



| ICAO

International Civil Aviation Organization
North American, Central American and Caribbean Office

Regional Technical Cooperation Project for the
Multi-Regional Civil Aviation Assistance Programme
(MCAAP) (RLA/09/801)

Seventh Meeting of the RLA/09/801 Multi- Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee

RLA/09/801 PSC/7

Report

Ottawa, Canada, 1 August 2018

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HISTORICAL

ii.1 Place and Date of the Meeting

The Seventh Meeting of the RLA/09/801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee (RLA/09/801 PSC/7) was held at the Lord Elgin Hotel in Ottawa, Canada, on 1 August 2018.

ii.2 Opening Ceremony

Mr. Melvin Cintron, Regional Director of the North American, Central American and Caribbean (NACC) Office of the International Civil Aviation Organization (ICAO) and RLA/09/801 MCAAP Project Director, provided opening remarks highlighting the need for all Project Members to have a more critical review and performance-based assessment of the Project execution in benefit of their States and the NAM/CAR Regions, and having this Regional Project as an effective tool for streamlining implementation and satisfying the needs of the States. Mr. Cintron thanked Canada for hosting the event and officially opened the meeting.

ii.3 Officers of the Meeting

The RLA/09/801 PSC/7 Meeting was held with the participation of Mr. Melvin Cintron, Regional Director of the ICAO NACC Regional Office and Director of Project RLA/09/801, who served as Secretary of the Meeting, assisted by Mr. Julio Siu, Deputy Regional Director of the ICAO NACC Regional Office.

ii.4 Working Languages

The working languages of the Meeting were English and Spanish. The working papers, information papers and report of the meeting were available to participants in both languages.

ii.5 Agenda

Agenda Item 1 Implementation of Project Activities 2017 – 2018

- 1.1 Review of the Implementation of Project Activities – 2017
- 1.2 Review of the Implementation of Project Activities – January-July 2018

Agenda Item 2 Project Financial Statement

Agenda Item 3 Planning of Future Activities of the Project

Agenda Item 4 Other Business Related to the Project

ii.6 Attendance

The RLA/09/801 PSC/7 Meeting was held with the participation of the vast majority of the RLA/09/801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Members¹, totalling 34 delegates as indicated in the list of participants. The Project regretted the absence of Antigua and Barbuda, Curaçao, ECCAA, Grenada, Guatemala, Mexico, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines; and, welcomed the participation of Aruba, France, Turks and Caicos, ACI-LAC, CANSO, CARICOM, IADB and IATA as observers to the meeting.

ii.7 Conclusions and Decisions

The Project Steering Committee Meeting recorded its activities as Conclusions and Decisions as follows:

CONCLUSIONS: Activities approved by RLA/09/801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Members.

DECISIONS: Internal activities of the RLA/09/801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee.

¹ *RLA/09/801 Project Member States* are: Bahamas, Barbados, Canada, Cuba, Curaçao, Dominican Republic, Haiti, Jamaica, Mexico, OECS States through ECCAA (Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines), Trinidad and Tobago and Central American States through COCESNA (Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua). United States participates in the Project as an in-kind support donor.

ii.8 List of Conclusions

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An executive summary of these conclusions is presented in the **Appendix A** to this report.

ii.9 List of Working Papers

WORKING PAPERS				
Number	Agenda Item	Title	Date	Prepared and Presented by
WP/01	--	Provisional Agenda	06/07/18	Secretariat
WP/02	1	Review of the Implementation of Project Activities - 2017	06/07/18	Secretariat
WP/03	1	Review of the Implementation of Project Activities - January-July 2018	06/07/18	Secretariat
WP/04	2	Project RLA/09/801 Financial Statement	06/07/18	Secretariat
WP/05	3	Planning of Future Activities of the Project	06/07/18	Secretariat

Refer to the Meeting web page:

<https://www.icao.int/NACC/Pages/meetings-2018-mcaap.aspx>

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BAHAMAS

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3. Delvin Major

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8. Shannon Wright

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20. Leonidas Vicente Duarte Suarez
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31. Manuel E. Cáceres

32. Juan Carlos Trabanino

IADB^φ

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Agenda Item 1 Implementation of Project Activities 2017 – 2018

1.1 Review of the Implementation of Project Activities – 2017

1.1.1 The creation, functions and role of the RLA/09/801 MCAAP Project Evaluation Commission (PEC) were reminded to the RLA/09/801 MCAAP Project Steering Committee (PSC). Based on the RLA/09/801 MCAAP Procedural Handbook, it is essential that the Project uses the PEC for the necessary quality control and assurance of the Project performance and results.

1.1.2 The purpose of Project RLA/09/801 MCAAP is to assist Project member States/Territories in the NAM/CAR Regions in the effective implementation of ICAO Standards and Recommended Practices (SARPs), safety improvements and performance-based air navigation services/systems; in order to achieve a safe, efficient and sustainable aviation system in harmonization with the Global Air Navigation Plan (GANP), Global Aviation Safety Plan (GASP), CAR/SAM Regional Air Navigation Plan and regional performance targets for air navigation and aviation safety; and in support of the ICAO No Country Left Behind (NCLB) initiative and this multiregional assistance programme.

1.1.3 As such, Project RLA/09/801 MCAAP is a tool that supports Project member States/Territories which requires the participation of all parties involved.

1.1.4 Under WP/02, the Meeting recalled that the 2017 Project Events Calendar was sent to the Project Steering Committee (PSC) on 21 December 2016 for its approval. This calendar contained 21 activities (including missions and fellowships) totalling USD368,000 as projected expenses per Sub-Project for 2017.

Projected Expenses per Sub-Project for 2017

Sub-Project	Sub-Project	Sub-Project	Sub-Project	Sub-Project	Sub-Project	Sub-Project	Sub-Project	Sub-Project	Sub-Project	TOTAL
1	2	3	4	5	6	7	8	9	10	
\$10,000	\$18,000	\$18,000	\$18,000	\$27,000		\$10,000	\$18,000	\$18,000	\$18,000	\$368,000
\$27,000						\$21,000	\$18,000	\$12,000	\$18,000	
\$24,000						\$21,000	\$18,000	\$12,000	\$18,000	
								\$12,000		
								\$12,000		
\$61,000	\$18,000	\$18,000	\$18,000	\$27,000		\$52,000	\$54,000	\$66,000	\$54,000	

1.1.5 From this approved event Project activities for 2017, the Project Coordination carried out an analysis to verify if the projected expenses approved by the PSC were efficiently implemented by all parties, and the following results were obtained:

- a) all MCAAP RLA/09801 TEAM Missions were accomplished and there was flexibility to reassign planned activities;
- b) few Project member States make a full use of the assigned fellowships; and
- c) out of the 165 fellowships offered for all Project member States, only 41 were allocated for 2017 (representing 24.84% of the planned fellowships) as follows:

	Cost	Fellowships Per Project Member
Bahamas	Nil	0
Barbados	\$ 1,933.00	2
Cuba	\$ 17,585.00	14
Curaçao	\$ 2,085.00	1
Dominican Republic	\$ 6,593.00	5
Haiti	\$ 3,265.00	3
Jamaica	Nil	0
Mexico	\$ 4,765.00	3
Trinidad and Tobago	\$ 5,343.00	5
COCESNA	\$ 3,906.00	4
ECCAA	\$ 7,338.00	4
Total	\$ 52,813.00	41

1.1.6 In 2017, the RLA/09/801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project had an investment of **USD\$29,962.87** corresponding to technical assistance missions and **USD\$52,813** corresponding to fellowship allocation. The total budget execution for 2017 was **USD\$82,775.87**.

1.1.7 There were no teleconferences of the Steering Committee Meeting of Project RLA/09/801 nor any Project Evaluation Commission (RLA/09/801 PEC) meetings convened for 2017.

1.1.8 Based on the above, the Meeting concurred that the activities of RLA/09/801 Regional Project work around the calendar of activities of the Regional Office. However, in order to have a proper implementation of the Project activities and the projected expenses, it is also essential that Project member States have a more active role in applying for fellowships and in accepting technical assistance missions.

1.1.9 Finally the Meeting recognized that the implementation of the Project was affected in 2017 by the earthquake occurred in Mexico City and the hurricane season in North America and the Caribbean.

1.2 Review of the Implementation of Project Activities – January-July 2018

1.2.1 Under WP/03, the Meeting took note of the activities carried out during the first semester of the current year, under the Project and the results obtained, recalling that the proposal of activities for 2018 was sent to the Project Steering Committee (PSC) through State letter Ref. NT-NS2-35 – E.OSG - NACC71903, dated 20 February 2018 for assessment and analysis prior to the Sixth Teleconference of the Steering Committee Meeting of Project RLA/09/801 (RLA/09/801 PSC /Telcon/6), 26 February 2018.

1.2.2 In accordance with the needs exposed by States in diverse forums and considering the need to impulse some of the activities in the NAM/CAR Regions, the Secretariat proposed fourteen (14) activities (missions) within Sub-Projects 1, 2, 6, 7, 9 and 10. Thirteen (13) activities were approved by the PSC, with a total of **USD\$139,700** as projected expenses. In addition to the activities, the Secretariat proposed to allocate a total of **USD\$172,800**, to cover the expenses of eight fellowships for each of the twelve RLA/09/801 MCAAP Project members, totalling 108 available fellowships for 2018. In addition to the eight (8) fellowships, an additional fellowship was offered to attend this meeting and the Secretariat compiled a list of suggested events so that RLA/09/801 MCAAP Project members apply for fellowships, always having the possibility to select other ICAO events not mentioned on the list. The total of projected expenses to cover events under Project RLA/09/801 MCAAP (including missions and fellowships) was **USD\$312,500** as projected expenses per Sub-Project for 2018.

Projected Expenses for activities (missions) per Sub-Project for 2018

Sub-Project	TOTAL									
1	2	3	4	5	6	7	8	9	10	
\$15,000.00	\$3,500.00				\$11,000.00	\$5,500.00		\$14,000.00	\$10,200.00	
	\$5,500.00				\$6,000.00	\$17,000.00			\$4,000.00	
	\$3,500.00				\$7,000.00					
					\$37,500.00					
\$15,000.00	\$12,500.00	\$0.00	\$0.00	\$0.00	\$61,500.00	\$22,500.00	\$0.00	\$14,000.00	\$14,200.00	\$139,700.00

1.2.3 From the analysis of this first semester of Project activities, on average, only **16.66%** of the planned fellowships and **23.20%** of the proposed activities (missions) have been executed in 2018. In total, out of the 108 fellowships offered for all Project member States, only **18** have been allocated as of 30 June 2018, as follows:

	Cost	Fellowships Per Project Member
Bahamas	Nil	0
Barbados	Nil	0
Cuba	\$ 5,569.00	4
Curaçao	Nil	0
Dominican Republic	\$ 3,570.00	2
Haiti	Nil	1 ¹
Jamaica	\$ 1,500.00	1
Mexico	\$ 3,432.00	2
Trinidad and Tobago	\$ 5,047.00	3
COCESNA	\$ 7,555.00	5
ECCAA	Nil	0
Total	\$ 26,673.00	18

1.2.4 The execution of activities in accordance with the events approved by the Project for the first semester of 2018 resulted in an investment of **USD\$32,416.63** corresponding to technical assistance missions and **USD\$26,673.00** corresponding to fellowship allocation has been carried out. The total budget execution as of 30 June 2018 is **USD\$59,089.63**. The following table provides an analysis of activities completed or postponed:

Event	Status
Sub-Project 1. Implement a PBN Airspace Concept for the CAR Region	
Development of a proper model for the structure of airspace and terminal areas (TMAs)	Finalized – Carried out under the name of Sub-Project to Develop and Implement a Performance-Based Navigation (PBN) Airspace Concept Document for the CAR Region. Carried out in Mexico City, Mexico, from 8 to 11 May 2018, see the Appendix to WP/03 for detail. This event determined the activities to be carried out by States for the harmonized development and implementation of PBN routes in the NAM/CAR Regions and their connection with the SAM Region. This work was the basis for the ICAO/IATA/CANSO Performance-Based Navigation (PBN) Harmonization, Modernization and Implementation Meeting for the North American, Caribbean and South American (NAM/CAR/SAM) Regions which defined the new PBN routes to be implemented in the short term.
Sub-Project 2. Enhance the Transition to Aeronautical Information Management (AIM)	
Follow-up to the AIM - QMS implementation Mission to E/CAR States	Pending – Programmed to be held in Port of Spain, Trinidad and Tobago from 24 to 26 October 2018

¹ Cancelled because the fellowship holder did not obtain her air ticket to participate in the event

Event	Status
Follow-up Mission to COCESNA on AIM transition and eAIP production including QMS implementation for Central American States to include Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua	Pending – Originally scheduled to be carried out in Guatemala City, Guatemala from 27 to 29 August 2018. It has been reprogrammed for the last quarter of 2018.
Integrated Aeronautical Information Management (AIM) - Quality Management System (QMS), Flight Planning Issues and Plans for AIM Transition Meeting	Pending – Programmed to be carried out in the ICAO NACC Regional Office, Mexico City, Mexico from 17 to 19 October 2018.
Sub-Project 6. Enhance ATS situational awareness and improve efficiency of ATS Unit(s) Operations	
Regional Assistance to Improve NAM/ICD and AIDC Implementation in Curacao and Dominican Republic	Pending – The objectives of this meeting were modified due to the fact that the Curaçao ATC does not yet have the capacity for the AIDC implementation. Therefore, the Secretariat coordinated with Dominican Republic and the mission will be focused on the provision of experts for Dominican Republic to facilitate lessons learned on the pre and post NAM/ICD implementation activities in order to have a more successful implementation in Dominican Republic and in a shorter timeframe. The dates for this mission are pending to be confirmed by Dominican Republic in either October or November of 2018.
Airport Collaborative Decision-Making (A-CDM) Assistance Mission	Pending – This event will be carried out in Havana, Cuba in October 2018.
Workshop for the Development of ADS-B Legislation	Pending – The name has changed to: ADS-B Implementation and Regulation Meeting for the NAM/CAR/SAM Regions. Scheduled to be held in the ICAO NACC Regional Office, Mexico City, Mexico from 26 to 30 November 2018.
Post Hurricane Assessment	Pending – In accordance with the request made by States during the Sixth Teleconference, the Questionnaire on the Improvement to the Aeronautical and Airport Infrastructure in the Caribbean was sent to Project member States through State Letter Ref. NT-NS2-35; NT-NS1 — E.OSG - NACC72617, dated 7 May 2019. Cuba, Curaçao, France and United Kingdom are the only States who have responded the questionnaire. No dates have been able to be confirmed for the implementation of this activity; and Barbados and Cuba declined the proposed missions. Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines have not responded. The intent of the Secretariat is to simultaneously seek other funding to minimize the impact on the MCAAP and assist States as they may request or need through non-governmental organizations (NGOs) or lending institutions to help States in obtaining the necessary budgetary support. Considering WP/02 of the NACC/DCA/08 Meeting, the Secretariat will complete the analysis of the results of the questionnaire by the end of August and will send a proposal of activities by September. States who have not sent their responses to the questionnaire are urged to do so as soon as possible.

Event	Status
Sub-Project 7. Enhance Capacity and Efficiency of Aerodrome Operations	
Regional Assistance Project under NCLB, Technical Assistance Proposal Aerodrome Certification by CAR States – Belize	Finalized – This event was carried out as originally planned from 21 to 23 March 2018, see Appendix for detail.
Regional Assistance Project under NCLB, Technical Assistance Proposal Aerodrome Certification by CAR States – Mexico	Pending – The response from Mexico is still pending in order to establish dates.
Sub-Project 8. Improve Regional Safety	
SSP Implementation TEAM – 2 States to be determined	Pending – The dates and coordination for these missions is still pending to be determined. The Secretariat has reconsidered this issue due to the new SSP implementation plan.
Sub-Project 9. Enhance Regional ANS and Safety Performance Planning	
Assistance mission to develop/update National Air Navigation Plans in accordance with the Aviation System Block Upgrades (ASBU) – 2 States (Central America and Eastern Caribbean)	Pending – Scheduled to be held in Tegucigalpa, Honduras from 6 to 9 August 2018 and in the Eastern Caribbean from 6 to 9 November 2018. The Secretariat has started the coordination for both events. For the first event in Tegucigalpa, Honduras, United States provided support through a Project with Central America in order to ensure the participation of all Central American States and CANSO and IATA have confirmed their participation. Likewise, CANSO, COCESNA, IATA and the Secretariat have carried out a preparatory work in order to accomplish the best results for this mission. The proposal is that this event may be successfully replicated in other States
Sub-Project 10. Enhance Aviation Security and Facilitation	
NCLB Technical Assistance Mission to States – Barbados (4 to 6 September), El Salvador (9 to 11 October) and OECS State to be determined (13 to 15 November)	Pending – The Secretariat has begun the coordination with States involved and the missions will be carried out on the planned dates.
Raise Awareness on Cyber Security – Jamaica, 20-23 March	Finalized – This event was carried out as originally planned from 20 to 23 March 2018, see Appendix to WP/03 for detail.

1.2.5 Based on the above the Meeting agreed on the following conclusions:

CONCLUSION	
RLA/09/801 PSC/7/1	RLA/09/801 MCAAP PROJECT PERFORMANCE IN 2017 AND EARLY 2018
What:	Expected impact:
<p>That, based on the performance and execution results from 2017 and the 1st semester of 2018, the RLA/09/801 MCAAP Project members:</p> <p>a) review the fellowship execution and technical mission performance provided in the analysis carried out by this PSC Meeting;</p> <p>b) provide recommendations for improving the performance of the Project to the Secretariat and the PEC by 15 September 2018; and</p> <p>c) confirm the Point of Contact (PoC) for each Project Member to the Secretariat by 30 September 2018.</p>	<p><input type="checkbox"/> Political / Global</p> <p><input type="checkbox"/> Inter-regional</p> <p><input checked="" type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>
Why:	
To review and enhance the performance of RLA/09/801 MCAAP Project in benefit of RLA/09/801 MCAAP Project members.	
When: 30 September 2018	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	RLA/09/801 MCAAP Project members

CONCLUSION	
RLA/09/801 PSC/7/2	PROJECT EVALUATION AND RECOMMENDATIONS
What:	Expected impact:
<p>That, based on the assigned role and function of the RLA/09/801 MCAAP Project Evaluation Commission (PEC) for a continuous improvement of the RLA/09/801 MCAAP Project performance, that the RLA/09/801 MCAAP Project Evaluation Commission (PEC) carry out an assessment of the performance of Project activities by no later than 30 September 2018.</p>	<p><input type="checkbox"/> Political / Global</p> <p><input type="checkbox"/> Inter-regional</p> <p><input checked="" type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>
Why:	
Ensure MCAAP Project result oriented performance	
When: 30 September 2018	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	RLA/09/801 MCAAP Project members

Agenda Item 2 Project Financial Statement

2.1 Report of the Project's Implementation – First Semester of 2018

2.1.1 Under WP/04, the Meeting was informed of the Project RLA/09/801 financial status based on the contributions received, the committed implementation and budget line as well as the support received for the implementation on behalf of States in the NAM/CAR Regions. The Meeting recalled that based on paragraph 9.1 of the RLA/09/801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Procedural Handbook, the annual financial contribution of USD25,000 for all RLA/09/801 MCAAP Project Members is due on 31 January of each calendar year.

2.1.2 The Meeting also recalled that during the Sixth Teleconference of the Steering Committee Meeting of Project RLA/09/801, the Project Steering Committee was informed on the status of State contributions to the Project and that the Project Coordination would be sending to each one of the States the pending balance to the date, as well as the invoices of pending contributions.

2.1.3 Since RLA/09/801 was initially signed, there should be a total of five (5) contributions per Project Member totalling USD125,000 (2011, 2014, 2016, 2017 and 2018) for each Project Member, with the exception of Canada, since being a new member should only have one contribution of USD25,000.

2.1.4 WP/04 provided the detailed financial execution of the Project, in its different appendices:

- Appendix A – historic implementation of Project completed activities up to 30 June 2018
- Appendix B – detail of contributions made by members of the Project since its commencement
- Appendix C – Project fellowship and mission count and expenses per Project member
- Appendix D – Statement of Estimated Fund Balance as of 31 March 2018

2.1.5 The Meeting recognized that the Project had a significant improvement by the end of 2017 and the beginning of 2018 as a consequence of the analysis carried out to the previously completed implementations, the current needs in the region particularly for each member State and the regional benefit. The following conclusion was adopted:

CONCLUSION		PROJECT ASSESSMENT TOOL	
RLA/09/801 PSC/7/3			
What: That, for considering the timely response and adjustments of the Project activities to better response to State Member needs, the RLA/09/801 MCAAP Project Evaluation Commission (PEC), in coordination with the Secretariat, propose a follow-up and assessment tool; and development of assessment indicators for the Project by the next PSC Meeting.		Expected impact: <input type="checkbox"/> Political / Global <input type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical	
Why: Timely response and adjustments of the Project activities to obtain a better response for State Member needs			
When:	Next Project Steering Committee (PSC) Meeting	Status:	<input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who:	<input type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	RLA/09/801 MCAAP Project Evaluation Commission (PEC)	

Agenda Item 3 Planning of Future Activities of the Project

3.1 Under WP/05, ICAO presented a proposal of the activities that may be carried out in 2019, in line with the needs of the States and the problems of the region.

3.2 The Meeting recalled that in accordance with paragraphs 8.1 and 8.2 of the MCAAP Procedural Handbook, the RLA/09/801 MCAAP Work Plan Development is based on the events calendar published by the ICAO NACC Regional Office, which is the document that initiates the identification of RLA/09/801 MCAAP Project activities with the recommendations of the ICAO NACC Regional Officers, who have a close knowledge of States' needs, and considering the NACC NCLB Regional Strategy, as well as specific State Action Plans. For information of the Meeting the input to the ICAO NACC Regional Office calendar comes mainly from:

- Annual events held by the ICAO NACC Regional Office on a regular basis, such as DCA meetings, working groups, technical management groups, etc.
- Events coordinated by Regional Officers – includes events jointly coordinated with other States or other entities
- Events in line with the Global Air Navigation Plan (GANP), the ICAO Global Aviation Safety Plan (GASP), the Global Aviation Security Plan (GASeP), the Universal Safety Oversight Audit Programme (USOAP) and the Universal Security Audit Programme (USAP) Audit results; as well as regional priorities and goals (regional plans), air transport and environmental protection goals considering, but not limited, to the following
 - Priorities and goals established for air navigation
 - Coordination with Air Navigation Capacity and Efficiency Section
 - Coordination with Aviation Safety Section
 - Coordination with Monitoring & Oversight Section
 - Special Implementation Projects (SIPs)
 - Priorities and goals established for air transport
 - Coordination with Implementation Support and Development Section –Security, priorities in accordance with USAP Audits and aviation security implementation plans (ASIP)
 - Regional implementation inter-regionally coordinated with the ICAO SAM Regional Office

- New technologies and systems/emerging services – Coordination with the Global Aviation Training Office (GAT)
- proposing improvements and new activities to support implementation;
- annually assess and propose new activities for the Project;
- proposing updates and amendments to the RLA/09/801 MCAAP Project PRODOC; and
- identifying and monitoring methods for continuous improvement of the Project.

3.3 Based on the follow-up to the latest Review of Project Activities and new activities, the Secretariat proposed the inclusion of:

- Sub-Project 4 – Aeronautical Meteorology (MET) – Regional Assistance Project to SIGMET Information Improvement:
 - the activity has been rescheduled for March or October of 2019, reducing direct costs of the sub-activity, benefitting from the States' experience. The mission has been proposed to be carried out in March 2019.
- Sub-Project 6 – Enhance ATS situational awareness and improve efficiency of ATS Unit(s) Operations
 - Consider fellowships and SMEs for two trainings on flight plan within the Project. Training will be based on deficiencies found in the region (type of errors, AIS structure, local and regional objectives) in order to minimize errors caused by lack of training.
 - The proposal for a meeting by a MEVA Group, represented by Dominican Republic, Trinidad and Tobago, United States, and COCESNA, to work on the MEVA IV concept in early 2019, to integrate the data of the studies on the new MEVA phase which will include a ground based IP, which was carried out in 2018 and prepare the Project proposal to be presented at the Thirty-Fourth MEVA Technical Management Group (TMG/34) Meeting in May 2019.

3.4 COCESNA requested the inclusion in the Project for an assessment and best way of integrating meteorological data from its more recent radar acquisitions. In this regard, a mission by a Subject Matter Expert to assess this infrastructure is proposed in early 2019.

3.5 Based on the above, the Meeting adopted the following conclusion:

CONCLUSION	
RLA/09/801 PSC/7/4	2019 PROJECT WORK PROGRAMME
<p>What:</p> <p>That, for a timely and accurate Project Work Programme that ensure the participation and benefit of all its Project Members:</p> <p>a) State Project Members</p> <ul style="list-style-type: none"> • inform and coordinate with the PEC and the Project Coordination to determine the needs for RLA/09/801 Technical Assistance Missions (RLA/09/801 TEAMS); • assign a focal point to work in conjunction with the PEC in the next two months (August and September) to define the needs of each State for 2019; <p>b) PEC:</p> <ul style="list-style-type: none"> • consider the follow-up of activities and the activities presented in the PSC/7 Meeting; and • coordinate with all for the development of the 2019 work programme reporting its results to the PSC and achieve the approval of activities for 2019 before November 2018. 	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input type="checkbox"/> Inter-regional</p> <p><input checked="" type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>
<p>Why:</p> <p>The actions to ensure that the Project satisfies Project Members need to be reflected in the 2019 Work Programme.</p>	
<p>When: November 2018</p>	<p>Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed</p>
<p>Who: <input type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:</p>	<p>Project Members and PEC</p>

Agenda Item 4 Other Business Related to the Project

4.1 The *Survey on Management Indicators and Results* is attached as **Appendix B** to the Report. The Survey contains the following sections:

- Section I:** Assessment of current project
- Section II:** Assessment of Achievement of Objectives
- Section III:** Assessment of project execution and provision of services by ICAO
- Section IV:** Lessons learned

4.2 Project Members are requested to fill out all Sections contained in the Survey and return it duly filled to the Secretariat by sending the survey by e-mail at nacc-tc@icao.int by **30 September 2018**.

**APPENDIX A
EXECUTIVE LIST OF CONCLUSIONS/DECISIONS**

Number	Conclusion/Decision	Responsible for action	Deadline
C/1	RLA/09/801 MCAAP PROJECT PERFORMANCE IN 2017 AND EARLY 2018		
	That, based on the performance and execution results from 2017 and the 1st semester of 2018, the RLA/09/801 MCAAP Project members:		
	a) review the fellowship execution and technical mission performance provided in the analysis carried out by this PSC Meeting;	RLA/09/801 MCAAP Project members	30 September 2018
	b) provide recommendations for improving the performance of the Project to the Secretariat and the PEC by 15 September 2018 ; and		
	c) confirm the Point of Contact (PoC) for each Project Member to the Secretariat by 30 September 2018 .		
C/2	PROJECT EVALUATION AND RECOMMENDATIONS		
	That, based on the assigned role and function of the RLA/09/801 MCAAP Project Evaluation Commission (PEC) for a continuous improvement of the RLA/09/801 MCAAP Project performance, that the RLA/09/801 MCAAP Project Evaluation Commission (PEC) carry out an assessment of the performance of Project activities by no later than 30 September 2018 .	RLA/09/801 MCAAP Project Evaluation Commission (PEC)	30 September 2018
C/3	PROJECT ASSESSMENT TOOL		
	That, for considering the timely response and adjustments of the Project activities to better response to State Member needs, the RLA/09/801 MCAAP Project Evaluation Commission (PEC), in coordination with the Secretariat, propose a follow-up and assessment tool; and development of assessment indicators for the Project by the next PSC Meeting.	RLA/09/801 MCAAP Project Evaluation Commission (PEC)	Next Project Steering Committee Meeting (PSC)

Number	Conclusion/Decision	Responsible for action	Deadline
C/4	2019 PROJECT WORK PROGRAMME		
	That, for a timely and accurate Project Work Programme that ensure the participation and benefit of all its Project Members:		
	a) State Project Members	RLA/09/801 MCAAP Project members	30 September 2018
	<ul style="list-style-type: none"> • inform and coordinate with the PEC and the Project Coordination to determine the needs for RLA/09/801 Technical Assistance Missions (RLA/09/801 TEAMS); 		
	<ul style="list-style-type: none"> • assign a focal point to work in conjunction with the PEC in the next two months (August and September) to define the needs of each State for 2019; 		
	b) PEC:	RLA/09/801 MCAAP Project Evaluation Commission (PEC)	30 November 2018
<ul style="list-style-type: none"> • consider the follow-up of activities and the activities presented in the PSC/7 Meeting; and 			
<ul style="list-style-type: none"> • coordinate with all for the development of the 2019 work programme reporting its results to the PSC and achieve the approval of activities for 2019 before November 2018. 			

APPENDIX B
SURVEY ON MANAGEMENT INDICATORS AND RESULTS

Section I: Assessment of current project

Section II: Assessment of Achievement of Objectives

Section III: Assessment of project execution and provision of services by ICAO

Section IV: Lessons learned

EVALUATION SCALE	
5.0	Exceptional results beyond the project requirements
4.5	Exceeds the requirements <input type="checkbox"/>
4.0	The project objectives were reached in all cases
3.5	Most of the project objectives were reached
3.0	Some quality results were reached and implemented <input type="checkbox"/>
2.5	Some nonimplementable quality results were reached
2.0	A few results of little repercussion and quality were reached
1.5	Below the expected results <input type="checkbox"/>
1.0	Significantly below the expected results <input type="checkbox"/>

I. ASSESSMENT OF CURRENT PROJECT

1.-Project objectives	
Do you think that project objectives are in line with the development priorities of your State with respect to the National Air Navigation Plan to serve the reality of civil aviation?	
Comments	
Please rate this issue (from 1 to 5)	

2.-Regional and global support	
Do you think the project responds to, and supports your Administration in terms of its commitments <i>vis-a-vis</i> the Regional and Global Air Navigation Plans?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

3.-Comments by the State(s)	
Do you have any comments on the direction of the project?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

4.-Strategy and vision	
Do you think the project responds to the strategy of your institution and to its long-term vision?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

5.- Project quality	
Do you think the content of this project contributes to the achievement of its objectives?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

6- Project resources	
Do you consider that the financial, physical, and human resources established for achieving the objectives defined in the project document are adequate?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

I. ASSESSMENT OF CURRENT PROJECT

7.-Project participants

Do you think that all the parties that should be involved in the project are participating? If not, who else should participate?

Comments

Please rate your satisfaction regarding this issue (from 1 to 5)

8.-Project efficiency

Is the project cost-effective compared to similar programmes or projects?

Comments

Please rate your satisfaction regarding this issue (from 1 to 5)

9.-Project modification

What modifications would you propose to the objectives and scope of the project?

Comments

10.-Other information

Please provide any other information that might support or further clarify your perception of the scope of the current project.

Comments

II. ASSESSMENT OF ACHIEVEMENT OF OBJECTIVES

1.-Project objectives	
Regarding project management by ICAO, do you think that project objectives are being met?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

2.- Project timetable	
Do you think that project objectives have been met on a timely basis according to your expectations?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

3.-Use of resources	
Do you think that resources are being used efficiently to meet the objectives?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

4.- Cost of the project	
Do you think that the costs involved in the achievement of objectives have been appropriate?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

5.-Main achievements	
What are the main achievements of the project in terms of expected results?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

II. ASSESSMENT OF ACHIEVEMENT OF OBJECTIVES

6.-Main problems and their solution

What are the main problems that hinder the achievement of the expected results, and how should they be resolved?

Comments

Please rate this issue (from 1 to 5)

7.- Other comments

Please insert additional comments on the attainment of project objectives.

Comments

8.- Risks

What new events could affect the achievement of project results? What do you recommend in response to such events?

Comments

9.-Other information

Please provide any other information that could support or further clarify your assessment of the attainment of project objectives.

SURVEY ON MANAGEMENT INDICATORS AND RESULTS

III. ASSESSMENT OF PROJECT EXECUTION AND PROVISION OF SERVICES BY ICAO

1.-Decision-making	
Do you think that the decision-making process within the project is appropriate?	
Comments	
Please rate this issue (from 1 to 5)	
2.-Quality of the project	
Do you think that the quality of the products developed is appropriate?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
3.-Guidance	
Do you think that the guidance for attaining project results is being followed?	
Comments	
Please rate this issue (from 1 to 5)	
4.-Organisation and priorities	
Do you think that the structure and priorities of the project are appropriate?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
5.-Management of change	
Do you think that management of change and the degree of flexibility in project management are appropriate?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
6.-Service to the State	
Do you think that the service provided to your State is appropriate?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	

SURVEY ON MANAGEMENT INDICATORS AND RESULTS

III. ASSESSMENT OF PROJECT EXECUTION AND PROVISION OF SERVICES BY ICAO

7.-Communication	
Do you think that the level of communication inside and outside the project is appropriate?	
Comments	
Please rate this issue (from 1 to 5)	
8.-Conflicts	
Do you think that conflict management is appropriate?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
9.-Use of resources	
Do you think that project resources are being efficiently used to generate the expected results?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
10.-Relevance of mechanisms	
Do you think that project management mechanisms are relevant?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
11.-Timeliness of work plans	
Based on your work plan, how would you rate the timeliness of the project with respect to the generation of products, results, and delivery of inputs?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
12.-Guidance	
Do you think that the activities and products developed by the project are in line with the guidelines of ICAO, the Regional Offices, and the air navigation plans?	
Comments	
Please rate your satisfaction regarding this issue (from 1 to 5)	
13.-Other information	

SURVEY ON MANAGEMENT INDICATORS AND RESULTS

III. ASSESSMENT OF PROJECT EXECUTION AND PROVISION OF SERVICES BY ICAO

Please provide any other information that could support or further clarify your assessment of the products and services provided through the project.

Comments

SURVEY ON MANAGEMENT INDICATORS AND RESULTS

IV. LESSONS LEARNED

1.-Positive lessons learned during the project

Briefly describe the positive lessons learned during project implementation.

Comments

2.-Negative lessons learned during the project

Briefly describe the negative lessons learned during project implementation.

Comentarios

3.-Preventive measures

Briefly describe the preventive measures that could have been taken in relation to the negative lessons learned during project implementation.

Comments