ICAO No Country Left Behind (NCLB) Campaign:
NACC Regional Assistance Strategy

Accountability and Performance Report of the ICAO NACC Regional Office to
Member States

Seventh Meeting of the North American, Central American and Caribbean Directors of Civil Aviation

NACC/DCA/7

Washington, D.C., United States, 19 – 21 September 2017
E/CAR - Eastern Caribbean
Caribe Oriental

Anguilla (UK)
Anguilla

Antigua and Barbuda
Antigua y Barbuda

Barbados
Barbados

British Virgin Islands (UK)
Islaes Vírgenes Británicas

French Antilles
Guadeloupe, Martinique, Saint Barthélémy (France)
Antillas Francesas
Guadalupe, Martinica, San Bartolomé

Grenada
Grenada

Montserrat (UK)
Montserrat

Saba (Netherlands)
Saba

Saint Kitts and Nevis
San Kitts y Nevis

Saint Lucia
Santa Lucia

Saint Vincent and the Grenadines
San Vicente y las Granadinas

Sint Eustatius (Netherlands)
Sint Eustatius

Sint Maarten (Netherlands)
Sint Maarten

Trinidad and Tobago
Trinidad y Tabago

United States
Estados Unidos

Puerto Rico, Virgin Islands
Estados Unidos

Islaes Vírgenes, Puerto Rico

C/CAR - Central Caribbean
Caribe Central

Aruba (Netherlands)
Aruba

Bahamas
Bahamas

Bonaire (Netherlands)
Bonaire

Cayman Islands (UK)
Islaes Caímanes

Cuba
Cuba

Curacao (Netherlands)
Curazao

Dominican Republic
República Dominicana

Haiti
Haití

Jamaica
Jamaica

Mexico
México

Turks and Caicos Islands (UK)
Islaes Turcas y Caicos

United States
Estados Unidos

CA - Central America
Centroamérica

Belize
Belize

Costa Rica
Costa Rica

El Salvador
El Salvador

Guatemala
Guatemala

Honduras
Honduras

Nicaragua
Nicaragua

NAM - North America
Norteamérica

Canada
Canadá

Saint Pierre et Miquelon (France)
San Pedro y Miquelón

United States
Estados Unidos

CAR - Caribbean
Caribe

Bermuda (UK)
Bermuda

Mexico
México

21 States

19 Territories

26 Civil Aviation Authorities (CAAs)

44 Flight Information Regions (FIRs)

29 FIRs in NAM

15 FIRs in CAR
No Country Left Behind

What is the ICAO NCLB Campaign?

The No Country Left Behind (NCLB) campaign highlights ICAO’s efforts to assist States in implementing ICAO Standards and Recommended Practices (SARPs). The main goal of this work is to help ensure that SARP implementation is better harmonized globally so that all States have access to the significant socio-economic benefits of safe and reliable air transport.
In order to clearly identify where the Region stood, a conscientious decision was made to classify States in the NAM/CAR Regions into three categories:

- **0% ≤ EI% ≤ 70%**
- **70% < EI% ≤ 80%**
- **80% < EI% ≤ 100%**
STATUS OF OUR SUB-REGIONS – 2015

- 16.7% of the States in Central America have an EI % below 70%
- 50% of the States in the Central Caribbean have an EI % below 70%
- 85.7% of the States in the Eastern Caribbean have an EI % below 70%
What did the analysis show us?

Three Major Deficient Areas and Critical Element Challenges:

AGA
Licensing, certification, authorization and approval obligations (CE-6)

ANS
Technical personnel qualification and training (CE-4)

AIG
Technical guidance, tools and the provision of safety-critical information (CE-5)
Tell us...

What are your challenges?

What are your solutions?
Forecasted Progress on NACC EI

- **2015**
  - Goal Met: 33.3%
  - Projected – To Meet: 47.6%
  - Unable to Meet: 19.0%

- **2016**
  - Goal Met: 47.6%
  - Projected – To Meet: 42.9%
  - Unable to Meet: 9.5%

- **By end 2017**
  - Goal Met: 61.9%
  - Projected – To Meet: 33.3%
  - Unable to Meet: 4.8%

- **By end 2018**
  - Goal Met: 90.5%
  - Unable to Meet: 9.5%
4 Phases of the NACC NCLB Strategy

**I. Senior Level Political Commitment**
- Completed/On-going
- Establish strategy to implement NCLB campaign
- High Level Government Outreach (Ministerial Level)
- Paradigm shift in assistance methodology (more hand-holding) and direct engagement at the technical level
- Systems Solution Approach (root cause approach)

**II. Intelligence Gathering and Analysis**
- 100% of States
- Analyse all available ICAO data on deficiencies of each NACC State
- Notify the State of their deficiencies and compliance status
- Mutual communication for agreement (Technical teleconferences)

**III. Joint State/ICAO Action Plan Development**
- 100% of States*
- ICAO NCLB Multidisciplinary or High Level visits – some States did not need a visit
- Develop joint action implementation plan
- Who?
- What?
- When?
- Agreement of State Action Plan priorities at General and Regional Director level

**IV. Implementation, Measuring and Monitoring of Action Plan**
- 76% of States
- Monthly Teleconference NACC & CAA Technical teams
- Quarterly Videoconference Brief to RD & DG/Minister
- Annual Implementation Progress Review
- Continuous review and adjustment of action plan based on audit results
- RD engagement of financial institutions

*Action Plans include pending Port-of-Spain (POS) agreements
NCLB Metrics and Performance Deliverables

Short Term (Year 1) – Completed

- The development, initiation and validation of the NACC NCLB was met

Medium Term (Year 2) – Completed

- All States at NACC NCLB Phase II
- Increase EI of at least 3 States to 80%+
- Certification of at least 10 aerodromes
- Increase the EI from 2 to 3% in those States with over 80% EI

Medium Term (Year 3) – On Target

- All States at NACC NCLB Phase III
- Increase of EI of at least 3 States to 80%+

Long Term – Expected Outcome

- Increase of at least 3 States to 80%+
- Continuous monitoring every year

GOAL: No more than 2 States below 80% of EI
Desired Performance Level Not Achieved

Pending Caribbean States (EI ≤ 80%) projected to have major advances in 2017 to ensure a USOAP EI of 80% in 2018 Audits

- Given the recent hurricane challenges we will not be at the expected level by the end of 2017

Resolution of existing SSC and SSeC

- Not yet resolved

AIG development and implementation that was projected to be formalized by 2017

- Has been initiated but will not be completed as projected
Desired Performance Level Not Achieved

The creation of a NAM/CAR Regional Training Centres Association
• Is not on track to be accomplished as scheduled for 2017

PBN, ATFM and SAR advancements have fallen short of what was projected
• More on that issue on the next slide

Focus on providing stronger support for the Territories
• Have not had enough time during the NCLB Strategy Initial Phase
What has not been implemented in Air Navigation Services (ANS) in the Regions? Why?

**PBN**
- Lack of ATM Expert dedicated full time to this subject

**ATFM**
- NACC Regional Office failed to recognize/adapt implementation strategy to the situation

**SAR**
- The establishment of the SAR Oversight system was poorly addressed by the NACC Regional Office
- Lack of commitment from States
Performance and Accountability Report of the ICAO NACC Regional Office
Status of USOAP Effective Implementation (EI) - 2015
NAM/CAR States vs. Effective Implementation (EI) %

Source: ICAO SPACE – June 2015
Status of USOAP Effective Implementation (EI) - 2016
NAM/CAR States vs. Effective Implementation (EI) %

Source: ICAO SPACE – December 2016

Antigua and Barbuda
Bahamas
Barbados
Belize
Canada
Costa Rica
Cuba
Dominican Republic
El Salvador
Grenada
Guatemala
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
United States
Status of USOAP Effective Implementation (EI) – 2017
NAM/CAR States vs. Effective Implementation (EI) %

Antigua and Barbuda
Bahamas
Barbados
Belize
Canada
Costa Rica
Cuba
Dominican Republic
El Salvador
Grenada
Guatemala
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
United States

Source: ICAO SPACE – June 2017
### Annual Resolution of Air Navigation Deficiencies

#### Outstanding Deficiencies in the CAR Region

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<td>123</td>
<td>99</td>
<td>82</td>
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<td>773</td>
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<td>640</td>
<td>562</td>
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#### % Resolution of U Priority Deficiencies

The graph shows the percentage resolution of U priority deficiencies from 2011 to 2017, with a decrease in the last year.
Prior to NCLB Implementation an average of 4 to 6 Aerodrome Certifications were conducted per year. After NACC NCLB Strategy Implementation 23 certifications were initiated in 2016.

151 international aerodromes in the CAR Region

74 Aerodromes Non-certified = 49%

77 Aerodromes Certified = 51%

- Certified: 45
- Not Certified: 77
- Initiated: 29

PoS Aerodrome certification goal = 48%

Last update: September 2017
Status of Aerodrome Certification

*85 are projected for the end of 2017
7 have been certified this year (77)

Source: RO/AGA September 2017
Status of Runway Safety Team (RST) Implementation in the CAR Region

- **Central America**: 84.6% without RST, 15.4% with RST
- **Central Caribbean**: 43% without RST, 57% with RST
- **Eastern Caribbean**: 85% without RST, 15% with RST

% Airports without RST: 11 (Central America), 45 (Central Caribbean), 29 (Eastern Caribbean)
% Airports with RST implemented: 2 (Central America), 59 (Central Caribbean), 5 (Eastern Caribbean)
Status of 2nd USAP Effective Implementation (EI) - 2013
NAM/CAR States vs. Effective Implementation (EI) %

Antigua and Barbuda
Bahamas
Barbados
Belize
Canada
Costa Rica
Cuba
Dominican Republic
El Salvador
Grenada
Guatemala
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
United States
Status of 2nd USAP Effective Implementation (EI) – March 2017

NAM/CAR States vs. Effective Implementation (EI) %

NACC Average: 67.27%

Antigua and Barbuda
Bahamas
Barbados
Belize
Canada
Costa Rica
Cuba
Dominican Republic
El Salvador
Grenada
Guatemala
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
United States
ICAO Outreach to NGOs/Government Funding Entities

- Studies for equipment/infrastructure needs
- Aerodrome certification study
- Potential Projects to improve infrastructure, development of regional initiatives: CARAIO, CASSOS, GRIAA
Post Irma, NAM/CAR States have to take a thorough look at their infrastructure needs and determine what comes next.

States, NGOs, and ICAO need to work together to identify funding needs.

**Air Navigation Services (ANS)**

*What comes next?*

Lessons Learned
- recognise mistakes
- observe what works
- document them
- share them
Objective:

In order to improve the States USOAP EI, a regional collaboration group has been initiated.

Review the progress on the USOAP-CMA Protocol Questions (PQs) and CAPs, provide guidance on managing the On-Line Framework (OLF) and identifying solutions and ways to improve EI.
Regional Aviation Safety Group — Pan American (RASG-PA)

**Purpose**
- Addresses safety issues from a regional perspective
- Focal point to mitigate risks at regional level
- Employs risk analysis methodology consistent with Annex 19/SMS requirements
- Delivers measurable safety improvements

**Benefits**
- Joint State/Industry safety programmes that reduce redundancy and save scarce resources
- RASG-PA outputs can be used to enhance State safety programs/strategies
- Strengthens regional partnerships
- Provides States with real-time safety data analysis
- Encourages use of State Safety Teams (CASTs)
AIG is one of the major deficient areas as audit results show. It affects most member States and Territories in our Regions. Why?

- Cost of having specialists and equipment to meet ICAO SARPs are not achievable by many States.

An accident investigation group cannot replace the States sovereign responsibility in AIG but it would complement and enhance their capability and ability to meet ICAO requirements.
Regional Aviation Accident Investigation Group (GRIAA)

- RAIO initiative in Central America that has assisted Central American States in accident investigation
- It provides AIG training and guidance
- Currently obtaining funding
- Lead person being contacted by the NACC Regional Office for the implementation of this initiative
- Other ongoing actions

Caribbean Regional Accident Investigation Organization (CARAIO)

- RAIO initiative for the CAR Region
- Funds are obtained from the ICAO Safety (SAFE) Fund
- Supported by CASSOS, COCESNA/ACSA and ICAO

Project RLA/09/801 – Multi-Regional Civil Aviation Assistance Programme (MCAAP)
Economic and social Impact of Aviation to the NAM/CAR Regions

The Role of Aviation Industry in the Region

- Creates direct and indirect employment
- Supports tourism and local businesses
- Stimulates foreign investment and international trade
- Contributes to sustainable development
- Helps improve living Standards and alleviate poverty
- Supports small and remote communities
- Facilitates the delivery of emergency and humanitarian aid relief
Aviation has become:

- A Catalyst for economic development
- A vital engine of global socio-economic growth
- One of the greatest contributors to the advancement of modern Society.

Countries now place Aviation at the centre of their National Development

Aviation creates cost-effective access to global markets worldwide and destinations to small and rural communities

Aviation currently moves over 80 per cent of tourists to Small Island Development States (SIDs)

70% of firms consider air services to be critical for business travel

(Source: ATAG, “The Economic & Social benefits of air transport” 2014)
Economic benefits of aviation in Latin America

Direct economic contribution of the aviation sector

- 806,000 thousand Direct jobs supported by aviation regionally
- $40 billion Direct Regional economic impact

Direct, indirect, induced and tourism economic contribution of the aviation sector

- 5.2 million Jobs supported by aviation regionally
- $167 billion Regional economic impact

Source: ICAO

ATAG: 2014
Economic Considerations

**Within Small Island States**

- Air transport supports 1.7 million jobs and
- $37 billion in GDP

**Director Generals** are encouraged to engage Ministers (Tourism, Commerce, Finance) to enlighten them on the importance of aviation. For instance:

- Aviation has a 3-5 economic multiplier
- If you have teachers to pay and babies to feed as a priority, it is important to consider this

Source: AVIATION BENEFITS BEYOND BORDERS ATAG
Aviation Multiplier for Sustainable Development

When a passenger/tourist arrives:

- Takes a Taxi
- Provides Job for taxi Driver
- Stimulates commerce

- Provides Job for person that puts Gasoline in the taxi
- Provides Jobs for hotels and staffs
- Provides Job for the farmer, who may never travel on an airplane but their fruits and vegetables are consumed by tourists, etc.
Civil aviation and its economic impact

Taking this data into consideration and based on these real socioeconomic benefits that aviation brings...

How many more teachers can you now pay?

How many more babies can you now feed?
More than half of international tourists arrive by air

✈ Tourism expansion relies heavily on air transport, providing substantial economic benefits for anyone involved in the value chain of tourism

✈ Separate sectorial policies on air transport and tourism result in a fundamental, and too often even conflicting disconnect which constitutes a severe constraint on the development of travel and tourism

✈ The number shown in the chart could be up to 90% for Island States/Territories

**Inbound tourism by mode of transport in 2014**

- **Air**: 54%
- **Road**: 39%
- **Water**: 5%
- **Rail**: 2%

*Source: World Tourism Organization (UNWTO)*