



INTERNATIONAL CIVIL AVIATION ORGANIZATION

**Fourth Meeting of the APIRG Infrastructure and Information Management Sub-Group (IIM/SG4)**

*(Virtual, 31 August-3 September 2021)*

**Agenda Item 4: Update on the Regional Projects implementation**

**WP4.0 - DEVELOPMENT OF IIM MASTERPLAN PROGRESS REPORT**

*(Presented by South Africa - Nokuthula Phakathi)*

SUMMARY
This working paper outlines the status of the IIM Masterplan development, indicate the challenges encountered by the team, possible recommendations and the documentation developed by the team; and Action by the meeting in paragraph 4.
<b>REFERENCE(S):</b> <ul style="list-style-type: none"><li>▪ Global Air Navigation Plan (GANP); and</li><li>▪ APIRG IIM SG/3 Report</li></ul>
This working document relates to ICAO Strategic Objectives: A – Safety and B – Air Navigation Capacity and Efficiency. <b>KPIS and concerned ASBU B0 Modules:</b> All applicable to CNS and Spectrum.

**1. INTRODUCTION**

1.1 During IIM/SG3, a decision was taken to establish a team to develop the IIM Masterplan, track all the IIM Projects activities and provide quarterly reports.

1.2 All tasks are carried out by South Africa, Cameroon, Cote d'Ivoire and Uganda; led by the Project-Team Coordinator and under the supervision of the Project Facilitators (ROs/CNS, Dakar and Nairobi) through the IIM SG working methodology.

1.3 The objective of the IIM Projects Master plan is:

- 1.3.1. Collection of and consolidation of IIM projects activities and schedules;
- 1.3.2. Development of a tracking framework for all IIM Project;
- 1.3.3. Development of a reporting mechanism for all activities of the approved IIM Project; and

1.3.4. Develop linkages between IIM projects; and between IIM and AAO projects.

1.4 The scope includes all projects as approved by the APCC for the APIRG IIM subgroup to be tracked and reported ; and metrics to track project progress are indicated below :

- 1.4.1. Percentage of projects' activities collected (Project description, Organization – deliverables and TORs);
- 1.4.2. Percentage of work done on development of tracking framework for projects;
- 1.4.3. Percentage of work done on development of reporting mechanism for all projects; and
- 1.4.4. Percentage of linkages between IIM projects; and between IIM and AAO projects.

## 1.5 Rationale/Justification

1.5.1. APIRG, through its steering group, the APCC has endorsed and approved APIRG IIM projects to be implemented within the AFI region. These IIM projects were carefully selected based on the region's needs and the desire to implement the globally accepted standards in Air navigation. In order to track the development and implementation of these projects seamlessly with due regard to collaboration, the IIM MaterPlan project is to provide a basis and framework in which these projects can be tracked, to establish their level of implementation and provide good feedback to the APCC and APIRG on progress for proper decision making

1.6 This paper provides the progress made by the IIM Masterplan project team. It elaborates the achievements, challenges encountered by the team, possible recommendations and the documentation developed by the team attached as indicated below :

- 1.6.1. Annexure A : IIM Masterplan project Description;
- 1.6.2. Annexure B : IIM Masterplan project Terms of Reference;
- 1.6.3. Annexure C : IIM Masterplan project Organisation/Plan;
- 1.6.4. Annexure D: IIM Project Log Frame template; and
- 1.6.5. Annexure E: IIM Project Master Plan/Schedule.

## 2 DISCUSSIONS

2.1 The IIMSG Masterplan Project team, has been submitting the project progress report to the IIM SG Chairman, Vice chairman and Secretariat indicating the project status, challenges, and possible recommendations.

2.2 The IIM Sub-Group teams were allocated tasks and expected deliverables as indicated below and in Annexure A.

PROJECT DELIVERABLE		RESPONSIBLE PARTY	DELIVERY DATE
1	Develop all IIM Master Plan Project documents: (ToR, Project description, Project Organisation,		30 April 2021
1a	a) ToR	Sandrine	30 April 2021
1b	b) Project Description	Gerald	30 April 2021
1c	c) Project Organisation	Oliver	30 April 2021
1d	d) Scope of work		
1e	e) Project Members	Raoul	15 Dec 2020
2a	Engage the various IIM Project team coordinator and Secretariat	Raoul	21 Dec 2020
3	Develop Master Project Plan	Albert/Nokuthula	30 June 2021
4	Project related linkages – IIM and AAO	Raoul	21 December 2020
5	Project Meeting with ICAO Chair, Secretariat and IIM PTC to ensure alignment with the scope.	Nokuthula	Quarterly
6	Provide detailed guidance to other IIM Project Team coordinators not complying with project	Project Team	Quarterly
7	Assessment/Reporting on IIM Projects progress	Project Team	Quarterly

2.2.1 The team has managed to complete all project planning documentations (Project Description, Terms of Reference and Organisation/Plan) attached as Annexure A, B and C;

2.2.2 Developed the IIM Project Log Frame template, attached as Annexure D; and

2.2.3 Developed the draft IIM Project Master Plan/schedule template, attached as Annexure E.

2.3 The last IIMSG Masterplan Project progress meeting was on 21 July 2021 via MS Teams. The project meeting minutes and matters arising have been compiled.

2.4 The project team members have also been communicating via a WhatsApp group if required.

2.5 IIM Masterplan Project Ms Team folder was created for project documentation ease of access and record purposes.

### 3 Implications

#### 3.1 IIM Effective Project Management

3.1.1 The project teams are the foundation on the implementation of the APIRG plans and ensuring that Africa is not left behind. Its success is largely dependent on the project management to track participation, commitment, identify issues, risks and mitigation plans;

3.1.2 The lack of effective project management needs to be addressed; and

3.1.3 There's a need for Project Team Coordinator (PTC) to develop a Log Frame for IIM project; and progress disseminated to IIM Masterplan team on a Quarterly basis.

#### 3.2 IIM Project Activities/Deliverables

3.2.1 The challenge faced by the project is related to the outstanding project activities/deliverables. This delays the team to track and report the IIM Project progress on a quarterly basis.

3.2.2 However, it is encouraging to note that 71% of IIM Project Activities/Deliverables have been submitted by PTC's.

3.2.3 It is requested that AIM 3, COM 2, COM 4 and Surveillance PTC submit the project activities/deliverables.

3.3 To improve on Communication and Coordination, a meeting plan/ program was developed as indicated below:

No.	Milestone	Start date	End date	Dependency	Responsible State
1	<b>Project Initiation/Kick-off</b>	16 Nov 2020	16 Nov 2020 (100%)	Team members availability	Project Team Members
2	<b>Finalise Project Description</b>	16 Nov 2020	30 April 2021 (100%)	Project Team Inputs	Gerald Agaba
3	<b>Develop Project Terms of Reference</b>	16 Nov 2020	30 April 2021 (100%)	Project Team Inputs	Gnassou Sandrine
4	<b>Develop Project Plan</b>	16 Nov 2020	30 April 2021 (100%)	Project Team Inputs	Olivier Ntongmo
5	<b>Finalise Link between projects</b>	16 Nov 2020	30 April 2021 (100%)	Project Team Inputs	All
6	<b>Engage the various IIM Project team coordinator and Secretariat</b>	16 Nov 2020	31 Dec 2020 (100%)	Project Team Inputs	Secretary
7	<b>Project progress meeting</b>	14 Dec 2020	14 Dec 2020 (100%)	Project team attendance and participation	All
8	<b>Project progress meeting</b>	18 Jan 2021	18 Jan 2021 (100%)	Project team attendance and participation	All
9	<b>Project progress meeting</b>	12 Apr 2021	12 Apr 2021 (100%)	Project team attendance and participation	All
10	<b>Project progress meeting</b>	25 May 2021	25 May 2021 (100%)	Project team attendance and participation	All
11	<b>Project progress meeting</b>	12 Jul 2021	12 Jul 2021 (100%)	Project team attendance and participation	All
12	<b>Develop Master Project Plan</b>	16 Nov 2020	31 Jul 2021 (71%)	IIM Project documentation	PTC/Albert Moloto
13	<b>IIM SG Meeting</b>	Aug 2021	Aug 2021	Master Project Plan	PTC

<b>14</b>	<b>Project related linkages – IIM and AAO</b>	16 Nov 2020	2022	IIM Project documentation	All
<b>15</b>	<b>Project Meeting with ICAO Chair, Secretariat and IIM PTC</b>	1 Aug 2021	Quarterly	Master Project Plan	All
<b>16</b>	<b>Provide detailed guidance to other IIM Project Team</b>	1 Aug 2021	Quarterly	Master Project Plan	All
<b>17</b>	<b>Assessment/Reporting on IIM Projects progress</b>	1 Aug 2021	Quarterly	Master Project Plan	All
<b>18</b>	<b>Project progress meeting</b>	13 Sept 2021	13 Sept 2021 (0%)	Project team attendance and participation	All
<b>19</b>	<b>Project progress meeting</b>	14 Dec 2021	14 Dec 2021 (0%)	Project team attendance and participation	All
<b>20</b>	<b>Project progress meeting</b>	07 Feb 2022	07 Feb 2022 (0%)	Project team attendance and participation	All
<b>20</b>	<b>Project close out meeting</b>	28 Mar 2022	28 Mar 2022 (0%)	Project team attendance and participation	All

3.4 The project deliverables dependencies are listed below with comments:

ACTIVITY	TASKS	DESCRIPTION/DELIVERABLES	DEPENDENCY
<b>IIM Master Plan Project documents</b>	1a) ToR	Project ToR document	IIM Team Inputs
	1b) Project Description	Project Description document	IIM Team Inputs
	1c) Project Organisation	Project Organisation Document (Project Plan)	IIM Team Inputs
	1d) Scope of work	Scope of work (Activities captured during 14 Dec 2020 meeting)	IIM Team Inputs
	1e) Project Members	Project team members with contact details	IIM Team Inputs
<b>Engage the various IIM Project team coordinators</b>	2a) Engage project team Coords	Engage the various IIM Project team coordinators to obtain project documentation	IIM PTC Response with documentation
<b>IIM project activities on LogFrame/Excel</b>	Develop template	IIM Projects Masterplan	IIM Project Activities/Deliverables
<b>Engage AAO on related projects linkages</b>	<ul style="list-style-type: none"> <li>a) List the IIM projects</li> <li>b) List the AAO projects</li> <li>c) Analyze the project linkages provided by each AAO et IIM project</li> <li>d) Develop a global IIM and AAO linkage matrix</li> </ul>	AAO project linkages with the IIM SG Projects as captured by AAO SG	AAO SG Projects
<b>Project meeting</b>	Schedule meeting with ICAO Secretariat and IIM Chair to ensure alignment with the scope.	Project progress report	IIM PTC active participation
<b>Assist other Project Team coordinators</b>	Provide detailed guidance to other IIM Project Team coordinators not complying with project	Quarterly IIM SG Project status report	IIM PTC requests
<b>Assessment/Reporting</b>	Populate, Tracking and Reporting	Quarterly IIM SG Project status report	IIM Project Activities/Deliverables

### 3.5 Outlook for the next reporting period:

- 3.5.1 Populate Log Frame for all IIM projects;
- 3.5.2 Populate IIM Masterplan;
- 3.5.3 Project Meetings;
- 3.5.4 Report progress quarterly; and
- 3.5.5 Finalize linkage between IIM and AAO projects if required.

## 4 ACTIONS BY THE MEETING

### 4.1 The meeting is invited to :

- a) Take note of the progress made so far regarding the IIM Masterplan development deliverables and challenges;
- b) Encourage AIM 3, COM 2, COM 4 and Surveillance to submit the project documentation with
- c) deliverable so we can finalize IIM masterplan capturing; and
- d) Approve the proposed Log Frame for IIM projects.

### 4.2 *Draft Conclusion 4/xx : Submission of Project Documentation to IIM Masterplan Projects*

**That ;**

**AIM 3, COM 2, COM 4 and Surveillance to submit the project documentation with deliverables on or before 31 October 2021**

----- END -----