



**Agenda Item 2: Review of the actions adopted by the GREPECAS/16 Meeting**

**GREPECAS/16 MEETING RESULTS**

(Presented by the Secretariat)

<b>SUMMARY</b>	
This paper presents the results of the GREPECAS/16 meeting, in particular the new organisation and work methodology adopted by GREPECAS, and urges States/Territories/International Organisations to implement the conclusions.	
<b>References:</b>	
<ul style="list-style-type: none"><li>• Report of the 16<sup>th</sup> Meeting of the CAR/SAM Regional Planning and Implementation Group (GREPECAS/16), Punta Cana, Dominican Republic (28 March – 1 April 2011).</li><li>• ICAO NACC State Letters EMX0428 and EMX0478 dated 26 April and 11 May 2011, respectively.</li><li>• ICAO HQ State Letters 11/15 and 11/10 dated 25 and 31 March 2011, respectively.</li><li>• GREPECAS web site: <a href="http://www.lima.icao.int">http://www.lima.icao.int</a> - GREPECAS</li></ul>	
<i>Strategic Objectives</i>	<i>This working paper is related to Strategic Objectives A and C.</i>

**1 Introduction**

1.1 This paper presents the results of the GREPECAS/16 meeting, in particular the new organisation and work methodology adopted by GREPECAS, and urges States/Territories/International Organisations to implement the conclusions. The Conclusions and Decisions adopted by the GREPECAS/16 meeting are presented in **Appendix A** to this paper.

1.2 The principal outcome of the GREPECAS/16 meeting is summarised as follows:

- GREPECAS agreed to a need for ICAO to study the safety assessment methodology using qualitative methods and that operational errors should be assessed using safety management systems (SMS).

- The Secretariat was requested to develop a coordination mechanism to avoid duplication of efforts between GREPECAS and RASG-PA.
- GREPECAS encouraged States to develop runway safety programmes to prevent and mitigate serious runway related accidents and incidents.
- Measures are to be taken in the CAR/SAM Regions to migrate from International Satellite Communication System (ISCS)-G2 to WAFS Internet File Server (WIFS).
- ICAO was requested to consider development and provision of guidelines to harmonize taxiway designations to reduce operators' confusion and to minimize runway incursions.
- GREPECAS approved revisions to the Manual for the Implementation of Quality Management System and the application of guidance for the implementation of a GIS system in AIM, both toward the transition from AIS to AIM in CAR/SAM Regions.
- A regional ATFM Manual was approved to harmonize the implementation of ATFM in the CAR/SAM Regions.
- A strategy for the implementation of Amendment 1 to Doc 4444 (PANS-ATM) for the new flight plan format (FPL 2012) was adopted.
- GREPECAS approved the documents: CAR/SAM Strategy for the evolution of air navigation systems to support the implementation of performance-based navigation (PBN); the Surveillance strategy for the CAR/SAM Regions; and CAR/SAM regional guidance material on search and rescue services quality assurance programmes.
- States were urged to use IPv4 routing scheme for inter- and intra-regional communications links in ATN ground to ground applications, activities related to ADS-B trials and GNSS training.
- GREPECAS adopted a performance monitoring and measurement programme for CAR/SAM Regions.
- A revised methodology for the identification, assessment and reporting of air navigation deficiencies was approved by GREPECAS for ICAO consideration. In the interim, GREPECAS adopted the revised methodology as a test-bed and will notify the ICAO ANC of the results.
- A new GREPECAS organization was approved in principle, subject to ratification by correspondence, to increase effectiveness, enhance efficiency, reduce cost and align the group with contemporary ICAO strategic objectives, programmes, projects, activities and tasks methodology.

## **2 Discussion**

2.1 The objectives for improvements to the GREPECAS mechanism are the following, which have been mandated by the ICAO Council, ANC and GREPECAS at its 15<sup>th</sup> Meeting:

- Increase effectiveness – more tangible/measurable and performance-based results
- Enhance efficiency – reduce time to achieve approvals, actions and results; improved internal coordination between different bodies, participants and responsibilities; project management methodology

- Reduce costs – less, shorter and smaller site meetings; more remote access meetings, teleconferences and correspondence
- Align GREPECAS with contemporary ICAO strategic objectives, programmes, projects, activities and tasks methodology and the following mandates:
  - Global Air Navigation Plan (GANP)
  - Global ATM Operational Concept
  - performance-based approach (PBA) air navigation planning and implementation
  - future revised CAR/SAM Air Navigation Plan (ANP)
  - regional CAR and SAM performance-based air navigation implementation plans
- Recognize that GREPECAS is primarily an inter-regional CAR/SAM air navigation planning mechanism, to support the separate but harmonized regional CAR and SAM implementation plans and mechanisms

2.2 The GREPECAS/15 Meeting decisions included the following:

- Re-organized ATM/CNS/SG into CNS/ATM/SG and disbanded the ECC, ATM/COMM and CNS/COMM, and by default its respective Task Forces
- Adopted Performance Based Approach (PBA) and Performance Framework Forms (PFF) methodology
- Other sub-groups to adopt the same methodology in the future based on the experience of the CNS/ATM/SG

2.3 The CNS/ATM/SG completed the following:

- Replaced the former ATM and CNS Committees and respective task forces with programmes and projects
- ICAO Regional Officers were nominated to coordinate Programmes
- State Officers were designated to coordinate projects
- State experts were identified to contribute to project execution
- Adopted project management methodology
- Applied performance-based approach

2.4 As a result of the GREPECAS mandate and CNS/ATM/SG experience, a new GREPECAS organization was adopted by the GREPECAS/16 Meeting, which involved the following:

- Apply the new CNS/ATM/SG work methodology to other GREPECAS subgroups and task forces
- Transform all Subgroups into programmes and projects
- Incorporate SAR and GTE projects and activities within programmes as appropriate

- CAR and SAM Regional Officers as programme coordinators
- CAR and SAM State Officers as project coordinators
- CAR and SAM State Officers as project experts
- Project management methodology
- Performance-based approach

2.5 The projects refer to its generic definition and are not limited to ICAO Technical Cooperation projects which are an example of one option of mechanism and type of project. Technical Cooperation projects are an implementation tool, the same as working groups, Special Implementation Projects (SIPs), etc. Projects will comprise the following components, which need to be documented in a brief Project Document and schedule:

- Objectives
- Description
- Activities
- Responsibilities
- Resources – experts and budget
- Results - outcomes, outputs, deliverables
- Schedule- timelines, milestones, deadlines
- Dependencies
- Metrics / Indicators
- Risks

2.6 GREPECAS will meet once every three years shortly after the ICAO Assembly in order to provide required direction to its organization based on Assembly resolutions. In the interim, the GREPECAS work programme will be directed by the Programmes and Projects Review Committee (PPRC), which will also prepare annual GREPECAS reports to be approved by GREPECAS using the fast-track mechanism and submitted by the Secretariat to the ICAO ANC for further submission to the Council, if applicable.

2.7 The new GREPECAS organization is illustrated in **Appendix B** to this paper. During the GREPECAS/16 meeting some States/Territories confirmed their immediate approval of the new GREPECAS organization while others approved the new organization in principle but requested an additional time period for further review and consultation within their State/Territory authorities and ratification. GREPECAS therefore adopted the following Decisions:

***DECISION 16/45***

***NEW GREPECAS ORGANIZATION***

*That in order to implement CAR/SAM performance-based regional plans in compliance with the Global Air Navigation Plan and Global ATM Operational Concept:*

- a) the GREPECAS organization be modified as described in Appendix A to this part of the report; and*

- b) *the Secretariat circulate a letter to States/Territories, accompanied by an explanatory note and the revised GREPECAS Procedural Handbook, requesting ratification of the new GREPECAS organization and inviting suggestions for further refinement within 30 days, including reference to non-response being taken as acceptance without comment.*

**DECISION 16/46****REVISED GREPECAS TERMS OF REFERENCE**

*The revised GREPECAS Terms of Reference, which incorporate the ICAO Council requirement to coordinate with RASG-PA are presented in Appendix B to this part of the report.*

**DECISION 16/47****TRANSFORMATION OF GREPECAS SUBGROUPS**

*That the work currently in progress by the GREPECAS AERMET, AGA/AOP, AIM and CNS/ATM Subgroups, and their respective task forces, where applicable, as presented in the Appendices B – E of WP/17 be transformed into programmes and projects.*

2.8 The next steps for GREPECAS are as follows based on the proposed transition plan for Subgroup transformation:

- Revise the GREPECAS Procedural Handbook
- Subgroup chairpersons and secretaries to plan and prepare for the new organization and work methodology
- AERMET, AGA/AOP and AIM Subgroup/Programme transition meetings to be held in 2011 to define projects and State coordinators and experts
- Project management training workshop in the last quarter of 2011
- PPRC Meeting early in 2012 to approve the projects in each programme

2.9 A principal component of the new GREPECAS organization is the establishment of the PPRC, which will replace and perform the functions previously assigned to the ACG and ASB with the exception of those responsibilities that are internal and routine Secretariat duties, which will be performed by ICAO. The PPRC will have the following key functions:

- Direct the programme and project activities including the addition and deletion of programmes and projects
- Approve the programme and project results
- Review long outstanding high safety risk air navigation deficiencies, which are not resolved in a timely manner and advise the Secretariat regarding reporting to the ICAO ANC and Council
- Prepare the annual GREPECAS progress reports for the ICAO ANC
- Maintain the GREPECAS Procedural Handbook
- Schedule GREPECAS meetings
- Prepare the draft GREPECAS meeting agendas

2.10 PPRC, Programme, and Project meetings will be held as required using the appropriate modality for efficiency and effectiveness and subject to budget making full use of virtual meetings. However, it is expected that PPRC and Programme meetings will be convened in person annually subject to justification and the availability of a venue and budget. The venue will usually be either the CAR or SAM Regional Offices. In the interim, the PPRC will hold regular virtual meetings as required to coordinate the work.

2.11 The PPRC membership includes a core group of 16 States to limit the number to a manageable number, which represents half the number of States in the CAR and SAM regions. In order to maintain a balance, 8 States from each the CAR and SAM Regions constitute representation. However, the PPRC will neither exclude any State wishing to participate in any of their meetings nor will it limit the number of participants of a State; non-member States may participate in the meetings if the agenda includes a subject of interest. Furthermore, the international organizations listed in the GREPECAS Procedural Handbook will participate in the Committee as Observers when relevant to the Committee meeting agenda, as will any affected States from other Regions. Programme Coordinators will be invited to attend meetings, when required, to present corresponding project progress reports and results.

2.12 Concerning the criteria to select which States will comprise the 8 States from each Region, the Meeting determined that it was not within the authority of the representatives participating in the GREPECAS Meeting to define the criteria that will determine which States are to be selected and, therefore, referred this decision to the Directors of Civil Aviation who will meet in the CAR Region during the NACC/DCA/4 meeting in June.

2.13 Notwithstanding, several options of possible criteria to select the States were discussed and are presented as follows for reference:

- States providing air navigation services for one or more FIRs
- Size of the FIR
- Level of aviation activity
- Level of aviation development
- States that volunteer
- States grouped by political or other agreements
- States grouped by geographic proximity
- States grouped by similarities
- State rotation scheme

2.14 The membership for the GREPECAS Programmes and Projects Review Committee is reflected in its Terms of Reference presented in **Appendix C** to this paper and GREPECAS adopted the following decision:

***DECISION 16/48***

***TERMS OF REFERENCE, WORK PROGRAMME, AND COMPOSITION OF THE GREPECAS PROGRAMMES AND PROJECTS REVIEW COMMITTEE***

*That:*

- a) *the Programmes and Projects Review Committee (PPRC) be established with the terms of reference, work programme and composition shown in Appendix C to this part of the report; and*

- b) *the Secretariat present the requirement for the selection and commitment of States to become members of the PPRC to the upcoming Directors of Civil Aviation Meetings in the CAR and SAM Regions.*

2.15 The GREPECAS work progress and results are dependent on States to contribute the necessary resources to GREPECAS projects in the form of project coordinators and experts and provide the assigned individuals the time (release from normal duties) and budget to facilitate their participation in the activities in order to achieve the expected results as committed. GREPECAS therefore adopted the following conclusion:

**CONCLUSION 16/49                      CONTRIBUTION FROM STATES TO THE GREPECAS RESOURCES**

*That States, within their means, contribute the necessary resources to GREPECAS projects in the form of project coordinators and experts and provide the assigned individuals the allocation of adequate time, release from normal duties, and financial support to facilitate their participation in the activities to achieve the expected results as committed.*

2.16 Following the GREPECAS/16 meeting, ICAO sent a letter to States/Territories dated 11 May 2011 (EMX0478) which attached the Explanatory Note and revised Draft Procedural Handbook (6<sup>th</sup> edition 2011) inviting comments and ratification of the new GREPECAS organization, thereby implementing the action in item b) of Decision 16/45 - *New GREPECAS Organization*. The deadline for comments was 11 June 2011, to which some comments on the Procedural Handbook were received from Cuba, Dominican Republic and United States, which will be incorporated in the final version as applicable and appropriate. Since no objection to the ratification was received from States/Territories, the new organisation of GREPECAS was approved.

2.17 The results of the GREPECAS/16 meeting will be presented by the Secretariat to the ICAO Air Navigation Commission Working Group of the Whole for Strategic Review and Planning on 21 June 2011.

2.18 Implementing Decision 16/47 - Transformation of GREPECAS Subgroups, the Eighth Meeting of the Aerodrome and Ground Aids/Aerodrome Operational Planning Subgroup (AGA/AOP/SG/8) and Thirteenth Meeting of the Aeronautical Information Management Subgroup (AIM/SG/13) will be held in the ICAO NACC Regional Office in Mexico City, Mexico, from 19 to 21 July 2011. The Eleventh Meeting of the Aeronautical Meteorology Subgroup (AERMETSG/11) is planned to be held in the ICAO SAM Regional Office in Lima, Peru, from 28 to 30 November 2011.

2.19 Relevant to GREPECAS is the Global Air Navigation Industry Symposium (GANIS) to be held in Montréal, Canada, from 20 to 23 September 2011, the revision of the Global Air Navigation Plan (GANP Doc. 9750) for publication in 2012, and the planned convening of the Twelfth Air Navigation Conference (AN-Conf/12) in November 2012.

**3. Suggested Action**

3.1 The Meeting is invited to:

- a) urge States/Territories/International Organisations to take action to implement the Conclusions and Decisions of the GREPECAS/16 Meeting; and
- b) select the eight (8) States to represent the CAR Region in the membership of the GREPECAS Programmes and Projects Review Committee.

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**APPENDIX A**  
**CONCLUSIONS/DECISIONS OF THE GREPECAS/16 MEETING**

Conclusion / Decision and Strategic Objective	Title of Conclusion/Decision	Text of Conclusion/Decision
C16/1 A&C	<b>ACTION PLAN FOR THE IMPLEMENTATION OF GREPECAS CONCLUSIONS</b>	That, in order to enable the Secretariat to follow-up on the implementation of GREPECAS conclusions: a) once the GREPECAS Meetings reports are received, the States, Territories and International Organizations of the CAR/SAM Regions shall complete the Action Plan used for this purpose and submit it to the corresponding ICAO Regional Office within a period not greater than 30 days; and b) the ICAO NACC and SAM Regional Offices follow-up on the activities included in the action plans.
D16/2 A&C	<b>FOLLOW-UP ON GREPECAS OUTSTANDING CONCLUSIONS</b>	That, starting from the GREPECAS/16 Meeting: a) the ICAO NACC and SAM Regional Offices follow-up on the activities contemplated in the action plans for the implementation of GREPECAS outstanding conclusions, in order to provide the required support to the States/Territories that so require; and b) the review of the status of implementation of outstanding conclusions corresponding to the next-to-last and previous meetings of GREPECAS be excluded from the agenda of future GREPECAS meetings and instead, be presented to States by the Secretariat as an information paper.
D16/3 A	<b>COORDINATION BETWEEN GREPECAS AND RASG-PA</b>	That the Secretariat develop, for consideration by GREPECAS: a) a coordination mechanism to avoid duplication of efforts between GREPECAS and RASG-PA; and b) a procedure whereby one group may propose actions to the other group.

*\* Note: ICAO has established the following Strategic Objectives for the period 2011-2013:*

- A. **Safety** – Enhance global civil aviation safety
- B. **Security** – Enhance global civil aviation security
- C. **Environmental Protection and Sustainable Development of Air Transport** – Foster harmonized and economically viable development of international civil aviation that does not unduly harm the environment

Conclusion / Decision and Strategic Objective	Title of Conclusion/Decision	Text of Conclusion/Decision
C16/4 C	<b>SUPPORT FOR THE COMPLETION OF PROJECT RLA/03/902 SACCSA STUDIES AND PARTICIPATION IN THE TEST-BED IMPLEMENTATION</b>	In view of the first results obtained by the SACCSA Project – Phase III-A and its contribution to the implementation of PBN, and in order to support the completion of this Project, CAR/SAM States/Territories/International Organizations are urged to: a) facilitate/coordinate with their corresponding national authorities access and provision of data to the SACCSA Project from networks with 1-second GPS receiving stations with FTP or NTRIP access and RINEX files; and b) taking into consideration the objectives indicated in Appendix B to Agenda Item 2 of the report of the CNS/ATM/SG/2 Meeting, consider participation in the SACCSA-SBAS test-bed implementation by notifying ICAO Regional Offices by <b>30 June 2011</b> .
C16/5 A&C	<b>CNS/ATM FIELDS TRAINING PROGRAMME FOR THE COMPETENCY OF AERONAUTICAL PROFESSIONALS FOR THE CAR/SAM REGIONS</b>	That to train aeronautical professionals with regard to necessary competencies, CAR/SAM States/Territories/International Organizations: a) follow-up and take into consideration the recommendations of the Symposium on Next Generation Aeronautical Professionals (NGAP) and the results of the NGAP Task Force; b) in coordination with the ICAO Regional Offices, establish a training programme that responds to the performance objectives identified in the CAR and SAM Regions performance-based implementation plans for the 2012-2016 period; and c) inform the ICAO Regional Offices on the progress made in the development of this programme, by 30 September 2011.
<b>AGA/AOP/SG/7</b>		
C16/21 A	<b>UPDATED STATUS ON AERODROME CERTIFICATION</b>	That States submit to their respective ICAO NACC and SAM Regional Offices a report on the implementation status of airport certification no later than 28 February 2010.
C16/22 A	<b>WORKSHOPS ON STATE SAFETY PROGRAMME AND SAFETY MANAGEMENT SYSTEM (SSP AND SMS) COURSES</b>	That the ICAO NACC and SAM Regional Offices organize workshops on the implementation of the SSP by States and SMS for aerodrome operators during 2010.
C16/23 A	<b>BEST PRACTICES TO PREVENT RUNWAY INCURSIONS AND RUNWAY EXCURSIONS</b>	That States submit to NACC and SAM Regional Offices: a) A report on best practices used to prevent runway incursions/excursions at airports; b) That this report be submitted no later than 30 March 2010.
C16/24 A	<b>HARMONIZATION OF TAXIWAY DESIGNATION</b>	That ICAO consider the development and provision of guidelines on the harmonization of taxiway designation in order to reduce operator confusion and to minimize runway incursions.

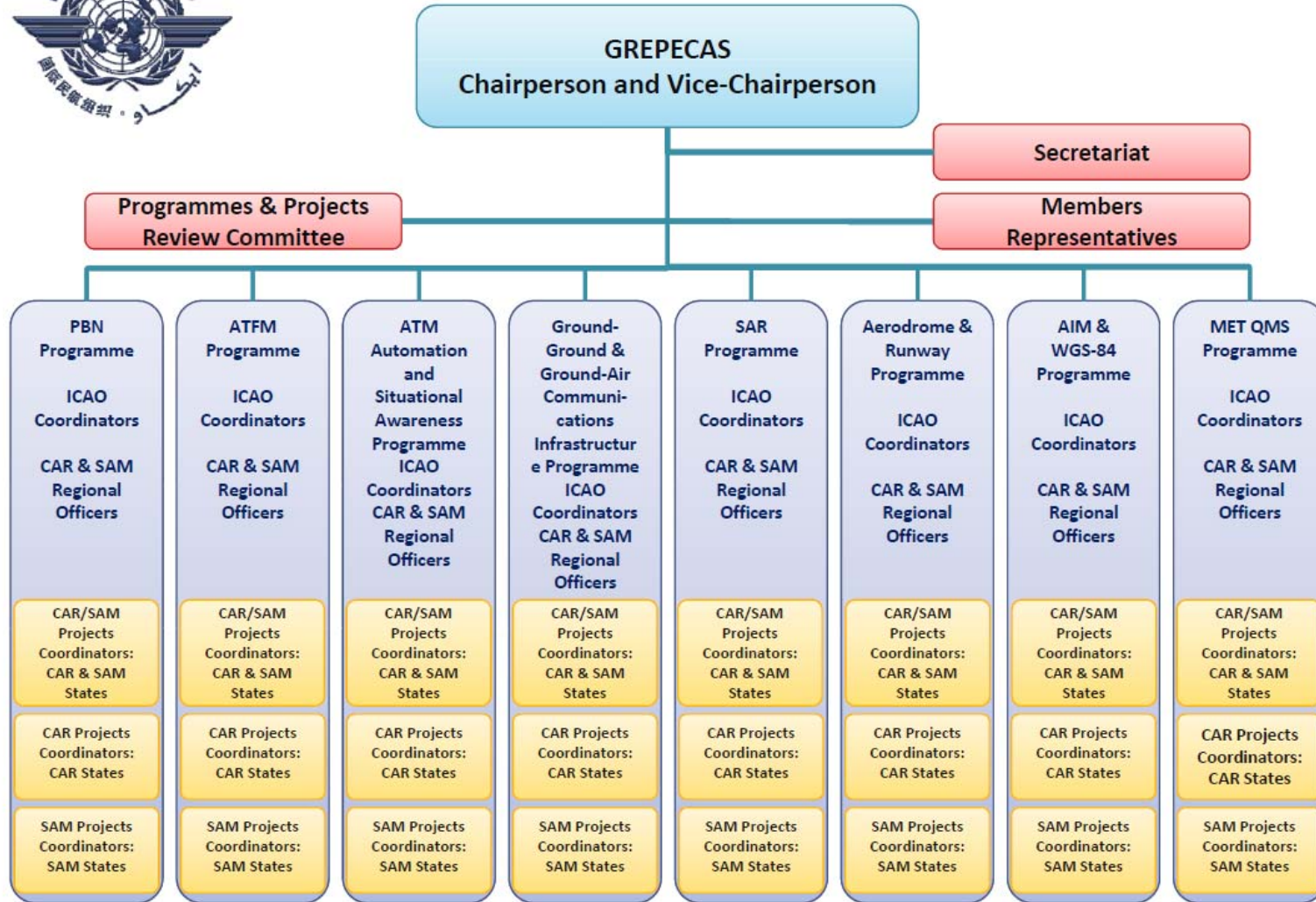
Conclusion / Decision and Strategic Objective	Title of Conclusion/Decision	Text of Conclusion/Decision
<b>GENERAL</b>		
C16/42 A	<b>RESOLUTION OF AIR NAVIGATION DEFICIENCIES</b>	That States/Territories having difficulty in resolving priority “U” air navigation deficiencies request ICAO assistance to prepare action plans and coordinate support for resolving deficiencies if required.
C16/43 A&C	<b>REVISED METHODOLOGY FOR THE IDENTIFICATION, ASSESSMENT AND REPORTING OF AIR NAVIGATION DEFICIENCIES</b>	That: a) ICAO consider the proposed revised methodology for the identification, assessment and reporting of air navigation deficiencies presented in Appendix A to this part of the report; and b) in the interim, GREPECAS adopt the revised methodology as a test-bed and notify the ICAO ANC of the results.
C16/44 A&C	<b>REVIEW OF EXISTING AIR NAVIGATION DEFICIENCIES</b>	That: a) the revised methodology be applied to existing deficiencies contained in the GANDD within a reasonable time period but no later than 31 March 2012; b) ICAO review and improve the GANDD in order to enable the update of deficiencies information in a more timely manner; and c) ICAO review the procedures for the validation and elimination of the deficiencies contained in the GANDD by 30 June 2011.
D16/45 A&C	<b>NEW GREPECAS ORGANIZATION</b>	That in order to implement CAR/SAM performance-based regional plans in compliance with the Global Air Navigation Plan and Global ATM Operational Concept: a) the GREPECAS organization be modified as described in Appendix A to this part of the report; and b) the Secretariat circulate a letter to States/Territories, accompanied by an explanatory note and the revised GREPECAS Procedural Handbook, requesting ratification of the new GREPECAS organization and inviting suggestions for further refinement within 30 days, including reference to non-response being taken as acceptance without comment.
D 16/46 A&C	<b>REVISED GREPECAS TERMS OF REFERENCE</b>	The revised GREPECAS Terms of Reference, which incorporate the ICAO Council requirement to coordinate with RASG-PA are presented in Appendix B to this part of the report.
D 16/47 A&C	<b>TRANSFORMATION OF GREPECAS SUBGROUPS</b>	That the work currently in progress by the GREPECAS AERMET, AGA/AOP, AIM and CNS/ATM Subgroups, and their respective task forces, where applicable, as presented in the Appendices B – E of WP/17 be transformed into programmes and projects.

Conclusion / Decision and Strategic Objective	Title of Conclusion/Decision	Text of Conclusion/Decision
<p><b>C16/48 A&amp;C</b></p>	<p><b>TERMS OF REFERENCE, WORK PROGRAMME, AND COMPOSITION OF THE GREPECAS PROGRAMMES AND PROJECTS REVIEW COMMITTEE</b></p>	<p>That:                      a) the Programmes and Projects Review Committee (PPRC) be established with the terms of reference, work programme and composition shown in Appendix C to this part of the report; and                      b) the Secretariat present the requirement for the selection and commitment of States to become members of the PPRC to the upcoming Directors of Civil Aviation Meetings in the CAR and SAM Regions</p>
<p><b>C16/49 A&amp;C</b></p>	<p><b>CONTRIBUTION FROM STATES TO THE GREPECAS RESOURCES</b></p>	<p>That States, within their means, contribute the necessary resources to GREPECAS projects in the form of project coordinators and experts and provide the assigned individuals the allocation of adequate time, release from normal duties, and financial support to facilitate their participation in the activities to achieve the expected results as committed.</p>

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# New GREPECAS Organisation



**APPENDIX C****GREPECAS PROGRAMMES AND PROJECTS REVIEW COMMITTEE PROPOSED TERMS OF REFERENCE AND WORK PROGRAMME****1. Membership**

The GREPECAS Programmes and Projects Review Committee (PPRC) comprises the GREPECAS Chairperson, Vice-Chairperson, Secretary, and Co-Secretary, 8 States of the CAR Region and 8 States of the SAM Region (to be identified by the Directors of Civil Aviation of the States at a later date). Other GREPECAS member States may participate in meetings if the agenda includes a topic of interest. The international organizations listed in the GREPECAS Procedural Handbook and affected States of other Regions will in meetings as Observers when relevant to the agenda.

**2. The Terms of Reference of the Group are:**

- a) coordinate and harmonize GREPECAS administrative matters and participate in its internal management and scheduling of events;
- b) review and approve the planning, progress and execution of programmes and projects to ensure their alignment with the GREPECAS terms of reference, ICAO strategic objectives and global plan; and
- c) follow-up on high risk safety deficiencies and take action to promote their resolution.

**3. In order to comply with its Terms of Reference the Committee shall:**

- a) review and propose amendments to the GREPECAS Procedural Handbook;
- b) review the GREPECAS work methodology and propose specific actions to improve its performance;
- c) follow-up on a continuous basis, the programmes and projects and, if necessary, intervene in project development to ensure that results are achieved according to approved timeframes;
- d) prepare reports on PPRC activities, progress and results of programmes and projects for each GREPECAS meeting and annual GREPECAS reports in between GREPECAS meetings;
- e) prepare the draft agenda for GREPECAS meetings; and
- f) in cases of high risk safety deficiencies, request the respective ICAO Regional Office to inform the Air Navigation Commission.