



**Agenda Item 4: Review of the draft Regional Technical Cooperation Project Document to support the implementation of the Regional Multinational Organisation (RMO)**

**IMPLEMENTATION OF THE RMO THROUGH A REGIONAL TECHNICAL COOPERATION PROJECT**

(Presented by the Secretariat)

**SUMMARY**

This working paper contains proposals for the implementation of the Regional Multinational Organisation (RMO) using the ICAO Technical Cooperation mechanism, through a Regional Technical Cooperation Project. The action to be taken by the Meeting appears in paragraph 4.

**References:**

- Report of the GREPECAS/14 meeting.
- Report of the RAAC/10 meeting.
- Report of the EANAI/1 meeting.

**1. Introduction**

1.1 The GREPECAS/14 meeting, in formulating its conclusions regarding the assistance that ICAO could provide for the implementation of the Regional Multinational Organisation (RMO), adopted Conclusion 14/6 stating that the States concerned, in coordination with ICAO, should consider the establishment of a Regional Technical Cooperation Project for the implementation of multinational facilities. GREPECAS (Conclusion 14/5) has deemed that the establishment of an RMO is the most effective way of implementing/consolidating/managing multinational facilities. The EANAI/1 meeting discussed this matter and formulated Conclusion EANAI 1/3 as follows:

**Conclusion EANAI 1/3- Regional Technical Cooperation Project Document**

That ICAO, taking into account the activities contemplated in project RLA/06/901 with regard to providing assistance for the establishment and start-up of a multinational organisation:

- a) draft the Regional Technical Cooperation Project Document for the provision of the assistance required to comply with the provisional measure contemplated in Article 28 of the draft Constituent Agreement for the RMO;
- b) carry out any other studies needed to put the RMO into operation; and

- c) submit the project document mentioned in a) above to the consideration of the second meeting of the High-Level Panel on Institutional Aspects.

1.2.1 This working paper has been prepared taking into account the contents of this conclusion.

## 2. Analysis

2.1 The successful implementation of the REDDIG as a multinational system has shown the many benefits to be derived by the States from the implementation of a facility under this modality. These benefits have been described on many occasions and this working paper does not intend to revisit this interesting topic. ICAO technical cooperation has also proven to have the mechanisms necessary to assist States in this regard, as is the case of regional project RLA/98/019, through which the REDDIG was implemented, and the current project RLA/03/901, through which ICAO manages the REDDIG on behalf of the project member States.

2.2. Accordingly, the States concerned have concluded that the RMO could be implemented in the SAM Region through a regional project. In this respect, and taking into account the activities of regional project RLA/06/901 concerning the development of institutional aspects, the Secretariat has prepared a proposal, which appears in **Appendix A** to this working paper.

## 3. Discussion

3.1 Taking into account the progress made regarding institutional aspects for the implementation of the SAM RMO, it may be clearly seen from the draft Constituent Agreement Document recommended by GREPECAS (Conclusion 14/5), as reviewed and amended by the EANAI/1 meeting (Conclusion EANAI 1/1), that any specific assistance for the implementation of the RMO under the mechanism of a Technical Cooperation Project requires that the States interested in implementing multinational systems adopt, at the highest level, a definitive regulatory text that expresses, *inter alia*, the willingness of the States concerned to implement the SAM RMO.

3.2 In view of the above, it should be clear that the results of the Diplomatic Conference to be held pursuant to the conclusions of the RAAC/11 meeting, concerning the approval of the draft Constituent Agreement, are of special important to begin the assistance that could be provided by ICAO.

3.3 Likewise, in the period between the EANAI/1 meeting and the Diplomatic Conference, the ICAO Secretariat is working on the definition of the RMO Headquarters that the possible future Technical Cooperation Project might finalise.

3.4 The draft Technical Cooperation Project Document shown in Appendix A takes all this into account. It could even occur that, when the project is activated, the Secretariat may have already defined the location of the RMO Headquarters, in which case the project would only need to establish the corresponding Headquarters Agreement with the selected State.

3.5 Appendix A has been prepared following the classical structure of technical cooperation project documents, with the whereas clauses that justify the project, identifying two immediate objectives, with their respective results and corresponding activities, as well as the inputs and other aspects that are described in Appendix A, which are typically contained in ICAO technical cooperation projects.

3.6 The implementation of the project is proposed in two stages, involving an interesting use of project RLA/06/901 resources for the implementation of Phase I, as indicated in paragraph 3.7. A general description of these phases is provided below:

- a) Phase I of the project, which corresponds to Immediate Objective No 1, is a planning stage leading to the development of the Headquarters Agreement and the Action Plan in sufficient detail and sound enough to permit a gradual and sustainable implementation of the SAM RMO. The cost of this phase can be determined with an acceptable margin of error, and is estimated to be US\$ 60,000. This phase would require the participation of consultants for a period of 16 weeks. In many cases, the consultants would be requested from the Administrations, under the modality used in project RLA/06/901.
- b) Phase II of the project corresponds to Immediate Objective No 2, and refers to the execution of the Action Plan developed in Phase I for the implementation of the SAM RMO. This is the most complicated phase, and its duration depends on the Action Plan implementation programme. Based on the progress made in the studies of the institutional aspects for the implementation of the SAM RMO, it has been possible to develop Phase II, as shown in Appendix A.

3.7 Although, from the point of view of the SAM RMO implementation process, it would be advisable to implement Phases I and II under a single technical cooperation project for reasons of continuity, it is important to note that, taking into account the time between the RAAC/11 meeting and the Diplomatic Conference, which, in the best of cases, would be held in the mid of the second half of 2009, Phase I could be executed under Regional Project RLA/06/901, which could accommodate its activities on institutional aspects to this effect. It should be noted that the RCC/3 meeting of said project would be held in November 2009, which would permit an adjustment of its 2010 programme and the start-up of Phase I as soon as possible.

#### 4. **Suggested Action**

4.1 The Meeting is invited to take into account the information contained in this working paper, in order to:

- a) discuss the proposed Regional Technical Cooperation Project Document for the implementation of the SAM RMO, shown in Appendix A, which was developed pursuant to Conclusion EANAI 1/3; and
- b) consider the possibility of executing Phase I of the implementation of the SAM RMO, which is described in Appendix A, under regional technical cooperation project RLA/06/901.

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**APPENDIX A**

**INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)**

**ANNEX**

to the Letter of Agreement signed between the American States and ICAO for the provision of technical cooperation financed with trust funds

**PROJECT DOCUMENT**

Project number: RLA/XX /XXX

Title: Assistance for the implementation of a Regional Multinational Organisation for the management, consolidation, and implementation of multinational systems

Duration: ..... years, extendable

Government executing bodies: Civil aviation authorities

Executing organisation: ICAO

Expected start-up date: ....., 20....

(Estimated) cost of the project: US\$ .....

Participating States and organisations: SAM States

Brief description: The purpose of this project is to assist civil aviation authorities of ICAO SAM States so that, in keeping with the initiatives of the global air navigation plan and GREPECAS recommendations, they may implement a Regional Multinational Organisation to manage the existing multinational facilities, like the REDDIG, study the consolidation of other existing facilities, like CARSAMMA, and the implementation of other multinational systems required in the Region with a view to the global ATM system.

Approved on behalf of	Signature	Name/Title	Date
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## **A. CONTEXT**

### **1. Description of the Subsector**

1.1 The air transport industry plays an important role in the economic activities of a State and continues to be the fastest growing sector in the global economy. The States rely on the aeronautical industry to maintain or encourage economic growth and to assist in the provision of essential services to local communities. Thus, it can be said that civil aviation makes an important contribution to the general wellbeing and economic viability of each nation and of the world as a whole.

1.2 The Convention on International Civil Aviation, signed in Chicago on 7 December 1944 (the Chicago Convention), establishes certain principles and arrangements for the safe and orderly development of international civil aviation and for the establishment of safe and cost-effective international air transport services based on equal opportunities.

1.3 The Chicago Convention provides an appropriate frame of reference for the identification and definition of State responsibilities regarding civil aviation management, and of the organisational structure and methods to be followed in order to fulfil this mandate. The Convention gave origin to the International Civil Aviation Organization (ICAO), whose purpose and objectives are to develop international air navigation principles and techniques, and promote the organisation and development of air transport with a view to a safe and orderly development of international civil aviation worldwide. All of the States that participate in this regional project are signatory to the Chicago Convention and members of ICAO.

1.4 During the 1994-2006 period, scheduled passenger traffic (in passenger-kilometres) of airlines in the Latin American and Caribbean (CAR/SAM) Regions grew at an annual average of 3.3%, compared to the global annual mean growth rate of 5.1%. In 2006, traffic grew in increments of up to ....% in some parts of the CAR/SAM Regions, anticipating a continuous improvement in the medium term, in line with economic activity.

1.5 A key factor for maintaining the vitality of civil aviation in face of its continuous growth is to ensure that a safe, secure, efficient, and environmentally sustainable air navigation system is in place. This requires the implementation of an air traffic management system to maximise the improved capabilities provided by technical developments.

1.6 The global air traffic management (ATM) operational concept, endorsed by the Eleventh Air Navigation Conference convened by ICAO in 2003 (AN-Conf/11), offers a new vision for the implementation of an integrated and interfunctional global ATM system with an implementation horizon of 2025. Following a consultation meeting held in 2004 with the ICAO Air Navigation Commission, the industry stakeholders developed a roadmap for ATM implementation with a view to obtaining short- and medium-term benefits, while working to attain the global ATM system foreseen in the operational concept. At the request of the Commission, this roadmap was included in a revision of the Global Air Navigation Plan for CNS/ATM systems.

1.8 The revised global air navigation plan will expedite the planning and implementation of these developments using new and innovative methods. A set of Global Plan Initiatives (GPIs) will ensure that opportunities in the short and medium term are fully tackled, while the related planning tools will provide guidance concerning the activities foreseen and serve as a basis for setting performance objectives and implementation deadlines.

1.9 The 35<sup>th</sup> ICAO Assembly endorsed the ATM operational concept and stated that it was the framework for planning and implementing CNS/ATM systems with a view to the global ATM system (Res. 35-15). Taking into account the nature of CNS/ATM systems, the philosophy and structure of the ATM operational concept, the implementation of the global ATM system within the framework of the concept vision will require unprecedented cooperation among all the stakeholders of the ATM community. In this sense, the

implementation of multinational systems is seen as the most suitable option to meet the global/regional performance requirements that have been and that may be identified in the SAM Region.

## **2. The Strategy of the States in the Region**

2.1 As ICAO contracting States and signatories to the Convention on International Civil Aviation, the States participating in this project have assumed specific obligations regarding the adoption of international standards and recommended practices to regulate international civil aviation. The civil aviation director or similar administrative authority in each State is responsible for ensuring that the civil aviation administration complies with these international obligations.

2.2 According to those obligations, civil aviation administrations are responsible for the development and implementation of the facilities, services, and procedures necessary for the safety, regularity, and efficiency of air operations. The orderly and timely implementation of such facilities, services, and procedures is agreed upon by the contracting States and coordinated by ICAO through regional air navigation plans.

2.3 Air navigation plans define in detail the facilities, services, and procedures required for international air navigation in a given area. These plans contain recommendations that governments can apply in their programmes for the provision of air navigation facilities, with the assurance that, if implemented according to the plan, these facilities, together with those of the other States, will form a general network that will last for a long time.

2.4 Each contracting State is responsible for providing such facilities in its territory, in keeping with Article 28 of the Convention. The ICAO Council has recommended that these facilities encompass those specified in air navigation plans. These plans are constantly being reviewed and updated by ICAO with the assistance of the corresponding regional planning and implementation group (PIRG), based on a global plan that consolidates and unifies the general requirements. In the Caribbean (CAR) and South American (SAM) Regions, the planning of these facilities is contained in Doc 8733, Air Navigation Plan - Caribbean and South American Regions, Volume II-FASID, based on the recommendations of the Third Caribbean/South American Regional Air Navigation Meeting (CAR/SAM RAN/3).

2.5 Each State must secure the necessary financial and technical resources to ensure the implementation of air navigation plans, taking into account the global nature of CNS/ATM systems, which sometimes extend beyond the boundaries of flight information regions under the responsibility of the State, and, in other cases, require a multinational approach to their implementation, under a cooperation scheme for sharing the resources required to implement these multinational facilities.

2.6 Through the GREPECAS mechanism, the meetings of Civil Aviation Authorities, and with the assistance of Regional Project RLA/98/003, the States have been considering for years a multinational approach to facilities that is consistent with the Regional Air Navigation Plan and the Global Plan. In this process, the States have identified possible regional scenarios, the facilities subject to implementation as multinational systems, a CAR/SAM strategy for the implementation of these systems, and several organisational options for the implementation of these multinational facilities.

2.7 The RACC/10 meeting (Caracas, Venezuela, June 2007) analysed the results of the GREPECAS/14 meeting. In this regard, it reviewed Conclusions 14/5 and 14/6 on the use of the guidance material concerning an Constituent Agreement for the implementation of a Regional Multinational Organisation, as well as the use of ICAO technical cooperation to expedite the implementation of said organisation. These matters were discussed in depth by the EANA/1 meeting held in May 2008 with a view to continue discussions at the EANA/2 meeting.

2.8. The States concerned of the Region adopted the approach of implementing a Regional Multinational Organisation as the most suitable strategy to manage the South American digital network, consolidate the

regional agency, CARSAMMA, and conduct studies for the implementation and management of the new multinational facilities required for a gradual evolution to the global ATM.

### **3. Previous and Current Assistance Provided to the Subsector**

3.1 The study of institutional aspects for the implementation of multinational systems was supported by regional technical cooperation project RLA/98/003. However, other projects have provided assistance for the implementation and/or study of multinational systems. These cooperation mechanisms are described below.

#### *Transition to CNS/ATM Systems in the CAR and SAM Regions (RLA/98/003)*

3.1.1 The objective of this project, funded by 12 States of the CAR and SAM Regions and COCESNA, was to assist States in the implementation of the new communication, navigation and surveillance/air traffic management (CNS/ATM) systems, in keeping with the CAR/SAM Regional Implementation Plan and ICAO standards and recommended practices. It started in 1998 with a foreseen duration of 3 years, and was extended until 2006. Project activities were an important tool for restructuring the ATS route network, using area navigation (RNAV) routes as well as the plan for the implementation of reduced vertical separation minima (RVSM) and the required navigation performance (RNP 10) in the Santiago-Lima segment. This resulted in improved safety and efficiency levels.

3.1.2 Project RLA/98/003 also prepared the document entitled “*Guidance material for the evolution to the ICAO Global ATM in the CAR/SAM Regions*”, which will be an important guide on this topic for the next few years. Likewise, a software tool for the implementation of CNS/ATM systems, known as the *Planning and Evaluation Tool (PET)*, was distributed to all States. Three seminars were held on the institutional aspects of CNS/ATM systems, and studies were conducted in support of the GREPECAS Institutional Aspects Task Force concerning possible institutional arrangements for systems identified as the most appropriate ones to be implemented as multinational systems.

#### *Implementation of the SAM Digital Network - REDDIG (RLA/98/019)*

3.1.3 This project, which was implemented between 1999 and 2003, was aimed at providing assistance to the States for the acquisition, installation, implementation, and initial management of the South American Digital Network (REDDIG), with a view to modernising aeronautical fixed service communications at the regional level. This ground-based satellite communication system was implemented as a multinational system and is currently managed by ICAO technical cooperation project RLA/03/901.

#### *Regional GNSS Augmentation Trial (RLA/00/009)*

3.1.4 This project was funded by twelve States and the Central American Corporation for Air Navigation Services (COCESNA). Its goal was to develop a plan to test and assess the technical and operational advantages of the WAAS-type satellite augmentation system (SBAS) of the United States Federal Aviation Administration (FAA) in the Caribbean and South American Regions, in order to contribute to the establishment of the satellite-based augmentation system operational model. It started in 2001 with a foreseen duration of 3 years, and was extended until 2007.

#### *REDDIG and Satellite Segment Management System (RLA/03/901)*

3.1.5 The purpose of this project, funded by thirteen States, was to establish a multinational mechanism to manage the South American digital network (REDDIG), taking into account regional developments and the need to modernise aeronautical fixed service communications to make them homogeneous, interconnectable and interfunctional with other digital networks. It started in 2003 and was foreseen to last 5 years. Trinidad and Tobago joined the REDDIG in 2005.

*GNSS Transition in the CAR/SAM Regions - Augmentation Solution for the Caribbean, Central America and South America – SACCSA (RLA/03/902)*

3.1.6 The governments of Chile, Cuba, Colombia, and Spain, and COCESNA, with the support of the European Commission and the European Space Agency (ESA) through the Galileo Joint Undertaking (GJU), are funding this project for the planning the development of the technical, financial, and operational aspects of a pre-operational EGNOS-type satellite-based augmentation system (SBAS) for the CAR and SAM Regions. It started in 2003, with a foreseen duration of 4 years.

*Transition to the Global ATM (RLA/06/901)*

3.1.7 The purpose of this project is to assist the civil aviation authorities of the participating States and organisations in the development of Global Air Navigation Plan Initiatives (GPIs) that will contribute to the implementation of a regional air traffic management system, taking into account the ATM operational concept and the support of CNS/ATM technologies, including AGA, AIS, MET, and SAR elements, the exchange of experiences in the processes, and the training of personnel in the related topics.

#### **4. Regional Institutional Framework for the Subsector**

4.1 ICAO has a Regional Office in Lima (for South America), accredited before the States that participate in this project, which is in charge of promoting and furthering the implementation of the standards, recommended practices, and international procedures established in the Annexes to the Chicago Convention, and the implementation of the regional air navigation plan.

4.2 The Caribbean and South American Regional Air Navigation Planning and Implementation Group (GREPECAS) is the regional mechanism (PIRG) responsible for ensuring the continued implementation of the regional air navigation plan, identifying specific problems affecting air navigation, and suggesting the appropriate solutions. All of the States that participate in this project are members of GREPECAS.

4.3 The Meetings of Civil Aviation Authorities (RAACs) review the progress made in the implementation of the Air Navigation Plan and set guidelines to expedite the process of implementation of the facilities foreseen in the Regional and Global Plans.

4.3 The ICAO Technical Cooperation Bureau (TCB), through the Lima and Mexico Regional Offices, keeps in contact with contracting States that require or receive technical cooperation in the area of civil aviation and coordinates the management and implementation of the agreed assistance.

## **B. PROJECT JUSTIFICATION**

### **1. Problems to be Addressed: Current Situation**

#### **Limitations for the Implementation of CNS/ATM Systems to Support the Global ATM**

1.1 The States have identified the problems related to limitations in the planning, implementation, and management processes for the integration of technological resources, information systems, services, and human resources, which need to be addressed in a holistic way in order to evolve towards the global ATM system. In this sense, and taking into account the global nature of the ATM system, the following can be noted:

- a) Lack of a systematic implementation process, resulting in different services and procedures emerging from different collaborative decision-making systems and tools.
- b) Lack of a regional strategic approach to the definition of performance specifications for a homogeneous identification of technical/operational requirements.
- c) Lack of a regional cooperation and collaboration scheme to expedite funding for sharing all types of resources for short- and medium-term implementation of ATM improvements.
- d) Lack of a centralised management structure enabling a cost-efficient and more reliable operation of facilities under the ATM operational concept.
- e) Airspace fragmentation and rigid route structures that prevent taking full advantage of airborne and ground system automation capabilities.

1.2 The multinational approach agreed by the States for a joint solution to the implementation of multinational facilities will permit the development of a global, inter-functional air traffic management system for all users during all flight phases that meets the agreed safety levels, provides cost-effective operations, is environmentally sustainable, and meets security requirements.

### **2. Situation and Benefits Expected upon Completion of the Project**

2.1 A regional multinational organisation (RMO) will have been implemented in the Region, providing the following benefits:

- a) Regional strength and presence for the planning, consolidation, implementation, and management of the multinational systems required by the Region with a view to the global ATM.
- b) Regional strength and presence to coordinate, at the global level, the implementation and development of the ATM operational concept with a view to the global ATM.
- c) Capacity for a homogeneous and integrated planning/implementation of services with common technical/operational objectives.
- d) The funding and reduction of costs for the implementation, operation, and maintenance of multinational and other services and systems will be facilitated.
- e) Users throughout the regional airspace will derive immediate benefits in a harmonised way; and
- f) Centralised management of the main multinational facilities in the Region and more efficient and reliable management and control by the States that form part of the RMO.

### **3. Future Assistance Requirements**

3.1 Additional assistance might be required during the early years of operation of the new international organisation for its gradual consolidation and evolution. These services can be hired as needed.

## 5. **Justification of ICAO Assistance**

6.1 As the international aeronautical community knows, ICAO has been for more than 50 years the United Nations specialised agency for civil aviation, and, as such, is responsible for providing the frame of reference for virtually all civil aviation regulations in its contracting States. The same experts that provide assistance for the development and maintenance of this frame of reference provide technical support in the ICAO Technical Cooperation Programme. Against this background, ICAO has been implementing technical assistance projects for its contracting States in a neutral, non-profit, and thus more cost-effective manner since 1952.

6.2 The States and organisations that participate in this project and in the various regional projects cited in paragraph 3 see it is an effective tool for executing regional plans for the implementation of the global ATM system elements foreseen in the regional/global air navigation plan. They also feel that many of these projects have contributed to the timely and successful attainment of GREPECAS objectives, allowing for an increase in airspace capacity and efficiency.

6.3 Accordingly, based on the studies conducted within the framework of GREPECAS, the GREPECAS/14 meeting concluded that ICAO should provide assistance for the implementation of the Regional Multinational Organisation (Conclusion 14/6).

## 7. **Special Considerations**

7.1 This project will maintain links with existing regional projects that are related to its objectives, and with the national technical cooperation programmes being executed by the participating States in the same subsector, in order to coordinate and complement their activities.

## 8. **Coordination Arrangements**

8.1 Taking into account the dynamic and the close relationship that needs to exist with the States concerned in the Region in order to carry out project activities, the technical activities of the project will be conducted by the ICAO South American Regional Office, which has the appropriate staff for the technical development of the project. To this end, an international coordinator will be designated. The Technical Cooperation Bureau will provide the administrative support in keeping with the policies, regulations, and instructions defined for the ICAO Technical Cooperation Programme.

8.2 The Project Coordination Committee, made up by representatives accredited by the participating States and organisations, will analyse and assess project development, approve the annual programme of activities, update the work plan as necessary, and review and approve changes to its scope at the suggestion of the executing organisation. The Project Coordination Committee will meet regularly, at least once a year, under the leadership of the International Coordinator.

8.3 Project implementation will begin following the Diplomatic Conference to be convened as a result of the RAAC/11 meeting. By then, progress shall have been made on the following issues.

1. Final comments on the draft Constituent Agreement, based on the results of the EANA/1 and EANA/2 meetings.

2. Agreements for conducting the studies required for the establishment of the RMO, in keeping with the results of the EANA/1, EANA/2, and RAAC/11 meetings.

3. Preliminary studies on the selection of RMO Headquarters.

8.4 The project will be executed in two phases. Phase I involves the attainment of Immediate Objective No 1. Once the results foreseen in this Objective have been achieved, the project will proceed to Phase II, involving Immediate Objective No 2, for the implementation of the RMO as an international organisation. The budget for Phase II will be defined once Phase I has been completed.

## **9. Support Capabilities of Counterparts**

9.1 States participating in the project shall undertake to fully participate in all planned assistance activities and support the visits scheduled, working with the counterparts and obtaining information for the purposes of the project. They shall also agree to apply or implement the results and recommendations of the project relevant to them, with a view to the gradual implementation of the RMO.

9.2 The States participating in the project will provide counterpart support as necessary for the successful implementation of the activities foreseen and for ensuring the sustainability of the results. This support may involve the participation of professionals or other full-time or part-time staff, and the provision of office space, rooms, furniture, equipment, inputs, local transportation, telephone, telefax, Internet and other services that are essential for the effective performance of activities by the staff assigned by the project.

## **C. DEVELOPMENT OBJECTIVE**

The project will help maintain a safer, more efficient, and cost-effective air transportation system as a means to support the social, economic, and cultural development of the CAR/SAM Regions, facilitating the establishment of a safe, secure, efficient, and environmentally sustainable air navigation system.

## **D. IMMEDIATE OBJECTIVES, RESULTS, AND ACTIVITIES**

These are shown in the following pages. Abbreviations used in the third column have the following meaning:

PM	Project Manager/Coordinator
RO	ICAO South American Regional Office
LEG	Legal expert
CNS	CNS expert
ATM	ATM expert
ECO	Economic expert
RAAC	Meetings of civil aviation authorities
States	States participating in the project
RCC	Project coordination meetings

### Immediate Objective No 1

Conduct the studies required for the implementation of the Regional Multinational Organisation (RMO) as an international organisation, including those to be conducted by this organisation according to CNS/ATM systems.

*Success criteria:* Relevant studies duly coordinated and conducted to the satisfaction of the States concerned.  
Action plan for the establishment of the RMO approved.

<b>Result</b>	<b>Activities</b>	<b>Responsible parties</b>
1.1 Legal/institutional background material to begin studies duly documented.	1.1.1 Collection of data on the legal/institutional matters addressed by the CAR/SAM Regions  One week	RO; LEG
1.2 RMO Headquarters defined.	1.2.1 Completion of preliminary studies on the minimum requirements for defining the Headquarters.  One week	RO, LEG
	1.2.2 Approval of the minimum requirements for defining the Headquarters	States
	1.2.3 Identification of the State to host the RMO and drafting of the Headquarters Agreement  Two weeks	RO, LEG
	1.2.4 Approval of the host State and of the Headquarters Agreement  First Project Coordination Meeting (RCC/1)	RO, States
1.3 Action plan for the establishment of the RMO developed and approved by the States	1.3.1 Visit to the host State for <i>in-situ</i> verification of the conditions offered and the Headquarters Agreement, and establishment of the coordination mechanism for the development of the Action Plan  Two weeks	RO, LEG, PM
	1.3.2 Development of the Action Plan for the establishment and initial operation of the RMO, taking into account the following:  a) The period for the ratification of the Agreement by the States concerned.  b) Implementation of the legal framework offered by the host State for the operation of the RMO (legal status, privileges, immunities, policy on personnel, etc.), based on the results of the Diplomatic Conference  c) Work timetable of the host State for adjusting the facilities in accordance with the Headquarters Agreement.  d) REDDIG as the first multinational facility to be managed by the RMO. Studies to discontinue	PM, LEG, ATM, CNS; ECO, States

	<p>ICAO technical cooperation and begin management by the RMO.</p> <p>e) Studies for the management of CARSAMMA by the RMO</p> <p>f) Definition of the RMO organisational chart based on the organisational/administrative aspects of the Constituent Agreement. Definition of the initial organisational chart for operational purposes.</p> <p>g) Drafting of the by-laws and administrative procedures for the RMO and personnel policies in accordance with the Headquarters Agreement</p> <p>h) Personnel requirements and training for initial operation</p> <p>i) Cost-benefit study for CARSAMMA</p> <p>10 weeks of consultants</p>	
	<p>1.3.3 Coordination with the host State and the other States concerned for the approval of the Action Plan</p> <p>Second Coordination Meeting (RCC/2)</p>	<p>RO, PM; member States</p>

The formulation of the next Immediate Objective or Objective No 2 is based on the availability and approval of the Action Plan for the establishment of the RMO (Note 1) by member States. To this end, projects and studies need to be defined so that the RMO may begin operations, at least through the management of the REDDIG.

*Note 1: It must be understood that “the establishment of the RMO” involves the development of all the activities required so that the technical cooperation project, together with the Executive Director of the RMO, may start managing multinational systems for a period to be determined, which will be the period for transferring the responsibilities for the management of the envisaged multinational systems to the RMO.*

**Immediate Objective No 2**

Management of multinational systems by the RMO

*Success criterion:* REDDIG operating within the framework of the RMO.

<b>Result</b>	<b>Activities</b>	<b>Responsible parties</b>
2.1 Action Plan for the establishment of the RMO implemented	<p>2.1.1 Activities involved in the implementation of the Action Plan for the establishment of the RMO, including:</p> <p>a) Studies for the transfer of REDDIG operations to the RMO.</p> <p>b) Studies on CARSAMMA for its future management by the RMO</p> <p>c) Execution of the action plan for the transfer of the REDDIG to the RMO, and definition of activities for its implementation.</p> <p>e) If the decision has been made for the transfer of CARSAMMA to the RMO, drafting of an Action Plan for the transfer of the regional monitoring agency to the RMO, and establishment of activities for its implementation.</p> <p>f) Development of the initial organisational chart of the RMO, and personnel and training requirements.</p> <p>g) Implementation of the personnel training plan.</p> <p>h) Development of the RMO Staffing Programme for gradual assumption of executive functions.</p> <p>i) Development of the programme for transferring technical cooperation programme responsibilities to RMO staff</p>	RO, PM, host State, and different consultants.
2.2 RMO in operation	2.2.1 Implement the RMO initial organisational chart and transfer the REDDIG from the project to the RMO.	PM, RCC
	2.2.2 Same as 2.2.1 for CARSAMMA (if applicable).	PM, RMO executive director
	2.2.3 Coordination work and official announcement of RMO establishment and operation to the international community.	PM, RMO executive director
	2.2.4. End of the transfer period and inauguration of the RMO as an international organisation	RMO executive director

## **E. INPUTS**

### **1. Inputs by the Participating States and Organisations**

#### **1.1 Staff**

1.1.1 The participating States will provide:

- a) Professionals in the required specialties as candidates to be selected by ICAO to carry out project activities;
- b) The national counterpart staff corresponding to the specialties of project consultants;
- c) Administrative staff to support project advisory missions, as necessary.

1.1.2 The participating States will continue to pay their personnel their usual salary during the period agreed for their assignment by ICAO to carry out project activities.

#### **1.2 Training**

1.2.1 The participating States will pay for air tickets to and from the venue of events and training programmes sponsored by the project and held abroad, and will continue paying the corresponding salary and other usual assignments to their staff throughout the fellowships granted to them.

#### **1.3 Office space and equipment**

1.3.1 Until the RMO Headquarters is defined, the project will operate in the ICAO South American Office in Lima. Once the RMO Headquarters has been defined, the project will operate in the host State, under the conditions agreed for RMO operation.

1.3.2 The participating States will provide office facilities, equipment, office supplies, as well as local transportation, and international telephone and electronic communication facilities for project consultants when sent by the project in a mission to said States.

### **2. Project Inputs**

#### **2.1 Assignment of Professional Staff**

2.1.1 International consultants will be provided to carry out the activities foreseen in those areas in which there are no professionals available from the participating States and organisations.

#### **2.2 Administrative Support**

2.2.1 Administrative staff will be provided as necessary to support project activities.

#### **2.3 Official Trips and Missions**

2.3.1 Funds will be provided to cover the cost of project coordination, monitoring, and revision missions, as necessary.

2.3.2 Funds will be provided to finance the trips, insurance, and *per diems* of the professionals from the participating States and organisations who have been selected by ICAO to conduct project activities.

## 2.4 **Training**

2.4.1 Funds will be provided for scholarships, in keeping with the training plan approved every year by the Project Coordination Committee.

2.4.2 Occasionally, and based on the budget available and approved to this effect, international two-way tickets will be provided for the participation of State representatives at events sponsored by the project.

## 2.5 **Equipment**

2.5.1 The host State will provide the project with the necessary equipment, in keeping with the Headquarters Agreement. However, budget items will be foreseen for the acquisition of equipment and supplies that might be required for project activities.

## 2.6 **Other**

2.6.1 The budget includes provisions to cover the various expenses of the project, the drafting of reports, plans and manuals, simultaneous interpretation services, translation of documents, and overhead of the project executing body.

## **F. RISKS**

1. Factors that could delay or prevent the achievement of project results and objectives are the lack of timely payment of contributions to cover the shared costs of participating States, delays in the selection of professional staff for the project and candidates for scholarships, and bureaucratic delays in the approval of purchases.
2. The delay in the definition of the RMO Headquarters could affect its achievements.
3. Another factor that could cause serious delays or prevent the achievement of project results and objectives is a drastic change in the political or economic conditions in the participating States.

## **G. PREVIOUS OBLIGATIONS AND PRE-REQUISITES**

1. This section will be developed subsequently.

## **H. PROJECT SUPERVISION, REPORTING AND REVIEWS**

1. This section will be developed subsequently based on the guidelines for the development of technical cooperation projects.

**I. BUDGET**

The project budget is presented in the following pages.

**PROJECT BUDGET**

1. Will be developed subsequently for Phase I and, once this phase has been completed, the one for Phase II will be prepared.

**FINAL PROJECT REPORT**

1. Annual reports will be submitted in keeping with technical cooperation project development procedures.

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