



ICAO

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

WORKING PAPER

RLA09801 PSC/10 — WP/04
19/06/23

**Tenth Meeting of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP)
Project Steering Committee (RLA09801 PSC/10)
Varadero, Cuba, 29 June 2023**

Agenda Item 3 Recommendations of the Sixth Meeting of the Project Evaluation Commission

**REPORT OF THE SIXTH MEETING OF THE RLA09801 PROJECT EVALUATION COMMISSION
(MCAAP/PEC/6)**

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This working paper presents the Report of the Sixth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/6) that took place in the premises of the ICAO NACC Regional Office, Mexico City, Mexico, 25 to 27 April 2023.	
Action:	The suggested action is presented in paragraph 7.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none">• Safety• Air Navigation Capacity and Efficiency• Economic Development of Air Transport• Environmental Protection
<i>References:</i>	<ul style="list-style-type: none">• Report of the Sixth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/6), ICAO NACC Regional Office, Mexico City, Mexico, 25 to 27 April 2023.

1. Introduction

1.1 The purpose of Project RLA09801 MCAAP is to assist Project member States/Organizations 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 in support of the ICAO No Country Left Behind (NCLB) initiative, as well as other ICAO initiatives related to the scope of the Project that may arise in the future.

1.2 The Project Steering Committee (PSC) established the RLA09801 MCAAP Project Evaluation Commission (PEC) assigning the following responsibilities:

- a) on a continual basis, evaluating Project management and associated activities to determine benefits and effective impact in streamlining States Effective implementation (EI);
- b) proposing improvements and new activities to support implementation;
- c) annually assess and propose new activities for the Project;
- d) proposing updates and amendments to the RLA09801 MCAAP Project PRODOC; and
- e) identifying and monitoring methods for continuous improvement of the Project.

1.3 In the exercise of its attributions, the PEC met to discuss the various opportunities for improvement that the Project presented, among which the following stand out:

- a) the recommendation for approval of new activities to improve implementation; and
- b) the need to update the Project Procedural Handbook.

1.4 The Sixth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/6) was held at the premises of the ICAO NACC Regional Office, Mexico City, Mexico from 25 to 27 April 2023, resulting in 4 draft conclusions for the approval of the PSC:

Number	Title
DRAFT DECISIONS	
MCAAP/PEC/6/1	Election of the Rapporteur
DRAFT CONCLUSIONS	
MCAAP/PEC/6/2	Approval of changes in MCAAP Proposal Activity no. 08/2022 – Development of National Air Navigation Plans
MCAAP/PEC/6/3	Approval of MCAAP following Proposal Activities: <ul style="list-style-type: none"> • Activity No. 6/2023 – Development of a system for statistics and evaluation of surveillance data • Activity No. 7/2023 – Analysis of the implementation of cybersecurity in ANS for two MCAAP Members States • Activity No. 8/2023 – NAM/ICD (AIDC) implementation between Cuba and Jamaica • Activity No. 9/2023 – Assistance for the Development of Regional Tasks of the CAR Navigation Systems through an Ad-Hoc Group. • Activity No. 10/2023 – Project to development a CAR Region Guidance for Gender Equality • Activity No. 11/2023 – Support regional assistance for the development of the CANSNET communications network. • Activity No. 13/2023 – Support for the development of National Air Navigation Plans
MCAAP/PEC/6/4	Approval of changes in MCAAP Procedural Handbook

1.5 The report of this Meeting is presented in the **Appendix** to this paper.

2. Relevant discussions

2.1 Of the matters discussed by the Committee, those dealt with in agenda items 4 to 6 stand out.

2.2 Under Agenda Item 4, ICAO proposed a roadmap for the implementation in air navigation that includes assessment of the status of implementation of the ASBU in each State, establishment of the Key Performance Indicators (KPI), development of National Air Navigation Plans (NANP) and creation of expertise in each State to allow further updates in their NANPs, as needed.

2.3 Under Agenda Item 5, eight new proposals of activities and one proposal for changes in an activity approved in 2022 were evaluated by the PEC, resulting in the approval of all except the Proposal Activity No. 12/2023 – Implementation of the Quality Management System for the Provision of the Meteorological Service for International Air Navigation (QMS/MET), whose cost was considered too high for the MCAAP capacity.

2.4 Under Agenda Item 6, the Secretariat presented a couple of proposals for improvement in the MCAAP Procedural Handbook, related to the election of the Rapporteur and the reimbursement of funds due to cancelations of missions. The changes are expected to improve efficiency, equity, responsibilities and standardization of project processes and procedures.

3. Suggested Action

3.1 The Project Steering Committee is invited to:

- a) review the information contained in this working paper and its Appendix;
- b) approve the Report of the Sixth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/6); and
- c) take any other action, as required.

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

Regional Technical Cooperation Project for the
Multi-Regional Civil Aviation Assistance Programme
MCAAP RLA09801

Sixth Meeting of the RLA09801 Project Evaluation Commission

MCAAP/PEC/6

Draft Report

ICAO NACC Regional Office, Mexico City, Mexico, 25 to 27 April 2023

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HISTORICAL

ii.1 Place and Date of the Meeting

The Sixth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/6) was held at the premises of the ICAO NACC Regional Office in Mexico City, Mexico, from 25 to 27 April 2023.

ii.2 Opening Ceremony

Mr. Julio César Siu, Acting Regional Director of the North American, Central American and Caribbean (NACC) Office of the International Civil Aviation Organization (ICAO) provided opening remarks; he welcomed the participants to the premises of the ICAO NACC Regional Office and officially opened the meeting.

ii.3 Officers of the Meeting

The MCAAP/PEC/6 Meeting was held with the participation of the Rapporteur, Mrs. Jessa Gottlich, United States and the following member representatives of the PEC: Bahamas, Cuba, Dominican Republic, United States and COCESNA. The meeting regretted the absence of Canada and Mexico during this meeting. Mr. Fernando Camargo, Regional Officer, Technical Assistance of the ICAO NACC Regional Office served as Secretary of the Meeting, assisted by Mr. Javier Sánchez, Field Project Officer, of the ICAO Technical Cooperation Bureau (TCB) and Ms. Claudia López, Technical Cooperation Associate of the ICAO NACC Regional Office.

ii.4 Working Languages

The working language of the Meeting was English; the documentation was available to participants in said language. The draft report was available to participants in English and Spanish.

ii.5 Schedule and Working Arrangements

It was agreed that the working hours for the sessions of the meeting would be from 09:00 to 15:30 hours daily with adequate breaks.

ii.6 Agenda

Agenda Item 1 Adoption of the Provisional Agenda and Schedule

Agenda Item 2: Election of the Rapporteur

Agenda Item 3: Review of Valid Decisions/Conclusions

Agenda Item 4: Improved effectiveness in Air Navigation

Agenda Item 5: Discussion and Approval of new proposals of activities for 2023/2024

Agenda Item 6: Other Business

ii.7 Attendance

The Meeting was attended by 4 States and 1 International Organization from Project RLA09801 MCAAP, totalling 5 delegates as indicated in the list of participants.

ii.8 Draft Conclusions and Decisions

The Meeting recorded its activities as Draft Conclusions and Draft Decisions as follows:

DRAFT

CONCLUSIONS: Activities requiring endorsement by the RLA09801 MCAAP Project Steering Committee (PSC).

DRAFT

DECISIONS: Internal activities of the RLA09801 Project Evaluation Commission (PEC) requiring endorsement by the RLA09801 MCAAP Project Steering Committee (PSC).

ii.9 List of Draft Conclusions

Number	Title	Page
6/2	Approval of changes in MCAAP Proposal Activity No. 08/2022	5-2
6/3	Approval of MCAAP Proposal Activities	5-3
6/4	Approval of changes in MCAAP Procedural Handbook	6-1

ii.10 List of Draft Decisions

Number	Title	Page
6/1	Election of the Rapporteur	2-1

LIST OF PARTICIPANTS

BAHAMAS

1. Shemeka Forbes

CUBA

2. Orlando Nevot

DOMINICAN REPUBLIC

3. Antony Joel Pérez Martínez

UNITED STATES

4. Jessa Gottlich

COCESNA

5. Roger Pérez

ICAO SECRETARIAT

6. Julio C. Siu
7. Fernando Camargo
8. Javier Sánchez
9. Claudia López

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Agenda Item 1 Adoption of the Provisional Agenda and Schedule

1.1 The Secretariat presented a draft agenda and schedule, which were approved by the Meeting as presented in the historical section of this report.

Agenda Item 2: Election of the Rapporteur

2.1 As in observance of paragraph 4.8.1 of the MCAAP Procedural Handbook, the Meeting proceeded with the election of the Rapporteur of the PEC for the term 2023-2025, agreeing on the following Draft Decision:

DRAFT DECISION	
MCAAP/PEC/6/1	ELECTION OF THE RAPPORTEUR
<p>What:</p> <p>That, in compliance with paragraph 4.8.1 of the MCAAP Procedural Handbook, the Meeting unanimously elected Mrs. Jessa Gottlich, United States as the PEC Rapporteur for the term 2023-2025.</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input checked="" type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>
<p>Why:</p> <p>To direct, in coordination with the Secretariat, the activities of the PEC in order to improve the efficiency in all Project processes.</p>	
<p>When: Immediately</p>	<p>Status: <input type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input checked="" type="checkbox"/> Completed</p>
<p>Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:</p>	COCESNA and ECCAA

Agenda Item 3: Review of Valid Decisions/Conclusions

3.1 The Meeting was invited to review the valid Conclusions/Decisions from the Project Steering Committee (PSC), as presented below.

Number	Conclusion/Decision	Responsible for action	Target Completion Date	Status (Valid, Completed, Superseded)
C9/1	MCAAP PROJECT RLA09801 FINANCIAL STATUS			
	That, considering the presentation and reporting of the MCAAP Project RLA09801 financial status, the MCAAP Project Members:			
	a) approve the financial statement contained in Appendix E; and	MCAAP Project Members	Immediately	Completed
	b) pay their pending contributions to be up-to-date.		By next PSC/10 Meeting	Valid
C9/2	MCAAP PROJECT RLA09801 IMPLEMENTATION REPORT			
	That, considering the presentation and reporting of the MCAAP Project RLA09801 activities, the MCAAP Project Members:			
	a) approve the MCAAP Project Implementation report as presented in Appendix F;	MCAAP Project Members	Immediately	Completed
	b) propose new activities to obtain MCAAP funding, as needed; and		By next PSC/10 Meeting	Valid
	c) follow-up on increasing the Project execution percentage through the PEC.		By next PSC/10 Meeting	Valid
C9/3	APPROVAL OF THE MCAAP/PEC/5 MEETING REPORT			
	That, considering the report presented from the MCAAP/PEC/5 Meeting, the MCAAP Project Members approve:			
	a) the MCAAP/PEC/5 Meeting Report;	MCAAP Project Members	Immediately	Completed
	b) the new MCAAP Activities for AIM Tracking Website Development and National Aviation Safety Plan (NASP) Implementation; and		Immediately	Completed
	c) the request on changes for the PEC composition.		Immediately	Completed

Number	Conclusion/Decision	Responsible for action	Target Completion Date	Status (Valid, Completed, Superseded)
C9/4	APPROVAL OF 3RD EDITION OF THE MCAAP PROCEDURAL HANDBOOK			
	That, to include the most recent updates and agreement to the MCAAP procedures and processes, the MCAAP Project Members approves the 3rd edition of the MCAAP Procedural Handbook as presented in Appendix G.	MCAAP Project Members	Immediately	Completed

3.2 As a result, it was determined that Conclusions C9/1 and C9/2 are still valid, while Conclusions C9/3 and C9/4 were considered Completed.

Agenda Item 4: Improved effectiveness in Air Navigation

4.1 Under WP/02, Cuba highlighted the importance of having a solid air navigation planning system in order to achieve the expected levels of safety and proposed the establishment of coordinated actions between the Regional Air Navigation and Safety Groups to focus on cross-cutting issues of interest to the Global Air Navigation Plan (GANP) and the Global Aviation Safety Plan (GASP).

4.2 Cuba suggested the development of training activities considering:

- the changes made in the implementation of the Aviation System Block Upgrades (ASBUs) in the seventh edition of the GANP; and
- the need to specify the interaction strategy between the GANP/GASP and the National Air Navigation Plans (NANP).

4.3 The Secretariat presented, through P/02, information about the Activity 08/2022 approved by the MCAAP Project Steering Committee (PSC) in 2022. The Activity has the objective to support MCAAP members on development their NANP. Initially, the activity planned was to contract an expert to assist to ten different States on the development of their NANP, contemplating 10 days of assistance per State. After ICAO's evaluation and with the new version of the GASP, that approach was considered not efficient due to the complexity of the process to be applied for the development of the NANP for each State, thus requiring a new approach.

4.4 ICAO proposed the following steps to help States to build a complete roadmap for the implementation on the next years:

- a) identification, through the Basic Building Blocks (BBB) assessment and evaluation, of the status of implementation of the ASBU in each State. This information will provide the baseline of the air navigation services (ANS) implementation level in the States;
- b) establish the Key Performance Indicators (KPI) to analyse the State data available to create the measurement process;
- c) develop the NANP having into account the four levels of the GANP, i.e. global strategic, global technical, regional, and national goals; and
- d) finally, create expertise in each State to allow further updates in their NANPs, as needed.

4.5 This new approach requires that each State forms an ANS Team to work with ICAO in the different outputs. Each State shall have the same process but, at the end, NANPs could be customized in accordance with State's needs.

- 4.6 The new roadmap of the activity requires that financial resources can cover:
- a) development of an action plan for seven MCAAP member States;
 - b) assessment of the BBB and ASBU elements for each State;
 - c) evaluation of the available data for the KPI;
 - d) development of the NANPs; and
 - e) training during the process with focus in planning and master plan development.

Note: Most of the actions will be carried out virtually.

4.7 Finally, ICAO requests additional resources (USD15,000) to cover the development of the software tool to present all NANP measurements and the evaluation of the BBB and ASBU implementation levels in the CAR region.

4.8 The Meeting agreed that the roadmap proposed by ICAO addresses the concerns raised by Cuba and supports its implementation.

Agenda Item 5: Discussion and Approval of new proposals of activities for 2023/2024

5.1 The Meeting received for evaluation a total of eight new proposals of activities and one proposal for changes in an activity approved in 2022, all presented through the appropriate MCAAP Activity Proposal form. The proposals are attached to this Report as follows:

- **Appendix A – Activity No. 6/2023 – Development of a system for statistics and evaluation of surveillance data**
Estimated cost for RLA09801: **USD31,072**
- **Appendix B – Activity No. 7/2023 – Analysis of the implementation of cybersecurity in ANS for two MCAAP Members States**
Estimated cost for RLA09801: **USD13,000**
- **Appendix C – Activity No. 8/2023 – NAM/ICD (AIDC) implementation between Cuba and Jamaica**
Estimated cost for RLA09801: **USD7,500**
- **Appendix D – Activity No. 9/2023 – Assistance for the Development of Regional Tasks of the CAR Navigation Systems through an Ad-Hoc Group.**
Estimated cost for RLA09801: **USD18,700**
- **Appendix E – Activity No. 10/2023 – Project to development a CAR Region Guidance for Gender Equality**
Estimated cost for RLA09801: **USD20,000**
- **Appendix F – Activity No. 11/2023 – Support regional assistance for the development of the CANSNET communications network.**
Estimated cost for RLA09801: **USD4,000**
- **Appendix G – Activity No. 12/2023 – Implementation of the Quality Management System for the Provision of the Meteorological Service for International Air Navigation (QMS/MET)**
Appendix H – Activity No. 13/2023 – Support for the development of National Air Navigation Plans
Estimated cost for RLA09801: **USD13,500**
- **Appendix I – Revised Activity No. 8/2022 – Development of National Air Navigation Plans**
Estimated cost for RLA09801: **USD50,000** and an additional **USD10,000**

5.2 The Meeting considered that Proposal Activity No. 12/2023 – Implementation of the Quality Management System for the Provision of the Meteorological Service for International Air Navigation (QMS/MET), presented by the Secretariat, although dealing with an important requirement, the proposal was not appropriately dimensioned to the real needs of the Project members. As a result, the Meeting returned the Proposal to the Secretariat for improvements, suggesting its further application through the fast-track procedure, as applicable.

5.3 Regarding the Proposal Activity No. 13/2023 - Support for the development of National Air Navigation Plans, presented by COCESNA, the Meeting concluded that it would be beneficial for the CAR Region to have that activity implemented considering that no additional cost for the Project will be requested, as the funding to be used would be taken from the Activity No. 2019-6.4 - Assistance to States for the Development of GBAS Procedures in their Airports, approved by PSC in 2019, but not implemented due to the pandemic.

5.4 After the discussions, the Meeting agreed on the following Draft Conclusions:

DRAFT CONCLUSION	
MCAAP/PEC/6/2	APPROVAL OF CHANGES IN MCAAP PROPOSAL ACTIVITY No. 08/2022
<p>What:</p> <p>That, considering the set of ongoing implementation activities in air navigation and to allow a more coordinated effort in the CAR Region, the PSC approves the changes in the MCAAP Activity No. 08/2022 as requested by the Secretariat.</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical</p>
<p>Why:</p> <p>To support implementation of Air Navigation requirements in the CAR region within Project Members</p>	
<p>When: Up to the 4th quarter of 2024</p>	<p>Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed</p>
<p>Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:</p>	COCESNA

DRAFT CONCLUSION MCAAP/PEC/6/3		APPROVAL OF MCAAP PROPOSAL ACTIVITIES	
<p>What:</p> <p>That, to foster the continuous increase in the level of implementation of members, the PSC approves the following MCAAP Proposal Activities:</p> <ul style="list-style-type: none"> • Activity No. 06/2023 - Development of a system for statistics and evaluation of surveillance data; • Activity No. 07/2023 - Analysis of the implementation of cybersecurity in ANS for two MCAAP Members States; • Activity No. 08/2023 - NAM/ICD (AIDC) implementation between Cuba and Jamaica; • Activity No. 09/2023 - Assistance for the Development of Regional Tasks of the CAR Navigation Systems through an AD-Hoc Group; • Activity No. 10/2023 - Project to development a CAR Region Guidance for Gender Equality; • Activity No. 11/2023 - Support regional assistance for the development of the CANSNET communications network; and • Activity No. 13/2023 - Support for the development of National Air Navigation Plans. 		<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical</p>	
<p>Why:</p> <p>To support implementation of air navigation requirements in the CAR region within Project Members</p>			
<p>When: In accordance with timelines of each proposal</p>		<p>Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed</p>	
<p>Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:</p>		<p>COCESNA</p>	

Agenda Item 6: Other Business

6.1 Under this Agenda Item, the Secretariat presented a couple of proposals for improvement in the MCAAP Procedural Handbook, related to the election of the Rapporteur and the reimbursement of funds due to cancelations of missions.

6.2 The first change proposed details the process to be adopted for the election of the Rapporteur in the case there is no volunteers. After discussions, the PEC considered the option of drawing lots to be the better solution.

6.3 In regard to the other change proposed, the Secretariat expressed its concern with the increasing number of cancelations in missions and activities that beneficiary States received, some of which funded by the Project, generating the loss of the values spent specially with non-refundable air tickets.

6.4 Although the Handbook already allows the Administration of the Project to request the reimbursement of such expenses by the beneficiary States, the Secretariat proposed the insertion of additional clarification in the text, in a way that makes clear to all members their responsibility in those situations where a member gave rise to the cancellation. **Appendix J** to the Report, contains the main part of the Procedural Handbook (without its Appendices) for ease of reference.

6.5 After the discussions, the Meeting agreed on the following Draft Conclusion:

DRAFT CONCLUSION	
MCAAP/PEC/6/4	APPROVAL OF CHANGES IN MCAAP PROCEDURAL HANDBOOK
<p>What:</p> <p>That, the PSC approve the Fourth Edition of the MCAAP Procedural Handbook to improve the efficiency in the management of administrative tasks and organization of the Project; to ensure equity between all Project member States/Organizations; to clarify responsibilities and standardize procedures (Appendix J refers).</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input checked="" 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>To improve efficiency, equity, responsibilities and standardization of project processes and procedures to be aligned with the current needs of the Project</p>	
<p>When: After approval by the PSC</p>	<p>Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed</p>
<p>Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:</p>	COCESNA and ECCAA

MCAAP Proposal Activity N.	06 - 2023	Focus Area:	2 - Improve Regional Capacity and Efficiency
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Event/Activity title:	Development of a system for statistics and evaluation of surveillance data.		
Problem statement (opportunity):	The implementation of ADS-B is a priority for the CAR region, several CAR States have already installed secondary radar systems and ADS-B systems, most of them are in the process of implementing ADS-B operationally, having to date ADS-B Stations that require monitoring and certifying the quality of the data coming from these stations before their entry to the Control Centres to certify their operation and thus ensure the proper evaluation of the performance of Automatic Dependent Surveillance - Emission (ADS-B OUT). Translated with www.DeepL.com/Translator (free version)		
Proposed solution (activity):	Development of a software tool for the evaluation of radar surveillance data focused on secondary radars and ADS-B systems, allowing the evaluation of the data, which allows the data to be certified and integrated into air traffic control systems, as well as allowing the development of data statistics for decision making. The tool will allow the evaluation prior to implementation, during implementation and post-implementation to certify the quality of the data. It will also integrate other functions necessary for radar data, such as performing coverage analysis and providing the necessary data to evaluate national and regional KPIs.	Language:	Bilingual * <input checked="" type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	To evaluate the data, which allows the data to be certified and integrated into air traffic control systems, as well as allowing the development of data statistics for decision making. The tool will allow the evaluation prior to implementation, during implementation and post-implementation to certify the quality of the data. It will also integrate other functions necessary for radar data, such as performing coverage analysis and providing the necessary data to evaluate national and regional KPIs.	ICAO Strategic Objectives	CAP-NACC-1
Justification:	There is no software tool available to support States in their process of implementation and evaluation of monitoring data (ADS-B and others).Data from surveillance systems support the development of air traffic control operations, their efficiency and above all directly support operational safety. Therefore, the data must be certified and quality assured in order to be used for decision making.		
If the activity is a step of a larger action, describe the action	1. Development of the terms of reference and design of the system.2. Development of the system.3. Operational testing.4. Commissioning.5. Enable the system for the CAR region.6. Training.7. System monitoring.8. Process improvement, troubleshooting, other.		
Deliverables/expected outcomes:	A software tool for the analysis, evaluation and certification of surveillance data.	Follow-up actions:	Data collected from States to improve the operation of monitoring stations, especially ADS-B.
States impacted by the activity:	All CAR States, specially MCAAP Members. Although the benefit is for MCAAP members, the tool could be enabled for all CAR States, thus enabling a secure process for all surveillance data that the CAR region shares among its States.	Estimated impact on EI%:	To evaluate after implementation
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
COCESNA. The activity will be coordinated by the NACC/WG Monitoring Task Force, led by Cuba, the United States and COCESNA,	3 SMSs and a 2 software development engeniers	6 months	USD 31,072.00
Proponent	Project Director Assessment		PEC revision status
RO/CNS ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	Choose an item.
		PSC approval status	Choose an item.

Event/Activity title:	Analysis of the implementation of cybersecurity in ANS for two MCAAP Members States		
Problem statement (opportunity):	In recent years, the technology we use to provide air navigation services has evolved. State-of-the-art technology but more susceptible to cyber-attacks.		
Proposed solution (activity):	The NACC Office with the support of CANSO Organization and Industry (Airbus) through a two-year project, developed a guide that serves as guidance material for conducting a cyber security assessment for air navigation services. The proposed solution is to conduct an assessment of two MCAAP Member States.	Language:	Choose an item. <input type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	The objective is to carry out an evaluation of these two states that would serve as a pilot programme and at the same time serve as a training process to train regional specialists in this field.	ICAO Strategic Objectives	CAP-NACC 1
Justification:	1. It is necessary to assess the level of implementation of mitigation measures in place in the region to ensure protection of the systems.2. It is necessary to establish regional protection mechanisms to ensure that no State in the CAR Region has deficiencies in this area that could have an impact on regional air navigation operations.3. Interoperability between systems of different States is a vulnerability if the necessary mitigating measures are not implemented.		
If the activity is a step of a larger action, describe the action	Cybersecurity assessment in two different CAR States for Air Navigation Services.		
Deliverables/expected outcomes:	1. Outcome of the evaluations.2. Recommendations and action plan for the States evaluated.3. Training of two regional specialists to support this topic during 2024.	Follow-up actions:	Following of the State action plan
States impacted by the activity:	Improve security of the air navigation services in CAR region due the impact and lesson learned obtain due these activities.	Estimated impact on EI%:	To be evaluate
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
ICAO NACC	1 SMSs and 1 CNS engineers to be training	10 days missions (5 days every State)	USD 13,000.00
Proponent	Project Director Assessment		PEC revision status
RO/CNS ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	Choose an item.
		PSC approval status	Choose an item.

MCAAP Proposal Activity N.	08 - 2023	Focus Area:	2 - Improve Regional Capacity and Efficiency
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Event/Activity title:	NAM/ICD (AIDC) implementation between Cuba and Jamaica		
Problem statement (opportunity):	Jamaica's automated system has been installed since 2020, however it has not been possible to put this automated channel between Cuba and Jamaica into operation.		
Proposed solution (activity):	Mission from SMS from Cuba and other State to Jamaica to help them to development the inteconexion test between ATC System of Cuba with Jamaica's ATC system.	Language:	Choose an item. <input type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	To improve Safety Operation in the FIR's coordination between the States:1. Identify the activities need to do the AIDC's implementation.2. Support with experts who have already implemented this facility in their States.3. To create the implementation plan to facilitate the AIDC implementation	ICAO Strategic Objectives	CAP NACC 1
Justification:	Development a 5 days test between both ATC control centres with the support of NAM/ICD experts.		
If the activity is a step of a larger action, describe the action	5 Days mission of 2 SMSs to Jamaica.		
Deliverables/expected outcomes:	Impact & Measurement:Safety 1. To reduce LHD on 50% in the FIR where AIDC will implemented. 2. FPL errors mitigated by 10% through Regional actions. 3. 2 more AIDC connections completed in the CAR Region.	Follow-up actions:	First automated connection between Jamaica and Cuba
States impacted by the activity:	Cuba and Jamaica	Estimated impact on EI%:	To be evaluate after mission
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
Jamaica	2 SMS	5 days misison	US\$7,500.00
Proponent	Project Director Assessment		PEC revision status
RO/CNS ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	Choose an item.
		PSC approval status	Choose an item.

Event/Activity title:	Assistance for the Development of Regional Tasks of the CAR Navigation Systems through an AD-Hoc Group.		
Problem statement (opportunity):	Some CAR Region States have communicated that there has been an increase in the operations of their international airports and the need to increase operational capacity. Additionally, they have indicated that some of the useful life of their navigation facilities is about to expire and that they require to make the corresponding short-term analysis to determine the best navigation infrastructure to meet their needs		
Proposed solution (activity):	Development and workshop to provide information about the differen technical and operational requierment of every navigation sstem, with the aim to help CAR States in their decision about what equipment cover States necessities.	Language:	Choose an item. <input type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	Provide assistance to CAR States in the development of the requirements, determine the needs and operational benefit to implement of the different navigation system (VOR, VOR/DME, GBAS, SBAS, etc)	ICAO Strategic Objectives	Click here to enter text.
Justification:	States need the correct information to help them to make a right decision about the implementation of the correct air navigation system according with States needs.		
If the activity is a step of a larger action, describe the action	1. Navigation system workshop 2. a Report with recommendations development by the ad-hoc group.		
Deliverables/expected outcomes:	1. Navigation system workshop.2. Ad.hoc Group to provide recommendations about navigation system implementation3. Provide a document with recommendations by the States about operational and technical requierment for the implementation of navigation systems.	Follow-up actions:	States implementation
States impacted by the activity:	CAR region: Increase in capacity, efficiency and safety; development of the recommendations requested by the States to support decision-making.	Estimated impact on EI%:	Click or tap here to enter text.
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
ICAO NACC	4 SMSs	5 Days workshop and 10 Days of a document of recomendations	USD 18,700.00
Proponent	Project Director Assessment		PEC revision status
RO/CNS ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	Choose an item. Choose an item.

MCAAP Proposal Activity N.	10 - 2023	Focus Area:	2 - Improve Regional Capacity and Efficiency
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Event/Activity title:	Project to development a CAR Region Guidance for Gender Equality		
Problem statement (opportunity):	During the Twentieth Meeting of the CAR/SAM Regional Planning and Implementation Group (GREPECAS/20), held in Salvador, Brazil, in November 2022, Conclusion GREPECAS/20/09 was agreed "Supporting Gender Equality – Promoting the Participation of Women in the Global Aviation Sector".		
Proposed solution (activity):	It is necessary to expose a regional way the benefits of gender equality; the advantages generated at the socio-economic level for the States, though: a) establish a real commitment to this objective;b) develop policies within organizations that promote gender equality;c) identify real goals that promote gender equality within aviation; d) develop action plans to ensure implementation; e) establish mechanisms to measure the achievement of goals and continuous improvement; andf) share lessons learned and benefits gained from their implementation for the benefit of otherStates and Organizations.	Language:	Bilingual * <input checked="" type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	To provide answer to GREPECAS Conclusion GREPECAS/20/09: Create a regional Ad hoc Group be established to carry out a systematized and harmonized work, on a solid basis, to develop a Project proposal that includes a Plan, goals and indicators to develop opportunities for the career of women in civil aviation and the aviation industry, identifying the obstacles andbiases that hinder the career and establish a Guide to support the empowerment of women in regional aviation to report to GREPECAS/21.	ICAO Strategic Objectives	Follow up ICAO Resolution A41-26 and Conclusion GREPECAS/20/09
Justification:	To recognize the contribution of Women in aviation and establish regional strategies for their empowerment, in response to the United Nations Sustainable Development Goal 5, ICAO Council Resolution A41-26 and IATA Program 25.		
If the activity is a step of a larger action, describe the action	1. Create and AD-hoc Group. 2. Provide information about Conclusion GREPECAS/20/093. Development a guidance material.		
Deliverables/expected outcomes:	Document: Guide to support the empowerment of women in regional aviation	Follow-up actions:	To be evaluate
States impacted by the activity:	CAR Region	Estimated impact on EI%:	Click or tap here to enter text.
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
ICAO NACC	4 SMSs	5 days of mission local in Mexico30 days of work online	USD 20,000.00
Proponent	Project Director Assessment		PEC revision status
RO/CNS ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	Choose an item.
			PSC approval status Choose an item.

MCAAP Proposal Activity N.	11 - 2023	Focus Area:	2 - Improve Regional Capacity and Efficiency
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Event/Activity title:	Support regional assistance for the development of the CANSNET communications network.		
Problem statement (opportunity):	During 2020, the process of developing a new regional communications network began, which will provide the necessary communication circuits to support the new navigation services in the region such as terrestrial and satellite ADS-B, ATFM, AIDC and NAM/ICD and other services requiring higher bandwidth. The new network should be ready by March 2025 in order to avoid a new contract renewal and to strengthen the regional communications network due to the obsolescence of the currently operating MEVA III equipment.		
Proposed solution (activity):	The project is in the process of starting the bidding process for the network, however it is necessary that through on-line and face-to-face meetings CANSNET Member States can discuss and make decisions.	Language:	Bilingual * <input checked="" type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	Provide resources to cover simultaneous translation at CANSNET Group meetings to support the understanding of information to all Member States, whether Spanish or English speaking.	ICAO Strategic Objectives	ICAO NACC 1
Justification:	Translation is required to facilitate coordination mechanisms between States, clarify the content of documents and help in decision-making.		
If the activity is a step of a larger action, describe the action	To cover simultaneous translation for four meetings to be held from May to December 2023.		
Deliverables/expected outcomes:	Simultaneous traslation	Follow-up actions:	CANSNET meeting development
States impacted by the activity:	CAR Region	Estimated impact on EI%:	Click or tap here to enter text.
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
ICAO NACC	interpretation staff	2023	USD 4,000.00
Proponent	Project Director Assessment	PEC revision status	PSC approval status
RO/CNS ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	Choose an item. Choose an item.

MCAAP Proposal Activity N.	12 - 2023	Focus Area:	2 - Improve Regional Capacity and Efficiency
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Event/Activity title:	IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM FOR THE PROVISION OF THE METEOROLOGICAL SERVICE FOR INTERNATIONAL AIR NAVIGATION (QMS/MET)		
Problem statement (opportunity):	73% of NAM CAR States have not yet established a MET quality system in accordance with provisions 2.2.1 to 2.2.6 of Annex 3 to the CC		
Proposed solution (activity):	1. Enhance human resource capacity, performance management and operational efficiency to sustain the QMS. 2. In cooperation with Cuba and one Caribbean State, forge partnerships between States to facilitate the deployment of a QMS mentoring programme to boost QMS implementation.	Language:	Choose an item. <input checked="" type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	1. Acquisition of the QMS Lead Auditor ISO 9001:2015 (IRCA certification) Course. 2. Deploy the QMS mentoring program to promote its implementation in participating States	ICAO Strategic Objectives	Capacity and efficiency
Justification:	Contracting States needs to ensure the establishment and implementation of a properly organized quality system that contribute towards the safety, regularity and efficiency of international air navigation.		
If the activity is a step of a larger action, describe the action	NACC/WP MET Programme		
Deliverables/expected outcomes:	1. 20 IRCA Certified Lead Auditors. / 2. Two technical assistance missions (1 per Region) including fellowships for representatives of beneficiary States and 2 mentoring States	Follow-up actions:	ISO 9001:2015 certification by the recipient States
States impacted by the activity:	NAM CAR States	Estimated impact on EI%:	2%
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
1. Mexico / 2. Miami and Mexico	22	1. One week / 2. One week per site	Click or tap here to enter text.
Proponent	Project Director Assessment		PEC revision status
RO/MET ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	PSC approval status Choose an item.

MCAAP Proposal Activity N.	13 - 2023	Focus Area:	2 - Improve Regional Capacity and Efficiency
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Event/Activity title:	Support for the development of National Air Navigation Plans		
Problem statement (opportunity):	There is a need to align the National Air Navigation Plans of the Central American member states with the 6th version of the Global Air Navigation Plan and to revise and update the objectives outlined in these plan based on system performance and national and regional objectives . This update shall be achieved through a thorough evaluation of the Basic Building Blocks - BBB and Aviation System Block Upgrade- ASBU Frameworks to establish a new NANP taking into account the four levels of the GANP; global, technical, regional and local objectives and also the integration of KPIs. This will ensure the elaboration of a clear, accurate and practical NANPs that is aligned with the regional and global Air Navigation objectives.		
Proposed solution (activity):	Coordination and execution of the following activities for each member state of Central America by a COCESNA project team with the assistance of the ICAO NACC Office: 1. Evaluation of the BBBs . 2. Evaluation and prioritization of ASBU elements that are ready for implementation based on 6th Version of the GANP. 3. Regional ANP Workshop to finalize the development the National Air Navigation Plans of the Central American Member States	Language:	Choose an item. <input checked="" type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	To foster the development and implementation of the National Air Navigation Plans among the States in the region through the provision of assistance.	ICAO Strategic Objectives	Capacity and efficiency
Justification:	Though a harmonized approach coordinated by COCESNA and assisted by ICAO NACC Regional Office , States will be able to overcome the difficulties and expedite the development and implementation of their National Air Navigation Plans. The funds for this activity would come from the previously approved activity 2019-6.4 - Assistance to States for the Development of GBAS Procedures in their Airports (not implemented due to the pandemic and not considered as priority as the NANP)		
If the activity is a step of a larger action, describe the action	MCAAP Members during 2023 and 2024: every state must have to designate a Air Navigation Team to Work close with the SMSs to evaluate for each state: 1 BBB, 2. ASBU elements un their status 3: Ealuate data for KPSs and finally development a draeft of the national Air Navigation Plan. The resoursses will use to cober presential workshop to develop de National and regional ANP. This proposal complements the approved activity 08/2022 proposed by the NACC RO.		
Deliverables/expected outcomes:	1. 20 IRCA Certified Lead Auditors. / 2. Two technical assistance missions (1 per Region) including fellowships for representatives of beneficiary States and 2 mentoring States	Follow-up actions:	Support from NACC RO in the development of the NANP
States impacted by the activity:	Belize, Guatemala, Honduras, EL Salvador, Nicaragua, Costa Rica	Estimated impact on EI%:	1%
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
Virtual/Presential (Tegucigalpa)	1 Representative per member state country+ 2 COCESNA Representatives – Central American ANP Workshop	6 months – 2023, 10 month- 2024 (in coordinación con la actividad 08/2022)	USD 13,500 (redirected from activity 2019-6.4)
Proponent	Project Director Assessment		PEC revision status
Other (specify below) COCESNA	Recommendation: Choose an item.	Director’s comments Click or tap here to enter text.	Choose an item.
		PSC approval status	Choose an item.

MCAAP Proposal Activity N.	08 - 2022	Focus Area:	2 - Improve Regional Capacity and Efficiency
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Activity title:	Development of National Air Navigation Plans		
Deficiency/opportunity:	With the new version of the Global Air Navigation Plan is needed to update objectives and goals of the different States Air Navigation Plan according with the new global expectation; Update status of Status robust system through evaluation of the Basic Building Block BBB and establish a new National Air Navigation Plan taking into account the fours GANP level; global, technical, regional and local objetives to ensure a correct and efficient national Air Navigation Plan (NANP) with the integration of Key performance indicator and aligned with the regional goals.		
Proposed activity:	Hiring of SMEs to assist 10 MCAAP Members in developing the following activities: 1. Evaluation of the BBB and indentify priority projects. 2. Evaluation of the ASBU elements of the Block 0 and 1 and indentified priority ASBU implementation. 3. Evaluation of the ASBU elements of Block 2 and 3. 4. State support development their National Air Navigation Plans integration of e-ANP Volumen III and other regional objetives, also integrating the KPI that will measure the implementatation benefits.		
Objective:	To foster the development and implementation of the National Air Navigation Plans among the States in the region through the provision of assistance		
Justification:	With assistance to be provided by SME, States will be able to overcome the difficulties and expedite the development and implementation of their National Air Navigation Plans.		
If the activity is a step of a larger action, describe the action	7 MCAAP Members during 2023 and 2024: Every State must have to designate a Air Navigation Team to work close with the SMSs to evaluate for each State; 1. Basic Building Blocks, 2. ASBU elements in their status “ready to be implement”, 3. Evaluate available data for key performance indicators (KPI) and finally development a draft of the National Air Navigation plan. Must of the activities will be online and only the final event will be presencial in the State. In that sense the financial resources will use to cover presencial training for MCAAP States.		
Deliverables/results:	Draft National Air Navigation Plans for each targeted MCAAP member and provide a software tool to evaluate GANP implementation measures		
States impacted by the activity:	In this first phase (2023), 3 of the following MCAAP members: Cuba, Dominican Republic and COCESNA. In the second Phase 4 more MCAAP Members States.	Estimated impact on EI%:	Click or tap here to enter text.
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
RO/CNS and RO/AGA	2 SMEs by each State Member	6 Moths 2023 from June to November 20236 Moths 2023 and 10 months on 2024	USD 50,000.00 and USD 10,000 more
Proponent	Project Director Assessment		PEC revision status
NACC RO (RO/CNS)	Recommendation: Approval	Director’s comments Click or tap here to enter text.	Approved Approved

APPENDIX A TO THE RLA09801 PRODOC



ICAO

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

RLA09801

**Multi-Regional Civil Aviation Assistance
Programme**

MCAAP

Procedural Handbook

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Amendment Procedure

The RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Procedural Handbook is issued by the MCAAP Secretariat and maintained by the RLA09801 Project Evaluation Commission (PEC) under the supervision of the RLA09801 MCAAP Project Steering Committee (PSC).

New or revised instructions will be incorporated in the Handbook as an amendment, with brief details included in the Record of Amendments.

All changes to the RLA09801 MCAAP Procedural Handbook are to be coordinated with the RLA09801 PEC. Users are requested to submit to the RLA09801 MCAAP Secretariat any suggestions for changes action by the RLA/08/801 PEC as appropriate.

The RLA09801 MCAAP Procedural Handbook is to be made available and used as an electronic document, so any amendments will involve the provision of a replacement file for the amended Part or Appendix.

Record of Amendments

Amendments			
No.	Procedural Handbook Part(s)	Date	Details
1	3.1	20/09/17	Inclusion of Canada as a new Member
2		27/09/19	Updates made by the PEC/3 Meeting
3	4.5.1	4/11/22	The function "approve any amendment to this Procedural Handbook".
	3		Update the Project Organization Chart to reflect the current situation of not having AVSEC/FAL in the scope of the Project anymore
	4.6		Item 4.6.4 included to detail the process.
	4.6.1, 6		Included the function "approving any amendment to this Handbook", responsibility that is being transferred from the PSC to the PEC. Renumbering the remaining items of 4.6.1.
	4.6.2.1		New wording for clarification.
	4.8.1		Included the expression "by the PSC for a new term" and replaced "of two years" by "corresponding to the term", to add more clarity.
	5		New improved rules for the fast-track procedure, with more clarity and timelines.
	6.1.1, i		Replaced "the second day" by "one of the days", to allow more flexibility to the Project.
	6.1.2		Replaced "Coordinator" by "PEC Rapporteur and Project Director", to ensure a more appropriate level for requesting PSC teleconferences.

Amendments			
No.	Procedural Handbook Part(s)	Date	Details
	6.1.4, <i>i</i>		Replaced "shall" by "should", and added "preferably" to allow more flexibility to the Project.
	6.1.4, <i>ii</i>		Replaced "shall" by "should", to allow more flexibility to the Project.
	6.3		Item suppressed to become consistent with the PRODOC D scope.
	7.4.1		Included "regular" to clarify that this is the formal process, to be complemented by extemporaneous proposals.
	7.4.6		Replaced "must" by "will", to be consistent with the possibility of approval through <i>fast-track</i> .
	7.5		Removed "extraordinarily", to allow more flexibility to the Project. Inserted "after the approval", for clarity.
	8.1		Replaced "on 31 January" by "in the first quarter", to allow more flexibility to members.
	8.4.1		Replaced "Projects, as necessary" by "needs of Project members", to be more consistent with the particularities of the use of consultants.
	9.1		Inserted a paragraph to detail the "Fellowships Programme". Renumbered the other items on section 9.
	9.2.1		Inserted "(as per TCB regulations)" for clarity.
	9.2.2		Inserted "(as per TCB regulations)" for clarity.
	9.4.2		Inserted "(as per TCB regulations)" for clarity.
	9.4.3		Inserted a paragraph to detail the internal administrative process for the nominations to fellowships.
	10.2.1		Inserted "(as per TCB regulations)" for clarity.
	10.2.2		Inserted a paragraph to detail the internal administrative process for the travel assistance.
	11.2.4		Deleted "Membership", editorial correction.
	11.2.7		Included the reference "(mentioned in paragraph 10.2.2)".
	Appendix A		New version of format.
	Appendix F		Update of travel process and formats
	<u>4.8.1.1</u>	June 2023	<u>New election procedure of the Rapporteur</u>
	<u>10.2.7.1</u> <u>10.2.7.2</u>		<u>Upon a cancellation of a mission by the beneficiary, to add the reimbursement of travel expenses, air tickets and cancellation of fellowship and mission rights until reimbursement by the Project member has been completed.</u>

1. Mission

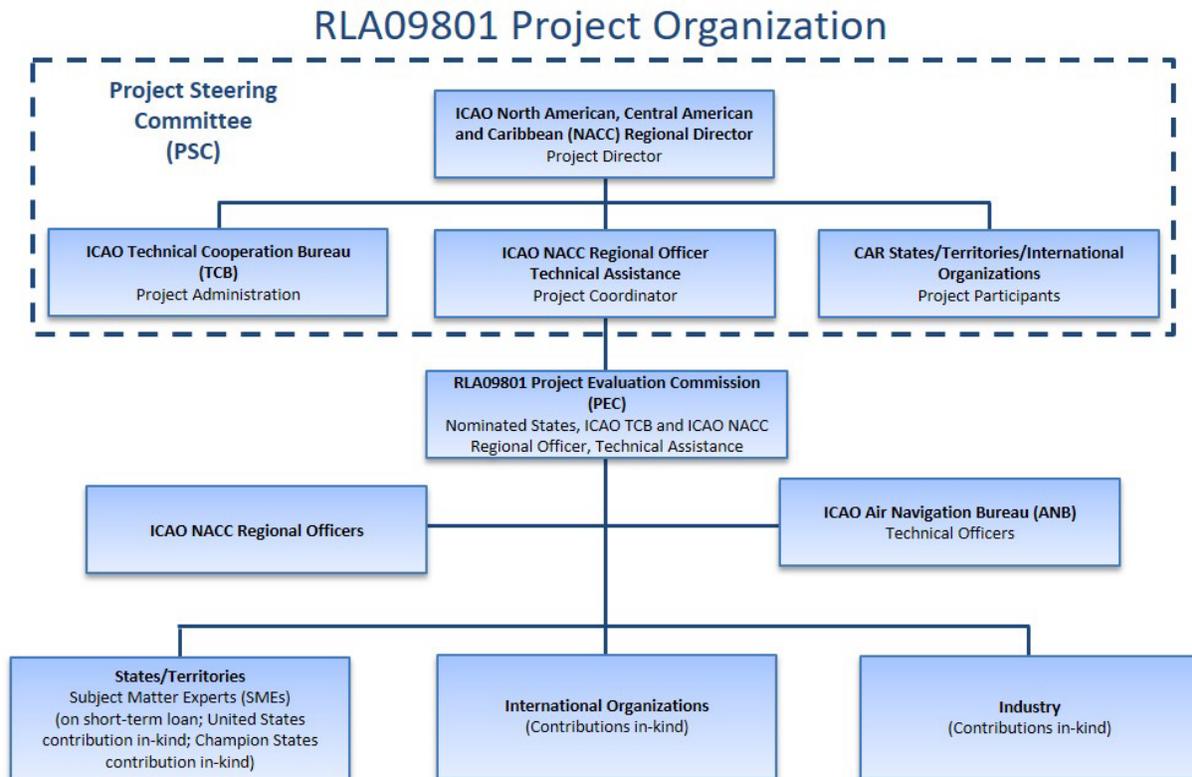
1.1 To assist Project member States/Territories in the NAM/CAR Regions in the effective implementation of ICAO standards and recommended practices (SARPs) for improving the safety, efficiency and capacity of the regional civil aviation system, in harmonization with the Global Air Navigation Plan (GANP), Global Aviation Safety Plan (GASP), CAR/SAM Regional Air Navigation Plan, and in support of the ICAO No Country Left Behind (NCLB) initiative.

2. RLA09801 MCAAP Project Member States

2.1 Bahamas, Barbados, Canada, Cuba, Curacao, Dominican Republic, Haiti, Jamaica, Mexico, Trinidad and Tobago, United States, Central American States (Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua) represented by COCESNA as one member; and Eastern Caribbean States (Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines) represented by ECCAA as one member.

2.2 With the increased effectiveness and efficiency of this Project, regional aviation safety and aviation security issues will improve and participants will benefit as a result of the RLA09801 MCAAP Project expansion.

3. RLA09801 MCAAP Organizational Chart



4. RLA09801 MCAAP Project Roles and Responsibilities

4.1 RLA09801 MCAAP Project Director

4.1.1 The ICAO NACC Regional Director serves as the Project Director of RLA09801 MCAAP. The RLA09801 MCAAP Project Director will ensure that all aspects of the Project are implemented in accordance with the mission statement mentioned in paragraph 1.1 above.

4.2 RLA09801 MCAAP Secretariat

4.2.1 The Coordinator (Secretariat) is the ICAO NACC Regional Officer, Technical Assistance (RO/TA) with the support of the Technical Cooperation Associate.

4.2.2 The RLA09801 MCAAP Secretariat supports the RLA09801 MCAAP by providing administrative, coordination and technical support to the RLA09801 MCAAP members, as required.

4.2.3 The RLA09801 MCAAP Secretariat functions are the following:

1. manage the RLA09801 MCAAP work programme and associated activities;
2. administer budget execution/allocation for PSC approval;
3. administer fellowship process;
4. the Technical Cooperation Associate will forward invitation letters to events already sent to the State/Organization Directors to all Project Focal Points, indicating the deadline to receive fellowship nominations (as per Section 10 of this Handbook), which will be at least **45 calendar days** prior to the commencement of the event;
5. propose RLA09801 MCAAP TEAM missions and assignment of Subject Matter Experts (SMEs) in coordination with the ICAO NACC Regional Officers;
6. develop meeting agendas proposals in coordination with the Project Member/Regional Officer proponents;
7. the Project Coordinator will chair PSC meetings on behalf of the Project Director;
8. prepare PSC and PEC meeting agendas, documentation and summaries of discussion;
9. monitor action items and report annual status to the RLA09801 MCAAP PSC;
10. maintain communication with the RLA09801 MCAAP members;
11. identify required administrative support; and
12. control and administer the RLA09801 MCAAP website.

4.2.4 In addition to the functions above, the RLA09801 MCAAP Project Coordinator will seek for the RLA09801 MCAAP Project Director's approval on the following:

1. for the use of consultants as described in paragraph 8.4;
2. of additional RLA09801 MCAAP work programme events prior to the approval by the PSC; and
3. for attendance of Regional Officers, SMEs and ICAO Secretariat staff at work programme events.

4.2.4.1 Once approved by the RLA09801 Project Director, the RLA09801 MCAAP Project Coordinator will request the approval by the PSC using the fast-track procedure (paragraph 5 refers).

4.3 *RLA09801 MCAAP Administration*

4.3.1 The administration is handled by the ICAO Technical Cooperation Bureau (TCB), Field Operations, Americas Office (FOS), in accordance with ICAO established procedures and practices.

4.3.2 The RLA09801 MCAAP Administrator (TCB) is tasked to oversee this Technical Cooperation project and its implementation in the following manner:

1. review and approve changes and amendments to RLA09801 MCAAP PRODOC;
2. coordinate with the ICAO Legal Bureau on any matters associated with the implementation of the Project, as needed;
3. obtain the approval and signature of the ICAO Secretary General for any changes and amendments to the PRODOC;
4. provide the Regional Office with Project Financial Statements as appropriate;
5. coordinate with the Regional Office for the approval of Regional Officers and SMEs travel in support of Project activities;
6. seek the certification of funds for Project fellowships; and
7. on any other issues regarding implementation of RLA09801 MCAAP refer to Part 5 – *Technical Cooperation and Technical Assistance* of the *ICAO Regional Office Manual*.

4.4 *RLA09801 MCAAP Member States*

4.4.1 All parties mentioned in paragraph 2.1 are members of the RLA09801 MCAAP Project Steering Committee (PSC).

4.4.1.1 Focal points designated by each Project member to represent their interests will act on their behalf in all required activities of the Project.

4.4.2 With the exception of the United States (that only participates by providing in-kind support) all Project members are potential beneficiaries of the activities undertaken by the Project.

4.4.3 The responsibilities of the RLA09801 MCAAP Member States/Organizations are the following:

- a) deposit the Project contributions established by the PSC within set deadlines;
- b) maintain a focal point designated to represent their interests in Project activities; and
- c) participate in Project activities, as required.

4.4.3.1 The United States is exempt from the annual contribution referred to in paragraph 8.1, since they are not a beneficiary of the Project.

4.5 *RLA09801 MCAAP Project Steering Committee (PSC)*

4.5.1 The responsibilities of the PSC are the following:

1. approve the Project Document (PRODOC) and any revisions proposed by the PEC prior to its official submission to the ICAO Technical Cooperation Bureau (TCB);
2. approve the RLA09801 MCAAP work plan and associated activities;
3. nominate States to be part of the PEC; and
4. oversee the management of the project and budget.

4.6 *RLA09801 MCAAP Project Evaluation Commission (PEC)*

4.6.1 The RLA09801 MCAAP PEC will be responsible for:

1. on a continual basis, evaluating Project management and associated activities to determine benefits and effective impact in States Effective implementation (EI);
2. evaluating the draft Project annual work plan;
3. proposing improvements and new activities to support implementation;
4. annually assess and propose new activities for the Project;
5. proposing updates and amendments to the RLA09801 MCAAP Project PRODOC;
6. approve any amendment to this Procedural Handbook;
7. identifying and monitoring methods for continuous improvement of the Project; and
8. seek and lobby for support to the Project.

4.6.2 The PEC will be composed by the Project Administration, the Project Coordinator and the Project Members who submit nominations in response to the invitation mentioned in 4.6.4.

4.6.2.1 PEC Membership will be reviewed every 2 years, or every 2 PSC regular meetings (whatever happens first), when the PEC will be officially assigned by the PSC.

4.6.2.2 Other member States may participate in PEC activities, through their Focal Points, at their discretion.

4.6.3 States that are in arrears with the contributions cannot be considered to be assigned for the PEC.

4.6.4 With a minimum advance notice of 30 calendar days in relation to the relevant PSC Meeting, the members of the Project, in condition to be members of the PEC, will be invited to apply for their inclusion in the Commission for the following two-year term.

4.7 *MCAAP Focal Point*

4.7.1 The MCAAP Focal Point is a representative designated by the Director of Civil Aviation of a State or by the Director of an International Organization from Project RLA09801 MCAAP members.

4.7.2 The RLA09801 MCAAP Focal Points will be responsible for:

1. representing the interests of their State/Organization;
2. presenting the needs of their State/Organization to the RLA09801 MCAAP Secretariat;
3. acting as advisors to the ICAO NACC Regional Office for the preparation of the annual Project work plan;
4. making the necessary coordination within his/her own Administration on all RLA09801 MCAAP processes and activities, including processing the contributions for the Project;
5. deciding within their State/Organization on fellowship holder application requests and sending them to the RLA09801 MCAAP Secretariat with at least **45 calendar days** prior to the commencement of the event;
6. approving changes made to the work plan through the fast track procedure;
7. providing support to the Project activities including their attendance at Project Meetings, as necessary;
8. proposing improvements and new activities to support implementation; and
9. proposing updates and amendments to the RLA09801 MCAAP Project Procedural Handbook and PRODOC.

4.8 *RLA09801 MCAAP PEC Rapporteur*

4.8.1 The RLA09801 MCAAP PEC Rapporteur is a representative of a member State/Organization of the PEC. The PEC members shall elect the Rapporteur in the first meeting of the PEC after the assignment of the States/Organizations by the PSC for a new term. The PEC Rapporteur will serve for a period corresponding to the term and may be re-elected.

4.8.1.1 If there is no candidate for the position, the Rapporteur will be chosen by drawing lots in which the Members of the PEC will participate, except for the Rapporteur who is completing his/her mandate, the Project Administrator, and the Project Coordinator.

OR

4.8.1.1 If there is no candidate for the position, the Rapporteur will be the representative of the next PEC Member following the alphabetical order of the States/Organizations in English.

4.8.2 The PEC Rapporteur, in coordination with the Project Secretariat, performs functions as follows:

1. calling meetings of the PEC;
2. chairing the RLA09801 MCAAP PEC meetings;
3. keeping focus on high priority Project activities;
4. providing leadership on developing activities for project implementation;
5. promoting consensus among the RLA09801 MCAAP PEC members;
6. coordinating RLA09801 MCAAP activities closely with the RLA09801 MCAAP Secretariat; and
7. enacting PEC's decisions by inviting external participation in support to the Project.

5. RLA09801 MCAAP Fast-Track Procedure

5.1 Fast-track is the administrative procedure through which the approval of MCAAP members, either individually or collectively (PEC and/or PSC), is sought for the acts necessary for the management of the programme.

5.2 This procedure presupposes approval by the programme's members, either for the timely response to the query it conveys, or for the lack of timely manifestation (tacit approval).

5.3 Approval via *fast-track* of activities that have a financial impact on the membership contributions must be addressed to the PSC, being a minimum period of 10 working days required for members to respond to respond.

5.4 For any other approval, the consultation will be addressed directly to the PEC, being the outcome determined by the majority position of the PEC member States/Organizations (ICAO excluded). In case there is a draw in the position of the PEC member States/Organizations with equal voting for and against, the proposal will not be considered approved by the PEC. The timelines for responding to those consultations will be determined in a case-by-case basis, taking into account the urgency needed for the particular process, but will never be less than five working days.

6. RLA09801 MCAAP Meetings and Channels of Communications

6.1 RLA09801 MCAAP will ordinarily hold meetings with different scope and schedule, as follows:

6.1.1 Project Steering Committee (PSC) Meetings

- i. Plenary meetings shall convene once every year, one of the days of the Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA).
- ii. RLA09801 MCAAP PSC Plenary meetings shall be bilingual (English and Spanish) with simultaneous interpretation services and documentation provided as needed, in both languages.
- iii. To enable membership participation, Project funds will cover the following expenses:
 - a. Fellowship for the RLA09801 MCAAP Focal Points; and
 - b. Travel expenses for the RLA09801 MCAAP Secretariat.
- iv. The RLA09801 Secretariat shall notify all members of the time and place of PSC meetings with at least 90 days prior notice of such meeting.

6.1.2 PSC Teleconferences

- i. PSC Teleconferences will be held whenever the RLA09801 MCAAP PEC Rapporteur or the Project Director deems it appropriate to inform members of additional activity, financial issues, or other significant matters that require the attention of the PSC.

6.1.3 *Project Evaluation Commission (PEC) Meetings*

- i. Plenary meetings shall convene once every year in the ICAO NACC Regional Office, except when the majority of the PEC membership decides otherwise.
- ii. The meetings will usually be of three days, and shall be no longer than five days.
- iii. RLA09801 MCAAP PEC Plenary meetings and documentation shall be in English, with the Report in both languages (English and Spanish).
- iv. For the convening of this meeting, Project funds will cover the following expenses:
 - a. Travel expenses and air ticket for the RLA09801 MCAAP PEC Members for the duration of the meeting; to process these missions, PEC Members must send the following documentation **60 calendar days** before the event commences:
 - Copy of passport
 - Health Statement
 - Contact information
 - b. Travel expenses for the RLA09801 MCAAP Secretariat (if outside the NACC Office) and for the RLA09801 MCAAP Administration.
- v. The RLA09801 Secretariat shall notify all members of the time and place of PEC meetings with at least 90 days prior notice of such meeting.

6.1.4 *Focal Point Meetings*

- i. Focal Point meetings may convene once every year, preferably in conjunction with the PEC Meeting.
- ii. The meetings will usually be of one day and may precede the PEC Meetings.
- iii. RLA09801 MCAAP Focal Point Plenary meetings and documentation shall be in English, with the Report in both languages (English and Spanish).
- iv. For the convening of this meeting, Project funds will cover the following expenses:
 - a. Fellowship for the RLA09801 MCAAP Focal Points for the duration of the meeting; these fellowships will not count towards the State/Organization's yearly fellowship allocation (Part 9.1.1 refers); and
 - b. Travel expenses for the RLA09801 MCAAP Secretariat (if outside the NACC Office) and for the RLA09801 MCAAP Administration.
- v. The RLA09801 Secretariat shall notify all members of the time and place of Focal Point meetings with at least 90 days prior notice of such meeting.

6.1.5 *PEC Teleconferences*

- i. PEC Teleconferences will be held whenever the PEC Rapporteur or the RLA09801 MCAAP Coordinator deems it necessary.

6.2 *RLA09801 MCAAP Secretariat support of PSC and PEC Meetings*

6.2.1 Documentation should be sent to the RLA09801 MCAAP Secretariat electronically 45 days before the meeting to permit timely processing in both English and Spanish. All documentation should be submitted 21 days before the meeting, at the latest, for proper publishing and distribution. It should be noted that those papers received after this 21-day period may not be accepted by the Secretariat; however, they may be presented as information papers. All Meeting documentation will be available on the web at least 15 days prior to meetings.

6.2.2 The Report of the PSC meetings will be completed by the MCAAP Secretariat and approved by the Director for transmission within two weeks after the end of the meeting.

6.2.3 The Report of the PEC meetings will be completed by the MCAAP Secretariat and approved by the Rapporteur for transmission within two weeks after the end of the meeting.

7. RLA09801 MCAAP Work Plan Development

7.1 The MCAAP work plan is drawn from the regional or States' needs, which are identified, in most cases, by the ICAO Regional Officers as a result of the action in their respective areas. To meet these needs, the Regional Officers prepare the proposals for activities to be developed within the scope of the Project, which, once the criteria established in this Handbook have been met, will be approved and incorporated into the Project's schedule and published in the calendar of activities of the Regional Office.

7.2 It is important to note that Project members themselves can identify needs and propose activities. Nevertheless, in order to establish these proposals, the proposing member should promote the necessary coordination with the Regional Officer(s) involved.

7.2.1 After coordinating with the Regional Officers, the Director of the proposing member State/Organization, shall send a letter to the MCAAP Project Director through the official channels of communication.

7.3 The activities to be developed by MCAAP shall be circumscribed to the project objectives, detailed in the Revision D PRODOC, and may address, among others, the following topics:

- increase the Effective Implementation (EI) rate of targeted States;
- ensure States compliance with ICAO SARPs;
- projects that address deficiencies as noted through audits;
- targeted programmes that lead to increased Safety (such as Runway Safety, Airport Certification, etc.);
- needed training (Performance-Based Navigation [PBN] implementation, State Safety Programme [SSP], Safety Inspector, Accident Investigation, etc.);
- environmental programmes;
- NCLB Systemic Assistance Programme (SAP) Multidisciplinary Teams identified by the SAP Team Lead;
- partnership programmes with other Civil Aviation Authority (CAAs) or Regional Safety Oversight Organizations (RSOOs); and
- project management training for States.

7.3.1 In addition, to be considered for the evaluation process, the proposals for activities should also meet the following requirements:

- bring benefits to more than one State, preferably having regional scope (except when the activity is part of a set of actions to be implemented in stages);
- the proposal is timely presented in the appropriate form and with all the information necessary for the evaluation process;
- the justification presented to propose the activity is clear and sufficient; and
- States benefited by the activity are not in arrears with payments to the Project (except in cases where the activity is part of a set of actions and, after deliberation, the PSC considers that its non-execution will negatively impact the whole set).

7.4 *Process of Approval of the Work Plan*

7.4.1 The regular approval process for the proposed activities starts with an initial verification by the Project Coordinator regarding the fulfilment of the criteria established in paragraph 7.3 above.

7.4.1.1 The proposals must be submitted using the form presented in the **Appendix A** of this Handbook.

7.4.1.2 As soon as the PSC Meeting date for the following calendar year is defined, the Secretariat will inform member States/Organizations of the work plan approval process deadlines for the year after the abovementioned PSC Meeting. The approval process will observe the following deadlines:

- Proposals due to the Project Coordinator – 150 days before the PSC Meeting
- Draft Work Plan sent by Project Coordinator to the MCAAP Project Director – 120 days before the PSC Meeting
- Draft Work Plan approved by MCAAP Project Director and sent to PEC– 90 days before the PSC Meeting
- Draft Work Plan approved by the PEC and sent to the ICAO Secretariat – 60 days before the PSC Meeting.

7.4.1.3 Proposals that present inconsistencies must be returned to the proposer for appropriate corrections.

7.4.2 After the initial verification, proposals that meet the minimum requirements will be consolidated into a draft Work Plan, which will be forwarded to the assessment of the Project Director, which will manifest on the approval, insertion, correction and/or rejection of activities.

7.4.2.1 When rejecting or recommending corrections in a proposal, the Project Director shall point out the problems identified and may suggest ways to correct them where appropriate.

7.4.2.1.1 Proposals receiving a recommendation for correction by the Project Director will be returned to the proposers so that the necessary adjustments can be made.

7.4.2.1.2 These proposals, once corrected, should be directed to the Project Coordinator, to be again submitted to the evaluation of the Project Director.

7.4.2.1.3 Proposals that are not corrected or that are not forwarded to the Coordinator within the established deadline will be disregarded.

7.4.2.2 New proposals inserted at this stage must be coordinated with the Regional Officer(s) involved.

7.4.3 After the evaluation of the Project Director, the draft Work Plan will be forwarded to the assessment of the Project Evaluation Committee (PEC), which will manifest on the approval, insertion, correction and/or rejection of activities.

7.4.3.1 When rejecting or recommending corrections in a proposal, the PEC shall point out the problems identified and may suggest ways to correct them where appropriate.

7.4.3.1.1 Proposals receiving a recommendation for correction by the PEC will be returned to the proposers so that the necessary adjustments can be made.

7.4.3.1.2 These proposals, once corrected, should be directed to the Project Coordinator, to be again submitted to the evaluation of the PEC.

7.4.3.1.3 Proposals that are not corrected and/or forwarded to the Coordinator within the established deadline will be disregarded.

7.4.3.2 New proposals inserted at this stage must be coordinated with the Regional Officer(s) involved.

7.4.4 After the evaluation stage by the PEC, the draft Work Plan will be submitted to the approval of the Project Steering Committee (PSC).

7.4.4.1 When rejecting or recommending corrections in a proposal, the PSC shall point out the problems identified and may suggest ways to correct them where appropriate.

7.4.4.1.1 Proposals receiving a recommendation for correction by the PSC will be returned to the proposers so that the necessary adjustments can be made.

7.4.4.1.2 These proposals, once corrected, should be directed to the Project Coordinator, to be again submitted to the evaluation of the PSC.

7.4.4.1.3 Proposals that are not corrected and/or forwarded to the Coordinator within the established deadline will be disregarded.

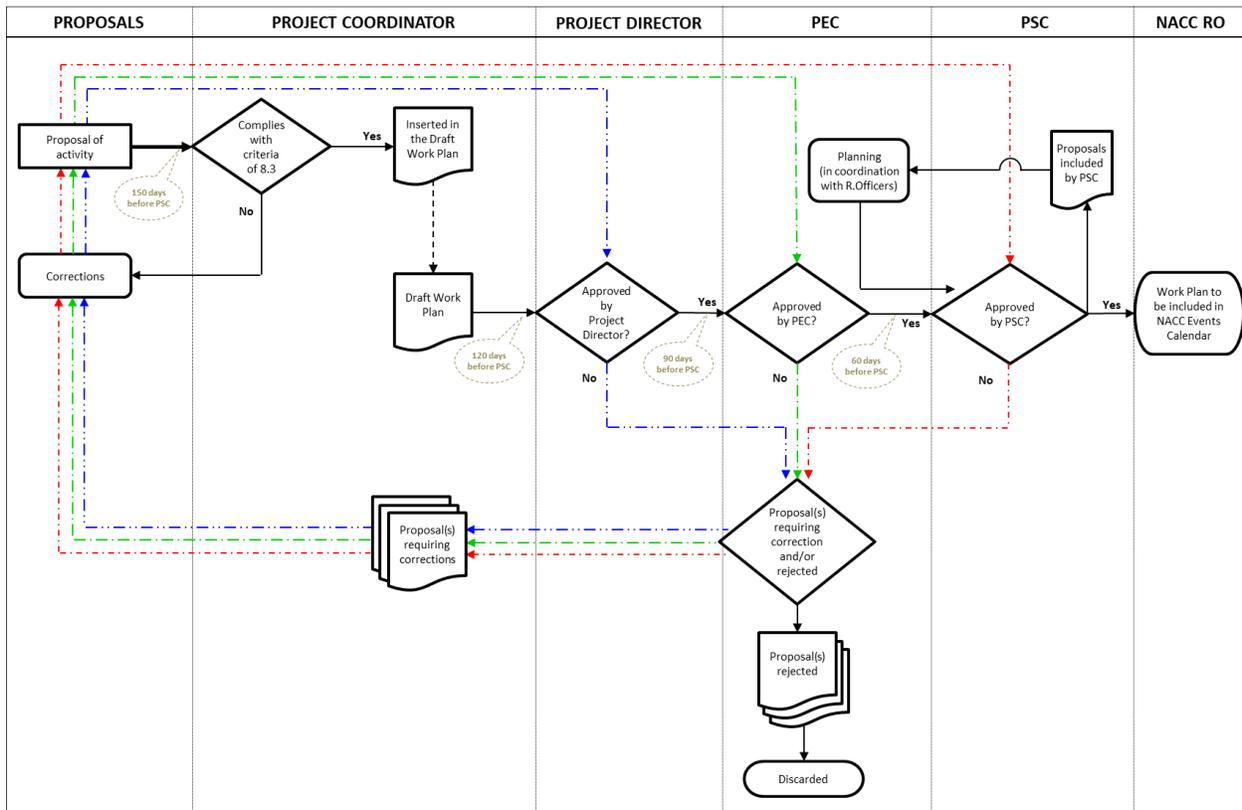
7.4.4.2 The PSC may, at its discretion, propose the inclusion of other activities not contemplated by the draft Work Plan, assigning to the PEC the planning of such activities for later evaluation of the PSC itself, under the terms determined by the PSC.

7.4.2.2.1 When planning these proposals, the PEC must coordinate with the Regional Officer(s) involved.

7.4.5 After approval of the Work Plan by the PSC, the activities listed therein will be included in the Calendar of Events of the ICAO NACC Regional Office.

7.4.6 The entire process will follow the flowchart (below), observing the deadlines established in paragraph 7.4.1.2.

FLOWCHART OF THE PROJECT WORK PLAN APPROVAL



7.5 In addition to activities regularly approved by the process described in item 8.3, other activities deemed necessary may be included in the Work Plan after approval through the Fast-Track Procedure (paragraph 5 of this Handbook).

7.6 All meetings, workshops, courses or seminars approved in the Work Plan are always subject to the confirmation of the following:

- a) registered participation of at least 5 States/Territories/International Organizations; and
- b) in order for an event to be considered for interpretation services, a minimum registration of at least 3 States of the same language at least one month prior to the beginning of the event is required.

8. Donors and Financial Sources

8.1 The annual financial contribution of USD 25,000 for all RLA09801 MCAAP Project Members (except the United States) is due in the first quarter of each calendar year. If a member State/Organization wishes to pay their financial contribution in advance, they shall request the invoice to the MCAAP Secretariat, who in turn will request it from the MCAAP Administration, and then send it to the requesting member State/Organization. The Project Steering Committee Members, during their annual meeting, may define the amounts of the annual financial contribution per State in subsequent years of the project, taking into account an equitable mechanism, based on the principle of cost recovery for the States, Territories, international organizations and other entities.

8.2 Other entities (such as non-governmental organizations, foreign assistance agencies, transportation industry stakeholders, international development banks and other related financial institutions, regional organizations, private parties, foundations and other donors with interests in aviation related development activities in the NAM/CAR Regions) may provide financial resources to RLA09801 MCAAP.

8.3 Financial resources in support of RLA09801 MCAAP Project activities should be made in U.S. dollars and deposited in ICAO's bank account as follows:

Pay to:	//CC000305101 Royal Bank of Canada Ste. Catherine and Stanley Branch 1140 Ste. Catherine Street West Montreal, Quebec Canada H3B 1H7
For credit to:	05101 404 6 892 Project RLA09801 ICAO Pool Account
Swift code:	ROYCCAT2

8.3 Under the applicable terms of the Management Service Agreement (MSA) between ICAO and the RLA09801 MCAAP Member States, the funds and activities under this MSA shall be administered according to applicable ICAO regulations, rules, directives, procedures and practices.

8.4 Use of Consultants

8.4.1 The RLA09801 MCAAP Project envisions the use of outside (long-term) consultants from time to time to support specific needs of the Project and/or its members. The RLA09801 MCAAP Project Coordinator will work with the members involved, the Regional Officers and the Technical Cooperation Bureau to provide international/national professionals needed.

8.4.2 In these circumstances, additional funding may be required. The RLA09801 MCAAP Secretariat will prepare the necessary documentation for the approval of the RLA09801 MCAAP Project Director and submission to the ICAO Technical Cooperation Bureau.

8.5 *In-Kind Contributions*

8.5.1 Understanding that in-kind support provides significant impact to the Project outcomes, the RLA09801 MCAAP utilises the support of in-kind support by States and other entities. To ensure clarity on how to quantify the technical expertise provided by donors, the ICAO Technical Cooperation Bureau established a standard cost of USD500 per day to calculate the contributions relating to SME and other personnel costs, unless otherwise provided by the donor.

9. **Fellowships**

9.1 RLA09801 contains a Fellowship Programme, which will normally be linked to the activities carried out by the NACC Regional Office for Project Members. Fellowships include the following:

- (1) Daily Subsistence Allowance (DSA)¹ rate for the City (Venue) of the event, covering the period for the nights of the duration of the event. The DSA shall comprise the total contribution of the United Nations towards such charges as meals, lodging and gratuities made for services rendered during official travel. Any additional expenses must be covered by the traveller during the mission.
- (2) USD\$300.00 – representing outward and return travel expenses

9.2 *Types of Fellowships for RLA09801 MCAAP*

9.2.1 The RLA09801 MCAAP Secretariat shall propose on the number of fellowships and eligible events offering fellowships; the PEC will evaluate and make recommendations to the PSC; the PSC will approve the number of fellowships offered by the Project. All RLA09801 MCAAP Project Members are entitled to **one** fellowship per event included in the annual work plan approved by the PSC. The total number of fellowships shall be equal for each member State/Organization. If a Project member decides to apply for more than one fellowship for the same event, it may do so with the understanding that this decision will impact the total number of fellowships the Project member is eligible for. The focal point shall contact the RLA09801 MCAAP Secretariat to coordinate the attendance of their delegate with at least **45 calendar days** (as per TCB regulations) prior to the commencement of the event

¹ <https://icsc.un.org/Home/DailySubsistence>

9.2.2 Project members who will not apply for the fellowships that are offered on the RLA09801 MCAAP annual work plan (paragraph 9.1 refers), may decide to participate in other selected ICAO endorsed events. It will be incumbent to each member State/Organization, through its focal point, to offer and handle within the State/Organization the fellowships made available by the Project. The Regional Office shall not offer Project fellowships directly to the States/Organizations outside of the scope of the work plan. To process a fellowship for an event that is not included in the RLA09801 MCAAP annual work plan, the focal point shall contact the RLA09801 MCAAP Secretariat to coordinate the attendance of their delegate with at least **45 calendar days** (as per TCB regulations) prior to the commencement of the training event. The number of fellowships available under these criteria will be the same as the offering contained in the annual work programme and the monetary cost must be of similar value.

9.2.3 Project members who wish to participate in additional ICAO-endorsed training events that require an additional cost of tuition should contact the RLA09801 MCAAP Secretariat at least 60 calendar days prior to the commencement of the training events, to allow the coordination and approval by the PSC using the fast-track procedure. After the approval by the PSC, RLA09801 MCAAP Secretariat will give all Project members the same opportunity to apply for these training events.

9.2.4 If a Project member decides to apply for the type of fellowship mentioned in 9.1.3, it may do so with the understanding that this decision will impact the total number of fellowships the Project member is eligible for, and that the total monetary value should be the equivalent of the amount of allocated funds for fellowships for the year.

9.2.5 The RLA09801 MCAAP Secretariat will monitor awarded fellowships and will work with the State to decide its best interests in fellowship participation.

9.3 *Funding*

9.3.1 The fellowship includes daily subsistence allowance (DSA) to cover lodging and expenses for the duration of the event; plus the amount of USD300 representing outward and return travel expenses, as per ICAO Regulations. The candidate sponsoring organization/administration shall provide him/her with the air ticket to/from the City of Origin to the City of the relevant event venue, and ensure that the candidate has the necessary travel documents, vaccinations, and visa prior to departure.

9.3.2 In the event that a fellowship holder is not able to attend or does not complete its participation in a sponsored event, it needs to return the allocated funds by contacting the RLA09801 MCAAP Secretariat at nacc-tc@icao.int to coordinate the necessary administrative arrangements for the applicable refund.

9.4 *Fellowship Allocation for International Organizations*

9.4.1 Regarding fellowships offered to the Central American² States through COCESNA, the candidate appointment decision is made by COCESNA by assessing Fellowship Nomination Forms sent by States to the COCESNA Focal Point. Once COCESNA has selected a candidate and all internal coordination has been completed, the Fellowship Nomination of the candidate who will represent Central American States should be sent to the ICAO NACC Regional Office by the COCESNA Focal Point.

9.4.2 Regarding fellowships offered to the Eastern Caribbean³ States through ECCAA, the candidate appointment decision is made by ECCAA by assessing Fellowship Nomination Forms sent by States to the ECCAA Focal Point. Once ECCAA has selected a candidate and all internal coordination has been completed, the Fellowship Nomination of the candidate who will represent Eastern Caribbean States should be sent to the ICAO NACC Regional Office by the ECCAA Focal Point.

9.5 *Administrative Procedure for Nominations*

9.5.1 With no exceptions, the Fellowship Nomination Form (**Appendix B** refers) must be completed for each nominee. All pages must be filled-out and must include the Civil Aviation Authority, COCESNA or ECCAA director's signature and seal (page 2 of the form), as well as the signature and seal of the doctor who performs the medical examination on the medical portion of the form (page 6). The medical examination will be valid for one year from the date signed by the doctor and may be used for future fellowship nomination forms submitted for the same candidate. The completed (signed and stamped) Fellowship Nomination Form should be submitted to the MCAAP Secretariat by the member State/Organization Focal Point to the e-mail address provided below:

RLA09801 MCAAP Secretariat
Regional Officer, Technical Assistance
Technical Cooperation Associate
nacc-tc@icao.int

9.5.2 The duly completed Fellowship Nomination Form must be received in the ICAO NACC Regional Office as soon as feasible but no later than **45 calendar days** (as per TCB regulations) prior to the beginning of event. In order to ensure timely payment and to comply with the internal administrative processes of the ICAO NACC Regional Office, the ICAO Technical Cooperation Bureau and the United Nations Development Programme (UNDP) Office who will process the fellowship holder's payment (if applicable), **it is essential to comply with the established deadlines.**

² Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua

³ Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines

- 9.5.3 The internal administrative process entails the following activities:
- a) the RLA09801 MCAAP Secretariat will request certification of funds to the Field Operations Section (FOS) for onward transmission to the Programme Budget Unit (PBU) – two days after established deadline to receive the fellowship nomination forms from focal points – process takes 1-2 working days;
 - b) FOS sends the request to PBU – process takes 1-3 working days;
 - c) PBU certifies and blocks funds for fellowships, notifies FOS – process takes 5-7 working days;
 - d) FOS sends the approval to the RLA09801 MCAAP Secretariat – immediately after receiving approval;
 - e) the RLA09801 MCAAP Secretariat prepares the fellowship for payment through either one of the following payment methods:
 - i. For States that have a UNDP Office in the Country of Origin payment will always be made sending an Agency Service Request (ASR) and the fellowship holder will collect payment in that office – payment process takes approximately 10-15 working days, starting on the day the ASR is received from ICAO;
 - ii. For States that have no UNDP Office in the Country of Origin, payment will be made sending an ASR to the Administrative Officer of the ICAO NACC Regional Office and the Administrative Officer will make a bank transfer using the information provided in the Banking Instructions Form (which will have to be filled out by the fellowship holder) – payment process takes approximately 10-15 working days, starting on the day the ASR is received from ICAO;
 - iii. For events held in the Regional Office, the Administrative Officer will prepare a cheque for the fellowship holder to be cashed at the local bank in Mexico City in US currency.

9.5.4 The acceptance of fellowship nomination forms received after the established deadlines will be subject to the discretion of the RLA09801 MCAAP Secretariat and will be the exception and not the norm. The RLA09801 MCAAP Secretariat will not process Post-Facto fellowships under no circumstances.

9.5.5 Each fellowship holder is required to send his/her travel itinerary to the RLA09801 MCAAP Secretariat at nacc-tc@icao.int. Furthermore, each fellowship holder is required to report to the event coordinator as mentioned in the Notice of Fellowship Award and Special Instructions No. 1 that is sent by the ICAO NACC Regional Director when the fellowship has been allocated to the fellowship holder.

9.5.6 It is the responsibility of each fellow to read and follow the guidelines contained on the Guide for ICAO fellowship-holders (**Appendix C** refers). With no exceptions, each fellowship holder should fill-out the Fellowship Termination Form (**Appendix D**) and send it back to the ICAO NACC Regional Office to the e-mail address provided below:

RLA09801 MCAAP Secretariat

Regional Officer, Technical Assistance
Technical Cooperation Associate
nacc-tc@icao.int

9.5.7 For any fellowship request to be considered, the member State should not be in arrears with payments to the RLA09801 MCAAP Project.

9.5.8 Fellowship holders are responsible for their own travel arrangements, including hotel reservations, as well as travel and medical insurance. Before leaving their country of origin, all fellowship holders must ensure that their travel documentation to and from the host State is valid. Fellowship holders who require an entry visa to the host State must obtain it from their nearest consulate or embassy prior to departure.

10. Travel Assistance using the RLA09801 MCAAP

10.1 Per the discretion of the RLA09801 MCAAP Secretariat and on an as needed basis, consideration will be given to those member States needing assistance with travel arrangements (air ticket, DSA and terminals allowance). For any travel assistance to be considered, the member State should not be in arrears with payments to the RLA09801 MCAAP Project.

10.2 The following procedure will be used:

10.2.1 Project Members wishing to participate in selected ICAO endorsed events that requires assistance from ICAO for travel, must contact the RLA09801 MCAAP Secretariat no later than **60 calendar days** (as per TCB regulations) prior to the commencement of the event.

10.2.2 *Administrative Procedure for Travel Assistance*

10.2.2.1 Travellers must send the following documentation and information to the RLA09801 MCAAP Secretariat:

- Health Statement for Subject Matter Experts (SMEs) Form
- Scanned copy of the following documentation:
 - Banking Instructions Form, duly filled. This format must be filled to process the DSA payment
 - current/valid passport of the expert
 - visa of the expert (if applicable)
- Expert contact information, including address, telephone and e-mail addresses (official and alternate)
- Hotel information for Security Clearance

10.2.2.2 The internal administrative process for travel entails the following activities upon the receipt of the traveller's documentation:

- a) the Technical Cooperation Associate requests mission number and proposed itinerary to the ICAO Travel Section – process takes 1-2 working days;
- b) the ICAO Travel Section sends itinerary – process takes 1-2 working days;
- c) the Technical Cooperation Associate prepares the Draft Mission Travel Authorization (dMTA) and sends to the NACC Administrative Associate – process takes 1-2 working days;
- d) the Technical Cooperation Associate coordinates with the corresponding assistant in the NACC Office to request the traveller for the hotel reservation information during the mission in order to proceed and request the corresponding United Nations Department of Safety and Security (UNDSS) Security Clearance for the mission – process takes 1-2 working days;
- e) NACC Administrative Associate finishes the MTA and sends to Field Operations Section (FOS) for approval – process takes 1-3 working days;
- f) FOS requests certification of funds to the Programme Budget Unit (PBU) – process takes 1-3 working days;
- g) PBU certifies and blocks funds for travel, notifies FOS – process takes 5-7 working days;
- h) FOS sends the approval to the ICAO Travel Section – immediately after receiving approval;
- i) the ICAO Travel Section sends the approved MTA to the Accounting Services Section – Travel Claims Unit (ASV/TCU) – process takes 1-3 working days;
- j) the ICAO Travel Section purchases the air ticket – process takes 1-2 working days;
- k) ASV/TCU issues Agency Service Request (ASR) and sends directly to the issuer of payment for payment to traveller – process takes from 10 to 15 working days;
- l) the travel advance payment is issued through either one of the following:
 - i. for States that have a UNDP Office in the Country of Origin payment will always be made sending an ASR and the traveller will collect payment in that office – payment process takes approximately 10-15 working days;
 - ii. for States that have no UNDP Office in the Country of Origin, payment will be made sending an ASR to the Administrative Officer of the ICAO NACC Regional Office – payment process takes approximately 10-15 working days.

10.2.3 The entitlements for a mission include the following:

- (1) Air ticket to/from the Duty Station to the City (venue) of the event;
- (2) Daily Subsistence Allowance (DSA)⁴ rate for the City (venue) of the event, for the nights for the duration of the travel (using the air ticket as reference). The DSA shall comprise the total contribution of the United Nations towards such charges as meals, lodging and gratuities made for services rendered during official travel. Any additional expenses must be covered by the traveller during the mission. The travel advance is usually 80% of the Daily Subsistence Allowance (DSA) and the remaining 20% will be reimbursed to the traveller after the mission has been completed. For this purpose, the traveller will return the following documents to the Technical Cooperation Associate:
 - i. Scanned copy of the boarding passes
 - ii. Scanned copy of the baggage fee receipts (first bag will be reimbursed)
 - iii. Scanned copy of the Antigen/PCR invoice/receipt (if applicable)
- (3) Terminal Allowances (4) destined for the taxis needed for the following transportation segments: home-airport, airport-hotel, hotel-airport and airport-home

10.2.4 If a Project member decides to apply for assistance from ICAO for travel, they may do so with the understanding that this decision will impact the total number of fellowships the Project member is eligible for, and that the total monetary value should be the equivalent of the amount of allocated funds for fellowships for the year. Since the monetary value is approved on a yearly basis by the PSC, it would not require further approval to avoid unnecessary bureaucracy.

10.2.5 Air travel shall be provided as per ICAO travel guidelines and regulations.

10.2.6 Travellers are responsible for their own travel arrangements, including hotel reservations, as well as travel and medical insurance. Before leaving their country of origin, all travellers must ensure that their travel documentation to and from the host State is valid. Travellers who require an entry visa to the host State must obtain it from their nearest consulate or embassy prior to departure.

10.2.7 Evidence of travel (original of boarding passes for air travel and hotel bill) and a duly completed and signed Travel Expense Claim form (**Appendix E**) must be submitted to the RLA09801 MCAAP Secretariat within 10 working days after completion of travel.

10.2.7.1 Failure to ~~do so~~ comply with 10.2.7 will result in recovery of DSA and of other advance payments made by the RLA09801 MCAAP Secretariat, including the expenses related to cancelled air tickets.

⁴ <https://icsc.un.org/Home/DailySubsistence>

10.2.7.2 The Project Member will not be entitled to receive any fellowship or travel assistance until it has returned the amounts mentioned above.

11. RLA09801 MCAAP Technical Assistance Missions (RLA09801 TEAM)

11.1 In order to enhance the supporting activities, Project Members may request the assistance of a Technical Assistance Mission (RLA09801 TEAM) to help in the implementation of any of the technical issues or goals related with the ICAO Global Air Navigation Plan (GANP) – Doc 9750; the Global Aviation Safety Plan – Doc 10004; the Regional Performance Based Air Navigation Implementation Plan (RPBANIP) and the Declaration of Intent for the International Civil Aviation Organization (ICAO) Regional Office for North America, Central America and Caribbean (NACC) Regional No Country Left Behind (NCLB) Strategy.

11.2 Deploying RLA09801 MCAAP TEAMS

11.2.1 Any requests for a RLA09801 MCAAP TEAM must be done in writing and using the official channels of communication with the ICAO NACC Regional Office.

11.2.2 Under no circumstances will a RLA09801 MCAAP TEAM be deployed or considered without the expressed written official consent of the Director General of Civil Aviation for the requesting Member State.

11.2.3 For any request to be considered, the Member State should not be in arrears with payments to the RLA09801 MCAAP Project.

11.2.4 RLA09801 MCAAP TEAM may comprise of:

- The RLA09801 MCAAP TEAM will be led by an ICAO NACC Regional Officer
- The RLA09801 MCAAP TEAM will be composed of subject matter experts from Project Member States/Organizations selected by the ICAO NACC Regional Office
- If expertise cannot be provided by the member States/Organizations, the MCAAP Secretariat may seek experts from other sources
- Other Project Member States/Organizations could send additional specialists as observers, as long as all travel and DSA costs are covered by such State/Organization, and upon the approval of the State who will be receiving the RLA09801 MCAAP TEAM

11.2.5 Roles and expectations of RLA09801 MCAAP TEAM experts

- The NACC Regional Officer leading the RLA09801 MCAAP TEAM will verify the required technical background of the selected RLA09801 MCAAP TEAM experts who shall comply with all applicable requirements
- RLA09801 MCAAP TEAM experts shall agree and sign a confidentiality agreement regarding the information observed and discussed during and after the RLA09801 MCAAP TEAM mission

11.2.6 The mission duration will be determined by the ICAO NACC Regional Office.

11.2.7 The internal ICAO procedures, administrative timelines (mentioned in paragraph 10.2.2) and administrative forms needed for deploying RLA09801 MCAAP TEAM missions are included in **Appendix F** to this Procedural Handbook.

11.3 Reporting

11.3.1 ICAO Team Lead is responsible for submission of the RLA09801 MCAAP TEAM Report using the appropriate template (**Appendix G** refers) within 30 days from the last day of the mission.

11.4 Sharing outcomes with other RLA09801 MCAAP Project Members

11.4.1 Upon request, the RLA09801 MCAAP Secretariat may share the outcomes of a RLA09801 MCAAP TEAM mission only with the written consent of the Director General of the Civil Aviation Administration of the State where the activity occurred.
