



| ICAO

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

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

Fourth Meeting of the RLA09801 Project Evaluation Commission

MCAAP/PEC/4

Final Report

ICAO NACC Regional Office, Mexico City, Mexico, 3 to 5 December 2019

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HISTORICAL

ii.1 Place and Date of the Meeting

The Fourth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/4) was held at the premises of the ICAO NACC Regional Office in Mexico City, Mexico, from 3 to 5 December 2019.

ii.2 Opening Ceremony

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

ii.3 Officers of the Meeting

The MCAAP/PEC/4 Meeting was held with the participation of the Rapporteur, Mrs. Michelle Westover, United States. Mrs. Westover chaired the meeting plenary. 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: Preparation and Approval of the Draft Revision D of the Project Document (PRODOC)

Agenda Item 3: Discussion and Approval of the 2020 Project Work Plan on Behalf of the Project Steering Committee (PSC)

Agenda Item 4: Other Business

ii.7 Attendance

The Meeting was attended by 4 States from Project RLA09801 MCAAP, totalling 6 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).

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

ii.9 List of Draft Conclusions

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ii.10 List of Draft Decisions

Number	Title	Page
4/2	Project Work Plan for 2020	3-1
4/3	Designation of a new rapporteur	4-1
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LIST OF PARTICIPANTS

CANADA

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CUBA

2. Orlando Nevot

DOMINICAN REPUBLIC

3. Bolivar León
4. Julio César Mejía

UNITED STATES

5. Michelle Westover
6. Lorrie Fussell

ICAO SECRETARIAT

7. Melvin Cintron
8. Julio Siu
9. Fernando Camargo
10. Javier Sánchez
11. 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: Preparation and Approval of the Draft Revision D of the Project Document (PRODOC)

2.1 During the Eighth Meeting of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee (PSC/8), held in Port of Spain, Trinidad and Tobago, 26 June 2019, it was decided that the Project Evaluation Commission (PEC) should meet extraordinarily at the end of the year to approve the Project Work Plan for 2020 and to produce a draft revision D of the Project Document (PRODOC) considering the extension of the Project.

2.2 The PEC undertook a detailed review of the PRODOC Revision C, through which several issues were discussed and guidance was provided.

2.3 As a result of the discussions, a draft revision D of the PRODOC was approved (**Appendix B** to this part of the Report) and the Meeting agreed on the following draft conclusion.

DRAFT CONCLUSION	
MCAAP/PEC/4/1	APPROVAL OF THE PRODOC REVISION D
<p>What:</p> <p>That,</p> <p>In order to allow the timely processing of the necessary documentation for the extension of the Project, as decided in PSC/8, the PEC recommends that the draft PRODOC Revision D:</p> <p>a) be submitted to the ICAO Legal Bureau (LEB) for evaluation by the end of February 2020;</p> <p>b) be submitted to the Project Members for approval soon after clearance from LEB and no later than 31 March 2020;</p> <p>c) be approved by all Project Members by April 2020; and</p> <p>d) be approved by the ICAO Secretary General by May 2020.</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 allow the continuity of the activities of the Project for its new approved duration.</p>	
<p>When: Before May 2020.</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, ECCAA</p>

Agenda Item 3: Discussion and Approval of the 2020 Project Work Plan on Behalf of the Project Steering Committee (PSC)

3.1 The PEC undertook a detailed assessment of all the proposals of activities forwarded by the Project Director, with the support and advice of the ICAO NACC Regional Officers.

3.2 Based on the above, the Meeting agreed on the following conclusion:

DRAFT DECISION	
MCAAP/PEC/4/2	PROJECT WORK PLAN FOR 2020
<p>What:</p> <p>The Project Work Plan for 2020 is approved, the activities of which will be included in the calendar of events of the ICAO NACC Regional Office.</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical</p>
<p>Why:</p> <p>To allow for the continuity of the support to the implementation in the region.</p>	
<p>When: 16 December 2019</p>	<p>Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed</p>
<p>Who: <input type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:</p>	

Agenda Item 4: Other Business

4.1 The current Rapporteur informed the Meeting that she would no longer be the United States focal point for the Project. In addition, considering the Procedural Handbook her term as Rapporteur had been complete, thus the Meeting decided that the appointment of another Rapporteur would be necessary. The Meeting thanked Mrs. Michelle Westover, United States for her work, dedication and efforts during her tenure as Rapporteur. After discussions on this issue, the Meeting agreed on the following Draft Decision:

DRAFT DECISION	
MCAAP/PEC/4/3	DESIGNATION OF A NEW RAPPORTEUR
What: That, given the need to replace the current Project Rapporteur, the PEC designate the representative of Canada, Mrs. Shannon Wright, as Project Rapporteur. This designation is subject to a notification of acceptance by Canada to the Project Coordinator, by 29 February 2020. In case of non-acceptance, the Project Coordinator will schedule a PEC conference call to deliberate on the topic, by 31 March 2020.	Expected impact: <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical
Why: To allow the continuity of the activities of the Project for its new approved duration.	
When: March 2020.	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:	

4.2 The Project Coordinator emphasized the importance of timely getting the signatures from Project members in the documentation related to the extension of the Project, thus avoiding interruption in the implementation support activities.

4.3 The Meeting commented that an information campaign could help the extension formal approval process, avoiding unnecessary delays.

4.4 After discussions on the matter, the Meeting agreed on the following Draft Decision.

DRAFT DECISION	
MCAAP/PEC/4/4	INFORMATION CAMPAIGN
<p>What:</p> <p>That, in order to emphasize the benefits of the Project in supporting the implementation of air navigation improvements in States:</p> <p>a) Canada produce promotional material in English and Spanish, highlighting the benefits the Project offers its members;</p> <p>b) United States promote the Project through its Latin American and Caribbean acting agents;</p> <p>c) the Project Coordinator organize a teleconference to mobilize Project members for the timely signature of Project extension documents by all of them.</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 allow the continuity of the activities of the Project for its new approved duration.</p>	
<p>When: March 2020.</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 type="checkbox"/> Other:</p>	

Project Contributions

4.5 The Secretariat informed the PEC that considering the funds available in the Project, the Project Director decided not to charge the 2019 Project contribution to Project members. Notwithstanding, the PEC decided that the annual contribution would be reactivated for 2020 and the Secretariat would be sending the corresponding invoices to Project members.

4.6 Likewise, the Secretariat informed the PEC that both Canada and Cuba paid their 2019 contribution. The Meeting agreed that Canada could use the funds for assistance missions within the Project, and Cuba could use them through fellowships in addition to those mentioned in paragraph 4.7, this at the discretion of both States.

Number of Fellowships for 2020

4.7 Considering the funds available in the Project, the PEC decided to grant 15 fellowships to each Project member for 2020. The Technical Cooperation Associate will continue sending the deadlines for fellowship submission for ICAO events to Project Focal Points.

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

Number	Conclusion/Decision	Responsible for action	Deadline
C 4/1	APPROVAL OF THE PRODOC REVISION D That, In order to allow the timely processing of the necessary documentation for the extension of the Project, as decided in PSC/8, the PEC recommends that the draft PRODOC Revision D:		
	a) be submitted to the ICAO Legal Bureau (LEB) for evaluation by the end of February 2020;	NACC Regional Office TCB	29 February 2020
	b) be submitted to the Project Members for approval soon after clearance from LEB and no later than 31 March 2020;	LEB TCB NACC Regional Office	31 March 2020
	c) be approved by all Project Members by April 2020; and	States	April 2020
	d) be approved by the ICAO Secretary General by May 2020.	ICAO	May 2020
D 4/2	PROJECT WORK PLAN FOR 2020		
	Approve the Project Work Plan for 2020, the activities of which will be included in the calendar of events of the ICAO NACC Regional Office.	NACC Regional Office	December 2020
D 4/3	DESIGNATION OF A NEW RAPPORTEUR		
	That, given the need to replace the current Project Rapporteur, the PEC decided to designate the representative of Canada, Mrs. Shannon Wright, as Project Rapporteur. This designation is subject to a notification of acceptance by Canada to the Project Coordinator, by 29 February 2020. In case of non-acceptance, the Project Coordinator will schedule a PEC conference call to deliberate on the topic, by 31 March 2020.	Canada NACC Regional Office	29 February 2020 31 March 2020

Number	Conclusion/Decision	Responsible for action	Deadline
D 4/4	<p>INFORMATION CAMPAIGN That, in order to emphasize the benefits of the Project in supporting the implementation of air navigation improvements in States:</p>		
	<p>a) Canada will produce promotional material in English and Spanish, highlighting the benefits the Project offers its members;</p>	Canada	March 2020
	<p>b) United States will promote the Project through its Latin American and Caribbean acting agents;</p>	United States	March 2020
	<p>c) the Project Coordinator will organize a teleconference to mobilize Project members for the timely signature of Project extension documents by all of them.</p>	NACC Regional Office	March 2020

APPENDIX B



INTERNATIONAL CIVIL AVIATION ORGANIZATION

Annex 1 to the Management Service Agreement (MSA) between the International Civil Aviation Organization (ICAO) and each Project Member State

PROJECT DOCUMENT (Confidential)

RLA09801: RLA09801 – REV. D

Project Title: Multi-Regional Civil Aviation Assistance Programme (MCAAP)

Executing Agency: ICAO

Implementing Agency: ICAO

Expected Start Date: August 2020

Estimated Duration: Until December 2024

Participant States RLA09801 Project Member States are: Bahamas, Barbados, Canada, Cuba, Curaçao, 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.

Project Cost: [PROJECT COST]

Project Outline: 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.

Signed on behalf of	Signature	Name and Title	Date
International Civil Aviation Organization (ICAO)	_____	Fang Liu Secretary General	_____
[ENTITY]	_____	[NAME AND TITLE]	_____

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**Approved on
behalf of:**

Name

Position

Signature

Date

El Salvador

Guatemala

Honduras

Nicaragua

ECCAA —
*Representing
the following
OECS States*

*Antigua and
Barbuda*

Grenada

*Saint Kitts and
Nevis*

Saint Lucia

*Saint Vincent and
the Grenadines*

ICAO

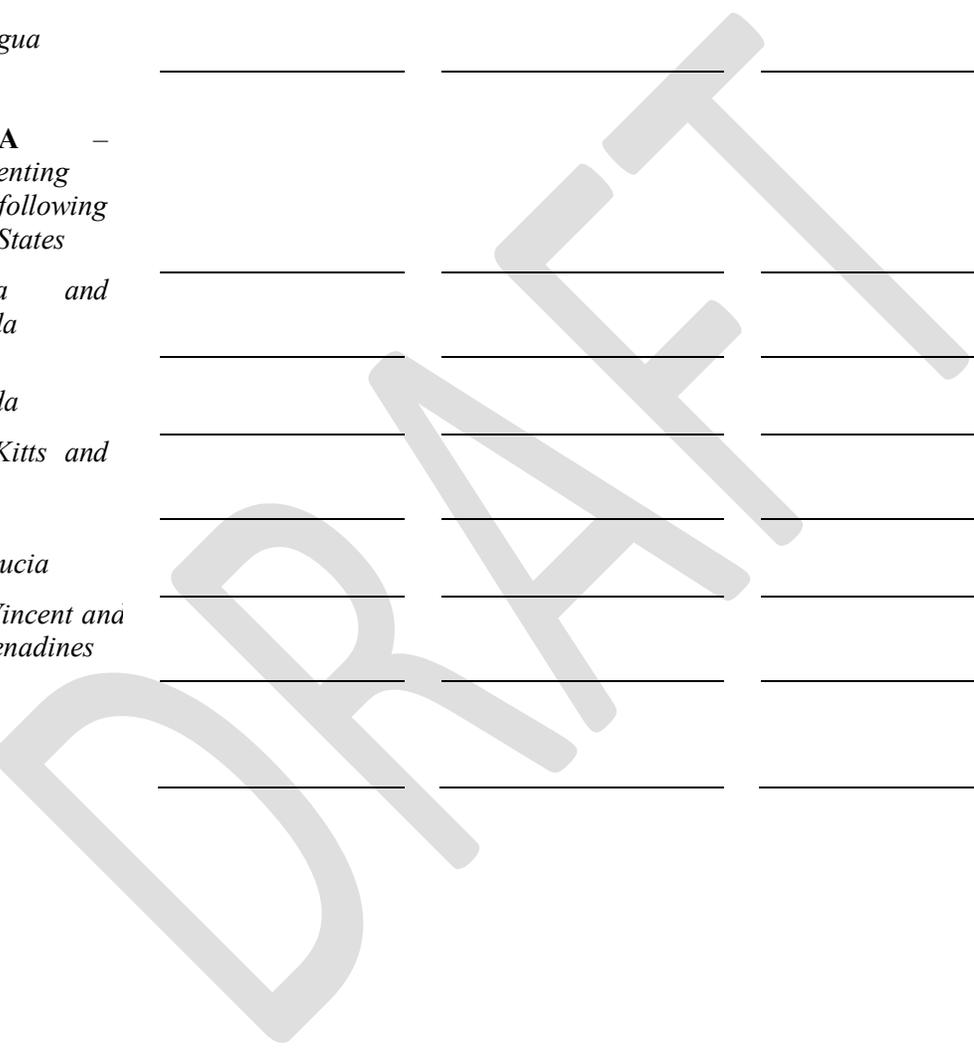


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APPENDIX A – MCAAP PROCEDURAL HANDBOOK.....ERROR! BOOKMARK NOT DEFINED.

APPENDIX B - PROJECT BUDGETERROR! BOOKMARK NOT DEFINED.

APPENDIX C - PROJECT RISK MANAGEMENT PLAN..ERROR! BOOKMARK NOT DEFINED.

DRAFT

1. PROJECT CONTEXT

1.1. Background

1.1.1 In order to support States in the NAM/CAR Regions with national level implementation of future systems and services in accordance with the NAM/CAR Regional Performance-Based Air Navigation Implementation Plan (RPBANIP), and in order to continue the implementation support and benefits of the CAR RLA09801 Project, the Fourth Steering Committee Meeting (RLA09801 SCM/4) adopted Decision RLA09801 SCM/4/9 – CAR RLA09801 Project Extension:

DECISION

RLA09801 SCM/4/9

CAR RLA09801 PROJECT EXTENSION

That in order to continue the implementation support and benefits of the CAR RLA09801 Project:

- a) Project Members extend the implementation period for four more years as of 13 July 2016; and*
- b) ICAO NACC Regional Office conduct the necessary actions for this extension.*

1.1.2 RLA09801 SCM/4 also agreed to establish a Project Evaluation Commission, consisting of members from Cuba, Curacao, Dominican Republic, United States, the ICAO NACC Regional Office, and the ICAO Technical Cooperation Bureau. Their mandate was to update the RLA09801 Project Document (PRODOC), evaluate project management activity, and propose improvements and new activities to support implementation.

1.1.3 This Project, as modified by the Project Evaluation Commission, and approved by the Fifth SCM teleconference, is a tool 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.

1.1.4 The Phase II RLA09801-B – MCAAP Project Document (PRODOC) was signed during the Fifth Steering Committee Meeting of the Regional Technical Cooperation Project for the Caribbean Region – (RLA09801 SCM/5) on 11 May 2016 in Nassau, Bahamas, which was held in conjunction with the Sixth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/6) also held in the same venue from 10 to 12 May 2016.

1.1.5 Membership

- 2) The ICAO Caribbean (CAR) Region is the area embracing Mexico, Central America, and the Caribbean region, including Member States and dependent territories; the ICAO North America (NAM) Region is the area embracing Canada and United States, as follows:
- 3) CAR States: Antigua and Barbuda, Bahamas, Barbados, Belize, Costa Rica, Cuba, Curacao, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Sint Maarten and Trinidad and Tobago.

- 4) NAM States: Canada and United States.
- 5) Territories: Aruba, Anguilla, British Virgin Islands, Cayman Islands, Montserrat, Turks and Caicos Islands (United Kingdom); Puerto Rico and Virgin Islands (United States).
- 6) RLA09801 Project Member States are: 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.

1.1.6 The Phase III RLA09801-D was agreed during the Eighth Meeting of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee (RLA09801 PSC/8) held in Port of Spain, Trinidad and Tobago on July 2019.

1.2. Project Scope

1.2.1 The work will be carried out to provide States with assistance required under the following focus areas:

- ***Focus Area 1.*** *Improve Regional Safety*
- ***Focus Area 2.*** *Improve Regional Capacity and Efficiency*
- ***Focus Area 3.*** *Ensure Regional Sustainability*

1.2.2 Project RLA09801's scope will not include activities related to Annexes 9 and 17.

1.2.3 At the end of Phase III, it is expected that the Project assists member States to improve their safety level, their capacity and efficiency and their sustainability.

1.3. Implementation Strategy

1.3.1 The implementation strategy may use activities such as the following:

- a. fellowships to ICAO sponsored events;
- b. hiring of Subject Matter Experts (SME);
- c. procurement of equipment;
- d. training; and
- e. missions.

1.4. Further Assistance

1.4.1 A change in the assistance as reflected in this document may be required during or after the completion of the project activities or in addition to the currently defined scope. If such needs are identified, a revision of the current project scope or the development of new, dedicated projects are possible.

1.5. Strategic Objectives

1.5.1 This project relates to the following Strategic Objectives of ICAO:

Safety

1.5.2 Enhance global aviation safety. This Strategic Objective is focused primarily on the means and targets by which ICAO, States and aviation stakeholders can anticipate and efficiently manage air traffic growth while proactively maintaining or increasing safety. The Global Aviation Safety Plan (GASP) outlines the key activities over the next 15 years through the establishment of core, and then more advanced aviation safety systems. Project RLA09801 will assist in near-term implementation of an effective safety oversight system, with an eye towards full implementation of the ICAO SSP framework.

Air Navigation Capacity and Efficiency

1.5.3 Increase the capacity and improve the efficiency of the global civil aviation system. Although functionally and organizationally interdependent with Safety, this Strategic Objective is focused primarily on upgrading the air navigation and aerodrome infrastructure and developing new procedures to optimize aviation system performance. The Global Air Navigation Capacity and Efficiency Plan (Global Plan) outlines the key activities for 2013 to 2028

Economic Development of Air Transport

1.5.4 Foster the development of a sound and economically viable civil aviation system. This Strategic Objective reflects the need for ICAO's leadership in harmonizing the air transport framework focused on economic policies and supporting activities.

Environmental Protection

1.5.5 Minimize the adverse environmental effects of civil aviation activities. This Strategic Objective fosters ICAO's leadership in all aviation related environmental activities and is consistent with the ICAO and UN system environmental protection and practices.

2. PROJECT FOCUS AREAS, DELIVERABLES, AND ACTIVITIES

Focus Area 1	Improve Regional Safety
Identified Risks	<ul style="list-style-type: none">- Delay in <i>payment of contributions by Project members.</i>- Delay in recruitment and deployment of experts.- <i>Lack of National Focal point and counterparts.</i>- <i>Difficulty in procurement process.</i>

Focus Area 1	Improve Regional Safety	
Performance Indicators	<ul style="list-style-type: none"> - Timely execution of deliverables in accordance with the approved Annual Work Plan - Deliverables aligned with required Global and Regional Safety Plans - Activities aligned with safety enhancement initiatives developed by groups such as the Regional Aviation Safety Group–Pan America (RASG-PA) 	
Deliverable 1.1	Fellowships to implementation events	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
1.1.1	Selection of activities that can offer fellowships	ICAO
1.1.2	Approval of activities that offer fellowships recommended by the PEC	PSC
1.1.3	Approve number of fellowships offered by the Project	PSC
1.1.4	Processing of Fellowship Requests	ICAO
1.1.5	Fellowship allocation	ICAO
Deliverable 1.2	Hiring of Subject Matter Experts (SME) for specific tasks	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
1.2.1	Identification and ranking of the shortlist of ICAO expert(s).	ICAO
1.2.2	Selection of ICAO expert(s) to be deployed.	ICAO
1.2.3	Administrative support for the deployment of the ICAO expert(s).	ICAO
Deliverable 1.3	Technical Assistance Mission (TEAM)	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
1.3.1	Delimitation of the scope of the assistance	ICAO
1.3.2	Selection of expert(s)	ICAO
1.3.3	Administrative support for the deployment of the expert(s).	ICAO
Deliverable 1.4	Delivery of the equipment and/or services by the selected supplier(s) with support from ICAO's procurement services	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
1.4.1	Approval of request for procurement of equipment and/or services	PEC
1.4.2	Assist in defining the equipment and/or services needs and the maintenance requirements.	ICAO, Project Members involved
1.4.3	Development and submission of technical specifications/SOW (Statement of works).	ICAO
1.4.4	Development and submission of the evaluation criteria.	ICAO

Focus Area 1	Improve Regional Safety	
1.4.5	Approval of the technical specifications and evaluation criteria.	Project Members involved
1.4.6	Coordination of a bidders' meeting.	ICAO
1.4.7	Launch an international tender in accordance with ICAO Procurement Code, policies and practices.	ICAO
1.4.8	Evaluation of proposals using established and published evaluation criteria.	ICAO, Project Members involved
1.4.9	Preparation and submission of evaluation report.	ICAO
1.4.10	Agree and approve the evaluation report.	Project Members involved
1.4.11	Negotiation of contract with selected supplier(s).	ICAO, Project Members involved
1.4.12	Deposit of the total value of the contract	Project Members involved
1.4.13	Award and signature of contract with the selected supplier(s).	ICAO, Project Members involved
1.4.14	Implementation of project in accordance with applicable terms and conditions.	Selected supplier(s)
1.4.15	Provide assistance on the System Design Document (SDD), Factory Acceptance Test (FAT), provisional Site Acceptance Test (PSAT) and Site Acceptance Test (SAT) including the revision of the applicable protocols.	ICAO
1.4.16	Agreement on the final SDD, FAT, PSAT and SAT including the revision of the applicable protocols.	ICAO, Project Members involved
1.4.17	Monitoring and oversight of contractual terms and conditions, including SDD, FAT, PSAT and SAT.	ICAO
1.4.18	Provide advice during the after sale and warranty period.	ICAO

Focus Area 2	Improve Regional Capacity and Efficiency	
Identified Risks	<ul style="list-style-type: none"> - Delay in <i>payment of contributions by Project members.</i> - Delay in recruitment and deployment of experts. - <i>Lack of National Focal point and counterparts.</i> - <i>Difficulty in procurement process.</i> 	
Performance Indicators	<ul style="list-style-type: none"> - <i>Timely execution of deliverables in accordance to approved Annual Work Plan</i> - <i>Deliverables aligned with required Global and Regional Air Navigation Plans</i> - <i>Activities aligned with air navigation enhancement initiatives developed by groups such as the CAR/SAM Planning and Implementation Regional Group (GREPECAS)</i> 	
Deliverable 2.1	Fellowships to implementation events	

Focus Area 2	Improve Regional Capacity and Efficiency	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
2.1.1	Selection of activities that can offer fellowships	ICAO
2.1.2	Approval of activities that offer fellowships recommended by the PEC	PSC
2.1.3	Approve number of fellowships offered by the Project	PSC
2.1.4	Processing of Fellowship Requests	ICAO
2.1.5	Fellowship allocation	ICAO
Deliverable 2.2	Hiring of Subject Matter Experts (SME) for specific tasks	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
2.2.1	Identification and ranking of the shortlist of ICAO expert(s).	ICAO
2.2.2	Selection of ICAO expert(s) to be deployed.	ICAO
2.2.3	Administrative support for the deployment of the ICAO expert(s).	ICAO
Deliverable 2.3	Technical Assistance Mission (TEAM)	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
2.3.1	Delimitation of the scope of the assistance	ICAO
2.3.2	Selection of expert(s)	ICAO
2.3.3	Administrative support for the deployment of the expert(s).	ICAO
Deliverable 2.4	Delivery of the equipment and/or services by the selected supplier(s) with support from ICAO's procurement services	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
2.4.1	Approval of request for procurement of equipment and/or services	PEC
2.4.2	Assist in defining the equipment and/or services needs and the maintenance requirements.	ICAO, Project Members involved
2.4.3	Development and submission of technical specifications/SOW (Statement of works).	ICAO
2.4.4	Development and submission of the evaluation criteria.	ICAO
2.4.5	Approval of the technical specifications and evaluation criteria.	Project Members involved
2.4.6	Coordination of a bidders' meeting.	ICAO
2.4.7	Launch an international tender in accordance with ICAO Procurement Code, policies and practices.	ICAO

Focus Area 2	Improve Regional Capacity and Efficiency	
2.4.8	Evaluation of proposals using established and published evaluation criteria.	ICAO, Project Members involved
2.4.9	Preparation and submission of evaluation report.	ICAO
2.4.10	Agree and approve the evaluation report.	Project Members involved
2.4.11	Negotiation of contract with selected supplier(s).	ICAO, Project Members involved
2.4.12	Deposit of the total value of the contract	Project Members involved
2.4.13	Award and signature of contract with the selected supplier(s).	ICAO, Project Members involved
2.4.14	Implementation of project in accordance with applicable terms and conditions.	Selected supplier(s)
2.4.15	Provide assistance on the System Design Document (SDD), Factory Acceptance Test (FAT), provisional Site Acceptance Test (PSAT) and Site Acceptance Test (SAT) including the revision of the applicable protocols.	ICAO
2.4.16	Agreement on the final SDD, FAT, PSAT and SAT including the revision of the applicable protocols.	ICAO, Project Members involved
2.4.17	Monitoring and oversight of contractual terms and conditions, including SDD, FAT, PSAT and SAT.	ICAO
2.4.18	Provide advice during the after sale and warranty period.	ICAO

Focus Area 3	Ensure Regional Sustainability	
Identified Risks	<ul style="list-style-type: none"> - Delay in <i>payment of contributions by Project members.</i> - Delay in recruitment and deployment of experts. - <i>Lack of National Focal point and counterparts.</i> - <i>Difficulty in procurement process.</i> 	
Performance Indicators	<ul style="list-style-type: none"> - <i>Timely execution of deliverables in accordance to approved Annual Work Plan</i> - <i>Deliverables and activities aligned with UN Sustainable Development Goals, as applicable</i> 	
Deliverable 3.1	Fellowships to implementation events	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
3.1.1	Selection of activities that can offer fellowships	ICAO
3.1.2	Approval of activities that offer fellowships recommended by the PEC	PSC
3.1.3	Approve number of fellowships offered by the Project	PSC
3.1.4	Processing of Fellowship Requests	ICAO

Focus Area 3	Ensure Regional Sustainability	
3.1.5	Fellowship allocation	ICAO
Deliverable 3.2	Hiring of Subject Matter Experts (SME) for specific tasks	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
3.2.1	Identification and ranking of the shortlist of ICAO expert(s).	ICAO
3.2.2	Selection of ICAO expert(s) to be deployed.	ICAO
3.2.3	Administrative support for the deployment of the ICAO expert(s).	ICAO
Deliverable 3.3	Technical Assistance Mission (TEAM)	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
3.3.1	Delimitation of the scope of the assistance	ICAO
3.3.2	Selection of expert(s)	ICAO
3.3.3	Administrative support for the deployment of the expert(s).	ICAO
Deliverable 3.4	Delivery of the equipment and/or services by the selected supplier(s) with support from ICAO's procurement services	
<i>Activity #</i>	<i>Activity description</i>	<i>Responsible</i>
3.4.1	Approval of request for procurement of equipment and/or services	PEC
3.4.2	Assist in defining the equipment and/or services needs and the maintenance requirements.	ICAO, Project Members involved
3.4.3	Development and submission of technical specifications/SOW (Statement of works).	ICAO
3.4.4	Development and submission of the evaluation criteria.	ICAO
3.4.5	Approval of the technical specifications and evaluation criteria.	Project Members involved
3.4.6	Coordination of a bidders' meeting.	ICAO
3.4.7	Launch an international tender in accordance with ICAO Procurement Code, policies and practices.	ICAO
3.4.8	Evaluation of proposals using established and published evaluation criteria.	ICAO, Project Members involved
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3.4.16	Agreement on the final SDD, FAT, PSAT and SAT including the revision of the applicable protocols.	ICAO, Project Members involved
3.4.17	Monitoring and oversight of contractual terms and conditions, including SDD, FAT, PSAT and SAT.	ICAO
3.4.18	Provide advice during the after sale and warranty period.	ICAO

3. INPUTS

3.1.1 Inputs to be covered by participant States/international organizations

3.1.2 Participating States and organizations shall:

- a) Provide National Focal Points for the duration of the project, as the main counterpart to ICAO to facilitate the implementation of the project in accordance with ICAO rules, regulations, procedures and instructions;
- b) Provide National counterpart personnel corresponding to the specialties of project consultants and/or SMEs, as required;
- c) Provide Administrative support personnel for project missions, as required;
- d) Continue paying the normal salary of their personnel that is selected by ICAO to carry out project activities, throughout the agreed assignment period; and
- e) Provide office facilities, equipment, supplies, as well as local transportation and international communications *via* telephone or other electronic media to the project consultants deputed by their States.

3.1.3 Project inputs

3.1.3.1 *Assignment of professional staff:* International consultants and ICAO Regional Officers will be provided to carry out the activities foreseen in those specialties in which the participating States and organizations do not have professionals available and in cases when required by the Regional Office.

3.1.3.2 *Administrative support:* The necessary administrative personnel will be provided to support the development of project activities.

3.1.3.3 *Travel costs:* Funds are provided, as necessary, to cover the cost of project coordination, monitoring, or review missions. Funds are provided to finance the missions and per diems of the professionals of the participating States and organizations that are selected by ICAO to carry out project activities.

3.1.3.4 *Training grants:* Subject to approval of the Project Steering Committee, fellowships for trainees will be granted to certain project activities sponsored by States. Each Project member, in deciding which programme(s) to participate in, has the flexibility to assign more than one fellowship to selected events, based on the individual priorities of each Member State, without reducing the number of approved project activities or increasing the budget.

3.1.3.5 *Costs related to the procurement of equipment and/or services:* The cost of equipment and/or services, as a default, will be funded by extraordinary funds provided by the Project Members involved in addition to their annual contribution. Nevertheless, funds may be provided by the project for the purchase of equipment and supplies whenever necessary to carry out approved project activities.

3.1.3.6 *Other expenses:* Budget provisions may be used to cover various project expenses, such as the drafting of reports, plans and manuals, translation of documents, and administrative expenses. The full cost of implementing project activities, including translation and/or interpretation services will be subjected to approval on a case by case basis, during the assessment of the activity proposal.

4. PROJECT SCHEDULE

4.1. The processes related to the establishment of the schedule of the project are described and will be developed in accordance with the Project Procedural Handbook (**Appendix A**).

5. PROJECT BUDGET

5.1. The Project Budget is presented in **Appendix B**. Any change to the budget total amount will need to be approved through a formal budget revision.

5.2. The ICAO administrative overhead rate for this project is 10%, with the exception of all procurement related activities.

5.3. Procurement services

5.3.1 Charges for procurement services will be based on the known or estimated delivered value of each individual purchase order/contract as follows:

Range USD	%
< \$10,000	13.0%
\$10,000 – \$100,000	8.0%
\$100,001 – \$1,000,000	6.0%
\$1,000,001 – \$5,000,000	4.9%
> \$5,000,000	Negotiable

5.3.2 Charges for technical services in connection with any given procurement including the provision of services such as:

- preparation of detailed technical specifications;
- preparation of technical tender documentation;
- technical evaluation of tenders;
- technical contract negotiations;
- drafting of technical component of purchase order/contract document;
- review of system design document;
- site and equipment inspections;
- acceptance and commissioning activities, etc.,

will be charged at cost + 10% and estimated separately in advance of the procurement action to the extent possible.

6. PROJECT RISK MANAGEMENT PLAN

6.1. A risk management plan will be developed by the Project Coordinator. A preliminary risk table, including recommended risk responses, is presented in **Appendix C**.

7. PROJECT MONITORING, REVIEW AND REPORTING

7.1. Monitoring activities

7.1.1 The overall implementation of the project is monitored through regular reporting and project review meetings as appropriate.

7.1.2 ICAO NACC will execute and monitor the project in accordance with the Project Procedural Handbook.

7.1.3 ICAO will maintain the financial accounting and budgetary control of the project and will provide financial reports to the Project Steering Committee.

7.1.4 ICAO may carry out monitoring missions, as necessary, on site to monitor the progress of the project, following the approved work plan or as required.

7.2. Reporting

7.2.1 Reports will be submitted to the appropriate stakeholders in accordance with the approved work plan.

7.2.2 The Project Coordinator will submit the following documents to ICAO. After review, ICAO will make the reports available to the Steering Committee, as necessary:

- a) **Work Plan (WP)** covering all the implementation activities required for the completion of the project deliverables, in accordance with the Project Procedural Handbook.
- b) **Project Terminal Report (PTR)** submitted at the end of the project, after the debriefing meeting.

7.3. Project Review Meetings

7.3.1 The details related to Project Review Meetings may be found in the Project Procedural Handbook.

8. HANDOVER OF DELIVERABLES

8.1. All tangible deliverables produced by the project experts are submitted to ICAO NACC Regional Office.

9. PROJECT RULES AND REGULATIONS

9.1. International experts/personnel

9.1.1 ICAO will recruit and deploy international experts/personnel in accordance with ICAO policies, practices, ICAO/TCB Field Staff Services Rules and applicable process and procedures. In particular, as consultants engaged by ICAO, their entitlement payments will be issued by ICAO. The lead-time required for the recruitment of the experts may range between six (6) weeks to three (3) months, from the moment the funds are received at ICAO until the deployment of the experts. In the eventuality of a contract extension being required for one or more ICAO expert(s), the ICAO NACC Regional Office will need to issue the necessary request at least three (3) months prior to the end of the ICAO expert(s)' contract, subject to availability of funds; the request will include a justification and corresponding additional duration, as appropriate.

9.2. Charges on recruitment actions

9.2.1 Administrative charges shall apply to compensate efforts made to bring the experts on board, at the following two levels of the process:

- a) Recruitment Stage (tollgate 1);
- b) Contract Administration Stage (tollgate 2).

9.2.2 After the activation of the project, ICAO shall initiate Recruitment Request(s) for expert(s)/personnel required, immediately after receipt of written instructions from the ICAO NACC Regional Office. ICAO shall facilitate the recruitment in accordance with the applicable procedures and practices of for recruitment of Field Personnel.

9.2.3 Should the ICAO NACC Regional Office, out of convenience choose or opts to prematurely cancel/terminate or decides to put an ongoing recruitment process on hold before the completion of the process, ICAO shall collect 50% of the total overhead due over the contract term, to cover administrative costs for the recruitment. ICAO shall apply the charges within four weeks of the date of the letter/email of cancellation/termination.

9.2.4 Should the ICAO NACC Regional Office call off the ongoing recruitment process citing delays beyond 60 days after receiving the requisition and all the necessary associated documentation, no charge shall apply (except in cases where there exists a written request from the ICAO NACC Regional Office, to ICAO, seeking a slow down on the process, with reasons).

9.2.5 Whenever a recruitment process is completed and nomination letter released to (the Entity), ICAO shall consider its assignment under toll gate 1, completed and automatically charge the requisite 5%, within a period of 4 weeks after the release of the nomination letter, the ICAO NACC Regional Office does not formally respond or opts to keep the process on hold.

9.2.6 ICAO may present to the ICAO NACC Regional Office, up to a maximum of three proposals of nominees for any one post. Depending on the prevailing circumstances and after a review of the nominated candidates' profiles presented, the ICAO NACC Regional Office may request ICAO for an expanded list of qualified experts if so required. On its part, ICAO commits to provide up to a maximum of 2 successive nominations to help satisfy the ICAO NACC Regional Office's requirements.

9.2.7 On submission of the third nomination letter, ICAO shall automatically charge the requisite 5%, if within 4 weeks after the release of the last nomination letter, the ICAO NACC Regional Office.

9.2.8 Where the ICAO NACC Regional Office receives a nomination letter from ICAO and make a selection of the candidate for deployment, the standard application of the full overhead costs of (10%) on the actual expenditure (cost of employment of the expert), throughout the contract term shall apply.

9.3. Procurement

9.3.1 The procurement of equipment or services are carried out in accordance with ICAO's Procurement Code, Financial Regulations and Rules, and applicable process and procedures.

9.4. Finance

9.4.1 The reception and management of funds for this project are subject to ICAO's Financial Regulations and Rules, and applicable process and procedures. The use of any of the resources for this project will be processed upon reception of proper formal authorization from the government or its entitled representative and ICAO.

9.4.2 The unauthorized use of project resources is not allowed and could result in project delay and the discontinuation of the project's activities.

9.4.3 The provision of financial management and budgetary control of the project and submitting financial reports will be in accordance with ICAO rules, regulations, process and procedures.

9.5. General regulations

9.5.1 All project's activities are managed in accordance with the applicable ICAO policies, rules, regulations, processes and practices and applicable process and procedures. These will include development of comprehensive work plan and communication strategy.

9.5.2 All project activities, including reports and/or deliverables prepared by the ICAO experts may be reviewed by ICAO Headquarters and/or Regional Office, as appropriate.

9.5.3 This document was developed in English by the parties. Any document related to the implementation of this project that is required by a Project Member to be translated into another official language of ICAO except Spanish, as may be required, shall be performed by ICAO and charged to the project, as appropriate.

10. LEGAL FRAMEWORK

10.1. This project document shall constitute Annex 1 to the Management Service Agreement (MSA) between the International Civil Aviation Organization (ICAO) and each Project Member State.

10.2. Any change, amendment or revision to this project document (including scope, duration, budget, responsibilities, or other), will need to be formally approved in writing by both Parties.

10.3. Nothing contained in or relating to this Project Document shall be deemed a waiver, express or implied, of any of the privileges and immunities of ICAO and its personnel. The Implementing Agency shall indemnify, hold harmless and, in consultation with ICAO, defend ICAO, including its personnel, from any and all actions, claims or other demands arising out of any act performed by ICAO on behalf of the Implementing Agency pursuant to this Project Document. The obligation under this clause does not lapse upon termination or completion of this Project Document.



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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1. Mission

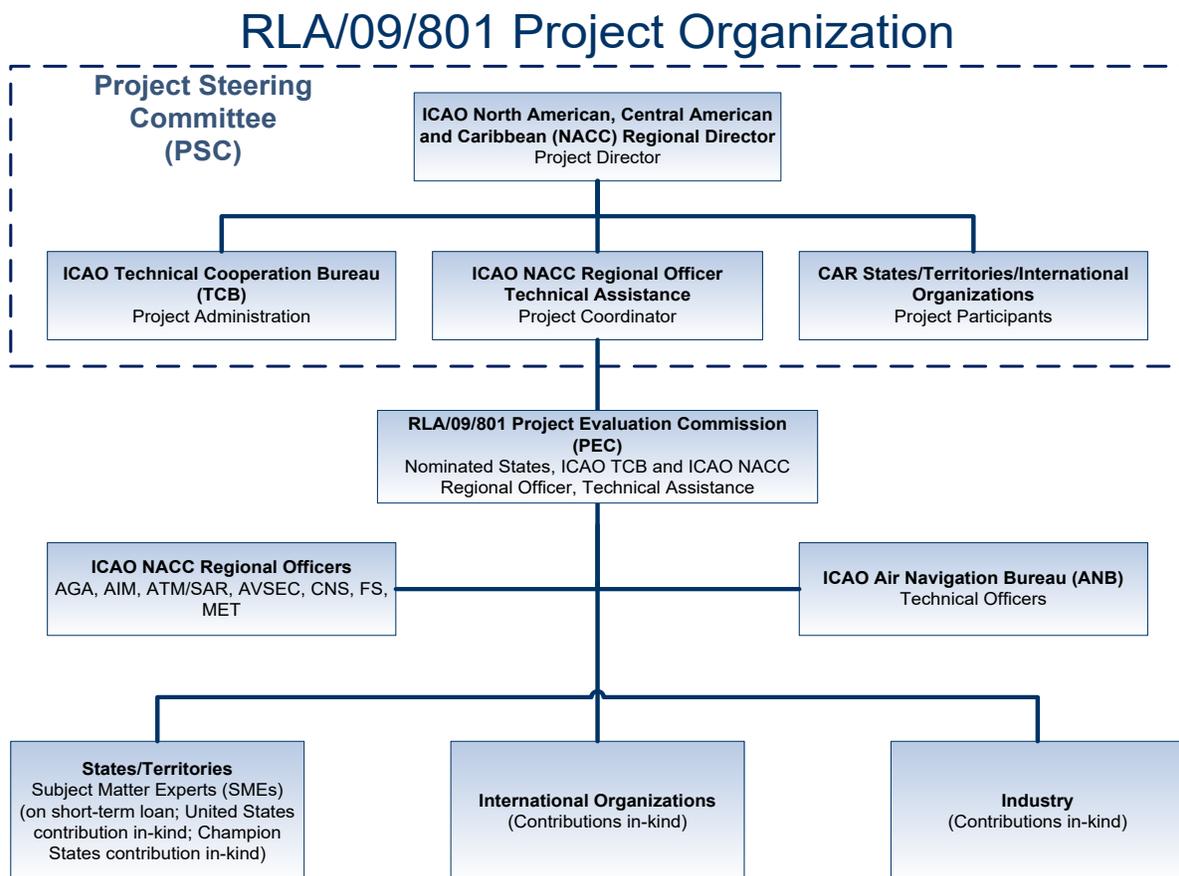
1.1 To assist Project member States/Territories in the NAM/CAR Regions in the effective implementation of ICAO standards and recommended practices (SARPs) for improving the safety, efficiency and capacity of the regional civil aviation system, in harmonization with the Global Air Navigation Plan (GANP), 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; propose RLA09801 MCAAP TEAM missions and assignment of Subject Matter Experts (SMEs) in coordination with the ICAO NACC Regional Officers;
5. develop meeting agendas proposals in coordination with the Project Member/Regional Officer proponent;
6. the Project Coordinator will chair PSC meetings on behalf of the Project Director;
7. prepare PSC and PEC meeting agendas, documentation and summaries of discussion;
8. monitor action items and report annual status to the RLA09801 MCAAP PSC;
9. maintain communication with the RLA09801 MCAAP members;
10. identify required administrative support; and
11. 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) [formerly known as SCM].

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 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. approve any amendment to this Procedural Handbook;
4. nominate States to be part of the PEC; and
5. 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. identifying and monitoring methods for continuous improvement of the Project; and
7. seek and lobby for support to the Project.

4.6.2 The PEC will be composed by the Project Administration, Project Coordinator and 5 States assigned every two years by the PSC.

4.6.2.1 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.

4.7 *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. The PEC Rapporteur will serve for a period of two years and may be re-elected.

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 All routine operational activities that do not have a budgetary impact on the project but require approval from the members (e.g. events, SMEs, fellowships) can be processed through the Fast-Track Procedure using electronic mail. Unless the RLA09801 MCAAP Secretariat considers it otherwise, in case there are no responses from members, it will be presumed that there is no objection to the proposals sent through the Fast-Track Procedure and, consequently, they will be considered approved.

5.2 For other activities that require approval from the members (e.g. approval of governance documents; changes to the Procedural Handbook; changes to the work plan with budgetary impact; changes to the number of fellowships, etc.) an official letter from the Project Director will be sent to the members of the PEC for approval. The outcome is determined by the responses of the majority of PEC member States/Organizations.

5.3 The timelines for the Fast-Track Procedure approvals will be determined in a case-by-case basis, taking into account the urgency needed for the particular process.

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, on the second day 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 Coordinator 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 shall convene once every year in conjunction with the PEC Meeting.
- ii. The meetings will usually be of one day and shall 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.

6.1.2 *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.

6.3 *Languages*

6.3.1 RLA09801 MCAAP Project funds will not be used to cover translation and/or simultaneous interpretation services for any of the events related to the RLA09801 MCAAP Project.

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 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.

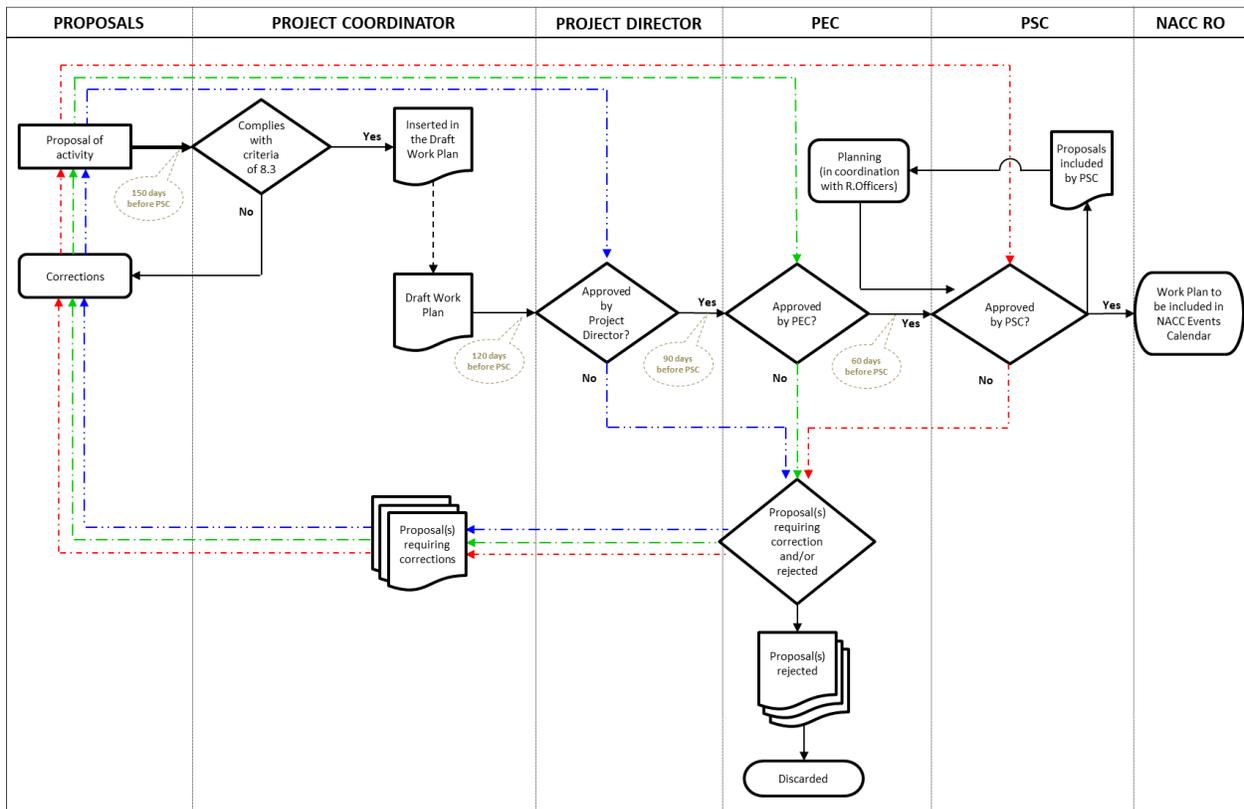
7.4.4.2 The PSC may, at its discretion, propose the inclusion of other activities not contemplated by the draft Work Plan, assigning to the PEC the planning of such activities for later evaluation of the PSC itself, under the terms determined by the PSC.

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 must 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 extraordinarily included in the Work Plan 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 on 31 January 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 Projects, as necessary. 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 *Types of Fellowships for RLA09801 MCAAP*

9.1.1 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** prior to the commencement of the event

9.1.2 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** 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.

9.1.3 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.

9.1.4 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.

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

9.2 Funding

9.2.1 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.

9.2.2 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.

9.3 Fellowship Allocation for International Organizations

9.3.1 Regarding fellowships offered to the Central American¹ 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.

9.3.2 Regarding fellowships offered to the Eastern Caribbean² 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.

9.4 Administrative Procedure for Nominations

9.4.1 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

¹ Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua

² Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines

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

9.4.2 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** 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**. 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.

9.4.3 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.

9.4.4 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

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

9.4.6 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 days prior to the commencement of the event.

10.2.2 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.

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

10.2.4 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.

10.2.5 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. Failure to do so will result in recovery of DSA and of other advance payments made by the RLA09801 MCAAP Secretariat.

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 Membership 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 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.

APPENDIX A –

FOCAL AREA: Choose an item.

Deficiency/opportunity				
Proposed activity				
Objective				References
Justification				
If the activity is a step of a larger action, describe the action				
Deliverables/results				
States impacted by the event			Average estimated impact on EI% (of States participating)	
Proponent	Local	Personnel involved	Period/Duration	Estimated Cost
Project Director Recommendation and Comments				PEC Assessment
<input type="checkbox"/> Recommend acceptance				<input type="checkbox"/> Recommend acceptance
<input type="checkbox"/> Recommend rejection				<input type="checkbox"/> Recommend rejection



INTERNATIONAL CIVIL AVIATION ORGANIZATION TECHNICAL COOPERATION BUREAU

GUIDE FOR THE COMPLETION OF ICAO FELLOWSHIP NOMINATION FORM

(This sheet should be detached by the originator prior to submitting the attached Fellowship Nomination Form to the local or regional UNDP Office for transmission to ICAO)

It is in the interests of Governments to ensure that the attached Nomination Form is fully completed for each nominee in *original and two copies*. All Nomination Forms should be submitted to the local UNDP Resident Representative who will then forward three copies to the appropriate ICAO Regional Representative. Nomination Forms should be received at the ICAO Regional Office at least *two months prior* to the starting date of the proposed courses.

PART I – NOMINATION BY GOVERNMENT

Please note the following:

Paragraph 1 should indicate the *main* field of training as specified in SECTION I – LIST OF TRAINING COURSES of the AVIATION TRAINING DIRECTORY OF ICAO.

Paragraph 2 should provide *specific* details as regards Host Countries, Training Institutes and Courses. For example: Air Traffic Control – Aerodrome and Approach Control, Procedural; Aircraft Maintenance – Boeing 737 Air Frame and Powerplant Systems should be shown instead of general phrases such as ATC, Aircraft Maintenance, etc.

Paragraph 4. The objectives of the Fellowship should be stated concisely and accurately.

PART II – NOMINEE'S PERSONAL HISTORY

The technical and/or specialized training data is indispensable in the formulation of the Fellow's programme to indicate what prerequisite/basic or advanced course may have to be added/eliminated to achieve the optimum result. The employment data is also an essential ingredient in the formulation of the programme, as it helps to define the type and level of the requested training.

PART III – LANGUAGE TEST

Unless a Fellow has had his/her academic education, especially High School and/or College, in the language of instruction to be used by the Host Countries proposed for the Fellowship, it is essential that a Language Test be administered at a certified Language School or at the local Embassy/Consulate of the Host Country to ascertain that the Fellow understands, reads, writes and speaks the instructional language sufficiently well to receive instruction in it.

Please see reverse side for additional information

PART IV-A and PART IV-B – MEDICAL REPORTS

It is essential that a nominee be healthy and free of any sickness which may require further examination and/or treatment during the tenure of the Fellowship. ICAO/UNDP will not pay any medical expenses incurred by a Fellow for sicknesses existing prior to the starting date of his/her Fellowship. Such expenses must be borne by the Fellow and/or his/her Government. A prospective Fellow must be examined by a medical doctor recommended by the local UNDP Office. Flight Crew Members and Air Traffic Controllers should take a thorough medical examination (Part IV-B) as specified in ICAO Annex 1, Chapter 6, paragraph 6.6, if they are pursuing a course leading to the award of a license. All others should take a general physical examination including a chest X-ray (Part IV-A).



INTERNATIONAL CIVIL AVIATION ORGANIZATION FELLOWSHIP NOMINATION FORM

NOTE: Each item must be completed in full and all entries should be typewritten or written in block letters. The completed form should be forwarded in triplicate to ICAO through the Office of the UNDP Resident Representative for the country concerned at least two months prior to the starting date of the proposed programme. The UNDP Resident Representative will in turn forward the completed Form in triplicate to the appropriate ICAO Regional Representative.

PART I – NOMINATION BY GOVERNMENT

The Government of _____ hereby:

1. Nominates: Mr./Mrs./Ms.* _____
(family name) (first name) (middle name)

for an ICAO fellowship in the field of _____

(Please identify main Field of Training in accordance with the Aviation Training Directory of ICAO, Section I – List of Training Courses)

2. Requests the following programmes of training under this fellowship:

(List in chronological sequence the various stages of training or study envisaged and identify the level as *ab initio*, advanced, refresher, further specialization, familiarization tour, on-the-job training (OJT), etc. If space is insufficient, please attach additional sheet using the same format.)

Host Country(ies)	Training Institute(s) (firms/organizations)	Specific Courses	Period		Duration (weeks)
			from	to	
Total duration					

NOTE: The final fellowship study programme will be prepared by ICAO in consultation with the host countries and/or institutions, as the case may be. It may differ in detail, particularly regarding the duration of training and choice of host countries, from that requested. However, the objectives of the requested training programme will be respected by ICAO whenever possible.

*Delete that which is not applicable.

INTERNATIONAL CIVIL AVIATION ORGANIZATION FELLOWSHIP NOMINATION FORM

PART I – cont'd

3. Requests that this fellowship be financed under the following technical co-operation programme:
(Check as appropriate and insert project number)

- | | | | | | |
|--------------------------|---------------------------------|--------------|--|-----------|--|
| <input type="checkbox"/> | UNDP Country Programme | Project No.: | | Post No.: | |
| <input type="checkbox"/> | UNDP Regional Programme | Project No.: | | | |
| <input type="checkbox"/> | UNDP Interregional Programme | Project No.: | | | |
| <input type="checkbox"/> | Trust Funds agreement with ICAO | Project No.: | | | |

4. Declares that the objectives of this fellowship are:

5. With respect to the nominee's transportation to and from host country(ies), agrees that:

- Will assume costs
 Will not assume costs

6. Certifies that:

- a) The nominee is obligated to return to his/her country, on completion of the fellowship programme for duty assignment in civil aviation for a minimum period of ____ years.
- b) The absence of the candidate by the granting of the fellowship will not adversely affect the rank, rights, salary or seniority corresponding to his job.
- c) All sections of this Nomination Form have been duly completed and the nominee is suitable for the proposed Training Programme.
- d) Nominee is/will be in possession of a valid passport which does not expire before the termination date of the Fellowship.

Signature of Civil Aviation Authority

Date: _____

Name: _____
(type or print)

Title: _____
AFFIX OFFICIAL SEAL OR STAMP

OBSERVATIONS BY ICAO PROJECT MANAGER / MISSION CHIEF

I certify that all sections of this Nomination Form have been duly completed and the nominee is suitable for the proposed Training Programme.

Date: _____

Signature

**INTERNATIONAL CIVIL AVIATION ORGANIZATION
FELLOWSHIP NOMINATION FORM**

PART II – NOMINEE’S PERSONAL HISTORY

1. Name:	2. Marital Status:	3. Date of birth:		
4. Private address (for mailing purposes): _____				
Telephone _____ E-mail _____				
5. Name and address of person to be notified in case of emergency (other than the government authorities): _____				
Telephone _____ E-mail _____				
6. Language ability:				
a) Mother tongue _____				
b) Language/s used in Primary and Secondary school _____				
c) Other language/s of which nominee has a working knowledge _____				
d) Language/s to be used in proposed fellowship programme _____				
7. School education record:				
Name, Town, Country of School/s	Period	Grade completed and certificate acquired		
	from to			
8. College/university education record:				
(If you have graduated with a diploma or degree indicate under “subject/s studied” only the major subject/s studies. Otherwise indicate all the subjects studied)				
Name of college/university	Subject/s studied	Period		
		from to		
		Degree /Diploma acquired		
9. Technical and/or specialized training record:				
(Proceed as with paragraph 8. Please list and specify all previous training received through ICAO fellowships for further education)				
Name and place of Training Institute	Subject/s studied	Period	Duration (weeks)	Diploma/Certificate acquired
		from to		

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(Rev. 8/10)
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INTERNATIONAL CIVIL AVIATION ORGANIZATION FELLOWSHIP NOMINATION FORM

PART II – cont'd

10. Employment record:
(Indicate last five years and/or two positions)

Employer (name of firm/organization)	Position last held	Period		Duties and responsibilities
		from	to	

11. Nominee's statement:

- i) I understand that the ICAO fellowship will not become effective and no travel can be undertaken until I receive written notification and instructions of the award from ICAO.
- ii) Should I be awarded this fellowship I hereby undertake to:
 - a) Conduct myself, at all times, in a manner compatible with my status as holder of an ICAO fellowship;
 - b) Devote all my time during the fellowship programme to the successful pursuit of my studies as directed by ICAO and by the designated institution in the country of study;
 - c) Refrain from engaging in political, commercial, or any activities detrimental to the host country;
 - d) Submit reports, as required by ICAO and comply with all ICAO instructions; and
 - e) Return to my country, on termination of my fellowship programme, and to apply my newly acquired knowledge to further the development of civil aviation in my country.

I certify to the best of my knowledge that all the information given above is true in all respects.

Date: _____

Nominee's Signature

**INTERNATIONAL CIVIL AVIATION ORGANIZATION
FELLOWSHIP NOMINATION FORM**

PART III – LANGUAGE TEST

Note: This test is only required if the language to be used during the proposed fellowship programme is different from the mother tongue of the nominee or from the language used in the Primary and Secondary schools where he/she acquired his/her basic education (see PART II – Item 6). The test should be conducted by a school of language or university unless otherwise designated by ICAO to meet the requirements of the host country. The office of the UNDP Resident Representative or ICAO Technical Cooperation Mission should be consulted in this regard.

Name of institution conducting the examination: _____

Nominee’s name: Mr./Mrs./Ms.*: _____

Language for which test was set: _____

RESULTS

(Check as appropriate)

1. Understanding:

- a) Understands without difficulty when addressed at normal speed.
- b) Understands nearly everything at normal speed although occasional repetition may be necessary.
- c) Understands almost everything if addressed slowly and carefully.
- d) Requires frequent repetition and/or translation of words and phrases.
- e) Does not understand even the simplest conversation.

2. Speaking:

- a) Speaks fluently, accurately and is easily intelligible.
- b) Occasionally makes errors which do not, however, obscure meaning.
- c) Makes frequent errors which occasionally obscure meaning.
- d) Speaks with so much difficulty that comprehension is difficult.
- e) Errors in speech so severe as to make comprehension virtually impossible.

3. Reading:

- a) Reads fluently with full comprehension.
- b) Reads slowly but understands almost everything he/she reads.
- c) Reads with difficulty; often consults the dictionary.
- d) Cannot understand what he/she reads.

4. Writing:

- a) Writes with ease and accuracy.
- b) Writes with few mistakes; can be understood.
- c) Writes with difficulty and makes frequent mistakes.
- d) Cannot write.

CONCLUDING REMARKS

Would this person be able to follow a technical course in this language? Yes No

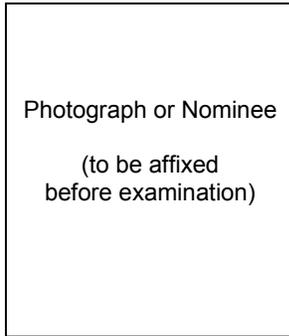
Date: _____

Signature of examiner

Name: _____
(type or print)

AFFIX OFFICIAL SEAL OR STAMP

*Delete that which is not applicable



**INTERNATIONAL CIVIL AVIATION ORGANIZATION
FELLOWSHIP NOMINATION FORM**

PART IV - A – MEDICAL REPORT

Notes:

1. Flight Crew Members and Air Traffic Controllers who are to undergo training for the purpose of obtaining a license in accordance with ICAO Annex 1 shall use the form in Part IV-B.
2. Every nominee must undergo a complete medical examination conducted by a registered medical practitioner, including thorough clinical and laboratory examinations and X-ray of the chest. Medical papers (examination, laboratory, X-ray results, etc.) should not be forwarded unless requested.

The undersigned, Dr. _____ having completed the medical examination of nominee Mr./Mrs./Ms.* _____ whose photograph appears above, certifies the following:

(Check as appropriate)

The Nominee:

1. Is physically able to travel abroad? _____
2. Is mentally and physically able to carry out intensive studies? _____
3. Is free from infectious diseases? _____
4. Has good hearing? _____
5. Has good eyesight? _____
6. Is free from diseases that require treatment, or periodic medical examination during the proposed duration of the fellowship programme? _____

Yes	No

Additional comments by Medical Practitioner:

Date: _____

Signature of Medical Practitioner

*Delete that which is not applicable

AFFIX OFFICIAL SEAL OR STAMP
(to be affixed across photograph also)

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(Rev. 8/10)
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INTERNATIONAL CIVIL AVIATION ORGANIZATION FELLOWSHIP NOMINATION FORM

PART IV - B - cont'd

(Every nominee must undergo a complete medical examination, conducted by a designated medical examiner, including thorough clinical and laboratory examinations and X-ray of the chest. Medical papers (examination, laboratory, X-ray results, etc.) should not be forwarded unless requested. THIS PAGE TO BE COMPLETED BY MEDICAL EXAMINER.)

Height	Weight	Build - Slender <input type="checkbox"/>	Medium <input type="checkbox"/>	Heavy <input type="checkbox"/>	Obese <input type="checkbox"/>			
		Normal	Abnormal		Normal	Abnormal		
Head, face, neck and scalp				Vascular system				
Nose				Abdomen and viscera (including hernia)				
Sinuses				Anus and rectum (hemorrhoids, fistula, prostate)				
Mouth and throat				Endocrine system				
Ears, general (int. & ext. canals)				G-U system				
Drums (perforation)				Upper and lower extremities (strength, range of motion)				
Eyes, general				Spine, other musculoskeletal				
Ophthalmoscopic				Identifying body marks, scars, tattoos				
Pupils (equality and reaction)				Skin and lymphatics				
Ocular mobility (associated parallel movement, nystagmus)				Neurologic (tendon reflexes, equilibrium, sense, co-ordination, etc.)				
Lungs and chest (including breasts)				Psychiatric (specify any personality deviation)				
Heart (thrust, size, rhythm, sounds)				General systemic				
Blood pressure	Systolic	} sitting		Distant vision:				
	Diastolic			Right eye:	20/	Corrected to 20/		
	Systolic	} recumbent		Left eye:	20/	Corrected to 20/		
	Diastolic			Both eyes:	20/	Corrected to 20/		
Pulse: sitting				Near vision		N Chart value:		
				Intermediate vision		N Chart value:		
Hearing	cv	wv	Audiometry			Normal	Abnormal	
Right ear	ft	ft	500	1000	2000	3000		
Left ear	ft	ft	dB loss <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>					
			dB loss <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>					
LABORATORY EXAMINATIONS								
Urinalysis	Sugar		Albumin		Blood analysis:		Hb	
Microscopic:					Sedimentation rate			
ECG	<input type="checkbox"/> Normal		<input type="checkbox"/> Abnormal		Chest X-ray	<input type="checkbox"/> Normal	<input type="checkbox"/> Abnormal	
Summary (Abnormal findings, remarks and recommendations)								
Nominee is/is not* medically fit for flight crew/air traffic control* duties								
MEDICAL EXAMINER'S DECLARATION								
I hereby certify that I personally examined the applicant named on this medical examination report, and that this report with any attachment embodies my findings completely and correctly.								
Date and place of examination				Aviation medical examiner's signature				
NOTE: The above test has been conducted in accordance with the provisions detailed in Chapter VI of ICAO Annex 1 – <i>Personnel Licensing</i> .								
<hr style="width: 20%; margin-left: 0;"/> <p>*Delete that which is not applicable</p>								



INTERNATIONAL CIVIL AVIATION ORGANIZATION
TECHNICAL CO-OPERATION PROGRAMME

GUIDE FOR ICAO FELLOWSHIP-HOLDERS

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ICAO OFFICES INFORMATION

HEADQUARTERS

Technical Cooperation Bureau – Fellowship Unit
999 University Street Montreal, Quebec, Canada
H3C 5H7 Tel: +1 514 954-8219
Fax: +1 514 954-6077
E-mail: fsu@icao.int

NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN OFFICE (NACC)

Presidente Masaryk 29 – 3rd. Floor
Col. Chapultepec Morales, Del. Miguel Hidalgo
México, D.F., México, 11570
Tel: + 52 (55) 5250-3211
Fax: + 52 (55) 5203-2757
E.mail: icao_nacc@mexico.icao.int

SOUTH AMERICAN OFFICE (SAM)

Vía Principal N° 102, Edificio Real 4, piso 4
Centro Empresarial, San Isidro
Lima, Perú
Apartado 4127, Lima 100, Perú
Tel: + 511 611-8686 Fax: +511 611-8689
Correo-e: mail@lima.icao.int

TECHNICAL CO-OPERATION PROGRAMME

GUIDE FOR ICAO FELLOWSHIP-HOLDERS

The International Civil Aviation Organization (hereinafter referred to as ICAO) is pleased to be afforded this opportunity to execute the fellowship awarded to you on request from your Government. We would like to assure you that every effort will be made to make your fellowship programme a success. This guide endeavours to provide detailed information regarding the implementation of your fellowship programme. Please take time to read it in its entirety and note carefully its contents prior to your departure from your country.

Section I. Your Obligations as an ICAO Fellow

As an ICAO fellowship-holder it is mandatory that you:

- A. conduct yourself at all times in a manner compatible with the status of an international fellowship-holder and as a representative of your country;
- B. carry out your studies diligently as specified and within the period prescribed by ICAO. No modifications, additions, or deletions should be made to your programme without prior consultations with and approval received from ICAO;
- C. refrain from engaging in political or other activities inconsistent with your status as an ICAO fellowship-holder;
- D. return to your country immediately at the end of your fellowship programme;
- E. submit progress and termination reports as specified by ICAO.

Section II. Security

You are responsible for protecting and looking after your personal belongings, including money and travel documents. It is not advisable to carry large sums of money in cash. The use of travellers' cheques and/or money orders is highly recommended. Also, it may be wise to carry with

you photocopies of the most essential pages of your passport and health certificate to enable you to obtain replacements more quickly should the need arise while travelling abroad.

Section III. Passport/visas

You are responsible for obtaining your own passport, health certificate and visas, including any transit visas which may be necessary to permit travel through countries on your way to the Host Country and on return to your own country. You must ensure that your passport and visas remain valid for at least three months beyond the termination date of the planned period of study. Costs associated with obtaining these documents will be your responsibility.

Section IV. Clothing

It is recommended that you acquire clothing suitable to the climate of the Host Country. This applies particularly if you come from a tropical or a sub-tropical country and are going to countries in the northern hemisphere during the period November-April or in the southern hemisphere during the period May-October. ICAO does not pay a clothing allowance.

Section V. Commencing Travel

You should not travel to the Host Country prior to receiving official instructions from ICAO. ICAO will not be responsible, financially or otherwise, for the period of time you may wish to spend abroad before the official starting date of your fellowship programme.

Section VI. Family/dependents

As the living allowance paid to you is sufficient only to cover the normal living expenses of one person, you should

not envisage taking your family or dependents abroad with you unless you have made additional provisions for this purpose.

Section VII. Duration of a Fellowship

A. *Initial duration*

The duration of a fellowship, normally including travel time of two days to, and two days from the Host Country, shall not exceed the duration indicated in the Notice of Fellowship Award. The exact starting and termination dates of your fellowship programme will be communicated to you separately.

B. *Extension*

In exceptional cases, when the need arises and providing funds are available, ICAO may consider, in consultation with your Government and the Host Country, a reasonable extension to your fellowship programme.

C. *Termination*

ICAO reserves the right to terminate your fellowship at any time should arrangements with the Host Country or training institution warrant such action; in the event of receiving unsatisfactory reports; or if you become incapable of continuing your programme. Under such circumstances, you are required to return to your home country upon receipt of notification of the termination of your fellowship.

Section VIII. Correspondence Procedures

- A. If your Award and Instructions have been processed by ICAO Headquarters, Montreal, Canada, you should forward all correspondence dealing with reports, training programme and financial matters to:

Fellowships Unit
 Technical Co-operation Bureau
 International Civil Aviation Organization
 999 University Street, Suite 10.30
 Montreal, Quebec
 Canada H3C 5H7

- B. If your Award and Instructions have been processed by one of the ICAO Regional Offices (i.e. in Bangkok, Thailand; Cairo, Egypt; Dakar, Senegal; Lima, Peru;

Mexico City, Mexico and Nairobi, Kenya), you should forward all correspondence dealing with reports, training programme and financial matters to the ICAO Regional Representative at the relevant Regional Office.

- C. All correspondence (including requests for books, tools, etc.) and reports should bear the reference given in your Special Instructions and incorporate all the fellowship data set out at the top of page 1 of the Fellowship Termination Report.

Section IX. Living Allowance

A. *General*

1. Living allowance rates are established by the United Nations. An appropriate living allowance, the details of which will be provided once your training programme has been finalized, will be paid to you.
2. The living allowance paid to you while you are outside your country is intended to cover the cost of your food, accommodation and incidentals such as laundry, local transportation, etc. It is a modest but sufficient amount; therefore you must plan your expenditures carefully.
3. Living allowance is paid in the currency of the Host Country and payments are made monthly, in advance. In the normal course of events, living allowance is paid by ICAO through the training institution concerned or by the UNDP Resident Representative of the Host Country on behalf of ICAO. In the case of a very short programme comprising only familiarization visit(s) or on-the-job training in a Host Country where there is no UNDP Resident Representative, other arrangements will be made.
4. If, for any reason, your fellowship is terminated before its scheduled termination date, you are required to return to ICAO that portion of the living allowance paid to you which covers the period after the new termination date. Payments should be made immediately after your return to your country, through the office of the UNDP Resident or Regional Representative, in local currency computed at the prevailing United Nations rate of exchange.

5. ICAO will not pay a living allowance or any other expenses incurred before the commencement or after the termination date of your fellowship, should you wish to spend additional time in the Host Country or in another country while in transit to or from your country.

B. Residential courses

If you are attending courses at training institutions where accommodation and/or meals are provided free or where such costs are paid directly by ICAO, your living allowance will be proportionally reduced. Also, a reduced rate known as the "Academic Rate" is applicable to certain Training Institutions and Host Countries designated by the United Nations. If the above rates are applicable to you, you will be so notified prior to leaving your country.

C. Stipend for outward and return journeys

You may need convertible currency for use on your journey to and from the Host Country to cover such incidental expenses as airport taxes, taxi fares, telephone calls, hotels, etc. Prior to your departure from your country, the UNDP Resident Representative will pay you an outward travel allowance for this purpose. Prior to your return to your country, arrangements will be made to pay you a return travel allowance.

Section X. International Transportation and Excess Baggage

A. General

The cost of transportation to and from a Host Country, in whole or in part, will be paid either by your Government or by ICAO depending on the provisions in the project and/or the information provided in your Fellowship Nomination Form.

B. Transportation provided by Government

When transportation is provided by your Government, it is your responsibility to obtain the necessary return tickets either before you leave your country or prior to the termination date of your fellowship programme.

C. Transportation provided by ICAO

ICAO will pay for tourist/economy class/excursion fare tickets computed on the basis of the most direct route. Tickets originate in the capital city of your home country

and will be made available to you at the appropriate airline counter or through the office of the UNDP Resident Representative. You or your Government must bear the cost of domestic travel within your home country, if required.

D. Excess baggage

1. ICAO will not pay excess baggage allowance when your transportation is provided by your Government.
2. When your transportation is provided by ICAO, you are entitled to claim reimbursement for the cost of transporting to your country up to 10 kg (22 lb) of excess baggage, essentially for books and tools acquired and used during your fellowship programme. To obtain reimbursement you must forward official vouchers to ICAO upon returning to your country. The same weight limit (10 kg or 22 lb) will apply irrespective of whether you choose to ship the excess baggage by air freight or by surface.

Section XI. Local Transportation

A. Local transportation in place of study

Your living allowance has been computed taking into account normal local transportation expenses; however, exceptions to this rule can be made where conditions warrant an additional allowance for transportation. When a request is endorsed by the official supervising your training, a special transportation allowance may be paid.

B. Transportation between cities

If your training programme requires you to travel to a city other than those mentioned in your instructions, you must obtain prior approval for the trip from ICAO through the official supervising your programme.

Section XII. Miscellaneous Allowances

Based on the type and duration of the programme you are attending, it may be necessary for you to purchase books, reference materials, tools and minor equipment, such as calculators. If you are attending long-term university courses leading to a diploma or a degree, you may also be required to prepare term papers or a thesis. In such cases,

you are entitled to modest and reasonable allowances to cover such expenses. However, you should obtain written approval from ICAO prior to buying books, reference materials, tools or minor equipment. You should also contact ICAO to find out the exact amount permissible and seek approval for the cost involved in having your term papers or thesis typed.

Section XIII. Group Insurance Policy

A. General

ICAO fellowship-holders are covered by a group medical insurance policy for which ICAO pays monthly premiums. This policy embraces medical expenses up to U.S.\$15 000 per individual for the period of coverage (duration of fellowship) when attending courses in the United States, Canada and Europe (excluding Eastern Europe) and up to U.S.\$10 000 when attending courses in all other countries.

B. Some exclusions from medical expenses

1. Periodic, preventive health examination.
2. Rejuvenation cures and cosmetic treatment. However, cosmetic surgery is covered when it is necessary as a result of an accident for which coverage is provided.
3. Hearing aids, spectacles and fees for examination of the eye for glasses, and costs of spa-cures.
4. Consequences of sicknesses or accidents resulting from voluntary and intentional action on your part, such as attempted suicide, voluntary mutilation or venereal disease.
5. Medical expenses incurred before or after termination of your fellowship, as well as those of your dependents.

C. Dental treatment

The cost of dental care, periodontic treatment, or false teeth, crowns, bridges, and similar dento-facial orthopaedic appliances is reimbursed only to a maximum sum of U.S.\$500 per individual period of coverage.

D. Reimbursement procedures

1. Medical expenses of the first U.S.\$10 per individual period of coverage are not reimbursable.

2. The Insurer must be provided with original receipts of medical or dental expenses incurred, complete with a diagnosis of the illness.
3. Reimbursement will be made in U.S. dollars directly to you, within 15 days of receipt of the medical or dental bills, by the Insurer.
4. A claim shall be paid only if it is submitted to the Insurer within two years of the date on which expenses were incurred for the first time during the insurance period (duration of fellowship).

E. Liability to third parties for damage to persons or property

ICAO assumes no liability for damage to persons or property caused by holders of ICAO fellowships.

F. Mailing address

Should you fall ill during your fellowship programme abroad and incur medical or hospitalization expenses, you are required to adhere to the rules, privileges and limitations outlined above and forward your claims to the following address for reimbursement:

Vanbreda International
P.O. Box 69
2140 Antwerpen
Belgium

International Telephone: 32 3 217.57.40
Telex: 31 788 BREDCO B
Facsimile: 32 3 235.01.24

Give your full name, home country, host country (pertaining to claim), award number, starting and termination dates of fellowship, exact date and/or period of sickness and complete mailing address. In cases of major illness, when you cannot pay medical expenses out of your living allowance, ICAO should be notified. Arrangements will be made for the expenses to be paid and the claim to be refunded to ICAO.

Section XIV. Progress and Termination Reports

A. General

To enable ICAO to assess the usefulness of fellowship programmes and to evaluate the benefits which developing countries derive from them, ICAO fellows are required to

submit progress and termination reports. These reports should be concise and to the point, written legibly (preferably typed) and duly signed before being forwarded to ICAO.

B. *Progress report*

1. If your fellowship programme is six months or less in duration, you are not required to submit a progress report.
2. If your fellowship programme exceeds six months in duration, you are required to submit Progress Reports as follows:
 - a) a first report to cover the initial six months of your programme;
 - b) second and subsequent reports to cover the next six months or the remaining portion of your fellowship programme if less than six months, as the case may be.
3. Progress reports should include:
 - a) a brief account of your training activities including the availability and applicability of training aids and equipment;
 - b) where applicable, the places visited and names and titles of officials with whom you came in contact;

- c) if flight training is included in the programme, the kind of training, types of planes and number of hours flown;
- d) your own assessment of the course or training programme.

C. *Termination report*

Regardless of the duration of your fellowship programme, you are required to submit a termination report to ICAO, through the office of the head of the Civil Aviation Administration of your country or your immediate supervisor. This should be done immediately upon return to your country and, at any rate, no later than six months after the termination date of your fellowship programme. You will be provided with a special form for this purpose.

Section XV. Special Note

Please bear in mind that your fellowship programme is funded from the limited resources available to your government for training purposes and you are therefore requested to give careful consideration before making applications that involve increasing the cost of your fellowship, such as: increases in living allowance; extension and/or revision of your programme; change in training location; purchase of books, tools or minor equipment; claim for medical expenses; and allowances for clothing, typing of term papers and thesis, etc.

- END -



ICAO

**INTERNATIONAL CIVIL AVIATION ORGANIZATION
TECHNICAL COOPERATION BUREAU
FELLOWSHIP TERMINATION FORM**

Please refer to the GUIDE FOR ICAO FELLOWSHIP HOLDERS, Section XIV, Paragraph C. The completed report should be forwarded to either ICAO Headquarters, Montreal, or the ICAO Regional Office, depending on where your Award was processed, as specified in the GUIDE FOR ICAO FELLOWSHIP HOLDERS, Section VIII. If more space is required for comments, please attach additional sheet(s).

Ref. _____ Date: _____

Name _____
(Family/Surname) (First) (Middle)

Home Country: _____ Project No.: _____

Post No.: _____ Award No.: _____

Field of Training: _____

Host Country(ies): _____

Fellowship Starting Date: _____ Termination Date: _____

A. Was the programme duration:

1. Appropriate 2. Long 3. Short

Comments

B. Were the instructors:

1. Qualified 2. Fair 3. Poor

Comments

C. Considering the objectives of your fellowship programme, were the contents of the programme:

1. Appropriate

2. Fair

3. Poor

Comments

D. General comments including the availability and applicability of training aids and equipment

E. Comments by the Head of the Aviation Department of the Fellow's immediate supervisor:

Name: _____

Title: _____

Signature: _____

Date: _____

— END —



TRAVEL EXPENSE CLAIM

(One copy of this form to be completed by claimant)

Page _____ of _____

Name _____ Grade _____ Claim No. _____
 Bureau/Duty Station _____ Type of Travel _____ Staff No. _____
 Travel Auth. No. _____

CITY AND COUNTRY OF DEPARTURE AND ARRIVAL (ITINERARY)	DATE			HOUR (LOCAL TIME)	TOTAL TRAVEL HOURS	MODE OF TRAVEL	Indicate whether UN or Govt. vehicle was made available at DEP and/or ARR YES / NO	PER DIEM		
	D A Y	M O N T H	Y E A R							
DEP							<input type="checkbox"/> <input type="checkbox"/>			
ARR							<input type="checkbox"/> <input type="checkbox"/>			
REASON FOR STOPOVER										
DEP							<input type="checkbox"/> <input type="checkbox"/>			
ARR							<input type="checkbox"/> <input type="checkbox"/>			
REASON FOR STOPOVER										
DEP							<input type="checkbox"/> <input type="checkbox"/>			
ARR							<input type="checkbox"/> <input type="checkbox"/>			
REASON FOR STOPOVER										
DEP							<input type="checkbox"/> <input type="checkbox"/>			
ARR							<input type="checkbox"/> <input type="checkbox"/>			
REASON FOR STOPOVER										
DEP							<input type="checkbox"/> <input type="checkbox"/>			
ARR							<input type="checkbox"/> <input type="checkbox"/>			
REASON FOR STOPOVER										
DEP							<input type="checkbox"/> <input type="checkbox"/>			
ARR							<input type="checkbox"/> <input type="checkbox"/>			
REASON FOR STOPOVER										
DEP							<input type="checkbox"/> <input type="checkbox"/>			
ARR							<input type="checkbox"/> <input type="checkbox"/>			
REASON FOR STOPOVER										

Subtotal from page(s): _____ Total per diem: \$ _____

CERTIFICATE AND SIGNATURE OF CLAIMANT

I certify that this claim for which settlement has not been effected, is true and correct and represents expenditures necessarily incurred for the travel as authorized

Signature of Claimant

Date

CERTIFICATE FOR MISSION TRAVEL

It is hereby certified that to the best of my knowledge, the Mission travel reported herein was accomplished and that the duration of the Mission is in accordance with the approved Travel Authorization. Any deviation from the Travel Authorization is the responsibility of the Staff Member.

Signature of claimant's superior not below Chief of Section

Date

SUMMARY

Per diem:	\$ _____
Travel expenses (B/F from overleaf):	_____
PE/Removal costs:	_____
Total claim:	_____
Less advances:	_____
Bal. Due:	_____
Claimant <input type="checkbox"/>	
ICAO <input type="checkbox"/>	\$ _____

FOR FINANCE BRANCH USE ONLY

ACCOUNTING DISTRIBUTION	AMOUNT
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____

Claim processed by: _____ Verified by: _____ Approved by: _____
Accounts Officer

APPENDIX F

**Travel Procedure for Subject Matter Expert (SME)
Technical Assistance Missions for RLA/09/801 MCAAP TEAMS**

#	Action	Responsible	Time	Remarks
1.	Establishment of RLA/09/801 MCAAP TEAM dates/visit to a State	Regional Officer	4 months	Dates should be sent to TC/A to be inserted in the Annual Project Activities Table and in the NACC Calendar
2.	ToR preparation for the specific RLA/09/801 MCAAP TEAM visit	Regional Officer & Regional Assistant	4 months	
3.	<ul style="list-style-type: none"> Letter dispatch to State proposing a RLA/09/801 MCAAP TEAM visit – it will include the names of the team experts assigned to the RLA/09/801 MCAAP TEAM and the ToRs In addition to the regular addresses included in the AutoText, this letter should be copied to C/FOS to the following addresses: fam@icao.int; icaohq@icao.int; 	Regional Officer & Regional Assistant	4 months	<p>The letter must be prepared by the technical area organizing the RLA/09/801 MCAAP TEAM and it should be initialed by the technical area and by RO/TA¹.</p> <p>When preparing the e-mail, blind copies should include the following Staff members in addition to DRD and the Regional Office: RO/TA, ADM/O, TC/A y ADM/A</p>
4.	<ul style="list-style-type: none"> The appendixes of the release letter dispatch of the assigned SME for the RLA/09/801 MCAAP TEAM must be requested to TC/A to be personalized by the technical area organizing the mission The letter must be sent to the civil aviation authority who is releasing the expert and it should request the following documentation, in case the release is accepted, to be sent to the Regional Office (formats will be attached to the message): <ul style="list-style-type: none"> <i>Annex VIII – Health Statement for Individual Consultants/Contractors</i> <i>Banking Instructions Form</i> Copy of current passport SME's Contact information and current position (telephone, e-mail, etc.) In addition to the regular AutoText addresses used for the letter, C/FOS must be copied using the following addresses: fam@icao.int; icaohq@icao.int; 	Regional Officer & Regional Assistant TC/A	4 months	<p>This letter must be prepared by the technical area organizing the RLA/09/801 MCAAP TEAM and it must be initialed by the Regional Officer and by RO/TA.</p> <p>When preparing the e-mail, blind copies should include the following Staff members in addition to DRD and the Regional Office: RO/TA, ADM/O, TC/A y ADM/A</p>
5.	When the State sends the expert release, TC/A will forward the e-mail and relevant documentation using the prefix "@mx" to DRD, RO/TA, the Regional Officer, his/her assistant, ADM/O and ADM/A	TC/A	As soon as the acceptance is received	

¹ In case RO/TA is on Mission or Annual Leave, DRD will act as back-up in the corresponding revisión of correspondence and he will brief RO/TA upon his return to the Office

RLA/09/801 MCAAP Procedural Handbook

#	Action	Responsible	Time	Remarks
6.	As soon as the acceptance is received, the assistant will send ADM/A the RLA/09/801 MCAAP TEAM mission dates so ADM/A can proceed to request travel itineraries and mission calculations. ADM/A will in turn send the itinerary and mission number to the assistant for the preparation of the corresponding MTA (ICAO Form 100) and the assistant will deliver the MTA using the regular procedure.	Area assistant ADM/A	1 month before mission	
7.	When the MTA has been processed by ADM/A, the original will be hand-delivered to TC/A who will process the MTA using the <i>Non-ICAO – Technical Cooperation Bureau Travel Authorization</i> (Form 104, TCB 5/122), once filled-out, it will be returned to ADM/A (together with the authorization letters sent to State and the documentation returned by State – the Area Assistant is responsible for copying all these documents in the Server) for the regular authorization process. ADM/A will send Form 104 and all the documentation to the Travel Section and to FOS for TCB's approval (fam@icao.int). When sending the documentation ADM/A will include the number of the Project in the Subject line using the following format: RLA09801.	TC/A ADM/A Area assistant	1 month before mission	
8.	Upon receiving the Project Coordinator in FOS will process the TA Form 104 for the signature and approval of PIU, FOS and TCB. Once the TA Form 104 has been signed, it is sent to the Travel Section by messenger. Once the Travel Section receives the documentation, the ticket is issued and it is forwarded to ASV for the travel advance payment process and until then it is returned to TC/A and ADM/A in the Regional Office.	C/PIU C/FOS D/TCB Travel Section ASV TC/A ADM/A	2 weeks	
9.	ADM/A will send the ticket to the traveller copying the area assistant, in this message ADM/A will request the hotel information during the mission in order to proceed and request the corresponding <i>Security Clearance</i> for the misión. Likewise, ADM/A will inform the traveller that he/she needs to save all original boarding passes related to the mission.	ADM/A Area assistant	2 weeks	
10.	The area assistant will proceed to request the <i>Security Clearance</i> and once the authorization has been issued by UNDSS it will be sent to ADM/A to complete the mission documentation.	Area assistant ADM/A	1-2 days	
11.	All mission payments will be processed by ADM/O	ADM/O	2 weeks	
12.	ADM/A will fill-out the <i>Travel Expense Claim</i> (TEC) (Form 109) for each traveller and it will be sent for signature. The signed document must be returned to the Regional Office along with the boarding passes.	ADM/A	After the mission	

RLA/09/801 MCAAP Procedural Handbook

#	Action	Responsible	Time	Remarks
13.	ADM/A sends the TEC to ASV to process the final payment and once the ASR has been processed ASV sends it to the Regional Office. ADM/O makes the final settlement payment of the mission through a bank transfer.	ADM/A ASV ADM/O	After the mission	



ICAO

NON-ICAO TECHNICAL COOPERATION BUREAU TRAVEL AUTHORIZATION

Form 104 TCB 5/122 (Rev. 01/08)

Originator: ICAO RD, Mexico (C. López/NACC/130 L. Flores/NACC/131) Ref. No.: 0

Table with columns: Name, Position, Date of Birth

Names and ages of dependants

Destination/Routing: 0

Table with columns: From, To, Mode of transportation

Purpose of trip: Attend as Instructor/Speaker/Subject Matter Expert on the XXXX, City, Country, XX to XX Month 202*

Points of contact: To: mtorres@icao.int; flores@icao.int cc: nacc-tc@icao.int; fam@icao.int;

Place of departure and date: Mexico City - MEX, Mexico 0/Jan/1900

Approximate date of return: 0/Jan/1900

Table with columns: From, To, Number of working days

Special instructions to Travel Officer and/or ASV: Travel Officer: Please purchase ticket under Project RLA/09/801. / Ticket will be purchased through the NACC Regional Office using local travel agency under Project RLA/09/801. / No travel arrangements are necessary. XXX is paying for air tickets. ASV: Please authorize ICAO RD, Mexico to pay DSA in US Dollars at the appropriate rate from the project Imprest Account. / Please authorize UNDP XXX to pay DSA in US Dollars at the appropriate rate from the project Imprest Account. Attached please find: Invitation letter Ref. XX dated Day Month Year, sent by ICAO RD, Mexico. Scanned copy of passport (XXXX) is attached. Annex VIII – Health Statement for Individual Consultants/Contractors is also attached. Contact information of traveller is: Name, Tel: + ****, Mobile: +***, E-mail: ***@**.*

ROUTING

Certifying Officer Signature and date

TCB Budget Implication Year: 2020 Cost Center: 4166 Work Order: RLA09801A-01 Fund: 5497 Account: 814 MT

Travel Officer Estimated fares inserted: CAD Preliminary booking effected: []

Travel Claims Registered and cost estimates inserted

Table with columns: Accounts Officer Cost estimates CAD Fares, Service Fee, Transit and all other allowances, Overall cost limitation of above items Subsistence, Total commitment

Budget Officer: Initials and date

ICAO RD: Initials and date



INTERNATIONAL CIVIL AVIATION ORGANIZATION
HUMAN RESOURCES BRANCH

BANKING INSTRUCTIONS FORM

PAYMENTS CANNOT BE MADE UNTIL YOUR BANKING INSTRUCTIONS HAVE BEEN PROVIDED TO HUMAN RESOURCES BRANCH AT ICAO HEADQUARTERS.

Name: _____ Staff No. _____

Home address: _____

Home address 2: _____

E-mail address: _____

Home country: _____ Country of service (Duty station): _____

To: **Chief, Human Resources Branch**

I hereby request that payment of salary and entitlements due to me be made to the following financial institution:

Note: The below banking instructions will be used for all future payments unless we are notified otherwise.

Please provide **full bank address**.

PLEASE ATTACH VOID CHEQUE OR BANK STATEMENT.

<p>* ALL PAYMENTS IN CANADA AND THE USA ARE DONE BY DIRECT DEPOSIT *</p> <p>** PAYMENTS OUTSIDE NORTH AMERICA ARE SENT BY ELECTRONIC FUNDS TRANSFER **</p>	
<p>Full name of bank: _____</p> <p>Street address: _____</p> <p>City: _____</p> <p>State/Province: _____ Country: _____</p> <p>Postal/Zip code: _____</p>	<p>ABA or Swift routing number (for accounts in North America): _____</p>
<p>Account number / currency (in USA): _____</p> <p>Account number / currency (in CAN): _____</p> <p>Swift Code or IBAN (for accounts outside North America): _____</p>	<p>Bank code: _____ Transfer code: _____</p>
<p>Currency of bank account if outside North America : _____</p>	<p>Please Specify _____</p>
<p>_____</p> <p style="text-align: center;">(Signature of staff member)</p>	<p>_____</p> <p style="text-align: center;">Date</p>

FOR OFFICE USE ONLY

<p>Type of Contract:</p>	<p>Professional Staff HQ <input type="checkbox"/></p> <p>Professional Staff RO <input type="checkbox"/></p> <p>GS Staff HQ <input type="checkbox"/></p> <p>SSA <input type="checkbox"/></p> <p>Short-Term <input type="checkbox"/></p>
<p>_____</p> <p style="text-align: center;">Human Resources Officer</p>	<p>_____</p> <p style="text-align: center;">Date</p>



ICAO

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

PROJECT RLA09801 – MULTI-REGIONAL CIVIL AVIATION ASSISTANCE PROGRAMME (MCAAP)

**[TITLE] RLA09801 TEAM MISSION TO STATE
(Dates)**

REPORT

EXECUTIVE SUMMARY

MAXIMUM 1 page summary of main organisations and facilities visited, critical observations and associated recommendations, assistance provided, any other key mission results, and items of particular interest in the streamlining the implementation matter subject of the RLA09801 TEAM. Reference to Appendix A with the checklist/ gap analyst conducted and Appendix B with a proposed Action Plan to apply.

GENERAL

ICAO Representatives:	Name, Title, Office/ State/Organization
Place of Mission:	City, State
Dates of Mission:	Dates
Officials met:	<ul style="list-style-type: none">• Name, Title, Organisation, E-mail address (if available)•
Objectives of the Mission:	<ul style="list-style-type: none">• Taken from the RLA09801 TEAM Terms of Reference
Summary of Activities:	Itinerary of activities per day
Documents and Data Collected and Reviewed:	<ul style="list-style-type: none">• Reference documentation provided by State•

REPORT

insert photos and other images when useful to illustrate; insert tables where applicable

1. **Background of the implementation (Plan, scope, operational concept, etc.)**

- Comments in bullet list or

1.1 paragraph numbers

2. **Scope of the RLA09801 TEAM Assistance**

- Comments in bullet list or

2.1 paragraph numbers

3. **Technical Analysis and Implementation Status/ Implementation Gap Analysis**

- Comments in bullet list or

3.1 paragraph numbers

4. **Recommendations**

- Comments in bullet list or

4.1 paragraph numbers

5. **Follow-up actions**

- Comments in bullet list or

5.1 paragraph numbers

ATTACHMENTS:

A Checklist/ Gap Analysis conducted
B Proposed Action Plan
C, D, etc Any other

APPENDIX B - Project budget

PROJECT BUDGET COVERING MSA CONTRIBUTION (IN UNITED STATES DOLLARS)

COUNTRY: REGIONAL
 PROJECT NO: RLA09801
 PROJECT TITLE: ASSISTANCE TO CIVIL AVIATION
 WORK ORDER: RLA09801-01
 VERSION: 2

	TOTAL		2011-2019		2020		2021		2022		2023		2024	
	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
PROJECT PERSONNEL														
INTERNATIONAL PROFESSIONAL POSTS														
B554A	CONSULTANTS	557 800	107 800	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000
SUB-TOTAL (INTERNATIONAL PROFI		557 800	107 800	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000	90 000
B814A	INTERNATIONAL TRAVEL	1 328 249	978 249	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000
TOTAL (PROJECT PERSONNEL)		1 886 049	1 086 049	160 000	160 000	160 000	160 000	160 000	160 000	160 000	160 000	160 000	160 000	160 000
TRAINING														
B802A	FELLOWSHIPS INDIVIDUAL - INTER	1 766 061	1 266 061	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000
TOTAL (TRAINING)		1 766 061	1 266 061	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000
EQUIPMENT														
B751B	NON-EXPENDABLE EQUIPMENT - IN	102 500	102 500											
TOTAL (EQUIPMENT)		102 500	102 500											
MISCELLANEOUS														
B807M	MISCELLANEOUS EXPENSES	121 733	58 233	12 700	12 700	12 700	12 700	12 700	12 700	12 700	12 700	12 700	12 700	12 700
B754A	OVERHEAD CHARGES	387 814	251 314	27 300	27 300	27 300	27 300	27 300	27 300	27 300	27 300	27 300	27 300	27 300
TOTAL (MISCELLANEOUS)		510 147	310 147	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000
PROJECT TOTAL		4 264 757	2 764 757	300 000	300 000	300 000	300 000	300 000	300 000	300 000	300 000	300 000	300 000	300 000

Note: *The above is a budgetary estimate.*



APPENDIX C - PROJECT RISK MANAGEMENT PLAN

EXECUTIVE SUMMARY (to be provided by Project Coordinator)	
Project Number and Title:	RLA09801
Beneficiaries:	Bahamas, Barbados, Canada, Cuba, Curaçao, Dominican Republic, Haiti, Jamaica, Mexico, Trinidad and Tobago, Central American States (Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua), and Eastern Caribbean States (Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines)
Project starting date:	August 2020
Project completion date:	December 2024
Total budget (\$): Original: Latest signed revision:	USD 2,900,000 USD 1,700,000 July 2020
This Risk Management Plan includes the Risk Register attached as Attachment 1 to Appendix C in the Project Document .	

For the Project Coordinator:	
Name:	Title:
Signature:	Date:
For the Beneficiary:	
Name:	Title:
Signature:	Date:
For ICAO TCB:	
Name:	Title:
Signature:	Date:

1. Introduction

The purpose of the Risk Management Plan is to clearly identify and control project risks throughout the project lifecycle. By clearly identify the people responsible for each activity and highlighting a clear procedure to be followed during the project lifecycle, the project team will be better equipped at mitigating the threats to the project.

2. Procedure, Tools and Techniques

The Project Coordinator using the Risk Management Plan, along with the associated Risk Register, will ensure that project risks are being identified, assessed and controlled throughout the entire project lifecycle.

Through proper coordination (briefings, brainstorming sessions, ad-hoc meetings, recurrent meetings, etc.) with the other Experts in the field, the Project Coordinator will Plan, Implement, and Communicate the Risk Management Plan with the aim of successfully mitigating threats.

3. Records

The composition of the Risk Register to be used during the project lifecycle is contained in the Table provided in the Risk Register at **Attachment 1** to the Project Document, which contains the following sections:

1 - Categorization

Project Objective: Link to project objective(s) identified in the project document

#: Risk Number for tracking purposes

Risk Category:

- Technical (Requirements, Technology, Interfaces, Reliability)
- External (Suppliers, Regulations, Market, Weather)
- Organizational (Dependencies, Resources, Funding, Priorities)
- Project Management (Estimating, Planning, Controlling, Communicating)
- Others (as required)

2 - Description

Risk: Description of the Risk

Identified by Who/When: Name and time

Possible Causes: What is the underlying “root” cause?

3 - Assessment

Consequence: Determine impact on project objectives (results, outputs) and/or constraints (schedule, cost, quality)

Probability:

- 1 - Almost nil
- 2 - Could happen, less than 25% chance
- 3 - Has happened in the past, but 25-50% chance
- 4 - More likely than not, 50-75% chance
- 5 - Almost certain

Severity:

- 1 - Very slight
- 2 - Slight
- 3 - Moderate
- 4 - High
- 5 - Very high

Estimation: Probability rating multiplied by Severity rating (on a scale of 1-25)

4 - Response

Response Type

- Avoid (remove the threat)
- Reduce (the probability or severity)
- Fallback (contingency, or plan B), must include a trigger (at what point do we go for plan B)
- Transfer (to a third party)
- Share (with a third party)
- Accept (monitor)

Action: Description of actions taken to mitigate the risk

Owner: Person accountable for the mitigation of the specific risk

4. Reporting & Timing of Risk Management Activities

Reports pertaining to the Risk Management Activities (including purpose, timing and recipients) to be conducted during the project lifecycle will be specified under Section **Reporting**, in the Project Document.

Roles and Responsibilities

TCB Project Manager (TCB Headquarters)

- Ensure that the risk management plan is appropriate
- Ensure that risks associated with the project are identified, assessed and controlled
- Escalate risks to the Office of Director of TCB, or to the designated institution

Project Coordinator

Create the risk management plan

Create and maintain the risk register

Ensure that project risks are being identified, assessed and controlled throughout the project lifecycle

Field Experts

Participate in the identification, assessment and control of risks

ATTACHMENT 1 – Risk Register

1 - Categorization		2 - Description				3 - Assessment				4 - Response		
Project Focus Area	#	Category	Risk	Identified Who/ When	Possible Causes	Consequence	Prob. 1-5	Sever. 1-5	Estim (1-25)	Response Type	Action	Owner
Improve Regional Safety	1	Organizational	Delay in payment of contributions by Project members	ICAO	Lack of financial resources; Lack of appropriate communication	Project Members in arrears cannot benefit from Project activities	4	4	16	Avoid	Project Members to transfer the funds as soon as the project document is signed	Project Members
	2	External	Delay in recruitment and deployment of experts	ICAO	Lack of qualified experts for the project	Delay in start of project	2	3	6	Reduce	ICAO will identify as many candidates as possible who are available.	TCB
	3	Organizational	Lack of National Focal point and counterparts	ICAO	Lack of personnel	Delay in start of project; inability to complete work plan; interruption of project activities	2	4	8	Reduce	Project Member to immediately identify who will be the National Focal point and the national counterparts	Project Coordinator
	4	External	Difficulty in procurement process	ICAO	Delay in the establishment of the specifications	Delay in project activities; inability to complete work plan; interruption of project activities	2	2	4	Reduce	ICAO to maintain close coordination with the Project Members throughout the procurement process to address any issues that may arise	TCB

1 - Categorization		2 - Description				3 - Assessment				4 - Response		
Project Focus Area	#	Category	Risk	Identified Who/ When	Possible Causes	Consequence	Prob. 1-5	Sever. 1-5	Estim (1-25)	Response Type	Action	Owner
Improve Regional Capacity and Efficiency	5	Organizational	Delay in payment of contributions by Project members	ICAO	Lack of financial resources; Lack of appropriate communication	Project Members in arrears cannot benefit from Project activities	4	4	16	Avoid	Project Members to transfer the funds as soon as the project document is signed	Project Members
	6	External	Delay in recruitment and deployment of experts	ICAO	Lack of qualified experts for the project	Delay in start of project	2	3	6	Reduce	ICAO will identify as many candidates as possible who are available.	TCB
	7	Organizational	Lack of National Focal point and counterparts	ICAO	Lack of personnel	Delay in start of project; inability to complete work plan; interruption of project activities	2	4	8	Reduce	Project Member to immediately identify who will be the National Focal point and the national counterparts	Project Coordinator
	8	External	Difficulty in procurement process	ICAO	Delay in the establishment of the specifications	Delay in project activities; inability to complete work plan; interruption of project activities	2	2	4	Reduce	ICAO to maintain close coordination with the Project Members throughout the procurement process to address any issues that may arise	TCB

1 - Categorization		2 - Description				3 - Assessment				4 - Response		
Project Focus Area	#	Category	Risk	Identified Who/ When	Possible Causes	Consequence	Prob. 1-5	Sever. 1-5	Estim (1-25)	Response Type	Action	Owner
Ensure Regional Sustainability	9	Organizational	Delay in payment of contributions by Project members	ICAO	Lack of financial resources; Lack of appropriate communication	Project Members in arrears cannot benefit from Project activities	4	4	16	Avoid	Project Members to transfer the funds as soon as the project document is signed	Project Members
		External	Delay in recruitment and deployment of experts	ICAO	Lack of qualified experts for the project	Delay in start of project	2	3	6	Reduce	ICAO will identify as many candidates as possible who are available.	TCB
		Organizational	Lack of National Focal point and counterparts	ICAO	Lack of personnel	Delay in start of project; inability to complete work plan; interruption of project activities	2	4	8	Reduce	Project Member to immediately identify who will be the National Focal point and the national counterparts	Project Coordinator
		External	Difficulty in procurement process	ICAO	Delay in the establishment of the specifications	Delay in project activities; inability to complete work plan; interruption of project activities	2	2	4	Reduce	ICAO to maintain close coordination with the Project Members throughout the procurement process to address any issues that may arise	TCB

— END —