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NO COUNTRY LEFT BEHIND

ICAO No Country Left Behind (NCLB) Campaign: NACC Regional Assistance Strategy

Enhancement of State Air Transport System and Regional Organizations and Collaboration

Julio Siu, Deputy Regional Director, ICAO NACC Regional Office
NACC/WG/5 Meeting
Port of Spain, Trinidad and Tobago, 22 – 26 May 2017

NAM/CAR Regions – Characteristics & Challenges

Political and economical diversity: different States - autonomous Territories

Different size of Countries: from small developing islands to world's most advanced and developed States

4 main languages, several local languages and cultural origins

Important air navigation arrangements: terminal areas (TMAs), area control centres (ACCs) and air navigation services (ANSs)
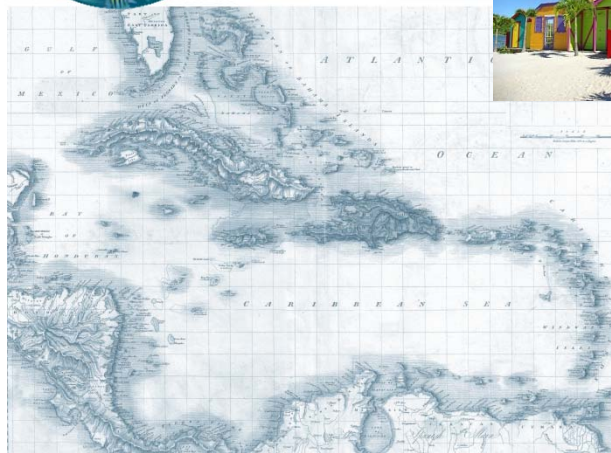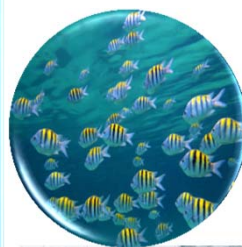
NAM/CAR Regions – Characteristics & Challenges

Tourism – main source of income **Cargo Import/Export** – second source of income

Limited resources – reduced number of staff, budgetary constraints

The Caribbean has a main interaction with North America, South America and Europe for air travelling

Natural phenomena- frequent threat:

Hurricanes, volcanic ash, earthquakes, etc.

NAM/CAR Regions

E/CAR - Eastern Caribbean
Caribe Oriental

- Anguilla (UK)
  Anguilla
- Antigua and Barbuda
  Antigua y Barbuda
- Barbados
  Barbados
- British Virgin Islands (UK)
  Islas Vírgenes Británicas
- French Antilles
  Guadeloupe, Martinique,
  Saint Barthélemy (France)
  Antillas Francesas
  Guadalupe, Martinica,
  San Bartolomé
- Grenada
  Grenada
- Montserrat (UK)
  Montserrat
- Saba (Netherlands)
  Saba
- Saint Kitts and Nevis
  San Kitts y Nevis
- Saint Lucia
  Santa Lucia
- Saint Vincent and the Grenadines
  San Vicente y las Granadinas
- Sint Eustatius (Netherlands)
  Sint Eustatius
- Sint Maarten (Netherlands)
  Sint Maarten
- Trinidad and Tobago
  Trinidad y Tabago
- United States
  Puerto Rico, Virgin Islands
  Estados Unidos
  Islas Vírgenes, Puerto Rico

C/CAR - Central Caribbean
Caribe Central

- Aruba (Netherlands)
  Aruba
- Bahamas
  Bahamas
- Bonaire (Netherlands)
  Bonaire
- Cayman Islands (UK)
  Islas Caimanes
- Cuba
  Cuba
- Curaçao (Netherlands)
  Curazao
- Dominican Republic
  República Dominicana
- Haiti
  Haití
- Jamaica
  Jamaica
- Mexico
  México
- Turks and Caicos Islands (UK)
  Islas Turcas y Caicos
- United States
  Estados Unidos

CA - Central America
Centroamérica

- Belize
  Belice
- Costa Rica
  Costa Rica
- El Salvador
  El Salvador
- Guatemala
  Guatemala
- Honduras
  Honduras
- Nicaragua
  Nicaragua

NAM - North America
Norteamérica

- Canada
  Canadá
- Saint Pierre et Miquelon (France)
  San Pedro y Miquelón
- United States
  Estados Unidos

CAR - Caribbean
Caribe

- Bermuda (UK)
  Bermuda
- Mexico
  México

- ✈ 21 States
- ✈ 19 Territories
- ✈ 26 Civil Aviation Authorities (CAAs)
- ✈ 44 Flight Information Regions (FIRs)
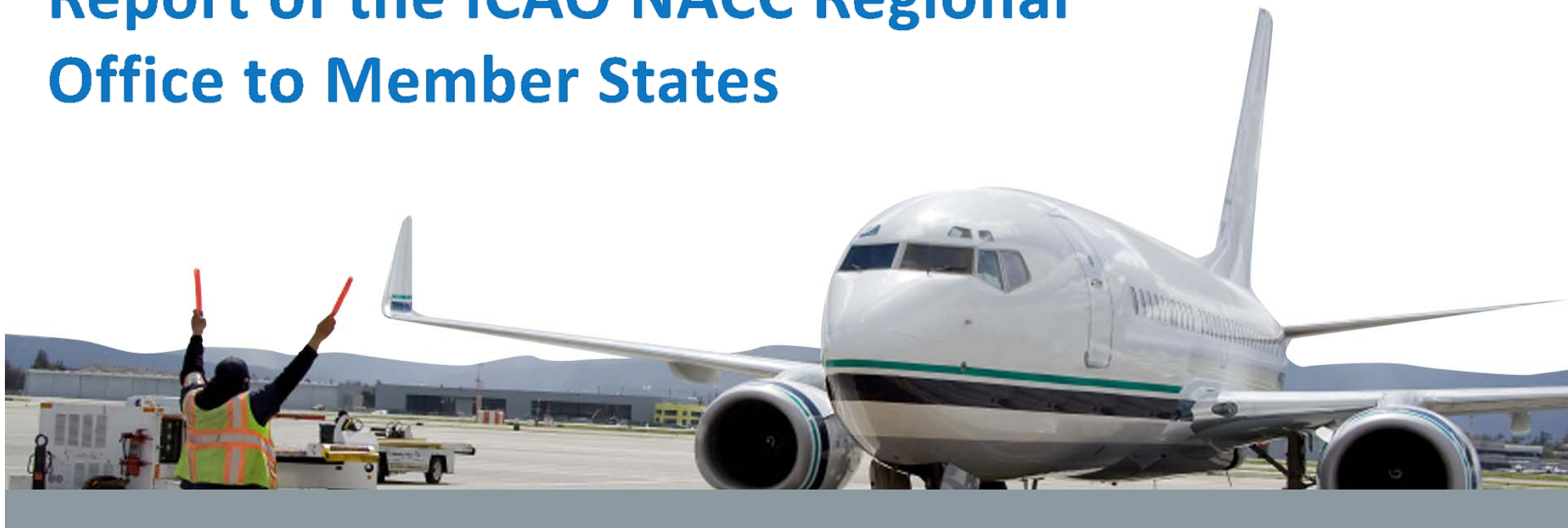 - ✈ 29 FIRs in NAM
  - ✈ 15 FIRs in CAR

Accountability and Performance Report of the ICAO NACC Regional Office to Member States

The ICAO NACC Regional Office No Country Left Behind (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

North American, Central America and Caribbean Regional Office (NACC) Regional NCLB Strategy

Aligned with ICAO NCLB Campaign and specific for the North American, Central America and Caribbean States and Regional priorities

Identified / Categorized based on percentage of State Safety Oversight Effective Implementation (EI%),

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:
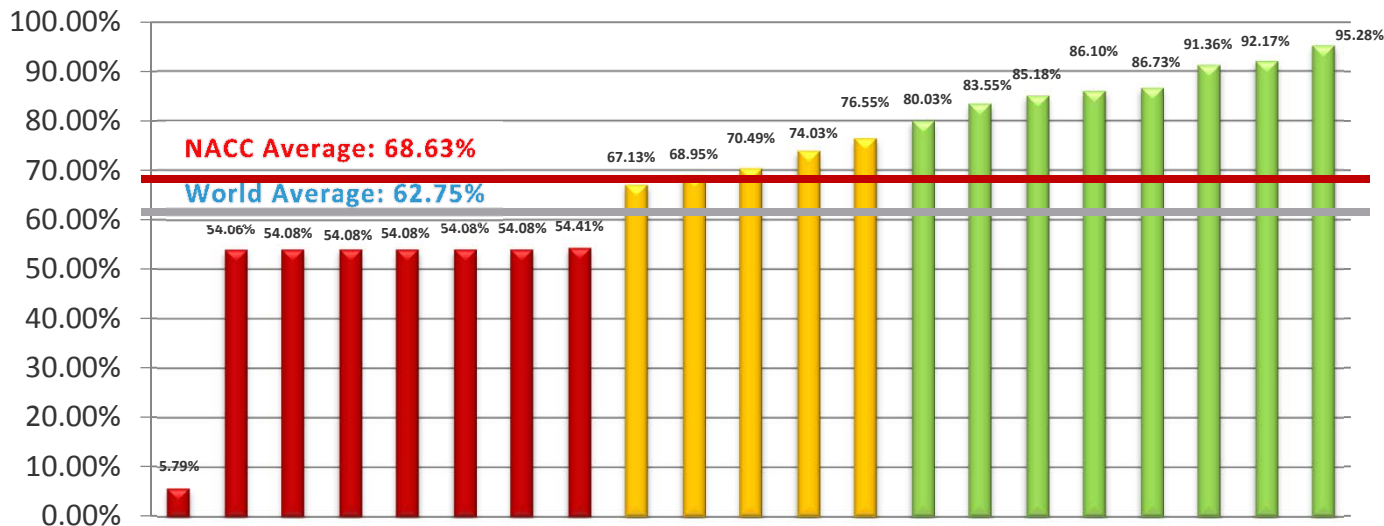
0% ≤ EI% ≤ 70%

70% < EI% ≤ 80%

80% < EI% ≤ 100%

USOAP Effective Implementation (EI)
Port of Spain Declaration – 80% Effective Implementation (EI) regional average by December 2016
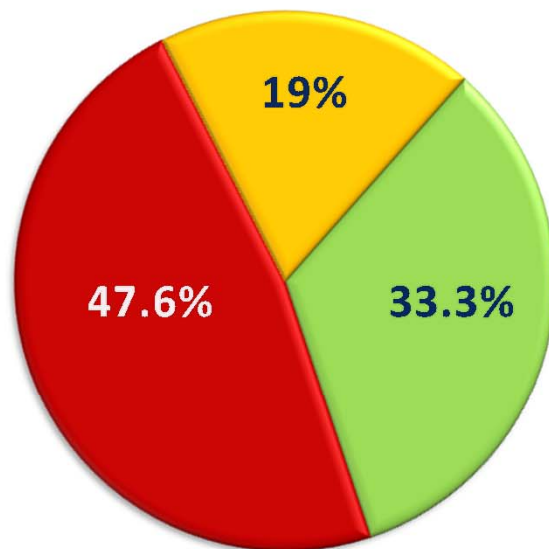
NAM/CAR States vs. Effective Implementation (EI) %

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: 68.63%
World Average: 62.75%

5.79% 54.06% 54.08% 54.08% 54.08% 54.08% 54.08% 54.41% 67.13% 68.95% 70.49% 74.03% 76.55% 80.03% 83.55% 85.18% 86.10% 86.73% 91.36% 92.17% 95.28%

Source: ICAO SPACE / June 2015

NACC Regional Effective Implementation (EI) % Status
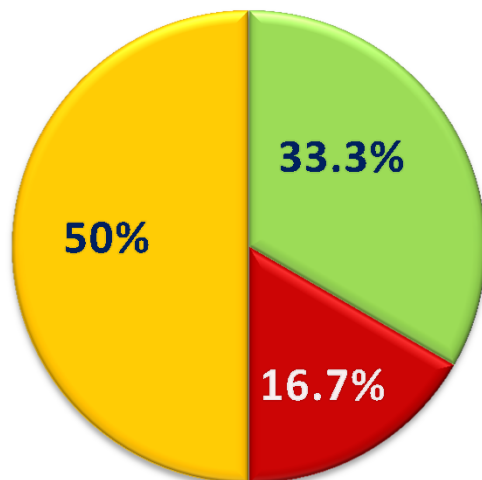
19% of the States have an EI% between 70% and 80%

47.6% of the States have an EI% below 70%

19%

47.6%

33.3%

33.3% of the States have an EI% over 80%
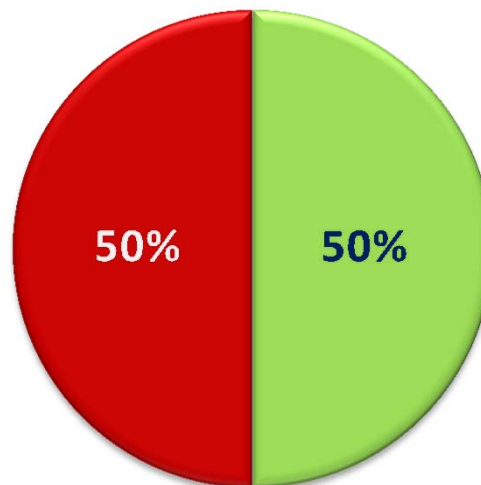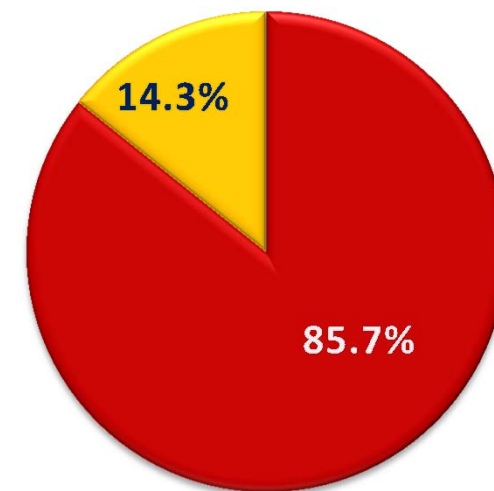
What did the analysis show us?

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

That the status quo was no longer an option

Member States needed to see a real change (versus doing the same thing and calling it by a new catch phrase)

What did the analysis show us?

A requirement to change the status quo paradigm through a ONE ICAO transformational leadership approach was needed with clear, concise and measurable performance objectives to which all could be held accountable

Using regional strategies whose core elements are based on accountability, metrics, deliverables, and expected outcomes through action plans tailored to each individual State supported by highest level political will and commitment

Based on the analysis and this understanding, the NACC Regional Office developed a four-phase NACC NCLB Strategy to effectively implement the NCLB Campaign
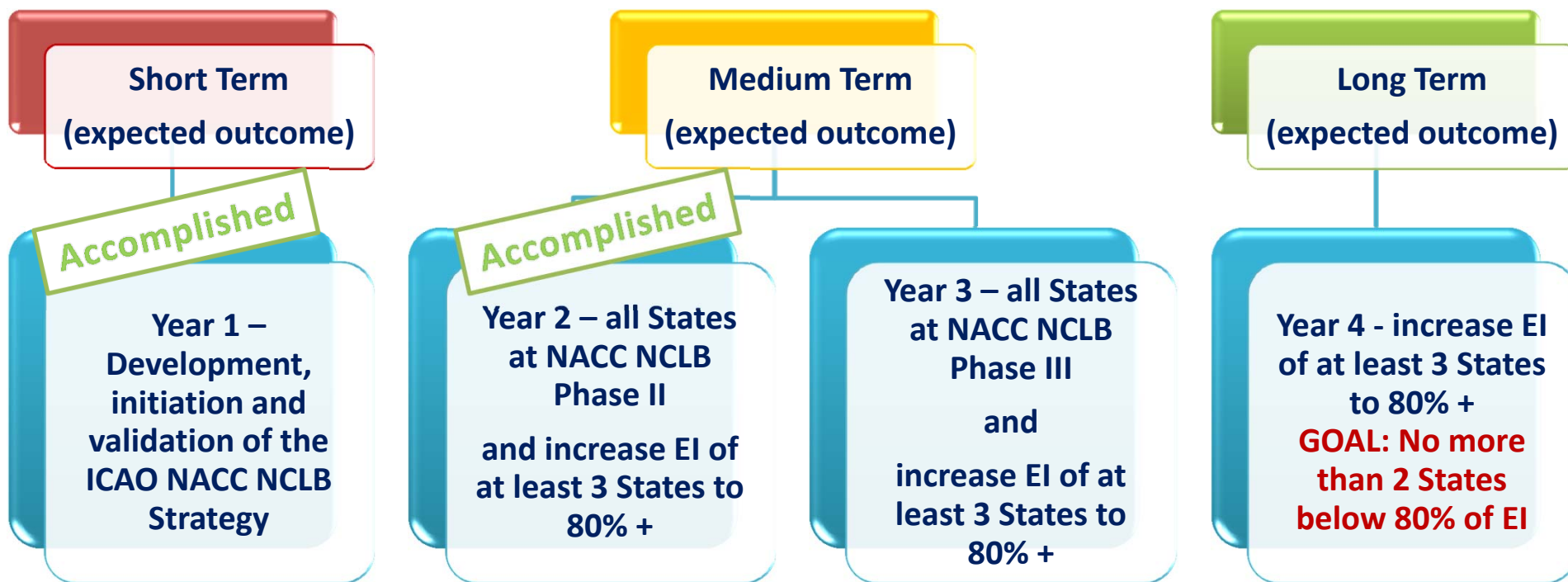
4 Phases of the NACC NCLB Strategy

I	II	III	IV
Senior Level Political Commitment	**Intelligence gathering and analysis**	**Action Plan Development for Implementation**	**Implementation Measuring & Monitoring of Action Plan**
RD is accountable for fostering political will	Sending Data - USOAP-CMA, GANDD, PoS, RPBANIP, etc.	NCLB Multidisciplinary TEAM visit – in situ Verification of PQ resolutions	Monthly Teleconference NACC & CAA Technical teams
Establishment of hand-holding assistance Methodology	Teleconferences NACC Regional Office & Civil Aviation Authority Technical Teams	Develop joint NACC-CAA Action / implementation Plan	Quarterly Videoconference Brief to RD & DG/Minister
Evolution of internal and external organizational culture and paradigms	Fixing what is broken in the system versus fixing the end product produced by the broken system	Strategic coordination of priorities between RD and DG (on-going)	Biannual Implementation Progress Review
			*RD engagement of financial institutions

▸ **Completed/On-going**   **100% of States**   **52 % of States**   **48 % of States**

Continuous Monitoring process and challenges achievements

NCLB Goal and Outcomes

Short Term
(expected outcome)

Accomplished

Year 1 – Development, initiation and validation of the ICAO NACC NCLB Strategy

Medium Term
(expected outcome)

Accomplished

Year 2 – all States at NACC NCLB Phase II

and increase EI of at least 3 States to 80% +

Year 3 – all States at NACC NCLB Phase III

and

increase EI of at least 3 States to 80% +

Long Term
(expected outcome)

Year 4 - increase EI of at least 3 States to 80% +
GOAL: No more than 2 States below 80% of EI

Current Performance Status

USOAP Effective Implementation (EI)

POS Declaration – 80% Effective Implementation (EI) regional average by December 2016

NAM/CAR States vs. Effective Implementation (EI) %

NACC Average: 68.63%

World Average: 62.75%

5.79% 54.06% 54.08% 54.08% 54.08% 54.08% 54.08% 54.41% 67.13% 68.95% 70.49% 74.03% 76.55% 80.03% 83.55% 85.18% 86.10% 86.73% 91.36% 92.17% 95.28%

Source: ICAO SPACE / June 2015

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
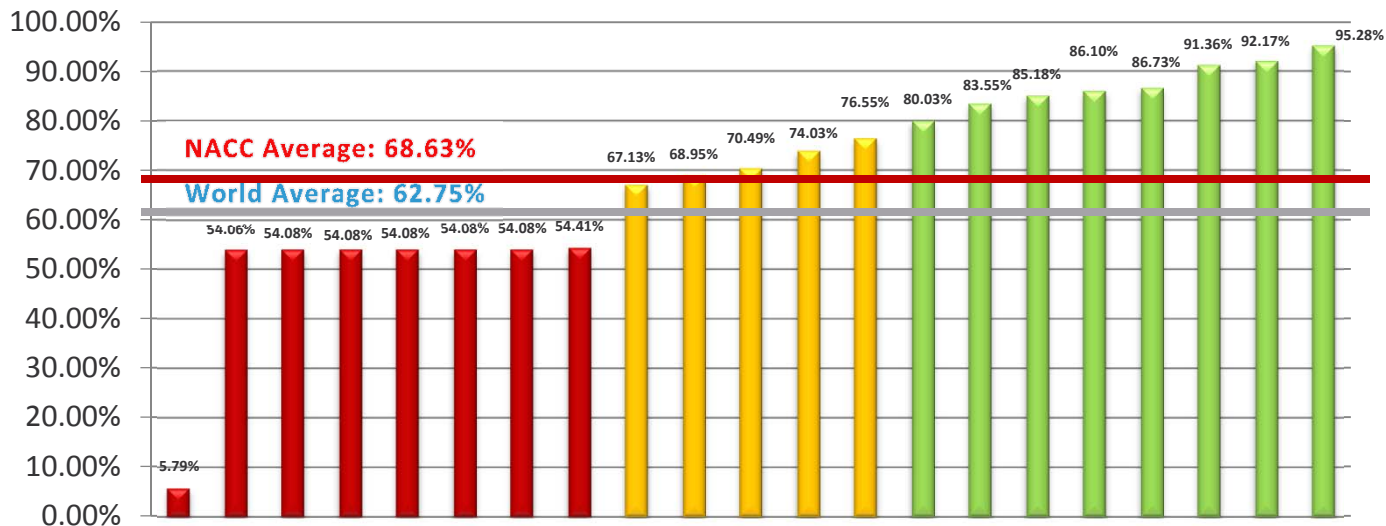Trinidad and Tobago
United States

USOAP Effective Implementation (EI)
POS Declaration – 80% Effective Implementation (EI) regional average by December 2016

NAM/CAR States vs. Effective Implementation (EI) %

NACC Average: 69.02%
World Average: 63.59%

5.79% 54.06% 54.08% 54.08% 54.08% 54.08% 54.08% 57.09% 82.38% 88.34% 71.43% 74.03% 63.11% 89.28% 83.55% 85.18% 90.69% 86.73% 91.36% 92.17% 95.28%

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
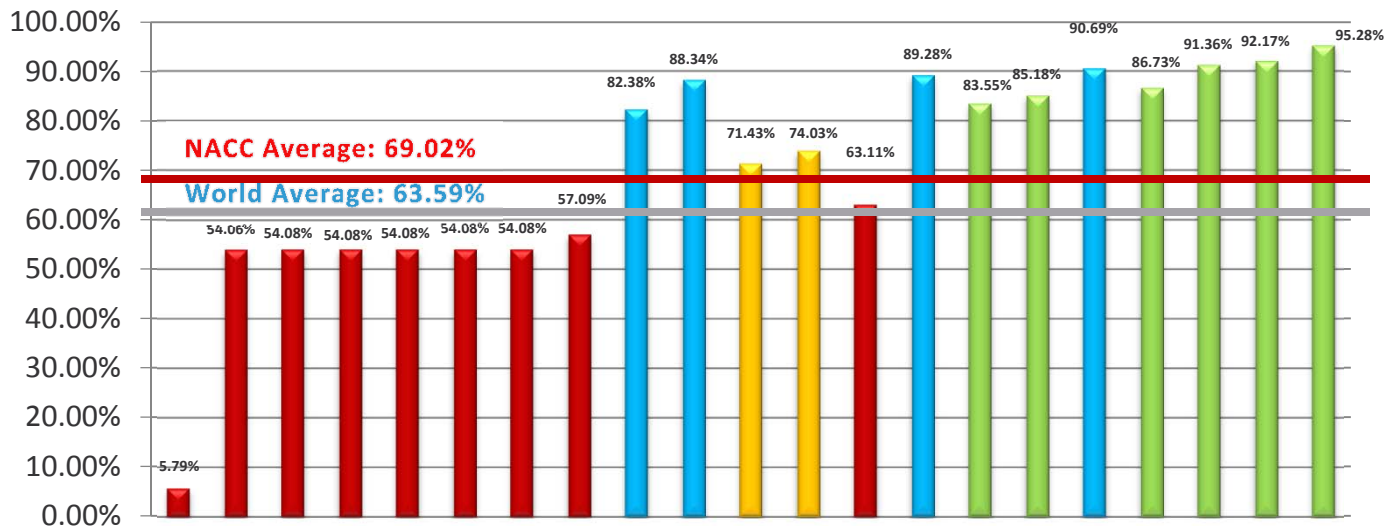Saint Vincent and
the Grenadines
Trinidad and Tobago
United States

Source: ICAO SPACE / April 2017

Forecasted Progress on NACC EI

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2015
- 33.3%
- 47.6%
- 19.0%

2016
- 47.6%
- 42.9%
- 9.5%

By end 2017
- 61.9%
- 33.3%
- 4.8%

By end 2018
- 9.5%
- 90.5%
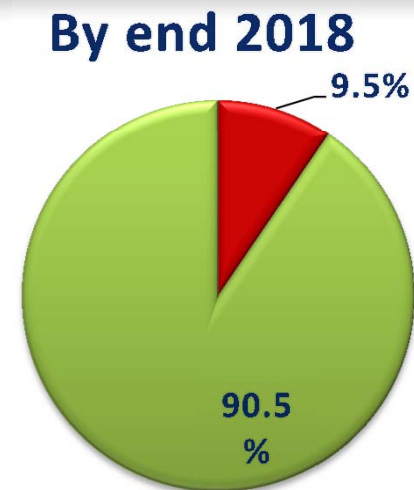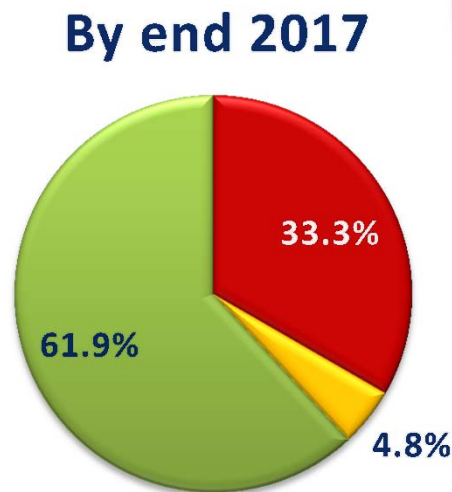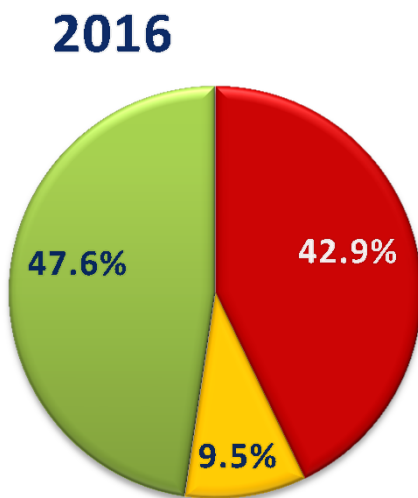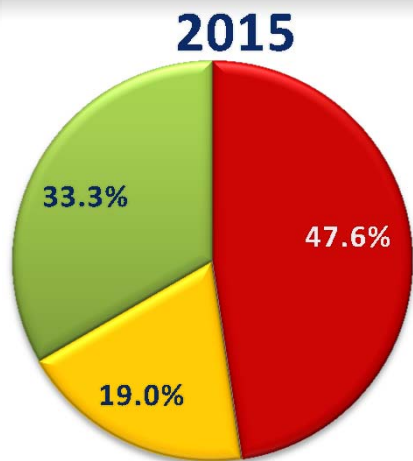
Regional representation of challenge Protocol Questions by Area and Critical Element intersection

✈ **The highest number of open protocol questions in the Region is shown in CE-6 in AGA area.**

✈ **48% of States present it as their biggest challenge**

✈ **The second biggest challenge in the Region is CE-4 in ANS area**

	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	42	6		14		46	19	3
CE-2	58		36	43	140	83	100	189
CE-3		36	21	30	16	83	351	47
CE-4		6	57	56	51	52	387	65
CE-5	13	3	18	61	155	289	63	131
CE-6			59	202	113		353	540
CE-7			43	68	44		261	235
CE-8			17	24	18	128	79	98

Number of States with open protocol questions by Area and CE intersection

Safety Oversight per Annexes 1,6 and 8

|	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	16	6		13		19	10	3
CE-2	20		17	17	19	18	19	20
CE-3		14	7	10	8	18	17	17
CE-4		4	15	19	15	15	19	18
CE-5	12	3	7	14	19	21	14	19
CE-6			15	20	19		21	21
CE-7			16	18	16		21	19
CE-8			10	9	8	21	17	18

Prior to NCLB Implementation an average of 2 to 3 "U" Deficiencies were corrected per year. After NACC NCLB Strategy Implementation this number increased to 12 in 2016

Outstanding Deficiencies in the CAR Region

NCLB

	Jan 2013	Jan 2015	Feb 2015 – Jun 2016	May 2017
U	27	22	12	6
A	600	495	451	413
B	145	123	99	82
	772	**640**	**562**	**501**

	AGA	AIM	ATM	CNS	MET
2013	7	3	8	7	2
2015	5	3	6	5	3
2016	5	2	1	1	3
2017	0	2	1	1	2
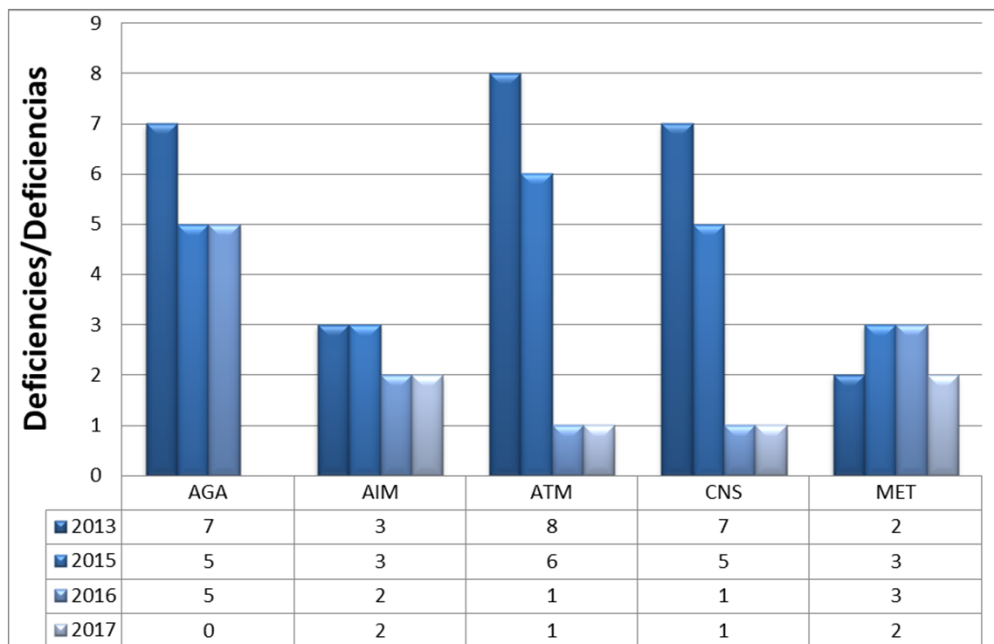
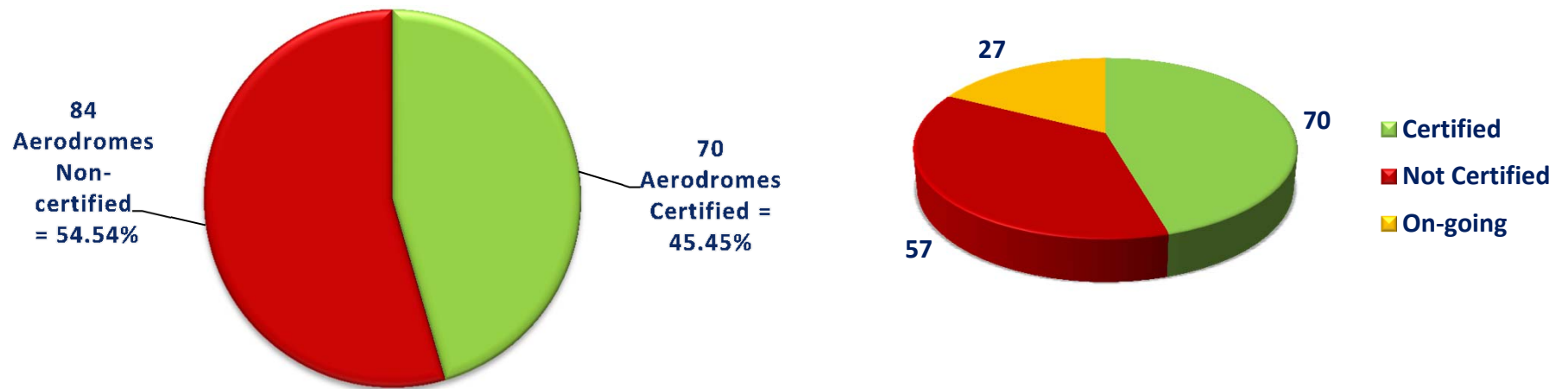**Prior to NCLB Implementation an average of 4 to 6 Aerodrome Certifications were conducted per year.**

After NACC NCLB Strategy Implementation 23 certifications were initiated in 2016

154 international aerodromes in the CAR Region

84 Aerodromes Non-certified = 54.54%

70 Aerodromes Certified = 45.45%

27

70

57

■ Certified
■ Not Certified
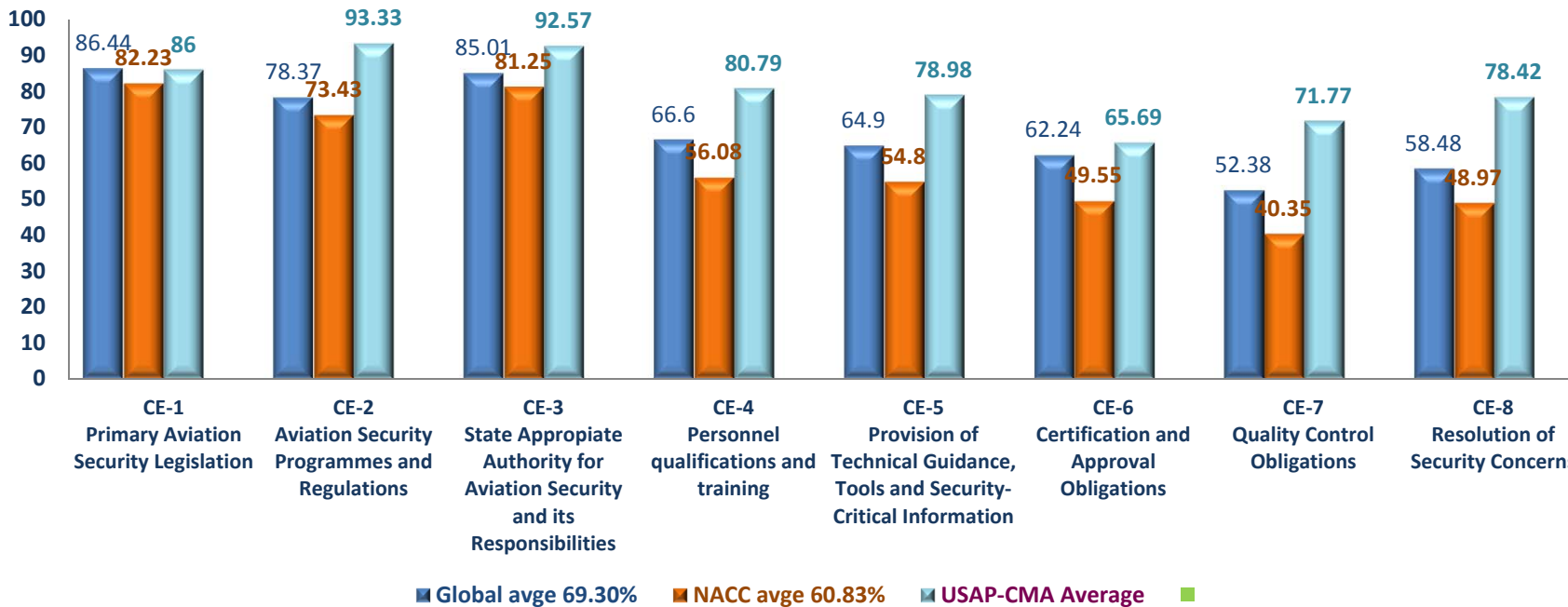■ On-going

Last update: Jan-2017

CAR Region - Aerodrome Certification status April 2016

CAR Region	No of Aerodromes (Doc. 8733)	Certified Aerodromes	Total of Certified Aerodromes	Total of Aerodromes that may be certified (2016-2019)	Aerodromes facing major challenge for certification
Central America	16	3	1.4%	5 (3.3%)	5
Central Caribbean	104	47	30.5%	52 (35%)	10
Eastern Caribbean	34	20	13%	14 (9.3%)	8
Total	**154**	**70**	**45.0 %**	**71 (48%)**	**24**

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AVSEC Global average (USAP 2nd Cycle Audit by June 2013) Effective Implementation (EI) by CE: 69.30%

AVSEC NACC average 2nd Cycle E.I. by CE: 60.83% vs Five States audited end of 2014-end of 2015 CMA 81%

Out of 4 audits conducted in 2016, there was an average of 20% EI increase in Member States USAP

Bar chart data:

CE	Global avge 69.30%	NACC avge 60.83%	USAP-CMA Average
CE-1 Primary Aviation Security Legislation	86.44	82.23	86
CE-2 Aviation Security Programmes and Regulations	78.37	73.43	93.33
CE-3 State Appropiate Authority for Aviation Security and its Responsibilities	85.01	81.25	92.57
CE-4 Personnel qualifications and training	66.6	56.08	80.79
CE-5 Provision of Technical Guidance, Tools and Security-Critical Information	64.9	54.8	78.98
CE-6 Certification and Approval Obligations	62.24	49.55	65.69
CE-7 Quality Control Obligations	52.38	40.35	71.77
CE-8 Resolution of Security Concerns	58.48	48.97	78.42

Legend: ■ Global avge 69.30% ■ NACC avge 60.83% ■ USAP-CMA Average ■

Engagement with Governmental (GO) and Non-Governmental (NGO) Financial Institutions

Based on demonstrated NACC NCLB Strategy results and in alignment with the ICAO Headquarters strategy, RD engaged with GO/NGO financial institutions for identification of synergies between States financial needs and support and their ability to support them

States and financial institutions are currently being brought together on specific State Projects to enhance their ability to meet ICAO Standards and Recommended Practices (SARPs)

Project RLA/09/801 Evolution

MCAAP - Multiregional Civil Aviation Assistance Programme

- **Donor/Industry Support to assist States with critical projects identified as requiring assistance**
- **Allow the Region to expand the scope of projects/types of assistance in all Annexes**
- **With Incorporation of procurement and consulting capability**
  - **Cost savings to member States**

RLA/09/801 - MCAAP

Objective and Purpose

✈ **Provide technical assistance to States/Territories for sustainable compliance and ICAO SARPs implementation**

✈ **Ensure metrics and measurable deliverables supported through political will and accountable senior leadership commitment through State specific Action Plans**

NAM/CAR Regional Challenges

Political will and State budget allocations	**Traffic growth and inability of States to support the growth**	**Demand for skilled aviation personnel**
State diversities, sovereignty, languages and cultures	**Infrastructure deficiencies**	**Lack of Resources within the Member States and the Regional Office**

Solutions

Commitment to implement NCLB/ Support Technical Cooperation Projects **MCAAP**	Address individual needs through implementation of measurable, tailored State Action Plans	Integrating the work of the Regional Safety Oversight Organizations (RSOOs) within the NACC NCLB Strategy and within joint RSOO collaboration	"Champion State" Concept	Third Party Funding (Banks, ICAO, etc., …)

Regional challenges → Regional solutions

Regional Projects

Safety Oversight Improvements with Regional Organizations	Regional Accident and Incident Organization (RAIO) Regional Aviation Accident Investigation Group (GRIAA)/CASSOS Regional AIG Organization (CARAIO)	Joint NACC-State Aerodrome certification Programme	Regional Air Navigation Implementations: situational awareness/ Automatic Dependent Surveillance – Broadcast (ADS-B)