International Civil Aviation Organization
Latin American Civil Aviation Commission
ICAO/LACAC NAM/CAR/SAM Aviation Security and
Facilitation Regional Group (AVSEC/FAL/RG)

INFORMATION PAPER

SIXTH MEETING OF THE AVIATION SECURITY AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG/6)
Mexico City, Mexico, 6 to 10 June 2016

Agenda Item 8: **Terms of Reference and Work Programme**

TERMS OF REFERENCE AND WORK PROGRAMME OF THE ICAO/LACAC NAM/CAR/SAM AVIATION SECURITY AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG)

(Presented by the Secretariat)

1. **Introduction**

1.1 This information paper presents for consideration of the Meeting the Terms of Reference and Work Programme as approved by the Fifth Meeting of the ICAO/LACAC NAM/CAR/SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG/5) held in the ICAO SAM Regional Office, Lima, Peru, 3 to 5 June 2015.

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APPENDIX
ICAO/LACAC NAM/CAR AND SAM AVIATION SECURITY
AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG)
TERMS OF REFERENCE, WORK PROGRAMME AND PROJECTS

1.   Establishment

1.1   Addressing the following meetings and agreements:

- Memorandum of Cooperation between ICAO and LACAC providing a framework for enhanced cooperation (Montreal, Canada, 27 September 2010)
- Resolution 19-5 of the Latin American Civil Aviation Commission XIX Ordinary Assembly (LACAC) (Punta Cana, Dominican Republic, 1 to 5 November 2010)
- Fifth Aviation Security and Facilitation Regional Group Meeting (AVSEC/FAL/RG/5) (Lima, Peru, 3 to 5 June 2015)

in accordance with ICAO Strategic Objective, Security and Facilitation, which reflects the need for ICAO's leadership in aviation security, facilitation and related border security matters adopted during the 38th Session of the ICAO Assembly; in the spirit of the Joint Declaration on Civil Aviation Security for the Americas adopted during the High-Level Ministerial Meeting held in Mexico in February 2010 and the Cooperation Agreement between ICAO and LACAC signed in September 2010, whose objectives foster the improvement of consultation and cooperation, as well as to avoid duplication of efforts, promote and assist training activities and strengthen coordination between LACAC and the ICAO Regional Offices, among others, ICAO and LACAC combined their respective AVSEC and FAL regional groups and established the ICAO/LACAC Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG) for the ICAO North American (NAM), Caribbean (CAR) and South American (SAM) Regions.

1.2   The Joint Statement of the Regional Conference on Aviation Security in Caracas, Venezuela, dated 8 February 2012, includes the following: *"We recognized the action plan developed by the Aviation Security and Facilitation Regional Group in May 2011, which fosters the implementation of harmonized aviation security in the region in cooperation with the Latin American Civil Aviation Commission and ICAO."*

1.3   The AVSEC/FAL/RG will report its activities and results to the Directors of Civil Aviation and the appropriate aviation security authority, if different, in States and Territories of the NAM/CAR and SAM Regions. ICAO and LACAC will process the reports using their respective mechanisms, as appropriate, taking into consideration minimization of duplication.

2. AVSEC/FAL/RG Membership

2.1 *AVSEC/FAL/RG Members*

Representatives and alternates may be nominated by the following:

ICAO member States and Territories of the NAM/CAR and SAM Regions:

Anguilla	Guyana
Antigua and Barbuda	Haiti
Argentina	Honduras
Aruba	Jamaica
Bahamas	Mexico
Barbados	Montserrat
Belize	Netherlands (for Bonaire, Sint Eustatius
Bermuda	and Saba Islands)
Bolivia	Nicaragua
Brazil	Panama
British Virgin Islands	Paraguay
Canada	Peru
Cayman Islands	Saint Kitts and Nevis
Chile	Saint Lucia
Colombia	Saint Vincent and the Grenadines
Costa Rica	Saint Maarten
Cuba	Suriname
Curaçao	Trinidad and Tobago
Dominican Republic	Turks and Caicos
Ecuador	United Kingdom
El Salvador	United States
France (for French Antilles and French	Uruguay
Guiana)	Venezuela
Grenada	
Guatemala	

International Organizations:

ACI	IATA
ACSA COCESNA	IDB
ALTA	IFALPA
CANSO	IFATCA
CASSOS	OAS CICTE
ECCAA	

A Chairperson and Vice-Chairperson will be elected by the Group from State representatives present at the meeting where the election is held, each representing States to ensure that together they cover the NAM/CAR and SAM Regions, English and Spanish languages and AVSEC/FAL expertise for a period of three years.

2.2   AVSEC/FAL/RG Participants

Participation by the following may be invited:

- States and Territories from other regions
- Other international, regional, national and security organizations, bodies and agencies (e.g., ECAC)
- Aircraft operators
- Air Navigation Service Providers
- Airport operators
- ICAO Aviation Security Training Centres in the NAM/CAR and SAM Regions

3.   Secretariat

3.1   The Secretariat will be provided by ICAO and LACAC. Within ICAO, the Secretariat will be led by the NACC and SAM Regional Offices coordinated by the NAM/CAR and SAM Regional Officers for Aviation Security and supported by the ICAO Headquarters Aviation Security Branch. Within LACAC, will be leaded by the Secretary and his Operations Assistant.

4   ICAO/LACAC AVSEC/FAL/RG Regional Group Mission

To be the regional forum to promote compliance with Standards and Recommended Practices of Annexes 9 – *Facilitation* and 17 – *Security* to the Chicago Convention.

5.   ICAO/LACAC AVSEC/FAL/RG Regional Group Vision

Identify regional particularities and difficulties and propose guidelines and common procedures to assist and cooperate with States in compliance with the ICAO and LACAC objectives on AVSEC/FAL issues.

6.   Strategy

6.1   Emphasize the importance of aviation security and facilitation amongst States and stakeholders.

6.2   Promote compliance with aviation security and air transport facilitation provisions and development of aviation security oversight capabilities of States.

6.3   Promote information sharing amongst States to raise awareness related to threats and aviation security trends.

6.4   Promote mutual recognition of aviation security and air transport facilitation processes.

7.   Objectives

7.1   Enhance security and facilitation of air transport operations, aircraft, civil aviation facilities, personnel and the travelling public, and discourage and diminish the potential for unlawful interference and acts against civil aviation.

7.2   Improve regulation and enforcement of aviation security and air transport facilitation provisions by appropriate authorities at the national level, and support necessary arrangements for implementation capability at State international airports.

7.3   Develop a regional aviation security and air transport facilitation structure based on regional cooperation and coordinated assistance for States in these areas.

7.4   Establish a regional mechanism that allows "common application" guidelines of ICAO Annexes 9 and 17, paying special attention to the generation of a regional policy for the organization, application and compliance of international standards of the National Committees and Facilitation and Airport Security Committees.

7.5   Optimization of the coordination, cooperation and information exchange mechanisms, experiences, procedures and best practices in aviation security and facilitation among States; strengthening the AVSEC and FAL oversight systems on behalf of State appropriate authorities, as well as the harmonization of AVSEC/ FAL training programmes and policies on the basis of individual needs in each region.

7.6   Develop training guidelines to maintain AVSEC/FAL balance and a proper methodology that allows States to assess and define threat levels and harmonization whenever the circumstances permit.

7.7   Develop a cooperation policy aimed at compliance of Standards contained in Annex 9 – *Facilitation* and regarding implementation of Machine Readable Travel Documents (MRTDs).

7.8   Look for intraregional support alternatives to harmonize effective and efficient implementation of AVSEC and FAL Standards in each State.

7.9   Identify financial and in-kind contributions from multinational and bilateral partners/donor States/organizations to provide State assistance with aviation security and air transport facilitation provision implementation.

7.10   Enhance AVSEC/FAL professional(s) awareness.

8.   Activities

8.1   Provide i) a forum for discussion, coordination and cooperation of AVSEC and FAL issues amongst States, partners and stakeholders; ii) exchange relevant information; and iii) threat and risk assessment.

8.2   Review analyses of regional AVSEC and FAL deficiency trends and develop harmonized regional action plans for resolution.

8.3   Promote and provide a mechanism for regional coordination and cooperation amongst State AVSEC and FAL authorities, international organizations, regional oversight bodies and industry.

8.4   Share 'best practices' amongst States and utilize the capacity available in some States' Administrations to assist others.
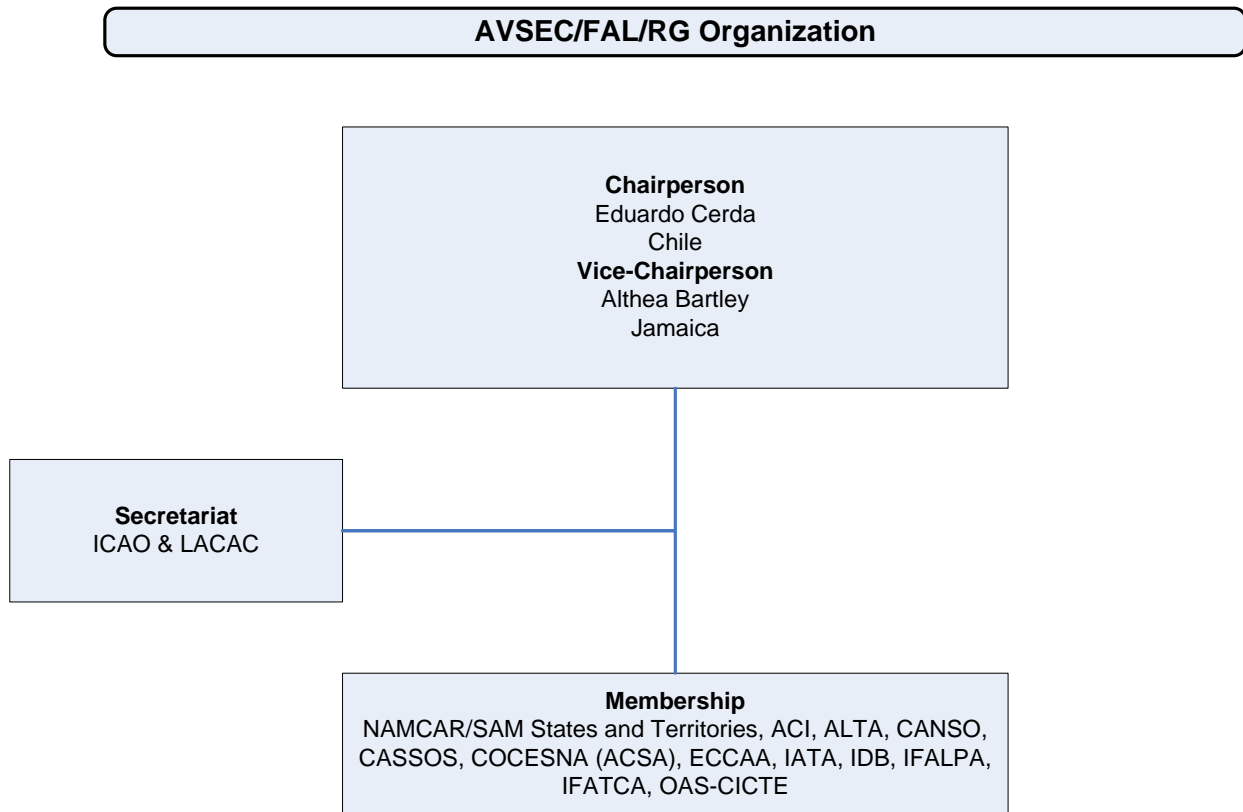
8.5   Identify available options for providing assistance to and cooperation between and among States through the following:

- Direct bilateral and multilateral agreements among States
- Horizontal cooperation facilitated by the LACAC Secretariat
- ICAO Regional Offices with the support of and in coordination with the Implementation Support and Development – Security Section and the Technical Cooperation Bureau
- Other international organizations and development agencies

9.   Documentation

9.1   Documentation prepared and reviewed by the AVSEC/FAL/RG shall be available in both English and Spanish. Meeting documentation will be translated by the Secretariat adopting the applicable procedures and timelines established for all regional group meetings and specified in the meeting invitation letters. Documentation produced by the AVSEC/FAL/RG programmes and projects, in addition to the working papers, including appendices thereof, will be translated by the member States/organizations of the project that has produced the documents for review by the AVSEC/FAL/RG. If the project members are unable to identify a resource to perform the translation, the State coordinator of the project will inform the Secretariat in a timely manner in order to examine alternative options to complete the translation. The Secretariat will process documentation and make it available on the corresponding website no later than one week prior to the commencement of the meeting. This requires States/organizations to submit working papers requiring translation to the Secretariat no later than one month prior to the commencement of the meeting.

10. **Organization**

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│                  AVSEC/FAL/RG Organization                      │
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Chairperson
Eduardo Cerda
Chile
Vice-Chairperson
Althea Bartley
Jamaica

Secretariat
ICAO & LACAC

Membership
NAMCAR/SAM States and Territories, ACI, ALTA, CANSO,
CASSOS, COCESNA (ACSA), ECCAA, IATA, IDB, IFALPA,
IFATCA, OAS-CICTE

11   **Work Programmes, Strategic Plan and Projects**

11.1   The Work Programmes and Projects of the AVSEC/FAL/RG are presented in the Table at **Attachment 1**.

11.2   All work programmes and projects must be completed and delivered to the ICAO/LACAC Secretariat no later than 31 January of the following year of the meeting. Once programmes and projects are received, the Secretariat will distribute this information for review and comment to all States within a 15-day timeframe. Comments from the States should be received no later than 15 March.

11.3   Comments received by the Secretariat will be sent to the coordinating State to amend the project, if appropriate, and/or to prepare a working paper with the results of the project. In the event a working paper is prepared, it should be sent to the Secretary no later than 30 April so that it can be presented at the subsequent AVSEC/FAL/RG meeting.

11.4 The Strategic Plan developed by the AVSEC/FAL/RG can be found at **Attachment 2** and contains:

- Internal Work Procedures for the ICAO/LACAC AVSEC/FAL Regional Group and Task Forces (**Attachment 3**)
- Coordinator State Communication Model all Task Force members (**Attachment 4**)
- Method to determine an ICAO/LACAC AVSEC/FAL/RG Task Force's progress to meet its goals (**Attachment 5**)

WORK PROGRAMMES & PROJECTS / PROGRAMAS Y PROYECTOS DE TRABAJO

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
AVSEC							
Passenger and carry-on baggage screening procedures – List of prohibited articles Procedimientos de inspección de pasajeros y su equipaje de mano – Lista de objetos prohibidos	Screening criteria Criterios de inspección	Standardize screening criteria (definition of prohibited articles) in order to facilitate the passenger boarding process in the region. Estandarizar los criterios de inspección (definición de artículos prohibidos) para facilitar el embarque de los pasajeros en la región.	a) Determine existing differences among NAM/CAR and SAM Regions States b) Determine if screening criteria may be harmonized on the basis of risk level c) Determine whether it is possible to establish a coordination mechanism for similar criteria a) Determinar las diferencias que existen entre los Estados de las Regiones NAM/CAR y SAM b) Determinar si se pueden estandarizar los criterios de inspección con base en el nivel de riesgo c) Determinar si se puede establecer un mecanismo de coordinación para criterios similares	AVSEC/FAL/RG member States can harmonize or standardize their passenger and cabin baggage screening procedures and their prohibited items list. Los Estados miembros del AVSEC/FAL/RG pueden armonizar o estandarizar sus procedimientos de inspección de pasajeros y su equipaje de mano y su lista de artículos prohibidos.	Chile	Argentina Colombia Cuba Ecuador Paraguay Peru / Perú Venezuela Uruguay	Initial deadline for State contributions: 31 August 2014 Fecha límite inicial para contribuciones de los Estados: 31 de agosto de 2014 Report by January 2015 Informe para enero de 2015
Aviation Security Management Systems Sistemas de Gestión de la seguridad de la aviación	Develop a Security Management System (SeMS) implementation study. Desarrollo de un estudio para la implementación de un Sistema de Gestión de la Seguridad de la Aviación (SeMS).	Encourage States to introduce an Aviation Security Management System (SeMS) within the framework of their own State's National Civil Aviation Security Programme (NCASP) Alentar a los Estados a introducir un Sistema de Gestión de la Seguridad de la Aviación (SeMS) en el marco de sus respectivos Programas Nacionales de Seguridad de la Aviación Civil (PNSAC)	a) Consult different States that have experience with SeMS implementation within their aviation security systems b) Present State SeMS implementation experience results at the next AVSEC/FAL/RG meeting. a) Consultas a los diferentes Estados que hayan tenido experiencia en la aplicación de un SeMS en sus sistemas de seguridad de la aviación b) Presentar los resultados de las experiencias de los Estados durante la implementación SeMS a la próxima reunión del AVSEC/FAL/RG	Introduction to future measures and recommendations on SeMS implementation. Introducción a las futuras medidas y recomendaciones en la implementación de un SeMS.	Colombia	Argentina Brazil/Brasil Cayman Islands/Islas Caimanes Cuba Mexico/México Trinidad and Tobago/Trinidad y Tabago United States/Estados Unidos	January 2015 Enero de 2015

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
Coordination between States to standardize their aviation security systems audit procedures Coordinación entre los Estados para estandarizar los procedimientos de auditorías de sus sistemas de seguridad de la aviación	Develop common quality control protocols as tools for States to audit their own national aviation security systems. Desarrollar protocolos de control de calidad homogéneos que sirvan como herramientas para auditar los propios sistemas nacionales de seguridad de la aviación de sus Estados	Standardization of audit results of AVSEC/FAL/RG member States, similar to USAP audit results, developing audit protocol models and guidelines to be used by those States. Estandarización en los resultados de las auditorías de los Estados miembros del AVSEC/FAL/RG similares a los resultados de las auditorías de la USAP, desarrollando modelos de protocolos de auditoría y directrices para ser usadas en esos Estados.	Prepare a Gantt chart including the following information: a) Assessment of the audit protocols used by member States b) State model audit protocols for the States Required training activities c) Practical implementation exercises, and d) Future activities Preparar un diagrama de Gantt considerando como mínimo la siguiente información: a) Relevamiento de los protocolos de auditoría utilizados por los Estados miembros b) Modelo de Protocolos de auditoría para los Estados c) Actividades de instrucción requeridas d) Ejercicios prácticos de implementación, y e) Actividades futuras	a) Comparable results to USAP audit findings b) Better identification and correction of deficiencies c) Indicators that can be compared with the USAP, and d) More efficient corrective action plans a) Resultados comparables con las constataciones de las auditorías de la USAP b) Mejor identificación y corrección de las deficiencias c) Indicadores comparables con la USAP, y d) Planes de acción correctivos más eficientes	Brazil/Brasil	Argentina Cayman Islands/Islas Caimanes Cuba Jamaica Ecuador Nicaragua Trinidad and Tobago/Trinidad y Tabago United States/Estados Unidos	January 2015 Enero de 2015
Transit cargo security Seguridad de la carga en tránsito	Study the need to develop procedures and possibly a Recommended Practice for transit cargo security / Estudiar la necesidad de desarrollar procedimientos y posiblemente un Método Recomendado para la seguridad de la carga en tránsito	Determine if additional guidance and/or a Recommended Practice needs to be developed for transit cargo. Determinar si material guía adicional y/o un Método Recomendado debe ser desarrollado para la carga en tránsito	A study is developed and conducted/ Se desarrolla y realiza un estudio	Report presented at the next AVSEC/FAL/RG on the study outcome / Un informe sobre el resultado del estudio será presentado en la próxima reunión del AVSEC/FAL/RG.	Nicaragua	Argentina Belize/Belice Chile Costa Rica Guatemala Jamaica	January 2015 Enero de 2015

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
FAL							
MRTD DVLM	Implementation of Annex 9 Machine Readable Travel Document (MRTD) Standards and Recommended Practices Implementación de las Normas y Métodos Recomendados del Anexo 9 en lo relacionado a los Documentos de viaje de lectura mecánica (DVLM)	State compliance with of Annex 9, Standard 3.10 and Doc 9303 on MRTD Cumplimiento por parte de los Estados de la Norma 3.10 del Anexo 9 y del Doc 9303 sobre DVLM	Communication by e-mail will be conducted to exchange ideas on: a) The need for survey responses from all States b) Verify implementation of the project c) Through the Secretariat, verify which States are available to collaborate with those States in need Las comunicaciones se efectuarán mediante correo electrónico para realizar el intercambio de ideas respecto de: a) La necesidad de respuesta de la encuesta por parte de todos los Estados b) Verificar la implementación del proyecto c) Verificar, a través de la Secretaría, a los Estados que están disponibles para colaborar con aquellos Estados que así lo requieran	Standard compliance Cumplimiento de la Norma	Dominican Republic / República Dominicana	Brazil / Brasil Colombia Chile Paraguay	Initial deadline for State questionnaire contribution: 15 August 2014 Fecha límite inicial para contribuciones del cuestionario por los Estados: 15 de agosto de 2014 -------------- Report by January 2015 Informe para enero 2015

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
Best Facilitation practices Mejores prácticas en Facilitación	Establish a database Establecer una base de datos	Collect information from States and promote best practices Recopilar información de los Estados y promover las mejores prácticas	a) Use developed methodology and send information to the Secretariat to coordinate database publication on the LACAC web page b) Publish and maintain the database a) Usar la metodología desarrollada y enviar la información a la Secretaría para coordinar la publicación en el sitio web de la CLAC como una base de datos b) Publicación y mantenimiento de la base de datos	Identify States own best practices or those of other States with a developed methodology; Create a database with the compiled information; and c) Present a draft resolution to the next AVSEC/FAL/RG Meeting to approve the proposed methodology Identificar las mejores prácticas propias de los Estados o de otros Estados basados en la metodología desarrollada; Crear una base de datos con la información colectada; y Presentar un borrador de resolución en la próxima reunión del AVSEC/FAL/RG para aprobación de la metodología propuesta	Chile	Bolivia Colombia Dominican Republic / República Dominicana Ecuador Peru / Perú ALTA	January 2015 Enero 2015

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
Facilitation training material Material de capacitación en Facilitación	Development of Facilitation training material Desarrollo de material de capacitación en materia de Facilitación	Standardized Facilitation training material to support NAM/CAR and SAM States compliance with ICAO Annex 9 Standards and Recommended Practices and ICAO published Facilitation support documents Material didáctico normalizado sobre Facilitación para apoyar a los Estados NAM/CAR y SAM a cumplir con las Normas y Métodos Recomendados del Anexo 9 de la OACI y documentación de apoyo publicada por la OACI	Produce the following standardized training material: a) Annex 9 General Awareness and Identification of Individual and Joint Facilitation Responsibilities Workshop – 5 days b) National Air Transport Facilitation Programme Workshop – 5 days c) Facilitation implementation and oversight activities (Communication, Coordination and Cooperation) Workshop – 3 days Desarrollo del siguiente material didáctico normalizado: a) Taller sobre Anexo 9 -concienciación general e identificación de responsabilidades individuales y de conjunto sobre la Facilitación – 5 días b) Taller sobre el Programa Nacional de Facilitación del Transporte Aéreo – 5 días c) Taller sobre la implementación y supervisión de actividades de Facilitación (Comunicación, Coordinación y Cooperación) - 3 días	. Make training material available to AVSEC/FAL/RG member States to teach and enhance knowledge on ICAO Annex 9 – *Facilitation* Standards and Recommended Practices Poner el material de instrucción a la disposición de los Estados miembros del AVSEC/FAL/RG para enseñar e incrementar el conocimiento de las Normas y Métodos Recomendados del Anexo 9 – *Facilitación* de la OACI	ASTC/CIIASA Mexico/México	Bolivia Chile Colombia	January 2015 Enero de 2015

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
AVSEC/FAL							
ICAO/LACAC NAM/CAR and SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG) Strategic Plan Plan estratégico del Grupo Regional sobre Seguridad de la Aviación y Facilitación NAM/CAR y SAM OACI/CLAC (AVSEC/FAL/ RG)	Strategic Plan Plan estratégico	Verify effective implementation of Strategic Plan methodology and measurement tools that lead to establishing clear development goals and indicators Verificar la implementación efectiva de la metodología del Plan estratégico y herramientas de medición que apunten a establecer con claridad metas e indicadores de desarrollo	*Implementation strategies:* Ensure Task Forces efficiently use and effectively establish Strategic Plan methodology. *Activities:* a) Ask Task Force participant States to confirm their continued participation for 2014-2015 b) Participant States of the Working Group on Strategic Plan (WGSP) will serve as a reference on Strategic Plan application in other Task Forces to be formed c) Compile identified difficulties and deficiencies for proposed modifications to the Strategic Plan *Estrategias de implementación:* Asegurar que los Grupos de tarea hagan uso efectivo y eficiente de la metodología establecida en el Plan estratégico. *Actividades:* a) Solicitar a los Estados que participaron en el Grupo de tarea que confirmen su permanencia en el mismo para el período 2014-2015 b) Los Estados que componen el Grupo de Trabajo sobre Plan Estratégico (GTPE) serán referentes para la aplicación del Plan estratégico dentro de los demás Grupos de tarea que establezcan c) Compilar las dificultades y deficiencias detectadas con el fin de proponer modificaciones al Plan estratégico	Optimize multiparty work and share member State resources based on coordination and mutual support. Optimizar el trabajo conjunto y compartir los recursos de los Estados miembros basados en la coordinación y apoyo mutuo.	Argentina	Argentina, Brazil/Brasil, Chile, Colombia, Costa Rica, Curaçao/Curazao Dominican Republic/República Dominicana, Guatemala, Jamaica, Nicaragua, República Dominicana, Trinidad and Tobago/Trinidad y Tabago, Venezuela, United States/Estados Unidos, Uruguay	January 2015 Enero 2015

Programme / Programa	Project / Proyecto	Objectives / Objetivos	Activities / Actividades	Deliverables / Resultados	State Coordinator / Estado Coordinador	State Contributors / Estados Contribuyentes	Target Completion Dates / Fechas metas para finalización
LACAC resolutions and recommendations related to drug transport and consumption Resoluciones y recomendaciones emitidas por la CLAC relacionadas con el transporte y consumo de estupefacientes	Analysis and update of resolutions and recommendations issued by LACAC assemblies related to drug transport and consumption Análisis y actualización de las resoluciones y recomendaciones emitidas en las asambleas de la CLAC relacionadas con el tráfico y consumo de estupefacientes	Urge AVSEC/FAL/RG member States to analyze and update resolutions and recommendations issued by LACAC assemblies. Instar a los Estados miembros del AVSEC/FAL/RG a analizar y actualizar las resoluciones y recomendaciones emitidas en las asambleas de la CLAC.	a) Analysis, modification, update and/or removal of resolutions and recommendations not applicable to the objectives b) Review resolutions and recommendations applicable to specific regional experience c) Participating States review LACAC resolutions and recommendations, as well as those of other international organizations that mention illicit narcotic transport and make appropriate comments to be included in State guidance documents as an aviation security and facilitation input. a) Análisis, modificación, actualización y/o eliminación de las resoluciones y recomendaciones que no sean aplicables a los objetivos b) Revisar la aplicabilidad de las resoluciones y recomendaciones a experiencias concretas en las regiones c) Que los Estados participantes revisen las resoluciones y recomendaciones de la CLAC así como de otros organismos internacionales que hagan mención al tema del tráfico ilícito de estupefacientes y hacer los comentarios pertinentes a fin de que se incluyan en los documentos de orientación de los Estados como un aporte a la seguridad de la aviación y facilitación.	a) AVSEC/FAL/RG NAM/CAR and SAM member States adopt the appropriate resolutions and recommendations deemed appropriate by the Group that contribute to aviation security and facilitation b) Show the importance of State application of resolutions and recommendations to the AVSEC/FAL/RG a) Que los Estados miembros del AVSEC/FAL/RG NAM/CAR y SAM adopten las resoluciones y recomendaciones que el Grupo considere pertinente para contribuir con la seguridad de la aviación y facilitación b) Mostrar al AVSEC/FAL/RG la importancia de la aplicación de las resoluciones y recomendaciones en los Estados	Nicaragua	Bolivia Cayman Islands / Islas Caimanes Cuba Trinidad and Tobago / Trinidad y Tabago	February 2015 Febrero 2015

ATTACHMENT 2 TO THE APPENDIX

ICAO/LACAC AVIATION SECURITY AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG) STRATEGIC PLAN

The strategic planning model that will be used by the AVSEC/FAL/RG will be based on analysis tables from the **Hoshin Kanri** methodology.

Hoshin is a systematic, step by step process to determine priorities, develop plans to ensure that each priority is properly addressed, review the planning process and make adjustments as necessary. Through this model, effort duplicity is assumed to be eliminated and unify Task Force strategic planning.

The following techniques may be used to obtain the required information to complete the templates posed by this method:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- Weaknesses and Threats (WT) analysis
- Force field analysis
- Pareto principle
- Creative brainstorming
- Multi-voting
- Negative voting

Benefits in using approved methodology:

- Planning process enhancement based on priorities
- Responsibilities are clarified
- Helps to build consensus regarding problems and priorities
- The way in which documentation and review is accomplished allows for better decision-making and correction of major problems
- Enhances communication
- Facilitates teamwork

The approved process

The approved process is the application of a cycle known as Planning, Doing, Controlling, and Acting (PDCA), which is used to measure progress of previously established objectives.

The process starts with an internal and external assessment that considers several aspects in a similar way to a SWOT analysis; as a result, it identifies key or major elements.

Objectives and strategies are drafted to achieve compliance in such a way that each objective is linked to one or more strategies; implementation plans are developed at the end of the process.

Then the implementation process is managed and non-scheduled revisions are done periodically (key of the process) since both elements allow early detection of deviations that could lead to a lack of objective fulfillment.

If results were not as expected, it is time to develop a deviation analysis and start corrective measures that must be implemented immediately.

Approved method flowchart
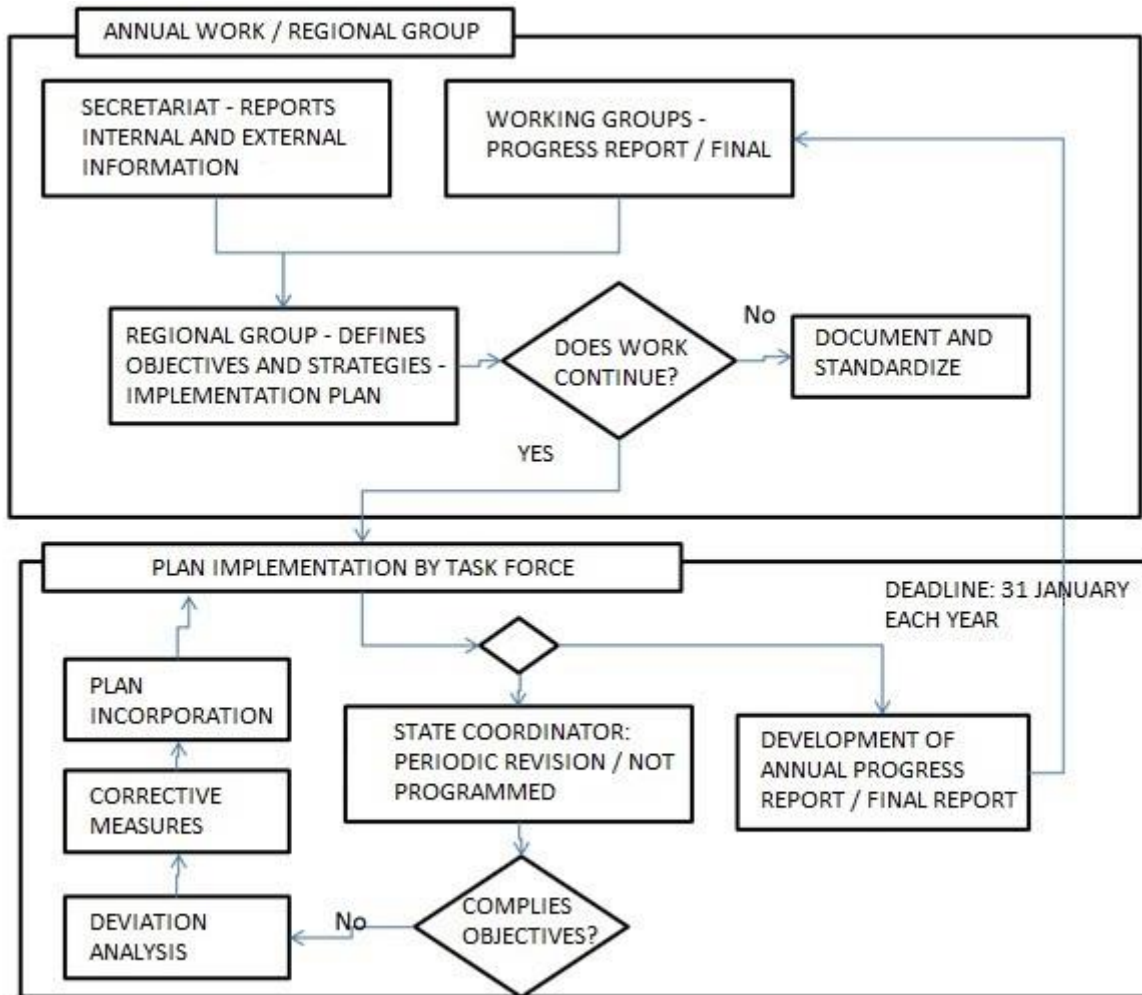
1. The annual plan

The annual plan is part of the PDCA cycle. Each objective and strategies to be used are included for achievement. Next, a results measurement form is applied (in accordance with the established indicators for that specific planning measurement), the assigned responsible Task Force and a defined date are established for programme revisions.

PLANNING BOX				
Period:		Page ... from ...		
Prepared by:		Date:		
Revised by:		Date:		
Objective	Strategy	Results measurement	Responsible	Date of revision

Results measurement should answer the question: How can we know if a strategy has been successfully implemented?

2. Revision box

The annual revision box applies the PDCA cycle to measure progress with fulfilment of the objectives that were established.

REVISION BOX			
Period:		Page ... from ...	
Prepared by:		Date:	
Revised by:		Date:	
Objective	Results	Deviation analysis summary	Consequences for the next period

3. Implementation plan

The implementation plan is a detailed tactical plan that produces a list of responsibilities for each group member for implementation of each particular strategy.

A calendar is included as part of the form, similar to the one used in the bar charts for the activity control. In this way, each implementation item of a determined strategy will graphically show the programmed beginnings and endings.

As developed, verifications can be carried out to determine if the estimated progress has been achieved and, if not, analyse the causes and take corrective decisions.

IMPLEMENTATION PLAN															
Period:			Page ... from ...												
Prepared by:			Date:												
Revised by:			Date:												
Strategy	Implementation item	Responsible	J	F	M	A	M	J	J	A	S	O	N	D

4. Deviation report

The deviation report is a formal procedure to register analysis of the deviations and is a crucial part of the implementation process. When results do not match the programmed outcome, analysis is required to determine deviation causes.

This form should be completed as soon as a deviation is presented and should be processed in a timely manner.

This report describes deviations and produces a detailed analysis of the causes. Furthermore, it registers the actions undertaken in relation to deviations.

Actions may be divided into three phases:

- The first is the generation of emergency countermeasures to reduce the problem as soon as detected.

- The second is a short-term period measurement to prevent recurrence of the problem.

- The third is the determination of problem causes and eradication.

DEVIATION REPORT	
Period:	Page ... from ...
Prepared by:	Date:
Revised by:	Date:

1. Problem description

2. Circumstances in which the problem was presented

3. Problem causes

4. Corrective measures taken

5. Results of the corrective measures

6. Measures to avoid recurrence

7. Plan to eliminate causes

8. New or residuary problems

5. Consistency of approach and ICAO/LACAC definitions

Although both organizations seek the same results, over time they have been applying individual methods, definitions and approaches. In order to avoid future effort duplicity, basic information is provided to allow Task Forces to continue work based on previous agreements. It would be ideal to have a common methodology and vocabulary in the mid-term.

For this purpose, the proposed process is considered compatible with the achievements to date by ICAO and LACAC; therefore, the different Task Forces could apply and adapt it according to their own experience and needs.

LACAC	ICAO	INTERPRETATION
Macro task	Programme	ICAO and LACAC generic programmes
Tasks – (Ad Hoc groups)	Task force	Based on a programme with assigned objectives
Stages or activities	Activities	Activities

LACAC	ICAO	INTERPRETATION
Lecturer	Coordinator State or Organization	Member State responsible for one macro task, Project Coordinator State
Group member	Group member (Contributor State)	Contributor State or organization part of a task force
Vision	Vision	Vision concept
Present LACAC as an essential organization for the support of member States, and constitute it as a platform to promote the development and international civil aviation security in the Latin American Region.	Achieve safe, secure and sustainable development of civil aviation.	Both organizations vision.
Purpose	Mission	Concept of mission
Establish Macro tasks, Focal Points, and accomplishment calendar and measurement mechanisms to support Authorities in the development of civil aviation industry, accomplishing planned objectives.	To become the global forum for States and international organizations on international civil aviation.	Both organizations mission.
Objective	Objective	Concept of objective
Executive Committee		LACAC Executive Committee (responsible for the follow up of the accomplishment of the macro tasks)
Administration goal	Results	Partial results of a programme or macro task
Performance indicator		Accomplishment of the stages achievement within established periods
Group of experts	Task force	A group integrated by State representatives focused on a determined issue

LACAC	ICAO	INTERPRETATION
Formula for performance indicator calculation $$PI = \sum_{i=1}^{4} Ai * Pi$$ Where: Ai = 1 if a stage is accomplished and 0 if not Pi = weighing of the accomplished part		Formula to establish the accomplishment level of a management goal or an outcome (integrated by several activities). The result is equal to 1 if it is totally accomplished and less than 1 if it is partially accomplished.

ATTACHMENT 3 TO THE APPENDIX

ICAO/LACAC AVIATION SECURITY AND FACILITATION REGIONAL GROUP
(AVSEC/FAL/RG)

INTERNAL WORK PROCEDURES

These procedures are intended to provide guidelines that will ensure tasks and goals indicated by the AVSEC/FAL/RG are conducted based on the understanding and collaboration of States who are Task Force members.

By creating a Task Force, the AVSEC/FAL/RG shall clearly establish:

a) Goals, implementation strategies and relevant strategic activities
b) Topic assignment
c) Management goals
d) Deadlines to comply with each management task

For task development, Task Forces will use the management model drawn-up in these procedures and will report to the Secretariat, who in turn will report progress and conclusions achieved to States.

Notwithstanding, it should always be kept in mind that people who represent the different States who form the Task Force have other duties and responsibilities linked to their work positions. This could result with their regular duties and routine work taking priority over Task Force tasks.

1. RESPONSIBILITIES OF THE COORDINATING STATE

Each Task Force, formed by representatives of several States, will have a State who will coordinate the Task Force and be responsible for compliance with the assigned goals.

The Task Force coordinating State will have to:

- Comply with the goals that have been assigned to the Task Force/Project in time and form
- Maintain communication with the ICAO and LACAC regional officers (Secretariat) and all States who are Task Force members
- Foresee any delay with goal compliance and immediately inform the ICAO and LACAC regional officers (Secretariat) and propose corrective actions that could remedy any foreseen delays
- Follow-up on the progress of assigned activities in order to detect any deviation related to goal accomplishment and possible compliance delays
- Propose new deadlines in case of unavoidable delays, immediately informing the ICAO and LACAC regional officers (Secretariat)
- Provide the Secretariat with management indicators showing the progress of proposed objectives

- Communicate to each Task Force member:
  a) Draft progress reports for information and change proposals before sending them to the Secretariat
  b) Progress reports
  c) Objective compliance indicators
  d) Decisions adopted during work meetings
  e) Foreseen or real delays with each strategic activity, if applicable
  f) Any type of information that contributes to consistent knowledge for Task Force members and compliance with strategic tasks that have been assigned to each member
- Convene face-to-face and/or virtual meetings with Task Force members, possibly through the Secretariat, using available resources
- Present progress and final reports to the Secretariat
- Reassign tasks from one State to another
- Decide on incorporation of a State as advisor for a specific theme/topic as deemed necessary and appropriate
- Inform the Secretariat about reassignment of tasks within the Task Force
- Forward the final report referred to in the assigned mandate, together with any additional information deemed appropriate

2. THEME/TOPIC ADVISORS

Each Task Force member State shall:

- Be aware of goals, implementation strategy and strategic activities to be accomplished for the development of activities assigned by the coordinating State
- Be aware of the activity under his/her responsibility, including associated deadlines
- Be aware of the management goals under its responsibility
- Intervene in the development of draft and final reports
- Intervene in the objective(s) fulfilment indicators
- Participate in face-to-face and/or virtual meetings convened by the coordinating State
- Request information from the coordinating State in order to comply with his/her mandate
- Communicate any foreseen delays to the coordinating State as soon as indicated that they might occur
- Propose actions aimed at recovering lost time and keep up with the deadlines established by the Task Force
- Request to be incorporated as a theme/topic advisor whenever appropriate
- Keep the coordinating State informed at least every two months by indicating:

a)   Activities carried out
b)   Accomplishments during the period
c)   Inconveniences encountered
d)   Foreseen delays
e)   Other relevant matters

3. STATE REASSIGNMENT WITHIN THE TASK FORCE

When a State considers that due to a situation beyond its control it can no longer comply with the assigned mandate, it can request to be relieved of its responsibility.

Whenever a State considers that it is in the position to make a significant contribution, it can request its incorporation as a member of a Task Force.

4. PROGRESS REPORTS

The coordinating State will be responsible for drafting and distributing monthly progress reports that refer to its assigned objectives.

Each progress report shall be addressed to the corresponding ICAO/LACAC Regional Office and copied to all State members that are part of the Task Force.

Progress reports should be sent within the first five working days of each month, and they should include all activities carried out during the previous month and the progress made in comparison to previous progress status foreseen in the Task Force strategic planning.

The attached model should be considered in the preparation of progress reports; this will allow for consistency of progress reports communications.

5. FINAL REPORT

Task Forces will use the following management model to report to the Secretariat and States on progress and obtained conclusions:

- It should be addressed to the Secretariat and copied to all Task Force member State representatives

- It should be sent within the terms established in its strategic planning

- To draft the final report, the model previously sent by the Secretariat will be used

ATTACHMENT 4 TO THE APPENDIX
COM L-1: COORDINATOR'S COMMUNICATION TEMPLATE FOR TASK FORCE MEMBERS

From: (Task Force Coordinator State)
To: (Task Force States List)
cc: Secretariat
Date: ………………………..

The present message aims to inform about topics marked with an **(X)**

… A) Objectives, implementation strategies and activities

Objectives	Implementation strategies	Strategic activities	Follow-up observations and adjustments
Objective 1	Strategy 1.1	Activity 1.1.1	
		Activity 1.1.2	
		Activity 1.1.3	
Objective 2	Strategy 2	Activity 2.2.1	
		Activity 2.2.2	
		Activity 2.2.3	
Objective 3	Strategy 3	Activity 3.3.1	
		Activity 3.3.2	
		Activity 3.3.3	

… B) Topic responsibility

Management goals		Compliance deadline	Responsible State	Observations
Management goal 1		Original deadline:		
		Extension:		
Management goal 2		Original deadline:		
		Extension:		
Management goal 3		Original deadline:		
		Extension:		

… C) Anticipated delays in activities
A delay of … day(s) is anticipated in compliance with strategic activity N° … due to
……
………
………………………

… D) Draft Progress Report N° …

Draft Progress Report N° … is attached to keep Task Force member States informed and request their views. If no response proposing amendments to this draft is received within 10 calendar days counting from the next day of the draft report date it will be considered that the State(s) approve the draft and agree that it represents the actual progress report.

… E) Draft Final Report

A draft final report is attached to keep the Task Force Member States informed and request their views. If no response proposing amendments to this draft is received within 20 calendar days counting from the next day of the draft report date it will be considered that the State(s) approve the draft and agree that it represents the actual final report.

… F) Decisions taken during the Task Force meeting held on day…………………

This serves as notice that during the Task Force meeting held on day……………………, the following State representatives: (……………………) have decided:

Decision 1:…………………………………………………………………………………….
………
………………………
Decision 2:…………………………………………………………………………………….
………
………………………
Decision 3:…………………………………………………………………………………….
………
………………………

… G) Additional information

The following information is provided so that Task Force member States take it into account during their discussions and decision-making:

Information 1:…………………………………………………………………………………….
………
………………………
Information 2:……………………………………………………………………………………
………
………………………
Information 3:……………………………………………………………………………………
………
………………………

Task Force Coordinator

**COM RT-1: COMMUNICATION TEMPLATE FROM THE TOPIC RESPONSIBLE PARTY
TO THE TASK FORCE COORDINATOR**

From: (State responsible for the topic)
To: (Task Force Coordinator State)
cc: Secretariat
Date: ………………………..

Message RT Nº...........

This   message   aims   to   inform   about   ACTIVITY:
(...) progress
corresponding to (month): (...)
and management goals at the end of the message.

A) PERFORMED ACTIVITIES

....

....

....

....

B) TERM ACHIEVEMENTS

....

....

....

....

C) ENCOUNTERED DRAWBACKS

....

....

....

....

D) ANTICIPATED DELAYS IN STRATEGIC ACTIVITIES

A delay of … days is anticipated with strategic activity N° … compliance due to

……

E) OTHER MAIN TOPICS

……

……

……

……

F) PROPOSED WORK TO RECOVER LOST TIME

……

……

……

G) REQUEST OF TASK FORCE STATES REASSIGNMENT

……

……

H) MANAGEMENT GOALS

Management goal	Deadline	Monitoring and adjustment	Observations
Management goal 1	Original deadline:		
	Extension:		
Management goal 2	Original deadline:		
	Extension:		
Management goal 3	Original deadline:		
	Extension:		

Signature of Responsible for the topic

<u>Annex</u>

Task Force progress report template

Progress report N°

From: (Task Force Coordinator State)

To: (Secretariat)

cc: (Task Force States List)

Date:

Reference: Progress report for the two month period: …………………..

Referenced progress to each established objective for this Task Force is described. In the Observations column, a status summary of each activity is included and additional information is provided after the Table.

Objectives	Implementation strategies	Activities	Observations
Objective 1	Strategy 1.1	Activity 1.1.1	
		Activity 1.1.2	
		Activity 1.1.3	
Objective 2	Strategy 2	Activity 2.2.1	
		Activity 2.2.2	
		Activity 2.2.3	
Objective 3	Strategy 3	Activity 3.3.1	
		Activity 3.3.2	
		Activity 3.3.3	

Additional information:…………………………………

Anticipated delays in activities: ……………

Proposal to meet the original deadline(s): ……………

Additional information: ………….

Signature: (Task Force Coordinator State)

ATTACHMENT 5 TO THE APPENDIX

METHOD TO DETERMINE THE AVSEC/FAL ICAO/LACAC TASK FORCE GOALS PROGRESS

The use of the combined following techniques is proposed to perform indicator(s) measurement:

1. Calculation formula (LACAC, Res. A20-11): It will be modified so the binary value is surpassed (0-1 / NO-YES) and the current process status may be measured.

Formula modification:

Original formula	Modified formula
$$ID = \sum_{i=1}^{4n} Ai * Pi$$	$$ID = \sum_{i=1}^{4n} Afi * Pi$$
Where: Ai = 1 if i-th stage is completed; 0 otherwise Pi : i-th stage weight	Where: Afi : achievement index (bar chart result) Where f=progress Pi : i-th stage weight

2.-Bar chart: allows observation of chronological progress of the different foreseen activities in each strategic objective.

3. Implementation Plan: allows observation of implementation status.

By merging 1+2+3 it is possible to achieve a new technique (technique N° 4) corresponding to a **deviation report** development, which will allow:
   - Describe the Problem(s)
   - Identification of circumstances where such problems are presented
   - Identification of problem causes
   - Identification of corrective measures undertaken to address the problem
   - Formulation and proposal of corrective measures to prevent recurrence of the problem(s)
   - Assessment of corrective measure results
   - Development of a specific plan to eliminate causes
   - Identification of remaining or new problems

Deviation weighing formula:

Adi = (1 – Afi)
Where: Adi: Analysed activity deviation Where d=deviation Afi : achievement index (bar chart result) Where f=progress

Finally, the total activity deviation will be calculated through the following formula:

$$DEVt = \sum_{i=1}^{n} Adi * Pi$$

Where:
DEVt: Total deviation
Adi: Analysed activity deviation
Where d=deviation
Pi: i-th stage weight

— END —