

**WORKSHOP ON THE APPLICATION AND DEVELOPMENT OF THE VOL. III OF THE CAR / SAM E-ANP  
INCLUDING KPI FORMULATION FOR THE SAM REGION**

Virtual Meeting, September, 15-17, 2020

**S W O T ANALYSIS**

	Positive impact	Negative impact
Internal	<u>Strengths</u>	<u>Weaknesses</u>
External	<u>Opportunities</u>	<u>Threats</u>

- STRENGTHS

- ACTIVE REGIONAL PLANS. FRAME ALIGNED TO GLOBAL PLANS (GANP, GASP, GASEP).
- IMPULSE TO ATM/CNS IMPLEMENTATION AND SUPPORT SERVICES. CNS RESOURCES AND REGIONAL COORDINATION. REGIONAL IP NETWORK – REDDIG.
- AIRLINES / INDUSTRY DEVELOPED. STATE/STAKEHOLDERS RELATIONSHIP.
- AUTHORITIES / REGULATORS . REGULATORY STRUCTURE (LARS)
- REGION INTEGRATED IN SOCIO-POLITICAL ASPECT. REGIONAL IMPLEMENTATION AND FOLLOW-UP FORUMS.

- WEAKNESSES

- LACK OF REGIONAL STRUCTURE AND MORE RESILIENT. TECHNOLOGY/BACKUP UNITS - BACKUPS .
- EXCESSIVE ROTATION IN PUBLIC ADMINISTRATION. MANAGEMENT MODEL FOR ANS/AUTHORITY/INDUSTRY. DIFFICULTY COORDINATING BETWEEN SYSTEM ACTORS.
- CUMBERSOME OR SLOW BUDGET EXECUTION FOR TECHNOLOGY ADMISSION. REQUIRES PROPER PREPARATION T.O.R.
- MANAGEMENT OF NATIONAL PNNA PLANS. FOCUS OF PROGRAMS/ PROJECTS FOR IMPLANTATION.
- CNS INTEROPERABILITY STILL IN PROCESS. DEPENDENCE AND GAPS OF TECHNICAL EQUIPMENT AND MAINTENANCE.

## OPPORTUNITIES

- GANP/ 6 -ASBU. FOUR LAYERS AND INDICATORS.
- DEVELOPMENT OF REGIONAL/NATIONAL PLANS. CIVIL AVIATION AS A DEVELOPMENT ENGINE.
- ECONOMIC FOSTERING. ACCESSIBLE FINANCING.
- INNOVATION, RESEARCH AND DEVELOPMENT IN TECHNOLOGY FOR ANS DELIVERY.
- TENDENCY TO RESILIENCE AND COST/EFFICIENCY. RESILIENT PROCESSES/LESSONS LEARNED.

## THREATS

- SLOW RECOVERY INDUSTRY/AEROLINEAS (> 2024). REORGANIZATION OF THE AERONAUTICAL MARKET, COMPETITION BY MARKETS.
- NEW OUTBREAK/PANDEMIA .
- CHANGES IN THE PATTERN OF MOBILIZATION OF PEOPLE (TELECONFERENCES). LOSS OF USER CONFIDENCE.
- ECONOMY SLOWED DOWN. CHANGE IN PUBLIC PRIORITIES IN STATES. DEFERMENT OF INVESTMENTS IN ANSP/AIRPORT/INDUSTRY.
- POLITICAL SITUATIONS OF STATES. POSSIBLE LEGAL INSTABILITY. EXCESSIVE INTERVENTION.

	List	Remarks
<b>Strengths</b>		
<b>Weakness</b>		
<b>Opportunities</b>		
<b>Threats</b>		







Threats		





- STRENGTHS

- ACTIVE REGIONAL PLANS. FRAME ALIGNED TO GLOBAL PLANS (GANP, GASP, GASEP).
- IMPULSE TO ATM/CNS IMPLEMENTATION AND SUPPORT SERVICES. CNS RESOURCES AND REGIONAL COORDINATION. REGIONAL IP NETWORK – REDDIG.
- AIRLINES / INDUSTRY DEVELOPED. STATE/STAKEHOLDERS RELATIONSHIP.
- AUTHORITIES / REGULATORS . REGULATORY STRUCTURE (LARS)
- REGION INTEGRATED IN SOCIO-POLITICAL ASPECT. REGIONAL IMPLEMENTATION AND FOLLOW-UP FORUMS.
- LEADERSHIP OF RO SAM ICAO. UNIT RESPONSE OF THE REGION/INDUSTRY TO THE HEALTH EMERGENCY.
- STRUCTURE OF AIR SPACE. SEAMLESS. HARMONIZED ATS CONTINGENCY PLANS.
- ICAO TECHNICAL COOPERATION – PROJECTS RLA 06 901, SRVSOP, ETC. TECHNICAL DOCUMENTATION / REGIONAL GUIDES. ICAO PORTAL.
- COMPETENT PROFESSIONAL STAFF, AND EXPERIENCED.
- AIRPORT OPERATION MODEL. TECHNICAL IMPROVEMENTS/OPERATIONAL SAFETY. REGULATOR VIGILANCIA.
- REGIONAL HUBS. INFRASTRUCTURE SUPPORTS REGIONAL CONNECTIVITY.

- WEAKNESSES

- LACK OF REGIONAL STRUCTURE AND MORE RESILIENT. TECHNOLOGY/BACKUP UNITS - BACKUPS .
- EXCESSIVE ROTATION IN PUBLIC ADMINISTRATION. MANAGEMENT MODEL FOR ANS/AUTHORITY/INDUSTRY. DIFFICULTY COORDINATING BETWEEN SYSTEM ACTORS.
- CUMBERSOME OR SLOW BUDGET EXECUTION FOR TECHNOLOGY ADMISSION. REQUIRES PROPER PREPARATION T.O.R.
- MANAGEMENT OF NATIONAL PNNA PLANS. FOCUS OF PROGRAMS/ PROJECTS FOR IMPLANTATION.
- CNS INTEROPERABILITY STILL IN PROCESS. DEPENDENCE AND GAPS OF TECHNICAL EQUIPMENT AND MAINTENANCE.
- DISCONTINUED IMPLANTATION IN THE ANS. GAPS IN THE QMS OF MET AND AIM. SSP AND SMS SYSTEMS STILL IN PROCESS.
- SPECIALIZED TRAINING, SIMULATORS AND OJT (AIM, PANSOPS, ETC.) COSTLY AND/OR ESCAZA. THERE IS NO NEED TO ORIENT GLOBAL PLANS. IMPLEMENTATION AND (EXAMPLE FUA, ATFM) INCOMPLETE.
- HUMAN RESOURCES. GAP/GENERATIONAL CHANGE. HUMAN TALENT POLICIES/MANAGEMENT - CAREER PLAN. KNOWLEDGE TRANSFER/TECHNOLOGY.
- COMMUNICATION / COOPERATION INTERREGIONAL CARIBE - SOUTH AMERICA AND OTHERS.
- CERTIFICATION OF AIRPORTS AFFECTED BY CONCESSION SCHEME.
- LIMITED AIR CONNECTIVITY IN THE REGION

## OPPORTUNITIES

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- DEVELOPMENT OF REGIONAL/NATIONAL PLANS. CIVIL AVIATION AS A DEVELOPMENT ENGINE.
- ECONOMIC FOSTERING. ACCESSIBLE FINANCING.
- INNOVATION, RESEARCH AND DEVELOPMENT IN TECHNOLOGY FOR ANS DELIVERY.
- TENDENCY TO RESILIENCE AND COST/EFFICIENCY. RESILIENT PROCESSES/LESSONS LEARNED.
- USOAP AUDITS.
- TRANSITORY LOW DEMAND PERMITS INTERNAL IMPROVEMENT ACTIVITIES (ADMINISTRATION, PROCEDURES, ATM, ETC.).
- GREATER ACCESS TO COURSES , VIRTUAL MEETINGS/WORKSHOPS. PARTICIPATION OF EXPERTS, SYNERGY.
- VIRTUALIZED/AUTOMATED ANS SERVICES. EFFICIENT USE OF RESOURCES AND DATABASE. REGULATOR SURVEILLANCE BY REMOTE MEANS.
- TENDENCY TO A COLLABORATIVE ENVIRONMENT. INCLUDES TECHNOLOGY SHARING TRAINING.
- CNS /ATM TECHNOLOGY IN EVOLUTION OR EMERGENCY.

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- POLITICAL SITUATIONS OF STATES. POSSIBLE LEGAL INSTABILITY. EXCESSIVE INTERVENTION.
- USER TRUST.
- ATTACKS ON CYBER SECURITY
- OLIGOPOLY OF CNS/ATM TECHNOLOGY PROVIDERS. DISORDERED MIGRATION TO NEW TECHNOLOGY.