and eradication.

DEVIATION REPORT	
Period:	Page ... from ...
Prepared by:	Date:
Revised by:	Date:
<ol style="list-style-type: none"> 1. Problem description 2. Circumstances in which the problem was presented 3. Problem causes 4. Corrective measures taken 5. Results of the corrective measures 6. Measures to avoid recurrence 7. Plan to eliminate causes 8. New or residuary problems 	

5. Consistency of approach and ICAO/LACAC definitions

Although both organizations seek the same results, over time they have been applying individual methods, definitions and approaches. In order to avoid future effort duplicity, basic information is provided to allow Task Forces to continue work based on previous agreements. It would be ideal to have a common methodology and vocabulary in the mid-term.

For this purpose, the proposed process is considered compatible with the achievements to date by ICAO and LACAC; therefore, the different Task Forces could apply and adapt it according to their own experience and needs.

LACAC	ICAO	INTERPRETATION
Macro task	Programme	ICAO and LACAC generic programmes
Tasks – (Ad Hoc groups)	Task force	Based on a programme with assigned objectives
Stages or activities	Activities	Activities

LACAC	ICAO	INTERPRETATION
Lecturer	Coordinator State or Organization	Member State responsible for one macro task, Project Coordinator State
Group member	Group member (Contributor State)	Contributor State or organization part of a task force
Vision	Vision	Vision concept
Present LACAC as an essential organization for the support of member States, and constitute it as a platform to promote the development and international civil aviation security in the Latin American Region.	Achieve safe, secure and sustainable development of civil aviation.	Both organizations vision.
Purpose	Mission	Concept of mission
Establish Macro tasks, Focal Points, and accomplishment calendar and measurement mechanisms to support Authorities in the development of civil aviation industry, accomplishing planned objectives.	To become the global forum for States and international organizations on international civil aviation.	Both organizations mission.
Objective	Objective	Concept of objective
Executive Committee		LACAC Executive Committee (responsible for the follow up of the accomplishment of the macro tasks)
Administration goal	Results	Partial results of a programme or macro task
Performance indicator		Accomplishment of the stages achievement within established periods
Group of experts	Task force	A group integrated by State representatives focused on a determined issue

LACAC	ICAO	INTERPRETATION
<p>Formula for performance indicator calculation</p> $PI = \sum_{i=1}^4 Ai * Pi$ <p>Where: Ai = 1 if a stage is accomplished and 0 if not Pi = weighing of the accomplished part</p>		<p>Formula to establish the accomplishment level of a management goal or an outcome (integrated by several activities). The result is equal to 1 if it is totally accomplished and less than 1 if it is partially accomplished.</p>

ATTACHMENT 3 TO THE APPENDIX

ICAO/LACAC AVIATION SECURITY AND FACILITATION REGIONAL GROUP
(AVSEC/FAL/RG) INTERNAL WORK PROCEDURES

These procedures are intended to provide guidelines that will ensure tasks and goals indicated by the AVSEC/FAL/RG are conducted based on the understanding and collaboration of States who are Task Force members.

By creating a Task Force, the AVSEC/FAL/RG shall clearly establish:

- a) Goals, implementation strategies and relevant strategic activities
- b) Topic assignment
- c) Management goals
- d) Deadlines to comply with each management task

For task development, Task Forces will use the management model drawn-up in these procedures and will report to the Secretariat, who in turn will report progress and conclusions achieved to States.

Notwithstanding, it should always be kept in mind that people who represent the different States who form the Task Force have other duties and responsibilities linked to their work positions. This could result with their regular duties and routine work taking priority over Task Force tasks.

1. RESPONSIBILITIES OF THE COORDINATING STATE

Each Task Force, formed by representatives of several States, will have a State who will coordinate the Task Force and be responsible for compliance with the assigned goals.

The Task Force coordinating State will have to:

- Comply with the goals that have been assigned to the Task Force/Project in time and form
- Maintain communication with the ICAO and LACAC regional officers (Secretariat) and all States who are Task Force members
- Foresee any delay with goal compliance and immediately inform the ICAO and LACAC regional officers (Secretariat) and propose corrective actions that could remedy any foreseen delays
- Follow-up on the progress of assigned activities in order to detect any deviation related to goal accomplishment and possible compliance delays
- Propose new deadlines in case of unavoidable delays, immediately informing the ICAO and LACAC regional officers (Secretariat)
- Provide the Secretariat with management indicators showing the progress of proposed objectives

- Communicate to each Task Force member:
 - a) Draft progress reports for information and change proposals before sending them to the Secretariat
 - b) Progress reports
 - c) Objective compliance indicators
 - d) Decisions adopted during work meetings
 - e) Foreseen or real delays with each strategic activity, if applicable
 - f) Any type of information that contributes to consistent knowledge for Task Force members and compliance with strategic tasks that have been assigned to each member
- Convene face-to-face and/or virtual meetings with Task Force members, possibly through the Secretariat, using available resources
- Present progress and final reports to the Secretariat
- Reassign tasks from one State to another
- Decide on incorporation of a State as advisor for a specific theme/topic as deemed necessary and appropriate
- Inform the Secretariat about reassignment of tasks within the Task Force
- Forward the final report referred to in the assigned mandate, together with any additional information deemed appropriate

2. THEME/TOPIC ADVISORS

Each Task Force member State shall:

- Be aware of goals, implementation strategy and strategic activities to be accomplished for the development of activities assigned by the coordinating State
- Be aware of the activity under his/her responsibility, including associated deadlines
- Be aware of the management goals under its responsibility
- Intervene in the development of draft and final reports
- Intervene in the objective(s) fulfilment indicators
- Participate in face-to-face and/or virtual meetings convened by the coordinating State
- Request information from the coordinating State in order to comply with his/her mandate
- Communicate any foreseen delays to the coordinating State as soon as indicated that they might occur
- Propose actions aimed at recovering lost time and keep up with the deadlines established by the Task Force
- Request to be incorporated as a theme/topic advisor whenever appropriate
- Keep the coordinating State informed at least every two months by indicating:

-
- a) Activities carried out
 - b) Accomplishments during the period
 - c) Inconveniences encountered
 - d) Foreseen delays
 - e) Other relevant matters

3. STATE REASSIGNMENT WITHIN THE TASK FORCE

When a State considers that due to a situation beyond its control it can no longer comply with the assigned mandate, it can request to be relieved of its responsibility.

Whenever a State considers that it is in the position to make a significant contribution, it can request its incorporation as a member of a Task Force.

4. PROGRESS REPORTS

The coordinating State will be responsible for drafting and distributing monthly progress reports that refer to its assigned objectives.

Each progress report shall be addressed to the corresponding ICAO/LACAC Regional Office and copied to all State members that are part of the Task Force.

Progress reports should be sent within the first five working days of each month, and they should include all activities carried out during the previous month and the progress made in comparison to previous progress status foreseen in the Task Force strategic planning.

The attached model should be considered in the preparation of progress reports; this will allow for consistency of progress reports communications.

5. FINAL REPORT

Task Forces will use the following management model to report to the Secretariat and States on progress and obtained conclusions:

- It should be addressed to the Secretariat and copied to all Task Force member State representatives
 - It should be sent within the terms established in its strategic planning
 - To draft the final report, the model previously sent by the Secretariat will be used
-

**ATTACHMENT 4 TO THE APPENDIX
COM L-1: COORDINATOR'S COMMUNICATION TEMPLATE FOR TASK FORCE MEMBERS**

From: (Task Force Coordinator State)
To: (Task Force States List)
cc: Secretariat
Date:

The present message aims to inform about topics marked with an (X)

... A) Objectives, implementation strategies and activities

Objectives	Implementation strategies	Strategic activities	Follow-up observations and adjustments
Objective 1	Strategy 1.1	Activity 1.1.1	
		Activity 1.1.2	
		Activity 1.1.3	
Objective 2	Strategy 2	Activity 2.2.1	
		Activity 2.2.2	
		Activity 2.2.3	
Objective 3	Strategy 3	Activity 3.3.1	
		Activity 3.3.2	
		Activity 3.3.3	

... B) Topic responsibility

Management goals	Compliance deadline	Responsible State	Observations
Management goal 1	Original deadline:		
	Extension:		
Management goal 2	Original deadline:		
	Extension:		
Management goal 3	Original deadline:		
	Extension:		

... C) Anticipated delays in activities

A delay of ... day(s) is anticipated in compliance with strategic activity N° ... due to
.....
.....

... D) Draft Progress Report N° ...

Draft Progress Report N° ... is attached to keep Task Force member States informed and request their views. If no response proposing amendments to this draft is received within 10 calendar days counting from the next day of the draft report date it will be considered that the State(s) approve the draft and agree that it represents the actual progress report.

... E) Draft Final Report

A draft final report is attached to keep the Task Force Member States informed and request their views. If no response proposing amendments to this draft is received within 20 calendar days counting from the next day of the draft report date it will be considered that the State(s) approve the draft and agree that it represents the actual final report.

... F) Decisions taken during the Task Force meeting held on day.....

This serves as notice that during the Task Force meeting held on day....., the following State representatives: (.....) have decided:

- Decision 1:.....
.....
.....
- Decision 2:.....
.....
.....
- Decision 3:.....
.....
.....

... G) Additional information

The following information is provided so that Task Force member States take it into account during their discussions and decision-making:

- Information 1:.....
.....
.....
- Information 2:.....
.....
.....
- Information 3:.....
.....
.....

Task Force Coordinator

**COM RT-1: COMMUNICATION TEMPLATE FROM THE TOPIC RESPONSIBLE PARTY
TO THE TASK FORCE COORDINATOR**

From: (State responsible for the topic)
To: (Task Force Coordinator State)
cc: Secretariat
Date:

Message RT N°.....

This message aims to inform about **ACTIVITY:**
(.....) progress
corresponding to (month): (.....)
and management goals at the end of the message.

A) PERFORMED ACTIVITIES

.....
.....
.....
.....

B) TERM ACHIEVEMENTS

.....
.....
.....
.....

C) ENCOUNTERED DRAWBACKS

.....
.....
.....
.....

D) ANTICIPATED DELAYS IN STRATEGIC ACTIVITIES

A delay of ... days is anticipated with strategic activity N° ... compliance due to

.....
.....

E) OTHER MAIN TOPICS

.....
.....
.....

F) PROPOSED WORK TO RECOVER LOST TIME

.....
.....
.....

G) REQUEST OF TASK FORCE STATES REASSIGNMENT

.....
.....

H) MANAGEMENT GOALS

Management goal	Deadline	Monitoring and adjustment	Observations
Management goal 1	Original deadline:		
	Extension:		
Management goal 2	Original deadline:		
	Extension:		
Management goal 3	Original deadline:		
	Extension:		

Responsible for the topic Signature

Annex

Task Force progress report template

Progress report N°

From: (Task Force Coordinator State)

To: (Secretariat)

cc: (Task Force States List)

Date:

Reference: Progress report for the two month period:

Referenced progress to each established objective for this Task Force is described. In the Observations column, a status summary of each activity is included and additional information is provided after the Table.

Objectives	Implementation strategies	Activities	Observations
Objective 1	Strategy 1.1	Activity 1.1.1	
		Activity 1.1.2	
		Activity 1.1.3	
Objective 2	Strategy 2	Activity 2.2.1	
		Activity 2.2.2	
		Activity 2.2.3	
Objective 3	Strategy 3	Activity 3.3.1	
		Activity 3.3.2	
		Activity 3.3.3	

Additional information:.....

Anticipated delays in activities:

Proposal to meet the original deadline(s):

Additional information:

Signature: (Task Force Coordinator State)

ATTACHMENT 5 TO THE APPENDIX

METHOD TO DETERMINE THE AVSEC/FAL/RG ICAO/LACAC TASK FORCE GOALS PROGRESS

The use of the combined following techniques is proposed to perform indicator(s) measurement:

1. Calculation formula (LACAC, Res. A20-11): It will be modified so the binary value is surpassed (0-1 / NO-YES) and the current process status may be measured.

Formula modification:

Original formula	Modified formula
$ID = \sum_{i=1}^{4n} Ai * Pi$ <p>Where: Ai = 1 if i-th stage is completed; 0 otherwise Pi : i-th stage weight</p>	$ID = \sum_{i=1}^{4n} Afi * Pi$ <p>Where: Afi : achievement index (bar chart result) Where f=progress Pi : i-th stage weight</p>

2.-Bar chart: allows observation of chronological progress of the different foreseen activities in each strategic objective.

3. Implementation Plan: allows observation of implementation status.

By merging 1+2+3 it is possible to achieve a new technique (technique N° 4) corresponding to a **deviation report** development, which will allow:

- Describe the Problem(s)
- Identification of circumstances where such problems are presented
- Identification of problem causes
- Identification of corrective measures undertaken to address the problem
- Formulation and proposal of corrective measures to prevent recurrence of the problem(s)
- Assessment of corrective measure results
- Development of a specific plan to eliminate causes
- Identification of remaining or new problems

Deviation weighing formula:

$Adi = (1 - Afi)$ <p>Where: Adi: Analysed activity deviation Where d=deviation Afi : achievement index (bar chart result) Where f=progress</p>
--

Finally, the total activity deviation will be calculated through the following formula:

$$DEV_t = \sum_{i=1}^n Adi * Pi$$

Where:

DEVt: Total deviation

Adi: Analysed activity deviation

Where d=deviation

Pi: i-th stage weight

Agenda Item 9 Other business

9.1 State responsibilities and rationale for a security culture and the ICAO Global aviation security plan (GASeP)

9.1.1 The ICAO Secretariat made a presentation on the status of the Global aviation security plan (GASeP) and its contents. It highlighted that the GASeP reflected the ICAO security strategy for the new triennium. However, in order for the GASeP to meet its objectives, the regional structures had to contribute to the actions and tasks listed in the roadmap within the deadlines established therein.

9.1.2 Chile presented WP/19, noting that the Global aviation security plan (GASeP) was an ambitious proposal and a major challenge for the AVSEC/FAL/RG. It suggested that once the ICAO Council had approved the global plan, a work team be created to draft a proposal of a Regional Aviation Security and Facilitation Plan, incorporating the activities of this group into the activities of the project work programme. The Meeting was invited to analyse, assess and discuss the proposal contained in the working paper in order to reach agreements that were appropriate for the regional group.

9.1.3 The Secretariat also presented IP/04, with an Appendix containing the opening speech that the President of ICAO delivered at the last Aviation security symposium (AVSEC2017), stressing the importance for States to consider and adapt the GASeP to their national activities, and also to regional activities with a view to protecting civil aviation against emerging threats worldwide.

9.2 Strategic plan of the ICAO/LACAC NAM/CAR/SAM aviation security and facilitation regional group

9.2.1 Argentina presented WP/20 on the need to review the status of implementation and update the Strategic Plan of the ICAO/LACAC NAM/CAR and SAM Aviation Security and Facilitation Regional Group, inviting the Meeting to:

- a) review the working paper, exchange views and comments on the content of the GASeP and its future implementation;
- b) consider the opportunity and convenience of developing a new strategic plan, aligned with the GASeP guidelines and LACAC strategic objectives, incorporating the facilitation aspects addressed by the Regional Group; and
- c) submit to the consideration of the States the creation of an Aviation Security Regional Plan task force to follow up the approval and implementation of the GASeP and pursue the attainment of its objectives.

9.2.2 The Meeting took note of the above and agreed that the Strategic Plan Working Group should adjust the plan as necessary in order to align it with the GASeP. It also agreed that said Group should meet to fulfil this task at least one month before the AVSEC/FAL/RG/8 meeting. Peru offered to host this event.

9.3 National policies on the implementation of random and unpredictable security measures

9.3.1 Argentina presented WP/21 on the need to further analyse the scope and content of recommended practice 4.1.2 in relation to the promotion of random and unpredictable security measures. In this sense, it included an appendix containing its Aviation Security Regulations, describing the national policies to be applied by those responsible for the implementation of security measures within the scope of their respective competencies. In this regard, it invited the Meeting to:

- a) analyse the working paper and its appendix;
- b) exchange views and comments and its content; and
- c) submit to the consideration of the States the creation of a communication channel to share information on this subject.

9.3.2 The Meeting took note of the information presented by Argentina.

9.4 Venue and date of the next meeting

9.4.1 The preliminary report, with the corresponding changes, was approved by the AVSEC/FAL/RG/7 plenary.

9.4.2 The President of the AVSEC/FAL/RG acknowledged the ICAO SAM Regional Office for hosting the Meeting and LACAC for its contributions. He also recognised the participation of the State representatives and the joint Secretariat.

9.4.3 To continue with the previously agreed rotation, the AVSEC/FAL/RG/8 meeting would be held at the ICAO North American, Central American and Caribbean (NACC) Regional Office in Mexico City, Mexico, tentatively on 4-8 June 2018.