



Agenda Item 1: Proposed New GREPECAS Organization

(Paper presented by the Secretariat)

SUMMARY

This working paper presents a proposal to improve GREPECAS mechanism with the aim of improving its efficacy and efficiency.

References:

- GREPECAS/15 Report
- First CNS/ATM Subgroup Meeting Report

1. Introduction

1.1 The meeting would recall that, with the endorsement of the *Global Air Traffic Management Operational Concept* (Doc 9854) by the 11th Air Navigation Conference, the implementation of the Global Plan will be centred on specific performance objectives, with the support of the “Global Plan Initiatives” or options to improve air navigation systems which, when applied, will generate an improvement of the efficiency. Regions and States will select the initiatives that comply with performance objectives through an analytical process, specifically attending particular needs of a Region, State, area, homogeneous ATM or important traffic flow. A set of interactive planning tools will support the referred analytical process.

2. Discussion

2.1. In compliance with GREPECAS Conclusion 15/1, regional plans will be developed for the CAR and SAM Regions, based on performance and in conformity with the Air Navigation Global Plan and Global Air Traffic Management Operational Concept, which identify performance regional objectives and ATM, CNS, AIM, MET and AGA/AOP performance framework forms.

2.2. The CNS/ATM Subgroup agreed to work under a performance-based approach, using performance framework forms– PFF(s), adopting project management techniques through which the following will be identified: ATM Operational Concept elements, the deliverable or intermediate results with the associated Global Plan Initiative (GPI), responsible person and deadline. It is important to note that CAR and SAM Regions have implementation plans for most of these issues, which require a mechanism to guarantee that these projects are harmonized at the interregional interface in order to achieve a seamless implementation and an adequate CAR/SAM air navigation system.

2.3. The CNS/ATM Subgroup was the pioneer contributory body in the implementation of this new methodology, making possible the identification, in the Secretariat, of **programme coordinators** and, in the States, of **project coordinators** associated with these programmes.

2.4. Although the methodology still requires maturity and experience of the involved parties, this is perfectly in line with the performance-based approach considered for the Global Air Navigation Plan (GANP) planning and implementation, based on concrete results, which should be implemented with a broader scope in GREPECAS and its contributory bodies.

2.5. One of the improvement opportunities detected in the CNS/ATM/SG process has been the need to review the coordination mechanism between programme and project coordinators, in such a way that communication between both coordinators takes place within the same region. This would imply the implementation of CAR projects and SAM projects, with close coordination between ICAO Regional Officers of NACC and SAM Regional Offices in order to guarantee harmonized planning and implementation. Projects of both regions will not necessarily be the same since they depend on a subregional reality.

2.6. Within this context, AERMET, AGA/AOP and AIM Subgroups as well as their respective Task Forces need to adopt the same working methodology, in which case the following measures should be adopted:

- implementation of GREPECAS work programme through Programmes and Projects in each Regional Office;
- Regional Officers would act as programme coordinators;
- Officers from the States would be appointed as project coordinators;
- experts from the States will contribute in the execution of projects; and
- “Project Management” methodology will be adopted as a tool.

2.7. To follow these measures, GREPECAS needs to be restructured as follows:

- AERMET, AGA/AOP, AIM and CNS/ATM Subgroups will be replaced with Programmes and Projects;
- technical cooperation projects constitute an implementation tool of these Programmes and Projects, therefore they are not to be included in the organization chart;
- functions of the GREPECAS Administration Coordination Group (ACG) and of the Aviation Safety Board (ASB) will need to be revised (refer to WP/11 on the proposal for the new deficiencies methodology);
- GREPECAS Meetings main agenda will be to act as Project Review Meetings to take high level decisions to overcome project implementation difficulties, lack of harmonization between regions, and to recommend adjustments to priorities.

Meetings

2.8. Under a project-based work methodology, meetings should be considered as a necessary activity to achieve project objectives, but not as a product of a working group itself. Additionally, CAR region and SAM region have underway, or are initiating, the implementation of regional projects. These projects contribute with the necessary resources and mechanisms to progress the achievement of the desired ATM Operational Concept objectives.

2.9. In case necessary, and not having the support of one of the technical cooperation regional projects, the GREPECAS mechanism could consider, with previous justification and clear description of results to be reached, to hold additional meetings in support of the programmes/projects.

Projects and Programs reviews

2.10. Project reviews are primarily a project manager's tool for monitoring progress at a practical level. They also consider current and potential problems and can be used to consider corrective action, where appropriate. These types of meetings are necessary elements on the new proposed GREPECAS organization.

2.11. It is considered that two (2) project review meetings during a triennium should be part of the meeting schedule of GREPECAS. Program Managers will prepare the corresponding projects progress reports. At these meetings all relevant project team members should participate to ensure that potential problems or bottlenecks are considered. These meetings should be duly informed on the progress and any problems that have occurred since the last review.

2.12. A third and more comprehensive meeting would be convened after ICAO Assembly, for deciding on the need to open new programs/projects and/or to re-align any deviation from the mandate of ICAO Assembly.

GREPECAS Members

2.13. According to the determination of the Council (C-DEC 183/9), all contracting States that are providers of air navigation services in a region and are part of the air navigation plan in this same region should be included as members of the PIRG. International organizations recognized by the Council may be invited to participate as observers.

2.14. As it was mentioned above, the working methodology based on projects requires opportunities for project revision, where existing problems are tackled, decisions for effective progress are made, and revisions of programme/projects work plans are proposed and approved.

2.15. For an effective revision of programmes and projects, a small forum should be available to work with approximately 30 representatives.

2.16. Meetings could be considered as GREPECAS Programme Projects Review Meetings, and participants could include representatives as follows:

- GREPECAS Chairman and Vice Chairman
- States (16 States with FIRs, 8 from NACC and 8 from SAM)
- IATA
- IFALPA
- CANSO
- ACI

2.17. These Programme/Project Review Meetings would take place when required, either virtual or in presence, and twice every three years. A Plenary Meeting with all GREPECAS members would be held once every three years, at this plenary meetings the membership for the Review Meetings would be considered for the next period.

3. **Conclusion**

3.1 Based on the above, the Meeting could agree to approve the following draft decisions:

**DRAFT
DECISION 08/01 – NEW GREPECAS STRUCTURE**

That, in order to implement CAR/SAM performance-based regional plans, in compliance with the Global Air Navigation Plan and Global ATM Operational Concept, the GREPECAS organization be modified as described in **Appendix A** to this working paper.

**DRAFT
DECISION 08/02 – DISOLUTION OF GREPECAS CONTRIBUTORY BODIES**

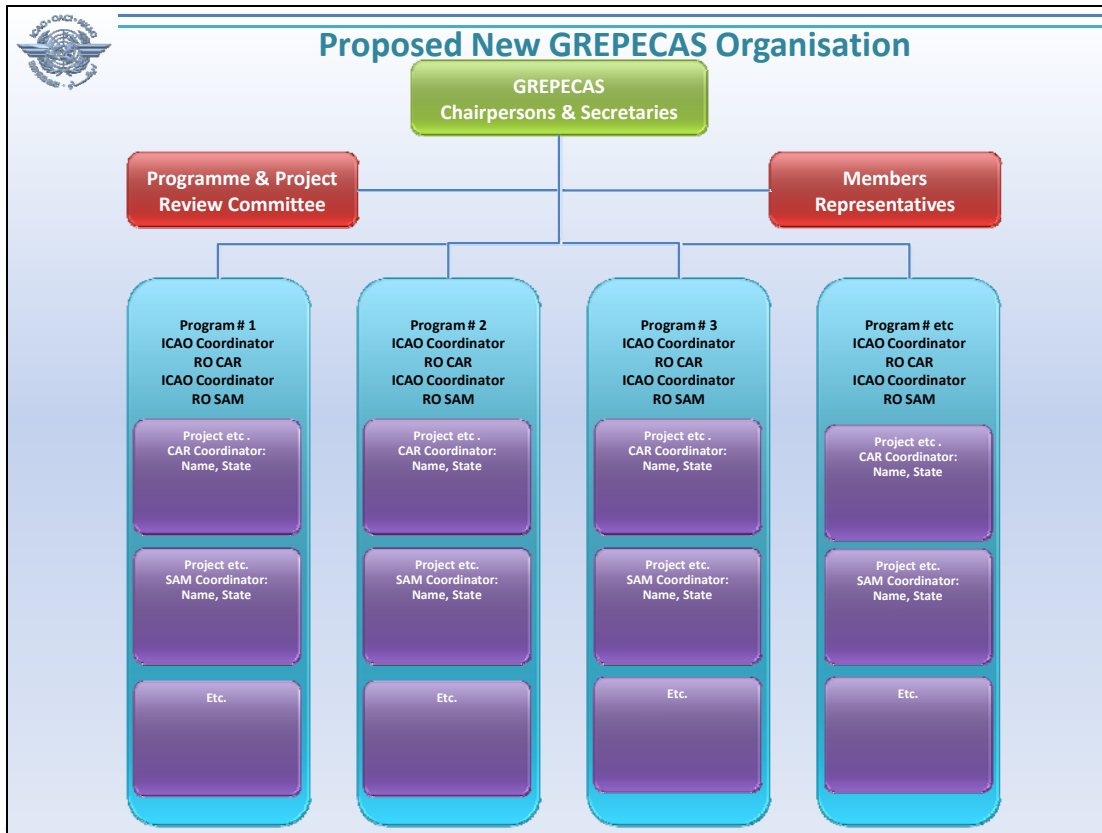
That, the GREPECAS Contributory Bodies ACG, ASB, AERMET, AGA/AOP, AIM and CNS/ATM and its respective Task Forces be disbanded and the GREPECAS work programme comprise programmes and projects.

4. **Required action**

4.1 The Group is invited to:

- a) discuss the information presented in this working paper, and
- b) based on deliberations, approve the draft decisions presented in paragraph 3.1 above.

APPENDIX A



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