



**Fifth Meeting of the Programmes and Projects Review Committee (PPRC/5)**  
 Mexico City, Mexico, 16 to 18 July 2019

**Agenda Item 2: GREPECAS improvements proposal**

**PROPOSAL OF IMPROVEMENTS TO GREPECAS**

(Presented by the GREPECAS Chairperson)

<b>EXECUTIVE SUMMARY</b>	
<p>This Working Paper presents the proposal of improvements shared with all GREPECAS State Members, looking to promote the Members exchange of ideas and seek for improvements in benefit of the States and the CAR/SAM regions.</p>	
<b>Action:</b>	Described in Section 3
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Air Navigation Capacity and Efficiency</li> </ul>
<i>References:</i>	<ul style="list-style-type: none"> <li>• State Letter on GREPECAS improvements dated 10 April 2019</li> <li>• GREPECAS/18 Meeting Report</li> </ul>

**1. Introduction**

1.1 During the last GREPECAS meeting held in April 2018, Mr. Santiago Rosa, Dominican Republic, was elected Chairperson of GREPECAS, supported by member States participating at that event. In this role, the GREPECAS Chairman has identified several improvement opportunities concerning performance, coordination and exchange with the Regional Aviation Safety Group–Pan America (RASG-PA). In this regard, the improvement opportunities coordinated with ICAO Secretariat (NACC and SAM Regional Offices) were submitted to GREPECAS Members for comments by 10 May 2019 (see attached letter).

**2. Discussion**

2.1 Since the submission of the aforementioned letter, several States had manifested their agreement and support for the improvements. The Chairman will complement this information with two presentations, one Strategic Planning for GREPECAS and another on Project Comparison

**3. Suggested Action:**

3.1 The Meeting is invited to:

- a) provide your comments and ideas on the proposal and additional improvements to GREPECAS
- b) consider any other actions it may deem appropriate.

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When replying please quote:

Ref.: NT-N1-15 — **E.OSG - NACC76541**

10 April 2019

To: States, Territories and International Organizations

Subject: **Improvement opportunities for GREPECAS**

Action

Required: Your comments by **10 May 2019**


Sir/Madam,

During the last GREPECAS meeting held in April 2018, Mr. Santiago Rosa, Dominican Republic, was elected Chairperson of GREPECAS, supported by member States participating at that event. In this capacity, Mr. Rosa has identified several improvement opportunities concerning performance, coordination and exchange with the Regional Aviation Safety Group–Pan America (RASG-PA). In this regard, I wish to send you of the improvement opportunities coordinated with ICAO Secretariat (NACC and SAM Regional Offices) attached to this letter.

Though this action, member States important participation to provide feedback to ICAO and the chairpersonship of GREPECAS is recognized, as they have made significant progress by providing provisions concerning the improvement of the mechanisms of this Group. Therefore, States are requested to provide their qualified view to obtain further information on these improvements and the requirements and processes related to changes in question in order to maximize benefits of this regional group for the States. The Secretariat will continue observing the continuous improvement processes related with the implementation of Standards and Recommended Practices (SARPS). In this regard, please send your comments by 10 May 2019 to the Chairperson of GREPECAS ([srosa@idac.gov.do](mailto:srosa@idac.gov.do)), copying ICAO Secretariat (NACC Regional Office: [icaonacc@icao.int](mailto:icaonacc@icao.int)).

Moreover, ICAO will continue supporting States in the implementation process; to this end, I invite you to keep close participation with ICAO.

Accept, Sir/Madam, the assurances of my highest consideration.

  
Firma Digital ICAO Digital Signature  
for  
Melvin Cintron  
Regional Director  
North American, Central American and  
Caribbean (NACC) Regional Office  
Secretary of GREPECAS

**Enclosure:** *As indicated*

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## GREPECAS IMPROVEMENT PROJECT

### Design of the Methodology for Follow-up and Systematized Performance Measurement of the Implementation and the Impact on the NACC-SAM Region States

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Delivery Date: **July 2018**

#### Executive Summary

The CAR-SAM Planning and Implementation Regional Group (GREPECAS) was established by the ICAO Council in 1990 in accordance with the Recommendation of the Second CAR/SAM Regional Air Navigation Meeting of 1989.

In recent years, a stagnation has been noticed in the achievement of regional goals due to the lack of a follow-up methodology for actions set forth in the different GREPECAS programmes and projects, emerging from the different Regional Performance Objectives (RPOs) of the Regional Performance-Based Air Navigation Implementation Plan (RPBANIP), which in turn is the result of the alignment with the Global Air Navigation Plan (GANP); this has caused a drop in the implementation level of the States, as it is increasingly difficult to keep up with the actions, and also because clear deliverables and responsibilities have not been established.

In the recently concluded GREPECAS meeting held in May of this year, in Punta Cana, Dominican Republic, a new Chairpersonship of the Group was selected, with the consequent change of Secretariat; which has entailed the normal analysis of the situation, which allows incorporating the necessary changes, triggering the reactivation of the activities, and achievement of the goals set.

For these reasons, it is logical to understand the commitment assumed by the GREPECAS Chairpersonship with the efficiency, the professionalism, and compliance with the standards.

In this regard, one of the main compliance tools that GREPECAS takes into account consists of the implementation of a methodology that allows an efficient management of its duties, in order to follow-up on the obligations undertaken with the States.

In this regard, we have found a disproportion in the analysis of the existing results, since the final benefits of the obligations undertaken have not been measured, because it indicates, first of all, that 90% of them are related to implementation. That is, they refer to whether the implementation is carried out or not, measuring the efficacy instead of measuring the effectiveness or the subsequent benefits of the same. The rest of the implementation efforts measure compliance with the regulations, where compliance alone achieves the objective, there is therefore no follow-up or impact to be measured.

This makes the need clear for establishing the difference between efficacy or implementation indicators and the indicators of results or effectiveness on the understanding that the benefit implied by the investment of resources required of a State or at least a greater balance in the matrix of obligations undertaken must be proven.

This is so because, in some cases, these acquired obligations may involve large investments that could become a heavy burden for the State; hence it is advisable not only to think about implementing, but to create strategic actions in a win-win ratio, that allow the necessary regulatory compliance, technological progress or of infrastructure required and the development or improvement of the operational safety that supports it, because these elements have been selected as the development pillars of the region.

It is with this intention that, in this project, a methodology is conceived that for implementing strategic planning to determine the necessary follow-up and measure their impact on the States.

## INTRODUCTION

The CAR-SAM Planning and Implementation Regional Group (GREPECAS) was established by the ICAO Council in 1990 in accordance with the Recommendation of the Second CAR/SAM Regional Air Navigation Meeting of 1989.

In recent years, a stagnation has been noticed in the meeting regional goals due to the lack of a methodology for follow-up to the actions set forth in the different GREPECAS programmes and projects, emerging from the different Regional Performance Objectives (RPOs) of the Regional Performance-Based Air Navigation Implementation Plan (RPBANIP), which in turn is the result of the alignment with the Global Air Navigation Plan (GANP); this has caused a drop in the implementation level of the States, as it is increasingly difficult to keep up with the actions, and also because clear deliverables and responsibilities have not been established.

In the recently concluded GREPECAS meeting held in May of this year, in Punta Cana, Dominican Republic, a new Chairpersonship of the Group was selected, with the consequent change of Secretariat; which has entailed the normal analysis of the situation, which allows for incorporating the necessary changes, triggering reactivation of the activities, and achievement of the goals set.

For these reasons, it is logical to understand the commitment taken on by the GREPECAS Chairpersonship to efficiency, professionalism, and compliance with the regulations.

In this regard, one of the main tools for fulfilling the duties carried out by GREPECAS, taking into account that its results do not depend directly on its actions, but rather on the States, consists of creating processes and procedures that allow it to effectively manage its duties, hence the proposal to create a methodology with the purpose of following up on the obligations taken on through the States.

In this regard, we have found a disproportion in the analysis of the existing results, since the final benefits of the obligations undertaken have not been measured, because it indicates, first of all, that 90% of them are related to implementation. That is, they refer to whether the implementation is carried out or not, measuring the efficacy instead of measuring the effectiveness or the subsequent benefits of the same. The rest of the implementation efforts measure compliance with the regulations, where compliance alone achieves the objective, therefore, there is no follow-up or impact to be measured.

This makes the need clear of establishing the difference between efficacy or implementation indicators and the indicators of results or effectiveness on the understanding that the benefit implied by the investment of resources required of a State or at least a greater balance in the matrix of obligations undertaken must be proven.

This is so because, in some cases, these acquired obligations may involve large investments that could become a heavy burden for the State; hence it is advisable not only to think about implementing, but to create strategic actions in a win-win ratio, that allow the necessary regulatory compliance, technological progress or infrastructure required and the development or improvement of the operational safety that supports it, because these elements have been selected as the development pillars of the region.

A brief overview of the programmes and projects will be the starting point for differentiating between the implementation obligations and the measuring of the impact of implementation on achievement of the regional objectives, having at the end a process, that becomes a clear and simple methodology for the effective management of the performance of the implementations and the measurement of the impact on the operational safety of the GREPECAS Member States.

## **I- THE PROBLEM.**

### **I.1 Presentation of the Problem.**

In recent years, GREPECAS has defined a considerable number of Programmes / Projects, whose results have not been adequately followed up on, nor has their usefulness been measured, or their impact on the strategic objectives of the Organisation.

We have also seen, that a large part of the Programmes / Projects have to do with compliance, that is, to comply with a regulatory requirement and have evidence of the process instead of



establishing the effectiveness that adds value to the strategic plans outlined by the International Civil Aviation Organization (ICAO) as established by the principles that give the Group its purpose.

The implementation activities of an initiative are frequently observed without taking the organizational objectives into account, which are often included in the project without contributing another service, to which they are bound.

Even though the Group has organically assigned the follow-up or coordination of the Programmes to the Regional Officers of each area and they follow the activities described in the RPOs, there is no effective protocol for identifying emerging needs and to adequately classify this tool, in addition to not having an effective measurement methodology, as well as the information and follow-up that would allow for quantifying the results obtained.

This situation raises certain doubts whose answers we will try to find in the execution of this project. These are: Have the objectives of the Programmes and Projects been achieved? How is the need of one or another determined? What follow-up is given to them? When should they be updated or closed?

It is as important for the areas to be identified that need to be essentially developed with these Programmes and Projects; as to establish effective methods that clearly show the benefits they contribute to for the achievement of the goals set.

This project has been conducted in three phases:

- In the first, the concepts that support the central topic are clarified, establishing the current situation and the effects on the results.
- The second phase consists of an analysis of the status of the Group's current situation regarding the handling of the issue, as well as a brief diagnosis.
- In the third phase, an action plan is prepared to define the methodology, and the guidelines for the systematized measurement are given, where the indicators that allow measuring the efficiency of the final product are defined.

## **I.2 Objectives.**

### **I.2.1 General Objective.**

Provide the Group with a systematized tool that allows it to clearly identify the necessary Programmes and Projects and to measure their impact on regional objectives.

### **I.2.2 Specific Objectives.**

- a) Analyse existing Programmes and Projects
- b) Identify those that respond to regional objectives
- c) Design a methodology that allows for measuring the impact of the Programmes, verifying fulfilment of the Programme's objectives and benefits obtained.

### **I.3 Justification.**

Since its creation, mankind has had to find ways to be more competitive every day. The need to reinvent itself is as old as its origins, which allows it to survive in the most hostile environments. Thus, it continues throughout the centuries seeking, at times to resist the strongest, and at others to be the strongest.

That need persists, because over the years it has to resort to that strategy to make its way of life more efficient, even with the evolution thus far observed, and even more so with the development of the digital age.

After holding GREPECAS 18, in May 2018, from which a new Chairpersonship and change of Secretariat emerged, the integration into the process of the Group's modernization was taken on, from which arose the need that provides the drive required to reposition itself in a prime position in the development of civil aviation in the Region, since it has always characterized itself as being a support to the States in an efficient and reliable management system. Hence, when reviewing its agenda of compliance with the regulations that govern it, it implements a self-assessment seeking to develop an action plan to integrate all the opportunities that allow it to assimilate a permanent continuous improvement scheme, in accordance with the dynamics of international civil aviation.

Also following the provisions of the First Global Forum of PIRGs and RASGs, held in Montreal in December 2017, which concluded, among other points and in line with the Council, that "The terms of reference for PIRGs and RASGs must be reviewed and updated in order to be current with the developments, including the Resolutions of the Assembly, the NCLB initiative of the ICAO, and the new versions of the GANP and GASP" and that "the PIRGs and the RASGs have the flexibility to apply the structure of the organization and the most effective and efficient meeting modalities that best adapt to the characteristics of the implementation work programs of each region, maintaining alignment with the Global Plans and the Council's mandate".

In order to achieve its objectives, it resorts to the established guidelines and regulations, which is why in recent years it has carried out a considerable number of regional implementation Programmes and Projects in order to make its work more efficient.

Once the implementations carried out during the study period and their contribution to the goals established have been identified, those necessary could be determined and adequately channelled to achieve the regional objectives.

This will make it easier to prepare a protocol that allows for identifying fundamental development points in the integration of the States.

Mechanisms of identification of responsibilities by areas involved can be established by adhering to an adequate communication and information system in accordance with the one established in the Region.

By creating win-win situations, areas that may not be identified for development can be developed, thus managing to promote decisionmaking in collaboration with stakeholders, even obtaining support, without it being an economic burden for each State.

At the same time, with and an adequate follow-up and measurement process, the usefulness, impact, and efficiency of those situations can be evaluated, allowing GREPECAS to obtain better results from the programmes and projects it carries out, aimed at fulfilling regional objectives.

#### **I.4 Risks.**

In preparing this project, no potential risks were observed. The only risk identified in the organization, for the implementation of this project, is resistance to change, a common element in new practices and easily addressed with the usual change management exercises, training, and teamwork.

However, the possibility exists of encountering barriers to its implementation at the Regional Offices, once an increase in the use of their resources for implementation, significant changes to processes or lack of expert staff therein have been identified.

#### **I.5 Delimitation.**

Implementing the follow-up methodology to the performance of the programmes and projects identified in the Region; and evaluating its impact on the results obtained by the Planning and Implementation Regional Group (GREPECAS) during the next three (4) years. [sic]

## **II- FRAME OF REFERENCE.**

### **II.1 Theoretical Basis.**

During the GREPECAS16 meeting, the per project implementation model was chosen to carry out the implementation efforts determined in the region; defining in the structure of the Group, the creation of programmes in the different air navigation areas, coordinated by each Regional Officer expert in the matter, who will in turn manage the different projects necessary to achieve the general objective.

We have considered **the programmes** as the integration of a set of projects that allows achieving common objective. The programme may cover different aspects that separately seem to be unrelated, while being used to achieve a common good they are considered strategic elements or areas of importance for the achievement of the objectives by two or more parties.

The programme always entails the common attainment of these parties, since it does not mean de imposition of one or the other; but, on the contrary, it has to do with agreement, harmony, finding what brings both together.

Instead, **the project** refers to a set of activities that requires the effort of professionals in the matter for it to be established.

The project, although it implies an achievement in itself, can be carried out with the purpose of advancing common objectives in the context of a programme and to ensure common interests.

**Some meanings found, which help establish our theoretical basis are:**

- **Programme**
  - m. Previous statement of what is intended to be done.
  - m. Orderly project of activities.
  - m. Orderly series of operations necessary to carry out a project.

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- **Project**
  - m. Intention or thought to carry something out.
  - m. First scheme or plan of any work that is sometimes prepared as a test before giving it a final form.

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- **Alliance.** (Of becoming allies).
  1. f. Action of two or more nations, governments or persons becoming allies.
  2. f. Covenant or convention.
  3. f. Connection or kinship contracted through marriage.
  4. f. Marriage or engagement ring.
  5. f. Union of things that concur for the same purpose.

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- **Strategy.** (From Latin *strategia*, and this from Greek στρατηγία).
  1. f. Art of directing military operations
  2. 2. f. Art, plan to direct a subject.
  3. 3. f. Math. In an adjustable process, set of rules that ensure an optimal decision at all times.

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- **Strategic.** (From Latin *strategicus*, and this from Greek στρατηγικός).
  1. adj. Pertaining or related to the strategy.
  2. adj. That possesses the art of strategy. U. a. a. n.
  3. adj. Said of a place, of a position, of an attitude, etc.: Of decisive importance to carry out something. *Royal Spanish Academy © All rights reserved*
- **Stakeholders**

The Stakeholders are defined as those groups that are directly or indirectly affected by the carrying out of a business activity, and they, therefore, also have the capacity to directly or indirectly affect the carrying out of said activity (*Freeman, 1983*) For example: IATA, CANSO, FAA, IFALPA.

### **III- METHODOLOGY.**

#### **III. 1 Methodology Applied.**

- The method used is non-experimental analysis, where the data have already been presented before the researcher that carries out the research.

The intention is to make an objective analysis of the data and define the procedure to be followed to achieve the objectives.

The questions chosen to identify the appropriate follow-up process for the programmes and projects, were the following:

- 1) What criteria should be taken into account to determine the programmes and projects needed in the region?
- 2) What is the ideal protocol for allowing coordination and exchange of information between the parties?
- 3) How would you identify the deliverables and responsibilities of each project?
- 4) What should we measure to obtain the impact of the programmes and projects?

#### **IV-. Proposed Action Plan**

##### **IV-.1 Initial Considerations.**

GREPECAS is the guiding and coordinating body for all activities conducted by the ICAO concerning the air navigation system for the CAR and SAM Regions but does not assume the authority vested in other ICAO bodies, except where such bodies specifically delegate their authority. The activities of GREPECAS shall be subject to review by the ICAO Council.

GREPECAS is composed of all States providing air navigation services in the CAR/SAM Regions. However, a group of States may choose to have common representation.

After a review of the Terms of Reference, functions, and responsibilities of a PIRG and under the mandate defined by the ICAO Council, the Chairpersonship of the GREPECAS has identified the following improvement remarks for the consideration of the Group:

##### **IV-.2 Description of the Proposed Plan.**

In general, we have identified as main improvement:

- ❖ The creation of a proactive process to identify the regional programmes and projects, which would lead us to identify measurement, follow-up, and control in order to achieve the goals and strategic objectives and their impact on the States of the Region.

If we consider that a process already exists that would only be subject to modification, this change would allow us to obtain the following results:

- Identify internal needs of new programmes and projects.
- Make a differentiation in the treatment or follow-up between programmes and the projects.
- Implement management indicators that measure the operational impact of each one.
- Implement management indicators that measure the impact on or contribution to the regional strategic objectives.
- Implement control actions according to the result of the measurements.

Taking the identified improvements into consideration, the steps for the concretization of the same will be:

- Identify the needs of the Group. Through any desired method:

- SWOT Analysis
- PEST Analysis
- PESTE Analysis

- Define the objectives. Considering that they address different needs, previously identified in the step above, such as:

- Achievement of strategic objectives
- Improving services and infrastructure
- Reduction of costs
- Increase of the Operational Safety of the Region.

- Identify the need of a Programme or Project. According to the result expected of the same or the area to be benefitted from its achievement:

- Compliance with regulations
- Technological improvements
- Administrative improvements

- Identify and select possible partners:

- Based on the information
- Based on the needs of the region.

- Implement

- Follow-up on and measure results

#### **V-. EXPECTED RESULTS.**

Once concluded, implemented, and carried out, the following results are expected from this project:

- a) Strengthen the Region through the programmes and projects.
- b) Differentiate between strategic programmes and projects, to provide appropriate treatment and follow-up and to better take advantage of the resulting benefits.
- c) Provide a methodology to evaluate the results of the programmes and projects accorded, in order to get a sense of the achievements obtained.
- d) Provide a methodology to evaluate the impact on the region of the programmes and projects accorded.
- e) Provide objectivity and accuracy to the diagnosis of said evaluations.

## **VI-. IMPLEMENTATION PLAN.**

Taking advantage of the structure of the programmes/projects and existing resources, the implementation of this project will result in a simple process.

Based on documents, records and the IT platform existing at ICAO, the implementation plan consists of the following steps:

- 1) Training the staff that will be carrying out the new process at its different levels, in each of the Regional Offices.
- 2) Applying the Methodology to the existing programmes and projects.
- 3) Measuring the impact of the modification on the programmes and projects.

### **VI-.1 Human Resources.**

External human resources may be required for the implementation of this project, although through the PPRC and Secretariat it has an organic structure and sufficient staff.

### **VI-.2 Material Resources.**

In order to implement this project, it would be necessary to use a process set-up that allows for smoothly and uniformly following the steps needed to devise, specify, and follow up on the programmes and projects.

A process management system and computer platform are needed for managing the processes derived from implementation. No further material resources are necessary.

### **VI-.3 Financial Resources.**

For the implementation of this project, costs related to the training of staff responsible for its execution are required.

Considering that there is a computer infrastructure available and there are mechanisms for virtual training of staff, it can be included in the budget for these purposes, without meaning a greater expense for GREPECAS.

However, it will be necessary to identify the needs of face-to-face meetings and transfer of technical staff to the different countries of the region, when necessary.

- **BUDGETARY FORMULATION**

#### VI-4 Timeline.

By capturing the activities identified in a work schedule, the duration of the tasks can be visualized from the outset, once the staff designated for implementing the working methodology have been identified. As the following table shows:

ACTIVITY	1st mo.	2nd mo.	3rd mo.
Staff training			
Application of the Methodology to the existing programmes and projects			
Impact modification evaluation			

## II-. FINAL CONCLUSIONS.

The advance of new administrative management in modern companies leads us to a constant search for tools in keeping with the new times.

The phrase "*One swallow does not summer make,*" would seem to be the proverbial preamble that to survive in this out-of-control world, it is necessary to combine efforts, whereby each individual takes their specialty and contributes it to the system, in order to gain competitive advantage and opportunities.

This reality becomes evident when reviewing this proposal, given that, despite the special characteristics of the chosen group, such as the CAR SAM Planning and Execution Group (GREPECAS), it essential to incorporate allies in order to achieve common objectives.

The objective established from the outset, to provide the Group with a systematized tool that allows for timely monitoring of programs and projects; and that allows for measuring the impact of strategic implementation efforts on regional objectives, is brought to fruition with the submission of this improvement plan, which we hope will be accepted for future implementation.

### Bibliography.

- ❖ Royal Spanish Academy
- ❖ Hernández, Fernández and Baptista (1998), Metodología de la Investigación (Research Methodology).



## CAR/SAM REGIONAL PLANNING AND IMPLEMENTATION GROUP (GREPECAS)

### 2018-2022 WORKING PLAN

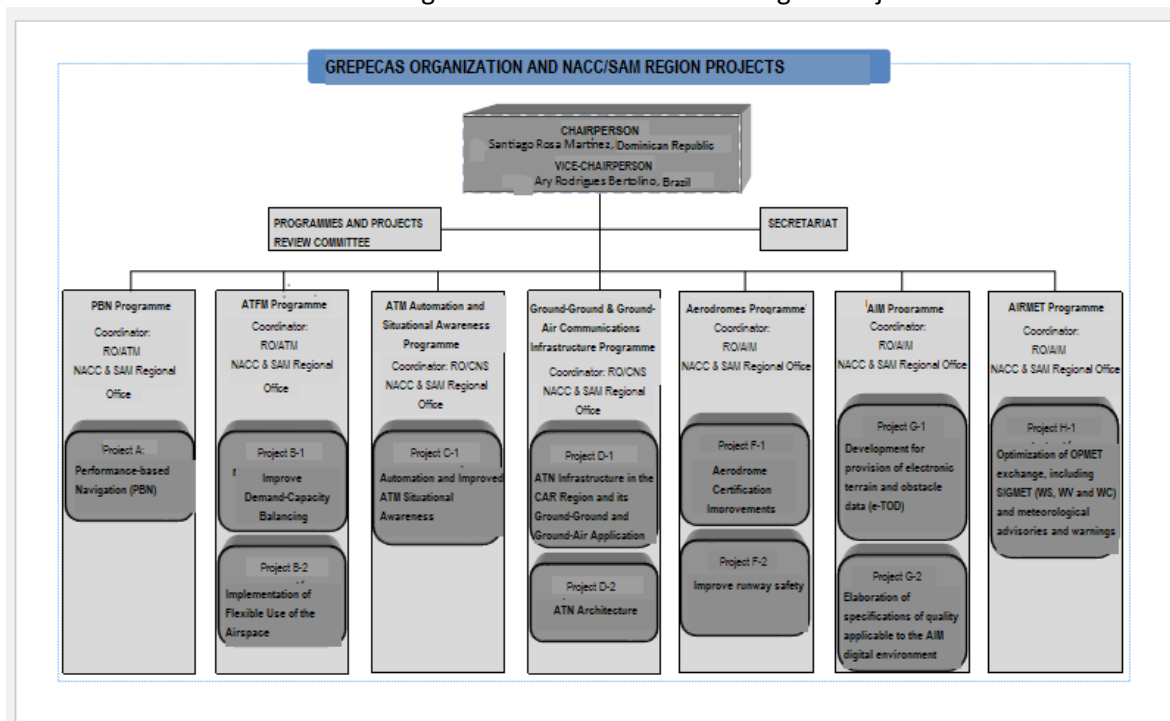
#### BACKGROUND

- The CAR/SAM Planning and Implementation Regional Group (GREPECAS) was established by the ICAO Council in 1990.
- It is an organisation aligned with the objectives, methodology and current budget constraints of ICAO and oriented to measurable results, under a project-based work methodology; transforming the AERMET, AGA/AOP, AIM and CNS/ATM subgroups and their respective Task Groups, into programmes and projects.

#### PROGRAMMES AND PROJECTS REVIEW COMMITTEE (PPRC)

- The PPRC is the accountable authority that reviews the progress of the programmes and projects.
- It is comprised of the GREPECAS Chairperson, Vice-chairperson, Secretary and Co-secretary, and 16 Member States: Argentina, Bolivia, Brazil, Chile, Colombia, Cuba, Dominican Republic, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Trinidad and Tobago, the United States, and Venezuela.

#### GREPECAS Organisation and CAR & SAM Region Projects



\*Names to be updated by Secretariat:

PROGRAMME	NACC COORDINATOR	NACC COORDINATOR	PROJECT	NACC RAPPORTEUR	SAM RAPPORTEUR
<b>PBN Programme</b>	Eddian Méndez RO/ATM NACC Regional Office		<b>A. Performance-based Navigation (PBN)</b>		
<b>ATFM Programme</b>	Eddian Méndez RO/ATM NACC Regional Office		<b>B-1. Improve Demand-Capacity Balancing</b>		
			<b>B-2. Implementation of Flexible Use of the Airspace</b>		
<b>ATM Automation and Situational Awareness Programme</b>	Julio Siú, RO/CNS NACC Regional Office		<b>C-1. Automation and Improved ATM Situational Awareness</b>		
<b>Ground-Ground &amp; Ground-Air Communications Infrastructure Programme</b>	Julio Siú, RO/CNS NACC Regional Office		<b>D-1. ATN Infrastructure in the CAR Region and its Ground-Ground and Ground-Air Application</b>		
			<b>D-2. ATN Architecture</b>		
<b>Aerodrome Programme</b>	Jaime Calderon RO/AGA NACC Regional Office		<b>F-1. Aerodrome Certification Improvements</b>		
			<b>F-2. Improve Runway Safety</b>		

PROGRAMME	NACC COORDINATOR	NACC COORDINATOR	PROJECT	NACC RAPPOR TEUR	SAM RAPPOR TEUR
PROGRAMME	NACC COORDINATOR	SAM COORDINATOR	PROJECT	NACC RAPPOR TEUR	SAM RAPPOR TEUR
<b>AIM Programme</b>	Raúl Martínez RO/AIM NACC Regional Office		<b>G-1. Provision of electronic terrain and obstacle data (e-TOD)</b>		
			<b>G-2. Elaboration of specifications of quality applicable to the AIM digital environment</b>		
<b>AIRMET Programme</b>	Guillermo Vega RO/MET NACC Regional Office		<b>H-1. Optimization of OPMET exchange, including SIGMET (WS, WV and WC) and meteorological advisories and warnings</b>		

## 2018-2022 STRATEGIC PLAN

### MISSION:

- Support the States in complying with the Regional Air Navigation Plan, in accordance with ICAO Global Standards and Recommended Practices and requisites, in order to comply with GREPECAS terms of reference, prioritizing safety to mitigate deficiencies.

### VISION:

- Maintain leadership and joint work among the Regional Offices, in order that it be reflected in the good performance of the Working Groups for the benefit of the States and the main actors of the Civil Aviation system.

### VALUES:

- Efficiency
- Professionalism
- Compliance with Standards
- Commitment

### GENERAL OBJECTIVE:

Design a Methodology for Follow-up and Systematized Performance Measurement of the Implementations and the Impact on the NACC-SAM Region States

### STRATEGIC AXES:

- 1) Improve management through measurement and control processes, so as to achieve results.
- 2) Link GREPECAS programmes and projects to objectives and ICAO strategic initiatives.
- 3) Improve the impact of air navigation implementation efforts on the safety of States.

	<b>General Objective</b>	<b>Specific objective</b>
1	1) Improve management through measurement and control processes, to achieve results.	Submit GREPECAS Work Plan aligned to the corresponding period, but also to the next 2019-2021 ICAO triennium and its Strategic Objectives and Global Goals.

- **OPERATIONAL ACTION LINE 1:**

Apply of Strategic Planning and Project Management Methodology.

**STRATEGIC SWOT:**

STRENGTHS	Plan structured in accordance with global objectives	<ul style="list-style-type: none"> <li>• 85% of States have made capacity calculations to plan for ATFM implementation</li> <li>• 72.9% for SID / STAR / PBN implementation *</li> <li>• 111 out of 254 international airports (AOP Table) in the CAR / SAM Region are certified *</li> <li>• 18 States successfully implemented AMHS and 6 are in process for implementation *</li> <li>• 16 AMHS interconnects</li> <li>• 4 FIR in operational phase of ADSC and CPDLC and 3 FIR in preoperative phase</li> <li>• 12 CAR / SAM States are implementing QMS / AIM, most of them certified *</li> <li>• 12 CAR / SAM States that are implementing and certifying QMS / MET Regional aerodrome certification projects, SAR organization, eTOD, QMS (AIM and MET) and ANS performance are underway under the CAR / SAM Plan *</li> </ul> <p>(*) Values to be validated and confirmed.</p>
WEAKNESSES	Projects without significant improvements in implementation on the part of some States	<ul style="list-style-type: none"> <li>• Lack of effective implementation of some States.</li> <li>• Long-standing air navigation deficiencies (AGA / ATM / SAR / CNS / MET / AIM).</li> <li>• High failure rate or errors in flight plans found in some States.</li> <li>• Difficulties integrating communication systems in order to administer AIDC and other surveillance facilities between adjacent FIRs.</li> </ul>

OPPORTUNITIES	Provide effective follow-up and increase implementation of Projects in the Region.	<ul style="list-style-type: none"> <li>• Opportunities for improvement in the effective implementation of the CAR / SAM regional ANP through development and implementation of national air navigation plans focused on ASBU modules prioritized by ICAO (namely, PBN, CDO, CCO FICE, D-ATM (AIM ) and AMET).</li> <li>• Improve level of implementation for AIDC, ADS-B and CPDLC.</li> <li>• Improve understanding of ATFM and SWIM concepts and identify PBN benefits.</li> <li>• Implement agreed strategy in order to address deficiencies related to: aeronautical cartography, eTOD, QMS, data interoperability, etc.</li> <li>• Streamline aerodrome certification.</li> </ul>
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#### STRATEGIC LINKAGE

- OPERATIONAL ACTION LINE 1:

Apply of Strategic Planning and Project Management Methodology.

	Specific objective	Goal
1	Submit GREPECAS Work Plan aligned to the corresponding period, but also to the next 2019-2021 ICAO triennium and its Strategic Objectives and Global Goals.	<ul style="list-style-type: none"> <li>• Increase by 20% per year percentage of effective implementation of projects proposed at the Working Groups, by 2020.</li> </ul>

#### ACTIVITIES

##### Actions to be carried out in order to achieve specific objectives:

- A) Evaluate the correspondence of existing programmes and projects to current decisions and conclusions of the GREPECAS and RASG-PA plenaries.
- B) Analyse status and verify deviation in implementation.
- C) Identify adjustments necessary for achieving established objectives.

<b>GREPECAS/RASG-PA CURRENT DECISIONS AND CONCLUSIONS</b>	
1	Decision 18/11 CARTOGRAPHY STRATEGY DEFICIENCY
2	Conclusion 18/16 SHORT-TERM IMPLEMENTATION BY THE STATES OF AIDC
3	Conclusion 18/17 MEASURES FOR REDUCING FLIGHT PLAN ERRORS
4	Conclusion 18/19 AERODROME CERTIFICATION PLAN
5	Other decisions (if relevant)
6	CONCLUSION RASG-PA ESC / 30/4 PROJECT MANAGEMENT APPROACH FOR RASG-PA: RASG-PA and GREPECAS will analyse available options to implement Project Management Techniques in the RASG-PA and GREPECAS work programme.

	<b>General Objective</b>		<b>Specific Objective</b>
2	Link GREPECAS programmes and projects to objectives and ICAO strategic initiatives.	1	Identify contributions of GREPECAS projects to the needs of the NACC SAM Member States. That is, the Region's deficiencies in implementation, as part of the NCLB initiative.

- **OPERATIONAL ACTION LINE 2:**

Support NCLB and NGAP initiatives

### **STRATEGIC SWOT**

STRENGTHS	<ul style="list-style-type: none"> <li>• Greater integration of NACC &amp; SAM Regional Offices with plan expansion and joint activities.</li> </ul>
THREATS	<ul style="list-style-type: none"> <li>• Lack of resources and expert availability to support project activities.</li> </ul>
WEAKNESSES	<ul style="list-style-type: none"> <li>• Lack of effective regional and inter-State cooperation: Integration vs. Sovereignty</li> </ul>
OPPORTUNITIES	<ul style="list-style-type: none"> <li>• Increase active participation of States in ICAO regional meetings (including GREPECAS and RASG-PA and related programmes / projects)</li> <li>• Improve coordination between States</li> <li>• Need to increase resources in order to help and support States</li> </ul>

### **STRATEGIC LINKAGE**

- **OPERATIONAL ACTION LINE 2:**

Support NCLB and NGAP initiatives

	<b>Specific objective</b>	<b>Goal</b>
1	Identify contributions of GREPECAS projects to the needs of the NACC SAM Member States. That is, the Region's deficiencies in implementation, as part of the NCLB initiative.	Link the needs of the NACC-SAM Member States with implementation projects of the Region, contributing 20% to the initiative by 2022 through Human Resources training.

- **ACTIVITIES:**

**Actions to be carried out in order to achieve specific objectives:**

- Identify States in the Region with greatest deficiencies
- Identify States with the least progress on implementation of the projects.
- Establish the relationship between performance
- Identify and manage opportunities through the NCLB in order to support the States in the necessary implementations.
- Identify and manage opportunities through the NGAP in order to support the States in the necessary implementations.

<b>GREPECAS/RASG-PA CURRENT DECISIONS AND CONCLUSIONS</b>	
1	DECISION RASG-PA ESC / 28/2 REVIEW OF CORRESPONDING REGIONAL SAFETY OBJECTIVES: In order to update the corresponding regional safety objectives while taking into account the new GASP 2020/2022, the PA-RAST is to review and analyse the information provided with respect to the Safety Goals; and report any findings and recommendations regarding the updated regional safety objectives and new GASP global security objectives to the RASG-PA ESC / 29 Meeting.
2	DECISION RASG-PA ESC / 30/2 IDENTIFICATION OF SAFETY IMPROVEMENT AREAS TO SUPPORT ANS IN RESOLUTION / MITIGATION MEASURES: In order to find solutions and mitigate actions related to the participation of ANS in order to improve safety issues, the PA-RAST is to identify safety improvement areas; and is to notify those areas to the ICAO Regional Offices for ANS implementation support as necessary. Secretariat reported on proposal to conduct a Training Workshop on Upset Prevention and Recovery Training (UPRT) in Sao Paulo, Brazil, from June 5 to 6, 2018, in order to rate aircraft operations inspectors in CAR / SAM Region States, so that they can begin implementation of UPRT in their respective States.

	<b>General objective</b>		<b>Specific objective</b>
3	Improve the impact of air navigation implementation on the safety of States.	1	Foster involvement of Civil Aviation Authorities of all Member States with ICAO Headquarters and ANC.
		2	Close Coordination between GREPECAS - RASG-PA: Link the Global Air Navigation and Safety Plans reflected in the implementation projects of both groups.

**OPERATIONAL ACTION LINE 3:**

Strengthen alliances and foster normative compliance



**STRATEGIC SWOT**

STRENGTHS	<ul style="list-style-type: none"> <li>• Greater integration of NACC &amp; SAM Regional Offices with plan expansion and joint activities.</li> </ul>
THREATS	<ul style="list-style-type: none"> <li>• Application of ICAO policies to airport fares and air navigation services contained in Doc. 9082.</li> <li>• Lack of resources and expert availability to support project activities.</li> </ul>
WEAKNESSES	<ul style="list-style-type: none"> <li>• Need to increase resources in order to help and support States.</li> </ul>
OPPORTUNITIES	<ul style="list-style-type: none"> <li>• Increase State responses to State Letters.</li> <li>• Increase active participation of States in ICAO regional meetings (including GREPECAS and RASG-PA and related programmes / projects).</li> <li>• Improve coordination between States.</li> <li>• Improve coordination between stakeholders and ICAO.</li> </ul>

## STRATEGIC LINKAGE

- **OPERATIONAL ACTION LINE 3:**

Strengthen alliances and foster normative compliance

	<b>Specific objective</b>	<b>Goal</b>
1	Foster involvement of Civil Aviation Authorities of all Member States with ICAO Headquarters and ANC.	<ul style="list-style-type: none"> <li>• Establish a 90% effective working methodology that guarantees continuity of work and compliance with goals of the period and the future.</li> </ul>
2	Close Coordination between GREPECAS - RASG-PA: Link the Global Air Navigation and Safety Plans reflected in the implementation projects of both groups.	<ul style="list-style-type: none"> <li>• Establish a program of exchange of good practices among the States, based on the objectives of the GANP and GASP, through the implementation projects of GREPECAS and RASG-PA.</li> </ul>

- **ACTIVITIES:**

**Actions to be carried out in order to achieve specific objectives:**

- a) Review decisions and conclusions of the RASG-PA in order to identify links with those of GREPECAS.
- b) Coordinate information exchange between both groups.
- c) Identify common points for joint work
- d) Measure the impact of GREPECAS implementations on the safety of States, through the RASG-PA.

<b>GREPECAS/RASG-PA CURRENT DECISIONS AND CONCLUSIONS</b>	
1	Decision 18/09 AD HOC GROUP TO ANALYSE GREPECAS - IMPROVEMENTS TO RASG-PA COORDINATION
2	Conclusion 18/13 IMPLEMENTATION OF OPERATIONAL SAFETY MANAGEMENT.
3	Conclusion 18/14 IMPROVEMENTS TO SOUTH ATLANTIC GROUP STRUCTURE (SAT).
4	Conclusion 18/21 SUPPORT FOR GTE AND CARSAMMA ACTIVITIES TO IMPROVE INFORMATION ANALYSIS ON DETOURS IN RVSM AIRSPACE.
5	DECISION RASG-PA ESC / 28/4 REVISION OF RASG-PA COMMUNICATION PLAN: First draft of RASG PA communication plan prepared and AD HOC analysed the document. Full plan to be approved at ESC 31 in 2018.
6	CONCLUSION RASG-PA-ESC / 29/1 IMPROVEMENT OF OPERATIONAL SAFETY DATA ANALYSIS BY GREPECAS AND RASG-PA: PA-RAST Group and GREPECAS GTE In order to ensure review of the data analysis job being conducted by each of them, identifying synergies and strengthening work programme and outcomes. The Secretariat shall coordinate with MAC
7	CONCLUSION RASG-PA / ESC / 29/3 DATA COLLECTION IMPROVEMENT: Initiative focused on Central American and Asia-Pacific regions to identify and address questions related to the collection, analysis, protection and use of operational safety information.
8	FLIGHT DATA (FDAP) IN NACC AND SAM REGIONS: The States take note of the results of the CBA carried out by the RASG-PA FDAP AD HOC group for the implementation of FDAP in airplanes over 5,700 kg; States and RSOOs encourage operators to review the CBA document so that they may decide on their own implementation; The States and the RSOO analyse the benefits of aviation safety if an amendment to the aviation regulations is incorporated to request FDAP on airplanes that exceed the 5,700 maximum take-off weight (MTOW); and RASG-PA request that ICAO NCA to take note of the results of the CBA document and consider an amendment to Annex 6 Part I, FDAP Recommendation 3.3.1 and Standard 3.3.2 of Section 3.3.
9	CONCLUSION RASG-PA-ESC / 29/2 FLIGHT DATA MONITORING PROGRAMME (FDMP) / IMPLEMENTATION OF FLIGHT DATA ANALYSIS PROGRAM IN NACC AND SAM REGIONS
10	CONCLUSION RASG-PA ESC 29/4 PA-RAST DELIVERABLES Make RASG-PA PA-RAST available and visible, prepare information packets on PA-RAST DIP achievements for State awareness, as well as DCA Meetings and Safety Directors' Meetings; The Secretariat publishes all PA-RAST deliverables and DIP information on the RASG-PA website.
11	CONCLUSION RASG-PA / ESC 29/05 FEEDBACK ON IMPLEMENTATION OF GLOBAL AVIATION SAFETY PLAN (GASP) AND RASG-PA: In order to follow a customer-oriented and performance-based approach, the Secretariat is to conduct a survey on the level of satisfaction and performance results; and, in consultation with ESC members, develop an action plan based on the results of the survey; and present the results of the survey and the action plan to the RASG-PA members prior to June 30, 2018 and inform the ICAO ANC.

12	CONCLUSION RASG-PA ESC / 30/3 SHARING OF SAFETY DATA ANALYSIS RESULTS IN ORDER TO IMPLEMENT SAFETY IMPROVEMENTS: PA-RAST to show results of the FDX in the different regional meetings of the ANS Implementation Group in the NACC and SAM Regions.
13	CONCLUSION RASG-PA ESC / 30/5 REFERENCE ANALYSIS FOR RASG-PA IN ORDER TO IMPROVE PERFORMANCE AND COORDINATION WITH GREPECAS: ICAO NACC and SAM Regional Offices use the results of the survey and other media to conduct a baseline analysis for RASG-PA; and evaluate / propose a process to improve this coordination between RASG-PA and GREPECAS.
14	CONCLUSION RASG-PA ESC / 30/6 IMPROVEMENT AND EXPANSION OF RASG-PA DATA SHARING PROCESS: Improve and expand the RASG-PA data exchange process; have PA-RAST develop a plan to share and store appropriate safety data with the ICAO Regional Office in order to develop safety-based improvement / implement safety actions based on risk in the region; ACI-LAC and CANSO seek to share their security data in order to improve analysis and accuracy of the data.
15	CONCLUSION RASG-PA ESC / 30/8 PA-RAST LODGING OF 2019 RASG-PA PLENARY SESSION: The Tenth RASG-PA Plenary Session is scheduled for 2019.

- **PRIORITIES:**

Establish priorities of outlined goals based on the scheme shown below:

PRIORITIES	
U Priority	Requirement urgently needed for Air Navigation safety.
A Priority	Requirement needed for Air Navigation safety.
B Priority	Requirement needed for Air Navigation regularity and efficiency.

Goals	Priority	Remarks
<b>Goal 1)</b> Increase by 20% per year percentage of effective implementation of projects proposed at the Working Groups, by 2020.		
<b>Goal 2)</b> Link the needs of the NACC-SAM Member States with implementation projects of the Region, contributing 15% to the initiative by 2021 through Human Resources training.		
<b>Goal 3)</b> Establish a 90% effective working methodology that guarantees continuity of work and compliance with goals of the period and the future.		
<b>Goal 4)</b> Establish a program of exchange of good practices among the States, based on the objectives of the GANP and GASP, through the implementation projects of GREPECAS and RASG-PA.		

- **RISK ASSESSMENT:**

An assessment of the risks inherent to the improvement project has been carried out, taking into account the criteria set forth below:

Probability classification criteria		
Classification	Criterion	Past events
<b>Low</b>	Negligible probability of occurrence	Has not occurred in the last year
<b>Medium</b>	Possibility of occurrence exists	Has occurred between 1-10 times in the last year.
<b>High</b>	Possibility that it occur several times	Has occurred more than 10 times in the last year.

Impact classification criteria	
Classification	Criterion
<b>Low</b>	Minor; would only affect 1 programme or project
<b>Medium</b>	Moderate; would affect 2-4 programmes or projects
<b>High</b>	Major; would affect 5-10 programmes or projects

Risk Acceptability Criteria		
Classification	Criterion	Range
Low (1)	Additional actions are not necessary, only monitoring is required, to evaluate the possibility that the level of risk does not change.	1-3
Medium (2)	Medium-term actions are required, efforts must be made to reduce the level of risk, mitigation measures must be implemented in a given period of time	4-6
High (3)	Immediate action required, if possible, activity should not be continued, until severity level is reduced to an acceptable level.	7-9

<b>SEVERITY LEVEL</b>		
<b>RATING</b>	<b>VALUE</b>	<b>LEVEL</b>
<b>9</b>	<b>3</b>	<b>HIGH</b>
<b>6</b>	<b>2</b>	<b>MEDIUM</b>
<b>4</b>	<b>2</b>	<b>MEDIUM</b>
<b>3</b>	<b>1</b>	<b>LOW</b>
<b>2</b>	<b>1</b>	<b>LOW</b>
<b>1</b>	<b>1</b>	<b>LOW</b>

**Risk Classification Matrix**

<b>PROBABILITY</b>	<b>3 - HIGH</b>	Low (3)	Medium (6)	High (9)
	<b>2 - MEDIUM</b>	Low (2)	Medium (4)	Medium (6)
	<b>1- LOW</b>	Low (1)	Low (2)	Low (3)
		<b>Low (1)</b>	<b>Medium (2)</b>	<b>High (3)</b>

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Risk Identification and Assessment			
ACTIVITY	RISKS	RISK JUSTIFICATION	CAUSE
Reception of Information	Difficulty in obtaining information.	- Lack of familiarity with contact points or lack of records	
Information Verification	Difficulty identifying issues that warrant immediate attention.	- Report or papers are not properly substantiated.	
New methodology implementation	Resistance to change on the part of coordinators, rapporteurs, and PoCs	In the comfort zone	
New methodology implementation	Lack of experts to carry out implementations or support for the States	No one appointed in the States to follow up on implementation	

Risk Analysis / Assessment						
RISK FACTORS		RISK ASSESSMENT				
		Rating		Severity Level		
IMPACT	PROBABILITY	Impact	Probability	Rating	Value	Level
Medium	Medium	2	2	4	2	Medium
Medium	Medium	2	2	4	2	Medium
Medium	Medium	2	1	2	1	Low
Medium	Low	2	1	2	1	Low

Risk Management Measures and Controls		
CONTROLS	RESPONSIBLE	DATE
State Letter requesting PoC appointment or coordination with rapporteurs/coordinators	Secretariat/PPRC	
Orientation campaigns for coordinators, rapporteurs and PoCs Coordination with coordinators, rapporteurs and PoCs to improve communication. Raise staff awareness in order to support coordinators, rapporteurs and PoCs. Raise awareness of the importance of the confidentiality of safety information. Awareness campaign on the protection that IDAC gives to confidential reports, in order that those who make voluntary reports can identify ways to contact the IDAC.	PPRC/Secretariat	

## ANNUAL OPERATING PLAN

