

COMISSÃO LATINO-AMERICANA  
DE AVIAÇÃO CIVIL



LATIN AMERICAN CIVIL  
AVIATION COMMISSION

COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL  
SECRETARIAT  
P. O. Box 27032, Lima, Peru

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CLAC 1.5.4.18 /128

22 March, 2011

**To:** AVIATION AUTHORITIES, AIRPORT OPERATORS, AIRLINES AND  
REGULATORY ORGANIZATIONS

**Subject:** LACAC/UAE “Aviation Strategic Planning Course”  
(Guatemala City, Guatemala, 26 to 29 April, 2011)

**Action required:** Reply concerning attendance as soon as possible

Dear Sir/Madam,

In relation to my communication CLAC 1.5.4.18/084 of 03 March 2011, regarding the invitation to the “*Aviation Strategic Planning Course*” (Guatemala City, Guatemala, 26 to 29 April, 2011), I would like to hereby **reiterate the invitation to your Administration** to participate in this important event that is addressed to senior executives, managers and operational personnel from civil aviation authorities, airport operators, air traffic services providers and airlines, so I will be grateful to you to diffuse this invitation between the directors and official members of organizations of the appointed institutions. As **Attachment 1** you will find course’ objectives, instructor and details of the issues to be addressed and as **Attachment 2** the tentative working programme.

This Course organized by the Latin American Civil Aviation Commission (LACAC) and the United Arab Emirates (UAE), within the framework of the Memorandum of Understanding to be subscribed between these two organizations, specifically on the offer to contribute with the training of officials from LACAC Member States. This Course will be conducted in English with simultaneous interpretation to Spanish.

I would like to inform you that the participation in this Course will have a US\$ 250 registration fee per attendee that will be useful to cover part of the administrative expenses of the event **and can be paid before the event with organizations' own resources or through the training budget of ICAO technical cooperation project.** The payment of the indicated amount must be paid in United States Dollars, either in cash, by cheque payable to LACAC or by electronic transfer to the banks detailed below:

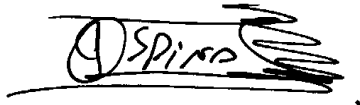
“//CC000305101  
Account number: 05101 404 6 892  
ICAO Pool Account  
Ste. Catherine and Stanley Branch  
Montreal, Quebec, Canada  
Reference: RLA/06/801

Swift Code: BCPLPEPL  
Account number: 193-1717040-1-48  
Jr. Lampa 499 Lima 01 – Peru  
Telephone: (511) 427-5600

The paying bank should clearly indicate that the payment is for the “*Aviation Strategic Planning Course*” and this information should be transmitted to the receiving bank. After payment, please send a copy to this Secretariat, indicating the data for the participant.

Finally, because of the wide host of issues to be discussed at the Programme, and the limited number of places, your Administration is urged to **indicate as soon as possible** about participation in this event and inform the names and titles of staff members of your delegation and the details of their arrival in Guatemala City for pertinent coordination with host State Authorities. For this purpose, as **Attachment 3** you will find the pertaining confirmation form, which I would be grateful to return it to this Secretariat duly completed, via email. **Attachment 4** includes general information of interest related to hotels, weather conditions, rates of exchange, etc. Details on the venue where this event will take place will be informed under separate cover once this Secretariat receives the information from the Aeronautical Authority of Guatemala.

I look forward to your prompt participation confirmation. Accept, Sir, the assurance of my highest consideration.



Marco Ospina  
Secretary of LACAC

**Enc.**



**LACAC/UAE**  
**“AVIATION STRATEGIC PLANNING**  
**COURSE”**

**(Guatemala City, Guatemala,  
 26 to 29 April, 2011)**

Favor insertar  
 electrónicamente una  
 fotografía reciente (que  
 considere el rostro a partir  
 de los hombros)

## **COURSE OBJECTIVES, INSTRUCTOR AND AGENDA**

### **OBJECTIVES**

The offered training proposal will cover the main aspects of strategic planning which includes the following:

- Description of the roles and functions of different managers in a civil aviation organization
- Description of the process of planning, setting and implementing a business strategy
- Identifying and understanding at least twelve different types of business strategies
- Description of the different types of tools and techniques to support planning and decision making
- Understanding the different methods of access and manage performance
- Identifying corrective approaches to guide poor performers in a constructive manner.

The seminar combines the process of strategic planning with the several elements of management (planning, organizing, implementing, controlling, and evaluating) and explains the several tools and techniques to support Planning & Decision Making. Finally, Strategic Execution and Performance

Management are topics to be analyzed and compared.

### **INSTRUCTOR**



**Laila Hareb**, a UAE national, has joined the GCAA as the Director of Strategic Planning and Business Excellence, Besides her qualifications in Project Management and Quality Assurance, she holds an Bachelor’s Degree in Computer Sciences and is on her way to accomplish the Doctorate in Business Administration.

Her previous experiences and achievements include developing a three year Corporate Strategy Plan and the implementation of CRM strategy for RTA where as the Director Strategy and Corporate Performance, she was instrumental in establishing performance standards as well as strategic and planning excellence in the organisation. She also brings a wealth of experience in the areas of information Technology Operations, Training, Marketing and held senior management roles with DEWA.

She will be looking after the strategic planning, business excellence, customer service, marketing and communication functions within GCAA. Among other things, her responsibilities would also include that amid this fast paced growth in the region, GCAA maintain a very high standard of customer service and remains flexible to respond to the needs of the industry.

**AGENDA**

The following topics are part of the Agenda and each one is subdivided into specific issues according to the objectives of the Course:

- I.** Opening Programme
- II.** GCAA History
- III.** Introduction to Air Transport System
- IV.** Introduction to Strategic Planning
- V.** History of Strategic Planning
- VI.** Strategic Planning Methodology Overview
- VII.** Business Analysis
- VIII.** Strategy Development
- IX.** Strategy Execution
- X.** Performance Management
- XI.** Course closing and presentation of certificates



**LACAC/UAE  
“AVIATION STRATEGIC PLANNING  
COURSE”**

**(Guatemala City, Guatemala,  
26 to 29 April, 2011)**

**TENTATIVE WORKING PROGRAMME**

**Tuesday, 26 April 2011**

0800 – 0900 Registration of participants  
0900 – 0915 Opening Session  
0915 – 0930 Break  
0930 – 1045 Working Session  
1045 – 1100 Coffee break  
1100 – 1230 Working Session  
1230 – 1300 Coffee break  
1300 – 1430 Working Session

**Wednesday, 27 April 2011**

0900 – 1030 Working Session  
1030 – 1045 Coffee break  
1045 – 1230 Working Session  
1230 – 1300 Coffee break  
1300 – 1430 Working Session

**Thursday, 28 April 2011**

0900 – 1030 Working Session  
1030 – 1045 Coffee break  
1045 – 1230 Working Session  
1230 – 1300 Coffee break  
1300 – 1430 Working Session

**Friday, 29 April 2011**

0900 – 1030 Working Session  
1030 – 1045 Coffee break  
1045 – 1230 Working Session  
1230 – 1300 Coffee break  
1300 – 1430 Working Session



**CURSO SOBRE “PLANIFICACIÓN ESTRATÉGICA DE LA AVIACIÓN” / LACAC/UAE “AVIATION STRATEGIC PLANNING COURSE”**



(Ciudad de Guatemala, Guatemala / Guatemala City, Guatemala, 26 - 29 Abril / April, 2011)

Favor insertar electrónicamente una fotografía o enviarla vía E-mail.  
Please insert electronic photo, or send it by E-mail.

**FORMULARIO DE REGISTRO**

1. Estado / State:			
2. Organización / Organization:			
3. Nombre / Name:			
4. Cargo / Position:			
5. Dirección oficial / Business Address:			
6. Fecha nacimiento / Date of birth:			
7.a Tel /Phone:		7.b. Fax:	7.c. E-mail:
8. Participa como / Participates as:			
<input type="checkbox"/> Jefe de Delegación Delegation Chief	<input type="checkbox"/> Jefe Observador Observer Chief	<input type="checkbox"/> Expositor Lecturer	
<input type="checkbox"/> Delegado Delegate	<input type="checkbox"/> Observador Observer	<input type="checkbox"/> Otro: _____ Other: _____	
9.a. Fecha y vuelo de llegada / Arrival date and flight:		9.b. Fecha y vuelo de salida / Departure date and flight:	
10. Hotel o dirección en la ciudad - N° habitación / Hotel room or local address:			
11 Asiste con compañante?/ Are you accompanied:		Sí / Yes <input type="checkbox"/>	No / No <input type="checkbox"/>
12. Forma de pago / Payment: Transferencia bancaria / electronic transfer: <input type="checkbox"/> Al momento de la inscripción / In the registration: <input type="checkbox"/>			
13. Observaciones / Observations: _____ _____			
Firma / Signature: _____		Fecha / Date: _____	

Luego de completar el formulario, sávelo en su disco duro (c) y envíelo vía correo electrónico a: [clacsec@lima.icao.int](mailto:clacsec@lima.icao.int)  
Once you have completed the form, save it in your hard disk (C) and send it by email to: [clacsec@lima.icao.int](mailto:clacsec@lima.icao.int)  
*Agradeceré confirmar su asistencia y devolver este formulario debidamente completado a la Secretaría de la CLAC, lo antes posible / Kindly confirm your attendance and submit this form, duly completed, to the LACAC Secretariat as soon as it is possible.*



**LACAC/UAE  
“AVIATION STRATEGIC PLANNING  
COURSE”**

**(Guatemala City, Guatemala,  
26 to 29 April, 2011)**

## **GENERAL INFORMATION**

**1. Place and date of event**

The Course on “**Aviation Strategic Planning**” CLAC/UAE will be held from 26 to 29 April, 2011, in Guatemala City, Guatemala.

**2. Hotel Site of the event**

Hotel Crowne Plaza.

**3. Registry of Participants**

Registration of participants will take place on Tuesday, 26 April 2011, 08:00 to 09:00 hours. Participants must register by sending your registration form duly completed to [clacsec@lima.icao.int](mailto:clacsec@lima.icao.int), the same which shall include a recent photo (which considers the face from the shoulders).

**4. Opening Session**

The Course’ opening session will take place on Tuesday, 8 June 2010, at 09:00 hours.

**5. Languages**

The working language will be English, with English/Spanish simultaneous interpretation.

**6. Documentation**

At the end of the event, participants will receive a participation certificate and an electronic file with Course documentation.

**7. Local Time**

UTC-6.

**8. Clothing**

Formal clothing is suggested.

**9. Travel documents**

Citizens of some countries require a passport with or without visa to enter Guatemala cases. The period of stay is 90 days. Those from neighboring countries may enter with national document or identity card, to those belonging to the Mercosur will be required to document national identity card or passport of the Mercosur.

**10. International Embarkation Fee**

Generally the airport fee is included in the cost of tickets for the delegates, if not included, the cost is Q.20.00.

**11. Temperature**

The average temperature for April is 21 °C, allowing around the city or development activities without any limitations. The mornings are cool and the temperature rises gradually toward the south to go down at night.

**12. Local currency and money Exchange**

The currency of Guatemala is the Quetzal (Q).

**Exchange Rate** (subject to change):

Dollars to Quetzales	US\$ 1 per 8.01144
Euro to Quetzales	€1 per 10.7389
Real to Quetzales	R \$ 1 2.2201

**13. Credit Cards**

International credit cards such as MasterCard, Visa, American Express, etc. are usually accepted in major hotels, shops and restaurants.

**14. Business schedule**

Activity in Guatemala City beginning in the early hours of the morning and runs until late at night. Shops are open Monday to Saturday from 0900 to 2000 hours.

At malls (“Próceres”, “Oakland Mall”, “Pradera”, “Pradera Concepción”, “Miraflores”, “Unicentro”), the schedule is up to 2000 hours, including weekends and holidays.

**15. Electric power**

Electricity in Guatemala is 115-125 volts AC 60Hz. Plugs have 2 flat holes with ground diagonal or 2 cylindrical holes.

**16. Hotels**

The hotel of the event is the Crowne Plaza in Guatemala City.





<p><b>HOLIDAY INN</b></p> <p><u>PRIMERA AVENIDA 13-22</u>  Hotel Front Desk: 502-24210000  Hotel Fax: 502-24210025  <a href="http://www.holidayinn.com">http://www.holidayinn.com</a></p>	<p>Single:(US\$) 80  Double: (US\$) 100  + 22% tax</p>
<p><b>INTERCONTINENTAL</b></p> <p>14 calle 2-51 zona 10  Tel: + 502 2413-4558 / Mob: + 502 5826-1002  Fax: + 502 2413-4549  <a href="http://www.intercontinental.com">www.intercontinental.com</a></p>	<p>Single:(US\$) 169  Double: (US\$) 169  + 22% tax</p>

**18. Tips, taxes an taxi services**

The recommended gratuity is between 10% and 15% of the cost incurred. In most cases, tipping is not included in the price of meals or any other service.

The tax on purchases and services called the Value Added Tax (IVA in Spanish), currently is 12% of the value of the bought. Tourist tax per stay is 22%.

In the transport sector (taxis or other) is not usual to tip the drivers, being at the discretion of the passenger to do it or not.

**19. Security recommendations**

Security recommendations are the common ones to all great cities, such as to carry only the necessary money, not to exhibit valuable jewels and to ask for radiotaxi at the Hotel of your choice to go to any part of the city.

**20. Communications**

In addition to public phones (that support urban, national and international), there are many communications centers that offer telephone, fax and Internet.

For international calls, dial 00 + country code + area code + local number. To call from outside Guatemala country code for Guatemala is 502, and the area code of the City of Guatemala, 502, if calling a cell phone number from outside of Guatemala must add the number 00 followed by the code the country and before the area code, then the phone number without area code.

**Wi Fi**

Guatemala City has Wi-fi service, the wireless way to connect to the Internet is ideal for travelers. Several bars and restaurants offer free Internet access.

## 21. **General Information of Guatemala City**

Guatemala, seated in the middle of intertropical region, has a warm and humid climate in which there are significant climatic variations due to changes in altitude and direction of relief. Can distinguish three major regions: the hot lands (up to 1,000 m altitude), the temperate lands (1.000-2.000 m) and cold ones (above 2,000 m).

The landscape is dominated by the presence of a high mountain range that crosses the western part of the country, from Mexico to El Salvador. Here is Tajumulco with 4220 meters of altitude, the largest in Central America. The Motagua River is the longest in the country, with 400 km in length.

### ***Inhabitants***

Population, the largest of the states of Central America, registered a high population growth, one of the higher birth rates in the area, second only to Nicaragua. Their geographical distribution is very irregular, contrast the densities of the upper reaches of the west (more than 200 inhabitants. / Km<sup>2</sup>) with those of Petén (6 hab. / Km<sup>2</sup>), the Caribbean or the plains where there are next to Izabal (virtually no population.) A high percentage of the country's inhabitants belong to Mayan ethnolinguistic groups that preserve the cultural heritage of their ancestors, there are mestizos, besides the inhabitants of the Caribbean coast, which maintain their Afro-Caribbean customs.

### ***Customs***

All towns celebrate their own patron saint, with dances and various social events, cultural and sporting events. Among the most significant tourism are:

- Easter
- Folk Festival Coban
- All Saints Day in Huehuetenango and Sacatepéquez
- Celebration of Santo Tomas, Chichicastenango, Quiche

### ***Language***

Guatemala's official language is Spanish and English is spoken by most people involved in tourism activities.

### ***Religion***

In Guatemala recognizes the freedom of religion, being the official the Roman Catholic Church religion.

### ***Tourist attractions***

Tourism of Guatemala has its own Guatemalan Tourism Institute (INGUAT) that offers all kinds of material (maps, guides, brochures) and useful information to visit the city.

The city offers traditional tours and destinations: Theaters, libraries old and new cultural centers. Museums, Modern craft fairs and malls. Historic cafes, parks, bars, among others ([www.visitguatemala.com/](http://www.visitguatemala.com/)).

**22. Addresses and Contact Numbers**

***Latin American Civil Aviation Commission - LACAC***

**Mr. Marco Ospina Yépez**, Secretary

T: (511) 422 6905 / 422 9367

F: (511) 422 8236

E-mail: [clacsec@lima.icao.int](mailto:clacsec@lima.icao.int)

Web page: [www.clacsec.lima.icao.int](http://www.clacsec.lima.icao.int)

***Aeronautical Authority of Guatemala (DGAC – Dirección General de Aeronáutica Civil de Guatemala)***

**Ms. Lucrecia Chávez**, Training Coordinator

T: (502) 2 321 5000 ext. 5029, 5028 y 5030

E-mail: [lconsulting.online@gmail.com](mailto:lconsulting.online@gmail.com)

Web page: <http://www.dgac.gob.gt/>