

COMISSÃO LATINO-AMERICANA
DE AVIAÇÃO CIVIL



LATIN AMERICAN CIVIL
AVIATION COMMISSION

COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL

SECRETARÍA
APARTADO 27032
LIMA, PERÚ

CLAC/GEPEJTA-33/NI05
CORRIGENDUM
05/08/2014

**TRIGÉSIMA TERCERA REUNIÓN DEL GRUPO DE ESPECIALISTAS EN ASUNTOS
POLÍTICOS, ECONÓMICOS Y JURÍDICOS DEL TRANSPORTE AÉREO (GEPEJTA/33)**

(Lima, Perú, 02 al 04 de julio de 2014)

**Cuestión 6 del
Orden del Día:**

Otros asuntos

**Cuestión 6.6 del
Orden del Día:**

**Informe de los trabajos del grupo *ad hoc* sobre el plan estratégico de la
CLAC**

(Nota de estudio presentada por Brasil – Proponente del Grupo *ad hoc*)

Antecedentes

1. En su condición de actual presidente de la CLAC por el bienio 2013/2014, Brasil presentó en la XX Asamblea de la CLAC una propuesta de mejora a los indicadores de las tareas y a las directrices del plan estratégico de la CLAC. En dicha ocasión, se suscitó un intenso debate sobre las deficiencias de evaluación de alcances y eficacia de las tareas desarrolladas por la CLAC y, como consecuencia, los Estados decidieron por la constitución de un grupo *ad hoc* con miras a analizar a profundidad la mejor forma de optimizar los indicadores de rendimiento y de proponer modificaciones al plan estratégico de la Comisión. Para ello, deberían considerar (a) el nivel de implementación de las Decisiones de la CLAC en la legislación de los Estados miembros y (b) la mejora de los procedimientos de evaluación del cumplimiento de las tareas.

2. En la 30ª reunión del GEPEJTA, llevada a cabo en Lima, en enero de 2013, Brasil detalló su propuesta por medio de la nota de estudios CLAC/GEPEJTA/30-NE/18, en la que presentó un diagnóstico acerca de las deficiencias del actual modelo de planeamiento adoptado por la CLAC y, además, propuso algunos cambios y revisiones basados en los conceptos que orientan el

planeamiento estratégico, referente a la definición de valor y misión, objetivos de largo y corto plazo, de la composición de las macrotareas así como de la evaluación del impacto de las decisiones.

3. Se dio continuidad a los trabajos e se invitó al grupo *ad hoc* a una reunión por medio de teleconferencia en el 04 de junio de 2014, en la cual participaron representantes de Brasil, Chile, Guatemala, Nicaragua y Perú. La Secretaria, Cuba y Colombia no pudieron participar por incompatibilidad de sus agendas que no fue posible compatibilizar.

4. En esta ocasión, se profundizó el debate acerca de los conceptos y metodología que deberán orientar el Plan Estratégico de la CLAC para el próximo bienio. Como conclusión, los participantes propusieron la elaboración de dos documentos para que fuesen discutidos a profundidad en la reunión presencial en Lima, por ocasión de la 33ª reunión del GEPEJTA.

5. En el primer documento, más exhaustivo, se contemplaría el planeamiento estratégico de la CLAC para un periodo más largo, quizás de tres bienios. En este documento se definirían la visión, la misión, los objetivos estratégicos, las directrices y el método de evaluación de los resultados para el periodo.

6. Concomitantemente, se presentaría un documento más sencillo, con carácter más operativo, de revisión de la Resolución A20-11, en el cual se establecería un plan de trabajo de las macrotareas para el próximo bienio. En este plan de trabajo, se definirían los objetivos de corto plazo y las metas cuantificables de cada una de las macrotareas, así como los indicadores de desempeño y las atribuciones y responsabilidades de los puntos focales.

7. Brasil, en su condición de proponente del grupo *ad hoc*, se encargó de elaborar las dos propuestas y de circularlas a los demás miembros del grupo antes de la reunión de Lima, lo que hizo en el 28 de junio de 2014.

La reunión presencial del 01 de julio de 2014

8. Conforme acordado, Brasil presentó las dos propuestas de documentos a la consideración y análisis de los miembros del grupo *ad hoc*. Dichos documentos representarían un primer borrador, basado en el diagnóstico presentado en la 30ª Reunión del GEPEJTA y teniendo en cuenta los documentos estratégicos publicados por la OACI y por la CEAC. De modo general, los Estados miembros del grupo, principalmente Chile, Colombia Guatemala y Perú se mostraron contrarios a los documentos presentados, por lo consideraron genéricos y poco modificativos del plan actual. Además, apuntaron que al documento le faltaba una metodología más clara y, por ello, sugirieron que los trabajos del grupo sean reiniciados para que sean analizadas y estudiadas las metodologías que orientan el planeamiento estratégico actualmente. Más específicamente, los representantes de Chile señalaron la necesidad de contemplarse un análisis FODA (Fortalezas, Amenazas, Debilidades y Oportunidades) para que, entonces, se empiece la elaboración del plan estratégico de la Comisión.

9. La Secretaria, por su vez, presentó el trabajo llevado a cabo en el ámbito del grupo AVSEC/FAL/RG, que, en su última reunión, realizada en junio, en México, publicó una nota de estudios proponiendo una metodología al planeamiento estratégico del grupo, basada en las consideraciones de un experto contratado por Argentina. Teniendo en cuenta estos trabajos, la Secretaria propuso que se realice un taller sobre el asunto en el mes de octubre, en Lima, posiblemente con la participación del dicho consultor u otro experto, el cual podrá contribuir en la elaboración de un documento más robusto que oriente el planeamiento estratégico de la CLAC.

10. Brasil, por su vez, defendió que los miembros deberían envidar esfuerzos para que se llegase a un consenso acerca de los contenidos de los documentos que orientarán el planeamiento estratégico de la CLAC para los próximos años. Para ello, sugirió que los miembros trabajasen en un documento más sencillo que revisase aspectos más formales de la Resolución A20-11 hasta la próxima Asamblea de CLAC, que se llevará a cabo en Guatemala, en noviembre de 2014.

11. Al final, se acordó que el grupo mantendrá las comunicaciones por medio de teleconferencias y correos electrónicos, iniciativa considerada por diversos países, como Perú y Chile, extremadamente productiva, eficiente en términos de costos y, por lo tanto, eficaz. Asimismo, se reiniciarán los trabajos de análisis de metodologías, quizás con el apoyo de un consultor contratada por la Secretaria, para que se trabaje a profundidad un plan estratégico que cambie efectivamente el *modus operandi* de la Comisión.

12. Teniendo en cuenta lo expuesto, el grupo *ad hoc* insta a la Secretaria a tomar las providencias necesarias para la realización de un taller en una fecha que sea conveniente a los miembros del grupo, lo que incluye la contratación de un consultor para ayudar en los trabajos de elaboración de un plan estratégico robusto que oriente la actuación de la CLAC para los próximos bienios.

ADJUNTO 01

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ADJUNTO 02

Plan Estratégico de la OACI vigente (Aprobado por la 38 Asamblea)

<http://www.icao.int/about-icao/Pages/Strategic-Objectives.aspx>

Vision & Mission**Vision:**

Achieve the sustainable growth of the global civil aviation system.

Mission:

To serve as the global forum of States for international civil aviation. ICAO develops policies and Standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many other activities and the cooperation of its Member States and stakeholders.

ICAO Strategic Objectives 2014-2016

As the global forum for cooperation among its Member States and the world aviation community, the International Civil Aviation Organization (ICAO) sets and evolves Standards and Recommended Practices (SARPs) for the safe and orderly development of international civil aviation. Presently, there are over 10,000 such Standards and provisions contained in ICAO's Annexes to the Convention on International Civil Aviation.

In its ongoing mission to support and enable a global air transport network that meets or surpasses the social and economic development and broader connectivity needs of global businesses and passengers, and acknowledging the clear need to anticipate and manage the projected doubling of global air transport capacity by 2030 without unnecessary adverse impacts on system safety, efficiency, convenience or environmental performance, ICAO has established five comprehensive Strategic Objectives for the 2014-2016 triennium:

Safety:

Enhance global civil aviation safety. This Strategic Objective is focused primarily on the State's regulatory oversight capabilities. The Global Aviation Safety Plan (GASP) outlines the key activities for the triennium.

Air Navigation Capacity and Efficiency:

Increase the capacity and improve the efficiency of the global civil aviation system. Although functionally and organizationally interdependent with Safety, this Strategic Objective is focused primarily on upgrading the air navigation and aerodrome infrastructure and developing new procedures to optimize aviation system performance. The Global Air Navigation Capacity and Efficiency Plan (Global Plan) outlines the key activities for the triennium.

Security & Facilitation:

Enhance global civil aviation security and facilitation. This Strategic Objective reflects the need for ICAO's leadership in aviation security, facilitation and related border security matters.

Economic Development of Air Transport:

Foster the development of a sound and economically-viable civil aviation system. This Strategic Objective reflects the need for ICAO's leadership in harmonizing the air transport framework focused on economic policies and supporting activities.

Environmental Protection:

Minimize the adverse environmental effects of civil aviation activities. This Strategic Objective fosters

ICAO's leadership in all aviation-related environmental activities and is consistent with the ICAO and UN system environmental protection policies and practices.

ADJUNTO 03

Planeamiento Estratégico de la ECAC vigente

- **Mission**
ECAC's mission is promotion of the continued development of a safe, efficient and sustainable European air transport system.
In so doing, it seeks:
 - to harmonise civil aviation policies and practices amongst its Member States, and
 - to promote understanding on policy matters between its Member States and other regions of the world.A policy statement on "ECAC's Strategy for the Future" was endorsed by ECAC's Directors General of Civil Aviation at DGCA/137 on 15 December 2011.



ECAC's Strategy for the Future

A Policy Statement

Endorsed by ECAC Directors General of Civil Aviation at DGCA/137

15 December 2011

ECAC'S STRATEGY FOR THE FUTURE

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INTRODUCTION

THE ROLE OF ECAC

As Europe's largest and longest-standing aviation organisation, ECAC has a unique status in the region and a key role to play in supporting its Member States as they address issues affecting the European civil aviation sector, in particular in relation to safety, security, the environment, airspace, and economics. It will often fulfil this role in concert with other key members of the European civil aviation community, most notably the European Commission but also with the European Aviation Safety Agency and EUROCONTROL.

ECAC's priorities in discharging its role are three-fold:

- a) to support its Member States in the development of harmonised European positions in all areas of aviation policy and practice for delivery at ICAO and in other important international fora. It undertakes this work in close coordination with the European Commission, bringing to the task ECAC's uniquely wide European membership and the positive cooperative relationships it has developed over the years with national and regional aviation authorities and organisations across the world. It uses these assets to explain and secure global support for European policies, as well as to challenge policies advanced elsewhere which are potentially detrimental to European aviation interests.
- b) to serve as the centre of expertise for Europe on aviation security policy and practice, working in close cooperation with the European Commission in relation to such matters as the development and implementation of technical specifications and common testing methodologies for security equipment, and the assessment of aviation security performance within Europe.
- c) to provide a secure forum within which all of Europe's Directors General of Civil Aviation can come together to engage frankly with aviation issues of policy and practice having a strategic significance, as well as facilitating exchanges between States at a technical level.

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EUROPEAN POLICY POSITIONS

ECAC supports its Member States in the development and delivery of a pan-European approach in the following priority areas for civil aviation, and in preparing common European positions within these areas for presentation at ICAO, including in particular at the 2013 ICAO Assembly, and at other high level international meetings and conferences.

AVIATION SAFETY

ECAC will focus on following up the safety decisions taken at the 2010 ICAO Assembly and the High Level Safety Conference earlier that year, in particular working on a pan-European basis with the European Commission and EASA to:

- a) assist ECAC Member States in developing a harmonised European approach to specific safety-related issues, including in particular in the development of State Safety Plans and in the identification of the most serious risks facing its different Member States ;
- b) help promote across Europe a safety culture of continuous improvement and shared best practice, working with ECAC Member States, with the European Commission and EASA, and with the ICAO EUR-NAT Regional Office; and
- c) share Europe's expertise in aviation safety matters, in the first place with neighbouring countries and regions, but also with other organisations and States with whom it has established cooperative relationships.

AVIATION SECURITY

Alongside the continued delivery of its security policy, audit and capacity building programmes, ECAC will focus in the immediate future on supporting its Member States, in close coordination with the European Commission, in preparing for the 2012 ICAO High Level Security Conference, including through the development of common European positions on such key issues as:

- a) Staff screening, in order to secure global agreement to the screening of all staff at airports and thus mitigate the risks associated with the "insider threat";
- b) Cargo screening, in order to secure global agreement to an appropriate regime for screening outbound air cargo, in particular the identification of any higher risks to certain cargo operations, by region and/or by type of cargo;
- c) Reform of the ICAO audit process, in order to secure global agreement to giving increased transparency to audit results, as part of a transition to a risk-based audit process focused upon those regions and areas of most concern, replacing the present "one size fits all" approach in ICAO and enabling the better targeting of assistance activities; and
- d) Liquids, aerosols and gels security, in order to promote the implementation of a common testing methodology for Type C and D systems; the provision to airports of robust and consistent advice to help inform their investment decisions; and compliance with deadlines for phasing out the current quantity-based restrictions; and in these ways to improve passenger facilitation.

In discharging its role as the centre of expertise for Europe on aviation security policy and practice, ECAC will:

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- a) further develop and redefine the ECAC audit and capacity building programmes to reflect a more risk-based approach, including through the promotion of

vulnerability assessments, so as to concentrate resources where the risk is greatest rather than commit them simply in response to requests from individual States;

- b) continue to support ECAC Member States in their implementation of European security requirements, through a range of capacity building activities which will include the provision of advice on the establishment of national aviation security programmes, coaching, the organisation of vulnerability assessments, and work to develop common standards and testing methodologies for security equipment;
- c) continue to support and expand capacity building and partnership initiatives, in order to reduce the vulnerability of States and airports to terrorist exploitation; improve security practices; add to the sustainability of an international system of aviation security; and strengthen aviation relationships and co-operation among partners;
- d) explore with the European Commission the possibility of ECAC undertaking some security functions on its behalf, and/or with funding from EU sources; and
- e) cooperate with the ICAO EUR-NAT Regional Office to promulgate best practices in Europe, including in support of the non-ECAC States accredited to ICAO EUR-NAT, to improve their compliance with ICAO security standards and recommended practices. This will require there to be an appropriate working relationship with the holder of the aviation security post established recently within the Regional Office, and an integrated approach to resource planning.

AVIATION AND THE ENVIRONMENT

The environmental impacts of the aviation sector must be mitigated if it is continue to be an important facilitator of economic growth and prosperity. Alongside ECAC's continued development of guidance, recommended methodologies etc for ECAC States, the organisation's priority in the immediate future will be to follow up actions from the 2009 ICAO High Level Meeting on International Aviation and Climate Change, and from the 2010 Assembly, and in particular to work, in concert with the European Commission, to:

- a) support work in ICAO within the framework of the "comprehensive approach" to environmental mitigation, in particular in relation to the role and design of market based measures, and maintain Europe's "first mover" position by securing the implementation of effective coordinated actions to achieve sustainable aviation growth without undermining competition;
- b) develop and promulgate best practice for States in their management and reduction of aviation greenhouse gas emissions, drawing as appropriate on the State Action Plans being developed in response to Resolution A37/19, including through data-sharing and making more widely available the outputs of research activities; and
- c) prepare for ICAO meetings, notably the 2013 Assembly and any high level conferences but also meetings of CAEP, and ensure that a pan-European approach is taken to efforts to reduce the adverse impacts of air transport, both locally in terms of noise and local emissions around airports, and in terms of climate change.

AIRSPACE

European expertise in international airspace matters rests with EUROCONTROL. ECAC will continue to play a supporting role in this field, working in concert with EUROCONTROL and the European Commission to promote European positions in ICAO and other international aviation fora, and to consolidate a pan-European approach within ECAC Member States. A common approach to SESAR and NextGen interoperability standards, common airspace policies benefitting all ECAC Member States, and the achievement of the Single European Sky goals on a pan-European basis are the airspace objectives which ECAC will seek to help deliver.

AVIATION AND ECONOMICS

ECAC can serve as a valuable forum for the discussion at a pan-European level of the economic dimensions of European air transport, including future trends and challenges facing the industry. Most immediately and as its first priority, it will work with its Member States and other European aviation organisations to develop European positions for ICAO's Sixth Worldwide Air Transport Conference in March 2013, and ensure that they are well represented there.

The annual ECAC Forum and periodic ECAC/EU Industry Dialogues are important vehicles for debating economic issues at the pan-European level. More generally ECAC will work to –

- a) support mutual understanding on economic matters of interest to ECAC States, including in relation to issues around competition, market access, taxation, intermodality, passenger rights, and the challenges to civil aviation during periods of severe economic downturn; and
- b) promote a level global playing field on key economic issues, notably through ICAO.

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ECAC's External Relations

The principal focus of ECAC's activities are the ECAC States themselves. The external relations dimension of its activities is nonetheless important, and it is a part of the organisation's formal mission statement to promote understanding on policy matters between its Member States and other regions of the world. In pursuing its external relations activity ECAC will seek to realise added value for its Member States, and to avoid duplicating initiatives taken by other European aviation organisations.

To this end, ECAC will maintain and further develop as appropriate its framework of relationships and dialogues with external partners, including major emerging aviation States, with the following objectives:

- a) promotion of European positions and priorities at ICAO, ensuring that they are well represented there, including through close coordination with European members of the ICAO Council;
- b) promotion of those positions and priorities similarly at other major international events; and
- c) to learn from and influence selected major aviation States and regional organisations, through the establishment of new cooperative relationships and the strengthening of those with existing partners, within and beyond Europe.

The means by which these objectives shall be pursued and the priorities assigned amongst them have been defined in an "ECAC External Relations Policy Statement", endorsed by Directors General.

...

Conclusion

As already observed, ECAC is Europe's largest and longest-standing aviation organisation, with a unique status in the region and a significant role to play in helping to promote the success of the air transport sector in Europe, and the interests, safety and security of European passengers within and beyond the region. It brings to this role significant strengths, in particular its pan-European perspective as an organisation operating across 44 States, and its ability to engage with regional bodies across the world, including to establish broad positive relationships within the framework of which Europe's more operational aviation bodies are able to engage on specific issues.

ECAC will support its Member States, in concert as appropriate with the European Commission and the other European aviation bodies, in the development and delivery of a pan-European approach to its strategic policy areas of safety, security, the environment, airspace, and economics, and will support the preparation and presentation internationally of harmonised European positions in these policy areas, including most importantly at the 2013 ICAO Assembly.
