



ASSEMBLY — 42ND SESSION

EXECUTIVE COMMITTEE

Agenda Item 18: Capacity Development and Implementation Support – Policy and Activities

NO COUNTRY LEFT BEHIND

(Presented by South Africa)

EXECUTIVE SUMMARY

The No Country Left Behind (NCLB) is a critical ICAO strategic goal aimed at building capacity and sharing scarce resources amongst Member States with a view of improving aviation safety, security, and environmental protection. NCLB programmes are funded largely by funding institutions, partners, and donor States.

There is a need to create a platform where such missions are recorded to ensure that efforts are directed where there is greater need and to avoid duplication of efforts. A monitoring and evaluation mechanism should also be developed to measure the impact of the missions and to ensure an equitable spread of support to a wider pool. Sharing of information also assist with building skills pools for States that may benefit States that are in need of such support.

Action: The Assembly is invited to:

- Urge member States to support the NCLB strategic goal;
- To recognise NCLB related programmes initiated and implemented by Member States;
- Request ICAO to mobilise and allocate sufficient resources to implement this objective;
- Request ICAO to develop a monitoring and evaluation tool to measure the success of capacity building and support missions conducted in support of NCLB; and
- Encourage Member States and Organization with financial, technical, and human resources to provide assistance to those States that may need assistance in a coordinated manner to develop and implement a mechanism that ensures transparency for both funding and activities conducted in order to avoid duplication of efforts.

<i>Strategic Goals:</i>	This working paper relates to all ICAO Strategic Goals, including <i>No Country Left Behind</i> .
<i>Financial implications:</i>	N/A
<i>References:</i>	ICAO Strategic Plan 2026 – 2050

1. INTRODUCTION

1.1 In the context of the ICAO Strategic Plan 2026-2050, ICAO elevated the No Country Left Behind (NCLB) initiative to form part of the Strategic Goals of the Organizations.

1.2 This move placed the much-needed emphasis on the collaboration between Member States as a vehicle towards improving aviation safety, security, and environmental protection.

1.3 The long-established funding mechanisms by donor States and funding institutions have achieved much in supporting various programmes towards improving aviation safety, security, and environmental protection.

1.4 According to the ICAO Strategic Plan for 2026 – 2050, the NCLB objective will enable the achievement of safety, security, efficiency, and sustainability goals through collaboration and support.

1.5 ICAO's NCLB initiative is aimed at encouraging States to work together, building on the support provided by ICAO and Member States themselves.

1.6 Aviation is a global industry that presents challenges as well as many opportunities and benefits to States:

1.7 The civil aviation ecosystem is only as strong as its weakest link. The interconnectedness of aviation activities is enough motivation for States to strengthen the partnerships and collaboration that contribute to aviation safety, security, and environmental protection.

2. DISCUSSION

2.1 South Africa has developed its own Regional Cooperation Mission that has recorded several success stories. South Africa views such programmes as instrumental in building capacity across States and continents.

2.2 South Africa recognises the global nature of aviation activities, and the impact that non-optimal safety and security systems may have on States. South Africa, therefore, developed a selfish motivation to ensuring the safety and security posture of its neighbouring States.

2.3 In its initial stages, South Africa introduced Africa Skills Programme. Its aim was to strengthen and bolster the skills gap that is apparent in some technical areas amongst African States.

2.4 The programme was based on a needs basis and was funded through a mixed funding model where missions are supported based on affordability for South Africa and the State requesting assistance.

2.5 In 2019, noting the challenges experienced in the initial programme, South Africa explored a different model that involved a proactive approach that allowed for pre-planning and maximising resources such as time, money, and human capital.

2.6 Gap and needs analyses are continuously conducted and, to demonstrate commitment to the programme, the relationships are formalised through fit-for-purpose agreements.

2.7 The programme explored assistance in areas of aviation safety and security, more specifically in the 5-phase Air Operator Certificate (AOC) certification processes, Aviation Medicine, a

broad spectrum of aviation security programmes, and lately areas of corporate governance such as Enterprise Risk Management and aviation career awareness programmes.

2.8 Some of the lessons learned by South Africa from this programme is that duplication of efforts can occur as a result of a lack of coordination among funding institutions, partners, regional bodies, and ICAO. This result in over- or under-commitment of funding or effort which could have been spent elsewhere, where there is a clear need. There is generally a lack of or inability to track the impact of such missions especially where there is more than one funding entity or there are multiple States providing assistance.

2.9 A lack of monitoring and evaluation mechanisms that tracks the same variables makes it challenging to measure impact and benefits.

3. PROPOSED WAY FORWARD

3.1 ICAO should establish a central repository wherein Donor States will report on assistance missions they have conducted. This central repository will be used to register the type of assistance in order to eliminate a duplication of efforts and channel resources where they are mostly needed.

3.2 ICAO to establish a matrix where targeted assistance is directed.

3.3 The collection of data will contribute towards building a credible database of a skills pool that can be used across all Member States.

3.4 Member States should be urged to contribute financial, technical, and with human resources to ICAO to maximise assistance programmes.

3.5 States within the Regions should be urged to assist each other.

3.6 States that receive assistance must demonstrate the ability to sustain the integrity of the aviation oversight system following each assistance mission to avoid reversing the efforts and successes achieved.

3.7 Some of the assistance missions should be offered in kind, recognising the economic muscle or lack thereof in some States.

3.8 South Africa believes that this will go a long way in improving the overall safety, security, and environment posture of States who need assistance the most.

4. CONCLUSION

4.1 Collaborative efforts are crucial to the achievement of the NCLB strategic objective.

4.2 Member States must demonstrate that they are honouring their obligations to aviation safety, security, and environmental protection.

4.3 States must demonstrate commitment to complying to the standards post the assistance missions.

4.4 The Assembly is therefore invited to take action as outlined in the Executive Summary.