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

WORKING PAPER

NACC/WG/07 — WP/03
02/08/22

Seventh North American, Central American and Caribbean Working Group Meeting (NACC/WG/7)
ICAO NACC Regional Office, Mexico City, 30 August - 1 September 2022

Agenda Item 2: **Follow-up to the Conclusions and Previous Agreements NACC/WG, (CAR/SAM Regional Planning and Execution Group), GREPECAS and other related matters**
2.3 Status of progress of GREPECAS Projects

DEVELOPMENTS IN GREPECAS PROJECTS

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This working paper presents the status of GREPECAS Programs and Projects for the CAR Region. This Note focuses on the improvements associated with the review of the Projects, suggests their continuous review to obtain the best benefits and support for the implementation of air navigation in the CAR/SAM Regions.	
Action:	Suggested actions are presented in Section 3.
Strategic Objectives:	• Safety • Air Navigation Capacity and Efficiency
References:	• Report of the GREPECAS 19 Meeting • eCRPP Meeting Report 04 • Project Review Meeting Report

1. Introduction

1.1 Considering the development and implementation of the CAR/SAM Air Navigation Plan (ANP) Vol. III, in the context of the review of the Aviation System Block Upgrades (ASBU). The Programs and Projects are reviewed to ensure current consistency and the continuity of the effectiveness of the Projects of the ANS Areas that have been defined for the States and the Region.

1.2 It is in this sense that due to the review carried out by the last Meeting in its plenary session in 2021, the CAR/SAM Planning and Implementation Regional Group (GREPECAS) has also carried out, through each of the virtual meetings of the Programmes and Projects Committee (PPRC) (01, 02, 03 and 04), a review of the Programs and Projects, as part of their Agenda and with the results presented for each one, through their respective reports.

2. Discussion

2.1 In these meetings, orientation and guidelines have been provided from the beginning for said review, analysis and adoption of Conclusions/Decisions to ensure that the current projects continue to be valid in their objectives and scope, seeking to support the implementation of the various requirements in air navigation in the region. A summary of this guidance and guidance provided at previous ePPCR meetings is provided in **Appendix A**.

2.2 On the other hand, in the Third Meeting of the ePPCR, the development of a Dashboard was reported, to indicate the progress in the ANS implementation of the GREPECAS Regions and it was said that through the support of this initiative the monitoring of Programs and Projects. This could be considered as a mechanism for monitoring, control and measurement of the efficiency of Programs 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 remaining second semester of the year 2022, which have been presented in previous Meetings, as follows:

INITIAL GOALS TO THE YEAR
Goal 1) Increase the annual percentage of effective implementation of the projects proposed in
Goal 2) 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.
Goal 3) Establish an effective work methodology that guarantees the continuity of the work and the fulfilment of current and future goals.
Goal 4) Establish a program 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

2.3 The GREPECAS Project Review Meeting was held, which made a complete review of the Projects in each Navigation Area, following the guidelines of the ePPCR-02 Meeting, showing a summary of the situation of the CAR Region Projects as is indicated in **Appendix B**. The validity status of the Projects in general terms is as follows:

- ATM-related projects (A1, B1 and B2) remain valid
- Projects related to CNS, C and D continue to be valid
- The creation of a new Project under the F Aerodrome Program for the CAR/SAM Regions on airport CDM and SM Aerodrome maintenance and certification.
- Projects related to AIM (G1 and G2) were replaced by a new Project for the implementation of the AIM Collaborative Plan
- For MET, previous Projects (H2, H3 and H4) were reported as completed and no new Projects were proposed.

2.4 Additionally, during the eCRPP/03 Meeting, the need for a SAR Project was formulated, under the **Conclusion ePPCR/03/04** - Subscription of Distance Letters of Agreement and Effective Implementation of SAR Services.

3. Suggested actions

3.1 The Meeting is invited to:

a) take note of the information presented in this Working Paper in its **Appendix A**;

b) provide additional updates and comments on the current status of GREPECAS Projects in the CAR Region than what is shown in **Appendix B**; and

c) suggest additional actions if appropriate.

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APPENDIX A

SUMMARY OF THE GUIDANCE FOR PROJECT AND PROGRAMME REVIEW

The Meeting agreed that current projects be analysed taking into account all the changes in the context of COVID-19 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				
Relevant	It is the project purpose and project goals still significant?	1	2	3	4	5
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.

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:

Objective and Scope	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).
Cost	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.
Programme	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.
Risk	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.
Quality	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.
Communication	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.

Human Resources	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 the following decision:

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	**Clarification of concepts** 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	**Analysis** of the status and current situation of the Project, as a brief diagnosis
3rd. Phase	**Development of an action plan** 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.

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STATUS OF FIRST REVIEW TO GREPECAS PROJECTS

PROJECT		References	PROJECT COORDINATOR			ASSOCIATED PROGRAMME		PROGRAMME COORDINATOR	Status and Actions to follow for new revised version of the Project
Key	Title		Name	State / Intl. Org.	Contact Data	Key	Name		
A1 CAR	Implementation of Performance-Based Navigation (PBN)	B0-APTA, B0-FRTO, B0-CDO and B0-CCO	Riaaz Mohamed	Trinidad and Tobago	rmohammed@caa.gov.tt	A	Performance Based Navigation (PBN)	Eddian Méndez, RO/ATM/SAR	Valid Restructure to remove routine NACC/SAM RO activities
B1 CAR	Improve Demand and Capacity Balance (DCB)	(B0-SEQ, B0-FRTO, B0-NOPS and B0 ACDM)	Greg Byus	United States	Greg.Byus@faa.gov	B	Air Traffic Flow Management (ATFM)	Eddian Méndez, RO/ATM/SAR	Valid Restructure to remove routine NACC/SAM RO activities
B2 CAR	Implementation of Flexible use of airspace (FUA)	--------	Greg Byus	United States	Greg.Byus@faa.gov	B	Air Traffic Flow Management (ATFM)	Eddian Méndez, RO/ATM/SAR	Valid Restructure to remove routine NACC/SAM RO activities
Airspace Optim. SAM	Airspace Optimisation	Example: (B0-APTA, B0-FRTO, B0-CDO and B0-CCO)	Julio Pereira	IATA	---	A1		Fernando Hermosa, RO/ATM/SAR	Valid Restructure to remove routine NACC/SAM RO activities
PBN SAM	PBN	Example: (B0-APTA, B0-FRTO, B0-CDO and B0-CCO)	Julio Pereira	IATA	---	A2		Fernando Hermosa, RO/ATM/SAR	Valid Restructure to remove routine NACC/SAM RO activities
ATFM SAM	ATFM	(B0-SEQ, B0-FRTO, B0-NOPS and B0 ACDM)	Nicolas Borovich	Argentina	---	B1		Fernando Hermosa, RO/ATM/SAR	Valid Restructure to remove routine NACC/SAM RO activities NOTE.- pending confirmation due to change of management, since he must receive permission from his Headquarters.
C CAR	Automation and Improved ATM Situational Awareness	(BO-RSEQ, B0-FICE, B0-SNET, B0-ASUR and B0-SURF)	Carlos M. Jiménez Fernando Casso Dulce Roses	Cuba Dominican Republic United States	Carlosm.jimenez@iacc.avianet.cu/ fernando.casso@idac.gov.do Dulce.roses@faa.gov	C	Automation and ATM Situational Awareness	Mayda Ávila, RO/CNS	Valid a) Update activities b) Improve operation – Performance results

PROJECT		References	PROJECT COORDINATOR			ASSOCIATED PROGRAMME		PROGRAMME COORDINATOR	Status and Actions to follow for new revised version of the Project
Key	Title		Name	State / Intl. Org.	Contact Data	Key	Name		
C SAM	Automation and Improved ATM Situational Awareness	(BO-RSEQ, B0-FICE, B0-SNET, B0-ASUR and B0-SURF)	Alexander Santoro	Brazil	---	C	Automation and ATM Situational Awareness	Francisco Almeida, RO/CNS	Valid a) Update activities b) Improve operation – Performance results
D CAR	Ground-ground and air-ground communications infrastructure	(B0-FICE and B0-TBO)	Dulce Roses	United States	Dulce.roses @faa.gov	D	Ground-Ground and Ground-Air Communications Infrastructure	Mayda Ávila, RO/CNS	Valid a) Update activities b) Improve operation – Performance results
D SAM	Ground-ground and air-ground communications infrastructure	(B0-FICE and B0-TBO)	Jorge Merino	Peru	---	D	Ground-Ground and Ground-Air Communications Infrastructure	Francisco Almeida, RO/CNS	Valid a) Update activities b) Improve operation – Performance results
F1 CAR SAM	Aerodrome safety and certification implementation	(BO-SURF)	TBD	TBD	---	F	Aerodromes (AGA)	Jaime Calderón, Fabio Salvatierra, ROs/AGA	Valid Designate Project Coordinator
CAR SAM	ACDM	(B0-ACDM)	TBD	TBD	---	F	Aerodromes (AGA)	Jaime Calderón, Fabio Salvatierra, ROs/AGA	Valid (recently started) Project approved at PPRC meeting Complete project pending Designate Project Coordinator
G1 SAM	Implementation of the provision of Electronic Terrain and Obstacle Data (e-TOD)	DAIM-B1/3 DAIM-B1/4	Juan González	Uruguay	---	G	AIM	Jorge Armoa, RO/AIM	Valid
G2 SAM	Implementation of the Standard Aeronautical Information Exchange Model	DAIM-B1/2	Karina Calderón	Peru	---	G	AIM	Jorge Armoa, RO/AIM	Valid

PROJECT		References	PROJECT COORDINATOR			ASSOCIATED PROGRAMME		PROGRAMME COORDINATOR	Status and Actions to follow for new revised version of the Project
Key	Title		Name	State / Intl. Org.	Contact Data	Key	Name		
G3 SAM	Implementation of Quality management system in AIM dependencies (QMS/AIM)	DAIM-B1/1	TBD	TBD	---	G	AIM	Jorge Armoa, RO/AIM	Valid Coordinator, Mr. Oscar Dioses, is no longer at Peru's AIS. He transferred to another dependency of the provider. Designate Project Coordinator
G1 CAR	Implementation of Electronic Terrain and Obstacle Data and (e-TOD)		Alfredo Mondragón	COCESNA		G	AIM	Raul Martinez, RO/AIM	**Cancelled**
G2 CAR	Implementation of Quality management system in AIM (QMS/AIM)		Enrique Echarri	Cuba		G	AIM	Raul Martinez, RO/AIM	**Cancelled**
G CAR	Implementation of the AIM Collaborative Plan	DAIM-B1/1	Natasha Leonora-Belefanti	Curaçao	nleonora-belefanti@icaonacc.org	G	AIM	Raul Martinez, RO/AIM	**Valid - New**
H2 CAR	Implementation of Meteorological Watch For The Monitoring Of En-Route Severe Phenomena, Volcanic Ash, Tropical Cyclones And The Release Of Radioactive Material	--------	Iván González	Cuba	---	H	Aeronautical Meteorology (MET)	Luis Sánchez, RO/MET	Completed

PROJECT		References	PROJECT COORDINATOR			ASSOCIATED PROGRAMME		PROGRAMME COORDINATOR	Status and Actions to follow for new revised version of the Project
Key	Title		Name	State / Intl. Org.	Contact Data	Key	Name		
H3 CAR	Implementation of the quality management system for the provision of the meteorological service for international air navigation (QMS/MET)	--------	Haley Anderson	Trinidad and Tobago	---	H	Aeronautical Meteorology (MET)	Luis Sánchez, RO/MET	Completed
H4 CAR	Optimisation of Operational meteorological (OPMET) exchange, including Significant Meteorological information (SIGMET) (WS, WV, WC, and WR), warnings and meteorological alerts	--------	Enrique Camarillo	Mexico	Camarillo_enrique@yahoo.com.mx	H	Aeronautical Meteorology (MET)	Luis Sánchez, RO/MET	Completed
H2 SAM	Implementation of surveillance of en-route severe phenomena, International Airways Volcano Watch (IAVW), tropical cyclones and and Protocols in case of Release of radioactive material and AMET-B0/2 - Meteorological forecast and warning products	--------	Roxana Vasquez Ferro		TBD	H	Aeronautical Meteorology (MET)	Jorge Armoa, RO/MET	Valid Analyse benefits and merge project as CAR / SAM

PROJECT		References	PROJECT COORDINATOR			ASSOCIATED PROGRAMME		PROGRAMME COORDINATOR	Status and Actions to follow for new revised version of the Project
Key	Title		Name	State / Intl. Org.	Contact Data	Key	Name		
H3 SAM	Implementation of QMS/MET	--------	Vacant (Previous Coordinator, Mr. Pablo Malve, is retired from the Argentinian National Civil Aviation Administration	TBD	TBD	H	Aeronautical Meteorology (MET)	Jorge Armoa, RO/MET	Valid Analyse benefits and merge project as CAR / SAM Designate Project Coordinator
H4 SAM	OPMET AMET Exchange -B0/4 - Dissemination of meteorological product		Working directly with the Brasilia OPMET Data Bank on all jobs			H	Aeronautical Meteorology (MET)	Jorge Armoa, RO/MET	**Cancelled:** work done by RO
H5	Improvements to MET services according to the new operational requirements in support of ATM	--------	Arturo Lomas		TBD	H	Aeronautical Meteorology (MET)	Jorge Armoa, RO/MET	Valid

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