



ICAO

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

WORKING PAPER

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Third Meeting of the RLA/09/801 Project Evaluation Commission (MCCAP/PEC/3)
ICAO NACC Regional Office, Mexico City, Mexico, 13 to 17 May 2019

Agenda Item 2: Review of the Procedural Handbook

REVIEW OF THE RLA/09/801 MCAAP PROCEDURAL HANDBOOK

(Presented by the Secretariat)

| EXECUTIVE SUMMARY | |
|--|--|
| This Working Paper presents proposed changes to the MCAAP Procedural Handbook. | |
| Action: | As described in Section 2. |
| Strategic Objectives: | <ul style="list-style-type: none">• Safety• Air Navigation Capacity and Efficiency• Security & Facilitation• Economic Development of Air Transport• Environmental Protection |
| References: | <ul style="list-style-type: none">• Fourth Teleconference of the Project Evaluation Commission (PEC) of Project RLA/09/801 held on 22 March 2019 |

1. Introduction

1.1 During the Fourth Teleconference of the Project Evaluation Commission (PEC) of Project RLA/09/801, the Coordinator of the Project presented several points of the MCAAP Procedural Handbook that need improvement.

1.2 It should be considered that the Handbook should be updated in order to clarify some of the management actions, as well as to establish missing procedures.

1.3 The **Appendix** to this working paper includes a draft update to the MCAAP Procedural Handbook for revision of the Meeting.

2. Suggested Action

2.1 The Meeting is invited to:

- a) review and improve the draft update MCAAP Procedural Handbook presented in the Appendix to this working paper; and
- b) recommend other actions as deemed necessary.



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North American, Central American and Caribbean Office

RLA/09/801

**Multi-Regional Civil Aviation Assistance
Programme**

MCAAP

Procedural Handbook

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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), safety improvements and performance-based air navigation services/systems; in order to achieve a safe, efficient and sustainable aviation system in harmonization with the Global Air Navigation Plan (GANP), Global Aviation Safety Plan (GASP), CAR/SAM Regional Air Navigation Plan and regional performance targets for air navigation and aviation safety; and in support of the ICAO No Country Left Behind (NCLB) initiative and this multiregional assistance programme.

2. Background

2.1 In order to support States in the NAM/CAR Regions with national level implementation of future systems and services in accordance with the NAM/CAR Regional Performance-Based Air Navigation Implementation Plan (RPBANIP), and in order to continue the implementation support and benefits of the CAR RLA/09/801 Project, the Fourth Steering Committee Meeting (RLA/09/801 SCM/4) adopted Decision RLA/09/801 SCM/4/9 – CAR RLA/09/801 Project Extension:

DECISION

RLA/09/801 SCM/4/9

CAR RLA/09/801 PROJECT EXTENSION

That in order to continue the implementation support and benefits of the CAR RLA/09/801 Project:

- a) Project Members extend the implementation period for four more years as of 13 July 2016; and*
- b) ICAO NACC Regional Office conduct the necessary actions for this extension.*

2.2 RLA/09/801 SCM/4 also agreed to establish a Project Evaluation Commission, consisting of members from Cuba, Curacao, Dominican Republic, United States, the ICAO NACC Regional Office, and the ICAO Technical Cooperation Bureau. Their mandate was to update the RLA/09/801 Project Document (PRODOC), evaluate project management activity, and propose improvements and new activities to support implementation.

2.3 This Project, as modified by the Project Evaluation Commission, and approved by the Fifth SCM teleconference, is a tool to assist Member States in the effective implementation of ICAO SARPs, and to streamline aviation safety and air navigation implementation matters consistent with global air navigation, aviation safety plans and regional performance targets for air navigation and aviation safety.

2.4 The Phase II RLA/09/801-B – MCAAP Project Document (PRODOC) was signed during the Fifth Steering Committee Meeting of the Regional Technical Cooperation Project for the Caribbean Region – (RLA/09/801 SCM/5) on 11 May 2016 in Nassau, Bahamas, which was held in conjunction with the Sixth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/6) also held in the same venue from 10 to 12 May 2016.

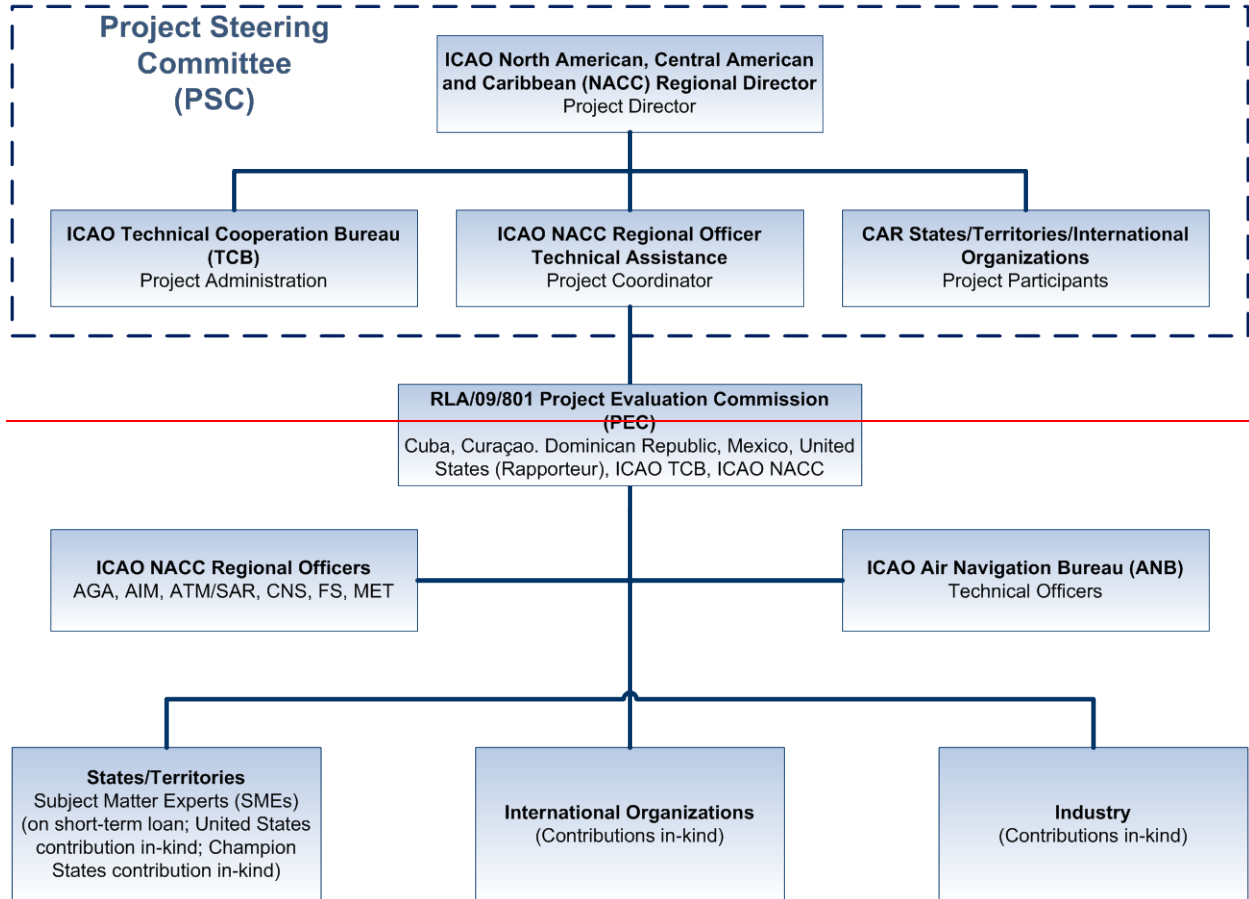
3. RLA/09/801 MCAAP Project Member States

3.1 Bahamas, Barbados, Canada, Cuba, Curaçao, Dominican Republic, Haiti, Jamaica, Mexico, OECS States through ECCAA (Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines), Trinidad and Tobago and Central American States through COCESNA (Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua) *and United States*.

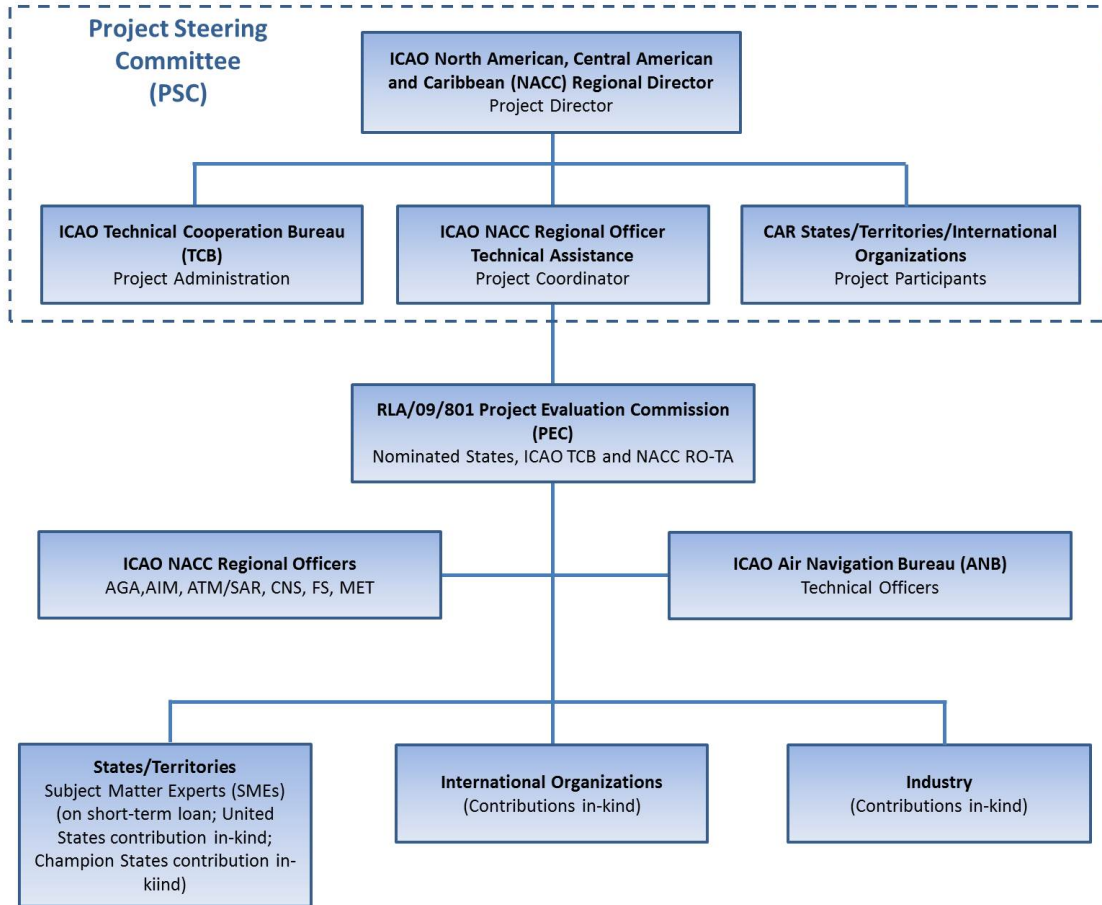
3.2 With the increased effectiveness and efficiency of this Project, regional aviation safety and security issues will improve and participants will benefit as a result of the RLA/09/801 MCAAP Project expansion.

4. RLA/09/801 MCAAP Organizational Chart ~~and Secretariat~~

RLA/09/801 Project Organization



RLA/09/801 Project Organization



5. RLA/09/801 MCAAP Project Roles and Responsibilities

5.1 RLA/09/801 MCAAP Project Director

~~4.1~~ The ICAO NACC Regional Director serves as the Project Director of RLA/09/801 MCAAP. *The RLA/09/801 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.*

5.2 RLA/09/801 MCAAP Secretariat

5.2.1 The Coordinator (Secretariat) is the ICAO NACC Regional Officer, Technical Assistance (RO/TA) with the support of the Technical Cooperation Associate.

5.2.2 *The RLA/09/801 MCAAP Secretariat supports the RLA/09/801 MCAAP by providing administrative, coordination and technical support to the RLA/09/801 MCAAP members, as required.*

5.2.3 The RLA/09/801 MCAAP Secretariat functions are the following:

1. manage the RLA/09/801 MCAAP work programme and associated activities;
2. administer budget execution/allocation for PSC approval;
3. administer fellowship process;
4. ~~administer~~ propose RLA/09/801 MCAAP TEAM missions ~~by~~ and ~~assignment of~~ Subject Matter Experts (SMEs) in coordination with the ICAO NACC Regional Officers;
5. develop meeting agendas proposals in coordination with the RLA/09/801 MCAAP PSC and PEC;
6. the Project Coordinator will chair PSC meetings on behalf of the Project Director;
7. prepare PSC and PEC meeting agendas, documentation and summaries of discussion;
8. monitor action items and report annual status to the RLA/09/801 MCAAP PSC;
9. maintain communication with the RLA/09/801 MCAAP members;
10. identify required administrative support; and
11. control and administer the RLA/09/801 MCAAP website.

5.32.14 In addition to the functions above, the RLA/09/801 MCAAP Project Coordinator will ~~differe~~ ~~to seek for~~ the RLA/09/801 MCAAP Project Director's ~~approval on for~~ the following:

1. ~~approvals~~ for the use of consultants as described in paragraph 9.4;
2. ~~approvals~~ of additional RLA/09/801 MCAAP work programme events after the initial approval by the PSC; and
3. ~~approvals~~ for attendance of Regional Officers, SMEs and ICAO Secretariat staff at work programme events.

5.3.2.4.1 Once approved by the RLA/09/801 Project Director, the RLA/09/801 MCAAP Project Coordinator will request the approval by the PSC using the fast-track procedure (paragraph 6 refers).

5.3 RLA/09/801 MCAAP Administration

5.3.1 The administration is handled by the ICAO Technical Cooperation Bureau (TCB), Field Operations, Americas Office (FOS), *in accordance with ICAO establish procedures and practices.*

5.3.2 *The RLA/09/801 MCAAP Administrator (TCB) is tasked to oversee this TC project and its implementation in the following manner:*

- 1. review and approve changes and amendments to RLA/09/801 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. certify funds for Project fellowships; and*
- 7. on any other issues regarding implementation of RLA/09/801 MCAAP refer to Part 5 – Technical Cooperation and Technical Assistance of the ICAO Regional Office Manual.*

~~The 20 CAR States participating in the RLA/09/801 MCAAP Project (paragraph 3.1 refers) are the beneficiaries of the activities undertaken by the Project through the 11 members who are signatories of the Project. United States participates in the Project by providing in-kind support; however, it is not a recipient of fellowships offered by the Project.~~

~~4.2 All parties mentioned in paragraph 4.1 are members of the RLA/09/801 MCAAP Project Steering Committee (PSC) [formerly known as SCM]. To facilitate the work of the PSC, Directors of Civil Aviation are urged to designate a national RLA/09/801 MCAAP focal point to represent their interests at PSC teleconferences for routine working level issues.~~

~~5. RLA/09/801 MCAAP Project Roles and Responsibilities~~

~~RLA/09/801 MCAAP Project Director~~

~~5.1 The RLA/09/801 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.~~

~~RLA/09/801 MCAAP Secretariat~~

~~5.2 The RLA/09/801 MCAAP Secretariat supports the RLA/09/801 MCAAP by providing administrative, coordination and technical support to the RLA/09/801 MCAAP members, as required.~~

- ~~5.3~~ The RLA/09/801 MCAAP Secretariat functions are the following:
- ~~12.~~ manage the RLA/09/801 MCAAP work programme and associated activities;
 - ~~13.~~ administer budget execution/allocation for PSC approval;
 - ~~14.~~ administer fellowship process;
 - ~~15.~~ administer RLA/09/801 MCAAP TEAM missions by assigning Subject Matter Experts (SMEs) in coordination with the ICAO NACC Regional Officers;
 - ~~16.~~ develop meeting agendas proposals in coordination with the RLA/09/801 MCAAP PSC and PEC;
 - ~~17.~~ the Project Coordinator will chair PSC meetings on behalf of the Project Director;
 - ~~18.~~ prepare PSC and PEC meeting agendas, documentation and summaries of discussion;
 - ~~19.~~ monitor action items and report annual status to the RLA/09/801 MCAAP PSC;
 - ~~20.~~ maintain communication with the RLA/09/801 MCAAP members;

5.4 RLA/09/801 MCAAP Member States

5.4.1 All parties mentioned in paragraph 3.1 are members of the RLA/09/801 MCAAP Project Steering Committee (PSC) [formerly known as SCM].

5.4.1.1 To facilitate the work of the PSC, Directors of Civil Aviation are urged to designate a national RLA/09/801 MCAAP focal point to represent their interests at PSC teleconferences for routine working level issues.

~~4.2.5.4.2~~ The 20 CAR States participating in the RLA/09/801 MCAAP Project are the beneficiaries of the activities undertaken by the Project through the 11 members who are signatories of the Project.

5.4.3 Canada and United States participates in the Project by providing in-kind support are not ; however, it is not a recipients of fellowships offered by the Project.

~~All parties mentioned in paragraph 4.1 are members of the RLA/09/801 MCAAP Project Steering Committee (PSC) [formerly known as SCM]. To facilitate the work of the PSC, Directors of Civil Aviation are urged to designate a national RLA/09/801 MCAAP focal point to represent their interests at PSC teleconferences for routine working level issues.~~

5.4.4 ~~5.4~~ The responsibilities of the RLA/09/801 MCAAP Member States are the following:

- a. deposit the Project contributions established by the PSC within set deadlines; and
- b. provide act as advisors to the ICAO NACC Regional Office for the preparation of the event calendar.

5.4.4.1 The United States participates in the Project by providing in-kind support only, being exempt from the contribution referred to in "a" above.

5.5 RLA/09/801 MCAAP Project Steering Committee (PSC)

~~5.5~~ The responsibilities of the PSC are the following:

1. ~~1.~~ approve the Project Document (PRODOC) and any revisions made by the PEC prior to its official submission to the ICAO Technical Cooperation Bureau (TCB) Project Development Unit (PDU);
2. ~~2.~~ approve the RLA/09/801 MCAAP work programme and associated activities
3. *approve any amendment to this Procedural Manual*
- ~~2.4.~~ *nominate States to be part of the PEC;* and
- ~~3.4.5.~~ oversee the management of the project and budget.

5.6 RLA/09/801 MCAAP Project Evaluation Commission (PEC)

5.6.1 ~~5.6~~—The RLA/09/801 MCAAP PEC will be responsible for:

1. on a continual basis, evaluating Project management and associated activities to determine benefits and effective impact in streamlining States Effective implementation (EI);
2. proposing improvements and new activities to support implementation;
3. annually assess and propose new activities for the Project;
4. proposing updates and amendments to the RLA/09/801 MCAAP Project PRODOC; and
5. identifying and monitoring methods for continuous improvement of the Project.

5.6.2 *The PEC will be composed by the Project Administration, Project Coordinator and 5 States assigned by the PSC for a 2 year ~~mandate~~[FCI].*

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

5.7 RLA/09/801 MCAAP PEC Rapporteur

5.7.1 ~~5.7~~—The RLA/09/801 MCAAP PEC Rapporteur is a *representative of a* member State of the ~~PSC~~PEC. The ~~PSC~~PEC members shall ~~propose their respective representative~~ *select the Rapporteur in the first meeting of the PEC after the assignment of the States for ratification by the RLA/09/801 MCAAP membership. In order to preserve institutional memory, the election of the Rapporteur shall not occur in the same calendar year.* The PEC Rapporteur will serve for a period of ~~three~~*two* years and may be re-elected, ~~but may not serve for more than two consecutive terms.~~

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

1. call meetings of the PEC;
2. chair the RLA/09/801 MCAAP PEC meetings;
3. keep focus on high priority Project activities;

4. provide leadership on developing activities for project implementation;
5. promote consensus among the RLA/09/801 MCAAP PEC members;
6. coordinate RLA/09/801 MCAAP activities closely with the RLA/09/801 MCAAP Secretariat; and
7. promote RLA/09/801 MCAAP Project and lobby for contributors.

~~5.8 RLA/09/801 MCAAP Administrator~~

~~5.9 The RLA/09/801 MCAAP Administrator (TCB) is tasked to oversee this TC project and its implementation in the following manner:~~

- ~~1. review and approve changes and amendments to RLA/09/801 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. certify funds for Project fellowships; and~~
- ~~7. on any other issues regarding implementation of RLA/09/801 MCAAP refer to Part 5 – Technical Cooperation and Technical Assistance of the ICAO Regional Office Manual.~~

6. RLA/09/801 MCAAP Fast-Track Procedure

6.1 To enable greater efficiency for the work of the RLA/09/801 MCAAP Project, **additional all activities that require approval from the members (e.g. events, SMEs, fellowships or activities)** can be ~~approved~~ **processed** through the Fast-Track Procedure using electronic mail. Unless the RLA/09/801 MCAAP Secretariat considers it otherwise, in case there are no responses from members, it will be presumed that there is no objection to the proposals sent through the Fast-Track Procedure and, consequently, they will be ~~processed accordingly~~ **considered approved**.

7. RLA/09/801 MCAAP Meetings and Channels of Communications

7.1 RLA/09/801 MCAAP will ordinarily hold meetings with different scope and schedule, as follows:

7.1.1 *Project Steering Committee (PSC) Meetings*

- i.* Plenary meetings shall convene once every year, on the second day of the Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA).
- ii.* RLA/09/801 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. One-day fellowship for the RLA/09/801 MCAAP PSC Focal Points; and
 - b. Travel expenses for the RLA/09/801 MCAAP Secretariat.
- ~~*ii-iv.*~~ The RLA/09/801 Secretariat shall notify all members of the time and place of PSC meetings with at least 90 days prior notice of such meeting.

7.1.2 *PSC Teleconferences*

- i.* *PSC Teleconferences will be held whenever the RLA/09/801 MCAAP Coordinator deems it appropriate to inform members of additional activity, financial issues, or other significant matters that require the attention of the PSC.*

7.1.3 *Project Evaluation Commission (PEC) Meetings*

- i.* Plenary meetings shall convene once every year *in the NACC office, except when a State requires to host the meeting*
- ii.* *The meetings will usually be of three days, and shall be no longer than using a rotational scheme that alternates between the ICAO NACC Regional Office and the facilities of PEC members, for a duration of no more than three five days.*
- iii.* RLA/09/801 MCAAP PEC Plenary meetings and documentation shall be in English, with the Summary of Discussions in both languages (English and Spanish).
- ~~*iii-iv.*~~ For the convening of this meeting, Project funds will cover the following expenses:
 - a. Fellowship for the RLA/09/801 MCAAP PEC Focal Points for the duration of the meeting; and
 - b. Travel expenses for the RLA/09/801 MCAAP Secretariat.
- ~~*iv-v.*~~ The RLA/09/801 Secretariat shall notify all members of the time and place of PEC meetings with at least 90 days prior notice of such meeting.

7.1.2 *PEC Teleconferences*

- i.* *PEC Teleconferences will be held whenever the PEC Rapporteur or the RLA/09/801 MCAAP Coordinator deems it necessary.*

Project Steering Committee Teleconferences

~~v. PSC Teleconferences will be held whenever the RLA/09/801 MCAAP Coordinator deems it appropriate to inform members of additional activity, financial issues, or other significant matters that require the attention of the PSC.~~

7.2 *RLA/09/801 MCAAP Secretariat support of PSC and PEC Meetings*

7.2.1 Documentation should be sent 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.

7.2.2 The Summary of Discussions *of the PSC meetings* will be completed by the Secretary and approved by the Director for transmission within two weeks after the end of the meeting.

7.2.3 The Summary of Discussions of the PEC meetings will be completed by the Secretary and approved by the Rapporteur for transmission within two weeks after the end of the meeting.

7.3 *Languages*

7.3.1 RLA/09/801 MCAAP Project funds will not be used to cover translation and/or simultaneous interpretation services for any of the events related to the RLA/09/801 MCAAP Project.

8. RLA/09/801 MCAAP Work Plan Development

~~8.1 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 Manual have been met, will be approved and incorporated into the Project's schedule and published in the calendar of activities of the Regional Office. The identification of RLA/09/801 MCAAP Project activities is initiated by events published by the ICAO NACC Regional Office with the recommendations of the ICAO NACC Regional Officers, who have a close knowledge of States' needs, and considering the NACC NCLB Regional Strategy, as well as specific State Action Plans.~~

~~8.2 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.~~

8.3 *The activities to be developed by MCAAP shall be circumscribed to the project objectives, detailed in paragraph 2.3 above, and may address, among others, the following topics:*

- *increase the Effective Implementation (EI) rate of targeted States;*
- *ensure States meet 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, Security programmes, etc.);*
- *needed training (Performance-Based Navigation [PBN] implementation, State Safety Programme [SSP], Safety Inspector, Accident Investigation, etc.);*
- *environmental Pprogrammes;*
- *NCLB Multidisciplinary Teams identified by the NCLB Team Lead;*
- *partnership programmes with other Civil Aviation Authority (CAAs) or Regional Safety Oversight Organizations (RSOOs); and*
- *project management training for States.*

8.3.1 *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 sState, 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, being object of the PSC's deliberation).*

~~Input to the ICAO NACC Regional Office calendar comes from the following sources:~~

~~Air Navigation Bureau~~

~~Coordination with Air Navigation Capacity and Efficiency Section~~

~~Coordination with Aviation Safety Section~~

~~Coordination with Monitoring & Oversight Section~~

~~Special Implementation Projects (SIPs)~~

~~Air Transport Bureau~~

~~Coordination with Implementation Support and Development Section—Security, ICAO SAM Regional Office and the Latin America Civil Aviation Commission (LACAC)~~

~~Technical Cooperation Bureau~~

~~Coordination with Field Operations—Americas~~

~~Coordination with the ICAO SAM Regional Office~~

~~Coordination with the Global Aviation Training Office (GAT)~~

~~Annual events held by the ICAO NACC Regional Office on a regular basis, such as DCA meetings, working groups, technical management groups, etc.~~

~~Events coordinated by Regional Officers—includes events co-sponsored with other States or other entities~~

~~8.34 States/Territories are encouraged to make recommendations to the calendar considering their needs and these should be sent to the ICAO NACC Regional Director by the end of April of each year and, at his/her discretion, may be included in the ICAO NACC Office calendar. However, due to budget constraints, these events may require host country funding for venue, interpretation costs, and ICAO Secretariat support. If included in the calendar, the RLA/09/801 MCAAP Project will then decide to incorporate these events into its work programme and allocate funding for fellowships.~~

~~8.4.1 The approval process for the proposed activities starts with an initial verification by the Project Coordinator regarding the fulfilment of the criteria established in paragraph 8.3 above.~~

~~8.4.1.1 The proposals must be submitted using the form presented in the Appendix A[FC2] of this Manual.~~

~~8.4.1.2 The deadline for submitting proposals to the Project Coordinator is April ~~15~~ ~~mmmmmm~~ of each year, or the next working day thereafter.~~

~~8.4.1.23 Proposals that present inconsistencies must be returned to the proposer for appropriate corrections.~~

~~8.4.2 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.~~

~~8.4.2.1 Rejections of proposals shall be justified.~~

~~8.4.2.2 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.~~

~~8.4.2.21.1 Proposals receiving a recommendation for correction by the Project Director will be returned to the proposers so that the necessary adjustments can be made.~~

~~8.4.2.21.2 These proposals, once corrected, should be directed to the Project Coordinator, to be again submitted to the evaluation of the Project Director.~~

~~8.4.2.21.3 Proposals that are not corrected ~~and~~ or that are not forwarded to the Coordinator within the established deadline will be disregarded.~~

~~8.4.2.32 New proposals inserted at this stage must be coordinated with the Regional Officer(s) involved.~~

~~8.4.3 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.~~

~~8.4.3.1 Rejections of proposals shall be justified.~~

~~8.4.3.2~~ ——— 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.

~~8.4.3.21.1~~ Proposals receiving a recommendation for correction by the PEC will be returned to the proposers so that the necessary adjustments can be made.

~~8.4.3.21.2~~ These proposals, once corrected, should be directed to the Project Coordinator, to be again submitted to the evaluation of the PEC.

~~8.4.3.21.3~~ Proposals that are not corrected and / or forwarded to the Coordinator within the established deadline will be disregarded.

~~8.4.3.32~~ New proposals inserted at this stage must be coordinated with the Regional Officer(s) involved.

~~8.4.4~~ After the evaluation stage by the PEC, the draft Work Plan will be submitted to the approval of the Project Steering Committee (PSC).

~~8.4.4.1~~ Rejections of proposals shall be justified.

~~8.4.4.1.1~~ Proposals receiving a recommendation for correction by the PSC will be returned to the proposers so that the necessary adjustments can be made.

~~8.4.4.1.2~~ These proposals, once corrected, should be directed to the Project Coordinator, to be again submitted to the evaluation of the PSC.

~~8.4.4.1.3~~ Proposals that are not corrected and / or forwarded to the Coordinator within the established deadline will be disregarded.

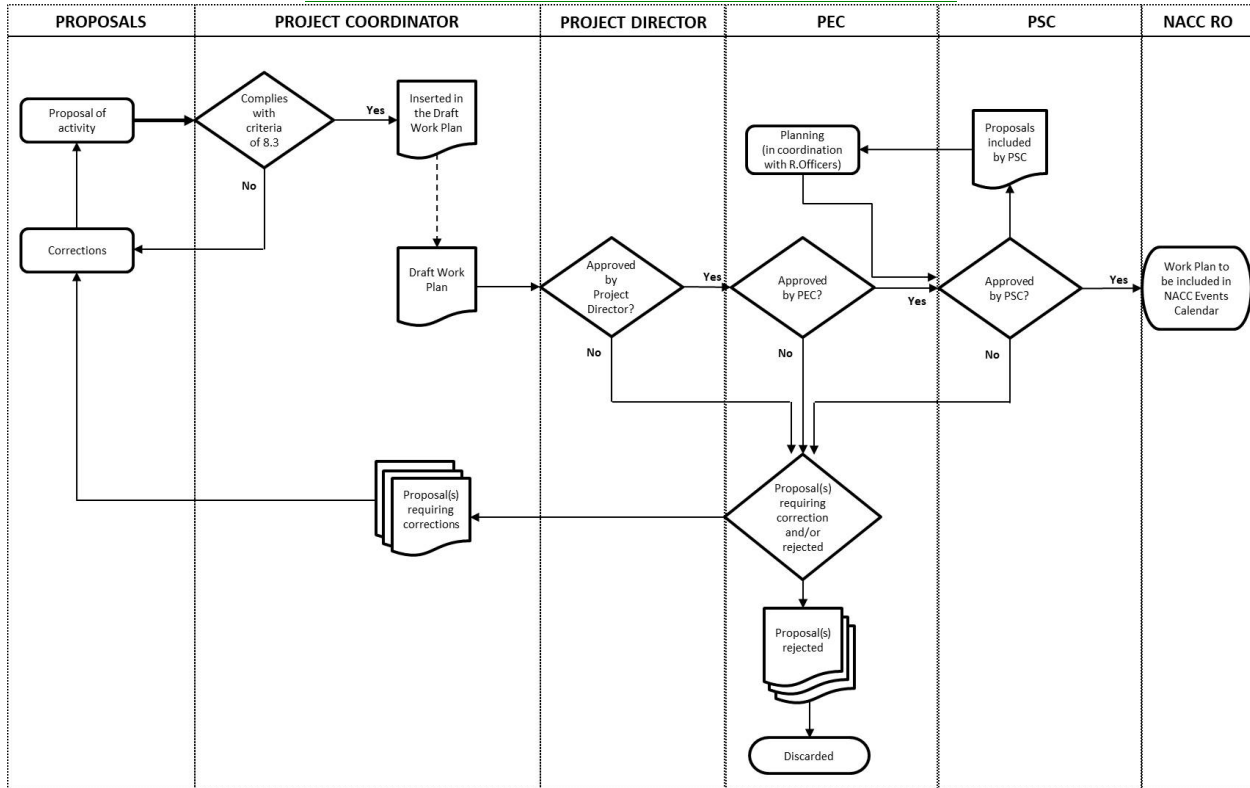
~~8.4.4.2~~ The PSC may, at its discretion, propose the inclusion of other activities not contemplated by the draft Work Plan, assigning to the PEC the planning of such activities for later evaluation of the PSC itself, under the terms determined by the PSC.

~~8.4.2.2.1~~ When planning these proposals, the PEC must coordinate with the Regional Officer(s) involved.

~~8.4.5~~ After approval of the Work Plan by the PSC, the activities listed therein will be included in the Calendar of Events of the NACC Regional Office.

~~8.4.6~~ The entire process must follow the flowchart ~~X~~ (below), observing the established deadlines established therein.

FLOW CHART OF THE PROJECT WORK PLAN APPROVAL



FLOW CHART OF THE PROJECT WORK PLAN APPROVAL

8.45 In addition to activities regularly approved by the process described in item 8.3, other activities deemed necessary may be extraordinarily included in the Work Plan, after going through all the steps established for the regular process and observing the deadlines contained in the flowchart X. Work Programme Approval Process

8.4.1 The ICAO NACC Regional Office will send the Draft Calendar of Events by the end of July of each year, for review and comments by States. The RLA/09/801 MCAAP PEC will then review the calendar and recommend specific activities eligible for fellowships.

8.4.2 At their discretion, the RLA/09/801 MCAAP PEC may add other activities such as RLA/09/801 Technical Assistance Missions (RLA/09/801 TEAMS) to the Project work programme that are aligned with Project objectives, or specific State requests, as well as Regional Officer recommendation using the following criteria:

- increase the Effective Implementation (EI) rate of targeted States;
- ensure States meet ICAO SARPs;
- projects that address deficiencies as noted through audits;
- targeted programmes that lead to increased Safety (such as Runway Safety, Airport Certification, Security programmes, etc.);
- needed training (Performance Based Navigation [PBN] implementation, State Safety Programme [SSP], Safety Inspector, etc.);

- ~~• environmental Programmes;~~
- ~~• NCLB Multidisciplinary Teams identified by the NCLB Team Lead;~~
- ~~• partnership programmes with other Civil Aviation Authority (CAAs) or Regional Safety Oversight Organizations (RSOs); and~~
- ~~• project management training for States.~~

~~8.4.3 After the review of the work programme by the RLA/09/801 MCAAP PEC, the recommendations will be forwarded for the approval of the RLA/09/801 MCAAP PSC.~~

~~8.56 Once the ICAO NACC Regional Office calendar has been approved, a~~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.

9. Donors and Financial Sources

9.1 The annual financial contribution of USD25,000 for all RLA/09/801 MCAAP Project Members is due on 31 January of each calendar year. 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.

9.2 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 RLA/09/801 MCAAP.

9.3 Financial resources in support of RLA/09/801 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 RLA/09/801
ICAO Pool Account

Swift code: ROYCCAT2

9.3 Under the applicable terms of the Management Service Agreement (MSA) between ICAO and the RLA/09/801 MCAAP Member States, the funds and activities under this MSA shall be administered according to applicable ICAO regulations, rules, directives, procedures and practices.

9.4 *Use of Consultants*

9.4.1 The RLA/09/801 MCAAP Project envisions the use of outside (long term) consultants from time to time to support specific Projects within a member State, as necessary. The RLA/09/801 MCAAP Project Coordinator will work with the State, the Regional Officer and the Technical Cooperation Bureau to provide international/national professionals in the following specialties:

- Airworthiness
- Aircraft operations
- Personnel licensing
- Aerodromes
- Air navigation services
- Aviation accident and incident investigation
- Aviation Security
- Development of standards and procedures
- Others

9.4.2 In these circumstances, additional funding will be required. The RLA/09/801 MCAAP Secretariat will prepare the necessary documentation for the approval of the RLA/09/801 MCAAP Project Director and submission to the ICAO Technical Cooperation Bureau.

9.5 *In-Kind Contributions*

9.5.1 Understanding that in-kind support provides significant impact to the Project outcomes, the RLA/09/801 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.

10. Fellowships

10.1 Types of Fellowships for RLA/09/801 MCAAP

10.1.1 The PSC and the RLA/09/801 MCAAP Secretariat will coordinate and decide on the number of fellowships or eligible events offering fellowships. All RLA/09/801 MCAAP Project Members are entitled to one fellowship per event included in the annual work programme approved by the PSC. If a Project member decides to apply for more than one fellowship for the same event, it may do so with the understanding that this decision will impact the total number of fellowships the Project member is eligible for.

10.1.2 Project members who will not apply for the fellowships that are offered on the RLA/09/801 MCAAP annual work programme (paragraph 10.1 refers), may decide to participate in other selected ICAO endorsed events. To process a fellowship for an event that is not included in the RLA/09/801 MCAAP annual work programme, the focal point should contact the RLA/09/801 MCAAP Secretariat to coordinate the attendance of their delegate with at least 35 calendar days prior to the commencement of the training event. The number of fellowships 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.

10.1.3 Project members who wish to participate in additional ICAO-endorsed training events that require an additional cost of tuition should contact the RLA/09/801 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, RLA/09/801 MCAAP Secretariat will give all Project members the same opportunity to apply for these training events.

10.1.4 If a Project member decides to apply for the type of fellowship mentioned in 10.1.3, it may do so with the understanding that this decision will impact the total number of fellowships the Project member is eligible for, and that the total monetary value should be the equivalent of the amount of allocated funds for fellowships for the year.

10.1.5 The RLA/09/801 MCAAP Secretariat will monitor awarded fellowships and will work with the State to decide its best interests in fellowship participation.

10.2 Funding

10.2.1 The fellowship 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.

10.2.2 In the event that a fellowship 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 RLA/09/801 MCAAP Secretariat at nacc-tc@icao.int to coordinate the necessary administrative arrangements for the applicable refund.

10.3 *Fellowship Allocation for International Organizations*

10.3.1 Regarding fellowships offered to the Central American¹ States through COCESNA, the candidate appointment decision is made by COCESNA by assessing Fellowship Nomination Forms sent by States to the COCESNA Focal Point. Once COCESNA has selected a candidate and all internal coordination has been completed, the Fellowship Nomination of the candidate who will represent Central American States should be sent to the ICAO NACC Regional Office by the COCESNA Focal Point.

10.3.2 Regarding fellowships offered to the Eastern Caribbean² States through ECCAA, the candidate appointment decision is made by ECCAA by assessing Fellowship Nomination Forms sent by States to the ECCAA Focal Point. Once ECCAA has selected a candidate and all internal coordination has been completed, the Fellowship Nomination of the candidate who will represent Eastern Caribbean States should be sent to the ICAO NACC Regional Office by the ECCAA Focal Point.

10.4 *Administrative Procedure for Nominations*

10.4.1 With no exceptions, the Fellowship Nomination Form (**Appendix A** 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 fellowship nomination forms submitted for the same candidate. The Fellowship Nomination Form should be submitted to the e-mail address provided below:

RLA/09/801 MCAAP Secretariat
Regional Officer, Technical Assistance
Technical Cooperation Associate
nacc-tc@icao.int

10.4.2 The duly completed Fellowship Nomination Form must be received in the ICAO NACC Regional Office as soon as feasible but no later than 30 calendar days prior to the beginning of event, the deadline should usually be on a Monday. 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 fellowship holder's payment (if applicable), **it is essential to comply with the established deadlines**. The acceptance of fellowship nomination forms received after the established deadlines will be subject to the discretion of the RLA/09/801 MCAAP Secretariat and will be the exception and not the norm. The RLA/09/801 MCAAP Secretariat will not process Post-Facto fellowships under no circumstances.

10.4.3 Each fellowship holder is required to send his/her travel itinerary to the RLA/09/801 MCAAP Secretariat at nacc-tc@icao.int. Furthermore, each fellowship holder is required to report to the event coordinator as mentioned in the Notice of Fellowship Award and Special Instructions No. 1 that is sent by the ICAO NACC Regional Director when the fellowship has been allocated to the fellowship holder.

¹ Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua

² Antigua and Barbuda, *Dominica*, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines

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

RLA/09/801 MCAAP Secretariat
Regional Officer, Technical Assistance
Technical Cooperation Associate
nacc-tc@icao.int

10.4.5 For any fellowship request to be considered, the member State should not be in arrears with payments to the RLA/09/801 MCAAP Project.

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

11. Travel Assistance using the RLA/09/801 MCAAP

11.1 Per the discretion of the RLA/09/801 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 RLA/09/801 MCAAP Project.

11.2 The following procedure will be used:

11.2.1 Project Members wishing to participate in selected ICAO endorsed events that requires assistance from ICAO for travel, must contact the RLA/09/801 MCAAP Secretariat no later than 60 days prior to the commencement of the event.

11.2.2 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 fellowships the Project member is eligible for, and that the total monetary value should be the equivalent of the amount of allocated funds for fellowships 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.

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

11.2.4 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.

11.2.5 Evidence of travel (original of boarding passes for air travel and hotel bill) and a duly completed and signed Travel Expense Claim form (**Appendix D**) must be submitted to the RLA/09/801 MCAAP Secretariat within 10 working days after completion of travel. Failure to do so will result in recovery of DSA and of other advance payments made by the RLA/09/801 MCAAP Secretariat.

12. RLA/09/801 MCAAP Technical Assistance Missions (RLA/09/801 TEAM)

12.1 In order to enhance the supporting activities, Project Members may request the assistance of a Technical Assistance Mission (RLA/09/801 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*; as well as the Annexes to the Convention on International Civil Aviation:

| | |
|----------|---|
| Annex 1 | Personnel Licensing |
| Annex 2 | Rules of the Air |
| Annex 3 | Meteorological Service for International Air Navigation |
| Annex 4 | Aeronautical Charts |
| Annex 5 | Units of Measurement to be Used in Air and Ground Operations |
| Annex 6 | Operation of Aircraft Part I — International Commercial Air Transport — Aeroplanes Part II — International General Aviation — Aeroplanes Part III — International Operations — Helicopters |
| Annex 7 | Aircraft Nationality and Registration Marks |
| Annex 8 | Airworthiness of Aircraft |
| Annex 9 | Facilitation |
| Annex 10 | Aeronautical Telecommunications Volume I — Radio Navigation Aids Volume II — Communication Procedures including those with PANS Status Volume III — Communications Systems Volume IV — Surveillance Radar and Collision Avoidance Systems Volume V — Aeronautical Radio Frequency Spectrum Utilization |
| Annex 11 | Air Traffic Services |
| Annex 12 | Search and Rescue |
| Annex 13 | Aircraft Accident and Incident Investigation |
| Annex 14 | Aerodromes Volume I — Aerodrome Design and Operations Volume II — Heliports |
| Annex 15 | Aeronautical Information Services |
| Annex 16 | Environmental Protection Volume I - Aircraft Noise Volume II - Aircraft Engine Emissions |
| Annex 17 | Security |
| Annex 18 | The Safe Transport of Dangerous Goods by Air |
| Annex 19 | Safety Management |

12.2 *Deploying RLA/09/801 MCAAP TEAMS*

12.2.1 All Project Member States must request a RLA/09/801 MCAAP TEAM in writing using the official channels of communication with the ICAO NACC Regional Office.

12.2.2 Under no circumstances will a RLA/09/801 MCAAP TEAM be deployed or considered without the expressed written official consent of the Director General of Civil Aviation for the requesting member State.

12.2.3 For any request to be considered, the member State should not be in arrears with payments to the RLA/09/801 MCAAP Project.

12.2.4 RLA/09/801 MCAAP TEAM Membership may comprise of:

- The RLA/09/801 MCAAP TEAM will be led by an ICAO NACC Regional Officer
- The RLA/09/801 MCAAP TEAM will be composed of subject matter experts from Project Member States selected by the ICAO NACC Regional Office
- Other Project Member States could send additional specialists as observers, as long as all travel and DSA costs are covered by such State, and upon the approval of the State who will be receiving the RLA/09/801 MCAAP TEAM

12.2.5 Roles and expectations of RLA/09/801 MCAAP TEAM experts

- The NACC Regional Officer leading the RLA/09/801 MCAAP TEAM will verify the required technical background of the selected RLA/09/801 MCAAP TEAM experts who shall comply with all applicable requirements
- RLA/09/801 MCAAP TEAM experts shall agree and sign a confidentiality agreement regarding the information observed and discussed during and after the RLA/09/801 MCAAP TEAM mission

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

12.2.7 The internal ICAO procedures, administrative timelines and administrative forms needed for deploying RLA/09/801 MCAAP TEAM missions is included in **Appendix E** to this Procedural Handbook.

12.3 *Reporting*

12.3.1 ICAO Team Lead is responsible for submission of the RLA/09/801 MCAAP TEAM Report using the appropriate template (**Appendix F** refers) within 30 days from the last day of the mission.

12.4 *Sharing outcomes with other RLA/09/801 MCAAP Project Members*

12.4.1 The RLA/09/801 MCAAP Secretariat may share the outcomes of a RLA/09/801 MCAAP TEAM mission only with the written consent of the Director General of the Civil Aviation Administration of the requesting member State.