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**Tenth North American, Central American and Caribbean Directors of Civil Aviation Meeting  
(NACC/DCA/10)**

Martinique, France, 21 to 23 June 2022

**Agenda Item 5: NAM/CAR Regional Safety/Air Navigation Implementation  
5.3 Air Navigation Implementation Matters**

**CAR/SAM PLANNING AND IMPLEMENTATION REGIONAL GROUP (GREPECAS) PROJECTS AND  
PROGRESS REPORT**

(Presented by Secretariat)

<b>EXECUTIVE SUMMARY</b>	
This paper provides an update and suggests an exchange of ideas will be given on the progress of the air navigation projects with the improvements presented during every meeting of the Programmes and Projects Review Committee to obtain the support needed for the implementation of air navigation in the CAR Region.	
<b>Action:</b>	Section 3
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"><li>• Safety</li><li>• Air Navigation Capacity and Efficiency</li></ul>
<b>References:</b>	<ul style="list-style-type: none"><li>• Final Report – Nineteenth Meeting of the CAR/SAM Regional Planning and Implementation Group (GREPECAS/19), Online, 27 – 29 October 2021</li></ul>

**1. Introduction**

1.1 The review of the CAR/SAM Regional Planning and Implementation Group (GREPECAS) Programmes and Projects has been adapted following the emerging needs and priorities imposed by the COVID-19 pandemic, as well as by the updates of the latest edition of the Global Air Navigation Plan (GANP) (6th Ed.)

1.2 This review is a central activity of the GREPECAS PPRC, to adjust goals and efficiency, benefits and the expected deliverable of the results of the Projects. These objectives were identified as a key area for improvement for GREPECAS. Since the GREPECAS/18 meeting, it was also reiterated under the GREPECAS Improvements Plan, accepted by the participants of the Fifth Meeting of the Programmes and Projects Review Committee (PPRC/5) of GREPECAS, held in Mexico City, Mexico, from 16 to 18 July 2019.

## 2. Discussion

2.1 During the ePPRC/03 and 04 meetings, comments on the development of the GREPECAS Dashboard were provided and support was requested to this Programmes and Projects initiative, it could be considered as a mechanism for monitoring, controlling and measuring the efficiency of Programmes and Projects, as well as the generation of timely reports on the status of the implementation of Air Navigation Services (ANS), with the following goals for the year 2022:

<b>INITIAL GOALS TO THE YEAR 2022</b>	
<b>Goal 1)</b>	Increase the annual percentage of effective implementation of the projects proposed in the Working Groups.
<b>Goal 2)</b>	Link the needs of the CAR/SAM States with the implementation projects of the regions, contributing to regional initiatives, through the training of Human Resources.
<b>Goal 3)</b>	Establish an effective work methodology that ensures the continuity of the work and the fulfilment of current and future goals.
<b>Goal 4)</b>	Establish a programme for the exchange of good practices among the States, based on the objectives of the Global Air Navigation Plan (GANP) and the ICAO Global Aviation Safety Plan (GASP), through the GREPECAS and the Regional Aviation Safety Group–Pan America (RASG-PA) implementation

2.2 According to the last plenary session in 2019, GREPECAS has carried out, through the virtual meetings of the CRPP, a continuous review of the Programmes and Projects, presenting the results of each of the meetings. In these meetings, guidance has been provided for such review, analysis and subsequent adoption of Conclusions/Decisions, to ensure that the projects maintain their validity, seeking to positively influence the implementation of Air Navigation in the Region. A summary of this guidance provided to State coordinators and at eCRPP meetings is provided in **Appendix A**.

2.3 The GREPECAS and ePPRC/04 Meetings carried out a complete review of the projects following the guidance provided by the PPRC as shown in **Appendix B** and as a complement, in the following table. This status summarizes the status of the Projects highlighting the following for the CAR Region Projects:

- a) Since the GREPECAS/19 and the virtual PPRC Meetings that were held, the continuous review of the Programmes and Projects, and their results, was maintained. In the review committee, guidance was provided for said review, analysis and adoption of Conclusions/Decisions to ensure that the Projects that remain valid in support of the implementation in the Air Navigation of the region
- b) The revision of the GREPECAS Programmes and Projects has been adapted to the emerging needs and priorities imposed both by the COVID-19 pandemic and by the updates of the latest Edition of the GANP (6th Ed.)
- c) The virtual meetings of the CRPP concluded that, despite the context of the pandemic, the Projects of the Region related to the ATM, AGA, AIM, and CNS programmes continued, and were restructured and/or updated.

- d) About CAR Region Projects:
  - i. Projects related to ATM (A1, B1 and B2) are still valid.
  - ii. Projects related to CNS (C and D) continue to be valid.
  - iii. The creation of a new project under the Aerodrome Programme F for the CAR/SAM Regions on Collaborative Decision Making (CDM) and SM Aerodrome maintenance and certification.
  - iv. Projects related to AIM (G1 and G2) were replaced by a new Project for the implementation of the AIM Collaborative Plan.
  - v. Projects related to MET (H2, H3 and H4) were reported as completed and no new projects were proposed for now, but new proposals are being studied, which will be presented shortly.
- e) Under Conclusion eCRPP/03/04 - Remote Subscription of Letters of Agreement (LoAs) and Effective Regional Implementation of the SAR Service, an analysis was formulated on the need for a SAR Project

2.4 Moreover, considering the development of the CAR/SAM Air Navigation Plan (ANP), Vol. III, on the review of the Aviation System Block Upgrades (ASBU), the Programmes and Projects are being reviewed and updated, in order to ensure their consistency and continuity of the effectiveness of the Projects that serve the States and the region.

2.5 The Secretariat mentions that during the ePPRC/04 meeting a complete review of the Projects following the guidelines provided in the previous eCRPP/02 meeting was carried out, resulting in the status of the Projects found in the ePPRC/04 Meeting Report, and in WP/05 Appendices A and B, mentioned in the previous paragraphs.

2.6 Likewise, in consideration of the development of the CAR/SAM Air Navigation Plan (ANP) Vol. III, and the review of the Aviation System Block Upgrades (ASBU), the Programs and Projects will be reviewed to ensure their consistency, coherence and continuity of said Air Navigation Projects, in which the States of the Region.

2.7 Initially, the Strategic Plan for GREPECAS had different aspects of improvements, mainly based on a Dashboard, which are detailed in the following table and the progress is observed as follows:

Tasks by area	Number of tasks	Percentage	Observations
Diagnóstico	2	75%	Of the <b>19 tasks</b> in total, defined in the Appendix Table, which represent <b>100%</b> , the following progress behavior is observed: <ul style="list-style-type: none"> <li>• <u>10 tasks are between 50% and 100% of progress, representing 34.28% of progress on tasks</u></li> </ul>
		50%	
System Requirements <i>Replaced by the dashboard</i>	7	10%	
		En Progreso fase inicial	
System Software <i>Replaced by the dashboard</i>	9	10%	
		En Progreso fase inicial	
GREPECAS Structure	3	100%	
	1	90%	
	2	0%	

Tasks by area	Number of tasks	Percentage	Observations
GREPECAS Webpage	3	90%	<ul style="list-style-type: none"> <li>Other 5 tasks have progress between <b>10%</b> and <b>35%</b>, which represent <b>54.28%</b> of the total</li> <li>And only <b>4</b> tasks did not start, so their progress was <b>0%</b>, which represents <b>11.42%</b> of tasks without progress</li> </ul>
		75%	
		65%	
GREPECAS Change of Image	2	80%-65%	
	2	35%-20%	
	1	0%	
Activities towards the GREPECAS/19 Meeting	1	80%	
	1	30%	
	1	0%	

2.8 The Secretariat has reviewed the agreements of the different GREPECAS and PPRC meetings, to prioritize the activities and tasks related to the Programmes and Projects for their improvement in planning through a control system or dashboard, as a mechanism for monitoring and measuring the efficiency of programmes and projects, measured by means of the indicators established in the GANP, related to the information provided by the Data Analysis Working Group (DAWG), of recent creation, as well as the possibility of improving the generation of data based reports, regarding the status of implementation of the Air Navigation Services (ANS)

### 3. Suggested actions

3.1 The Meeting is invited to:

- a) take note of the information presented in this Working Paper;
- b) provide updates and additional comments on the current status of ANS Projects in the CAR Region (as a reference they are shown in WP/05 Appendix A of the GREPECAS 19 meeting); and
- c) suggest additional actions if appropriate.

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**APPENDIX A**  
**SUMMARY OF THE GUIDANCE FOR PROJECT AND PROGRAMME REVIEW**  
**ePPRC/01**

The Meeting agreed that current projects be analysed taking into account all the changes in the context of COVID pandemic that they will be developed to determine if they continue being justified under the new priorities and needs of the States. The following should be addressed for the review:

- a) respond to the 5 questions described under paragraph 8 of the ePPRC/1 minute
- b) consider complementation of the following assessment matrix:

Evaluation criteria	Assessment ideas	Evaluation scale				
		1	2	3	4	5
Relevant	It is the project purpose and project goals still significant?					
Impact	What impact (positive or negative) does the project bring to the State?					
Sustainable	To what extent is it possible to continue developing the project under the new operational scenario?					
Reachable	To what extent are the goals and objectives defined in the project achievable under the new operational scenario?					

In view of the aforementioned, the decision ePRCC01/03 was adopted.

**ePPRC/02**

1. The PPRC set itself the objective of deciding the continuity of the different Air Navigation Services Projects (ANS) that GREPECAS has been developing and working on for a long time. For this work, a Project evaluation guide was provided for the Coordinators to take into account the following points in their analysis and evaluation:

- a) identify the need to continue with the projects;
- b) prioritize project tasks;
- c) prioritize the allocation of resources;
- d) identify the need for new projects;
- e) identify actions to mitigate obstacles to achieving the proposed objectives; and
- f) ensure that projects are consistent and aligned with the GANP and the GREPECAS Terms of Reference (ToR)

2. It was taken into account that the Programmes may have several Projects, and that they require periodic reviews, and that the State Coordinator of each project reflects the value of the parts of each

Project, in consideration of a uniform criterion. The Coordinator of each project had to determine an update/modification to the projects in their area, observing that the main objectives of the project review were:

- Update the information, determining if it is **Valid** or **Obsolete**
- Make the decision whether the Project **continues** or **is closed**
- Launching new projects is **Feasible** or **Not Feasible**

3. The Meeting determined that the Projects were duly reviewed mainly by the Coordinators of the Secretariat and, in some cases, with the participation of the Coordinators of the States, said evaluation was carried out based on:

- a) Objectives and Scope
- b) Description/Activities
- c) Quality
- d) Cost
- e) Calendar, Programme, milestones, terms
- f) Risk
- g) Results, products, deliverables
- h) Human resources
- i) Responsibilities
- j) Resources: experts and budget
- k) Metrics/Indicators

4 To achieve the expected results of the projects, it is necessary to allocate resources considering that the most important components of these resources are the project coordinators and designated experts, making sure that those designated have the necessary time to carry out appropriate coordination and participate in the various activities and tasks of each project.

5. The Meeting urged the Project/Programme Coordinators to take into account the bases for the updates recommended by the Project Management Methodologies for each project:

<b>Objective and Scope</b>	The coordinator will explain what the project is about, as well as define and control what is and what is not included in the project (scope).
<b>Cost</b>	Project cost management includes the processes involved in estimating, budgeting, and controlling costs so that the project is completed within the approved budget, depending on the needs of the project. It is appropriate that this topic and the next take up the bulk of the review. What everybody wants to know is if it has any limitations and how much it would cost to fix them.
<b>Programme</b>	Through effective management, in order to meet the objectives established in the strategic plan. If a Program Performance index less than the established limit is reported, and the project's critical route indicates an end in time, perhaps too many milestones have been limited.
<b>Risk</b>	Project risk management includes processes related to carrying out management planning, identification, analysis, risk response planning, as well as their monitoring and control. Once the baseline is approved, risk management may be irrelevant. Additionally, a risk analysis of this review would indicate that a possible contingency will need to be considered.

<b>Quality</b>	Quality indicates that the result delivered by the project meets the expectations generated by it. Besides, this is more of a human/process-related situation than the specific project.
<b>Communication</b>	The management of Project Communications includes the processes required to ensure that the generation, collection, distribution, storage, retrieval and final disposal of project information and data are adequate and timely.
<b>Human Resources</b>	Project human resource management includes the processes that organize, manage and lead the project team, which is made up of people who have been assigned roles and responsibilities to complete the project.

6. Finally, the Meeting agreed that by the end of January 2021, all GREPECAS Programmes and Projects must present their revised and current version of Projects, taking into account all the comments and discussion of this meeting, adopting Decision ePPRC/02/01.

7. The GREPECAS Project coordinators were urged that, within the analysis of the different GREPECAS Air Navigation Services (ANS) Projects, they seek to provide an update, based on an evaluation of the current conditions in the CAR/SAM Regions derived from the COVID-19 pandemic and with reference to the latest edition of the GANP.

8. For this evaluation, the following subjects were required to be considered, as guidance to identify the situation of the Projects:

- Have the objectives of the current Programmes and Projects been met?
- How was the need for one or the other determined?
- Who and what follow-up is given to them?
- At what point should they be updated, closed or created?

9. In the discussion, the lack of a methodology to measure, evaluate and monitor the actions of the different ANS Projects that should be aligned with the regional objectives and the GANP was identified, and some of the significant aspects were specified, such as:

- Low level of implementation of the States
- Lack of deliverables and clear responsibilities
- Commitment to efficiency and compliance with the Standards
- To include objectives aligned to the GANP in existing GREPECAS Projects
- To create GREPECAS Projects that are required from the GANP

10. The ePPRC/02 meeting proposed three possible phases of analysis:

1st. Phase	<b>Clarification of concepts</b> that support the subjects, establishing the current situation and the effects on the results due to financial conditions as an effect from COVID-19
2nd. Phase	<b>Analysis</b> of the status and current situation of the Project, as a brief diagnosis
3rd. Phase	<b>Development of an action plan</b> to define the methodology, and establish the guidelines for systematized measurement, where the indicators are defined, which allow to measure the efficiency and benefits of the final products.

**STATUS OF THE REVIEW OF GREPECAS PROJECTS / GREPECAS/19**

PROJECT		Reference	PROJECT COORDINATOR			ASSOCIATED PROGRAMME		PROGRAMME COORDINATOR
ID	Title		Name	State / Intl. Org.	Contact	ID	Name	
A1 CAR	Implementation of Performance-Based Navigation (PBN)	B0-APTA, B0-FRTO, B0-CDO y B0-CCO	Riaaz Mohamed	Trinidad and Tobago	<a href="mailto:rmohammed@caa.gov.tt">rmohammed@caa.gov.tt</a>	A	Performance Based Navigation (PBN)	Eddian Méndez, RO/ATM/SAR
B1 CAR	Improve Demand and Capacity Balance (DCB)	(B0-SEQ, B0-FRTO, B0-NOPS y B0 ACDM)	Greg Byus	United States	<a href="mailto:Greg.Byus@faa.gov">Greg.Byus@faa.gov</a>	B	Air Traffic Flow Management (ATFM)	Eddian Méndez, RO/ATM/SAR
B2 CAR	Implementation of Flexible use of airspace (FUA)	-----	Greg Byus	United States	<a href="mailto:Greg.Byus@faa.gov">Greg.Byus@faa.gov</a>	B	Air Traffic Flow Management (ATFM)	Eddian Méndez, RO/ATM/SAR
C CAR	Automation and Improved ATM Situational Awareness	(B0-RSEQ, B0-FICE, B0-SNET, B0-ASUR y B0-SURF)	Carlos M. Jiménez Fernando Casso	Cuba United States, Dominican Republic	<a href="mailto:Alex.rodriquez@faa.gov">Alex.rodriquez@faa.gov</a>	C	Automation and ATM Situational Awareness	Mayda Ávila, RO/CNS
D CAR	Ground-ground and air-ground communications infrastructure	(B0-FICE y B0-TBO)		United States	<a href="mailto:laylarodriguez@aeronav.avianet.cu">laylarodriguez@aeronav.avianet.cu</a>	D	Ground-Ground and Ground-Air Communications Infrastructure	Mayda Ávila, RO/CNS
F1 CAR SAM	Safety implementation and aerodrome certification	(B0-SURF)	TBD	TBD	---	F	Aerodrome (AGA/AOP)	Jaime Calderón, Fabio Salvatierra, ROs/AGA
F2 CAR SAM	Airport Planning		TBD	TBD	---	F	Aerodrome (AGA/AOP)	Jaime Calderón, Fabio Salvatierra, ROs/AGA
F3 CAR SAM	Airport Collaborative Decision Making (A-CDM)	B0-ACDM	Sady Beaumont	Perú	Sbeaumont@mtc.gob.pe	F	Aerodrome (AGA/AOP)	Jaime Calderón, Fabio Salvatierra, ROs/AGA
G CAR	Implementation of the AIM Collaborative Plan	DAIM-B1/1	Natasha Leonora-Belefanti	Curazao	<a href="mailto:neleonora-belefanti@icaonacc.org">neleonora-belefanti@icaonacc.org</a>	G	Aeronautical Information Management (AIM)	Raul Martínez, RO/AIM