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MID Region NCLB Strategy

DGCA-MID/4 meeting

(Muscat, Oman, 17 – 19 October 2017)

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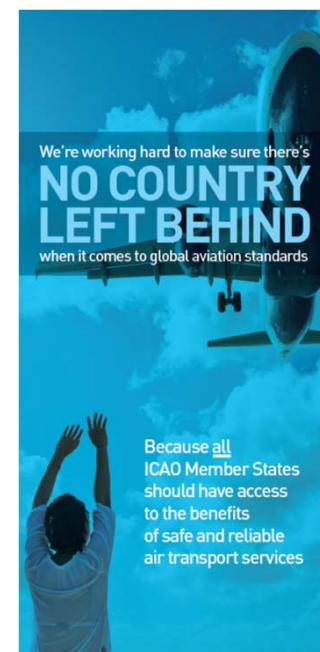
Challenges for States

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



ICAO NCLB Initiative

- Reflects ICAO's current mandate and operations
- For **ALL States** and **ALL 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
- 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



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

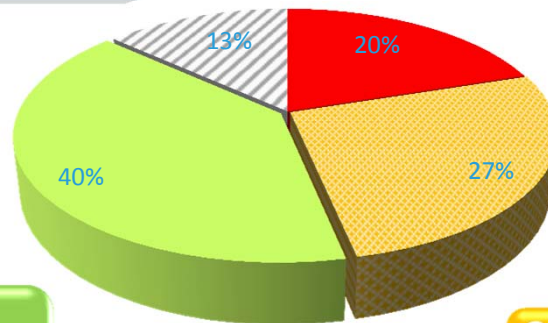
- **Promoting** and advising Governments on the benefits of aviation for their national aspirations and help generate the **political will** to support aviation improvements
- Facilitating the **mobilization of resources** in cooperation with States, UN system, International and regional organizations, 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



MID Region USOAP CMA Effective Implementation (EI)

13% of the States (2) have not yet been audited

20% of the States (3) have an EI% below 60%



40% of the States (6) have an EI% over 70%

27% of the States (4) have an EI% between 60% and 70%

Regional Average EI: 70.5%



Doha Declaration

- **Accident and fatal accident:** regional average rate to be in line with the global average rate by 2016 (In 2015: 2.5 vs. 2.8)
- **USOAP-CMA:** regional average EI to be above 70% by 2020; and 11 States to have at least 60% EI by 2020 (Average EI:70% and 9 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 58%)
- **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 5 States)
- **AIM:** ALL States to complete Phase I of the transition from AIS to AIM by 2017 (9 States)
- **MET:** 12 States to complete implementation of QMS for MET by 2017 (Status 9 States)
- **ACAS:** ALL States require carriage of (TCAS v 7.1) for aircraft with a max certificated take-off mass greater than 5.7 tons by 2017 (Status 11 States)



Doha Declaration

• **Accident and fatal accident:** regional average rate to be in line with the global average rate by **2016 (In 2015: 2.5 vs. 2.8)**

• **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 9 States)

• **SSC (if identified):** to be resolved within 6 months from their identification (**0 SSC**)

• **Aerodrome certification:** **80%** of the Intl aerodromes certified by **2020 (Status 58%)**

• **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 GPs and at least one adjacent ACC by **2017 (Status 5 States)**

• **AIM:** **10 States** to complete Phase I of the transition from AIS to AIM by **2017 (9 States)**

• **MET:** **12 States** to complete implementation of QMS for MET by **2017 (Status 9 States)**

• **ACAS:** ALL States require carriage of (TCAS v 7.1) for aircraft with a max certificated take-off mass greater than 5.7 tons by **2017 (Status 11 States)**

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



Way Forward

- Doha Declaration, the MID Region Safety and AN Strategies 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 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





MID Region NCLB Strategy

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 **would** be classified into four groups:

SSC

$0 < EI < 60$;
or not audited

$60 \leq EI < 70$

$EI \geq 70$



Additional Prioritization Criteria

- State willingness/commitment to receive assistance;
- Security and political stability;
- EI per Area and per Critical Element (CE);
- Level of aviation activities in the State;
- Air navigation deficiencies (including the deficiencies related to aerodrome certification);
- Level of progress made by State in the development and implementation of Corrective Action Plans (CAPs);
- Gross Domestic Product (GDP) per capita; and
- Ongoing or planned assistance projects.



3 Phases of the MID NCLB Strategy

I

Selection

Selection of States based on prioritization criteria;
Agreement with State for the development and implementation of an NCLB Plan of Actions

(RD accountable)

II

Plan of Actions

MID Office in coordination with the State and other stakeholders, as required, develop the NCLB Plan of Actions

(State accountable)

Communicate the Plan of Actions to the State at Executive Level (DG/Minister) for agreement

(RD accountable)

III

Implementation/ Monitoring

State (assistance to be provided by stakeholders)

NCLB Multidisciplinary TEAM visits/missions (as required)

verification of findings resolutions

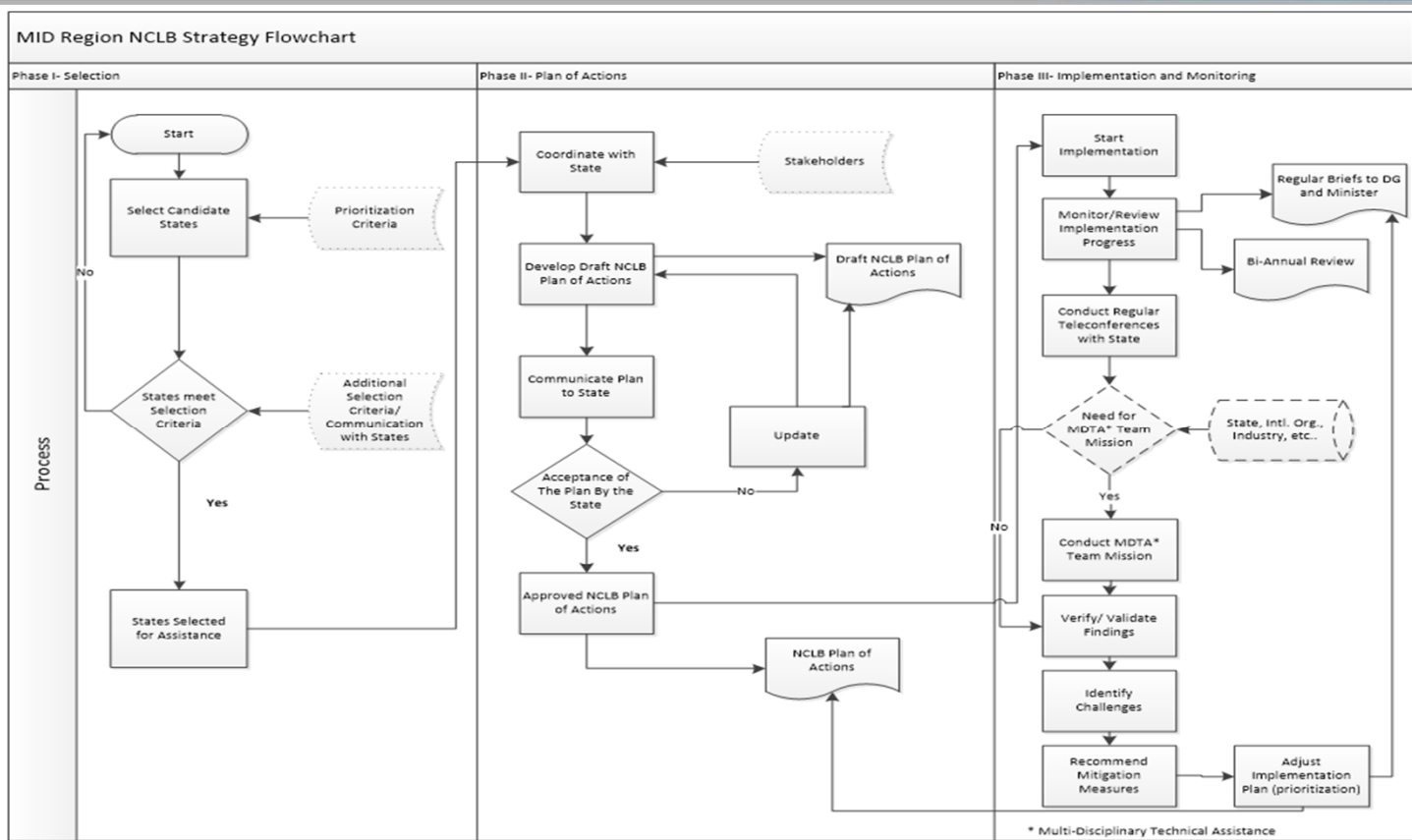
(State accountable; DG/Minister)

Regular Briefs to DG/Minister & Implementation Reviews

(RD accountable)



MID Region NCLB Strategy Flow Chart



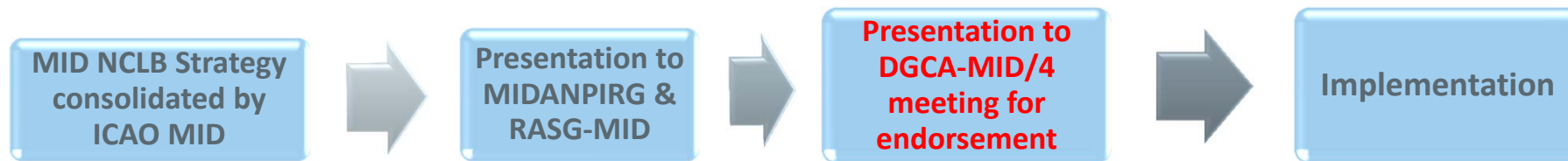


MID Region NCLB Plan

- Companion document to the MID Region NCLB Strategy.
- Living document used for recording the NCLB activities in the MID Region (General and State by State); including:
 - ✓ *States' NCLB Plan of Actions ; and*
 - ✓ *States/Stakeholders' contributions to support the NCLB initiative*
- Specific goals, outcomes, deliverables and timelines are specified in the States' NCLB Plan of Actions/Recommended Actions



MID NCLB Strategy Development Steps





MID NCLB Activities & Achievements

- **Removal of the only SSC** in the Region in Lebanon (ICVM of May 2016)
- Regional EI increased from **66.08% in 2016 to 70.5% in 2017**
- Egypt EI increased from **54.96% to 83.65%**
- Jordan EI increased from **58.65% to 81.26%**
- Number of States with EI below 60% **decreased from 6 to 3**
- Percentage of Aerodrome Certification **increased from 53% to 58%**
- Improvement of all the Air navigation Performance Indicators included in the Doha Declaration (PBN, AIDC/OLDI, AIM, MET and ACAS); **Yet, none of the performance targets is achieved.**
- Draft NCLB Plans of Actions for Iraq, Kuwait, Lebanon, Sudan and Syria ongoing (coordination)



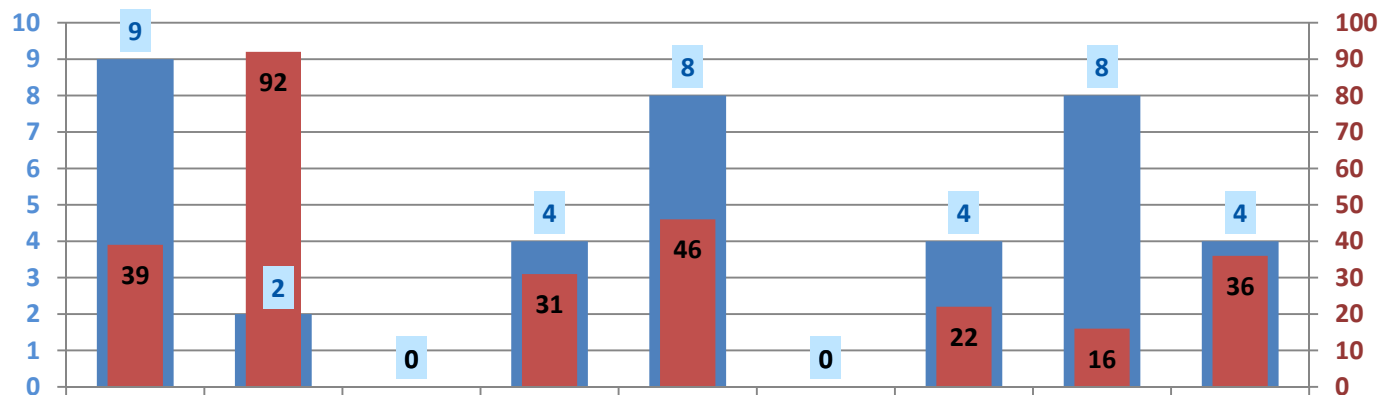
MID NCLB Activities & Achievements

- **Provision of assistance to States in support of the NCLB initiative**
 - Certification of Queen Alia International Airport, as a result of the regional assistance mission (Nov – Dec 2016), which was supported by the SAFE fund
 - 10 NCLB assistance missions in 2016 and 7 in 2017 (Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Oman, Qatar, Sudan)
 - Two (2) Runway Safety Go-Teams (Jordan and Kuwait); Oman is planned for 2018
 - Two (2) ECCAIRS courses (Kuwait and Qatar) in 2016,
 - 1 USOAP CMA Regional Workshop and 3 National Workshops (Iran, Iraq and Qatar)
 - 3 AVSEC National Inspector Course (Saudi Arabia, Sudan, Iran&Syria);
 - 1 NCLB Aerodrome Certification Workshop/Training
 - 6 NCLB Seminars/Workshops in 2016 and 6 in 2017
 - 1 ATM Inspectors Course (GSI-ANS/ATM)

***N.B.** The GSI-AIR course postponed to 2018; and the Safety Management Course for Practitioners postponed twice due to low level of registration*



STATES' ATTENDANCE TO
ICAO NCLB EVENTS ORGANIZED BY THE MID OFFICE IN 2017



■ Nr. of MID States Attended	9	2	0	4	8	0	4	8	4
■ Nr. of Participants	39	92	0	31	46	0	22	16	36



States/Stakeholders Support to MID NCLB

- **400 K US\$ provided by Saudi Arabia**
- **Saudi Arabia support to MENA RSOO**
- **50 K US\$ provided by UAE**
- **EASA Technical support mission to Iraq (in Amman)**
 - ✓ **First Mission: 1-4 May 2017**
 - ✓ **Second Mission: 28 May – 1 June 2017**
- **Iran support to Syria** *(attendance of training hosted by Iran with provision of transportation and accommodations)*
 - ✓ **National Inspector Course (Tehran, 8-16 July 2017): 4 seats offered to Syria**
 - ✓ **Certification System Workshop (Tehran, 20-21 September 2017): 3 seats offered (1 participant)**
- **ASTCs offer to provide 5 seats to attend their courses free of charge (ICAO MID Office to decide on the participants in accordance with the States' needs).**



Action by the Meeting

- Endorsement of the Muscat Declaration
- Endorsement of the MID Region NCLB Strategy
- Urge concerned States to coordinate with the ICAO MID Office the development/finalization of their NCLB Plan of Actions
- Encourage all stakeholders to coordinate with the ICAO MID Office for the provision of required assistance
- Encourage States/Stakeholders to provide voluntary contributions to support the MID NCLB activities



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Mexico City
- South American (SAM) Office
Lima
- ICAO Headquarters
Montréal
- Western and Central African (WACAF) Office
Dakar
- European and North Atlantic (EUR/NAT) Office
Paris
- Middle East (MID) Office
Cairo
- Eastern and Southern African (ESAF) Office
Nairobi
- Asia and Pacific (APAC) Sub-office
Beijing
- Asia and Pacific (APAC) Office
Bangkok



THANK YOU



Plan of Actions

- **Short-Term**

- ✓ Objectives
- ✓ Actors
- ✓ Mechanisms
- ✓ Deliverables
- ✓ Activities

- **Medium to long-Term**

- ✓ Objectives
- ✓ Actors
- ✓ Mechanisms
- ✓ Deliverables
- ✓ Activities

