

**PLANESTRA 2012-2027
AND MASTER PLAN 2017-
2022**



PLANESTRA 2012-2027

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I. Executive Summary:

- **Justification:**

In response to the mandate approved at the LI CONJEFAMER, held in Natal, Brazil, in June 2011, in relation to the task of evaluating SICOFAA's Strategic Plan (PLANESTRA 2006 - 2011) and the organization's regulatory framework, with the aim of redefining its profile and projecting it as a dynamic and functional entity, committed to providing Humanitarian Aid in the face of possible disasters in the region; the members of the System undertook the development of a work dynamic that facilitated the establishment of some reference criteria to objectively assess the strategic guidelines that guided its actions and to propose a methodological scheme that would facilitate the redefinition of its strategic vision.

In this way, by committing the agenda of several Committees of the 2011 - 2012 Cycle and supported by the exchange space offered by the SITFAA communications system, it was possible to constitute a proposal for PLANESTRA 2012 - 2027 and its medium-term strategy called Master Plan 2012 - 2017 and now in a second stage called Master Plan 2017 - 2022; instruments that propose guidelines for the development of this New Approach through programs and projects aimed at strengthening the capacities of the System.

PLANESTRA 2012 - 2027:

- **Vision**

"To be an efficient organization in the cooperation and mutual support between the American Air Forces and their Equivalents."

- **Mission:**

"To promote the exchange of experiences, knowledge and training that will allow the strengthening of the capabilities of the Air Forces and their Equivalents, in order to provide support to the requirements of its members."

- **Values**

- Integrity
- Solidarity
- Reciprocity
- Excellence

Strategic Areas

- **Humanitarian Aid Operations:** The occurrence of natural disasters or other emergency situations that exceed national capacities require the availability of extraordinary resources that can be committed to assist the population in risk areas, but mainly of organizational levels that facilitate a timely response.

SICOFAA is an important mechanism for the articulation of operational resources in these circumstances and, above all, for proactive organization with a view to optimizing the performance of the Air Forces and their Equivalents.

- **Institutional Strengthening:** The evolution of the international environment imposes the challenge to the organizations of regional influence, to adapt to these changes, validating the precepts and postulates that inspired its creation. In this context, it is necessary to examine the profile of our organization, in order to promote favorable conditions for it to develop within a participatory and functional scheme that responds to the achievement of the objectives set by its members.

The institutional development of SICOFAA should be oriented towards strengthening institutional coordination among all parties and its strategic, organizational and operational capacity with a view to optimizing the use of available resources for the benefit of the peoples of the Americas.

- **Strategic Objectives**

SO-1 - Ensure a competent operational response to the development of combined air operations in Humanitarian Aid and disasters.

SO-2 - Strengthen SICOFAA as a useful and dynamic instrument in regional humanitarian aid activities.

SO-3 - To have a proactive operational and administrative organization in place to accomplish the mission.

SO-4 - Facilitate and encourage, through the participation of SICOFAA, the coordination of support for the needs of its members.

SO-5 - Promote operational safety among SICOFAA members.

SO-6 - Improve the operational level of SICOFAA's IT and Telecommunications System. SO-7 -

Increase the commitment and continuity of SICOFAA members.

SICOFAA Master Plan 2017 - 2022:

In compliance with this frame of reference, the 2017 - 2022 Master Plan envisions our organization as a *"proactive and efficient entity in the development of combined air operations for the provision of Humanitarian Aid, leading at regional level the coordinated and cooperative processes of the Air Forces for disaster mitigation"*.

It defines its mission as: "To increase by 2022 the combined capabilities of the Air Forces to ensure the interoperability of SICOFAA members, strengthening the institutional image, both internally and externally, with the purpose of being a timely and efficient organization in the event of disasters in the signatory countries or other requirements of the international community".

Based on these premises, the general objective is to "Strengthen SICOFAA as an agile and efficient response mechanism for Humanitarian Aid in the event of disasters".

This general objective is developed in two axes, which in turn will be implemented through the programs, projects and actions contained in its programmatic scheme.

Axis No. 1: Increasing the Operational Capacity of the System for the provision of Humanitarian Aid.

- **Program:** Operational Readiness
 - 1) **Project:** Fiscal Year Cooperation V (Actual)
 - 2) **Project:** Cooperation Exercise VI (Virtual)
 - 3) **Project:** Fiscal Year Cooperation VII (Actual)
 - 4) **Project:** Exercise Cooperation VIII (Virtual)
 - 5) **Project:** Actual Event (in case a member country requests the activation of the System due to an actual event)

- **Program:** Operational Safety
 - 1) **Project:** Promotion of an Operational Safety Culture

Axis No. 2: Institutional Strengthening of SICOFAA.

- **Program:** Training
 - 1) **Project:** SICOFAA and inter-institutional training.

- **Program:** Interinstitutional Coordination
 - 1) **Project:** Expansion of the Levels of Exchange with Regional Organizations.

- **Program:** Optimization of the SICOFAA according to the New Approach
 - 1) **Project:** Strengthening of SICOFAA's Information Technology and Telecommunications System.

In order to ensure the implementation of the Master Plan, it will be necessary to count on the concerted and coordinated participation of the members of the System and the control and supervision of the Permanent Secretariat of SICOFAA (SPS).

This implies strengthening the administrative capacities of the SICOFAA Permanent Secretariat (SPS) and improving the system's communications infrastructure.

The implementation of the Master Plan requires the interaction of the members of the System and the different SICOFAA bodies in the exercise of monitoring and evaluation activities, with the results being translated into integrated reports that will support decision-making.

The Master Plan will become the organization's work agenda and will concentrate efforts on the aspects of coordination, coordination and execution, in order to obtain the expected results that will lead us to the proposed vision. In this sense, it is necessary for all the actors involved to be aware of the proposals contained in the Plan, with its objectives and expected results, as well as the progress and achievements in its execution.

The members of the System must program in their institutional budgets the resources for their participation in the different actions contemplated in the Master Plan.

Finally, the Master Plan will have a monitoring, evaluation and adjustment system that considers three levels: the operational level, which is the execution level, a monitoring level for the achievement of specific objectives with measurement indicators, and a third advisory level. The overall results should be measured through a technical evaluation of the actions implemented during the period 2017 -2022.

Presentation of PLANESTRA

This SICOFAA Strategic Plan (PLANESTRA 2012-2027) has been updated by the members of the American Air Forces and their Equivalents, as a result of exchange sessions during the SICOFAA 2011 - 2012 Cycle, in accordance with the guidelines established at the LI CONJEFAMER, held in Natal, Brazil, in June 2011.

The scopes proposed in this proposal integrate the will of the signatories of our regional cooperation system, reflected in the projection of their organizational profile (values, vision and mission), defining the strategic areas inherent to the development of their institutions, as well as a Master Plan that will dictate the actions to be carried out with established deadlines and products.

There is a shared aspiration that this instrument, more than a declarative body of actions of common interest, will become the guiding framework for the strategies promoted by this organization in the future, facilitating the programming of available resources, establishing well-defined parameters for their evaluation and, above all, making viable the strengthening of the role of our Air Forces as actors in favor of the well-being and development of the American people.

Justification

Since its inception in 1961, SICOFAA has developed as an entity committed to the promotion of bonds of friendship, the exchange of means, experiences, knowledge and the spirit of solidarity between the Air Forces of the continent and their Equivalents. Over its fifty years of institutional life, the System has achieved these objectives.

In 2006, on the occasion of the XLVI CONJEFAMER, the Commanders determined that it was in their common interest to promote the participation of the Air Forces of the region in air operations of Humanitarian Aid in case of natural disasters; consequently, they decided to work on the elaboration of combined and common procedures to respond to such situations; undertaking the planning of the first combined air exercise in the history of the System: Exercise "Cooperation I".

Another of the provisions emanating from that meeting was the formulation of the SICOFAA Strategic Plan 2006-2011 (PLANESTRA), an instrument based on the System's constituent values and whose *vision* and *mission* would be based on values such as: "integration, strengthening ties of friendship, exchange, mutual support among its members" and its *strategic objectives* would be oriented towards "promoting cooperation, commitment, credibility and participation".

In October 2010, SICOFAA members carried out "Cooperation I" in Puerto Montt, Chile, under the auspices of the Chilean Air Force (FACH). This exercise introduced an important change to SICOFAA's operational scheme, a concept that the Delegates considered favorable to support the reorientation of the System towards a "*New Approach*": Humanitarian Aid, an objective that would compromise our ability to work in a combined way for the welfare of the American people in case of disasters.

Subsequently, at the L CONJEFAMER, held in Washington DC, USA, that same year, the Commanders approved the elaboration of a manual of procedures for combined Humanitarian Aid air missions, a task to which the entire 2010 cycle was dedicated.

-2011 by the Delegates, resulting in the "*SICOFAA Combined Air Operations Manual for Humanitarian Aid and Disaster Relief*", whose use in planning exercises and operations was approved by the Commanders of the LI CONJEFAMER in Natal, Brazil, in June 2011.

This was the propitious context for the Commanders to approve the '*New Approach*' conceptualized by the SICOFAA Delegates, under the statement: "*More combined air operations of Humanitarian Aid... and less issues of the Committees*"; scheduling the realization of the exercises "Cooperation II" sponsored by the Argentine Air Force (FAA) in April 2013 and "Cooperation III" sponsored by the Peruvian Air Force (FAP) in April 2014. The '*New Approach*' for SICOFAA was underway.

Similarly, the Commanders decreed that the PLANESTRA be evaluated and updated, assigning the National Air and Naval Service of Panama (SENAN) the task of guiding the formulation of a long-term proposal (corresponding to the period 2012-2027) and considering this issue on the agenda of several committees of the 2011 - 2012 Cycle.

An objective evaluation of PLANESTRA 2006-2011 will show that the actions developed through SICOFAA have contributed significantly to the regional integration process; however, it is imperative to adapt our organization's regulatory framework to make it more operative in its structure and processes, more dynamic in its decision making and with a "Road Map" to guide its future actions.

Through the new PLANESTRA, some issues related to the need of our members to optimize their institutional processes and train human resources in technical areas such as: planning of logistical activities, maintenance of means, telecommunications, computer resources and operational security standards with which their institutions operate, should be addressed.

As part of the proposed scope, we intend to reflect on institutional aspects inherent to the system, in order to promote some changes that will favor the modernization of our organization, a more active participation of its members and a better use of available resources.

Another essential consideration for the updating of PLANESTRA, and no less important, has been the need to establish uniformity between the actions of SICOFAA and the policy promoted by the Ministers of Defense of the region. In the last two sessions of the '*Conference of Defense Ministers of the Americas*', (VIII CMDA in Canada in 2008 and IX CMDA in Bolivia in 2010), these authorities have highlighted the need to promote the levels of cooperation among military and governmental organizations, in relation to the actions of Humanitarian Aid that are developed. A SICOFAA PLANESTRA within the framework of the '*New Approach*' will draw the attention of these authorities and will facilitate the support of the governments of the region to SICOFAA's activities.

In summary, the new PLANESTRA should project our cooperation system towards the execution of joint actions that will help to optimize the response capacity of the national governments of the Americas when faced with disaster situations and thus effectively guarantee the safety of our citizens.

Vision

"To be an efficient organization in the cooperation and mutual support between the American Air Forces and their Equivalents."

Mission:

"To promote the exchange of experiences, knowledge and training that will allow the strengthening of the capabilities of the Air Forces and their Equivalents, in order to provide support to the requirements of its members."

Values

- **Integrity:**
It is the conviction that leads to the impeccable practice of honesty, righteousness, kindness, honesty, transparency, responsibility, trust, respect and discipline, remaining faithful to the commitments made.
- **Solidarity:**
It constitutes the will to work together for common ideals, reconciling collective and institutional interests and responsibilities, in order to strengthen dialogue and the peaceful and dignified coexistence of SICOFAA members.
- **Reciprocity:**
Mutual correspondence between two or more members of SICOFAA, within the framework of relations based on the right to equality and mutual respect, always seeking to ensure the achievement of common interests.
- **Excellence:**
It is the attitude aimed at the continuous improvement and innovation of SICOFAA's actions. It leads to guaranteeing the achievement of SICOFAA's Strategic Objectives.

Areas Strategic

- **Humanitarian Aid Operations:** The occurrence of natural disasters or other emergency situations that exceed national capacities require the availability of extraordinary resources that can be committed to assist the population in risk areas, but mainly of organizational levels that facilitate a timely response.

SICOFAA is an important mechanism for the articulation of operational resources in these circumstances and, above all, for proactive organization with a view to optimizing the performance of the Air Forces and their Equivalents.

- **Institutional Strengthening:** The evolution of the international environment imposes the challenge to the organizations of regional influence, to adapt to these changes, validating the precepts and postulates that inspired its creation. In this context, it is necessary to examine the profile of our organization, in order to promote favorable conditions for it to develop within a participatory and functional scheme that responds to the achievement of the objectives set by its members.

The institutional development of SICOFAA should be oriented towards strengthening institutional coordination among all parties and its strategic, organizational and operational capacity with a view to optimizing the use of available resources for the benefit of the peoples of the Americas.

Objectives Strategic

SO-1 - Ensure a competent operational response to the development of combined air operations in Humanitarian Aid and disasters.

SO-2 - Strengthen SICOFAA as a useful and dynamic instrument in regional humanitarian aid activities.

SO-3 - To have a proactive operational and administrative organization in place to accomplish the mission.

SO-4 - Facilitate and encourage, through the participation of SICOFAA, the coordination of support for the needs of its members.

SO-5 - Promote operational safety among SICOFAA members.

SO-6 - Improve the operational level of SICOFAA's Information Technology and Telecommunications System.

SO-7 - Increase the commitment and continuity of SICOFAA members.

III. SICOFAA Master Plan 2017 - 2022

1. Introduction

The SICOFAA Master Plan 2017-2022 is the instrument that reflects the commitment to promote the integration of the American Air Forces and their Equivalents, with a view to achieving the strengthening of this organization through the internalization of the *New Approach* conceptualized by the Commanders, which will enable us to play a new role before our societies.

The strategic guidelines contained in this Master Plan emanate from the consensual vision of the members of the System, who have identified the need to contribute to the development of an organization with the technical and operational capabilities to facilitate the development of combined air operations to face possible disasters affecting the nations of the region.

The formulation of this proposed Master Plan 2017 - 2022, was the result of a participatory dynamic developed at the end of the SICOFAA 2016- 2017 Cycle, in which the Delegates of the Air Forces of the continent participated and for which they had the strong support of the Permanent Secretariat of SICOFAA (SPS).

The implementation of the actions proposed for the next five years will guarantee the positioning of SICOFAA as an efficient mechanism for the provision of humanitarian aid and will contribute to strengthening the regional institutional framework for the development of combined and/or joint air operations.

The successful implementation of this Plan will depend on the level of commitment and active participation of the members of the System.

2. SICOFAA Master Plan 2017 - 2022

2.1. Vision/Mission

The members of SICOFAA have included in their vision of development for the next five years, their aspiration to become an integrating factor of the will of the national governments of the region to consolidate their relations of friendship, cooperation and solidarity; a principle under which they declare the following:

To be a proactive and efficient entity in the development of combined air operations for the provision of Humanitarian Aid, leading at regional level the coordinated and cooperative processes of the Air Forces for disaster mitigation.

The elements of this Vision are developed through the implementation and effective fulfillment of this Master Plan, assuming as its Mission:

To increase by the year 2022 the combined capabilities of the Air Forces to guarantee the interoperability of SICOFAA members, strengthening the institutional image, both internally and externally, with the purpose of being a timely and efficient organization in the face of disasters that may occur in the signatory countries or due to other requirements of the international community.

2.2. General Objective of the Plan Director

For the realization of the proposed Vision, the Master Plan proposes the following:

Position SICOFAA as an agile and efficient response mechanism for humanitarian aid in the event of disasters.

This objective is developed in two axes, described in the strategic orientations of SICOFAA's Strategic Plan (PLANESTRA 2012 - 2027), which in turn will be implemented through the programs, projects and actions contained in this Plan.

2.3. Axes, Programs, Projects and Actions

Axis No. 1: Increasing the Operational Capacity of the System for the provision of Humanitarian Aid.

The effective response capacity of the Air Force of a SICOFAA member country to a national emergency situation that requires its intervention or that of the System through combined air operations, is an activity that implies a significant effort of resources (human and material), which must be supported by the application of technical procedures that facilitate its best use, depending on the need to deploy these means, in view of the magnitude of an event. In this sense, it is essential that SICOFAA undertakes actions aimed at strengthening the interaction among its members, through periodic exercises that allow the validation of the processes contemplated in the "*Manual of Combined Air Operations of SICOFAA for Humanitarian and Disaster Relief*",

in order to generate value judgments that optimize the procedures established by this instrument, incorporating applied technological innovations and guaranteeing interoperability among the Air Forces and/or equivalent members of SICOFAA.

Likewise, it is imperative that this exchange promotes the adoption of best practices in operational safety; an essential element for the development of state aviation, which would facilitate the achievement of standards of excellence in the development of combined air operations.

A. Specific Objectives:

- To optimize the response capacity of the American Air Forces and their Equivalents in the event of disasters in the region that require SICOFAA's assistance.
- Optimize the technical capabilities inherent to the planning and development of combined air operations.
- Establish common procedures for combined operations and operational safety.
- Exchange lessons learned based on findings from aviation incident and accident investigations.

B. Programs:

B.1. Operational Readiness

Projects:

1) Exercise Cooperation V (Actual)

Shares:

- Definition of the Exercise Concept
- Holding of the Initial Planning Conference (IPC)
- Conducting the Media Planning Conference (MPC)
- Holding of the Final Planning Conference (FPC)
- Execution of the Actual Exercise
- Conducting the Exercise Evaluation

2) Exercise Cooperation VI (Virtual)

Actions:

- Definition of the Concept of Exercise.
- Holding of the Initial Planning Conference (IPC).
- Holding of the Media Planning Conference (MPC).
- Holding of the Final Planning Conference (FPC).
- Execution of the Virtual Exercise.
- Conducting the Exercise Evaluation.

3) Fiscal Year Cooperation VII (Actual)

Shares:

- Definition of the Concept of Exercise.
- Holding of the Initial Planning Conference (IPC).
- Holding of the Media Planning Conference (MPC).
- Holding of the Final Planning Conference (FPC).
- Execution of the Actual Exercise.
- Conducting the Exercise Evaluation.

4) Exercise Cooperation VIII (Virtual)

Shares:

- Definition of the Concept of Exercise.
- Holding of the Initial Planning Conference (IPC).
- Holding of the Media Planning Conference (MPC).
- Holding of the Final Planning Conference (FPC).
- Execution of the Virtual Exercise.
- Conducting the Exercise Evaluation.

5) Actual Event (In case a member country requests the activation of the system due to an actual event).

Shares:

- Request for support.
- Air Resources and Committed Resources.
- Event Evaluation.
- Lessons Learned.

B.2. Operational Safety:

Project:

1. Promotion of an Operational Safety Culture

Shares:

- Inclusion of the topic in each of the phases of the planning of the Exercises.
- Maintenance of an updated directory of institutional advisory contacts.
- Development of thematic committees.
- Maintenance of the air accident database in accordance with the internal regulations of each SICOFAA member.

Axis No. 2: Institutional Strengthening of SICOFAA.

During the five-year period 2017 - 2022, SICOFAA proposes to strengthen its ties with the Inter-American Air Force Academy (IAAFA) for the coordination of programmed exchange actions in the training of human resources.

The implementation of a "*New Approach*" requires a more dynamic organization that facilitates the development of activities aimed at promoting integration with other actors of the regional institutional framework such as the Inter-American Defense Board (IADB), the Conference of American Armies (CAA), the Inter-American Naval Conference (CNI); committed to the use of their means in the development of combined/joint air operations aimed at providing Humanitarian Aid in the event of disasters.

The institutional strengthening of SICOFAA involves reviewing and updating its organizational profile (regulatory framework, organizational structure, functions, etc.) in order to redefine its competencies and strengthen its actions, mainly by delegating to the SPS the role of guiding agent for institutional planning processes and evaluating compliance with established goals.

One of the proposed achievements of this strategic axis is the improvement of the Telecommunications and Information System of the American Air Forces (SITFAA), an initiative aimed at overcoming the technical limitations that some member countries currently face in order to effectively participate in virtual activities programmed by SICOFAA.

A. Specific Objectives:

- Promote the establishment of institutional synergies at the regional level for the provision of Humanitarian Aid in the event of disasters.
- To enhance the performance of the American Air Forces and their Equivalents in the development of combined air operations, through the specialization of their human resources.
- Propose changes within SICOFAA's organizational context to dynamize its actions, adapting the organization to the implementation of the "*New Approach*".
- Improve communications systems to facilitate interaction among SICOFAA members and the development of their regular activities.

B. Programs:

B.1. Training:

Project:

1. SICOFAA and inter-institutional training.

Shares:

- Coordination of SICOFAA-IAAFA inter-institutional training activities to strengthen the combined doctrine.

- Implementation of training activities at the SICOFAA level to facilitate the development of combined air operations.

B.2. Interinstitutional Coordination:

Project:

1. Expansion of the Levels of Exchange with Regional Organizations.

Shares:

- Identification of topics of interest.
- Promotion of inter-institutional agenda.
- Thematic integration workshops.
- Formulation of proposals of common interest.
- Formalization of cooperation agreements among regional organizations.
- Formulation of actions among regional organizations.

B.3. Optimization of SICOFAA according to the New Approach:

Project:

Strengthening of SICOFAA's Information and Telecommunications System

Shares:

- SITFAA Workshops.
- Optimization of SICOFAA's computer support operating resources (hardware, software and connectivity).
- Cooperation among SITFAA stations.

2.4. Strategy for Execution

The successful execution of the SICOFAA 2017 - 2022 Master Plan will require a dynamic and concerted mechanism that facilitates the development of planning processes supported from different levels of the organization, taking advantage of the functional scheme offered by the Committees as a space for exchange and reflection on issues inherent to the strategic agenda proposed by the System.

2.4.1. Organization for Execution:

Under this premise, the following model is proposed:

Operational Level:

The actors identified in the planning and monitoring matrices as Executing Units (UE) and/or Technical Assistance Units (UAT), will be responsible for formulating the project profile document, a task for which they will have a deadline defined by the SPS, subject to the approval of the Delegates.

Each Executing Unit must submit to the SICOFAA Permanent Secretariat (SPS), on a quarterly basis, a Periodic Progress Report (PAR) on the development of the actions proposed in the project under its responsibility, and a Final Project Report (FPR), which will constitute the project's memory document.

These reports should be submitted within the framework of the activities contemplated in the thematic agenda of the SICOFAA Committee, closer to the deadline established for this accountability.

Coordination Level

The Coordination Level will be represented by the SICOFAA Permanent Secretariat (SPS), which in some cases will assume the responsibilities of a Technical Assistance Unit (UAT), but will mainly be responsible for the follow-up, monitoring and evaluation of progress in the implementation of the Master Plan.

In the context of the accountability days, the SPS may propose adjustments to the programming of the Master Plan, as a result of the periodic evaluations applied or unforeseen situations that affect the development of the projects and/or the achievement of the project results, after consulting the Liaison Officers.

As part of its duties, the SPS must prepare an Annual Progress Report on the Execution of the Master Plan (IAE) that compiles the development of the activities of all the projects in execution, so that it may be evaluated and approved in PREPLAN, to be presented as part of the CONJEFAMER agenda.

Management and Advisory Level

This level will be formed by the Conference of the Chiefs of the American Air Forces (CONJEFAMER) and the Evaluation and Planning Board (PREPLAN), actors called upon to make decisions and to be aware of the progress and scope of the planned objectives.

CONJEFAMER is the highest level in the organizational matrix, assuming the role of issuer of the general guidelines that orient the actions undertaken by the System with a view to achieving the strategic objectives outlined in PLANESTRA.

PREPLAN will act as the advisory body in charge of reviewing the Annual Progress Report on the Execution of the Master Plan (IAE), in order to provide the necessary guidelines for its approval prior to the CONJEFAMER.

2.4.2. Resources for Execution:

The resources required to carry out the initiatives proposed by the Master Plan will be contributed by the members of the System, whether as Executing Units, Technical Assistance Units or direct beneficiaries.

All members of the System must consider in their institutional budgets the resources for participation in the different actions of the Master Plan, in order to guarantee the necessary human and financial resources for its execution and follow-up.

In the CONJEFAMER, the SPS shall propose the projects to be executed in the next two (02) years, and the Chiefs of the American Air Forces shall be the ones to approve the implementation of such activities.

These activities will require the allocation of resources aimed at strengthening the organization's capabilities in order to efficiently carry out the activities of the Master Plan management cycle.

2.4.3. Strategy Communicational:

The successful achievement of the goals established in the Master Plan will depend on the level of commitment maintained by the members of the System, through coordination, coordination and active participation in the proposed activities.

Good communication is an indispensable element for the execution of the Master Plan, since it facilitates the articulation of the scope of its actions with the needs of the members of the System.

To this end, it is essential to promote the use of the organization's resources (technological) to maintain effective communication channels within a context of consultation, accountability and transparency.

2.5. Follow-up and Evaluation:

The elements for monitoring and evaluating the execution of the Master Plan derive from its formulation stage, reflected in its programmatic matrix (Matrix N°1), in which the programs and projects that will respond to the System's needs and aspirations were defined in accordance with the guiding axes.

Each of these programs has a general objective and is translated into projects with their specific objectives, which makes it possible to determine the expected results and the indicators of those results, which will be measured with the fulfillment of the actions, to which quantitative or qualitative measurement elements have been assigned, the person responsible, the start and fulfillment dates, as well as the resources required.

Attending the scopes proposed in the Organization, Monitoring and Evaluation scheme of the 2017-2022 Master Plan, this process will have three (03) levels:

- A first level where the execution of the actions will be followed up and compliance will be measured with the results obtained from them. For this purpose, each Executing Unit must generate a monthly report for its control, in accordance with its Execution Schedule (Matrix N°2). This report will be used to feed the follow-up model to be applied.

- The second level is based on the effect achieved by the actions organized in the projects, an element that provides the guiding thread to obtain the achievement of the specific objectives, which will be measured by indicators that represent the degree of effectiveness of each action. The Executing Units will present the necessary information to verify whether the objectives determined in the projects have been achieved, through the Periodic Progress Reports (PAR). At this level, action evaluation activities will be carried out, which will allow timely adjustments to be made to elements such as: responsible parties, new actions, resources, negotiations, coordination and others.
- The Third Advisory Level will be in charge of annually evaluating the reports on compliance with the goals set, approving adjustments to the courses of action and communicating the achievements to the members of the System within the framework of the plenary sessions of PREPLAN and CONJEFAMER, contexts that will offer the opportunity to objectively evaluate the achievements and limitations presented in periods from one year to the next.

The macro level of monitoring and evaluation of compliance with the results expected from the implementation of the Master Plan will be carried out and presented by the SPS through a Final Evaluation Report (FER), considering that several of the proposed programs should continue beyond the five-year period 2017 - 2022, in order to provide sustainability to the achievements obtained or to complete longer-term actions required by the members of the System, which will allow validating or expanding the Vision contained in the PLANESTRA.

3. ANNEXES

Matrix N° 1 - MANAGEMENT PLAN 2017 - 2022

Matrix N° 2 - PROJECTS

Matrix N° 3 - MONITORING AND EVALUATION

Matrix N° 4 - WORK TIMETABLE

Matrix N° 1 - MANAGEMENT PLAN 2017 - 2022

MATRIX N-1- PROGRAM MATRIX								
AXIS	PROGRAM	PROJECT	ACTIONS	PERIOD	RESPONSIBLE	RESULT	INDICATORS	
Increasing the Operational Capacity of the Humanitarian Aid Delivery System-1111-1111	Operational Enlistment	Cooperation V (REAL)	Eiercification ConceDt definition	Jun-16	FACH	Memorandum of Understanding Validated and Approved	Member Air Forces Vs.	
			Re-ali2-1ci6n di- the Confl-rt-rt-ncia di- Initial Planning (IPC)	Sep-16			F1Jl-r2as: AE're-1s: P-irticipants	
			Re-ali2-1ci6n di- the Confl-rt-rt-ncia di- Planning Average fMPCI	Mar-17			Programmed Exercises Vs.	
			Re-ali2ation of the Confe-re-nci-1 de- Final Planning (FPC)	Aug-17			Axis-cities Axis-counted	
			Re-al Eie-rci6n Eie-rci6n Re-al	Sep-17			Rt: 'qu: 'rimientos Solicitados: Vs.:	
			Exercise Evaluation	Nov-17			Results Report	Requirements Fulfilled
		Cooperation VI (VIRTUAL)	Eiercification ConceDt definition	Jun-18	FAA	Memorandum of Understanding Validated and Approved	Committed AE're-os Vs.:	
			Re-ali2-1ci6n di- the Confl-rt-rt-ncia di- Initial Planning (IPC)	Sep-18			MI: 'dios: Ai?rl: 'os: Employees:	
			Re-ali2-1ci6n di- the Confl-rt-rt-ncia di- Planning Average fMPCI	Nov-18			Committed Resources Vs.	
			Re-ali2ation of the Confe-re-nci-1 de- Final Planning (FPC)	Feb-18			Resources Started	
			Virtual Business Unit	Apr-18			SICOF AA members eligible for the Tom-:1 de- De-c:isiorie-s c:ori mir-is -ii EC VII	-These indicators apply to all pro- e-cts of this program.
			Exercise Evaluation	Mai-18			Iriform- de- Re-sult-:idos	
		Eje-rc:ic:io Coope-r-:ic:iori VII (REAL)	Eiercification ConceDt definition	Jun-18	FAC	Memorandum of Understanding Validated and Approved	V-:1lid-1ci6ri de- l-1 Doctrini-1 Ope-r-:1c:iori-11 p-:tr-1 l-1 Pre-st-1ci6ri de- A1.1ud-1 Hum-1rit-:1ri-:1ri-1	
			Re-:1li2-1ci6ri de- l-1 Confe-re-rc:ic:io-1 de- Business planning fMPCI	Sep-18				Iriform- de- Re-sult-:idos
			Re-:1li2-1ci6ri de- l-1 Confe-re-rc:ic:io-1 de- Planning Average fMPCI	Nov-18				
			Reali-aoi6n of the Conference of Final Planning fFPCI	Mar-20				
			Eje-c:uc:ic:io Eie-rc:ic:io Re-:11	Aug-20				
			Exercise Evaluation	Sep-20				
		Axis-rc:ic:io Coope-r-:ic:iori VIII (VIRTUAL)	Eiercification ConceDt definition	ADET	TO BE DETERMINED	Memorandum of Understanding Validated and Approved	SICOF AA members eligible for the Tom-:1 de- De-c:isiorie-s c:ori mir-is -ii EC IX	
			Re-:1li2-1ci6ri de- l-1 Confe-re-rc:ic:io-1 de- Business planning fMPCI	ADET				Iriform- de- Re-sult-:idos
			Re-:1li2-1ci6ri de- l-1 Confe-re-rc:ic:io-1 de- Planning Average fMPCI	ADET				
			Holding of the Final Planning Conference fFPCI	ADET				
			Axis-c:uc:ic:io Eie-rc:ic:io Virtu-11	ADET				
			Exercise Evaluation	ADET				
EVENTOREAL	ADou's Solioitude		AFFECTED COUNTRY	Improving System Responsiveness				
	Me-dios AE're-os 1.1 Re-c:ursos Comprome-tidos		MEMBER COUNTRIES					
	Ev-:1lu-1ci6ri de-l Eve-rito							

AXIS	PROGRAM	PROJECT	ACTIONS	PERIOD	RESPONSIBLE	RESULT	INDICATOR
Increasing the operational capacity of the system for the provision of Humanitarian Aid	Operational Safety	Promotion of an Operational Safety culture	Inclusion of the theme in each phase of exercise planning.	IPC, MPC YFPC	Exercise Host Air Force	Maintenance of good Operational Security practices for Combined Humanitarian Aid Operations.	IPC-33% MPC-66% FPC-100% IPC-33% MPC-66% FPC-100% FPC-100
			Maintaining the Directory up to date of institutional advisory contacts	2017-2022	SPS		% update of the directory.
			Development of thematic Gomites	2017-2022			1 every 3 arias
			Maintenance of the air accident database in accordance with each member's internal regulations. of SICOFAA	2017-2022	Each Air Force, member of SICOFAA and SPS		% of countries importing

EJE	PROGRAMA	PROYECTO	ACCIONES	PERÍODO	RESPONSABLE	RESULTADO	INDICADOR
FORTALECIMIENTO INSTITUCIONAL DEL SICOFAA	COORDINACIÓN INTERINSTITUCIONAL	AMPLIACIÓN DE LOS NIVELES DE INTERCAMBIO CON ORGANIZACIONES REGIONALES	JORNADA DE INTEGRACIÓN TEMÁTICA	JULIO 2017 - JUNIO 2022	SPS / MIEMBROS POR DESIGNAR	ACUERDOS DE COOPERACIÓN SUSCRITOS	CANTIDAD NUEVOS ACUERDOS DE COOPERACIÓN
			FORMULACIÓN DE PROPUESTA DE INTERÉS COMÚN				CANTIDAD DE PAÍSES PARTICIPANTES A EVENTOS ADICIONALES A LOS ORGANIZADOS POR EL SICOFAA.
			FORMULACIÓN DE ACUERDOS DE COOPERACIÓN ENTRE			PROYECTOS INTERINSTITUCIONALES	
			FORMULACIÓN DE ACCIONES ENTRE LAS ORGANIZACIÓN REGIONALES				
	OPTIMIZACIÓN DEL SICOFAA DE ACUERDO AL NUEVO ENFOQUE	FORTALECIMIENTO DEL SISTEMA INFORMATICA Y TELECOMUNICACIONES DEL SICOFAA	TALLERES SITFAA	JULIO 2017 - JUNIO 2022	SPS / TODAS LAS ESTACIONES	INFORME TÉCNICO	CANTIDAD DE OPERADORES CAPACITADOS CANTIDAD DE PAÍSES CAPACITADOS
			OPTIMIZACIÓN DE LOS RECURSOS OPERATIVOS DE SOPORTE INFORMÁTICO (HARDWARE, SOFTWARE Y CONECTIVIDAD) DEL SICOFAA.			ESTACIONES EN ÓPTIMO ESTADO OPERATIVO	PORCENTAJE DE ESTACIONES SITFAA ACTIVAS DENTRO DEL SISTEMA. PORCENTAJE DE ESTACIONES SITFAA RESPONDIENDO DENTRO DEL PLAZO CORRESPONDIENTE
COOPERACIÓN ENTRE ESTACIONES SITFAA			PERSONAL TÉCNICO CAPACITADO			CANTIDAD DE REUNIONES REALIZADAS ENTRE LAS ESTACIONES SITFAA	

Matrix N° 2 - PROJECTS

AMERICAN AIR FORCE INTEROPERABILITY SYSTEM

Matrix No.2: Execution Schedule

AXIS No. 1:

Increasing the Operational Capacity of the Humanitarian Aid Presentation System

Program: Operational Readiness

PROJECT/ACTIONS	2016		2017			Responsibility	Remarks
	2nd Quarter	3rd Trimester	1st Quarter	3rd Quarter	4th Quarter		
Exercise Cooperation V (REAL)						FACH	
Definition of the Concept of the Exercise							
IPC performance							
MPC performance							
FPC performance							
Actual Year Execution							
Performance Evaluation of the Exercise							

AMERICAN AIR FORCE COOPERATION SYSTEM

Matrix No.2: Execution Schedule

**AXIS No.
1:**

Increasing the Operational Capacity of the Humanitarian Aid Presentation System

Program: Operational Readiness

PROJECT/ ACTIONS	2018			2019		Responsible	Remarks
	2nd Quarter	3rd Quarter	4th Quarter	1st. Quarter	2nd. Quarter		
Exercise Cooperation VI (VIRTUAL)						FAA	
Definition of the Exercise Concept							
IPC performance							
MPC performance							
FPC performance							
Execution of the Virtual Exercise							
Performance Evaluation of the Exercise							

SISTEMA DE COOPERACIÓN ENTRE FUERZAS AÉREAS AMERICANAS

Matriz No2: Cronograma de Ejecución

EJE No. 1:

Incremento de la Capacidad Operacional del Sistema para la Presentación de Ayuda Humanitaria

Programa: Alistamiento Operacional

PROYECTO/ACCIONES	2019			2020		Responsable	Observaciones
	2do. Trimestre	3er. Trimestre	4to Trimestre	1er. Trimestre	3er. Trimestre		
Ejercicio Cooperación VII (REAL)						FAC	
Definición del Concepto del Ejercicio							
Realización de IPC							
Realización de MPC							
Realización de FPC							
Ejecución del Ejercicio Real							
Realización de Evaluación del Ejercicio							

AMERICAN AIR FORCE COOPERATION SYSTEM

Matrix No. 2: Execution Schedule

AXIS 1:
No.

Increasing the Operational Capability of the System for the Submission of Health Care Assistance

Program: Operational Safety

PROCEEDS/SHARES	PERIOD						Responsible	Remarks
	O17	2018	2019		O21	202.2		
Promoting a Culture of Operational Safety								
The theme's enthusiasm in each of the phases of the planning of exercises	FPC (REAL)	IPC-MPC (VIRTUAL)	FPC (VIRTUAL) IPC (REAL) MPC (REAL)	FPC (REAL)			Air Force Exercise Host	
Directory Maintenance Advisorfa Institutional Contacts Update							SPS	
Thematic Committee Development							Each member of SIICOFAA/ SPS	

SISTEMA DE COOPERACIÓN ENTRE FUERZAS AÉREAS AMERICANAS

Matriz No2: Cronograma de Ejecución

EJE No. 2:

Fortalecimiento Institucional del SICOFAA

Programa: Capacitación

PROYECTO/ACCIONES	PERÍODO						Responsable	Observaciones
	2017	2018	2019	2020	2021	2022		
Capacitación a nivel SICOFAA e Interinstitucional								
Coordinación de Actividades de Capacitación Interinstitucional SICOFAA-IAAFA para el Fortalecimiento de la Doctrina Combinada							SPS	
Implementación de Actividades de Capacitación a nivel SICOFAA que facilite el desarrollo de Operaciones Aereas Combinadas								

AMERICAN AIR FORCE INTEROPERABILITY SYSTEM

Matrix No. 2: Execution Schedule

AXIS No. 2:

SICOFAA Institutional Strengthening

Program: Inter-institutional coordination

PROJECT/ ACTIONS	PERIOD						Responsible	Remarks
	2017	2018	2019	2020	2021	2022		
Expansion of the Levels of Exchange with Regional Organizations							SPS/ Member by Designate	
Identification of topics of interest								
Promotion of the Institutional Agenda								
Thematic Integration Days								
Formulation of Proposals of Common Interest								
Formalization of cooperation agreements among the following Regional Organizations								
Actions between the Organizations Regional								

Matrix N° 3 - MONITORING AND EVALUATION

Matrix No. 3: Organization, Follow-up and Evaluation Scheme of the First Master Plan 2017 - 2022

	LEVELS		
	Rector and Advisor, ^{ia}	Coordination	Operative
Profile	CONJEFAMIER / PREPILAN	.SPS	Executing Units (EU) Technical Assistance Units (TAUs) (UAT)
Function	Advisor Communicate achievements Approve Adjustments to Courses of Action Evaluation (IFinall Report)	Schedule Activities Collect information Prepare Annual Progress Report on the Implementation of the ID Plan (APR) Monitor and evaluate the implementation of the ID Plan. Director	E1laborate Periodic Progress Reports (PAR) E1laborate Final Project Reports (FPR) E1laborate Final Project Reports (FPR) Final Project Reports (FPR)
Follow-up times	Annuall	Quarterly / Annual	Monthly
Type of Report	NoApplicable	Annual Reports	Quarterly Reports

Matrix No. 4 - WORK TIMELINE

WORK PLAN FOR THE FORMULATION OF THE SICOFAA MASTER PLAN AND ITS MASTER PLAN 2017 - 2022

No	Activity	2016				2017																
		December				January				February				April				May				June
		1				1				1				1				1				1
1	Mega Meeting - Review of the 2012 - 2017 Master Plan and delivery of the inputs from the NFPOs for the Formulation of the Master Plan 2017 - 2022	06-12																				
	Mega Meeting - Review of the 2012 Master Plan and Planestrays - 2017 and delivery of inputs from the NFPOs for the formulation of the 2017 - 2022 Master Plan.					10-01																
	Mega Meeting - Review of the 2012 Master Plan and Planestrays - 2017 and delivery of inputs from the NFPOs for the formulation of the 2017 - 2022 Master Plan.							24-01														
5	COMITEXXI11 in QUEBEC, Canada, approach of the new Master Plan 2017 - 2022									06-02												
	COMITEXXV in Lima, Peru presentation of the Indicators of the 2017 - 2022 Management Plan													03-04								
	PREPLANVLII La Ceiba, Honduras- Validation of PLANESTRA SICOFAA2012 - 2027 and the Master Plan 2017-2022																	01-05				