

COMISSÃO LATINO-AMERICANA
DE AVIAÇÃO CIVIL



LATIN AMERICAN CIVIL
AVIATION COMMISSION

COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL

SECRETARÍA
APARTADO 27032
LIMA, PERÚ

CLAC/CE/78-NE/05
05/03/10

LXXVIII REUNIÓN DEL COMITÉ EJECUTIVO DE LA CLAC

(Santiago de Chile, Chile, 22 de marzo de 2010)

Cuestión 5 del Orden del Día:

Presentaciones y proyectos de MOU

- **Emiratos Árabes Unidos (Acuerdo Cooperación Mutua)**

(Nota de estudio presentada por la Secretaría)

Antecedentes

1. Como se recordará, desde hace algún tiempo los Emiratos Árabes Unidos (EAU) vienen realizando acercamientos con la CLAC, cuyos delegados han participado en eventos de la Comisión, como fue el caso de la XVII Asamblea (Ciudad de Panamá, Panamá, 6 al 9 de noviembre de 2006), donde asistió una Delegación de los Emiratos Árabes Unidos (EAU) que propuso la suscripción de un Memorándum de Entendimiento para establecer relaciones de cooperación mutua entre dicha Federación de Estados y la CLAC.

2. Este tema fue retomado nuevamente por los EAU, cuando solicitó una reunión con la Delegación de la CLAC, aprovechando la Reunión de Alto Nivel sobre la Aviación Internacional y el Cambio Climático (Montreal, 7 – 9 de octubre de 2009). En esta reunión, los EAU solicitó que el proyecto de MOU, que harían llegar a la Secretaría, se lo presente a consideración del Comité Ejecutivo, en su primera reunión del 2010.

3. El 3 de marzo de 2010, la Secretaría recibió el proyecto de MOU CLAC/EAU, el mismo que se acompaña a la presente en versiones español e inglés (**Adjunto 1**). Durante la reunión una delegación de los EAU hará una presentación sobre este asunto.

Análisis

4. Este proyecto de MOU es similar a los Acuerdos firmados con otros organismos y Estados. Por otro lado, se ha recibido el ofrecimiento de contribuir con la capacitación de funcionarios de los Estados miembros de la CLAC, desarrollando un seminario sobre “planeación estratégica en la aviación”, cuya información se acompaña como **Adjunto 2**. Si el Acuerdo se llegara a firmar, este curso se lo podría realizar *on site*, modificando en el Programa de Reuniones y Capacitación del presente año.

Medidas Propuestas al Comité Ejecutivo

5. Se invita al Comité Ejecutivo a tomar nota y analizar el proyecto de MOU CLAC/EAU y autorizar al Presidente de la CLAC su suscripción, si lo estima pertinente.

MEMORÁNDUM DE ENTENDIMIENTO (MOU)
ENTRE
LA COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL
Y
LA AUTORIDAD FEDERAL DE AVIACIÓN CIVIL
DE LOS EMIRATOS ÁRABES UNIDOS

La Autoridad General de Aviación Civil de los Emiratos Árabes Unidos (llamada en adelante GCAA) por una Parte y la Comisión Latinoamericana de Aviación Civil (llamada en adelante CLAC) por la otra:

RECONOCIENDO la importancia y significativa contribución de la aviación civil al desarrollo socio-económico de sus Estados miembros y a los intercambios entre América Latina y los Emiratos Árabes Unidos (EAU);

RECONOCIENDO las potenciales conexiones de tráfico aéreo entre América Latina y EAU;

DESEOSOS de desarrollar lazos de cooperación significativos con el objeto de promover el desarrollo seguro, eficiente y sostenible en América Latina, los EAU y el resto del mundo;

ACUERDAN lo siguiente:

ARTÍCULO I
INFORMACIÓN Y CONSULTA

La CLAC y la GCAA acuerdan de aquí en adelante intercambiar cualquier información relativa al desarrollo de la aviación civil en América Latina y los EAU. Sin embargo, dicho intercambio de información será sin perjuicio de los asuntos que puedan ser considerados confidenciales por ambas Partes o de ningún interés a una de la Partes.

ARTÍCULO II
ALCANCE DE LA COOPERACIÓN

La CLAC y la GCAA cooperarán en todas las áreas de la aviación civil internacional, en los campos dentro de sus ámbitos respectivos, incluyendo pero no limitado a los siguientes:

1. Reglamentación y Legislación.
2. Cooperación en las reuniones de la OACI y otros eventos internacionales y reuniones.
3. Entrenamiento.
4. Identificación de proyectos conjuntos.

ARTÍCULO III MÉTODOS DE COOPERACIÓN

SECRETARÍA

Las Secretarías de la CLAC y de la GCAA establecerán y mantendrán cooperación a través de:

1. Intercambio de cartas y documentación.
2. Visitas mutuas.
3. Invitaciones para asistir a las reuniones.
4. Consultas y coordinación, cuando sea necesario.

NIVEL EJECUTIVO

Los Presidentes/Director General de las dos Organizaciones asistirán a las reuniones de las otras Organizaciones sobre una base de reciprocidad. Reuniones de consulta y coordinación serán organizadas antes de las Asambleas de la OACI y/o eventos/reuniones de la aviación civil internacional de mayor envergadura.

ARTÍCULO IV PROVISIONES FINANCIERAS

Cada Parte cubrirá sus propios gastos incurridos durante la aplicación del presente Acuerdo.

ARTÍCULO V MEDIOS DE COMUNICACIÓN

Las comunicaciones entre la CLAC y la GCAA para todos los asuntos relacionados con este Acuerdo serán canalizadas a través de sus respectivas Secretarías/Dirección General.

ARTÍCULO VI REPRESENTACIÓN

La CLAC y la GCAA se reunirán cada tres (3) años, o antes si así lo acuerdan las Partes, para revisar el avance de las actividades conjuntas emprendidas. Dichas reuniones serán realizadas ya sea en la Sede de la Secretaría de la CLAC en Lima o en la Sede de la GCAA en Abu Dhabi, sobre una base de rotación, o en algún otro lugar acordado por las Partes.

ARTÍCULO VII DURACIÓN

Este Memorándum de Entendimiento tendrá como duración un periodo indefinido. Sin embargo, cualquiera de la Partes tendrá el derecho de terminarlo, por escrito, con un aviso previo de seis meses a la otra Parte.

En el caso de terminación por una de las Partes, las dos Organizaciones darán las medidas necesarias para de esa forma asegurar que dicha terminación no vaya en detrimento de los proyectos de ejecución en desarrollo dentro del marco del MOU, excepto en cualquier área de cooperación que haya causado o contribuido a la terminación del MOU.

**ARTÍCULO VIII
ENMIENDAS**

El Presidente de la CLAC y el Director General de la GCAA podrán, al entrar en vigencia este MOU, tomar las medidas suplementarias compatibles con las previsiones de este Memorándum.

Este MOU será enmendado o modificado, tal como sea el caso, por mutuo consentimiento de las Partes. Cada Parte dará completa y satisfactoria consideración a cualquier propuesta presentada por la otra Parte bajo el amparo de este párrafo. Cualquiera de dichas enmiendas o modificaciones será hecha por escrito y debidamente firmada por ambas Partes.

**ARTÍCULO IX
SOLUCIÓN DE CONTROVERSIAS**

Cualquier desacuerdo en la interpretación o aplicación de este MOU deberá resolverse a través de consultas entre las Partes y no será referido a ningún tribunal internacional o a un tercero para su resolución.

**ARTÍCULO X
ENTRADA EN VIGOR**

Este Memorándum de Entendimiento entrará en vigor luego de su firma por el Presidente de la CLAC y el Director General de la GCAA.

POR LO TANTO, SE TESTIFICA QUE, el Presidente de la CLAC y el Director General de la GCAA han firmado debidamente este MOU, en tres copias originales en inglés y español, siendo cada uno de estos textos igualmente auténticos. En caso de cualquier divergencia en la interpretación de este MOU, el texto en inglés prevalecerá.

Firmado en este

SAIF MOHAMMED AL SUWAIDI
DIRECTOR GENERAL DE LA GCAA

JOSE M. HUEPE PÉREZ
PRESIDENTE DE LA CLAC

**MEMORANDUM OF UNDERSTANDING (MOU)
BETWEEN
THE LATIN AMERICAN CIVIL AVIATION COMMISSION
AND
THE GENERAL CIVIL AVIATION AUTHORITY
OF THE UNITED ARAB EMIRATES**

The General Civil Aviation Authority of the United Arab Emirates (hereinafter referred to as GCAA) on one hand, and the Latin American Civil Aviation Commission (hereinafter referred to as LACAC), on the other hand;

MINDFUL of the importance and significant contribution of civil aviation to the socio-economic development of their Member States and the exchanges between Latin America and the United Arab Emirates (UAE);

MINDFUL of the potential air traffic links between Latin America and the UAE;

DESIROUS of developing meaningful cooperation bonds so as to promote the safe, efficient and sustainable development of civil aviation in Latin America, the UAE and rest of the world;

HAVE AGREED as follows:

**ARTICLE I
INFORMATION AND CONSULTATION**

LACAC and GCAA hereby agree to exchange any information relating to the development of civil aviation in Latin America and the UAE. Such an exchange of information shall, however, be without prejudice to matters which may be considered as confidential by both Parties or of no interest to one of the Parties.

**ARTICLE II
SCOPE OF COOPERATIONCO-OPERATION**

LACAC and GCAA shall cooperate in all areas of international civil aviation, in fields within their respective mandates including, but not limited to the following:

1. Regulations and Legislation.
2. Cooperation in ICAO meetings and other International events and meetings.
3. Training.
4. Identification of joint projects.

ARTICLE III METHODS OF COOPERATION

SECRETARIAT

LACAC Secretariat and GCAA shall establish and maintain cooperation through:

1. Exchange of letters and documents.
2. Mutual visits.
3. Invitations to attend meetings.
4. Consultations and coordination, when necessary.

EXECUTIVE LEVEL

The President/Director General of the two Organizations shall attend meetings of the other Organization on a reciprocal basis. Consultation and co-ordination meetings shall be organized prior to ICAO Assemblies and/or major international civil aviation events/meetings.

ARTICLE IV FINANCIAL PROVISIONS

Each Party shall bear its own costs incurred when enforcing the provisions of the present agreement.

ARTICLE V CHANNELS OF COMMUNICATION

Communications between LACAC and GCAA, for all matters relating to this Agreement shall be channeled through their respective Secretariat/Director General.

ARTICLE VI REPRESENTATION

LACAC and GCAA shall meet every three (3) years, or before when agreed by the parties, to review the progress of activities jointly undertaken. Such meetings shall be held either at LACAC Headquarters, Lima or at GCAA Headquarters, Abu Dhabi on a rotation basis, or in any other venue agreed by the parties.

ARTICLE VII DURATION

This Memorandum of Understanding has been concluded for an indefinite period. Either Party shall, however, have the right to terminate it by giving six months' advance written notice to the other Party.

In the event of termination by one of the Parties, necessary steps shall be taken by the two Organizations to ensure that such termination is not detrimental to on-going projects implemented within the framework of this MOU, excepting any area(s) of cooperation which caused or contributed to the termination of the MOU.

**ARTICLE VIII
AMENDMENTS**

The President of LACAC and the Director General of the GCAA may, in enforcing this MOU, take supplementary measures compatible with the provisions of this Memorandum.

This MOU may be amended or modified, as the case may be, by mutual consent of the Parties hereto. Each Party shall give full and sympathetic consideration to any proposal put forward by the other Party under this paragraph. Any such amendment or modification shall be made in writing and duly signed by both Parties.

**ARTICLE IX
RESOLUTION OF DISAGREEMENTS**

Any disagreement regarding the interpretation or application of this MOU shall be resolved through consultations between the Parties and shall not be referred to any international tribunal or third party for settlement.

**ARTICLE X
ENTRY INTO FORCE**

This Memorandum of Understanding shall come into force after its signature by the President of LACAC and the Director General of the GCAA.

IN WITNESS WHEREOF, the President of LACAC and the Director General of the GCAA have duly signed this MOU drawn up in three original copies in English and Spanish each of the texts being equally authentic. In case of any divergence in the interpretation of this MOU, the English text shall prevail.

Done in this

SAIF MOHAMMED AL SUWAIDI
DIRECTOR GENERAL OF THE GCAA

JOSE M. HUEPE PÉREZ
PRESIDENT OF LACAC



مكتب المدير العام
Office of the Director General

دولة الامارات العربية المتحدة
الهيئة العامة للطيران المدني
UAE General Civil Aviation Authority

Date : Wednesday, February 24, 2010
Ref: GCAA/SPC/CE/2009/12/0050

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ص.ب: ٦٥٥٨ . الامارات العربية المتحدة
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H.E. José M. Huepe Pérez
Director General de Aeronautica Civil
President – Latin American Civil Aviation Commission
Avda. Miguel Claro 1314
Clasificador 3, Correo 9, Providencia
Santiago - C.P. 6641207, Chile

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Cooperation between LACAC and the United Arab Emirates - Training Proposal

Your Excellency:

The General Civil Aviation Authority of the UAE presents its compliments to the President of LACAC and would like to refer to our letter Ref. GCAA/ATS/095-10 dated 28th January, 2010.

As per the informal discussion during the Singapore Air show, it gives us great pleasure to submit for your consideration the attached training proposal on "Aviation Strategic Planning".

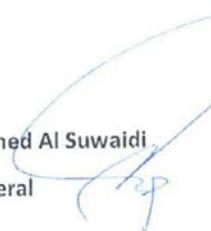
I would highly appreciate your confirmation of LACAC's interest in this training, as well as a prior confirmation as soon as possible. Please note that the preferred dates for the event proposed by the General Civil Aviation Authority would be one of the following: -

1. 01st June 2010 – 05th June 2010
2. 06th June 2010 – 10th June 2010
3. 13th June 2010 – 17th June 2010

It is also preferred that the course is to be conducted in Sao Paolo unless you see otherwise, and please don't hesitate to contact us on (+971506550466 Salem Al Shamsi, sshamsi@gcaa.ae).

Best Regards,

Fox Saif Mohammed Al Suwaidi
Director General



Aviation Strategic Planning

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

- 1) Description of the roles and functions of different managers in a civil aviation organization,
- 2) Description of the process of planning, setting and implementing a business strategy,
- 3) Identifying and understanding at least twelve different types of business strategies,
- 4) Description of the different types of tools and techniques to support planning and decision making
- 5) Understanding the different methods of access and manage performance
- 6) 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.

The training seminar will be conducted by **Ms. Laila Al Muhairi**, Strategic Planning & Corporate Excellence Director from the General Civil Aviation Authority & **Mr. Raul Silva** CEO – Chief Executive Officer RS Capital Asia and RS Capital Middle East.

The seminars will be conducted for a total duration of **Twenty-Four** hours split into **Four** days, **Six** hours a day and will be conducted in **English, Spanish and Portuguese**

The Strategic Planning Seminar consists in the presentation and discussion of the following topics:

- 1. Introduction to Strategic Planning**
 - Introductory Concepts and Definitions
 - An Historical Perspective
 - Planning in a globalized world and a fast changing environment
- 2. Essentials of Planning**
 - Planning Process
 - Strategic planning & business strategies
 - Development of Business Strategies
- 3. Tools & Techniques for Planning & Decision Making**
 - Environment Analysis
 - SWOT Analysis
 - Forecasting Methods
 - Gant and Milestone Charts
 - Break – Even Analysis
- 4. Strategic Execution**
 - Operating Plans, Policies, Procedures and Rules
 - Management by Objectives
- 5. Performance Management**
 - Performance evaluation methods
 - Using Information Technologies to access, improve and evaluate performance
 - Control process and techniques
 - Managing Ineffective Performers
 - Enhancing personal productivity and managing stress



GCAA

دولة الإمارات العربية المتحدة
الهيئة العامة للطيران المدني
UAE General Civil Aviation Authority

Aviation Strategic Planning Course

In English, Spanish and Portuguese

سماء الإمارات في أيد أمينة...

UAE sky in safe hands...



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- **Performance Management**

- Performance evaluation methods
 - Using Information Technologies to access, improve and evaluate performance
 - Control process and techniques
 - Managing Ineffective Performers
 - Enhancing personal productivity and managing stress



سماء الإمارات في أيد أمينة...
UAE sky in safe hands...

Ms. Laila Hareb

Strategic Planning & Corporate Excellence Director
The General Civil Aviation

Laila Hareb, the Director of Strategic Planning and Business Excellence. offers more than a decade of accomplishments – laden in the Project Management, Customer Service, Marketing & Corporate Communication, Strategy and Corporate Performance and IT.

Laila holds several qualifications in Project Management and Corporate Excellence, in addition to her Bachelor's Degree in Software Engineering . Furthermore, she is on her way to accomplish a Doctorate in Business Administration (DBA).

Her previous experience and achievements includes the development & implantation of Corporate Strategic Plan as well as enterprise CRM Strategies . Developing Framework Methodologies and service level agreements to separate regulations from operations to insure maximum level of performance, Developing many organizational quality systems and planning and successfully executing different projects such as: business process modeling, corporate, performance management systems, and mystery shopping annual and biannual surveys.

Laila is currently in charge of an ambitious transformation program in GCAA transformation it into a more efficient Civil aviation authority through developing mid and long terms strategies, enhancing the current structures and management systems, developing stronger communication ties, through the introduction of novel communication systems, with all the GCAA's stakeholders including the media, customers and its business partners. Ms Hareb also looks into recognize new avenues to further the GCAA's international reputation as the organization expands its role on the global aviation





سماء الإمارات في أيد أمينة...
UAE sky in safe hands...

Mr. Raul Silva

Chief Executive Officer RS Capital Asia and RS Capital Middle East.

Raul Silva is currently Chief Executive Officer (CEO) of RS Capital Middle East (in United Arab Emirates) and RS Capital Asia (in China), companies owned by Ridge Solutions Group.

Previously, he served as CEO of RS CAPITAL SGFI (Angola) and LASDIN GROUP (United Arab Emirates). Between 2000 and 2004 he served as Chief Executive Officer of Qualidade de Basto and Profidelis (Portuguese Development Agencies).

Raul Silva has also developed several activities as teacher in several prestigious universities such as, The American University in Dubai, the Biotechnology School at the Portuguese Catholic University, the Krakow Economics University (in Poland) and IGIA - Institut de Gestion de l'Innovation Appliquée (in France).

Raul Silva is Graduated in Business Administration by the Portuguese Catholic University, holds an MBA – Master in Business Administration from IGIA - Institut de Gestion de l'Innovation Appliquée (France), a Post Graduation in Mergers, Buyouts and Corporate Restructure by Columbia Business School in New York, and a Post Graduation in City Management by the Economy University of Porto.

