ICAO No Country Left Behind (NCLB) Campaign: NACC Regional Assistance Strategy
NAM/CAR Regions

✈ 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.
No Country Left Behind

What is the ICAO NACC Regional Office NCLB Strategy?

- Initiated on February 2015 in response to the ICAO NCLB Campaign
- Assist States in implementing ICAO Standards and Recommended Practices (SARPs)
- Also promote ICAO’s efforts to resolve Significant Safety Concerns (SSCs)
- Allow States to benefit from the socio-economic contributions 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%
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%

Central America

Central Caribbean — C/CAR

Eastern Caribbean — E/CAR
What did the analysis show us?

Provided a simple but clear representation that many States were in fact being left behind in many years, with very little to no progress.

Status quo was no longer acceptable.

Transformational leadership and accountability approach is required (States & ICAO).

Paradigm shift – fix the system and not only the end product.

Metrics; expected outcomes and deliverables; and follow-up via specific action plan.
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)
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
Tell us...

What are your challenges?

What are your solutions?

focus on solutions

problems
Forecasted Progress on NACC EI

2015:
- Goal Met: 33.3%
- Projected to Meet: 47.6%
- Other: 19.0%

2016:
- Goal Met: 47.6%
- Projected to Meet: 42.9%
- Other: 9.5%

By end 2017:
- Goal Met: 61.9%
- Projected to Meet: 33.3%
- Other: 4.8%

By end 2018:
- Goal Met: 90.5%
- Projected 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%+

Year 4: Development/Implementation of a Strategy for the sustainability of the achievements made by the States.

GOAL: No more than 2 States below 80% of EI

Long Term – Expected Outcome

• Increase of at least 3 States to 80%+
• Continuous monitoring every year
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
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
Outstanding Deficiencies in the CAR Region

<table>
<thead>
<tr>
<th>Year</th>
<th>U</th>
<th>A</th>
<th>B</th>
<th>Total</th>
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<tr>
<td>2013</td>
<td>28</td>
<td>600</td>
<td>145</td>
<td>773</td>
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<tr>
<td>2014</td>
<td>40</td>
<td>591</td>
<td>140</td>
<td>771</td>
</tr>
<tr>
<td>2015</td>
<td>22</td>
<td>495</td>
<td>123</td>
<td>640</td>
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Strategy NACC NCLB

<table>
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<tr>
<th>Feb 2015 – Jun 2016</th>
<th>May 2017</th>
<th>Sep 2017</th>
</tr>
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<tbody>
<tr>
<td>12</td>
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<td>5</td>
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<tr>
<td>451</td>
<td>409</td>
<td>388</td>
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<td>99</td>
<td>82</td>
<td>79</td>
</tr>
<tr>
<td>562</td>
<td>503</td>
<td>472</td>
</tr>
</tbody>
</table>

% Resolution of U Priority Deficiencies

- 2011: 38%
- 2012: 50%
- 2013: 47%
- 2014: 43%
- 2015: -45%
- 2016: -45%
- 2017: -58%

U deficiencies vs % Change
Resolution of Air Navigation Deficiencies

Outstanding Air Navigation Deficiencies by Priority “U”, “A” and “B” in the CAR Region (472)

- **B** - 79 (17%)
- **U** - 5 (1%)
- **A** - 388 (82%)

Outstanding Priority “U” Air Navigation Deficiencies by field in the CAR Region (5)

- **CNS** - 1 (20%)
- **MET** - 2 (40%)
- **AIM** - 1 (20%)
- **ATM** - 1 (20%)
Resolution of Air Navigation Deficiencies

Outstanding Priority “A” Air Navigation Deficiencies by field in the CAR Region (388)

- AGA: 189 (49%)
- AIM: 46 (12%)
- ATM: 58 (15%)
- CNS: 33 (8%)
- MET: 57 (15%)
- SAR: 5 (1%)

Outstanding Priority “B” Air Navigation Deficiencies by field in the CAR Region (79)

- AGA: 14 (18%)
- AIM: 12 (15%)
- ATM: 58 (15%)
- CNS: 40 (51%)
- MET: 13 (16%)
Status of Aerodrome Certification

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

PoS Aerodrome certification goal = 48%
Status of Aerodrome Certification

Source: RO/AGA September 2017

*85 are projected for the end of 2017
7 have been certified this year (77)
Status of Runway Safety Team (RST) Implementation in the CAR Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Airports without RST</th>
<th>Airports with RST implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central America</td>
<td>11/12</td>
<td>2/2</td>
</tr>
<tr>
<td>Central Caribbean</td>
<td>45/59</td>
<td>57/29</td>
</tr>
<tr>
<td>Eastern Caribbean</td>
<td>29/5</td>
<td>85/5</td>
</tr>
</tbody>
</table>

% Airports without RST
% Airports with RST implemented
The result of 10 USAP-CMA audits conducted in 2015/2016 was an average of 20% EI increase in Member States
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) %

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

NACC Average: 67.27%
ICAO Outreach to NGOs/Government Funding Entities

- Studies for equipment/infrastructure needs
- Aerodrome certification study
- Potential Projects to improve infrastructure, development of regional initiatives: Caribbean Regional Accident Investigation Organization (RAIOC), Caribbean Aviation Security and Safety Oversight System (CASSOS), Regional Aviation Accident Investigation Group (GRIAA)
Air Navigation Services (ANS) – Safety Improvements

Post Irma hurricane, 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.

Project to establish comprehensive harmonized and Standardized approach to short, medium, and long term solution for the Caribbean Communications, Navigation, Surveillance (CNS) equipment and ATM / Operational needs beyond 2017 Hurricane devastation.
National Continuous Monitoring Coordinators (NCMC) Meeting

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)
**Accident Investigation (AIG)**

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.
What are we doing?

**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% 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

806.0 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

- 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.

Stimulates commerce
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.

Source: World Tourism Organization (UNWTO)
Questions?

THANK YOU!