



ICAO

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North American, Central American and Caribbean Office

WORKING PAPER

MCAAP/PEC/9 — WP/03  
18/03/26

**Ninth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/9)**

ICAO NACC Regional Office, Mexico City, Mexico, 25 to 26 March 2026

**Agenda Item 4: Definition of Strategic Parameters for the MCAAP Communication Plan**

**ENHANCED VERSION OF MCAAP COMMUNICATION PLAN**

(Presented by the Secretariat)

**EXECUTIVE SUMMARY**

This working paper presents an enhanced version of the MCAAP Communication Plan, aimed at improving awareness, participation, and effective use of the Project, while maintaining alignment with the scope approved by the Project Steering Committee (PSC) and ensuring implementation within existing resources.

<b>Action:</b>	Presented in Section 3.
<i>Strategic Goals 2026-2050:</i>	<ul style="list-style-type: none"><li>• Every flight is safe and secure</li><li>• Aviation is environmentally sustainable</li><li>• Aviation delivers seamless, accessible, and reliable mobility for all</li><li>• No country left behind</li></ul>
<i>References:</i>	<ul style="list-style-type: none"><li>• Report of the Eighth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/8)</li><li>• Report of the Twelfth Meeting of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee (RLA09801 MCAAP PSC/12)</li></ul>

**1. Introduction**

1.1 The Twelfth Meeting of the FRL09M1 Project Steering Committee (PSC/12) approved the MCAAP/PEC/8 Meeting Report, including the adoption of a Communication Plan for the MCAAP (Conclusion PSC/12/01).

1.2 In line with the mandate to further refine the Project's strategic parameters, including priorities, scope, and level of ambition, this Working Paper presents an enhanced version of the Communication Plan.

1.3 The objective of this enhancement is to improve clarity, usability, and effectiveness of the Plan, while maintaining alignment with the scope approved by the PSC and ensuring implementation within existing resources.

## **2. Discussion**

2.1 The original Communication Plan (Appendix A to the MCAAP/PEC/8 Report) established a simple framework focused on raising awareness of the MCAAP among its members.

2.2 While appropriate, further enhancement was identified as beneficial to:

- a) improve practical implementation of communication activities;
- b) address identified challenges such as limited awareness and turnover of focal points; and
- c) support increased participation of members in MCAAP activities.

2.3 The enhanced version of the MCAAP Communication Plan:

- a) maintains the original intent and scope approved by the PSC;
- b) introduces practical priorities and clearer structure;
- c) strengthens operational guidance without increasing resource requirements; and
- d) ensures flexibility by aligning all actions with available capacity.

2.4 The proposed enhancements do not introduce new institutional roles, funding mechanisms, or external partnerships, and remain fully consistent with the current MCAAP implementation model, based on the development and delivery of activities and missions funded through the Project and coordinated by the Secretariat in collaboration with member States.

2.5 The main activities for the implementation of this enhanced version are:

- a) preparation and dissemination of concise summaries of MCAAP activities (completed and planned), including periodic updates to Points of Contact (POCs) and PEC members;
- b) identification and sharing of selected success stories and results from MCAAP-supported activities, including inputs provided by member States and Organizations;
- c) maintenance and periodic update of the MCAAP section of the ICAO NACC website by the Secretariat, as feasible;

- d) provision of targeted information to newly designated Points of Contact (POCs) and relevant representatives of member States and Organizations, as appropriate, to support early awareness of the MCAAP; and
- e) support from Points of Contact (POCs), as appropriate, through dissemination of information, facilitation of internal coordination, and communication of relevant updates and results to the Secretariat.

### 3. Suggested Actions

3.1 The Meeting is invited to adopt the following Draft Conclusion:

<b>DRAFT CONCLUSION PEC/9/C1</b>		<b>ADOPTION AND IMPLEMENTATION OF ENHANCED VERSION OF THE MCAAP COMMUNICATION PLAN</b>	
<b>What:</b> That, considering the need to enhance awareness, participation, and effective use of the MCAAP, the Project Evaluation Commission:		<b>Expected impact:</b>	
<ul style="list-style-type: none"> <li>a) adopt the enhanced version of the MCAAP Communication Plan contained in <b>Appendix A</b> to this Working Paper;</li> <li>b) requests the Secretariat to implement the Communication Plan within available resources and existing mechanisms by <b>30 October 2026</b>; and</li> <li>c) encourages PEC members and Points of Contact (POCs), as appropriate, to support implementation through dissemination of information, sharing of results, and facilitation of participation in MCAAP activities.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Political / Global</li> <li><input type="checkbox"/> Inter-regional</li> <li><input type="checkbox"/> Economic</li> <li><input type="checkbox"/> Environmental</li> <li><input checked="" type="checkbox"/> Operational/Technical</li> </ul>	
<b>Why:</b> To improve visibility, participation, and overall effectiveness of the MCAAP Project, while maintaining alignment with its current scope and resources.			
<b>When:</b>		<b>Status:</b>	
<ul style="list-style-type: none"> <li>a) Immediately</li> <li>b) <b>30 October 2026</b></li> <li>c) Immediately</li> </ul>		<input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed	
<b>Who:</b>		PEC	
<input type="checkbox"/> States <input checked="" type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:			

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**APPENDIX**  
**REFINED COMMUNICATION PLAN FOR THE MCAAP**

# Communication Plan for the MCAAP

## 1. Situation Analysis

1.1 The FRL09M1 Multi-Regional Civil Aviation Assistance Programme (MCAAP) is not currently being utilized to its full potential. A root cause analysis conducted by the ICAO NACC Regional Office identified a lack of awareness among member States regarding the project's specific benefits and operational mechanisms as a primary factor for this underutilization. Frequent turnover of focal points and senior management further contributes to reduced familiarity with MCAAP procedures.

1.2 This Communication Plan, approved by the Project Steering Committee through Conclusion FRL09M1 PSC/12/01, provides a practical framework to enhance the visibility and effective use of the Project, within existing capacities.

## 2. Strategic Priorities

The communication strategy will focus on the following practical priorities, implemented as appropriate:

- a) facilitating timely awareness among new Directors General and senior administrators regarding the MCAAP, including its benefits and procedures, ideally at an early stage of their mandate; and
- b) supporting member States and Organizations with accessible information on planned activities to facilitate participation and effective use of available support.

## 3. Objectives

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

3.2 Supporting objectives include:

- a) encouraging greater participation of members in MCAAP activities;
- b) promoting awareness of available support mechanisms, including event subsidies; and
- c) highlighting examples of regional cooperation, where relevant.

## 4. Target Audience and Engagement Strategy

4.1 The communication plan focuses on the following audiences:

- a) Directors General and Senior Management of Civil Aviation Authorities and Organizations;
- b) middle management and technical personnel; and
- c) members of the Project Evaluation Commission (PEC).

4.2 Engagement will take place through existing channels and mechanisms, including:

- a) official meetings, forums, and established ICAO communication channels;
- b) direct correspondence from the NACC Regional Office, as appropriate; and
- c) dissemination through designated Points of Contact (POCs) within each member State or Organization.

4.3 States are encouraged, where feasible, to maintain updated Points of Contact and ensure continuity in knowledge transfer. Guidance on desirable profiles for POCs may be shared for reference purposes.

4.4 The PEC is expected to maintain familiarity with MCAAP developments and support awareness within their respective administrations.

## 5. Key Messages

Communication efforts will focus on clear and consistent messaging:

- a) what is the MCAAP and how it supports the implementation of ICAO initiatives (including the No Country Left Behind initiative);
- b) how the project provides support for technical capacity-building and participation in activities; and
- c) examples of completed activities and their contributions to safety, capacity, and efficiency in the region.

## 6. Operational Tactics and Scope

6.1 To support implementation, the following communication actions may be undertaken, as appropriate and subject to available resources:

- a) preparation of concise summaries of MCAAP activities (completed and/or planned), for information purposes;
- b) sharing of selected examples or success stories from MCAAP-supported activities;
- c) maintenance, as feasible, of updated information on the MCAAP section of the ICAO NACC website; and
- d) periodic dissemination of relevant updates to POCs and PEC members, when considered useful.

6.2 All actions will be implemented in a flexible manner, taking into account workload, priorities, and resource availability.

## 7. Evaluation and Accountability

7.1 The effectiveness of the communication plan will be assessed through:

- a) a periodic survey of member States, focusing on awareness and understanding of MCAAP mechanisms; and
- b) general trends in participation of members in MCAAP activities, as an indicative measure.

7.2 The MCAAP Secretariat is responsible for the implementation of this plan, with the support of the PEC Rapporteur and members, within their respective roles.

## **8. Implementation and Resources**

8.1 This plan will be implemented using existing administrative and technical resources of the ICAO NACC Regional Office.

8.2 Communication materials and key information will be made available in English and Spanish, as appropriate, to support accessibility across the NAM/CAR Regions.

8.3 Implementation of this plan will remain flexible and aligned with the operational capacity of the Secretariat.