International Civil Aviation Organization

Runway and Ground Safety Working Group

Fourth Meeting (RGS WG/4)
(Cairo, Egypt, 05-07 November 2017)

Agenda Item 2: Global and Regional Development related to RGS

MID REGION NCLB STRATEGY/PLAN RELATED TO RGS

(Presented by the Secretariat)

SUMMARY

The aim of this paper is to provide brief background and information on the MID Region NCLB Strategy endorsed by the DGCA/4 (Muscat Declaration), October 2017. The paper seeks also the support of the meeting to urge States and stakeholders to coordinate with the ICAO MID Office the provision of required assistance related to RGS in support to the MID NCLB plan/activities.

Action by the meeting is at paragraph 3.

REFERENCES

- DGCA-MID/4
- MIDANPIRG/16 Report

1. INTRODUCTION

1.1 the ICAO NCLB Initiative and the means to achieve its objectives was first presented to the High-Level Briefing to DGCAs and CEOs Meeting (Doha, Qatar on 26 May 2016). In this regard, the meeting was briefed about the development of the MID NCLB Strategy/Plan. The meeting supported the development of the MID NCLB Strategy/Plan and agreed that it should be presented to the DGCA-MID/4 meeting for endorsement.

1.2 The MID Region NCLB Strategy supports the implementation of the Global Aviation Safety Plan (GASP) and its Roadmap as the basis to develop action plans that define the specific activities which should take place in order to improve safety at the regional and national levels.

1.3 MIDANPIRG/16 meeting (Kuwait, 13 – 16 February 2017) was presented with the first Draft of the MID Region NCLB Strategy. It was highlighted that the MID Region NCLB Strategy incorporates the previously agreed commitments of the Doha Declaration.

1.4 The DGCA/4 meeting (17-19 October 2017) endorsed the MID Region NCLB Strategy and urge States and stakeholders to coordinate with the ICAO MID Office the provision of required assistance in support to the MID NCLB activities

2. DISCUSSION

2.1 The ICAO Council identified there is still a large discrepancy among States in the implementation of ICAO Standards and Recommended Practices (SARPs). As a result, the ICAO "No Country Left Behind" (NCLB) Campaign was established by the Council to help ensure that SARPs implementation is better harmonized globally. To avoid this gap, ICAO should focus its activities on States lacking fundamental oversight capabilities for effective implementation of ICAO SARPs, particularly in the priority areas of safety, air navigation and efficiency, and security. Therefore, particular attention should be given to the assistance of those States with a higher safety and security risk.

2.2 In accordance with Assembly Resolution A39-23 "No Country Left Behind" (NCLB) Initiative, States should effectively implement ICAO's Standards and Recommended Practices (SARPs) and policies so that all States have safe, secure, efficient, economically viable and environmentally sound air transport systems which support sustainable development and socio-economic prosperity.

2.3 The NCLB initiative seeks to improve implementation support delivery to States. Support, collaboration and assistance from States, International Organizations, Industry and other stakeholders is essential to the success of these ICAO efforts to ensure that no Country is Left Behind.

2.4 To ensure the success of the assistance/cooperation action, first ICAO need to have a deep understanding on the root causes for a State not been able to improve its level of implementation of SARPs. Once this is achieved it is necessary to select the best candidates States for deploying technical assistance/cooperation projects that will produce a sustainable improvement of the USOAP Effective Implementation (EI).

2.5 The primary objectives of the NCLB initiative include:

a) providing enhanced support for States in the effective implementation of ICAO's SARPs, plans and policies in a more coordinated, comprehensive and globally harmonized manner; and

b) promoting the resolution of Significant Safety Concerns (SSCs) and Significant Security Concerns (SSeCs), if any.

2.6 The MID Region NCLB Strategy incorporates the previously agreed commitments of the Doha Declaration, and aims to foster the achievement of the regional targets, including:

- regional average EI to be above 70% by 2020; and
- 11 States to have at least 60% EI by 2020.

2.7 MID States would be classified in four (4) groups, as follows:

1- States with SSC;
2- States not audited or with EI below 60% (EI < 60);
3- States with EI between 60 and 70% (60 ≤ EI < 70); and
4- States with EI over 70% (EI ≥ 70).

2.8 Other criteria/factors should be considered for the provision of required NCLB assistance, during the development and implementation of the plans of actions, including but not limited to:

a) State willingness/commitment to receive assistance;
b) security and political stability;
c) EI per Area and per Critical Element (CE);
d) level of aviation activities in the State;
e) air navigation deficiencies (including the deficiencies related to aerodrome certification);
f) level of progress made by State in the development and implementation of Corrective Action Plans (CAPs);
g) Gross Domestic Product (GDP) per capita; and
h) ongoing or planned assistance projects.

2.9 The MID Region NCLB Strategy is composed of three (3) phases as follows:

Phase I – Selection: Selection of the best candidates States for deploying assistance that will produce a sustainable improvement of the EI.

Phase II – Plan of Actions: Development of State's NCLB Plan of Actions, in coordination with concerned States and other stakeholders, as required.

Phase III – Implementation and Monitoring: Implementation of the agreed plan of actions in coordination with concerned stakeholders; and continuous monitoring of the implementation process to ensure the achievement of the agreed objectives and targets.

2.10 The MID Region NCLB Strategy supports the implementation of the Global Aviation Safety Plan (GASP) and its Roadmap as the basis to develop action plans that define the specific activities which should take place in order to improve safety at the regional and national levels.

2.11 The MID Region NCLB Implementation Plan is a companion document to the MID Region NCLB Strategy. It is a living document used for recording the NCLB activities in the MID Region (general and State by State), including the monitoring of the States' NCLB Plan of Actions and States/Stakeholders' contributions to support the NCLB initiative.

2.12 The DGCA/4 meeting was apprised of the global developments related to aviation safety and air navigation and:

a) reviewed and endorsed the MID Region NCLB Declaration (Muscat Declaration) and the attached MID Region NCLB Strategy;

b) urged States to coordinate with the ICAO MID Office the development/finalization of their NCLB Plan of Actions;

c) encouraged States and Stakeholders to coordinate with the ICAO MID Office for the provision of required assistance, in support to the MID Region NCLB Strategy; and

d) encouraged States and stakeholders to provide voluntary contributions to support the MID Region NCLB activities.

2.13 DGCA/4 meeting agreed to the following Conclusion:

CONCLUSION 4/1 – MID REGION NCLB DECLARATION (MUSCAT DECLARATION)

That:

a) *the MID Region NCLB Declaration (Muscat Declaration) at Appendix 3B, is endorsed; and*

b) States and Stakeholders are invited to support the implementation of the MID Region NCLB Strategy.

2.14 The MID Region NCLB Strategy is at **Appendix A** and the MID Region NCLB Implementation Plan is at **Appendix B**.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

a) note the information contained at the "MID Region NCLB Strategy" at **Appendix A;** and the "MID Region NCLB Plan" at **Appendix B**;

b) review the MID NCLB plan related to RGS and explore ways and means to expedite its implementation,

c) urge States to coordinate with the ICAO MID Office the development/finalization of their NCLB Plan of Actions;

d) encourage States/Stakeholders to coordinate with the ICAO MID Office for the provision of required assistance related to RGS, in support to the MID NCLB Strategy; and

e) encourage States/Stakeholders to provide voluntary contributions to support the MID NCLB plan/activities related to RGS.

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MID Region NCLB Strategy

First Edition
19 October 2017

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MID Region NCLB Strategy

1. Background

1.1 The ICAO Council identified that there is still a large discrepancy among States in the implementation of ICAO Standards and Recommended Practices (SARPs). As a result, the ICAO "No Country Left Behind" (NCLB) Campaign was established by the Council to help ensure that SARPs implementation is better harmonized globally so that all States have access to the significant socio-economic benefits of safe and reliable air transport. To avoid this gap, ICAO should focus its activities on States lacking fundamental oversight capabilities for effective implementation of ICAO SARPs, particularly in the priority areas of safety, air navigation and efficiency, and security. Therefore, particular attention should be given to the assistance of those States with a higher safety and security risk.

1.2 ICAO should find the best way to reduce this gap and increase the regional Effective Implementation (EI), by providing more assistance to developing States, playing a more active coordination role between States and generating the political will to pool resources, participate in regional efforts, earmark voluntary funds and build capacities.

1.3 In accordance with Assembly Resolution A39-23 "No Country Left Behind" (NCLB) Initiative, States should effectively implement ICAO's Standards and Recommended Practices (SARPs) and policies so that all States have safe, secure, efficient, economically viable and environmentally sound air transport systems which support sustainable development and socio-economic prosperity, and which ultimately help to create and preserve friendship and understanding among the nations and peoples of the world. In addition, further progress in improving civil aviation, including the efficient human and financial resources for the implementation of assistance activities that are tailored to the needs of individual States, is best achieved through a cooperative, collaborative and coordinated approach in partnership with all stakeholders.

1.4 The ICAO No Country Left Behind (NCLB) initiative, which was launched in December 2014, aims at providing support to all States and in support of the five ICAO strategic objectives, for the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs) and for an effective implementation of ICAO's SARPs, policies, plans and programmes, in a globally-harmonized manner; promoting and implementing all ICAO's assistance activities.

1.5 Through the NCLB initiative, ICAO resolves to be more effective in directly supporting all willing States that need assistance to develop and improve the aviation system by implementing ICAO's global Standards and policies. In its role as an advocate for aviation, ICAO will work with States to ensure aviation be given greater importance in the context of development at the Country level.

1.6 The NCLB initiative seeks to improve implementation support delivery to States. Support, collaboration and assistance from States, international organizations, industry and other stakeholders is essential to the success of these ICAO efforts to ensure that no Country is left behind.

1.7 The ICAO MID Regional Office promotes and monitors the implementation of Standards and Recommended Practices (SARPs) in 15 Member States of ICAO to which it is accredited.

1.8 The MID Region is faced with a wide variety of geopolitical diversity, airspace features, operational challenges and civil aviation capacity building issues.

1.9 To ensure the success of the assistance/cooperation actions, first ICAO needs to have a deep understanding on the root causes for a State not been able to improve its level of implementation of SARPs. Once

this is achieved it is necessary to select the best candidates States for deploying technical assistance/cooperation projects that will produce a sustainable improvement of the USOAP Effective Implementation (EI).

1.10 The design of an effective NCLB Strategy could only be possible by gathering enough information on the organization, structure, formal and informal hierarchy, cultural aspects, etc. This information could be considered as State Profile or as business intelligence, which might be needed for the development of necessary project document and to seek support from donors that might be interested in subsidizing the NCLB initiative.

2. Challenges for States

2.1 States continue to face various challenges regarding the implementation of ICAO's Standards and Recommended Practices (SARPs), which impact a safe, secure, efficient, economically viable and environmentally sound air transport system.

2.2 In order to achieve the objectives of the NCLB Initiative, it is also important to identify and address the challenges facing States to implement ICAO policies, plans and SARPs. The followings are some of the main challenges common to many States in the MID Region:

- rapid and continuing growth of traffic in the MID Region, which places increased demand on airspace capacity and imposes an optimum utilization of the available airspace and airports;
- insufficient financial and human resources capacity;
- retention and training/re-training of personnel;
- changing environment with the development of new technologies and SARPs;
- existing deficiencies;
- political, governance, institutional and legal issues;
- States have other higher priorities than aviation; and
- emergencies – natural disasters, public health, civil unrest, etc.

3. Objectives

3.1 The success of the NCLB initiative will hinge on support and collaboration of resources of partners and donors and requires firm commitment from the States, involving both aviation and non-aviation sectors. One of the priorities of the NCLB is to garner the political will necessary to support aviation improvements. ICAO plays a leadership role in the aviation community to facilitate communication and coordination amongst key stakeholders regarding assistance activities. This will allow the continued growth of a safe, secure, efficient, economically viable and environmentally sound aviation system and well established development frameworks, at both the international and national levels, to engage in providing resources for the effective implementation of aviation global standards and policies.

3.2 The primary objectives of the NCLB initiative include:

a) providing enhanced support for States in the effective implementation of ICAO's SARPs, plans and policies in a more coordinated, comprehensive and globally harmonized manner; and
b) promoting the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs), if any.

Means to achieve NCLB Objectives:

- advocate the benefits of aviation for States at the highest level;
- prioritize assistance needs and assessing risks for each State;
- facilitate and support implementing capacity-building initiatives;
- establishing and enhancing partnerships;
- mobilizing resources for aviation-related projects
- develop implementation support tools and services; and
- monitoring and recognizing progress by States.

Doha Declaration

3.3 The Doha Declaration, the MID Region Safety and Air Navigation Strategies defined regional performance targets for the monitoring of performance at the national and regional levels, aiming at enhancing safety and improving air navigation capacity and efficiency, through a cooperative, collaborative and coordinated approach in partnership with all stakeholders under the leadership of ICAO. Albeit, there was no specific requirements (what needs to be achieved) for each State to contribute to the achievement of the regional targets.

3.4 The MID Region NCLB Strategy incorporates the previously agreed commitments of the Doha Declaration, and aims to foster the achievement of the regional targets, including:

- regional average EI to be above 70% by 2020; and
- 11 States to have at least 60% EI by 2020.

3.5 This will be achieved through:

- identification of States lacking fundamental oversight capabilities for effective implementation of ICAO SARPs;
- prioritization of States in term of provision of required assistance;
- selection of the best candidates States for deploying technical assistance/cooperation projects that will produce a sustainable improvement of the Effective Implementation (EI);
- proactive approach to foster political will and senior level commitment;
- agreement with concerned States, as part of specific Plan of Actions, on measureable outcomes and clear definition of accountability for the achievement of the set goals; and
- identification of Champions (State, ICAO or stakeholder) to provide required assistance.

4. Prioritization of States in Safety

4.1 MID States are classified in four (4) groups, as follows:

1- States with SSC;
2- States not audited or with EI below 60% (EI < 60);
3- States with EI between 60 and 70% (60 ≤ EI < 70); and
4- States with EI over 70% (EI ≥ 70).

4.2 Other criteria/factors should be considered for the provision of required NCLB assistance, during the development and implementation of the plans of actions, including but not limited to:

a) State willingness/commitment to receive assistance;
b) Security and political stability;
c) EI per Area and per Critical Element (CE);

d) Level of aviation activities in the State;
e) Air navigation deficiencies (including the deficiencies related to aerodrome certification);
f) Level of progress made by State in the development and implementation of Corrective Action Plans (CAPs);
g) Gross Domestic Product (GDP) per capita; and
h) Ongoing or planned assistance projects.

5. MID Region NCLB Strategy – Phases

5.1 The MID Region NCLB Strategy is composed of three (3) phases as follows:

Phase I – Selection: Selection of the best candidates States for deploying assistance that will produce a sustainable improvement of the EI, in accordance with agreed prioritization criteria; and communication with States (Executive Level) for the development and implementation of an NCLB Plan of Actions.

During this phase, the ICAO MID Office plays the main role in the selection of the best candidate States and ensuring necessary leadership, commitment, political will and accountability for the development and implementation of State's NCLB Plan of Actions.

Phase II – Plan of Actions: Development of State's NCLB Plan of Actions, in coordination with concerned States and other stakeholders, as required. This phase includes also the communication of the Plan of Action to the State Executive Level. The Plan of Actions should include measurable outcomes with specific timelines.

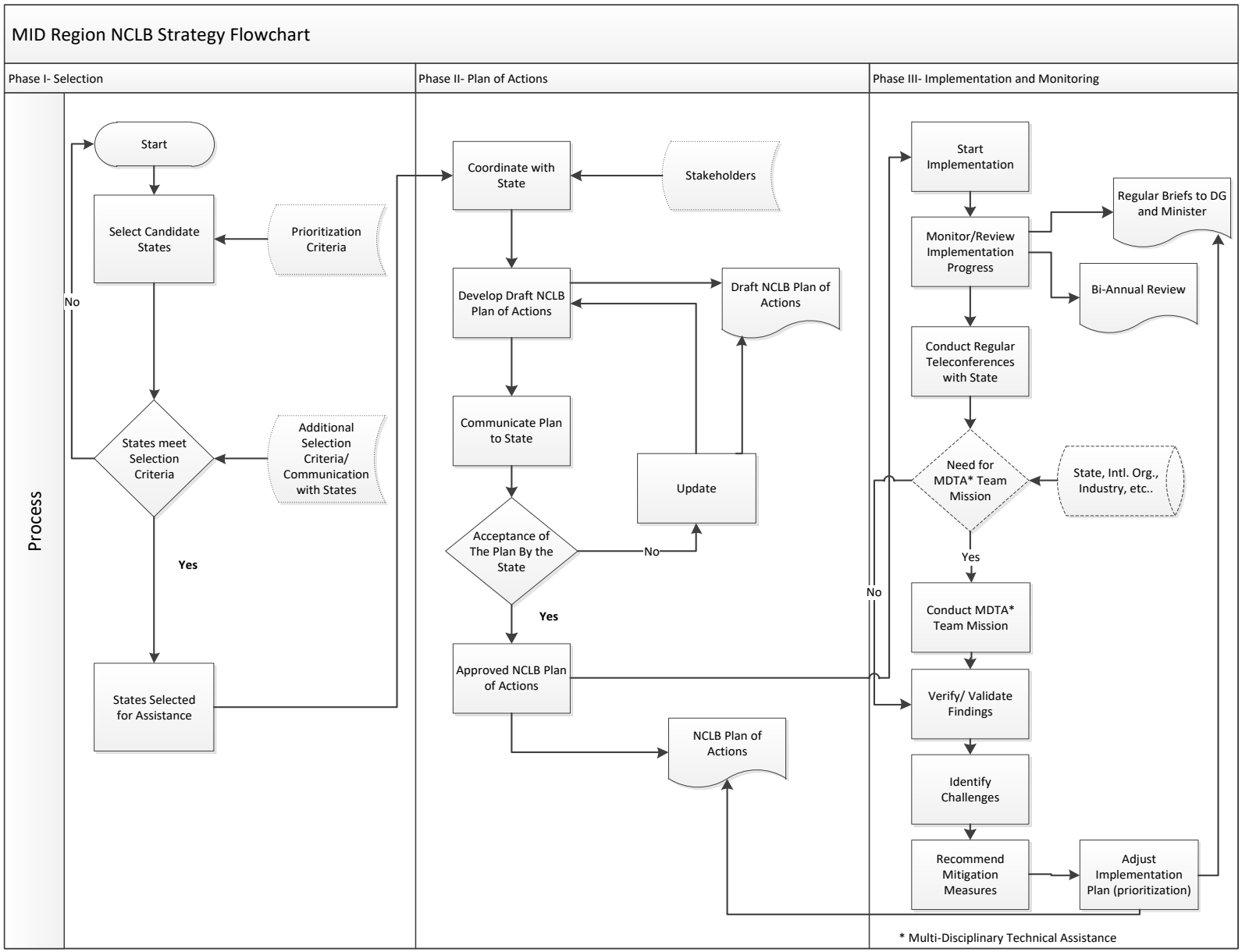
Phase III – Implementation and Monitoring: Implementation of the agreed plan of actions in coordination with concerned stakeholders; and continuous monitoring of the implementation process to ensure the achievement of the agreed objectives and targets.

The implementation of the different activities included in the Plan of Actions could be supported by different stakeholders. During the implementation process, visit(s) by a multi-disciplinary Technical Assistance Team composed of Experts from ICAO and other stakeholders (States, International Organizations, Industry, etc.) might be needed to advance and expedite the implementation of the agreed actions in a prioritized manner, verify/validate the evidences related to the resolution of previously identified findings, provide necessary assistance, identify the main challenges and agree on necessary mitigation measures.

During this phase, regular teleconferences with the concerned technical experts will be held and regular briefs will be provided to the DG/Minister.

MID Region NCLB Strategy – Flowchart

5.2 The following Flowchart helps understand the process and activities related to each phase of the MID Region NCLB Strategy:


MID Region NCLB Strategy Flowchart
Phase I- Selection
Phase II- Plan of Actions
Phase III- Implementation and Monitoring
Process
Start
Select Candidate States
Prioritization Criteria
No
States meet Selection Criteria
Additional Selection Criteria/ Communication with States
Yes
States Selected for Assistance
Coordinate with State
Stakeholders
Develop Draft NCLB Plan of Actions
Draft NCLB Plan of Actions
Communicate Plan to State
Update
Acceptance of The Plan By the State
No
Yes
Approved NCLB Plan of Actions
NCLB Plan of Actions
Start Implementation
Regular Briefs to DG and Minister
Monitor/Review Implementation Progress
Bi-Annual Review
Conduct Regular Teleconferences with State
Need for MDTA* Team Mission
State, Intl. Org., Industry, etc..
Yes
No
Conduct MDTA* Team Mission
Verify/ Validate Findings
Identify Challenges
Recommend Mitigation Measures
Adjust Implementation Plan (prioritization)
* Multi-Disciplinary Technical Assistance

6. MID Region NCLB Implementation Plan

6.1 The MID Region NCLB Strategy supports the implementation of the Global Aviation Safety Plan (GASP) and its Roadmap as the basis to develop action plans that define the specific activities, which should take place in order to improve safety at the regional and national levels.

6.2 The MID Region NCLB Implementation Plan is a companion document to the MID Region NCLB Strategy. It is a living document used for recording the NCLB activities in the MID Region (general and State-by-State), including the monitoring of the 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.

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MID Region NCLB Implementation Plan

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MID Region NCLB Implementation Plan

1. Introduction

1.1. The MID Region NCLB Implementation Plan is a living document used for recording the NCLB activities in the MID Region (general and State-by-State), including the monitoring of the States' NCLB Plan of Actions and States/Stakeholders' contributions to support the NCLB initiative. Specific goals, outcomes, deliverables and timelines are specified in the State's NCLB Plan of Actions.

1.2. An overview of various safety indicators and results for each Member State are available on the ICAO integrated Safety Trend Analysis and Reporting System (iSTARS), which could be accessed through the following link: https://portal.icao.int/space/Pages/State-Safety-Briefings.aspx

1.3. The Table below containing some MID States' high level indicators provides a good overview (Dashboard) of the MID Region (*as of 20 September 2017*):

State	SSC	EI	SSP Level	Aerodrome Certification %	PBN Vertical Approach %	GDP/Capita US$	Level of activities or movements
Bahrain	NO	66.19	3	100	0	23 040	High
Egypt	NO	83.65	3	71	20	3 256	High
Iran	NO	90.49	1	44	3	6 578	High
Iraq	NO	NA	0	33	0	6 625	Low
Jordan	NO	81.26	0	67	100	4 909	Low
Kuwait	NO	53.93	3	100	100	56 367	Medium
Lebanon	NO	61.73	3	0	0	9 764	Low
Libya	NO	28.91	0	0	0	13 303	Low
Oman	NO	67.83	3	100	100	23 624	High
Qatar	NO	62.86	3	100	100	92 633	High
Saudi Arabia	NO	89.12	3	100	0	25946	High
Sudan	NO	74.19	3	75	100	1 695	Low
Syria	NO	53.66	2	0	13	2 126	Low
UAE	NO	98.85	3	100	85	41 692	High
Yemen	NO	NA	0	0	25	1 341	Low
Regional Status		**70.2**		**58**	**29**		

Table 1.

2. Contributions

2.1 The following Table reflects the contributions received from States and Stakeholders in support of the MID NCLB activities:

States and Stakeholders	Contribution Cash or in-Kind	Description/Amount	Remark
Saudi Arabia	Cash	US$200,000	MID NCLB activities for 2017
Saudi Arabia	Cash	US$200,000	Other MID NCLB activities
UAE	Cash	US$50,000	To be used for the establishment of the MID FPP

Table 2.

3. NCLB Activities

3.1. General Activities

3.1.1. The following regional NCLB activities are planned/conducted in support of the MID NCLB initiative:

Activity	Funded by/from	Venue	Date	Remarks
NCLB AIM Workshop	MID NCLB Budget	Cairo	11-13 Sep. 17	
NCLB – Aerodrome Certification Workshop/Training	MID NCLB budget	Cairo	1 -5 Oct. 17	
GSI Course ATM	MID NCLB budget	Cairo	17-21 Sep. 17	17 participants from 8 States (BAH, EGY, KWT, LEB, OMN, KSA, UAE & YEM)
GSI AIR Course	MID NCLB budget	Cairo	1-18 Jul. 18	Initially planned for 2017; postponed due to low level of registration
AVSEC Instructors Course	MID NCLB budget	Cairo	3-11 Dec. 17	EGY, IRQ, KWT, LIB, SUD & YEM

Table 3.

3.2. NCLB Activities by State

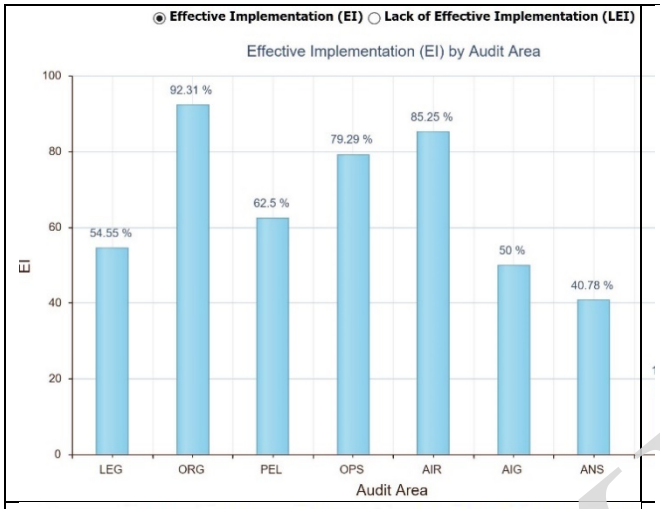
3.2.1. This Section provides State-by-State a high-level briefing on the status of USOAP-CMA results. It contains also the recommended actions that would enhance the oversight capabilities of the States, eventually increase the EI, and improve safety and efficiency of air navigation in the MID Region. This could be in the form of a formal Plan of Actions or just a list of Recommended Actions, agreed with the concerned State. In both cases, the following is defined for each action:

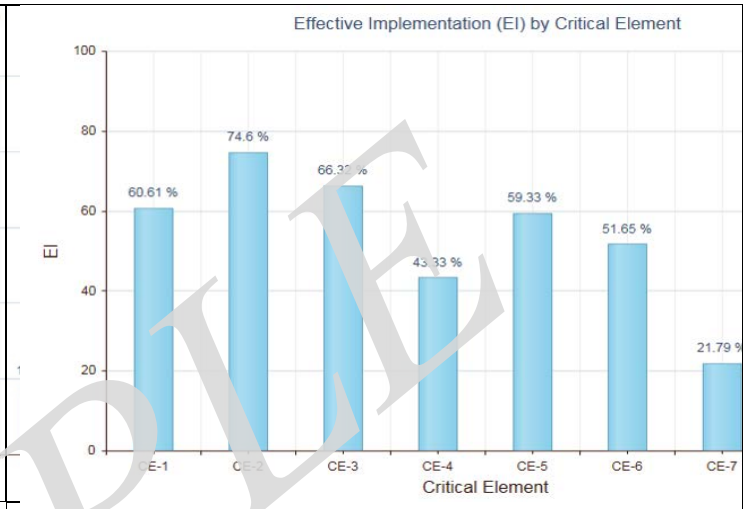
- the link to a USOAP-CMA PQ or air navigation deficiency;
- a State Point of Contact (POC);
- the Accountable person;
- list of States and stakeholders supporting the implementation of the activity/actions;
- the expected deliverables;
- the timelines for the completion of the action;
- the source of funding and assigned amount, as appropriate; and
- the status which provides the information on the progress achieved for the implementation of the action.

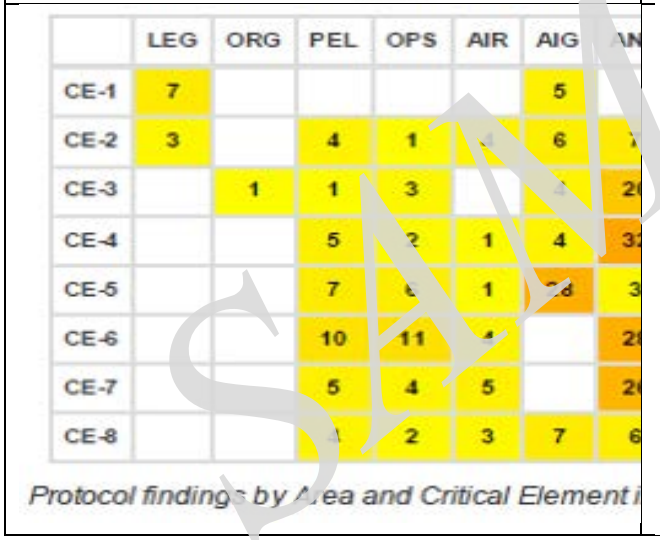
4. Sample Plan of Actions

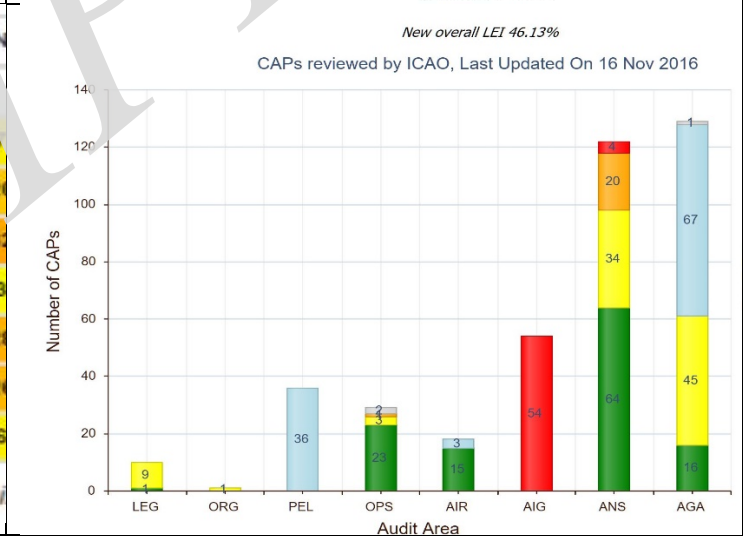
[STATE X]

[STATE] EI is **53.9%**. (**Group: 2)**









SAMPLE

NCLB Plan of Actions/Recommended Actions

Ref	Key Activity	Actions	Link to USOAP PQ, or AN Deficiency	State POC	Accountable	Supported by	Deliverables	Timeline	Source of Funds/ amount	Remarks/Status
General										
OX-1	Meet the ICVM criteria to ensure the conduct of the planned mission in November 2017 criteria	OX -1.1. Develop and update CAPs through the OLF to be fully accepted by ICAO	Not Satisfactory PQs	NCMC	Director of Safety	ICAO MID	CAPs Fully addressing the PQs findings	June 201x	CAA	ANS and AGA will have significant impact on the progress due the high number of Unsatisfactory PQs
		OX -1.2. Implement CAPs and report progress and upload evidences on the OLF through the completion of the Self-assessment		NCMC	Director of Safety	TBD	Complete CAPs implementation	July 201x	CAA	For each audit area to be included in the scope of ICVM, at least 75% of CAPs should be completely implemented
		OX -1.3. Complete the CC/EFOD		NCMC	Director of Safety	TBD	CC/EFOD	July 201x	CAA	
OX -2	Address [State] obligations as signatories to the Chicago Convention	OX -2.1. Promulgate the amended Civil Aviation Law	LEG PQs	NCMC	President of Civil Aviation		Civil Aviation Law	TBD		
Air Navigation Services										
OX -3	Ensure that ANS Inspectorate is staffed with sufficient qualified inspectors covering ATS, PANS-OPS, AIS, Cartography, CNS, MET and SAR	OX -3.1. Development of Methodology to determine the number of ANS inspectors needed	7.037 7.045 7.209 7.325 7.373	Director of ANS Inspectorate	Director of ANS Inspectorate	ICAO MID	Staff needs Methodology	July 201x	No fund required	
		OX -3.2. Recruitment of multidisciplinary team (a solution could be through the transfer of experts from ANSPs, ensuring no conflict of interest)		Director of Safety	Director General		ANS inspectors	TBD	TBD	
OX -4	Improve the	OX -4.1. Develop	7.065	Director of	Director of	ICAO	Training	July.	CAA	

SAMPLE

Ref	Key Activity	Actions	Link to USOAP PQ, or AN Deficiency	State POC	Accountable	Supported by	Deliverables	Timeline	Source of Funds/ amount	Remarks/Status
	level of qualified ANS inspectors	Training Programme for ANS Inspectors	7.211 7.277 7.333 7.353 7.381 7.425 7.495	ANS Inspectorate	ANS Inspectorate	MID	Programme for ANS Inspectors	201x		
		OX -4.2. Develop Training Plans for ANS Inspectors	7.067 7.213 7.215 7.279 7.335 7.383 7.427 7.497	Director of ANS Inspectorate	Director of ANS Inspectorate	ICAO MID	Training Plans for each ANS Inspector	Sep. 201x	CAA	
		OX -4.3. Complete OJT training for ANS inspectors	7.071 7.217 7.283 7.339 7.387 7.431 7.501	Director of ANS Inspectorate	Director General	ICAO MID	Recruit an ANS Senior experienced Inspector to provide OJT for the ANS inspectors	TBD	CAA TBD	Could be achieved through TCB COSCAP-GS; or Contribution from other States
		OX -4.4. Organize a GSI course for ATS Inspectors	7.037	Director of ANS Inspectorate	ICAO MID	ICAO MID	GSI ATS Course	Aug. 201x	ICAO (MID NCLB)	Attendance is strongly encouraged
OX -5	Development of ATS Contingency Plan	OX -5.1. To Develop ATS Contingency Plan	7.153	ATM Director	ATM Director	ICAO MID	ATS Contingency Plan	Aug. 201x	No fund required	
OX -6	Improve State capabilities related to PANS-OPS (regulatory and Services providers)	OX -6.1. To join the MID Flight Procedure Programme (MID FPP)	All PANS-OPS PQs	Director General	Director General	ICAO MID	Benefit from the MID FPP Training courses and Services	Sep. 201x	CAA	
OX -7	Development and implementation of Procedures	OX -7.1. Procedures for the amendment of ANS Regulations and notification of	7.011	Director of ANS Inspectorate	Director of ANS Inspectorate		Procedure	Sep 201x	CAA	

Ref	Key Activity	Actions	Link to USOAP PQ, or AN Deficiency	State POC	Accountable	Supported by	Deliverables	Timeline	Source of Funds/ amount	Remarks/Status
	and mechanisms	differences								
		OX -7.2. Review the ANS Inspector's Handbook	7.037	Director of ANS Inspectorate	Director General	TBD	A revised version of the Inspector's Handbook	Sep. 201x	CAA	According to the last audit the current version contains many errors and contradictory information and the procedures and checklist do not cover all areas of ANS
		OX -7.3. Mechanism for the elimination of deficiencies with time frames including those reported by MIDANPIRG (MANDD)	7.045 7.233 7.289 7.345 7.395 7.437 7.507	Director of ANS Inspectorate	Director General	ICAO MID	Mechanism	Sep 201x	No fund required	
		OX -7.4. Procedure to control the movement of persons and vehicles in the maneuvering area	7.121	Director of ANS Inspectorate	Director ATS		Procedure to control the movement of persons and vehicles in the maneuvering area	Aug 201x	No fund required	Regulation should be in place.
		OX -7.5. Policies and procedures for the coordination between ATS and other entities	7.131	Director of ANS Inspectorate	Director of ATS		Policies and procedures for the coordination between ATS and other entities	Sep 201x	CAA	
OX -8	Promulgation of Regulations	OX -8.1. Promulgate regulations requiring establishment of Runway Safety Team	7.189	Director of ANS Inspectorate	Director General		Regulation requiring establishment of Runway Safety Team	Sep 201x	No fund required	
		OX -8.2. Promulgate regulations for procedure design in accordance with ICAO PANS-OPS provisions	7.201	Director of ANS Inspectorate	Director General	TBD	regulations for procedure design in accordance with ICAO PANS-OPS provisions	Sep 201x	CAA TBD	If needed it could be supported by another State through the NCLB Initiative
OX -9	Assign a SAR Point of	OX -9.1. Publish the contact details in the	7.525	Director of ANS	AIS	ICAO MID	Publication of SAR contact details	Aug 2017	No fund required	

SAMPLE

Ref	Key Activity	Actions	Link to USOAP PQ, or AN Deficiency	State POC	Accountable	Supported by	Deliverables	Timeline	Source of Funds/ amount	Remarks/Status
	Contact (SPOC) for the receipt of distress data	AIP GEN 3.6		Inspectorate						
		OX -9.2. Update the COSPAS-SARSAT website		Director of ANS Inspectorate	SAR Focal Point	ICAO MID	Registration of SPOC on the COSPAS-SARSAT website	Aug 201x	No fund required	
AGA										
TBD										

-END-

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