



ICAO

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

Eighth Meeting of the RLA09801 Project Evaluation Commission

(MCAAP/PEC/8)

Final Report

Mexico City, Mexico, 25 – 26 March 2025

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HISTORICAL

ii.1 Place and Date of the Meeting

The Eighth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/8) was held at the ICAO NACC Regional Office, Mexico City, Mexico, on 25 and 26 March 2025.

ii.2 Opening Ceremony

Mr. Christopher Barks, Regional Director of the North American, Central American and Caribbean (NACC) Office of the International Civil Aviation Organization (ICAO) provided opening remarks; highlighting the importance of the role and functions of the PEC, and the opportunities to enhance the MCAAP Project's activities and performance in benefit of its Project Members. Finally, he welcomed the participants to the premises of the ICAO NACC Regional Office and officially opened the meeting.

ii.3 Officers of the Meeting

The MCAAP/PEC/8 Meeting was held with the participation of the following member representatives of the PEC: Canada, Cuba, Dominican Republic, Mexico and COCESNA. The Meeting regretted the absence of Bahamas and United States. Trinidad and Tobago participated in the PEC discussion in several of the Agenda Items. Mr. Fernando Camargo, Regional Officer, Technical Assistance of the ICAO NACC Regional Office served as Secretary of the Meeting.

ii.4 Working Languages

The working language of the Meeting was English and working papers and information papers of the meeting were available to participants in said language.

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. Ad hoc Groups were created during the Meeting to do further work on specific items of the Agenda.

ii.6 Agenda

- Agenda Item 1: Adoption of the Provisional Agenda and Schedule**
- Agenda Item 2: Review of Valid Decisions/Conclusions**
- Agenda Item 3: ICAO NACC Regional Office 2025-2026 Priorities and Projects**
- Agenda Item 4: MCAAP Project Vision**
- Agenda Item 5: Discussion and Approval of Proposals of New Activities for 2025/2026**
- Agenda Item 6: Updates in the Procedural Handbook**
- Agenda Item 7: Other Business**

ii.7 Attendance

The Meeting was attended by 6 Members of Project RLA09801 MCAAP, totalling 8 delegates, as indicated in the list of participants.

ii.8 Draft Conclusions and Decisions

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

DRAFT

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

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

ii.8.1 List of Draft Conclusions and Decisions

Number	Title	Page
8/1	<i>DEVELOPMENT OF A NEW STRATEGIC APPROACH DIRECTIVE FOR THE MCAAP</i>	4-1
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ii.9 List of Working and Information Papers and Presentations

Refer to the Meeting web page:

<https://www.icao.int/NACC/Pages/meetings-2025-mcaapeec8.aspx>

LIST OF PARTICIPANTS

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4. Antony Joel Pérez Martínez

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7. Rohan Garib

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8. Gabriel Quiros

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9. Christopher Barks
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16. Connie Morales
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MCAAP/PEC/8
List of Participants – Contact Information

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Agenda Item 1: Adoption of the Provisional Agenda and Schedule

1.1 The Secretariat presented WP/01 and invited the Meeting to approve the Provisional Agenda and Schedule. The Meeting approved the agenda, and the Schedule as presented.

1.2 The Secretariat recalled the teleconference conducted on 13 March 2025, prior to this PEC meeting, aimed at improving the participation of MCAAP Members in the formulation and monitoring of the Project initiatives, as well as to ensure that Members benefit from the Project.

Agenda Item 2: Review of Valid Decisions/Conclusions

2.1 Under WP/02, the Meeting was invited to review the valid Conclusions/Decisions from the Project Steering Committee (PSC). From this review, the Conclusions/Decisions were updated as presented below:

Number	Conclusion/Decision	Responsible for action	Target Completion Date	Follow-up actions	Status (Valid, Completed, Superseded)
PSC C9/2	MCAAP PROJECT RLA09801 IMPLEMENTATION REPORT				
	That, considering the presentation and reporting of the MCAAP Project RLA09801 activities, the MCAAP Project Members:				
	a) approve the MCAAP Project Implementation report as presented in Appendix F;	MCAAP Project Members	Immediately		Completed
	b) propose new activities to obtain MCAAP funding, as needed; and	MCAAP Project Members	Immediately		Completed
	c) follow-up on increasing the Project execution percentage through the PEC	MCAAP Project Members	Immediately	The Procedure for Monitoring the Implementation of Activities / Projects Financed by RLA09801 MCAAP is under approval process	Valid
PSC C10/1	MCAAP PROJECT RLA09801 FINANCIAL STATUS AND PAYMENT OF MISSING CONTRIBUTIONS				
	That, considering the presentation and reporting of the MCAAP Project RLA09801 financial status until 31 May 2023, the MCAAP Project Members:				
	a) approve the financial statement up to 31 May 2023, as contained in Appendix D of WP/03; and	MCAAP Project Members	Immediately		Completed

Number	Conclusion/Decision	Responsible for action	Target Completion Date	Follow-up actions	Status (Valid, Completed, Superseded)
	b) urge those Project Members with pending contributions to pay their pending balance as soon as possible to be up to date	MCAAP Project Members	As soon as possible		Superseded by PSC D11/1 b
PSC D11/1	Scope and Efficiency of the RLA09801 MCAAP Project				
	That, to ensure that the Project has a greater reach among its members and remains an efficient implementation support tool:				
	a) the PSC agrees on the need for more effective participation in the Project, either by directly proposing activities or through the PEC, and exercising greater control over implementation; and	PSC	Immediately	Secretariat will propose a new PSC agenda / topics to be discuss and agreed for this purpose	Completed
	b) the payment of the annual membership fee of USD25,000, ratified by Decision RLA09801 PSC/8/1, is required for the Project membership to benefit from the approved activities and scholarships, so members in default on the payment of their dues must be brought up to date as soon as possible.	MCAAP Project Members	Immediately	Take by States	Completed
PSC D11/2	Approval of the MCAAP/PEC/7 Meeting Report Including All Its Conclusions				
	That, the MCAAP Project Members approve the MCAAP/PEC/7 Meeting Report, including its Conclusions:				
	a) MCAAP/PEC/7/1 - Approval of Project Extension	PSC	Immediately		Completed

Number	Conclusion/Decision	Responsible for action	Target Completion Date	Follow-up actions	Status (Valid, Completed, Superseded)
	b) MCAAP/PEC/7/2 - Approval of the following MCAAP activity proposals: <ul style="list-style-type: none"> • Activity No. 3/2024 – NAM/CAR Regional Airspace Optimization Project – Phase 2 • Activity No. 4/2024 – Workshop on the development of the Global Air Navigation Plan Key Performance Indicators Evaluation • Activity No. 5/2024 – Development of regional guidance material for States to align local Master Plans with National and Regional Plans • Activity No. 6/2024 – Development of guidance material with best practices for States and airports to prepare for natural disasters • Activity No. 7/2024 – Development of guidance material to support the establishment and implementation of regulation for operations of drones in CAR Region • Activity No. 11/2024 – Guidance material for VOL III of the Regional Air Navigation Plan; and 	PSC	Immediately		Completed
	c) MCAAP/PEC/7/3 - Approval of changes in the MCAAP Procedural Handbook.	PSC	Immediately		Completed

Agenda Item 3: ICAO NACC Regional Office 2025-2026 Priorities and Projects

3.1 Under presentation P/01, the ICAO provided the Meeting with an overview of the ICAO Business plan for 2023-2025, detailing the regional targets related to each ICAO Strategic Objectives and highlighting the areas that deserve attention.

3.2 ICAO informed the Meeting about the various safety and Air Navigation Services (ANS) initiatives developed by the NACC Regional Office in 2024, many of them with direct support from the MCAAP, like the support for the development of the National Air Navigation Plan (NANP), for the improvement of Remote piloted aircraft system (RPAS)/ Unmanned aircraft system (UAS) operation in the CAR Region, and for projects like the National Aviation Safety Plan (NASP) Implementation Project, Safety Oversight System (SOS) Improvement Project, and the NACC Accident and Incident Investigation (AIG) Turnkey Project.

3.3 ICAO emphasized the importance of adopting regional solutions whenever possible, mentioning the MCAAP's potential for participation in and contribution for this approach. The importance for Project Members to participate in these solutions and communicate the outcomes and results should benefit not only the Project performance but also to promote it.

3.4 Finally, the information on the new 2026-2050 long-term plan of ICAO, was available under P/05.

Agenda Item 4: MCAAP Project Vision

4.1 Under presentation P/02, the Secretariat presented the Meeting a proposal for the adoption of a more strategic approach to the MCAAP deployment and planning.

4.2 The Secretariat provided insights on the future 2026-2028 Business Plan, its three essential aspirations and the strategic goals. Current challenges faced by the MCAAP were emphasized as follows:

- a) minimum participation by Project Members/MCAAP activities formulation
- b) most Members are not taking advantage of the MCAAP Project scope, subsidies, etc.
- c) considering current aviation plans, a strategic and global, longer-term planning would be desirable for a sustainable support by MCAAP.

4.3 From the discussion the Meeting agreed on this new approach to establish a more strategic plan, aimed at longer-term goals, thus giving MCAAP members a more forward-looking vision. This approach is consistent with ICAO Long Term Plan. As such the Project Members like the PEC members agreed to engage in this initiative and provide their inputs and suggestions.

4.4 During discussions on the current MCAAP implementation model, PEC members contributed ideas for a more strategic approach, providing inputs on:

- a) the establishment of a Communication Plan (**Appendix A**),
- b) recommendations for the activities for the next Project Steering Committee (PSC) (**Appendix B**), and
- c) proposed MCAAP programmes toward Global Air Navigation Plan (GANP) implementation (**Appendix C**).

4.5 As a result of the discussions, the Meeting agreed on the following Decision and Draft Conclusion:

DECISION	
MCAAP/PEC/8/01	DEVELOPMENT OF A NEW STRATEGIC APPROACH DIRECTIVE FOR THE MCAAP
What: That, the Project Steering Committee (PSC) task the PEC with developing a new implementation approach for the MCAAP allowing a more strategic plan to be established, targeting long-term objectives by the PEC/09 meeting, thus providing MCAAP members a more forward-looking vision.	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: The current implementation approach does not allow for the firm pursuit of the core aspirations and strategic goals of ICAO's Long Term Strategic plan.	
When: PEC/09 meeting	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:	PEC

DRAFT CONCLUSION	
MCAAP/PEC/8/02	APPROVAL/COMMENTS ON ENHANCEMENTS TO MCAAP PROJECT
What: That, following the recommendations of the PEC Meeting regarding the establishment of a Communication Plan (Appendix A), Recommendations for the activities for the next Project Steering Committee (PSC) (Appendix B), and Proposed MCAAP Programmes toward GANP implementation (Appendix C), the MCAAP Members of the PSC provide comments or approval of these three inputs for its further discussion and application in the next PSC Meeting 2025.	Expected impact: <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical
Why: To enhance the current MCAAP Project Performance and benefits to Members. The current implementation approach does not allow for the firm pursuit of the fundamental aspirations and strategic objectives of the long-term strategic plan of ICAO.	
When: 20 June 2025	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:	MCAAP Members

Agenda Item 5: Discussion and Approval of Proposals of New Activities for 2025/2026

5.1 Under P/03, the Meeting had received a total of twelve proposals of activities (**Appendix D**) for evaluation, all of them discussed and validated by the PEC.

5.2 The PEC made recommendations for the improvement of all the proposals, to ensure further clarity.

5.3 Considering that several proposals were ready and due to the characteristics of some of the proposals, Canada suggested that they be sent for PSC's approval using the fast-track process, to avoid delays in their implementation. With the agreement of the Meeting, the Project Director shall apply the fast-track for the approval by the MCAAP Members of the following proposals:

- a) MCAAP Activity Proposal (Act Prop) 07-2025 - ATC Fatigue Risk Management Workshop
- b) MCAAP Act Prop 10-2025 - Analysis of the use of ADS-B data for RVSM monitoring processes / Participation in the GTE/25 Meeting;
- c) MCAAP Act Prop 15-2025 - Supporting CANSNET implementation; and
- d) MCAAP Act Prop 16-2025 - Administrative support for the management of RLA09801 MCAAP.

5.4 In this regard and after the discussions, the Meeting agreed on the following Draft Conclusion for those other proposals that were to be improved:

DRAFT CONCLUSION		APPROVAL OF MCAAP PROPOSAL ACTIVITIES	
MCAAP/PEC/8/3			
What:	Expected impact:		
<p>That, to foster the continuous increase in the level of implementation of members:</p> <p>a) the Secretariat submit to the PSC Members, within the PSC/12 documentation, the revised proposals for their discussion during the PSC/12 meeting; and</p> <p>b) the PSC review/approve the following MCAAP Proposal Activities in the PSC/12 meeting:</p> <ul style="list-style-type: none"> i. MCAAP Act Prop 05-2025 - Foreign Operators surveillance enhancement; ii. MCAAP Act Prop 06-2025 - Enhancing Safety Data Validation and Regional Accident Investigation Cooperation in the NACC Region through Global Best Practices; iii. MCAAP Act Prop 08-2025 - Building Capacity for the assessment of SMS Implementation in ATS; iv. MCAAP Act Prop 09-2025 - Evaluation of SAR Basic Building Blocks in the CAR Region; v. MCAAP Act Prop 11-2025 - NAM/CAR Regional Airspace Optimization and ATFM Integration – Phase 3 (2025-2030); vi. MCAAP Act Prop 12-2025 - Harmonized and Integrated Safety Oversight (SO) and Quality Management (QM) Framework, with verification of Basic Building Blocks (BBB) for ICAO Annex 3 Meteorological Services in the NAM CAR Region; vii. MCAAP Act Prop 13-2025 - Model training programme for OPS and AIR; and viii. MCAAP Act Prop 14-2025 - Development of a Model Training Programme for Aviation Accident Investigators. 	<ul style="list-style-type: none"> <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input checked="" type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical 		
Why:	To support implementation of Safety and Air Navigation requirements in the CAR region within Project Members		
When:	PSC/12 Meeting	Status:	<input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who:	<input type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input type="checkbox"/> Other:	MCAAP Members	

Agenda Item 6: Updates in the Procedural Handbook

6.1 Under this Agenda Item and P/04, the Secretariat presented improvements to the MCAAP Procedural Handbook (**Appendix E**).

6.2 The first amendment relates to the replacement of the expression “fellowship” by “event subsidy” throughout the whole manual, following a recommendation from the ICAO Legal Affairs and External Relations Bureau (LEB), as “fellowships” are related to payments for training centres in return to the provision of training.

6.3 The Secretariat explained that during a certain time some of the forms used in the “event subsidy” awarding process will still show “fellowship”, as those documents belong to the Capacity Development and Implementation Bureau (CDI) and CDI is still in the process of updating them.

6.4 The other update in the Handbook consists in the insertion of the Procedure for Monitoring the Implementation of Activities/Projects Financed by RLA09801 MCAAP under a new Section 13. This procedure was developed by the PEC to support the Commission’s role of monitoring the implementation of the MCAAP.

6.5 During the discussions, the Secretariat explained that the implementation of this procedure will require the development of supporting forms, such as the biannual project/activity implementation report and the annual implementation report to the PSC.

6.6 Furthermore, it is anticipated that during the implementation of the procedure, the need to add additional elements will probably be identified, leading to improvements in its text.

6.7 Finally, the Secretariat proposed the update in the Activity Proposal Form presented in the Appendix A of the Handbook. The Form, now in its FEB2025 Revision, brings as major improvements the new field for detailing the expected support from MCAAP and the possibility of indicating up to 3 strategic objectives.

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

DRAFT CONCLUSION	
MCAAP/PEC/8/3	APPROVAL OF THE AMENDMENTS TO THE MCAAP PROCEDURAL HANDBOOK
What: That, the PSC approve the Sixth Edition of the MCAAP Procedural Handbook to improve the efficiency in the management of administrative tasks and the organization of the Project; to ensure equity between all Project member States/Organizations to clarify responsibilities and standardize procedures.	Expected impact: <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical
Why: To improve efficiency, equity, responsibilities and standardization of project processes and procedures to be aligned with the current needs of the Project.	
When: Immediately	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input type="checkbox"/> States <input type="checkbox"/> ICAO <input type="checkbox"/> Other:	PSC

Agenda Item 7: Other Business

7.1 No other business was discussed under this agenda item.

Communication Plan for the MCAAP

1. Situation Analysis

The MCAAP is not being utilized to its full potential. The root cause analysis conducted by the NACC Regional Office identified, among other factors, a lack of awareness among members of the MCAAP Project's benefits and mechanism. The project has the potential to incorporate more members and become a valuable tool that contributes to improving safety, capacity, and efficiency, and ensuring sustainability, all at the regional level.

2. Objective of the communication plan

The main objective is to inform and raise awareness among stakeholders about the benefits and progress of the projects sponsored by the MCAAP initiative.

3. Target Audience

- Directors General and Senior Management of Civil Aviation in the States.
- Middle Management in the States.
- PEC

4. Key Messages

- What is MCAAP?
- Benefits of the MCAAP.
- Executed projects and their contributions.

5. Strategies and Tactics

- Directors General and Senior Management
 - Address the issue appropriately in the forums and meetings that bring them together.
 - As soon as the NACC Office receives notification of a change in administration, send a letter with information about the project to the new administrator.
 - Send to the new administration a list of current Points of Contact with a kind invitation to, if changes are planned, they ensure a transition that allows for the proper transfer of knowledge from the outgoing Point of Contact to the incoming one, whenever possible.
Send the administrations a Recommended Profile for each Point of Contact, possibly including experience, as this can serve as a guide in some states and greatly simplify the work of the NACC Office.
- Middle Management
 - Through the Points of Contact, ensure that each state communicates about the project to middle management. In most cases, the staff who end up advising Senior Management come from middle management. Therefore, if

the MCAAP project becomes widely known in this sector, it is highly unlikely that a change in Senior Management will cause the project to be forgotten until it is rediscovered.

- PEC
 - It is vitally important that the PEC be thoroughly familiar with everything related to the MCAAP. You cannot promote what you don't know.
 - The PEC rapporteur is called upon to play a vital leadership role, indoctrinating and educating PEC members, becoming a communications champion for the project.

6. Calendar of communications activities (including meetings and events)

To be developed by the Secretariat with the support of the PEC rapporteur.

7. Resources

Human resources capable of creating visually compelling reports and brochures that communicate the benefits of the project as well as the steps required to implement it (distributed semiannually or annually, as appropriate).

8. Evaluation

The success of the communication plan will be measured through a survey, similar to the one recently sent by the NACC Office but focused on the objective of this communication plan.

9. Communication plan Accountability

Secretariat with strong support from the Rapporteur and members of the PEC.

Recommendations for next MCAAP Project Steering Committee (PSC)

The Project Steering Committee (PSC) is the senior-level decision-making body of MCAAP, responsible for reviewing progress, approving projects, and setting strategic direction. Recent discussions and experience have highlighted opportunities to better leverage the PSC's role to enhance programme impact, streamline processes, and improve member engagement.

Key Challenges

- Limited awareness of MCAAP among States in the NAM/CAR Regions.
- Uneven participation and underutilization of MCAAP support by members.
- Frequent turnover of focal points and PSC members (lack of familiarity with MCAAP's roles and procedures).
- Lengthy project approval timelines due to gaps between PEC and PSC meetings.

Recommendations

1. Focus PSC Attention on Strategic Issues

- Decouple final project approval from the annual PSC meeting.
- Introduce regular virtual project approval cycles: projects would first be reviewed by the PEC, revised as needed, and then submitted to the PSC for final approval (by email).
- Shorten the annual PSC meeting (e.g., from half a day to two hours).
- Dedicate PSC meetings to strategic oversight, including financial review, progress assessment, and priority setting.

2. Leverage DCA Meetings to Promote MCAAP to a Broader Audience

- Include MCAAP as a recurring agenda item in NACC DCA meetings to raise awareness and encourage wider participation.
- Showcase member success stories through presentations and testimonials on MCAAP-funded activities.

3. Strengthen Member Awareness and Engagement

- Encourage PSC members to keep their list of MCAAP focal points up to date.
- Include an MCAAP overview in introductory meetings/correspondence between the NACC Regional Director and incoming DCAs/DGCAs—raising awareness of MCAAP and highlighting the importance of having an engaged and qualified focal point.
- Develop and circulate a concise, user-friendly pamphlet outlining MCAAP's benefits, procedures, and success stories. *[Note: The version developed in 2020 is excellent.]*

Proposal of programmes for the MCAAP

As a principle, I consider that the MCAAP programs should be directed towards complying with the Global Air Navigation Plan (GANP), so we must base our work on the implementation of the Aviation System Block Upgrades (ASBU) elements, and avoid duplicating efforts like those developed by the CAR/SAM Regional Planning and Execution Group (GREPECAS).

My proposal is to support the GREPECAS projects that are already being executed: Air Traffic Management (ATM):

B1 CAR Improvement of demand and capacity balancing (DCB) (B0-SEQ, B0-FRTO, B0-NOPS & B0 ACDM)

B2 CAR Implementation of Flexible Use of Airspace (FUA) (FRTO B0/1, FRTO B1/2)

C CAR Automation and Improvement of ATM Situational Awareness (BO-RSEQ, BO-FICE, BO-SNET, BO-ASUR & BO-SURF)

Aeronautical Information Management (AIM): CAR Region Implementation of a Collaborative AIM Plan - B1/1 (Provision of Aerodrome Mapping Data Set (AMDB)/ DAIM-B1/5 Improvement of NOTAMs through X NOTAM (using the Aeronautical Information Exchange Model (AIXM))/ DAIM-B1/7. Dissemination of aeronautical information in a system-wide Information Management environment (SWIM)/ DAIM-B2/1

Regarding Meteorology (MET) collaborate in conducting a Regional Workshop on Weather Advisory and Forecast Products. Support the meteorological offices of aerodromes in the states (organizations) of the CAR Region in enhancing the assessment of aerodrome terminal forecasts TAF, within the framework of the QMS MET. Use of the Automated System for the Assessment of Aerodrome Terminal Forecasts TAF (SAETAF) by the aerodrome meteorological offices.

In Communications, Navigation and Surveillance (CNS): Workshop on the use of satellite-based air navigation systems (GNSS)

- Monitoring the implementation of automatic dependent surveillance – broadcast (ADS-B) in the States of the region
- Workshop on monitoring and analyzing ADS-B sensor information
- Workshop on the automated exchange of air-ground data (VDL/CPDLC).

Among other necessary ones that are already projected, to finalize:

Support missions to the states for the implementation of Volume III of the Electronic Air Navigation Plan (eANP). Workshop for National Coordinators for the development of eANPs or Meeting of the ASBU Task Force. Support the ATM dependencies of the ANSPs of the States (organizations) of the CAR Region in improving the assessment of Key Performance Indicators (KPI).

MCAAP PROJECT/ACTIVITY PROPOSAL FORM

Rev. FEB2025

Proposal N.	05 - 2025	Focus Area:	1 - Improve Regional Safety	Proponent:	RO/FS1	<i>Specify "Other"</i>
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Project/Activity title:	Foreign Operators surveillance enhancement	Local (of implementation):	Virtual, Sto Domingo, San Jose
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Problem statement or opportunity:	<p>During on-site and virtual evaluation missions to the States in the region, and more recently through a NACC office survey, it has been identified that many States lack qualified personnel to conduct surveillance on foreign operators entering their territories. Additionally, adequate procedures in accordance with ICAO Doc. 8335 are not in place.</p> <p>Considering that some of these States rely heavily on tourism transported by foreign airlines, this situation constitutes a significant safety concern. Furthermore, some Caribbean States receive up to 50 foreign airlines operating more than 20 flights per day</p>
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Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	Based on information gathered through a survey to be conducted by the NACC RO to identify the greatest needs regarding the surveillance of foreign operators, it is proposed to: <ol style="list-style-type: none"> 1. Provide (virtual) training in SAFA inspections provided by Servicios y Estudios para la Navegación Aérea y la Seguridad Aeronáutica (SENASA) for up to 20 employees of MCAAP members. 2. Hire 2 SMEs for 40 working days each to perform the following tasks: <ol style="list-style-type: none"> a) In the first 20 days, both will work virtually on the joint development of a model procedure (in both in English and Spanish) for the surveillance of foreign operators, in accordance with ICAO Document 8335. b) The following 20 days shall be of on-site work type, where each SME shall provide OJT training for up to 10 MCAAP member employees, with one training delivered in English in Santo Domingo, Dominican Republic (SME 1), and another training delivered in Spanish in San José, Costa Rica (SME 2). 	Language of the event	Bilingual *	
		Requires interpretation	<input type="checkbox"/>	
		Requires document translation	<input type="checkbox"/>	

Expected support from MCAAP: <i>(detail the activities/tasks to be funded by the project)</i>	1-Twenty seats in the SENASA's SAFA inspections training course (virtual). 2-Salaries for the SMEs (USD300/day) for 20 working days of virtual work (each SME), and up to 20 working days of onsite work in Santo Domingo, Dominican Republic (both SMEs), and in San José, Costa Rica (both SMEs). 3-Airfare and per diem for Santo Domingo, Dominican Republic (both SMEs), and in San José, Costa Rica (both SMEs). (10 days by location) Note: the number of days for each onsite mission will be determined by the number of candidates identified by the survey and will be limited to a maximum of 20 working days for each location.	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	NACC SAF 7.1.1 Choose an item. Choose an item.
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Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	Provide to the States of the region with the necessary training and tools to conduct adequate surveillance on Foreign air operators in accordance with ICAO doc 8335
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Justification: <i>(1- why this is the ideal solution 2- If it this a step of a larger action, describe the action)</i>	The lack of appropriate surveillance on foreign operators constitute a safety concern in the region.
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Deliverables/expected outcomes:	1. ICAO-compliant surveillance procedures for foreign air operators 2. Qualified personnel to perform the required surveillance in the region 3. Increase safety oversight capacity in the region	Follow-up actions:	Monitoring through the SAP the implementation of the requirements
Impacted States/subregion:	Central American and Caribbean States		

Personnel (representing cost to the Project)	Period/Duration (w/days)	Total cost estimated for the Project
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Type	Number	Estimated cost	Up to 40 working days	USD 85,000
SME	2 SMEs	USD 40,000	20 days virtual work and 20 days onsite	Details SME Salaries up to USD 24,000 (USD 12,000 each) + tickets and per diem Sto Domingo (2 SMEs) USD 11,000 and San Jose (2 SMEs) USD 10,000 + Virtual SAFA course (up to 20 seats) USD 40,000
State/Organiz	Choose an item.	Click or tap here to enter text.		
ICAO	Choose an item.	Click or tap here to enter text.		
Other	Choose an item.	Click or tap here to enter text.		

MCAAP PROJYCT/ACTIVITY PROPOSAL FORM

Rev. FEB2025

Proposal N.	06 - 2025	Focus Area:	1 - Improve Regional Safety	Proponent:	RO/TA	<i>Specify "Other"</i>
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Project/Activity title:	Enhancing Safety Data Validation and Regional Accident Investigation Cooperation in the NACC Region Through Global Best Practices	Local (of implementation):	Virtual, Montreal
Problem statement or opportunity:	<p>Many Central American and Caribbean States face challenges in accident and incident investigation (AIG), including inconsistent safety data reporting, lack of investigation resources, and low compliance with ICAO Annex 13 and Annex 19. These deficiencies not only hinder the ability of States to effectively investigate occurrences, but also compromise the quality and reliability of data feeding into their State Safety Programmes (SSPs). Inaccurate or incomplete occurrence data undermines the effectiveness of safety risk management, safety assurance, and safety promotion activities under the SSP framework. Global forums such as the Commercial Aviation Safety Team (CAST)/ICAO Common Taxonomy Team (CICTT), the ICAO Occurrence Validation Study Group (OVSG), and the RAIO Cooperative Platform (RAIO CP) provide best practices, harmonized methodologies, and cooperation frameworks that could significantly enhance AIG capabilities and data quality in the region. However, the NACC region currently lacks direct engagement in these forums, limiting access to technical advancements, standardized taxonomies, data validation processes, and collaborative investigation mechanisms, contributing to persistent gaps in SSP implementation and weakening the region's capacity for data-driven safety oversight and decision-making.</p>		
Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	<p>The CICTT/OVSG and RAIO CP meetings provide a platform for addressing NACC States' challenges in safety data validation and regional accident investigation cooperation by developing harmonized solutions. The participation of an ICAO staff member and a GRIAA/COCESNA representative will provide direct access to best practices for improving occurrence reporting, investigator coordination, and alignment with ICAO standards. Strengthening safety data validation will also support RASG-PA and PA-RAST efforts to enhance risk identification and mitigation. To ensure regional benefits, a guidance document will summarize key takeaways, and a webinar will train AIG and SSP focal points on implementation.</p>	Language of the event	Bilingual *
		Requires interpretation	<input checked="" type="checkbox"/>
		Requires document translation	<input checked="" type="checkbox"/>
Expected support from MCAAP: <i>(detail the activities/tasks to be funded by the project)</i>	<p>It is expected the support from MCAAP with tickets and per diem for 1 ICAO staff and 1 GRIAA representative to attend to the 5-day CICTT/OVSG Meeting and the 3-day RAIO CP Meeting. Translation of guidance material to be produced (up to 50 pages). Interpretation for a 3-hour webinar to disseminate the guidance produced.</p>	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	<p>NACC SAF 7.1.3 NACC SAF 7.6.2 NACC SAF 7.4.1</p>
Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	<p>This initiative aims to improve safety data reporting accuracy in the NACC region by incorporating CICTT and OVSG best practices and strengthening regional accident investigation cooperation through RAIO CP insights. With GRIAA/COCESNA's participation, the initiative will enhance investigation frameworks and resource-sharing, ensuring direct regional application. Improved safety data validation will also benefit RASG-PA/PA-RAST risk assessments and mitigation efforts by providing more reliable occurrence data for trend analysis. By aligning with Annex 13 and Annex 19 and reducing AIG-related USOAP deficiencies, this initiative will contribute to a standardized, data-driven approach to safety management. Lessons learned will be integrated into MCAAP's technical assistance and capacity-building efforts to ensure long-term benefits.</p>		
Justification: <i>(1- why this is the ideal solution 2- If it this a step of a larger action, describe the action)</i>	<p>Inconsistent safety data validation and limited accident investigation cooperation hinder NACC States' compliance with ICAO requirements and risk management. CICTT, OVSG and RAIO CP provide global solutions, and participation ensures tailored application in the region. GRIAA/COCESNA's involvement strengthens regional impact by integrating best practices into existing investigation structures. Strengthening data validation also enhances RASG-PA/PA-RAST risk assessments by ensuring more accurate occurrence data for safety mitigation. Guidance material and a webinar will translate these insights into practical tools for States, improving occurrence reporting, investigator coordination, and risk management. This initiative aligns with MCAAP's objectives by enhancing Annex 13 and 19 implementation, improving USOAP compliance, and fostering long-term regional AIG cooperation while supporting RASG-PA's data-driven safety efforts.</p>		
Deliverables/expected outcomes:	<ul style="list-style-type: none"> - Guidance material on Safety Data Validation - Webinar on occurrence reporting and data validation - Checklist for States Considering RAIO Membership or Agreements 	Follow-up actions:	<ul style="list-style-type: none"> - Virtual Information Session for NACC AIG Focal Points - Conduct Short AIG and Data Validation Self-Assessments with NACC States - Use Regional Meetings to Collect Updates and Share Progress - Conduct Targeted Check-Ins with NACC AIG Focal Points
Impacted States/subregion:	Central American and Caribbean States		

Personnel (representing cost to the Project)			Period/Duration (w/days)	Total cost estimated for the Project
Type	Number	Estimated cost	34 w/d	USD 17,000
SME	Choose an item.	Click or tap here to enter text.	Details 5 w/d CICTT/OVSG Meeting 3 w/d RAIO CP Meeting 1 day webinar 25 w/d guidance and webinar development	Details USD 8,100 (tickets/per diem CICTT/OVSG Meeting) USD 7,400 tickets/per diem RAIO CP Meeting USD 650 Webinar interpretation USD 850 Guidance translation
State/Organiz	1 Staff	USD 4,050		
ICAO	1 Staff	USD 4,050		
Other	Choose an item.	Click or tap here to enter text.		

MCAAP PROJECT/ACTIVITY PROPOSAL FORM

Rev. FEB2025

Proposal N.	08 - 2025	Focus Area:	1 - Improve Regional Safety	Proponent:	RO/ATM/SAR1	<i>Specify "Other"</i>
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Project/Activity title: Building capacity for the assessment of SMS implementation in ATS	Local (of implementation): Virtual + NACC Regional Office
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Problem statement or opportunity:	The requirements for safety management systems (SMS) in Air Traffic Services (ATS) providers have been in place for more than 20 years, without reaching the expected levels of implementation. ATS providers in the CAR Region are still facing difficulties in achieving full SMS implementation, mainly because of the lack of clear guidance from the State Safety Programme (SSP) regarding the criteria to evaluate implementation progress. This is a regulatory issue and a service provider issue, linked to the compliance with USOAP PQs.
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Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	1- Hiring two subject matter experts (SMEs) to work virtually for 5 business days to produce guidance material for the region on how to assess SMS implementation in air traffic services (ATS). The guidance material should be produced in English and translated into Spanish, or vice versa. 2- Hold a 3-day bilingual workshop in the NACC Office (Mexico City, Mexico) to disseminate the content of the guidance material produced.	Language of the event	Bilingual *
		Requires interpretation	<input checked="" type="checkbox"/>
		Requires document translation	<input checked="" type="checkbox"/>

Expected support from MCAAP: <i>(detail the activities/tasks to be funded by the project)</i>	1- 2 SMEs salary for a total of 5 days of virtual work (USD300/day) 2- Salary, airfare and DSA for 2 SMEs to deliver the 3-day workshop at the NACC Office Mexico City, Mexico) 3- Interpretation for the workshop. 4- Translation of the guidance material produced, estimated at 20 pages.	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	NACC SAF 7.7.1 Choose an item. Choose an item.
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Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	1-Establish an objective assessment process that States can use to evaluate the SMS implementation progress in ATS. 2-Prepare civil aviation inspectors and internal SMS auditors to determine the level of SMS implementation in ATS, according to the expectations of ICAO SARPs and regional criteria, to ensure SMS effective contribution to safety. 3- Support the SMS implementation in ATS.
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Justification: <i>(1- why this is the ideal solution 2- If it this a step of a larger action, describe the action)</i>	1-The lack of detailed assessment guidance for SMS implementation in ATS causes subjective expectations regarding actual implementation and effectiveness. The material developed and its dissemination will increase the situational awareness of the State, favoring effective SMS, improving safety. 2-Limited knowledge of safety management personnel cause inefficient use of resources. The material developed and its dissemination will give the safety management systems personnel the necessary tools to promote SMS effective implementation.
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Deliverables/expected outcomes:	1. Guidance material on how to assess SMS implementation in air traffic services (ATS). (both in English and Spanish). 2. A 3-day bilingual workshop to disseminate the content of the guidance material produced.	Follow-up actions:	Develop ICAO NACC Action Plan to evaluate SMS implementation in CAR Region ATS Provide feedback to the SSP/WG
Impacted States/subregion:	CAR Region States and ATS providers		

Personnel (representing cost to the Project)			Period/Duration (w/days)	Total cost estimated for the Project
Type	Number	Estimated cost	8 working days	USD 15,000
SME	2 SMEs	USD 12,900	Details	Details
State/Organiz	Choose an item.	Click or tap here to enter text.	5 working days for each of the 2 SME 3 working days for workshop	USD 5,200 salaries (2,600 for each SME)
ICAO	Choose an item.	Click or tap here to enter text.		USD 7,400 (tickets and DSA)
Other	Choose an item.	Click or tap here to enter text.		USD 2,100 (workshop interpretation)
				USD 300 (guidance translation)

MCAAP PROJECT/ACTIVITY PROPOSAL FORM

Rev. FEB2025

Proposal N.	09 - 2025	Focus Area:	2 - Improve Regional Capacity and Efficiency	Proponent:	RO/ATM/SAR1	<i>Specify "Other"</i>
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Project/Activity title: Evaluation of SAR Basic Building Blocks in the CAR Region	Local (of implementation): Virtually
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Problem statement or opportunity:	The evaluation of basic building blocks (BBBs) in air navigation services is an initiative supported by several conclusions and decisions of the regional planning and implementation groups. However, the lack of an objective and independent evaluation mechanism of search and rescue services poses a challenge which has prevented the completion of the regional evaluation of SAR BBBs.
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Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	1. Hire a subject matter expert (SME) to work virtually for 3 business days to develop a questionnaire for the evaluation of the BBBs implementation of search and rescue services in the Caribbean Region. The questionnaire, evaluation criteria and associated guidance material should be produced in English and translated into Spanish, or vice versa. 2. Using the developed questionnaire, the SME will work virtually for 12 business days to conduct an evaluation of SAR services BBBs to CAR Region States/International Organizations with Rescue Coordination (RCC) responsibilities in the CAR Search and Rescue Regions (Piarco RCC, Curacao RCC, Central American RCC, Habana RCC, Santo Domingo RCC, Port-Au-Prince RCC, Kingston RCC, Mexico RCC).	Language of the event	Not applicable
		Requires interpretation	<input type="checkbox"/>
		Requires document translation	<input checked="" type="checkbox"/>

Expected support from MCAAP: <i>(detail the activities/tasks to be funded by the project)</i>	1. SME salary for a total of 15 days of virtual work (USD300/day). 2. Translation of the produced material, estimated at 20 pages.	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	NACC/CAP 7.8.2 NACC/CAP 7.3.2 Choose an item.
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Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	1. Establish a clear and consistent methodology for the evaluation of SAR BBBs in the CAR Region. 2. Conduct an objective evaluation of SAR services in the CAR Region.
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Justification: <i>(1- why this is the ideal solution 2- If it this a step of a larger action, describe the action)</i>	Evaluation of SAR BBBs is required, to establish tailored support initiatives, identifying implementation gaps and opportunities for improvement. An objective evaluation is required to ensure that the level of implementation of Annex 12 SARPs is accurately reflected.
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Deliverables/expected outcomes:	1. Questionnaire for the evaluation of the BBBs implementation of search and rescue services in the Caribbean Region. The questionnaire, evaluation criteria and associated guidance material should be produced in English and translated into Spanish, or vice versa. 2. Evaluation of SAR services BBBs to CAR Region States/International Organizations with Rescue Coordination (RCC) responsibilities in the CAR search and Rescue Regions (Piarco RCC, Curacao RCC, Central American RCC, Habana RCC, Santo Domingo RCC, Port-Au-Prince RCC, Kingston RCC, Mexico RCC).	Follow-up actions:	Integration to the NACC/WG and GREPECAS work programmes
Impacted States/subregion:	CAR Region		

Personnel (representing cost to the Project)			Period/Duration (w/days)	Total cost estimated for the Project
Type	Number	Estimated cost	15 working days	USD 5,000
SME	1 SME	USD 4,500	Details	Details
State/Organiz	Choose an item.	Click or tap here to enter text.		

ICAO	Choose an item.	Click or tap here to enter text.	15 working days of SME (3 working days for preparation of questionnaire + 12 working days forconducting the evaluation)	USD 4,500 (SME's salary) + USD 500 (guidance translation)
Other	Choose an item.	Click or tap here to enter text.		

MCAAP PROJECT/ACTIVITY PROPOSAL FORM

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Proposal N.	11 - 2025	Focus Area:	2 - Improve Regional Capacity and Efficiency	Proponent:	RO/ATM2	<i>Specify "Other"</i>
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Project/Activity title:	NAM/CAR Regional Airspace Optimization and ATFM Integration – Phase 3 (2025-2030)	Local (of implementation):	NAM/CAR Region (Multiple FIRs, including Mexico, Cuba, Jamaica, COSESNA, Trinidad & Tobago)
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Problem statement or opportunity:	<p>Building on the foundational work of previous phases of the NAM/CAR Regional Airspace Optimization Project, this phase is set to transform the region by achieving full Free Route Airspace (FRA) implementation and significantly enhancing Air Traffic Flow Management (ATFM) coordination over the next five years, from 2025 to 2030. Although we have made meaningful strides in Strategic Direct Routing (SDR) and User Preferred Routing (UPR), substantial challenges persist in cross-border coordination, regional harmonization, and effective contingency planning. To overcome these hurdles, it is imperative to integrate ATFM procedures across Flight Information Regions (FIRs), enabling data-driven decision-making that will maximize operational efficiency and improve the airspace experience for all users.</p>
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Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	<p>To revolutionize airspace efficiency and seamlessly integrate Air Traffic Flow Management (ATFM) over the next five years, this project sets forth a bold vision: We will empower the Airspace Management and Capacity Balancing Task Force (AMCB/TF) to spearhead the optimization of airspace and ATFM integration across the NAM/CAR region. This ambitious endeavor will leverage a combination of dynamic in-person and virtual meetings, strategic technical coordination, and robust capacity-building initiatives. Key Work Areas:</p> <ol style="list-style-type: none"> 1. Transform Free Route Airspace (FRA): Extend FRA operations across pivotal Flight Information Regions (FIRs) and evaluate the tangible impact through real-world trials, demonstrating the benefits of operational flexibility. 2. Enhance Cross-Border ATFM Procedures: Implement cutting-edge ATFM procedures that facilitate real-time data sharing and foster collaborative decision-making (CDM), ensuring a unified response to air traffic challenges. 3. Align with Global Standards: Synchronize regional airspace contingency planning with the International Civil Aviation Organization’s (ICAO) Global Air Navigation Plan (GANP) and GREPECAS priorities, reinforcing our commitment to international aviation standards. 4. Establish a Unified ATFM Framework: Develop a comprehensive ATFM framework equipped with standardized metrics for measuring airspace efficiency and achieving significant reductions in fuel consumption and emissions, thus promoting sustainability. 5. Build Capacity for the Future: Invest in capacity-building initiatives for Air Navigation Service Providers (ANSPs) and national aviation authorities, empowering them to meet the demands of modern air traffic management and enhance service delivery. <p>Together, we can elevate airspace management and ensure a more efficient, secure, and environmentally sustainable future for aviation in the NAM/CAR region.</p>	Language of the event	Bilingual *
		Requires interpretation	<input checked="" type="checkbox"/>
		Requires document translation	<input checked="" type="checkbox"/>

Expected support from MCAAP: <i>(detail the activities/tasks to be funded by the project)</i>	<p>This proposal requests MCAAP funding support for one year only 2026. While the overall project follows a five-year roadmap (2025–2030), MCAAP funds for this cycle are intended to support only the activities, meetings, and staff outlined for the first implementation phase during this one-year period.</p> <p>Meetings and Missions for 2026 activities (2027 and beyond will be requested in the future): - A series of meetings will be conducted with 11 subject matter experts (SMEs) from the States and FIRs and 1 ICAO staff. The team will hold two virtual meetings (1 day each) and two in-person meetings, which will take place in Dominican Republic, and Costa Rica, each lasting five days, in 2026.</p>	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	<p>NACC SAF 7.1.1 NACC/CAP 7.1.1 NACC/DEV 7.1.1</p>
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- Interpretation services to be provided for all in-person engagements.
- Translation of a concept document (estimated in 30 pages)
- Additionally, an ad hoc five-day meeting with 5 CAR SMEs is scheduled to occur in Mexico (NACC RO) to coordinate and collaborate with CNS Taskforces, as their assistance will be essential for the advancement of optimization.

Plan A – Support for States with Limited Resources

The primary objective of these funds is to provide targeted support to States that are currently unable to participate in regional meetings due to financial or staffing constraints. While many States already fund their own participation, Plan A focuses on enabling broader inclusion by covering travel and per diem for representatives from under-resourced States. This ensures equal access to regional dialogue, enhances operational alignment, and reflects the ICAO principle of "No Country Left Behind."

Plan B – Core Team Deployment & On-Site Engagement

If participation challenges persist or travel by some States remains limited, Plan B will be activated. Under this approach, ICAO will coordinate core team visits, consisting of rapporteurs, Subject Matter Experts (SMEs), and ICAO Secretariat staff, to strategic States in the region. These visits will:

- Offer hands-on technical assistance
- Address state-specific challenges
- Conduct focused task force sessions
- Advance FRA/ATFM project deliverables
- Help build national capacity aligned with the regional work program

Plan B complements the regional strategy by bringing the mission to the States when the States cannot come to the mission.

Objective:
(what you want to achieve by solving the problem or taking advantage of the opportunity)

This project is strategically designed to:

1. Foster comprehensive regional alignment on Free Route Airspace (FRA) and Air Traffic Flow Management (ATFM) operations, ensuring full compliance with the International Civil Aviation Organization’s (ICAO) progressive Aviation System Block Upgrades (ASBU) framework.
2. Dramatically reduce operational inefficiencies while enhancing cross-border collaboration among Air Navigation Service Providers (ANSPs) in the NAM/CAR regions, leading to streamlined air traffic management.
3. Establish and implement a robust, standardized ATFM reporting system that effectively measures delays, identifies efficiency gains, and highlights environmental benefits.
4. Pave the way for the successful institutionalization of FRA within the region, setting the stage for future expansion into the SAM Region and enhancing overall airspace management.

Justification:
*(1- why this is the ideal solution
2- If it this a step of a larger action, describe the action)*

This project stands as a pivotal initiative in supporting the International Civil Aviation Organization’s (ICAO) Global Air Navigation Plan (GANP) and the CAR/SAM Air Navigation Plan (ANP). It is strategically designed to meet the critical requirements for regional implementation of a Flexible Airspace Structure (FRA) and the harmonization of Air Traffic Flow Management (ATFM).

Effective coordination of ATFM and the optimization of airspace are not merely beneficial; they are essential for alleviating congestion, enhancing operational efficiency, and significantly reducing our environmental footprint.

This ambitious long-term initiative, scheduled from 2025 to 2030, is set to revolutionize air travel by transitioning from Static Airspace Designation (SDR) to a fully functional FRA. This transition will unlock unparalleled operational flexibility and substantial cost savings for all stakeholders involved.

The outcomes of our previous efficiency initiatives (2022-2024) speak volumes, yielding remarkable results such as over 48,000 minutes saved, a reduction of 4 million kilograms in fuel consumption, and a decrease of 12 million kilograms in carbon dioxide emissions. Building on this foundation, our current phase aims to

further amplify these key performance indicators (KPIs) through innovative airspace utilization and enhanced cross-border coordination. We are committed to expanding FRA operations across key Flight Information Regions (FIRs) and rigorously assessing their real-world impact through comprehensive live trials. Moreover, we will implement cross-border ATFM procedures that ensure seamless real-time data sharing and foster collaborative decision-making (CDM), paving the way for a more integrated air traffic management system. Our approach is further strengthened by aligning regional airspace contingency planning with ICAO's GANP and the priorities set forth by GREPECAS, ensuring that we remain at the forefront of global aviation standards. In conclusion, we are dedicated to developing a harmonized ATFM framework that includes standardized metrics for airspace efficiency, fuel consumption, and emissions reductions, ultimately driving us toward a more sustainable future in aviation. Together, we can shape a more efficient, flexible, and environmentally conscious airspace system.

Deliverables/expected outcomes:	<ul style="list-style-type: none"> - Regional FRA Expansion Roadmap (2025-2030) - Operational ATFM Data-Sharing System for NAM/CAR ANSPs - Trial results and analysis from FRA implementations - Cross-border contingency planning framework - Standardized KPI reporting for airspace efficiency metrics - Implementation Plan for NAM/CAR-SAM ATFM Harmonization 	Follow-up actions: <ul style="list-style-type: none"> - Present findings at GREPECAS and NACC/WG meetings. - Coordinate with ICAO SAM Office for future FRA expansion. - Establish long-term sustainability plans for ATFM and FRA procedures. - Engage airline operators (JetBlue, United, Copa, etc.) for feedback and operational validation. - Implement training and capacity-building programs for ANSPs in support of ATFM and FRA deployment.
Impacted States/subregion:	All NAM/CAR FIRs (Mexico, Cuba, Jamaica, Trinidad & Tobago, COSESNA, etc.). Potential future integration with SAM Region	

Personnel (representing cost to the Project)			Period/Duration (w/days)	Total cost estimated for the Project
Type	Number	Estimated cost	5-Year Plan (2025-2030), with milestone reviews each year	USD 115,000
SME	4 SMEs	USD 33,200	Details The proposal includes funding for: - Up to 11 Subject Matter Experts (SMEs) from NAM/CAR States and FIRs - 1 ICAO Regional Officer (NACC/ATM2) for missions and technical coordination - Funding covers participation in two in-person meetings, interpretation, and translation tasks directly related to the execution of Phase 3 activities. Total Duration: 5-Year Plan (2025-2030), with milestone reviews each year 2025: Initial planning, stakeholder engagement, and FRA expansion trials. 2026: ATFM integration phase, including enhanced cross-border CDM implementation. 2027: Evaluation of performance metrics and capacity-building programs for ANSPs. 2028: Expansion of FRA to additional FIRs and advanced ATFM measures. 2029-2030: Full institutionalization of ATFM and FRA framework, with continuous monitoring and reporting mechanisms. Annual reviews and updates at NACC/WG and GREPECAS meetings to assess progress and refine implementation strategies.	Details Tickets + DSA: USD 43,200 (Meeting 1, Sto Domingo) + USD 43,300 (Meeting 2, San Jose) + USD 22,000 (Ad Hoc Meeting, NACC RO) + USD 8,000 interpretation + USD 500 doc translation
State/Organiz	7 Staff	USD 74,600		
ICAO	1 Staff	USD 8,500		
Other	Choose an item.	TBD		

MCAAP PROJYCT/ACTIVITY PROPOSAL FORM

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Proposal N.	12 - 2025	Focus Area:	2 - Improve Regional Capacity and Efficiency	Proponent:	RO/MET	MET/TF Initiatives
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Project/Activity title:	Harmonized and Integrated Safety Oversight (SO) and Quality Management (QM) Framework, with verification of Basic Building Blocks (BBB) for ICAO Annex 3 Meteorological Services in the NAM CAR Region	Local (of implementation):	Virtual + Mexico City
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Problem statement or opportunity:	<p>NAM CAR States struggle with a fragmented approach to safety oversight and quality management of ICAO Annex 3 Meteorological Services, hindering the achievement of optimal safety and efficiency. Specifically:</p> <ul style="list-style-type: none"> - Lack of a fully integrated system that synergizes the Civil Aviation Authority's (CAA) safety oversight responsibilities with the Meteorological Authority/Service Providers's quality management system (QMS), resulting in inconsistent identification, analysis, and resolution of safety deficiencies. - The verification of Basic Building Blocks (BBBs), if conducted, is often conducted in isolation from routine quality assurance and quality control processes, leading to inconsistencies and missed opportunities for improvement in identifying and resolving safety concerns. - Quality audits, both internal and external, are not consistently used to effectively analyze identified deficiencies, forward recommendations, support resolution, and track corrective actions, hindering the timely resolution of safety concerns and the use of enforcement actions when needed. - There is a need to establish a cyclic review of the implementation status of the MET essential services, and to use the results of the audits to update that status in accordance with conclusion GREPECAS 22/10, including the status of the corrective actions. - There is insufficient use of quality control and quality assurance data to inform and enhance safety oversight activities, limiting the proactive identification, analysis, and mitigation of potential safety risks and the tracking of the corrective actions. - There is a lack of the use of the EFOD system to effectively notify differences against ICAO SARPS, and the correct publication of the meteorological services in the AIP.
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Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	1. Hire two Subject Matter Experts (SMEs) to work virtually for a total of 15 business days each, to develop an Integrated Audit Guide and Checklist, and Documented Correlation Matrices. The SMEs will produce a guide and checklist that includes step-by-step instructions for conducting integrated safety oversight and QM activities, including the verification of BBBs, formulation of differences and AIP publications. The SMEs will also develop documented correlation matrices to represent the connections between Safety Oversight Activities, Quality Control (QC) and Quality Assurance (QA) Processes and Procedures, and BBB Periodic Verification. The integrated audit guide, check list and correlation matrices will be produced in English and translated into Spanish, or vice versa.	Language of the event	Bilingual *
	2. Hold a 3-day bilingual workshop in Mexico for the two SMEs to disseminate the content of the Integrated Audit Guide, Checklist, and Correlation Matrices. The workshop will provide training on the use of the integrated audit framework and correlation matrices, facilitate discussions and feedback from NAM CAR states on the developed materials. The workshop will be conducted in both English and Spanish, with interpretation provided.	Requires interpretation	<input checked="" type="checkbox"/>
		Requires document translation	<input checked="" type="checkbox"/>

Expected support from MCAAP: <i>(details the activities/tasks to be funded by the project)</i>	1- 18 days of salary (USD 300/day) for each of the 2 SMEs (being 15 for the virtual work and 3 for the workshop) 2- Airfare and per diem for 2 SMEs to deliver a 3-day workshop in Mexico City 3- Interpretation for the workshop 4- Translation of the orientation material, estimated at 100 pages.	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	Choose an item. NACC/CAP 7.3.1 NACC/CAP 7.4.4
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Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	1) To develop and implement a harmonized framework that integrates safety oversight and quality management activities for ICAO Annex 3 meteorological services in the NAM CAR region, including the periodic verification of Basic Building Blocks (BBBs). 2) To train civil aviation inspectors and quality management auditors to conduct effective integrated safety oversight and quality activities, to improve compliance with ICAO Annex 3, and strengthen the BBBs cyclic review process.
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Justification:
*(1- why this is the ideal solution
 2- If it this a step of a larger action, describe the action)*

The fragmented approach to safety oversight and quality management in NAM CAR States hinders the effective identification, analysis, and resolution of safety deficiencies. This gap leads to inconsistent application of ICAO Annex 3 standards and missed opportunities for proactive risk mitigation. The development of an integrated audit guide and checklist, along with documented correlation matrices, will establish a standardized approach, increasing States’ situational awareness regarding the integration of safety oversight and quality management, promoting the timely resolution of safety concerns and deficiencies. The lack of integrated guidance and tools for conducting safety oversight and quality management activities, including the verification of Basic Building Blocks (BBBs), is an inhibiting factor for States to comply with obligations under the ICAO Annex 3 and GREPECAS Conclusion 22/10. The development of the integrated audit guide, checklist, and correlation matrices, and their dissemination through a bilingual workshop, will provide safety inspectors and quality auditors with the confidence and tools necessary to conduct effective integrated safety and quality activities, improve compliance, and strengthen the cyclic verification process.

Deliverables/expected outcomes:

- 1) Integrated Audit Guide and Checklist (digital format).
- 2) Documented correlation matrices to represent the connections between Safety Oversight Activities, Quality Control (QC) and Quality Assurance (QA) Processes and Procedures, and Basic Building Blocks Periodic Verification (digital format).
- 3) Workshop documentation.
- 4) Translated orientation material.
- 5) A 3-day bilingual workshop to disseminate the content of the material produced.

Follow-up actions:

- 1) Monitoring annual reporting of BBBs – essential services implementation status through NACC Dashboard
- 2) Verification of the application of the integrated audit guide and checklist through annual reports to the NACC/WG MET/TF
- 3) Annual monitoring of self-assessment records in the OLF for MET Protocole questions

Impacted States/subregion: NAM CAR States

Personnel (representing cost to the Project)			Period/Duration (w/days)	Total cost estimated for the Project
Type	Number	Estimated cost	33 working days	USD 22,000
SME	2 SMEs	USD 18,300	Details	Details
State/Organiz	Choose an item.	Click or tap here to enter text.		
ICAO	Choose an item.	Click or tap here to enter text.		
Other	Choose an item.	Click or tap here to enter text.		
			15 working days (2 SMEs virtual work each) 3 working days (workshop)	USD 10,800 SME salaries (USD 5,400 each) USD 7,500 air tickets and per diem 2 SME (USD 3,750 each) USD 2,200 interpretation for the workshop USD 1,500 document translation

MCAAP PROJECT/ACTIVITY PROPOSAL FORM

Rev. FEB2025

Proposal N.	13 - 2025	Focus Area:	1 - Improve Regional Safety	Proponent:	RO/FS1	<i>Specify "Other"</i>
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Project/Activity title: Model training program document for OPS and AIR	Local (of implementation): Virtual
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Problem statement or opportunity:	During on-site and virtual evaluation missions to the States in the region, it has been identified that there is a lack of a training program within the civil aviation authorities that meets the ICAO criteria regarding the necessary procedures and training content. Deficiencies have been found in areas such as the establishment of recurrent training, specialized training, OJT programs, among other issues. Similarly, there is a lack of procedures for identifying training needs, assessing the quality of received instruction, controlling the training conducted, and prioritizing training, among other aspects.
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Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	1. Hire a subject matter expert (SME) to work virtually for 60 business days to produce a Model Training Program Document including the following: a. Break the program down into categories such as recurrent training, specialized training, and on-the-job training (OJT). Define which technical area and personnel need which type of training. b. Identify the essential content for each category of training (e.g., safety, security, air traffic control, emergency procedures) in line with ICAO recommendations. c. Develop the necessary procedures to ensure training quality, needs assessment, control and scheduling of the training and so on. d. Develop mechanisms for ensuring the quality of training delivery (e.g., instructor qualifications, training materials, feedback mechanisms from trainees). e. Establish clear guidelines for documenting and tracking training activities, including attendance, completion, and evaluations. Ensure compliance with ICAO's training record requirements. f. Define the intervals at which recurrent training must occur and the content for specialized training, ensuring that these meet ICAO's periodicity and content guidelines. 2. Keep close coordination with the ICAO NACC RO during the development of the document. 3. Provide a 2-day virtual workshop on the implementation of the document to NCMCs and training staff across all authorities in the region and present it at the eighth NCMC meeting in 2025.	Language of the event	Bilingual *
		Requires interpretation	<input checked="" type="checkbox"/>
		Requires document translation	<input checked="" type="checkbox"/>

Expected support from MCAAP: <i>(detail the activities/tasks to be funded by the project)</i>	1-SME salary for a total of 60 days of virtual work (USD300/day) 2-Document translation (to either English or Spanish) estimated in 300 pages total 3-Interpretation for the virtual workshop	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	NACC SAF 7.1.1 Choose an item. Choose an item.
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Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	Provide the States in the region with ICAO compliant models of training programme for OPS and AIR to be used as a reference
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Justification: <i>(1- why this is the ideal solution 2- If it this a step of a larger action, describe the action)</i>	The training programme of the civil aviation authority is medular tool to ensure the qualification of the technical personnel and the enhancement of the their capacity to comply with the State's responsibilities.
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Deliverables/expected outcomes:	Model training program document	Follow-up actions:	Monitoring trough the SAP the implementation of the training programme
Impacted States/subregion:	All MCAAP member States		

Personnel (representing cost to the Project)			Period/Duration (w/days)	Total cost estimated for the Project
Type	Number	Estimated cost	75 working days	USD 22,500
SME	1 SME	USD 18,000	Details	Details
State/Organiz	Choose an item.	Click or tap here to enter text.	60 working days (SME) + 15 working days (document translation)	USD 18,000 (SME salary) + USD 3,000 (document translation) + USD 1,500 (workshop interpretation)
ICAO	Choose an item.	Click or tap here to enter text.		
Other	Choose an item.	Click or tap here to enter text.		

MCAAP PROJYCT/ACTIVITY PROPOSAL FORM

Rev. FEB2025

Proposal N.	14 - 2025	Focus Area:	1 - Improve Regional Safety	Proponent:	RO/TA	<i>Specify "Other"</i>
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Project/Activity title:	Development of a Model Training Programme for Aviation Accident Investigators	Local (of implementation):	Virtual/Miami, USA
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Problem statement or opportunity:	<p>Effective accident and incident investigation is a cornerstone of aviation safety. ICAO Annex 13 and associated guidance material emphasize the need for well-trained accident investigators to ensure thorough, independent, and standardized investigations. However, many States lack a structured training programme aligned with ICAO provisions, resulting in inconsistencies in investigative skills, methods, and the application of international standards.</p> <p>This gap directly impacts the effectiveness of States' accident investigation authorities and compromises their ability to fulfill critical responsibilities under the State Safety Programme (SSP), particularly in the areas of safety data collection and analysis, risk mitigation, and safety promotion. Furthermore, the lack of adequately trained personnel weakens the State's overall safety oversight system and limits the ability to learn from occurrences and prevent recurrence.</p> <p>This project presents an opportunity to develop a model training programme that can be adapted by States to strengthen their investigative capabilities. By building internal investigation competencies, the programme will support ICAO-compliant practices, reinforce SSP implementation, and enhance the State's role in a data-driven, risk-based approach to aviation safety management. The project will also be very useful for professionals engaged in the development of training programs in the field of civil aviation.</p>
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Proposed project/activity: <i>(to solve the problem or take advantage of the opportunity)</i>	<p>The project involves hiring a Subject Matter Expert (SME) to work virtually for 56 working days in the development of a detailed, ICAO-compliant model training programme for aviation accident investigators. The programme will include syllabi for all training phases:</p> <ul style="list-style-type: none"> - Initial (familiarization) training - Basic accident investigation training - Advanced training - Specialized training - Recurrent training - On-the-job training <p>The SME will ensure the programme incorporates all relevant ICAO standards, recommended practices, and guidance, while maintaining continuous coordination with the NACC Regional Office to align with regional needs.</p> <p>To support the programme's dissemination and implementation, a 4-day workshop in Miami, USA will be held, providing State representatives with an overview of the programme and practical guidance on customizing it to their specific needs.</p> <p>Note: the target audience for the workshop is not limited to investigators. On the contrary, participation of professionals engaged with the preparation and implementation of training programmes of any aviation technical area is encouraged.</p>	Language of the event	Bilingual *	
		Requires interpretation		<input checked="" type="checkbox"/>
		Requires document translation		<input checked="" type="checkbox"/>

Expected support from MCAAP: <i>(detail the activities/tasks to be funded by the project)</i>	<p>1-SME salary for a total of 56 working days of virtual work (USD300/day)</p> <p>2-Airfare and per diem for the SME and 1 NACC Regional Officer to deliver the 4-day workshop in Miami, USA</p> <p>3-Interpretation for the workshop</p> <p>4-Translation of the developed programme, estimated at 90 pages.</p>	Main ICAO Strategic Objectives: <i>(select up to 3)</i>	<p>NACC SAF 7.1.1</p> <p>NACC SAF 7.1.3</p> <p>NACC SAF 7.4.1</p>
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Objective: <i>(what you want to achieve by solving the problem or taking advantage of the opportunity)</i>	To develop a comprehensive, ICAO-compliant model training programme for aviation accident investigators that enhances their skills, ensures compliance with international standards, and improves the overall effectiveness of aviation accident investigations.
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Justification: <i>(1- why this is the ideal solution 2- If it this a step of a larger action, describe the action)</i>			ICAO Annex 13 mandates that investigations be conducted independently, effectively, and by qualified personnel. Many States face challenges in establishing a structured training pathway for accident investigators. A model training programme will provide a ready-to-use, standardized framework that can be tailored to different national contexts. This initiative aligns with ICAO's capacity-building efforts and will enhance global aviation safety by ensuring accident investigations are conducted to the highest standards. The project serves as a foundational step for future capacity-building initiatives, including potential training partnerships and regional cooperation.		
Deliverables/expected outcomes:			Follow-up actions:		
Impacted States/subregion:					
Personnel (representing cost to the Project)			Period/Duration (w/days)		Total cost estimated for the Project
Type	Number	Estimated cost	60 working days		USD 27,000
SME	1 SME	USD 20,200	Details		Details
State/Organiz	Choose an item.	Click or tap here to enter text.	54 virtual working days (SME) and 4 working days workshop (SME+ICAO staff)		USD 18,000 (SME salary) + USD 4,400 (air tickets and per diem 2 persons) + USD 3,200 interpretation + USD 1,400 document translation
ICAO	1 Staff	USD 2,200			
Other	Choose an item.	Click or tap here to enter text.			

APPENDIX A TO THE RLA09801 PRODOC REV E



ICAO

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

RLA09801

**Multi-Regional Civil Aviation Assistance
Programme**

MCAAP

Procedural Handbook

Prepared by the MCAAP Secretariat

August 2021

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Amendment Procedure

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

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

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

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

Record of Amendments

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

RLA09801 MCAAP Procedural Handbook
Amendment Procedure

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Amendments			
No.	Procedural Handbook Part(s)	Date	Details
	6.1.4, <i>i</i>		Replaced "shall" by "should", and added "preferably" to allow more flexibility to the Project.
	6.1.4, <i>ii</i>		Replaced "shall" by "should", to allow more flexibility to the Project.
	6.3		Item suppressed to become consistent with the PRODOC D scope.
	7.4.1		Included "regular" to clarify that this is the formal process, to be complemented by extemporaneous proposals.
	7.4.6		Replaced "must" by "will", to be consistent with the possibility of approval through <i>fast-track</i> .
	7.5		Removed "extraordinarily", to allow more flexibility to the Project. Inserted "after the approval", for clarity.
	8.1		Replaced "on 31 January" by "in the first quarter", to allow more flexibility to members.
	8.4.1		Replaced "Projects, as necessary" by "needs of Project members", to be more consistent with the particularities of the use of consultants.
	9.1		Inserted a paragraph to detail the "Fellowships Programme". Renumbered the other items on section 9.
	9.2.1		Inserted "(as per CDI regulations)" for clarity.
	9.2.2		Inserted "(as per CDI regulations)" for clarity.
	9.4.2		Inserted "(as per CDI regulations)" for clarity.
	9.4.3		Inserted a paragraph to detail the internal administrative process for the nominations to fellowships.
	10.2.1		Inserted "(as per CDI regulations)" for clarity.
	10.2.2		Inserted a paragraph to detail the internal administrative process for the travel assistance.
	11.2.4		Deleted "Membership", editorial correction.
	11.2.7		Included the reference "(mentioned in paragraph 10.2.2)".
	Appendix A		New version of format.
	Appendix F		Update of travel process and formats
	4.8.1.1	June 2023	New election procedure of the Rapporteur
	10.2.7.1 10.2.7.2		Upon a cancellation of a mission by the beneficiary, to add the reimbursement of travel expenses, air tickets and cancellation of fellowship and mission rights until reimbursement by the Project member has been completed.
	12	July 2024	New section called "Reassessment of the Validity of Non-Implemented Activities."
	TCB Acronym		All mentions of TCB throughout the document have been updated to reflect the change of the Technical Cooperation Bureau (TCB) to the new Capacity Development and Implementation (CDI) Bureau.

RLA09801 MCAAP Procedural Handbook
Amendment Procedure

4

Amendments			
No.	Procedural Handbook Part(s)	Date	Details

1. Mission

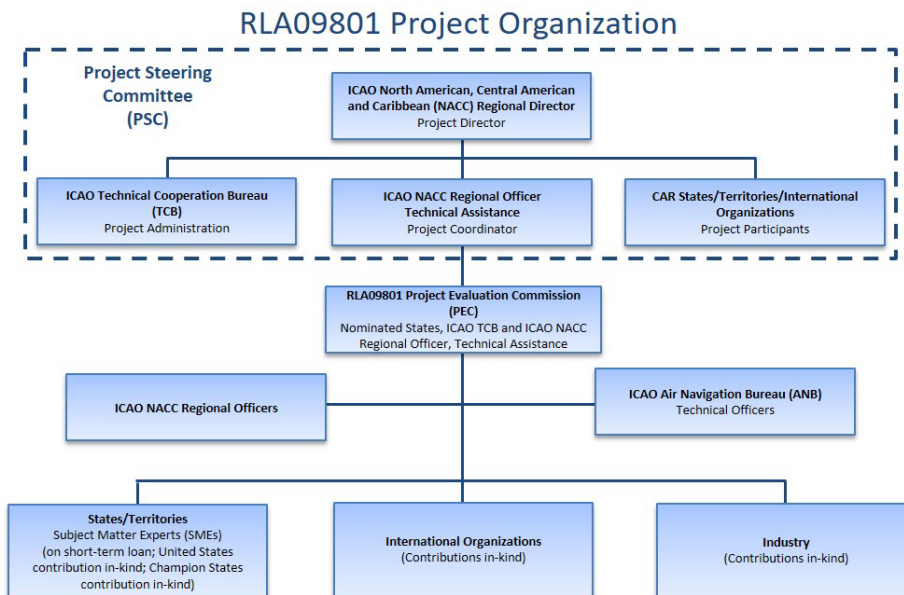
1.1 To assist Project member States/Territories in the NAM/CAR Regions in the effective implementation of ICAO standards and recommended practices (SARPs) for improving the safety, efficiency and capacity of the regional civil aviation system, in harmonization with the Global Air Navigation Plan (GANP), 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 event subsidy 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 event subsidy nominations (as per Section 10 of this Handbook), which will be at least **45 calendar days** prior to the commencement of the event;
5. propose RLA09801 MCAAP TEAM missions and assignment of Subject Matter Experts (SMEs) in coordination with the ICAO NACC Regional Officers;
6. develop meeting agendas proposals in coordination with the Project Member/Regional Officer proponents;
7. the Project Coordinator will chair PSC meetings on behalf of the Project Director;
8. prepare PSC and PEC meeting agendas, documentation and summaries of discussion;
9. monitor action items and report annual status to the RLA09801 MCAAP PSC;
10. maintain communication with the RLA09801 MCAAP members;
11. identify required administrative support; and
12. control and administer the RLA09801 MCAAP website.

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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 Capacity Development and Implementation Bureau (CDI), Field Operations, Americas Office (FOS), in accordance with ICAO established procedures and practices.

4.3.2 The RLA09801 MCAAP Administrator (CDI) 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 event subsidies; 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*.

Deleted: fellowships

4.4 *RLA09801 MCAAP Member States*

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

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

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

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

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

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

4.5 *RLA09801 MCAAP Project Steering Committee (PSC)*

4.5.1 The responsibilities of the PSC are the following:

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

4.6 *RLA09801 MCAAP Project Evaluation Commission (PEC)*

4.6.1 The RLA09801 MCAAP PEC will be responsible for:

1. on a continual basis, evaluating Project management and associated activities to determine benefits and effective impact in States Effective implementation (EI), [through the Procedure detailed in section 13](#);
2. evaluating the draft Project annual work plan;
3. proposing improvements and new activities to support implementation;
4. annually assess and propose new activities for the Project;
5. proposing updates and amendments to the RLA09801 MCAAP Project PRODOC;
6. approve any amendment to this Procedural Handbook;
7. identifying and monitoring methods for continuous improvement of the Project; and
8. seek and lobby for support to the Project.

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

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

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

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

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

4.7 *MCAAP Focal Point*

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

4.7.2 The RLA09801 MCAAP Focal Points will be responsible for:

1. representing the interests of their State/Organization;
2. presenting the needs of their State/Organization to the RLA09801 MCAAP Secretariat;
3. acting as advisors to the ICAO NACC Regional Office for the preparation of the annual Project work plan;
4. making the necessary coordination within his/her own Administration on all RLA09801 MCAAP processes and activities, including processing the contributions for the Project;
5. deciding within their State/Organization on event subsidy 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.

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4.8 *RLA09801 MCAAP PEC Rapporteur*

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

4.8.1.1 If there is no candidate for the position, the Rapporteur will be chosen by drawing lots in which the Members of the PEC will participate, except for the Rapporteur who is completing his/her mandate, the Project Administrator, and the Project Coordinator. In case there is no consensus, the Rapporteur will be the representative of the next PEC Member following the alphabetical order of the States/Organizations in English.

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

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

5. **RLA09801 MCAAP Fast-Track Procedure**

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

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

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

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

6. RLA09801 MCAAP Meetings and Channels of Communications

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

6.1.1 *Project Steering Committee (PSC) Meetings*

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

6.1.2 *PSC Teleconferences*

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

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6.1.3 *Project Evaluation Commission (PEC) Meetings*

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

6.1.4 *Focal Point Meetings*

- i. Focal Point meetings may convene once every year, preferably in conjunction with the PEC Meeting.
- ii. The meetings will usually be of one day and may precede the PEC Meetings.
- iii. RLA09801 MCAAP Focal Point Plenary meetings and documentation shall be in English, with the Report in both languages (English and Spanish).
- iv. For the convening of this meeting, Project funds will cover the following expenses:
 - a. Event subsidy for the RLA09801 MCAAP Focal Points for the duration of the meeting; these event subsidies will not count towards the State/Organization's yearly event subsidy 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.

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6.1.5 *PEC Teleconferences*

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

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

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

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

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

7. RLA09801 MCAAP Work Plan Development

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

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

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

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

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

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

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

7.4 *Process of Approval of the Work Plan*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

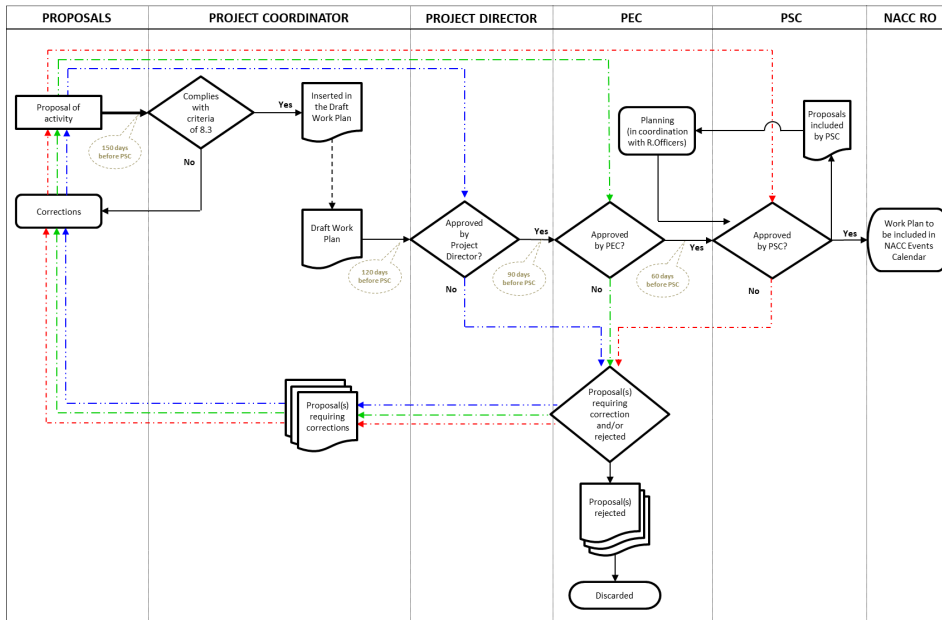
7.4.4.2 The PSC may, at its discretion, propose the inclusion of other activities not contemplated by the draft Work Plan, assigning to the PEC the planning of such activities for later evaluation of the PSC itself, under the terms determined by the PSC.

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

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

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

FLOWCHART OF THE PROJECT WORK PLAN APPROVAL



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

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

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

8. Donors and Financial Sources

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

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

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

Pay to: //CC000305101
Royal Bank of Canada
Ste. Catherine and Stanley Branch
1140 Ste. Catherine Street West
Montreal, Quebec
Canada H3B 1H7

For credit to: 05101 404 6 892
Project RLA09801
ICAO Pool Account

Swift code: ROYCCAT2

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

8.4 *Use of Consultants*

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

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

8.5 *In-Kind Contributions*

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

9. Event subsidies

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

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

9.2 *Types of Event Subsidies for RLA09801 MCAAP*

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

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

9.2.2 Project members who will not apply for the event subsidies 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 event subsidies made available by the Project. The Regional Office shall not offer Project event subsidies directly to the States/Organizations outside of the scope of the work plan. To process a event subsidy for an event that is not included in the RLA09801 MCAAP annual work plan, the focal point shall contact the RLA09801 MCAAP Secretariat to coordinate the attendance of their delegate with at least **45 calendar days** (as per CDI regulations) prior to the commencement of the training event. The number of event subsidies 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.

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

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

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

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9.3 *Funding*

9.3.1 The event subsidy 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.

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9.3.2 In the event that an event subsidy 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.

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9.4 Event subsidy Allocation for International Organizations

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

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

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9.5 Administrative Procedure for Nominations

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

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

9.5.2 The duly completed Event subsidy Nomination Form must be received in the ICAO NACC Regional Office as soon as feasible but no later than **60 calendar days** (as per CDI regulations) prior to the beginning of event. In order to ensure timely payment and to comply with the internal administrative processes of the ICAO NACC Regional Office, the ICAO Technical Cooperation Bureau and the United Nations Development Programme (UNDP) Office who will process the event subsidy holder's payment (if applicable), **it is essential to comply with the established deadlines.**

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

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

9.5.3 The internal administrative process entails the following activities:

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

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9.5.4 The acceptance of event subsidy 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 event subsidies under no circumstances.

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

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

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RLA09801 MCAAP Secretariat

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

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

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9.5.8 Event subsidy 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 event subsidy holders must ensure that their travel documentation to and from the host State is valid. Event subsidy holders who require an entry visa to the host State must obtain it from their nearest consulate or embassy prior to departure.

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10. Travel Assistance using the RLA09801 MCAAP

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

10.2 The following procedure will be used:

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

10.2.2 Administrative Procedure for Travel Assistance

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

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

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

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

10.2.3 The entitlements for a mission include the following:

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

10.2.4 If a Project member decides to apply for assistance from ICAO for travel, they may do so with the understanding that this decision will impact the total number of event subsidies the Project member is eligible for, and that the total monetary value should be the equivalent of the amount of allocated funds for event subsidies 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.

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

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

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

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

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

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

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11. RLA09801 MCAAP Technical Assistance Missions (RLA09801 TEAM)

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

11.2 *Deploying RLA09801 MCAAP TEAMS*

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

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

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

11.2.4 RLA09801 MCAAP TEAM may comprise of:

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

11.2.5 Roles and expectations of RLA09801 MCAAP TEAM experts

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

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

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

11.3 Reporting

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

11.4 Sharing outcomes with other RLA09801 MCAAP Project Members

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

12. Reassessment of the Validity of Non-Implemented Activities

12.1 Approved activities whose implementation has not started within two years from the date of formal approval by the PSC will be subject to review by the Secretariat and, at its discretion, will again be submitted for re-evaluation by the PEC or the PSC (via fast-track procedure).

12.2 The reassessment by the PEC will be final, authorizing the implementation of the activity, or its cancellation, without the need for approval by the PSC.

12.3 The re-evaluation of activities must observe the criteria established in paragraph 7.3.

12.4 If the implementation of the activity does not begin within one year of the re-evaluation decision, the activity will be automatically cancelled, not preventing a new proposal on the same topic from being submitted by the interested party.

13. Procedure for Monitoring the Implementation of Activities/Projects Financed by RLA09801 MCAAP

13.1 OBJECTIVE

13.1.1 Describe the procedure for monitoring and evaluating the implementation by the Project Evaluation Commission (PEC) of activities/projects funded by MCAAP, ratifying the role established for the Commission in the MCAAP Procedural Handbook.

13.2 SCOPE

13.2.1 This procedure applies to all projects and activities financed in whole or in part by MCAAP. Note: in the case of partial financing, monitoring and evaluation will be limited to the financed part(s).

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13.3 RESPONSIBILITY

13.3.1 The RLA09801 Project Coordinator (Secretariat) is responsible for providing the PEC with information regarding:

- a) Project/activity proposals approved by the RLA09801 Project Steering Committee (PSC), including the corresponding Activity Proposal Forms and implementation schedules.
- b) The budget execution of the project/activity.

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13.3.2 Proponents of projects/activities (typically Regional Officers from the NACC Regional Office) are responsible for providing the PEC Rapporteur with:

- a) A report every six months on the implementation status of the corresponding project/activity, detailing actions carried out, not carried out, compliance with the schedule, difficulties encountered, and any other aspects considered relevant by the proponent.

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Note: The dates for sending reports to the PEC will be counted from the approval of the project/activity, either from the PSC meeting or from the response deadline for fast-track cases.

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- b) Any other additional information requested by the PEC.

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13.3.3 PEC members are responsible for:

- a) Analyse and evaluate, qualitatively and quantitatively, the implementation of the projects/activities to comply with the provisions of points 4.6.1 and 12 of the MCAAP Procedural Handbook.
- b) Provide guidance to the Officer responsible for the project/activity on the need for changes in implementation.
- c) Issue an annual evaluation report to be submitted to the PSC.

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