



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

Regional Technical Cooperation Project for the
Multi-Regional Civil Aviation Assistance Programme
MCAAP RLA09801

Tenth Meeting of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee

RLA09801 MCAAP PSC/10

Final Report

Varadero, Cuba, 29 June 2023

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of ICAO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

List of Contents

Contents	Page
Index	i-1
Historical	ii-1
ii.1 Place and Date of the Meeting	ii-1
ii.2 Officers of the Meeting.....	ii-1
ii.3 Working Languages.....	ii-1
ii.4 Agenda	ii-1
ii.5 Attendance	ii-1
ii.6 Conclusions and Decisions	ii-2
ii.7 List of Conclusions	ii-2
ii.8 List of Working and Information Papers and Presentation	ii-2
List of Participants	iii-1
Agenda Item 1	1-1
<i>Review of Previous PSC Reports and Agreements</i>	
Agenda Item 2	2-1
<i>2022/2023 Project Progress Report and Financial Statement</i>	
Agenda Item 3	3-1
<i>Recommendations of the Sixth Meeting of the Project Evaluation Commission</i>	
Agenda Item 4	4-1
<i>Other Business Related to the Project</i>	
Appendix A – <i>Financial implementation of Project completed activities from 2022 up to 31 May 2023</i>	A-1
Appendix B – <i>Detail of contributions made by members of the Project since its commencement</i>	B-1
Appendix C – <i>Fellowship and mission count and expenses per Project member</i>	C-1
Appendix D – <i>Statement of Estimated Fund Balance as of 31 May 2023</i>	D-1
Appendix E – <i>MCAAP Procedural Handbook</i>	E-1
Appendix F – <i>MCAAP Activity Proposal 14/2023</i>	F-1

HISTORICAL

ii.1 Place and Date of the Meeting

The Tenth Meeting of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee (RLA09801 MCAAP PSC/10) was held at the Meliá Internacional Varadero Hotel in Varadero, Cuba, on 29 June 2023.

ii.2 Officers of the Meeting

The RLA09801 MCAAP PSC/10 Meeting was held with the participation of Mr. Julio César Siu, Acting Regional Director of the ICAO NACC Regional Office and Mr. Fernando Camargo, Regional Officer, Technical Assistance of the ICAO NACC Regional Office, who served as Secretary of the meeting.

ii.3 Working Languages

The working languages of the Meeting were English and Spanish. The working papers, information papers and draft report of the meeting were available to participants in both languages.

ii.4 Agenda

Agenda Item 1 Review of Previous PSC Reports and Agreements

Agenda Item 2 2022/2023 Project Progress Report and Financial Statement

Agenda Item 3 Recommendations of the Sixth Meeting of the Project Evaluation Commission

Agenda Item 4 Other Business Related to the Project

ii.5 Attendance

The RLA09801 MCAAP PSC/10 Meeting was held with the participation of the vast majority of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Members¹, totalling 12 delegates representing 10 Project Members, as indicated in the list of participants.

¹ *RLA09801 Project Member States are: Bahamas, Barbados, Canada, Cuba, Curaçao, Dominican Republic, Haiti, Jamaica, Mexico, Trinidad and Tobago, OECS States through ECCAA (Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines), and Central American States through COCESNA (Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua). United States participates in the Project as an in-kind support donor.*

ii.6 Conclusions and Decisions

The Project Steering Committee Meeting records its activities as Conclusions and Decisions as follows:

CONCLUSIONS: Activities approved by RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Members.

DECISIONS: Internal activities of the RLA09801 Multi-Regional Civil Aviation Assistance Programme (MCAAP) Project Steering Committee.

ii.7 List of Conclusions

Number	Title	Page
10/1	MCAAP Project RLA09801 Financial Status	2-1
10/2	Approval of the MCAAP/PEC/6 Meeting Report and the updated Procedural Handbook	3-2
10/3	Approval of the MCAAP Activity Proposal 14/2023	4-1

ii.8 List of Working, Information Papers and Presentations

WORKING PAPERS				
Number	Agenda Item	Title	Date	Prepared and Presented by
WP/01	--	Provisional Agenda	05/06/23	Secretariat
WP/02	1	Review of Approved Conclusions in the RLA09801 PSC/9	20/06/23	Secretariat
WP/03	2	Review of the Project RLA09801 Financial Statement	23/06/23	Secretariat
WP/04	3	Report of the Sixth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/6)	19/06/23	Secretariat

Refer to the Meeting web page:

<https://www.icao.int/NACC/Pages/meetings-2023-psc10.aspx>

List of Participants

BAHAMAS

1. Alexander Ferguson

CANADA

2. Xavier Bourdouleix

CUBA

3. Orlando Nevot

DOMINICAN REPUBLIC

4. Claudia Roa

ECCAA

5. Anthony Whittier

HAITI

6. Laurent Dumas
7. Serginio Cius

MEXICO

8. Pablo Carranza

TRINIDAD AND TOBAGO

9. Rohan Garib
10. Kingsley Herreira

UNITED STATES

11. Krista Berquist

COCESNA

12. Roger Pérez

ICAO

13. Julio Siu
14. Fernando Camargo

RLA09801 MCAAP PSC/10
List of Participants

iii – 2

LIST OF PARTICIPANTS

Name / Position	Administration / Organization	Telephone / E-mail	
BAHAMAS			
Alexander Ferguson Director General	Civil Aviation Authority	Tel. + 242 826-8830 E-mail alexander.ferguson@caabahamas.com;	
CANADA			
Xavier Bourdouleix Acting Chief, Technical Programs, Evaluation Coordination	Transport Canada	Tel. +1-343-552-8302 E-mail xavier.bourdouleix@tc.gc.ca;	
CUBA			
Orlando Nevot González Director de Aeronavegación	Instituto de Aeronáutica Civil de Cuba (IACC)	Tel. + 537-838-1121 E-mail Orlando.nevot@iacc.avianet.cu;	
DOMINICAN REPUBLIC			
Claudia Roa Director of Air Navigation	IDAC	Tel. +18093159814 E-mail croa@idac.gov.do;	
ECCAA			
Anthony Whittier Director General	Eastern Caribbean Civil Aviation Authority	Tel. + 2684642343 E-mail contact@eccaa.aero; awhittier@eccaa.aero;	
HAITI			
Laurent Dumas Director General	Office National de l'aviation Civile	Tel. + 509 44940045 / +509 44131006 E-mail josephlaurent.dumas@ofnac.gouv.ht ;ljdumas.hcaa@yahoo.com;	
Serginio Cius Air transport Director	Office National de l'aviation Civile	Tel. + 50944940045 / (509) 37015322 E-mail serginio.cius@ofnac.gouv.ht;	
MEXICO			
Pablo Carranza Director Ejecutivo de Aviación	Agencia Federal de Aviación Civil (AFAC)	Tel. + 5255 57239300 Ext. 18070 E-mail pablo.carranza@afac.gob.mx;	
TRINIDAD AND TOBAGO			
Rohan Garib Executive Manager Air Navigation Services	Civil Aviation Authority	Tel. + 1 868 6694806/8686894889 E-mail rgarib@caa.gov.tt;	
Kingsley Herreira Executive Manager Safety Regulation	Civil Aviation Authority	Tel. + 18686688222 EXT: 2122 E-mail kherreira@caa.gov.tt;	
UNITED STATES			
Krista Berquist Manager, Western Hemisphere Office of International Affairs	Federal Aviation Administration (FAA)	Tel. +1 202 267-0917 E-mail Krista.Berquist@faa.gov;	
COCESNA			
Roger Pérez Gerente Senior ACNA	COCESNA	Tel. + 504 2275 7090 ext. 45001 E-mail roger.perez@cocesna.org	

RLA09801 MCAAP PSC/10
List of Participants

Name / Position	Administration / Organization	Telephone / E-mail	
ICAO			
Julio Siu Acting Regional Director	North American, Central American and Caribbean Office (NACC)	Tel. E-mail	+ 52 55 5250 3211 jsiu@icao.int
Fernando Camargo Regional Officer, Technical Assistance	North American, Central American and Caribbean Office (NACC)	Tel. E-mail	+ 52 55 5250 3211 fcamargo@icao.int

Agenda Item 1 Review of previous PSC Reports and Agreements

2.1 Under WP/02, the Secretariat presented a review of the last PSC meeting held in 2022, as well as a follow-up to the four Conclusions agreed from that meeting. The discussions under this agenda item are considered as a complement to the discussion of item 4, Project Implementation.

2.2 Since its inception, the RLA09801 MCAAP Project has proven to be an effective tool to assist States in implementing the lines of action established by the various global and regional aviation plans.

2.3 From the review of the previous PSC Conclusions, the following points are highlighted:

- a) the payment of the USD25,000 annual membership, ratified through Decision RLA09801 PSC/8/1, is required for project members to benefit from approved activities and fellowships, thus members in arrears with dues should catch up as soon as possible (Conclusion RLA09801 PSC/9/1 refers);
- b) On approving the MCAAP Project Implementation report, the PSC agreed on the need to propose new activities to obtain MCAAP funding, as needed, and to follow-up on increasing the Project execution percentage through the PEC (Conclusion RLA09801 PSC/9/2 refers).

2.4 In conclusion, the Meeting agreed that Conclusions C9/1 and C9/2 are still valid, while the others were considered Completed.

Agenda Item 2 2022/2023 Project Progress Report and Financial Statement

2.1 Under WP/03, the Secretariat presented the Project RLA09801 financial status up to 31 May 2023 and based on the contributions received, the committed implementation and budget line as well as the support received for the implementation on behalf of States in the NAM/CAR Regions.

2.2 The Meeting also reviewed the activities since the last meeting of the RLA09801 Project Steering Committee.

2.3 The following Appendixes detail the financial status and activities of the MCAAP Project RLA09801:

- **Appendix A** – financial implementation of Project completed activities from 2022 up to 31 May 2023
- **Appendix B** – detail of contributions made by members of the Project since its commencement
- **Appendix C** – fellowship and mission count and expenses per Project member
- **Appendix D** – Statement of Estimated Fund Balance as of 31 May 2023

2.4 The Meeting noted the significant increase in the support provided through the Project, with a total of 23 activities approved along the considered period.

2.5 The level of contributions related to annual membership dues was also noted with concern. The Meeting urged Project members in arrears with annual contributions to make an effort to catch up with payments so that they can benefit from the Project again. The increase in the number of fellowships provided by the Project since 2022, was also significant. Considering the importance of maintaining the current level of activities equal for all members, the Meeting formulated the following conclusion:

CONCLUSION	
RLA09801 MCAAP PSC/10/1	APPROVAL OF MCAAP PROJECT RLA09801 FINANCIAL STATUS AND PAYMENT OF MISSING CONTRIBUTIONS
<p>What:</p> <p>That, considering the presentation and reporting of the MCAAP Project RLA09801 financial status until 31 May 2023, the MCAAP Project Members:</p> <p>a) approve the financial statement up to 31 May 2023, as contained in Appendix D of WP/03; and</p> <p>b) urge those Project Members with pending contributions to pay their pending balance as soon as possible to be up-to-date.</p>	<p>Expected impact:</p> <p><input checked="" type="checkbox"/> Political / Global</p> <p><input checked="" type="checkbox"/> Inter-regional</p> <p><input checked="" type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input type="checkbox"/> Operational/Technical</p>
<p>Why:</p> <p>Recognition of MCAAP financial status and proper follow/up of funds execution</p>	

When: Immediate	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input checked="" type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	COCESNA and ECCAA

Agenda Item 3 Recommendations of the Sixth Meeting of the Project Evaluation Commission

3.1 Under WP/04, the Meeting was informed on the Sixth Meeting of the RLA09801 Project Evaluation Commission (MCAAP/PEC/6) that took place in the premises of the ICAO NACC Regional Office, Mexico City, Mexico, from 25 to 27 April 2023, resulting in the report presented in the Appendix to WP/04 and the following four Draft Decision/Conclusions:

Number	Title
DRAFT DECISION	
MCAAP/PEC/6/1	Election of the Rapporteur
DRAFT CONCLUSIONS	
MCAAP/PEC/6/2	Approval of changes in MCAAP Proposal Activity no. 08/2022 – Development of National Air Navigation Plans
MCAAP/PEC/6/3	Approval of MCAAP following Proposal Activities: <ul style="list-style-type: none"> • Activity No. 6/2023 – Development of a system for statistics and evaluation of surveillance data • Activity No. 7/2023 – Analysis of the implementation of cybersecurity in ANS for two MCAAP Members States • Activity No. 8/2023 – NAM/ICD (AIDC) implementation between Cuba and Jamaica • Activity No. 9/2023 – Assistance for the Development of Regional Tasks of the CAR Navigation Systems through an Ad-Hoc Group. • Activity No. 10/2023 – Project to development a CAR Region Guidance for Gender Equality • Activity No. 11/2023 – Support regional assistance for the development of the CANSNET communications network. • Activity No. 13/2023 – Support for the development of National Air Navigation Plans
MCAAP/PEC/6/4	Approval of changes in MCAAP Procedural Handbook

Review and Update of the MCAAP Procedural Handbook

3.2 Regarding the contents of Draft Conclusion MCAAP/PEC/6/4, the Secretariat informed that the Project Evaluation Commission analysed the Secretariat proposals for improvement in the MCAAP Procedural Handbook, related to the election of the Rapporteur and the reimbursement of funds due to cancelations of missions, as follows:

- a) The first change proposed details of the process to be adopted for the election of the Rapporteur in the case there is no volunteers. After discussions, the PEC considered the option of drawing lots to be the better solution.

- b) The Secretariat expressed its concern with the increasing number of cancelations in missions and activities that beneficiary States received, some of which funded by the Project, generating the loss of the values spent specially with non-refundable air tickets.
- c) Although the Handbook already allows the Administration of the Project to request the reimbursement of such expenses by the beneficiary States, the Secretariat proposed the insertion of additional clarification in the text, in a way that makes clear to all members their responsibility in those situations where a member gave rise to the cancellation.

3.3 The updated edition of the RLA09801 MCAAP Procedural Handbook as approved by the Project Steering Committee is attached to this report as **Appendix E**.

3.4 In this regard, the Meeting agreed on the approval of the MCAAP/PEC/6 meeting report and the updates to the RLA09801 MCAAP Procedural Handbook and formulated the following conclusion:

CONCLUSION	
RLA09801 MCAAP PSC/10/2	APPROVAL OF THE MCAAP/PEC/6 MEETING REPORT AND THE UPDATED PROCEDURAL HANDBOOK
What: That, the MCAAP Project Members approve the MCAAP/PEC/6 Meeting Report, including all its Decisions and Conclusions, as well as the updates to the RLA09801 MCAAP Procedural Handbook (WP/04 Appendix).	Expected impact: <input checked="" type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input type="checkbox"/> Operational/Technical
Why: Approval of new MCAAP activities and PEC/5 Meeting report and keep procedures relevant and useful.	
When: immediate	Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
Who: <input checked="" type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	COCESNA and ECCAA

Agenda Item 4 Other business

4.1 Under Agenda Item 4, the MCAAP Activity Proposal 14/2023 (**Appendix F**) for a Workshop on the development of the Global Air Navigation Plan (GANP) Key Performance Indicators (KPI) for the evaluation of air traffic management (ATM) and airport related operations was submitted for the approval of the PSC.

4.2 In this regard, the Meeting agreed on its approval and formulated the following conclusion:

CONCLUSION	
RLA09801 MCAAP PSC/10/3	APPROVAL OF THE MCAAP ACTIVITY PROPOSAL 14/2023
<p>What:</p> <p>That, considering the relevance of efficient performance indicators, the MCAAP Project Members approve the MCAAP Activity Proposal 14/2023 – Workshop on the development of the Global Air Navigation Plan (GANP) Key Performance Indicators (KPIs) for the evaluation of Air Traffic Management (ATM) and airport-related operations.</p>	<p>Expected impact:</p> <p><input checked="" type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical</p>
<p>Why:</p> <p>To ensure that States are able to efficiently measure the performance of ATM and airport related operations.</p>	
<p>When: Immediate</p>	<p>Status: <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed</p>
<p>Who: <input checked="" type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:</p>	COCESNA and ECCAA

ACTIVITIES UNDER THE RLA09801 MULTI-REGIONAL CIVIL AVIATION ASSISTANCE PROGRAMME (MCAAP)

Project #	Title	Objective	Beneficiary State(s)	Implementation Status	Cost
2-2022	Support to the AIG Turnkey Project Phase 1	Assist States in the area of AIG by building/enhancing national capacity in accident and incident investigation	CAR States	Completed	USD87,296.67
3-2022	Support to the NACC SOS Project	Train the future team members to allow the audit activities of the project	CAR States	Completed	USD64,901.76
4-2022	Regulatory Comparison	Enhance the knowledge of States regarding the most applied regulations in our region, provide tools to facilitate mutual acceptance of certificates and establishment of bilateral/multilateral agreements	CAR region	Ongoing	Projected cost: USD36,000
5-2022	Guidance for the establishment of ATS incident report and analysis system	Foster the establishment and implementation of a consistent ATS incident report and analysis system, contributing to the State safety management	CAR States	Ongoing	Projected cost: USD19,200
6-2022	Guidance to support ANS safety oversight	Draft a regional template to support the development of an ANS inspector manual and training programme	CAR States	Completed	USD8,082.00
7-2022	CAR Airspace development	Move the NAM/CAR region towards the FRA concept as outlined in the Global Air Navigation Plan (GANP) and the CAR/SAM Air Navigation Plan (ANP) thereby enhancing efficiency of air navigation in the region.	NAM/CAR region	Ongoing	Projected cost: USD76,500
8-2022	Development of National Air Navigation Plan	Foster the development and implementation of the National Air Navigation Plans among the States in the region through the provision of assistance	CAR States	Ongoing	Projected cost: USD50,000 Additional Cost to be approved by PSC: USD10,000.00
10-2022	AIM Tracking Website	Present the progress of the transition from AIS to AIM indicating the implementation of each of the transition steps in the CAR States.	CAR States	Ongoing	Projected cost: USD19,000

Project #	Title	Objective	Beneficiary State(s)	Implementation Status	Cost
11-2022	NASP implementation Project	Ensure, through the provision of adequate training and guidance, that all States of the CAR region develop and approve their NASP by the end of 2022	CAR States	Ongoing	Projected cost: USD49,530
01-2023	SOS Cross reference working sessions	Produce an evaluation tool for the States, combining all elements of the different assessment programmes (ICAO-USOAP, FAA-IASA, EASA-SAFA and IATA-IOSA)	CAR States	Ongoing	Projected cost: USD49,530
02-2023	RST Workshop	Promote the identification and mitigation of risks related to runway safety at selected international CAR airports, in response to the RASG-PA goals.	CAR States	Completed	USD22,168.69
03-2023	AIG (OSVG, ECCAIRS, RAIO-CP)	Assist the States in the implementation of certain requirements in AIG, making use of the synergy to be achieved with the use of regional assets, laying the foundations for the formation of regional cooperation for accident and incident investigation (AIG).	CAR States	Ongoing	Projected cost: USD12,000
04-2023	Implementation of the ADS-B Monitoring System	Install a software tool that allows the indicated States to debug, monitor and verify the correct performance of ADS-B data.	Dominican Republic, Trinidad and Tobago	Ongoing	Projected cost: USD15,000
05-2023	Use of Frequency Finder App	Provide training to regional staff in the use of Frequency Finder Tool and frequency management according to Annex 10 and ICAO criteria.	NAM and CAR States	Completed	USD3,921.00
2020-6.1	Enhance ATS situational awareness	Action plan for the operational implementation of MLAT and ADS-B facilities and to assist in their final implementation	Barbados	Ongoing	Projected cost: USD19,000
2019-4.1	SIGMET Workshop Part 1	Improve the availability and quality of SIGMET messages in the NAM/CAR Regions by training Meteorological Watch Offices (MWO) technical personnel	CAR region	Completed	USD7,586.73
06-2023	Development of a system for statistics and evaluation of surveillance data	Evaluate the data, which allows the data to be certified and integrated into air traffic control systems, as well as allowing the development of data statistics for decision making	CAR States	For PSC approval	Cost to be approved by PSC: USD31,072.00

Project #	Title	Objective	Beneficiary State(s)	Implementation Status	Cost
07-2023	Analysis of the implementation of cybersecurity in ANS for two MCAAP Members States	Carry out an evaluation of these two states that would serve as a pilot programme and at the same time serve as a training process to train regional specialists in this field	CAR region	For PSC approval	Cost to be approved by PSC: USD13,000.00
08-2023	NAM/ICD (AIDC) implementation between Cuba and Jamaica	Improve Safety Operation in the FIR's coordination between the States	Cuba and Jamaica	For PSC approval	Cost to be approved by PSC: USD7,500.00
09-2023	Assistance for the Development of Regional Tasks of the CAR Navigation Systems through an AD-Hoc Group	Provide assistance to CAR States in the development of the requirements, determine the needs and operational benefit to implement of the different navigation system (VOR, VOR/DME, GBAS, SBAS, etc)	CAR region	For PSC approval	Cost to be approved by PSC: USD18,700.00
10-2023	Project to development a CAR Region Guidance for Gender Equality	Create a regional Ad hoc Group to develop a Project proposal to develop opportunities for the career of women in civil aviation and the aviation industry, in response to Conclusion GREPECAS/20/09	CAR region	For PSC approval	Cost to be approved by PSC: USD20,000.00
11-2023	Support regional assistance for the development of the CANSNET communications network	Provide resources to cover simultaneous translation at CANSNET Group meetings to support the understanding of information to all Member States, whether Spanish or English speaking.	CAR region	For PSC approval	Cost to be approved by PSC: USD4,000.00
13-2023	Support for the development of National Air Navigation Plans	Foster the development and implementation of the National Air Navigation Plans among the States in the region through the provision of assistance.	Central American States	For PSC approval	Cost to be approved by PSC: USD13,500.00

RLA09801 STATUS OF PROJECT CONTRIBUTIONS AND PRODOC SIGNATURE AS OF 23 JUNE 2023
ESTADO DE LAS CONTRIBUCIONES DEL PROYECTO Y FIRMA DEL PRODOC DEL RLA09801 AL 23 DE JUNIO DE 2023

Member	Status of PRODOC Signatures Estado de firmas del PRODOC				Status of Contributions / Estado de las Contribuciones USD25,000 per contribution/por contribución										# missing contributions # contribuciones faltantes
	PRODOC A	PRODOC B	PRODOC C	PRODOC D	2011	2014	2016	2017	2018	2019	2020	2021	2022	2023	
Bahamas	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	
Barbados	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	N/A	Paid / Pagado	Paid / Pagado	
Canada	Not a member	Not a member	Signed / Flrmado	Signed / Flrmado	N/A	N/A	N/A	N/A	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Not paid / Pago pendiente	1 (2023)
Cuba	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	Paid / Pagado	
Curaçao	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Not Signed / Sin firmar	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Not paid / Pago pendiente	N/A	Paid / Pagado	Not paid / Pago pendiente	2 (2020 & 2023)
Haiti	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	N/A	Not paid / Pago pendiente	Not paid / Pago pendiente	2 (2022 & 2023)
Jamaica	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Not paid / Pago pendiente	N/A	Not paid / Pago pendiente	Not paid / Pago pendiente	3 (2020, 2022 & 2023)
México	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	Paid / Pagado	Not paid / Pago pendiente	Paid / Pagado	1 (2022)
República Dominicana	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	N/A	Paid / Pagado	Paid / Pagado	
Trinidad and Tobago	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	N/A	Paid / Pagado	Paid / Pagado	
United States	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	In-kind support	In-kind support	In-kind support	In-kind support	In-kind support	In-kind support	In-kind support	In-kind support	In-kind support	In-kind support	
COCESNA	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	Paid / Pagado	N/A	Paid / Pagado	N/A	Paid / Pagado	Paid / Pagado	
ECCAA	Signed / Flrmado	Signed / Flrmado	Signed / Flrmado	Not Signed / Sin firmar	Partial payment / Pago parcial	Partial payment / Pago parcial	Not paid / Pago pendiente	Not paid / Pago pendiente	Partial payment / Pago parcial	Partial payment / Pago parcial	Partial payment / Pago parcial	N/A	Partial payment / Pago parcial	Not paid / Pago pendiente	Since the beginning of the Project / Desde el inicio del Proyecto

APPENDIX B / APÉNDICE B

RLA09801 PSC/10 – WP/03-NE/03

**PROJECT FELLOWSHIP COUNT AND EXPENSES PER PROJECT MEMBER
CONTEO Y GASTOS CORRESPONDIENTES A BECAS POR MIEMBRO DEL PROYECTO**

	2019		2020		2021		2022		2023	
	Cost Costo	Fellowships Per Project Member Becas por cada miembro del Proyecto	Cost Costo	Fellowships Per Project Member Becas por cada miembro del Proyecto	Cost Costo	Fellowships Per Project Member Becas por cada miembro del Proyecto	Cost Costo	Fellowships Per Project Member Becas por cada miembro del Proyecto	Cost Costo	Fellowships Per Project Member Becas por cada miembro del Proyecto (as of 31 May 2023)
Bahamas	USD2,070.00	1	-	-	-	-	USD1,708.00	1	-	-
Barbados	USD6,284.31	4	USD3,904.78	2	-	-	-	-	-	-
Cuba	USD18,491.20	12	USD5,599.20	3	USD1,857.14	2	USD21,375.00	13.65 ^φ	USD24,345.39	13.56 ^φ
Curacao / Curazao	USD2,070.00	1	-	-	-	-	-	-	-	-
Dominican Republic / República Dominicana	USD11,525.05	7	USD5,633.79	3	-	-	USD5,354.00	3 ^φ	USD1,745.00	1
Haiti / Haití	USD7,435.11	5	-	-	-	-	-	-	-	-
Jamaica	-	-	-	-	-	-	-	-	-	-
Mexico / México	USD1,476.00	1	-	-	USD1,857.14	2	USD12,134.00	6.74 ^φ	USD2,267.00	2
Trinidad and Tobago / Trinidad y Tabago	USD13,925.01	9	USD1,716	1	-	-	USD1,708.00	1	USD1,930.00	1
COCESNA	USD12,812.19	7	-	-	USD2,785.71	3	USD11,303.00	7 ^φ	USD8,434.74	7.23 ^φ
ECCAA	-	-	-	-	USD6,500.00	7	-	-	-	-
Total per year:	USD76,088.87	47	USD6,853.77	9	USD12,999.99	14	USD53,582.00	32.39	USD38,722.13	24.79

^φ Member used fellowship funds for travel under Project RLA09801 (fellowship value is estimated at USD1,800 in average, per fellowship) /
El miembro utilizó fondos de becas para viajes oficiales bajo el Proyecto RLA09801 (el valor de las becas está estimado en un promedio de USD1,800, por beca)

APPENDIX D / APÉNDICE D

Statement of Estimated Fund Balance
Multi-Regional Civil Aviation Assistance programme (MCAAP)
Management Service Agreement
RLA09801
As at 31 March 2023
(in United States dollars)

Financial Status from accounts:

Balance of Surplus (Deficit) as at 1 January 2023	448,356	
Adjustment	-	
Adjusted Balance of Surplus (Deficit) as at 1 January 2023	<u> </u>	448,356
Add/(Deduct):		
Contributions Received (Schedule I)	149,202	
Transfer of Funds to/from Other Funds (Schedule I)	-	
Interest Earned and Accrued	-	
Foreign Currency Exchange Gain (Loss) and other Income (Note 5)	-	
Refund of Contributions	-	
Interest Expenses	-	
Refund of Interest Earned	-	
	<u> </u>	149,202
		597,558
Deduct Expenses (Note 1):		
Experts (Schedule II)	-	
Administrative Support Personnel (Schedule III)	-	
United Nations Volunteers (Schedule IV)	-	
Travel on Official Business (Schedule V)	-	
Mission Costs (Schedule VI)	69,386	
National Professionals (Schedule VII)	-	
Subcontracts (Schedule VIII)	2,570	
Fellowships (Schedule IX)	1,958	
Equipment (Schedule X)	-	
Sundry (Schedule XI)	9	
Administrative Overhead (Schedule XII) (Note 2)	7,390	
	<u> </u>	81,313
Fund Balance/(Deficit Balance) as at 31 March 2023		516,245
Deduct outstanding commitments known up to 31 December 2022 (Note 3):		
Experts (Schedule II)	-	
Administrative Support Personnel (Schedule III)	-	
United Nations Volunteers (Schedule IV)	-	
Travel on Official Business (Schedule V)	-	
Mission Costs (Schedule VI)	(596)	
National Professionals (Schedule VII)	-	
Subcontracts (Schedule VIII)	2,131	
Fellowships (Schedule IX)	-	
Equipment (Schedule X)	-	
Sundry (Schedule XI)	-	
Administrative Overhead (Schedule XII)	(37)	
	<u> </u>	1,499
Estimated funds available/(required) (Note 4)		688,341
Future Commitments: beyond 31 December 2023 (Note 3):		
Estimated funds available/ (required) including future commitments beyond 2023 (Note 4)		514,746

— END/FIN —

APPENDIX A TO THE RLA09801 PRODOC



ICAO

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

RLA09801

**Multi-Regional Civil Aviation Assistance
Programme**

MCAAP

Procedural Handbook

List of Contents

Contents	Page
List of Contents	i
Amendment Procedure	ii
1. Mission	1
2. RLA09801 MCAAP Project Member States	2
3. RLA09801 MCAAP Organizational Chart and Secretariat	2
4. RLA09801 MCAAP Project Roles and Responsibilities	3
5. RLA09801 MCAAP Fast-Track Procedure	6
6. RLA09801 MCAAP Meetings and Channels of Communications	6
7. RLA09801 MCAAP Work Plan Development	8
8. Donors and Financial Resources	9
9. Fellowships	11
10. Travel Assistance Using the RLA09801 MCAAP	13
11. RLA09801 MCAAP Technical Assistance Missions (RLA09801 TEAM)	14

Amendment Procedure

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

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

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

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

Record of Amendments

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

1. Mission

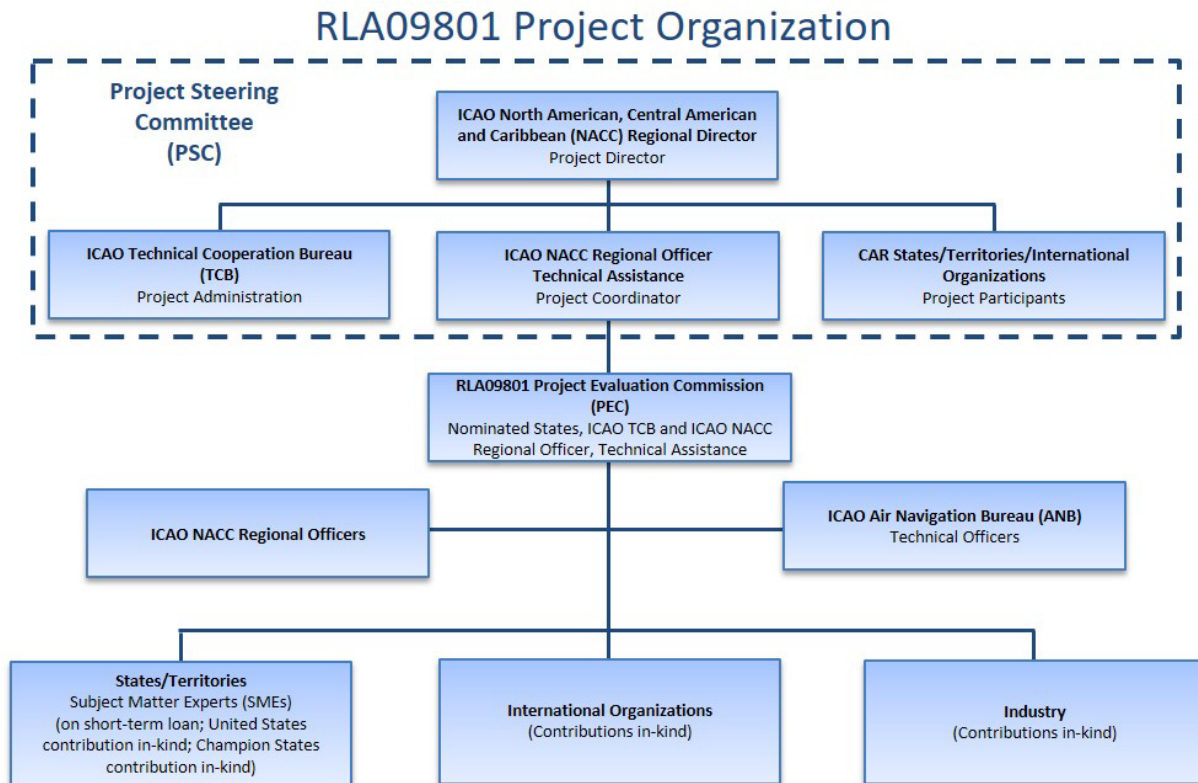
1.1 To assist Project member States/Territories in the NAM/CAR Regions in the effective implementation of ICAO standards and recommended practices (SARPs) for improving the safety, efficiency and capacity of the regional civil aviation system, in harmonization with the Global Air Navigation Plan (GANP), Global Aviation Safety Plan (GASP), CAR/SAM Regional Air Navigation Plan, and in support of the ICAO No Country Left Behind (NCLB) initiative.

2. RLA09801 MCAAP Project Member States

2.1 Bahamas, Barbados, Canada, Cuba, Curacao, Dominican Republic, Haiti, Jamaica, Mexico, Trinidad and Tobago, United States, Central American States (Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua) represented by COCESNA as one member; and Eastern Caribbean States (Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines) represented by ECCAA as one member.

2.2 With the increased effectiveness and efficiency of this Project, regional aviation safety and aviation security issues will improve and participants will benefit as a result of the RLA09801 MCAAP Project expansion.

3. RLA09801 MCAAP Organizational Chart



4. RLA09801 MCAAP Project Roles and Responsibilities

4.1 RLA09801 MCAAP Project Director

4.1.1 The ICAO NACC Regional Director serves as the Project Director of RLA09801 MCAAP. The RLA09801 MCAAP Project Director will ensure that all aspects of the Project are implemented in accordance with the mission statement mentioned in paragraph 1.1 above.

4.2 RLA09801 MCAAP Secretariat

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

4.2.2 The RLA09801 MCAAP Secretariat supports the RLA09801 MCAAP by providing administrative, coordination and technical support to the RLA09801 MCAAP members, as required.

4.2.3 The RLA09801 MCAAP Secretariat functions are the following:

1. manage the RLA09801 MCAAP work programme and associated activities;
2. administer budget execution/allocation for PSC approval;
3. administer fellowship process;
4. the Technical Cooperation Associate will forward invitation letters to events already sent to the State/Organization Directors to all Project Focal Points, indicating the deadline to receive fellowship nominations (as per Section 10 of this Handbook), which will be at least **45 calendar days** prior to the commencement of the event;
5. propose RLA09801 MCAAP TEAM missions and assignment of Subject Matter Experts (SMEs) in coordination with the ICAO NACC Regional Officers;
6. develop meeting agendas proposals in coordination with the Project Member/Regional Officer proponents;
7. the Project Coordinator will chair PSC meetings on behalf of the Project Director;
8. prepare PSC and PEC meeting agendas, documentation and summaries of discussion;
9. monitor action items and report annual status to the RLA09801 MCAAP PSC;
10. maintain communication with the RLA09801 MCAAP members;
11. identify required administrative support; and
12. control and administer the RLA09801 MCAAP website.

4.2.4 In addition to the functions above, the RLA09801 MCAAP Project Coordinator will seek for the RLA09801 MCAAP Project Director's approval on the following:

1. for the use of consultants as described in paragraph 8.4;
2. of additional RLA09801 MCAAP work programme events prior to the approval by the PSC; and
3. for attendance of Regional Officers, SMEs and ICAO Secretariat staff at work programme events.

4.2.4.1 Once approved by the RLA09801 Project Director, the RLA09801 MCAAP Project Coordinator will request the approval by the PSC using the fast-track procedure (paragraph 5 refers).

4.3 *RLA09801 MCAAP Administration*

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

4.3.2 The RLA09801 MCAAP Administrator (TCB) is tasked to oversee this Technical Cooperation project and its implementation in the following manner:

1. review and approve changes and amendments to RLA09801 MCAAP PRODOC;
2. coordinate with the ICAO Legal Bureau on any matters associated with the implementation of the Project, as needed;
3. obtain the approval and signature of the ICAO Secretary General for any changes and amendments to the PRODOC;
4. provide the Regional Office with Project Financial Statements as appropriate;
5. coordinate with the Regional Office for the approval of Regional Officers and SMEs travel in support of Project activities;
6. seek the certification of funds for Project fellowships; and
7. on any other issues regarding implementation of RLA09801 MCAAP refer to Part 5 – *Technical Cooperation and Technical Assistance* of the *ICAO Regional Office Manual*.

4.4 *RLA09801 MCAAP Member States*

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

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

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

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

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

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

4.5 *RLA09801 MCAAP Project Steering Committee (PSC)*

4.5.1 The responsibilities of the PSC are the following:

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

4.6 *RLA09801 MCAAP Project Evaluation Commission (PEC)*

4.6.1 The RLA09801 MCAAP PEC will be responsible for:

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

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

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

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

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

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

4.7 *MCAAP Focal Point*

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

4.7.2 The RLA09801 MCAAP Focal Points will be responsible for:

1. representing the interests of their State/Organization;
2. presenting the needs of their State/Organization to the RLA09801 MCAAP Secretariat;
3. acting as advisors to the ICAO NACC Regional Office for the preparation of the annual Project work plan;
4. making the necessary coordination within his/her own Administration on all RLA09801 MCAAP processes and activities, including processing the contributions for the Project;
5. deciding within their State/Organization on fellowship holder application requests and sending them to the RLA09801 MCAAP Secretariat with at least **45 calendar days** prior to the commencement of the event;
6. approving changes made to the work plan through the fast track procedure;
7. providing support to the Project activities including their attendance at Project Meetings, as necessary;
8. proposing improvements and new activities to support implementation; and
9. proposing updates and amendments to the RLA09801 MCAAP Project Procedural Handbook and PRODOC.

4.8 *RLA09801 MCAAP PEC Rapporteur*

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

4.8.1.1 If there is no candidate for the position, the Rapporteur will be chosen by drawing lots in which the Members of the PEC will participate, except for the Rapporteur who is completing his/her mandate, the Project Administrator, and the Project Coordinator.

OR

4.8.1.1 If there is no candidate for the position, the Rapporteur will be the representative of the next PEC Member following the alphabetical order of the States/Organizations in English.

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

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

5. RLA09801 MCAAP Fast-Track Procedure

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

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

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

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

6. RLA09801 MCAAP Meetings and Channels of Communications

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

6.1.1 Project Steering Committee (PSC) Meetings

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

6.1.2 PSC Teleconferences

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

6.1.3 *Project Evaluation Commission (PEC) Meetings*

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

6.1.4 *Focal Point Meetings*

- i. Focal Point meetings may convene once every year, preferably in conjunction with the PEC Meeting.
- ii. The meetings will usually be of one day and may precede the PEC Meetings.
- iii. RLA09801 MCAAP Focal Point Plenary meetings and documentation shall be in English, with the Report in both languages (English and Spanish).
- iv. For the convening of this meeting, Project funds will cover the following expenses:
 - a. Fellowship for the RLA09801 MCAAP Focal Points for the duration of the meeting; these fellowships will not count towards the State/Organization's yearly fellowship allocation (Part 9.1.1 refers); and
 - b. Travel expenses for the RLA09801 MCAAP Secretariat (if outside the NACC Office) and for the RLA09801 MCAAP Administration.
- v. The RLA09801 Secretariat shall notify all members of the time and place of Focal Point meetings with at least 90 days prior notice of such meeting.

6.1.5 *PEC Teleconferences*

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

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

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

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

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

7. RLA09801 MCAAP Work Plan Development

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

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

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

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

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

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

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

7.4 *Process of Approval of the Work Plan*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

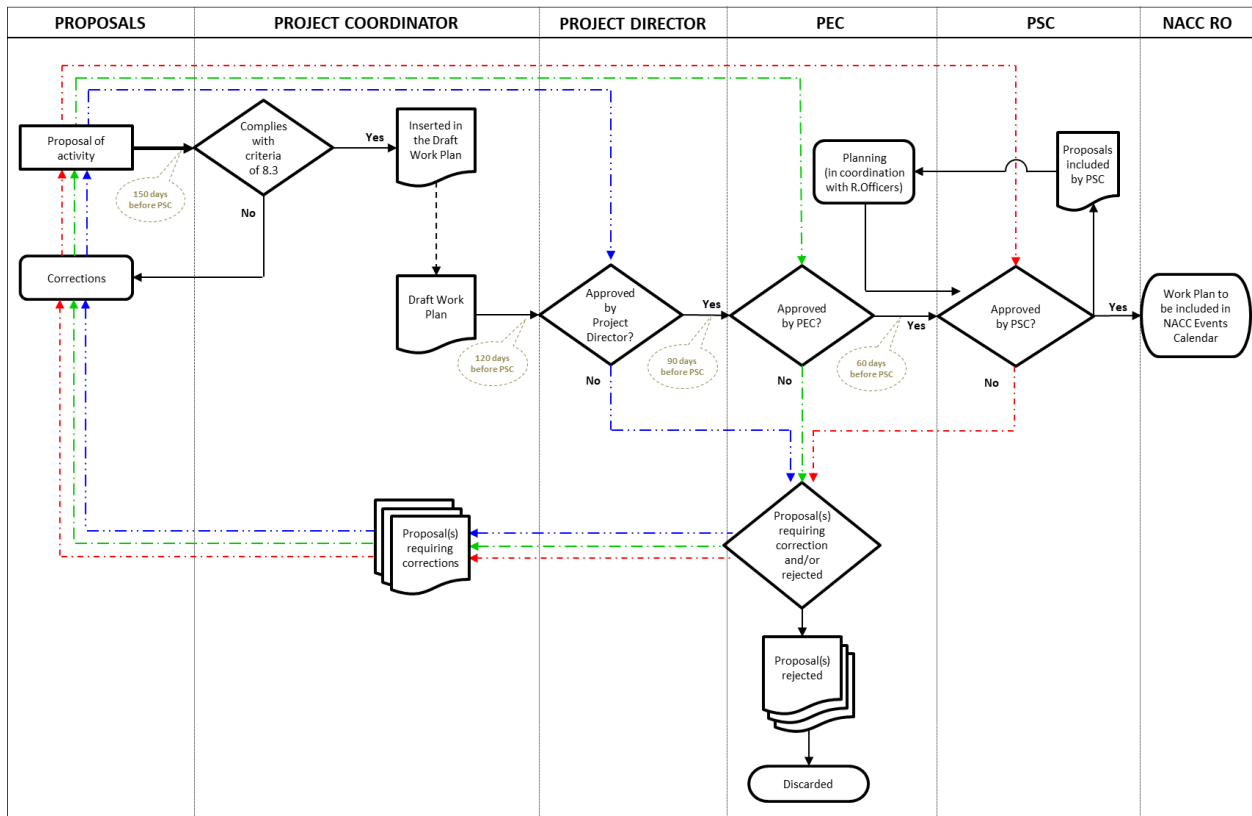
7.4.4.2 The PSC may, at its discretion, propose the inclusion of other activities not contemplated by the draft Work Plan, assigning to the PEC the planning of such activities for later evaluation of the PSC itself, under the terms determined by the PSC.

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

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

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

FLOWCHART OF THE PROJECT WORK PLAN APPROVAL



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

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

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

8. Donors and Financial Sources

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

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

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

Pay to:	//CC000305101 Royal Bank of Canada Ste. Catherine and Stanley Branch 1140 Ste. Catherine Street West Montreal, Quebec Canada H3B 1H7
For credit to:	05101 404 6 892 Project RLA09801 ICAO Pool Account
Swift code:	ROYCCAT2

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

8.4 Use of Consultants

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

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

8.5 *In-Kind Contributions*

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

9. **Fellowships**

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

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

9.2 *Types of Fellowships for RLA09801 MCAAP*

9.2.1 The RLA09801 MCAAP Secretariat shall propose on the number of fellowships and eligible events offering fellowships; the PEC will evaluate and make recommendations to the PSC; the PSC will approve the number of fellowships offered by the Project. All RLA09801 MCAAP Project Members are entitled to **one** fellowship per event included in the annual work plan approved by the PSC. The total number of fellowships shall be equal for each member State/Organization. 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. The focal point shall contact the RLA09801 MCAAP Secretariat to coordinate the attendance of their delegate with at least **45 calendar days** (as per TCB regulations) prior to the commencement of the event

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

9.2.2 Project members who will not apply for the fellowships that are offered on the RLA09801 MCAAP annual work plan (paragraph 9.1 refers), may decide to participate in other selected ICAO endorsed events. It will be incumbent to each member State/Organization, through its focal point, to offer and handle within the State/Organization the fellowships made available by the Project. The Regional Office shall not offer Project fellowships directly to the States/Organizations outside of the scope of the work plan. To process a fellowship for an event that is not included in the RLA09801 MCAAP annual work plan, the focal point shall contact the RLA09801 MCAAP Secretariat to coordinate the attendance of their delegate with at least **45 calendar days** (as per TCB regulations) 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.

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

9.2.4 If a Project member decides to apply for the type of fellowship mentioned in 9.1.3, 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.

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

9.3 *Funding*

9.3.1 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.

9.3.2 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 RLA09801 MCAAP Secretariat at nacc-tc@icao.int to coordinate the necessary administrative arrangements for the applicable refund.

9.4 *Fellowship Allocation for International Organizations*

9.4.1 Regarding fellowships offered to the Central American² 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.

9.4.2 Regarding fellowships offered to the Eastern Caribbean³ 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.

9.5 *Administrative Procedure for Nominations*

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

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

9.5.2 The duly completed Fellowship Nomination Form must be received in the ICAO NACC Regional Office as soon as feasible but no later than **45 calendar days** (as per TCB regulations) prior to the beginning of event. In order to ensure timely payment and to comply with the internal administrative processes of the ICAO NACC Regional Office, the ICAO Technical Cooperation Bureau and the United Nations Development Programme (UNDP) Office who will process the fellowship holder's payment (if applicable), **it is essential to comply with the established deadlines.**

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

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

9.5.3 The internal administrative process entails the following activities:

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

9.5.4 The acceptance of fellowship nomination forms received after the established deadlines will be subject to the discretion of the RLA09801 MCAAP Secretariat and will be the exception and not the norm. The RLA09801 MCAAP Secretariat will not process Post-Facto fellowships under no circumstances.

9.5.5 Each fellowship holder is required to send his/her travel itinerary to the RLA09801 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.

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

RLA09801 MCAAP Secretariat

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

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

9.5.8 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.

10. Travel Assistance using the RLA09801 MCAAP

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

10.2 The following procedure will be used:

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

10.2.2 *Administrative Procedure for Travel Assistance*

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

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

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

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

10.2.3 The entitlements for a mission include the following:

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

10.2.4 If a Project member decides to apply for assistance from ICAO for travel, they may do so with the understanding that this decision will impact the total number of 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.

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

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

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

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

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

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

11. RLA09801 MCAAP Technical Assistance Missions (RLA09801 TEAM)

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

11.2 Deploying RLA09801 MCAAP TEAMS

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

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

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

11.2.4 RLA09801 MCAAP TEAM may comprise of:

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

11.2.5 Roles and expectations of RLA09801 MCAAP TEAM experts

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

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

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

11.3 *Reporting*

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

11.4 *Sharing outcomes with other RLA09801 MCAAP Project Members*

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

MCAAP Proposal Activity N.	14 - 2023	Focus Area:	2 - Improve Regional Capacity and Efficiency
-----------------------------------	------------------	--------------------	---

Event/Activity title:	Workshop for the Development of the CAR/SAM Regional Air Navigation Plan Key Performance Indicators Evaluation for ATM and Airport operations		
Problem statement (opportunity):	As part of the air navigation plan development process and for the development of the electronic air navigation plan (e-ANP Vol III), it is necessary for the States to integrate into their process the performance evaluation of their operations both in the area of Air Traffic Management and in the area of airport operations. The CAR States have begun their evaluation of the level of implementation of air navigation in their States and the Region, but to continue with the process it is necessary to evaluate their performance. Currently, most CAR States are not measuring their performance and it is necessary to do so in order to improve regional aeronautical management and achieve the objectives set for the region.		
Proposed solution (activity):	Development of a regional workshop with the support of Brazil, Canada, and United States, with specialists who have already developed this workshop for the SAM States, to apply them in our region and support the knowledge of regional specialists to begin this process in the region.	Language:	Choose an item. <input checked="" type="checkbox"/> Requires interpretation funded by MCAAP
Objective:	Develop the knowledge of regional specialists for the establishment of data, development of the process of measuring Key Performance Indicators for air traffic management operations.	ICAO Strategic Objectives	Click here to enter text.
Justification:	The workshop will be developed by four specialists with experience on this matter and who have developed this type of workshop since 2021.		
If the activity is a step of a larger action, describe the action	Following the workshop, the NACC Office will continue to work with the CAR States to establish the assessment of key performance indicators (KPIs) in their States to feed into each State's own air navigation plans and support the development of the e-ANP VOL III KPIs.		
Deliverables/expected outcomes:	Development of the knowledge of regional specialists and its application to the Air Navigation Plans of the CAR States and e-ANP III.	Follow-up actions:	Development of State Air Navigation Plans.
States impacted by the activity:	All CAR States Region.	Estimated impact on EI%:	Click or tap here to enter text.
Local (of execution of activity)	Personnel (representing cost to the Project)	Period/Duration	Estimated cost to the Project
ICAO NACC	4 SMSs	5 working days	US\$12,000.00
Proponent	Project Director Assessment	PEC revision status	PSC approval status
RO/CNS ...	Recommendation: Choose an item.	Director's comments Click or tap here to enter text.	Choose an item. Choose an item.