



North American, Central American and Caribbean Office (NACC)
Oficina para Norteamérica, Centroamérica y Caribe (NACC)

**Regional Technical Cooperation Project for the Caribbean Region RLA/09/801
Project Evaluation Commission Meeting
(RLA/09/801 EC)**

Summary of Discussions

Date	18 to 21 August 2015
Location	ICAO NACC Regional Office, Mexico City, Mexico
Opening Ceremony	<p>The Meeting was attended by nine participants from five States. The list of participants is attached at Appendix A.</p> <p>Mr. Víctor Hernández, Acting Deputy Regional Director, ICAO Regional North American, Central American and Caribbean (NACC) Office welcomed the participants and encouraged the meeting to take full advantage of the opportunity to improve on an already successful program that will reflect the goals of the ICAO strategic objectives and regional activities, as well as allowing the project to expand its activities consistent with member States priorities.</p> <p>Ms. Michelle Westover served as the Rapporteur of the Project Evaluation Commission; Mr. Romy Gallegos, Regional Officer, Technical Assistance served as Secretary of the Meeting assisted by Mr. Julio César Siu, Regional Officer, Communications, Navigation and Surveillance; and Mr. Eduardo Chacin, Regional Officer, Flight Safety, both from the ICAO NACC Regional Office, and by Mr. Javier Sánchez, Field Project Officer, Technical Cooperation Bureau (TCB), ICAO Headquarters.</p>
Discussion Items	
Agenda Item 1	<p>Introduction / Background</p> <p>1.1 The Secretariat recalled the Decision RLA/09/801 SCM/4/10 – <i>Project Evaluation Commission and SCM Follow-up Teleconference</i> of the Fourth Steering Committee Meeting of the RLA/09/801 Technical Cooperation Project (SCM/4) which instructed to conduct an evaluation of the Project to confirm and adjust the tasks and activities of the Project in support of operational benefits, the identification of improvements in the management and resource administration, propose new tasks and working methods and to seek functional post-mission evaluation and performance measurements for the Project. This decision resulted in the creation of a Project Evaluation Commission (EC) composed by Cuba, Curaçao, Dominican Republic, United States, the ICAO NACC Regional Office and the ICAO Technical Cooperation Bureau.</p>

1.2 As a result of this Decision, it was emphasized that:

- a) The EC would have a 45-calendar day timeframe to conduct its activities and complete their deliverables, working mainly via electronic means, with a final face-to-face meeting to finalize their activities.
- b) Facilitate the completion of a SCM Follow-up Teleconference shortly after the work of the EC is completed. This teleconference will assist in the corresponding decision-making process regarding the 2016 activities, signature of new PRODOC, Project management improvements and performance target measuring.

1.3 Lastly, the Secretariat reaffirmed the expected outcomes of this meeting:

- i. update the CAR RLA/09/801 Project PRODOC;
- ii. assess the proposed 2016 activities (**Appendix C**);
- iii. evaluate the project management and activities to determine benefits and effective impact in streamlining States implementation;
- iv. propose improvements and new activities to support implementation;
- v. identify a monitoring method and continuous evaluation of the Project;

1.4 The Secretariat commented on the different emails exchanged and the teleconferences conducted, which resulted in Ms. Michelle Westover selected as EC Rapporteur, the creation of an EC Work Plan and the following considerations:

- calendar days needed to update PRODOC administrative information
- understanding of the Project basic management for fellowships, technical assistance and purchase of equipment for sharing among Project Members, planned for the ADS-B stations
- ICAO NACC Office submitted the ICAO NACC 2016 Event Calendar on 7 August, including the rescheduled event like the ATN workshop and new Project Members requests as an example, the current PBN TEAM requested by Bahamas
- that the revision of the PRODOC will be considered as Phase II of the Project

Agenda Item 2

Evaluation of the Previous Four Years of RLA/09/801 Project

2.1 In order to ensure robust discussion, the meeting agreed to conduct a short evaluation of the previous four years of the Project including the SCM/4 evaluation results and discussed specific issues surrounding Phase I of Project RLA/09/801 such as project justification, deliverables; completion of the work plan; project guidance material, and follow-up activities.

2.2 The Meeting observed that although the Phase I project justification met the needs of the project, emphasis should be placed on Phase II justification to ensure flexibility for designing and conducting future Project activities that will meet specific air navigation and safety targets related with the Project Terms of Reference, ICAO Strategic Objectives, the Port-of-Spain Declaration and the No Country Left Behind Campaign priorities.

2.3 The Secretariat explained the out-of-date formulation of the Project activities described in the current PRODOC, shown as Strategic Operational Improvements (SOIs). The Phase II PRODOC should include the latest functional reorganization under the seven (7) subprojects, previously approved, as well as reference to Aviation System Block Upgrades (ASBUs) and emphasis on Safety Management. The Meeting noted that for Phase II to be successful, Project Member States need to take a more proactive role in assisting the Project in meeting its targets and objectives.

2.4 The Meeting concluded that the Project fellowships and the Project RLA/09/801 Technical Assistance Missions (RLA/09/801 TEAM), were highly successful and should be continued in Phase II. Discussion ensued on creating ways to ensure that States follow-up on TEAM recommendations, finding ways to ensure that reports and project specific information is communicated to all Member States, and codifying procedures and processes for project and fellowship submissions.

Agenda Item 3

DELIVERABLE 1: Review of the RLA/09/801 Project Document (PRODOC)

3.1 For developing the draft Phase II PRODOC, the Secretary provided:

- an overview of the RLA/09/801 Project Document (PRODOC) Phase I, highlighting specific areas of the PRODOC that needs revision for Phase II
- copies of newly revised PRODOC templates, and examples from other activities that specifically provide project context, justification, specific objectives and activities, risk assessments, work plan, budgets and program management activities.

3.2 From the ensuing discussions, it was agreed that Phase II of the PRODOC should include:

- A revised project purpose, in order to align Phase II with current ICAO and ICAO NACC Regional Office strategic goals, the Port-of-Spain Declaration Targets, and priorities of the member States:
 - To assist Project member States in the CAR Region in the effective implementation of ICAO standards and recommended practices (SARPs) to achieve a safe, efficient and sustainable aviation system in harmonization with Global Air Navigation Plan (GANP), Global Aviation Safety Plan (GASP), and Regional Performance targets for air navigation and aviation safety.
- Continue the Project activities based on subprojects, with the inclusion of 2 new subprojects and merging of others.
- Inclusion of the “No Country Left Behind” targets that address lack of effective implementation (LEI) of the ICAO SARPs in operational and air navigation fields, aerodrome certification and aviation safety issues, assisting States in creating effective regulatory oversight authorities, and meeting all ICAO Assembly and Global Aviation Safety Plan (GASP) goals. This will be detailed in the corresponding subprojects.
- Will address project reporting requirements, clarification of budgetary issues, simplification of processes and planning requirements, use of primary and secondary experts, add updated legal and project management language consistent with PRODOCs currently in use, while removing old and superfluous information.

3.3 The draft Phase II PRODOC is attached as **Appendix B**.

Agenda Item 4

DELIVERABLE 2: RLA/09/801 Project Future Activities

4.1 Regarding the SCM/4 mandate for the 2016 Project activities, the Meeting reviewed the ICAO NACC Regional Office 2016 event calendar as shown in Appendix C.

4.2 From this review, the following considerations were made:

- The 2016 events are based on the 7 subprojects as defined in the Phase I PRODOC
- Financial estimates as approved in the SCM/4, will remain for 2016 but must undergo a review for 2017-2020

4.3 Other future events – two (2) new subprojects will be added to the Phase II PRODOC.

Agenda Item 5

DELIVERABLE 3: Evaluate the project management and activities to determine benefits and effective impact in streamlining States implementation

5.1 The EC considers the project management structure as defined in Phase I to be adequate and will keep the same organizational structure for the Phase II of the Project, recommending the following:

- a) To enhance the activities for the use of TEAMS for streamlining the implementation;
- b) Reevaluate the activity for lending of equipment (ADS-B) due to lack of funding and effective collective support; and
- c) Include a TEAM evaluation after each mission to review achievement of the expected objectives and planned benefits.

Agenda Item 6

DELIVERABLE 4: Propose improvements and new activities to support implementation

6.1 The meeting identified several areas of improvement related to processes for applying for fellowships, the involvement of SMEs for TEAMS, and raising awareness of the types of assistance offered under RLA/09/801. It was recommended that the development of a RLA/09/801 Project Procedural Manual could address many of these issues.

6.2 It was suggested that the Project Procedural Handbook could be developed by either establishing a working group or by contracting a subject matter expert (SME) on a short-term contract (10 days) to work on the required documentation which may include items such as:

- Types of assistance activities
- Procedures and timelines for requesting and planning TEAM missions
- Procedures for lending equipment
- Guidance and timelines for applying for fellowships
- Reporting and evaluation requirements for RLA/09/801 activities
- Roles of Participants (i.e., SCM, Project Members, TEAMS)

6.3 With the extension of RLA/09/801 approved, it is envisioned that the Handbook would support the SCM's efforts to raise awareness on Phase II of RLA/09/801 and educate Project Members on the opportunities offered under the Project. Of particular note, the EC participants emphasized the need to address the improvement of the application form for fellowship as it is not tailored to regional technical assistance activities. The meeting recommended that the NACC/RD address this matter with TCB.

Agenda Item 7

DELIVERABLE 5: Identify a monitoring method and continuous evaluation of the Project

7.1 Under this agenda item, the meeting discussed options to formalize reporting and evaluation requirements of Project activities to ensure better oversight. In addition, the meeting recommended that more information on RLA/09/801 be posted on the NACC website, specifically on Project activities and fellowship forms.

7.2 The meeting also discussed how to evaluate the success of TEAM missions in supporting regional implementation of air navigation and safety standards. This discussion point should be included on future SCM agendas to ensure that TEAM missions are providing appropriate support to Project Members.

Agenda Item 8**Other Business**

8.1 The meeting considered that, due to the nature of the revisions and other coordinating activity that needs to take place, the EC will continue to work past its mandate and recommend that the SCM Teleconference be rescheduled from 15 September 2015 to 30 October 2015.

8.2 The meeting briefed the ICAO NACC Regional Director, Mr. Melvin Cintron, on the work of the meeting, the elements of the Phase II PRODOC, and discussed with him the proposed action items that will be addressed by the SCM in October.

APPENDIX A / APÉNDICE A**LIST OF PARTICIPANTS / LISTA DE PARTICIPANTES****CUBA**

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APPENDIX B / APÉNDICE B
REVISED PRODOC OF RLA/09/801 REGIONAL PROJECT
PRODOC REVISADO DEL PROYECTO REGIONAL RLA/09/801

*This Appendix is attached as a separate Word document for review and comments
from Project members by 11 March 2016.*

*Este Apéndice se ha adjuntado como un documento de Word separado para la revisión y comentarios de los
miembros del Proyecto a más tardar el 11 de marzo de 2016.*

APPENDIX C / APÉNDICE C
PROPOSAL OF FUTURE ACTIVITIES OF RLA/09/801 REGIONAL PROJECT
PROPUESTA DE ACTIVIDADES FUTURAS DEL PROYECTO REGIONAL RLA/09/801
2016

*The Final Version of this Appendix, which includes the 2016 Activities approved by the Steering Committee Meeting (SCM), was sent to Project members in the minutes of the Fifth Teleconference of the SCM of Project RLA/09/801 (RLA/09/801 SCM/Telcon/5), which was sent to States through State letter Ref. NT-NS2-35 — **E.OSG - NACC59406***

*La versión final de este Apéndice, el cual incluye las Actividades para 2016 aprobadas por la Reunión del Comité Ejecutivo (SCM), fue enviada a los miembros del Proyecto a través de la minuta de la Quinta Teleconferencia del Comité Ejecutivo del Proyecto RLA/09/801 (RLA/09/801 SCM/Telcon/5), la cual se envió a los miembros mediante la comunicación a los Estados Ref. NT-NS2-35 — **E.OSG - NACC59406***

— END/FIN —