



INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)  
 ORGANIZACIÓN DE AVIACIÓN CIVIL INTERNACIONAL (OACI)

COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL (CLAC)  
 LATIN AMERICAN CIVIL AVIATION COMMISSION (LACAC)



**THIRD MEETING OF THE AVIATION SECURITY AND FACILITATION REGIONAL GROUP  
 (AVSEC/FAL/RG/3)**

Lima, Peru, 19 to 21 June 2013

AVSEC/FAL/RG/3 — WP/25  
 10/06/13

**Agenda Item 9: Other issues**

**ICAO/LACAC AVSEC/FAL/RG STRATEGIC PLAN**  
 (Presented by the ICAO Secretariat)

<b>SUMMARY</b>	
<p>This working paper proposes the creation of a working group to develop a strategic plan for the conduction of ICAO/LACAC AVSEC/FAL/RG activities, with a view to achieving medium- and long-term objectives in compliance with ICAO standards and recommended practices concerning security and facilitation.</p>	
<b>References:</b>	
<ul style="list-style-type: none"> <li>• ICAO Strategic Plan (2011-2013)</li> <li>• LACAC Strategic Plan of Activities (2013-2014)</li> <li>• AVSEC/FAL/RG work programme and projects</li> <li>• LACAC Resolution A20-11 containing guidance on procedures for the implementation of the Strategic Plan</li> </ul>	
<b><i>Strategic Objectives</i></b>	<p><i>This working paper is related to:</i></p> <ul style="list-style-type: none"> <li>✓ <i>ICAO Strategic Objective B</i></li> <li>✓ <i>LACAC AVSEC/FAL macro-task</i></li> <li>✓ <i>Procedure for controlling the attainment of objectives (LACAC Resolution A20-11)</i></li> </ul>

**1. Introduction**

1.1 Air traffic for both passengers and cargo is projected to grow in the region at an annual average rate of 6.2 and 7%, respectively. This means that passenger and cargo flows will double in the next 15 years. Therefore, the aeronautical authorities, regulatory bodies, airlines, and airport operators shall increase their services, optimising management through the use of the appropriate cost-benefit analysis tools.

1.2 On occasion of the 37<sup>th</sup> Session of the ICAO Assembly held in September 2010, the LACAC/ICAO Cooperation Agreement was signed in order to foster and improve the consultation and cooperation mechanism, to avoid duplication of efforts, to promote training aids, and to strengthen coordination between LACAC and the ICAO Lima and Mexico Regional Offices.

1.3 As a result of the aforementioned agreement, the work programme being carried out by the Latin American Civil Aviation Commission (through its AVSEC/FAL group) was combined with the one being implemented by the ICAO Lima and Mexico Regional Offices in the security area. Accordingly, the ICAO/LACAC AVSEC/FAL Regional Group was established, holding its first meeting in Asunción, Paraguay, in May 2011.

1.4 On that occasion, the terms of reference, the work programmes and the projects for the combined group were also established. Within this context, a strategy and objectives were defined, aimed at improving security and facilitation, improving regulation and compliance, developing a regional structure for coordination and cooperation, establishing regional mechanisms for consistent application of the standards contained in Annex 9 and 17 of the Chicago Convention, issuing guidance on AVSEC-FAL balancing, seeking alternatives for harmonising procedures, and identifying financial contributions to support programme implementation.

## 2. Discussion

2.1 Taking advantage of this meeting, the Secretariat deems it appropriate to start working on the development of a strategic plan for the group, involving the conduction of a SWOT (strengths, weaknesses, opportunities and threats) analysis, agreeing on a mission and vision, the long- and medium-term objectives and the strategies for attaining them, as well as on measurement tools that will clearly establish development goals and indicators. Planning, as a key element for the success of activities, must also take into account that facilitation and security services are closely related to other activities conducted at the airport with the participation of other related organisations.

2.2 In view of the above, it is worth creating a working group to assess the tasks completed to date, anticipate the needs, and draft a plan to avoid immediacy and individuality and to optimise joint work and share the resources of member States, based on coordination and mutual support.

2.3 In this regard, it is suggested that a group be created to develop, within a given period of time, a strategic plan with medium- and long-term goals and objectives, defining strategies and quantifiable goals based on a timetable with specific dates. To this end, the group shall take into account: the work done to date, the ICAO Strategic Plan (**Attachment 1**), the LACAC Strategic Plan (**Attachment 2**), LACAC Resolution A20-11 (**Attachment 3**), and the terms of reference, work programmes and projects of the ICAO-LACAC AVSEC/FAL Regional Group (**Attachment 4**).

## 3. Suggested action

The Meeting is invited to analyse the proposal submitted herein and to create the working group to develop the medium- and long-term strategic plan, with its respective development indices and expected goals.