MID-SST/3-PPT/12

MID Region NCLB Strategy/Plan

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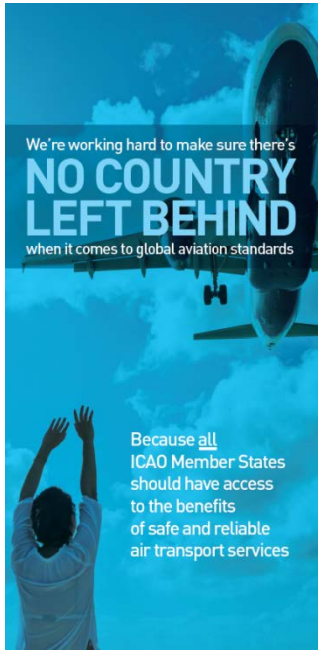
ICAO NCLB Initiative

- Reflects ICAO's current mandate and operations
- For **ALL States** and **ALL five Strategic Objectives**
- Focus on **increased State implementation** of ICAO policies, plans and SARPs and enhanced ICAO support for States with prioritized needs
- **Raise awareness** on the importance and benefits of improved global air connectivity and aviation system access for sustainable growth, development and socio-economic prosperity



NCLB Objectives

- More effective support to ALL willing States that need assistance to develop and improve the aviation system by implementing ICAO policies and provisions in all SOs
- Convince those States that are unwilling
- Assist those States which are willing but unable to progress alone
- Collaborate and pool resources with partners and donors

Means to Achieve NCLB Objectives

- Advocating the benefits of aviation for States at the highest level
- Developing implementation support tools and services
- Prioritizing assistance needs and assessing risks
- Facilitating and support implementing capacity-building initiatives
- Establishing and enhancing partnerships
- Mobilizing resources for aviation-related projects
- Recognizing progress by States

ICAO NCLB Implementation

- **Promoting and advising Governments on the benefits of aviation for their national aspirations and help generate the political will to support aviation improvements**
- **Facilitating the mobilization of resources in cooperation with States, UN system, International and regional organizations, industry, development banks, funds and other financial institutions**
- **Facilitating and coordinating the implementation of capacity building and improvements to cater for aviation growth and development with sustainable results**
- **Support, collaboration and assistance from States, international and regional organizations, industry and other stakeholders is essential to the success**
- **Building partnerships and pooling resources among States, international and regional organizations, development institutions and industry are essential for collaboration on and contribution to assistance and cooperation for the effective implementation by States**

Implementation

Process of putting decision/plan into effect - Execution:

- What - ICAO policies, Assembly Resolutions, Global Plans, SARPs/PANS, regional ANPs, USOAP & USAP CAPs
- Where & Who – States & Authorities (Governments) – responsible for implementation
- When – by applicability and target dates
- Why - build aviation capacity (Convention) & meet SOs
- How – some States need assistance; developed States have funds to assist other States which need support

Implement What?

- Resolve existing deficiencies and implement new requirements
- CAA capacity building
  - Organization & Budget (autonomy and good governance)
  - Adequate Facilities and Equipment
  - Qualified and competent technical staff
  - Updated civil aviation regulations, procedures and technical guidance
- Mandatory safety requirements vs. voluntary air navigation efficiency improvements and capacity enhancements

Why Implement?

- Achievement of SOs and GASP & GANP priorities
- Enhancement of aviation safety oversight and capacity
- Compliance with ICAO SARPs
- Resolution of SSCs/SSeCs and other deficiencies through implementation of State's corrective action plan from ICAO USOAP and USAP audits and Plans of Action
- Resolution of air navigation deficiencies

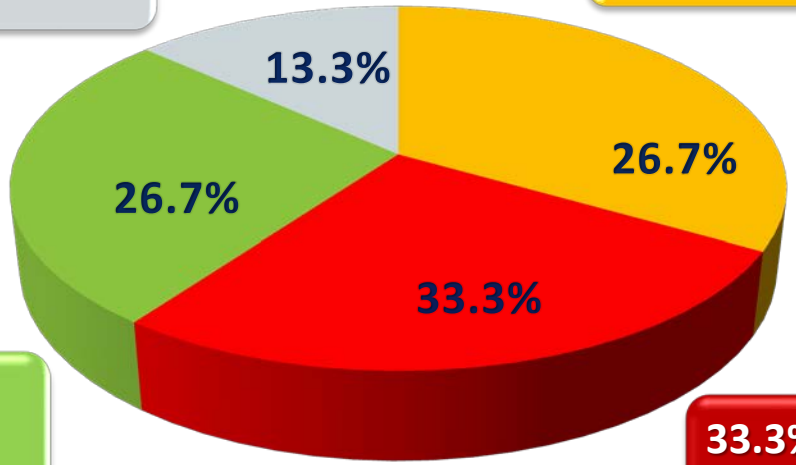
Challenges for States

- Traffic growth
- New technology and SARPs
- Insufficient financial and human resources capacity
- Retention and Training/re-training of personnel
- Accidents and incidents
- Existing deficiencies
- Political, governance, institutional and legal issues
- States have other higher priorities than aviation
- Emergencies – natural disasters, public health, civil unrest

MID Regional Effective Implementation (EI) % Status

13.3% of the States have not yet been audited

26.7% of the States have an EI% between 60% and 80%



26.7% of the States have an EI% over 80%

33.3% of the States have an EI% below 60%

Doha Declaration

- **Accident and fatal accident**: regional average rate to be in line with the global average rate by **2016 (In 2014: 4.4 vs. 3.1)**
- **USOAP-CMA**: regional average EI to be above **70%** by **2020**; and **11 States** to have at least **60% EI by 2020 (Average EI:68.2 and 8 States)**
- **SSC** (if identified): to be resolved within 12 months from their identification **(0 SSC)**
- **Aerodrome certification**: **80%** of the Intl aerodromes certified by **2020 (Status 53%)**
- **SSP**: All MID States with EI>60% to complete implementation of SSP by **2020 (Status 0%)**

- **PBN**: Approach with vertical guidance for **all RWY ends** by **2017 (Status 29% PBN only and ILS+PBN 69%)**
- **AIDC/OLDI**: **11 States** to implement AIDC/OLDI between their ACCs and at least one adjacent ACC by **2017 (Status 4 States)**
- **AIM**: complete implementation of Phase I of the transition from AIS to AIM by **2017 (Status 70%)**
- **MET**: **12 States** to complete implementation of QMS for MET by **2017 (Status 8 States)**
- **ACAS**: carriage of (TCAS v 7.1) for aircraft with a max certificated take-off mass greater than 5.7 tons by **2017 (Status 53%)**

No specific action assigned to any of the States to reach the agreed targets

Way Forward

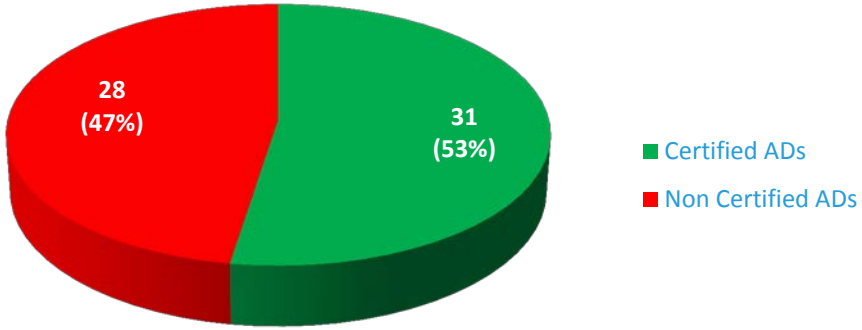
- Doha Declaration and the MID Region Safety Strategy defined regional performance targets, but do not specify what needs to be achieved by each State.
- Business as usual does not impact the resolution of many long standing deficiencies.
- ICAO NCLB Initiative.
- The MID NCLB Strategy/Plan aims at a new leadership approach.
- Agreement with concerned States (prioritization) on specific and measureable outcomes, and clear definition of accountability for the achievement of the set goals.
- Proactive approach to foster political will and senior level commitment.
- Identification of Champion State or stakeholder to provide required assistance.

Prioritization of States in Safety

- Assistance to States is prioritized by using multiple assessment variables
- Variables that increase the priority
  - State deficiencies
    - SSC
    - Lack of effective implementation of State safety oversight functions,
  - Risk exposure
    - Volume of aviation activity in the State
- Some variables that decrease the priority
  - Financial autonomy
    - GDP per capita of the State

Status of Aerodrome Certification

State	Number of Intl Aerodromes	Number of Certified Intl Aerodromes	Percentage certified
Bahrain	1	1	100%
Egypt	7	4	57%
Iran	9	4	44%
Iraq	6	2	33%
Jordan	3	1	33%
Kuwait	1	1	100%
Lebanon	1	0	0%
Libya	3	0	0%
Oman	2	2	100%
Qatar	2	2	100%
Saudi Arabia	4	4	100%
Sudan	4	2	50%
Syria	3	0	0%
UAE	8	8	100%
Yemen	5	0	0%
Total	**59**	**31**	**53%**



MID Region NCLB Strategy/Plan

Aligned with the ICAO NCLB campaign and Regional priorities and specific to the MID States

Based on USOAP-CMA Effective Implementation (EI)

States in the MID Region could be classified into four groups:

- 0≤ EI ≤60
- 60< EI ≤70
- 70< EI ≤85
- 85< EI ≤ 100

MID NCLB Strategic Approach

- Leadership/Commitment/Political will/ Accountability
- Prioritization of activities based on effective implementation of ICAO SARPs, risk, political will and other factors
- Specific and measureable outcomes and goals/targets for each State
- Collaboration of all stakeholders to provide required assistance

MID NCLB Strategy/PLAN Development Steps

MID Office will consolidate the final version of the MID NCLB Strategy/Plan based on the outcome of the relevant MIDANPIRG and RASG-MID subsidiary bodies.

Presentation to DGCA-MID/4 meeting for endorsement

Implementation

MID NCLB Strategy/Plan – Key Activities

- Clearly defined objectives
- Established and agreed to priorities
- Schedules and timelines
- Accountability for MID Regional Office, States, and other Stakeholders
- Monitor progress & measurable targets
- Key milestones and outcomes
- Coordination with other relevant programmes and stakeholders

4 Phases of the MID NCLB Strategy/Plan

I	II	III	IV
Development of State's Implemention Plan of Actions	***Communication***	***Implementation***	***Continuous Measuring / Monitoring***
MID Office in coordination with the State and other stakeholders as required	Communicate the Plan of Actions to the State at Executive Level (DG/Minister) for agreement	State (assistance to be provided by stakeholders)	MID
Including Timeline, priority, measurable outcomes, etc.	(RD accountable)	NCLB Multidisciplinary TEAM visits/missions	Regular Briefs to DG/Minister
		verification of findings resolutions	Biannual Implementation Review
		(State accountable)	Challenges identification and agreement on necessary mitigation measures
		(DG/Minister)	

MID NCLB Strategy/Plan – Goals and Outcomes

Year 1

(expected outcome)

Development, initiation and validation of the ICAO MID NCLB Strategy/Plan

Year 2-3

(expected outcome)

x States at Phase II

x States at Phase III

x States at Phase IV

increase EI of at least x States to 60% +

x States at Phase III

x States at Phase IV

increase EI of at least x States to 85% +

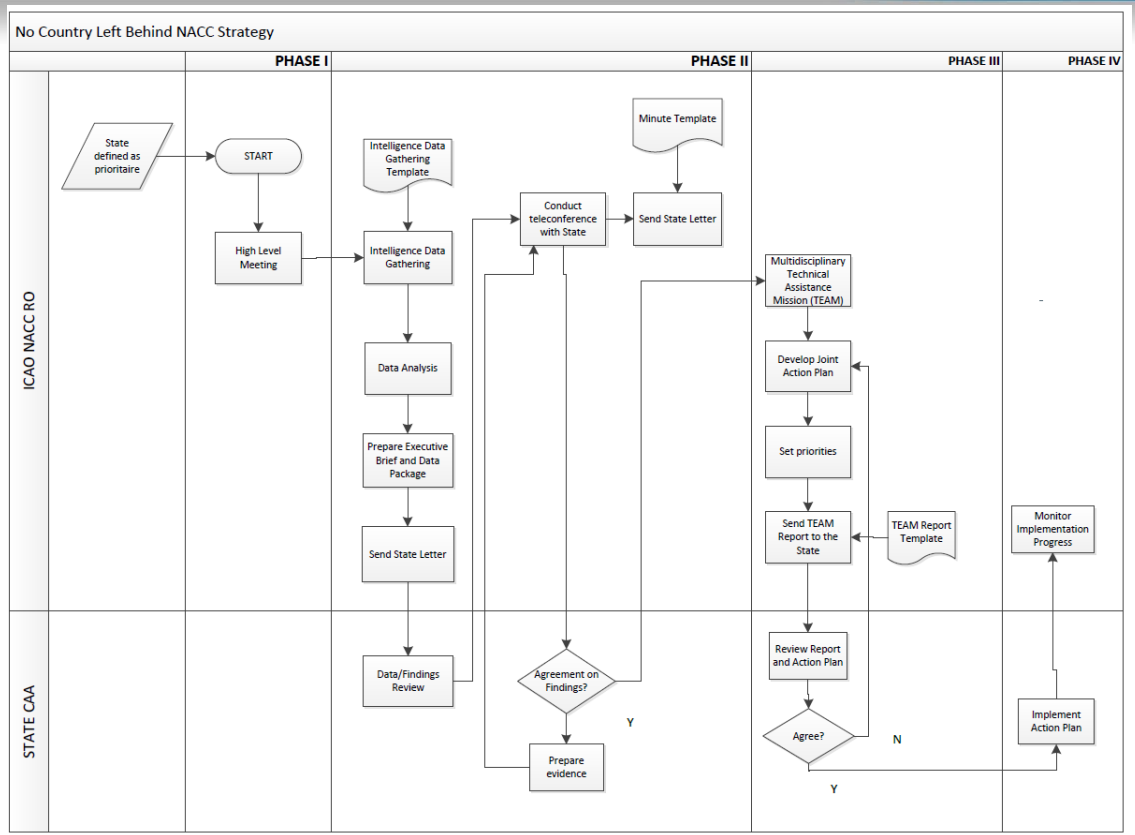
Year 4

(expected outcome)

x States at Phase IV

GOAL: No more than 5 States with EI below 70%

NACC NCLB Strategy Example



Conclusion

- Need to support the development of the MID NCLB Strategy/Plan for endorsement by the DGCA-MID/4 meeting
- Prioritization of assistance needs based on agreed criteria
- Plan of Action for each State with SMART targets
- Leadership/Commitment/Political will/Accountability
- Collaboration of all stakeholders to provide required assistance

NO COUNTRY LEFT BEHIND

ICAO

THANK YOU

Plan of Action

- Short-Term
  - ✓ Objectives
  - ✓ Actors
  - ✓ Mechanisms
  - ✓ Deliverables
  - ✓ Activities
- Medium to long-Term
  - ✓ Objectives
  - ✓ Actors
  - ✓ Mechanisms
  - ✓ Deliverables
  - ✓ Activities