AFI PLANNING AND IMPLEMENTATION REGIONAL GROUP (APIRG)

INFRASTRUCTURE & INFORMATION (IIM) SUB-GROUP

IIM MASTERPLAN PROJECT

IIM SG Project 1 - Terms of Reference

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TASK CONTRIBUTORS	
South Africa, Cameroon, Côte d'Ivoire, Uganda	

ABSTRACT

This Document provides the Terms of Reference (ToR) for the Reference of the Infrastructure & Information Management (IIM) Subgroup (SG) Projects Master Plan Project".

The Terms of Reference set out the working arrangements for the project and list vital information about the project, such as its purpose, membership, meeting schedule.

AUTHORISING AND APPROVAL

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DOCUMENT HISTORY

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00.00.03	10-03-2021	Revised Draft	Sandrine Gnassou	Update following project team internal review
00.00.04	12-04-2021	Revised Draft	Sandrine Gnassou	Update following the Project progress meeting held on 12th of April 2021. Alignment with the project description (project objectives)
1.0	15-07-2021	Released		

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EXECUTIVE SUMMARY

In view of coordination for projects harmonization, APIRG/23 Decision 23/24 has established a Project Team Coordinator Core Team tasked to develop the IIM Projects Master Plan by 31 July 2021, to track all the IIM Projects activities and provide quarterly reports.

To be effective, the Project Master Plan will derive its information from all the detailed IIM SG Projects descriptions and work schedules.

This document provides the Terms of Reference (ToR) for the APIRG Infrastructure & Information Management (IIM) Subgroup Project Master Plan.
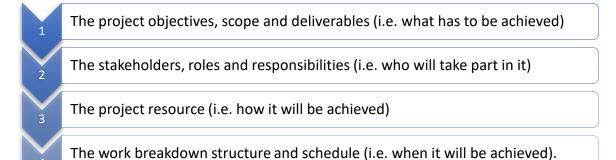
The ToR set out the working arrangements for the project and list vital information about the project, such as its purpose, membership, meeting schedule.

1   INTRODUCTION

1.1   General

The Terms of Reference (ToR) for the IIM SG Project Master Plan provides a clear mandate for the project team, specifically defining project objectives, the project schedule[1] and the expected outputs.

The ToR defines:

1	The project objectives, scope and deliverables (i.e. what has to be achieved)
2	The stakeholders, roles and responsibilities (i.e. who will take part in it)
3	The project resource (i.e. how it will be achieved)
4	The work breakdown structure and schedule (i.e. when it will be achieved).

1.2   Acronyms and Terminology

1.2.1   Definitions

Composition
> sets out the categories of membership.

Membership
> lists individual members by name.

Terms of reference
> defines the purpose and scope of a project, the mandates and the reporting requirements to the IIM Chair and Secretariat

Quorum
> specifies the number of members who must be present at a meeting to make its decisions valid.

1.2.2   List of Acronyms

Term	Definition
ANSP	Air Navigation Service Provider
CNS	Communication Navigation Surveillance
COM	Communication
ICAO	International Civil Aviation Organization
IIM	Infrastructure & Information Management

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[1] The project schedule is also provided in the project organization document (project deliverable D02)

2   BACKGROUND

2.1   Context

In view of coordination for projects harmonization, APIRG/23 Decision 23/24 has established a Project Team Coordinator Core Team tasked to develop the IIM Projects Master Plan by 31 July 2021, to track all the IIM Projects activities and provide quarterly reports.

2.2   Project scope

2.2.1   Project objectives

The objectives of the IIM SG Master Plan Project are to:

2.2.1.1   Collect and consolidate IIM projects activities and schedules;

2.2.1.2   Develop a tracking framework for all IIM Project;

2.2.1.3   Develop an IIM SG master project schedule (using an appropriate project planning tool);

2.2.1.4   Develop a reporting mechanism for all activities of the approved IIM Project;

2.2.1.5   Develop linkages between IIM projects and between IIM and AAO projects;

2.2.1.6   Ensure synchronization of IIM Subgroup projects; and

2.2.1.7   Provide quarterly reports to IIM Chair and Secretariat.

2.2.2   Project deliverables

The project deliverables are listed in the table below:

N°	DELIVERABLES	DELIVERY DATE
01	ToR	30 April 2021
02	Project Description	30 April 2021
03	Project Organisation	30 April 2021
04	Scope of work	30 April 2021
05	Project Members	21 December 2021
05	IIM and AAO projects linkage	30 June 2021
08	Tracking and Reporting Template	30 June 2021
09	Quarterly IIM SG Project status report	Quarterly
10	Detailed guidance to other IIM projects	Quarterly
11	IIM Project Meetings with IIM Chair, Secretariat and PTC	Quarterly

3   PROJECT TEAM COMPOSITION

3.1   Project Membership

3.1.1   The IIM Subgroup Master Plan Project is composed of experts from South Africa, Cameroon, Côte d'Ivoire and Uganda.

3.1.2   The project coordinator is Ms Nokuthula Phakathi from South Africa.

3.2   Project Team list

The table below provided the project team members:

NAME	COUNTRY	EMAIL
Nokuthula Phakathi	South Africa	NokuthulaP@atns.co.za
Raoul Bester	South Africa	RaoulB@atns.co.za
Albert Moloto	South Africa	Albert.Moloto@weathersa.co.za
Olivier Ntongmo	Cameroon	olivier.ntongmo@ccaa.aero
Sandrine Gnassou	Cote d'Ivoire	sgnassou@anac.ci
Gerald Agaba	Uganda	agaba34g@gmail.com

Table 1: Project team composition

Note: Other members may be included in the group as required.
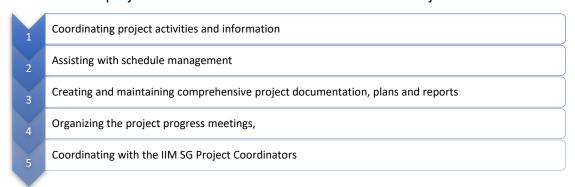
4   ROLES AND RESPONSIBILITIES

4.1   Role of the project coordinator

The role of the project coordinator of the IIM SG Master Plan Project includes:

1	Coordinating project management activities and information
2	Assigning tasks to internal teams and assist with schedule management
3	Monitoring project progress and handle any issues that arise
4	Acting as the point of contact and communicating project status to all participants
5	Reporting the project progress to IIM Chairman, Vice Chairman and Secretariat.

4.2   Role of the Secretariat

The role of the project coordinator of the IIM SG Master Plan Project includes:

1	Coordinating project activities and information
2	Assisting with schedule management
3	Creating and maintaining comprehensive project documentation, plans and reports
4	Organizing the project progress meetings,
5	Coordinating with the IIM SG Project Coordinators

4.3   Role of individual project team members

The role of the project members includes:

1. • On a voluntary basis leading a project task;
2. • Contributing to overall project objectives
3. • Completing individual deliverables
4. • Providing expertise
5. • Attending regular progress meetings as required (one per month) and actively participating in the project team's work;
6. • Reporting any difficulties to the project coordinator;
7. • Being committed to, and actively involved in, pursuing the project's outcomes.

5   PROJECT MEETINGS

Project meetings are an essential part of management and supervision roles and responsibilities such as monitoring activities, reporting project progress, assessing risks, and measuring quality of work.

5.1   Notice of the meeting

5.1.1   The Project Secretary shall manage and schedule the frequency, date and venue of the project meeting, as described in the project organization document.

5.1.2   The meeting shall be scheduled according to the project team members' availabilities.

5.2   Frequency of meetings

5.2.1   The frequency of the meeting is provided in the project organization document (D02).

5.2.2   The progress meeting will be organized as per project organization plan.

5.3   Agenda items

5.3.1   All agenda items will be forwarded to the Project Coordinator by close of business five working days prior to the next scheduled meeting.

5.3.2   The agenda, with attached meeting papers, will be distributed at least five working days prior to the next scheduled meeting.

5.4   Minutes and meeting papers

5.4.1 The minutes of each Project Progress meeting will be prepared by the project Secretariat.

5.4.2 Full copies of the minutes, including attachments, will be provided to all Project members no later than five working days following each meeting.

5.4.3 By agreement of the group, out-of-session decisions will be deemed acceptable. Where agreed, all out-of-session decisions will be recorded in the minutes of the next scheduled meeting.

5.5   Quorum requirements

A quorum will be half the regular membership. Nevertheless, if agreed by all the project team members the progress meeting can be organized even if the quorum is not met, in order to work on project deliverables.

5.6   Attendance and Apologies

5.6.1 All Project permanent members shall attend the progress meeting.

5.6.2 The project members which cannot attend shall inform the project coordinator and the Secretariat before the scheduled meeting.

6   REPORT TO THE IIM SG CHAIR/VICE CHAIR AND SECRETARIAT

To enable the Chair/vice chair and the Secretariat to monitor the progress of the project teams, each project team coordinator is required to submit a report after each team meeting to the Chair/vice chair and the Secretariat.

6.1   Quarterly Progress report

The report shall include:

6.1.1 The status of the project.

6.1.2 Challenges encountered where necessary (examples: non-participation of certain experts in the work of the project team, bothering on technical aspects, difficulty on certain aspects of coordination, etc.).

7   RECOMMENDATION

In addition, as requested by the IIM SG Chair/vice chair and the Secretariat, the minutes of project progress meeting shall be submitted to the IIM SG Chair/vice chair and the Secretariat.

Note: *In addition to the team meeting report, the chair/vice chair or the secretariat may request a one-time report to a project team coordinator if necessary..*

7.1   Annual Project Progress report

7.1.1 Yearly, the project will develop an annual progress report.

7.1.2   Annual progress reports enable the IIM Projects Master Plan project and the IIM Chair, Vice-Chair and Secretariat to assess the progress of the project and plan the next stage of the activities.

8   DECISION MAKING

8.1   The decisions are normally reached by general agreement of the project members present as determined by the project coordinator, unless a vote is requested by any member. In the latter case the vote shall rest upon a simple majority of those present.

8.2   The project members shall approve the project deliverables before submission to the IIM SG Chair/vice chair and the Secretariat.

9   AMENDMENT

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by the IIM SG project 1 Team members.

10 REFERENCES

[1] IIM SG Handbook

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