



**Agenda Item 5A: Effectiveness of Plans**

**PRESENTATION OF THE CEPLAN METHODOLOGY FOR ITS APPLICATION IN THE  
 DEVELOPMENT OF CIVIL AVIATION MASTER PLANS IN THE REGION**

(Working Paper presented by Peru)

<b>SUMMARY</b>	
<p>This Working Paper describes the application of the CEPLAN methodology in the development of Peru’s Civil Aviation Master Plan, which was created with assistance from ICAO. This methodology enabled the document to be structured strategically, ensuring a clear, results-oriented approach aligned with Peru’s Strategic Management Instruments, as well as ICAO’s Regional and Global Plans.</p>	
<b>References:</b>	
<ul style="list-style-type: none"> <li>• <b>Política Nacional de Modernización de la Gestión Pública al 2030</b>  <a href="https://www.gob.pe/32166-politica-nacional-de-modernizacion-de-gestion-publica-a-2030">https://www.gob.pe/32166-politica-nacional-de-modernizacion-de-gestion-publica-a-2030</a></li> <li>• <b>CEPLAN. (2018). Guía de Políticas Nacionales.</b>  <a href="https://www.ceplan.gob.pe/documentos/_guia-de-politicas-nacionales/">https://www.ceplan.gob.pe/documentos/_guia-de-politicas-nacionales/</a></li> </ul>	
<b>ICAO Strategic Objectives:</b>	<i>This methodology applies to all ICAO strategic objectives.</i>

**1. Introduction**

1.1 As part of the efforts to strengthen the civil aviation system in Peru, the Peruvian State, with technical assistance from the International Civil Aviation Organization (ICAO), decided to develop a Civil Aviation Master Plan. The purpose of this document is to establish a strategic roadmap for the development of the aeronautical sector, ensuring its sustainability, efficiency, and alignment with international standards.

## 2. Discussion

2.1 For the development of the Civil Aviation Master Plan, ICAO, within the framework of its technical assistance agreement with the Peruvian State, formed a team of experts with extensive experience in aeronautical matters. However, it was necessary to have a structured methodology to ensure that the team could effectively implement the strategic approach required for the document.

2.2 In response, the Directorate General of Civil Aviation (DGAC) of Peru decided to share with the technical team the methodology used by the National Center for Strategic Planning (CEPLAN). CEPLAN is a specialized technical body that effectively oversees the National Strategic Planning System, guiding it in a participatory, transparent, and coordinated manner. This contributes to improving the quality of life of the population and the sustainable development of the country. The methodology is based on the **Strategic Planning Cycle for Continuous Improvement**.

The CEPLAN methodology is recognized for its ability to guide the formulation of strategic documents through four key phases:

- **Comprehensive Understanding of the Reality:** Detailed analysis of the current state of the aeronautical sector, identifying challenges, opportunities, and gaps to be addressed.
- **Desired Future:** Definition of a medium- and long-term strategic vision for civil aviation in the country, emphasizing the role of foresight in strategic management to build a sustainable future aligned with the National Strategic Development Plan.
- **Closing Gaps and Action Strategies:** Identification and prioritization of concrete strategic actions to achieve the established objectives.
- **Monitoring and Evaluation:** Implementation of monitoring and evaluation mechanisms to ensure the effectiveness of the Master Plan.

2.3 This methodology, with its forward-looking approach tailored to the aeronautical sector, allows for the identification of trends and factors that may influence the desired future of civil aviation. It facilitates the establishment of objectives and goals, defining the direction to follow and the concrete measures to be implemented to close existing gaps and capitalize on identified opportunities. Additionally, it enables the identification of possible deviations and adjustments to ensure the fulfillment of objectives.

2.4 The use of this methodology promotes the development of a Master Plan that responds to the real needs of the sector, leverages existing opportunities, and addresses the potential challenges and risks facing civil aviation. Furthermore, the methodology has ensured that the Master Plan has a clear direction and well-defined objectives, facilitating decision-making and the proper allocation of resources. Similarly, Peru's Civil Aviation Master Plan (CAMP), in accordance with the proposed methodology, contains concrete actions aligned with objectives, promoting measurable results. This structure allows for the assessment of the Master Plan's impact and the progress of its proposed objectives.

2.5 The identification of Peru's desired future in civil aviation required an analysis of trends, opportunities, risks, contextual scenarios, disruptive scenarios, and early warnings that could positively or negatively affect aeronautical activity. The identification and evaluation of variables across various probable scenarios enabled the determination of the most feasible desired future within the CAMP's implementation period through coordinated State action. Based on a grounded and realistic, yet ambitious, foundation, the analysis of objectives, goals, and indicators is refined, ensuring that strategic planning remains sustainable over time.

2.6 After reviewing the methodology proposed by DGAC, ICAO experts decided to adopt it, highlighting its advantages in terms of structure, clarity, and results orientation. The adoption of this methodology has ensured that the developed document follows a systematic and coherent approach, aligned with the needs of Peru's aeronautical sector, guaranteeing effective planning in accordance with national and international objectives.

### **3. Suggested Action**

3.1 The Meeting is invited to:

- a) Take note of the experience described in this document.
- b) Encourage the States of the SAM Region to learn about the CEPLAN methodology and, if deemed appropriate, use it in the development of their Civil Aviation Master Plans (CAMP).
- c) Share experiences regarding methodologies used in the development of Civil Aviation Master Plans (CAMP).

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