



ICAO

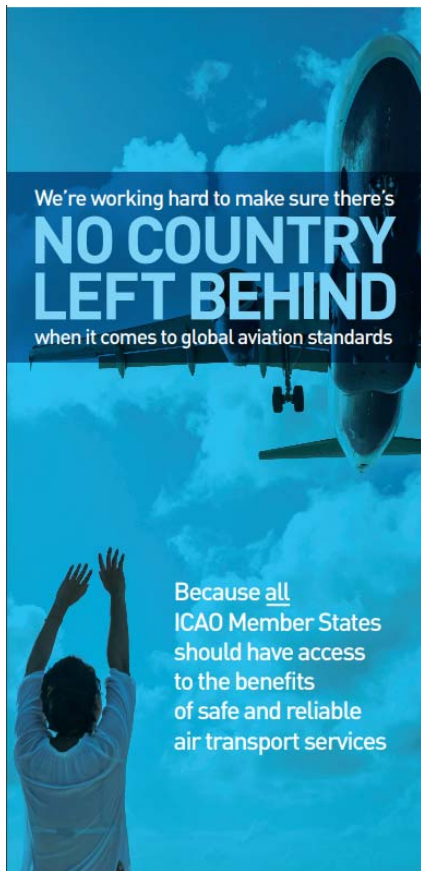
ICAO NACC SYSTEMIC ASSISTANCE PROGRAMME (SAP)

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Deputy Regional Director, ICAO NACC Regional Office



Third Regional Meeting for National Continuous Monitoring Coordinators (NCMC/3)
Mexico City, Mexico, 13 to 15 November 2018



✈ What is the ICAO No Country Left Behind (NCLB) Campaign?

ICAO's response to the problem of too many Member States not achieving desirable levels of Effective Implementation of ICAO Standards and Recommended Practices (SARPs).

www.icao.int/about-icao/NCLB/Pages

✈ What is the ICAO NACC Response to NCLB Campaign?

The implementation of the ICAO NACC Systemic Assistance Programme (SAP).



We're working hard to make sure there's

NO COUNTRY LEFT BEHIND

when it comes to global aviation standards

Because all ICAO Member States should have access to the benefits of safe and reliable air transport services

✈ What is the ICAO NACC Systemic Assistance Programme?

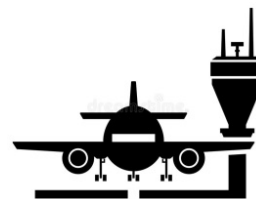
The ICAO NACC Regional Office strategy which encompasses main working areas in order to ensure desirable results and SARPs compliance within the NAM/CAR Regions.



Safety



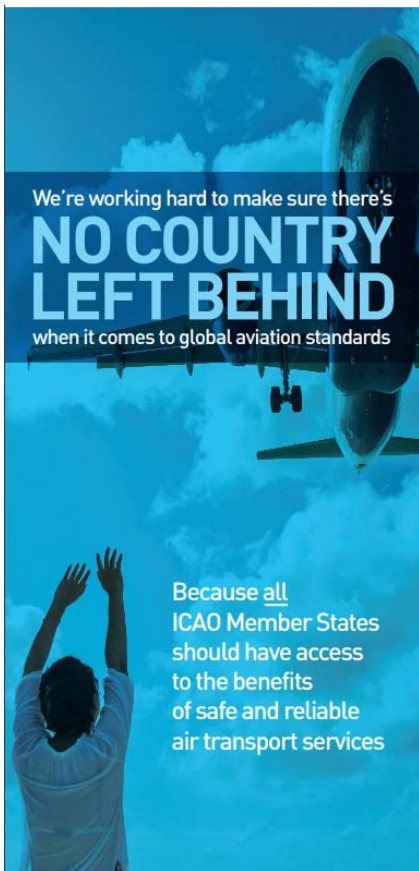
Air Navigation Services



Aerodrome certification



Security



✈ Core Elements of the ICAO NACC Systemic Assistance Programme

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 Concerns (SSCs and SSeCs)

Allow States to benefit from the socio-economic contributions of safe and reliable air transport



NACC Systemic Assistance Programme (SAP)

<p>Political Commitment</p> <p>Completed/ On-going</p> <p>I</p>	<p>Data Gathering and Analysis</p> <p>100% of States</p> <p>II</p>	<p>Joint State/ICAO Action Plan Development</p> <p>100% of States</p> <p>III</p>	<p>Implementation and Monitoring</p> <p>2018 Objective: 100% of States</p> <p>IV</p>	<p>Follow-up and Sustainability</p> <p>2019 Objective: 100% of States</p> <p>V</p>
<ul style="list-style-type: none"> ✈ Establish strategy to implement NCLB initiative ✈ High Level Government Outreach (Ministerial Level) ✈ Paradigm shift in assistance methodology (more hand-holding), direct engagement at the technical level ✈ Root cause approach 	<ul style="list-style-type: none"> ✈ Analyse all available ICAO data on deficiencies of each NACC State ✈ Notify the State of its deficiencies and compliance status ✈ Mutual communication for agreement (Technical teleconferences) 	<ul style="list-style-type: none"> ✈ Multidisciplinary or High Level visits – some States did not need a visit ✈ Develop joint action implementation plan <ul style="list-style-type: none"> • Who? • What? • When? ✈ Agreement of State Action Plan priorities at General and Regional Director level 	<ul style="list-style-type: none"> ✈ Monthly teleconference NACC & CAA technical teams ✈ Quarterly Videoconference Brief to Regional Director & DG/Minister ✈ Annual implementation progress review ✈ Continuous adjustment of action plan based on audit results ✈ RD seeks engagement of financial institutions 	<ul style="list-style-type: none"> ✈ Continuity of Phase IV ✈ Prioritization of SSP, SMS and SeMS in Action Plans ✈ Tracking of AAs institutional strength ✈ Greater emphasis in political will and commitment ✈ Set air transport in the political agenda of the States ✈ ICAO involvement in high level regional meetings

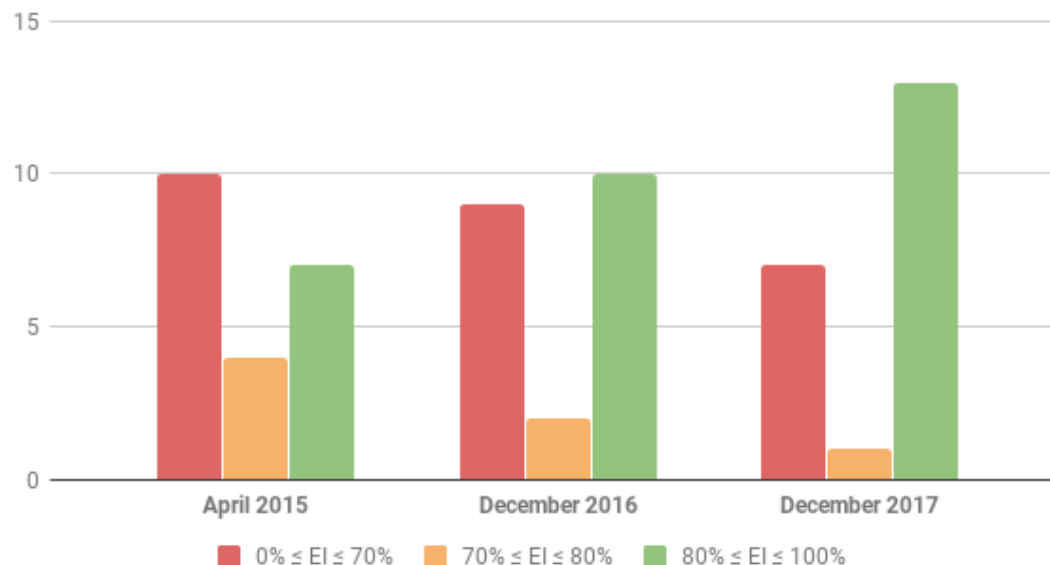


Major deficient areas and Critical Element (CE) challenges: **AGA** (CE-6), **ANS** (CE-4) and **AIG** (CE-5)

USOAP EI(%)		States	% Total
April 2015	0% ≤ EI ≤ 70%	10	47.62%
	70% ≤ EI ≤ 80%	4	19.05%
	80% ≤ EI ≤ 100%	7	33.33%
December 2016	0% ≤ EI ≤ 70%	9	42.86%
	70% ≤ EI ≤ 80%	2	9.52%
	80% ≤ EI ≤ 100%	10	47.62%
December 2017	0% ≤ EI ≤ 70%	7	33.33%
	70% ≤ EI ≤ 80%	1	4.76%
	80% ≤ EI ≤ 100%	13	61.90%

After NACC SAP, the number of States with an EI ≥ 80% almost doubled

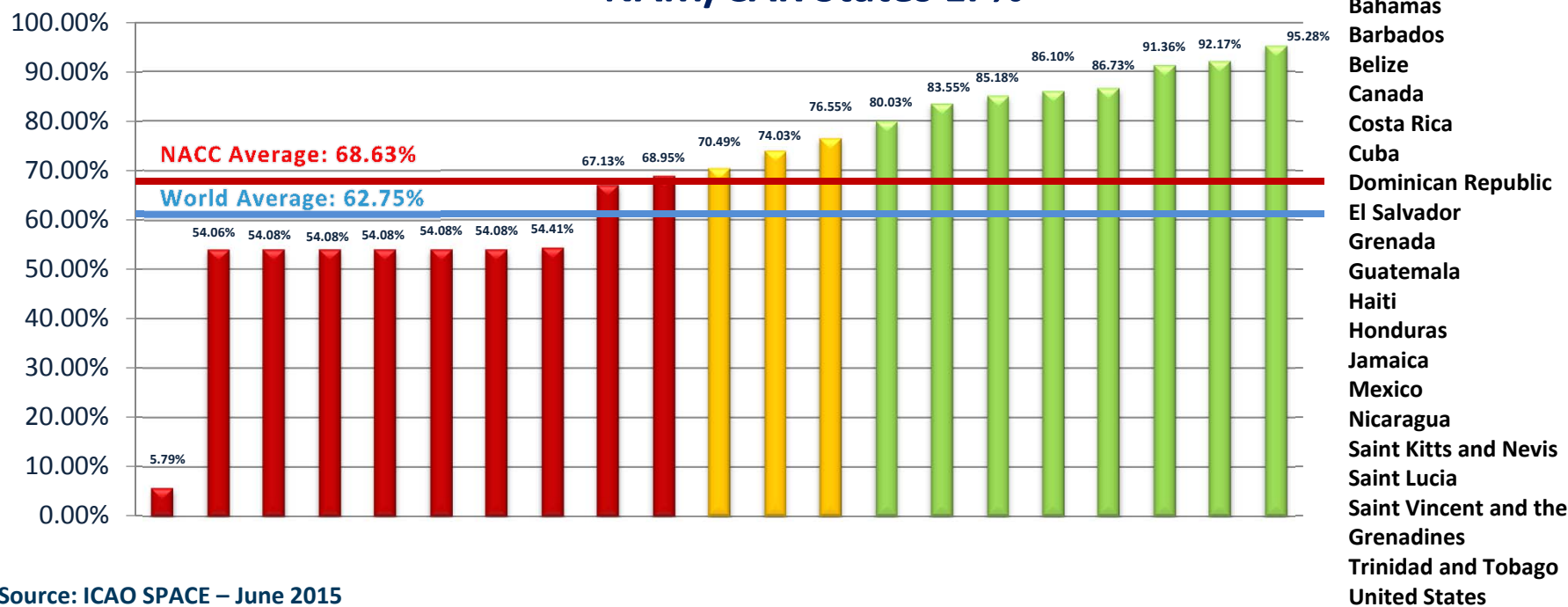
USOAP Effective Implementation (%) in NAM/CAR





Status of USOAP Effective Implementation (EI) - 2015

NAM/CAR States EI %

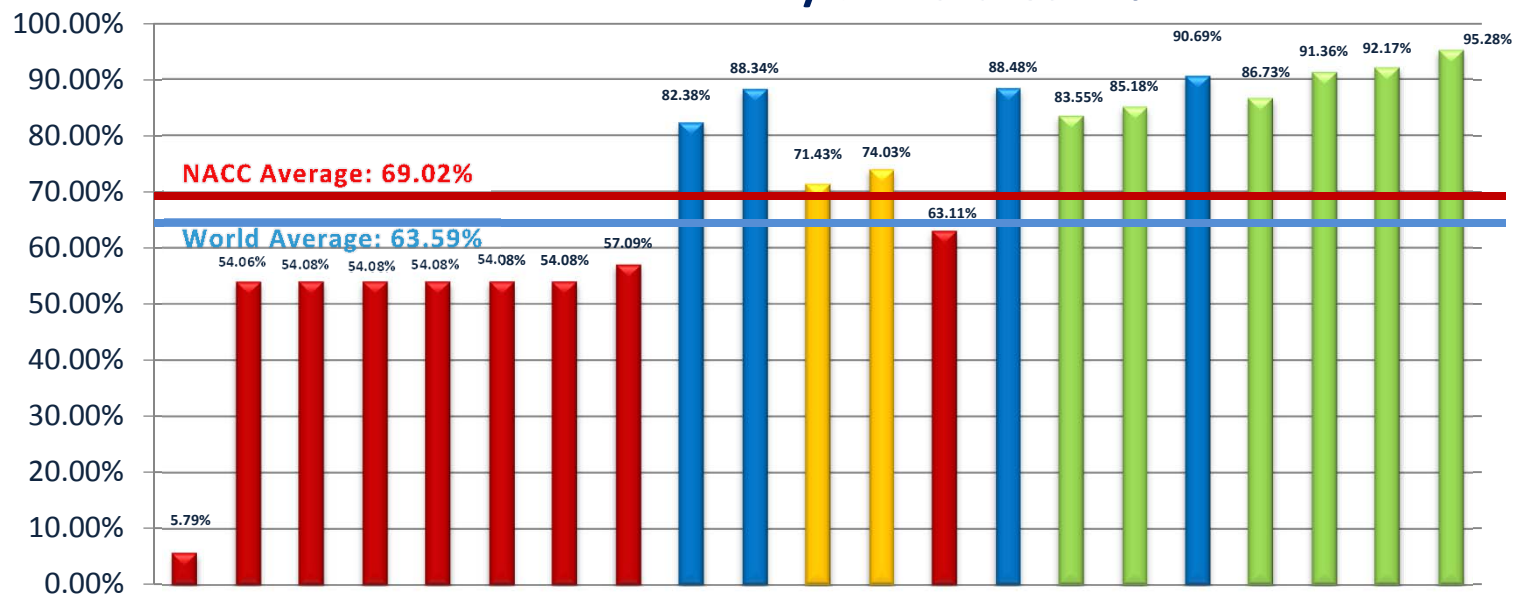


Source: ICAO SPACE – June 2015



Status of USOAP Effective Implementation (EI) - 2016

NAM/CAR States EI %



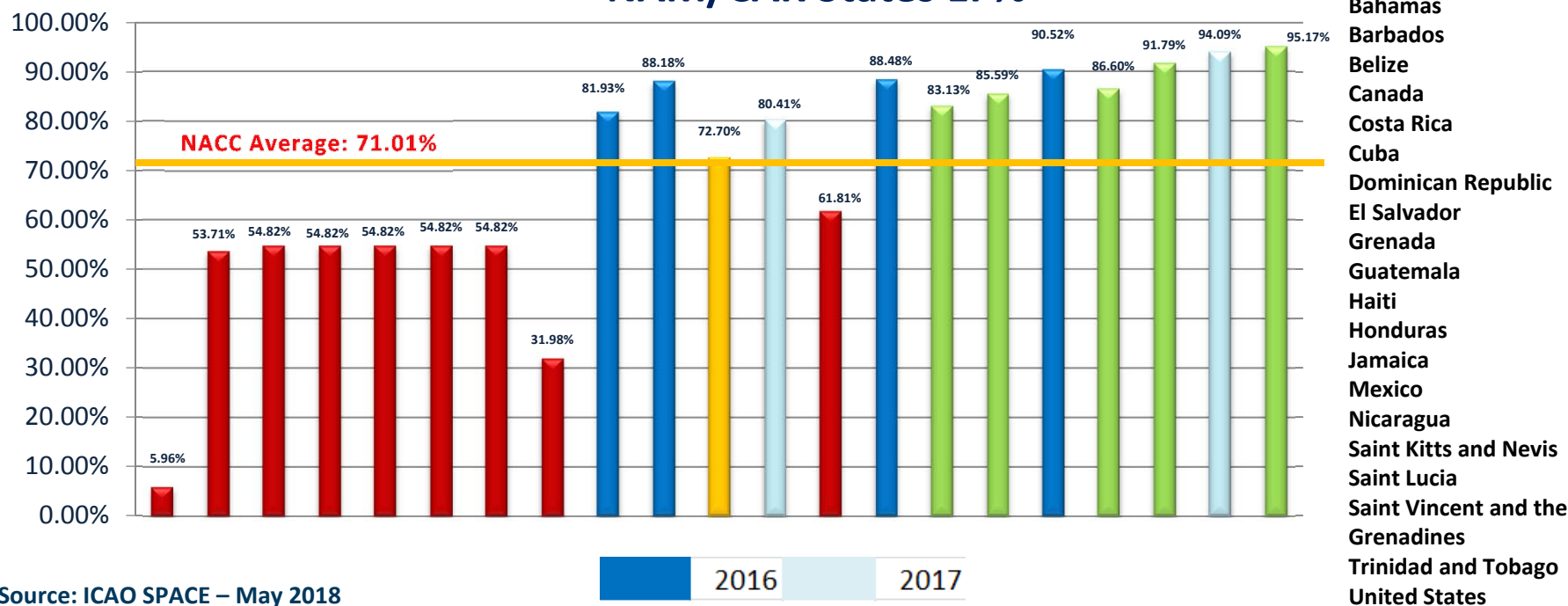
- Antigua and Barbuda
- Bahamas
- Barbados
- Belize
- Canada
- Costa Rica
- Cuba
- Dominican Republic
- El Salvador
- Grenada
- Guatemala
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Saint Kitts and Nevis
- Saint Lucia
- Saint Vincent and the Grenadines
- Trinidad and Tobago
- United States

Source: ICAO SPACE – December 2016



Status of USOAP Effective Implementation (EI) – 2017

NAM/CAR States EI %

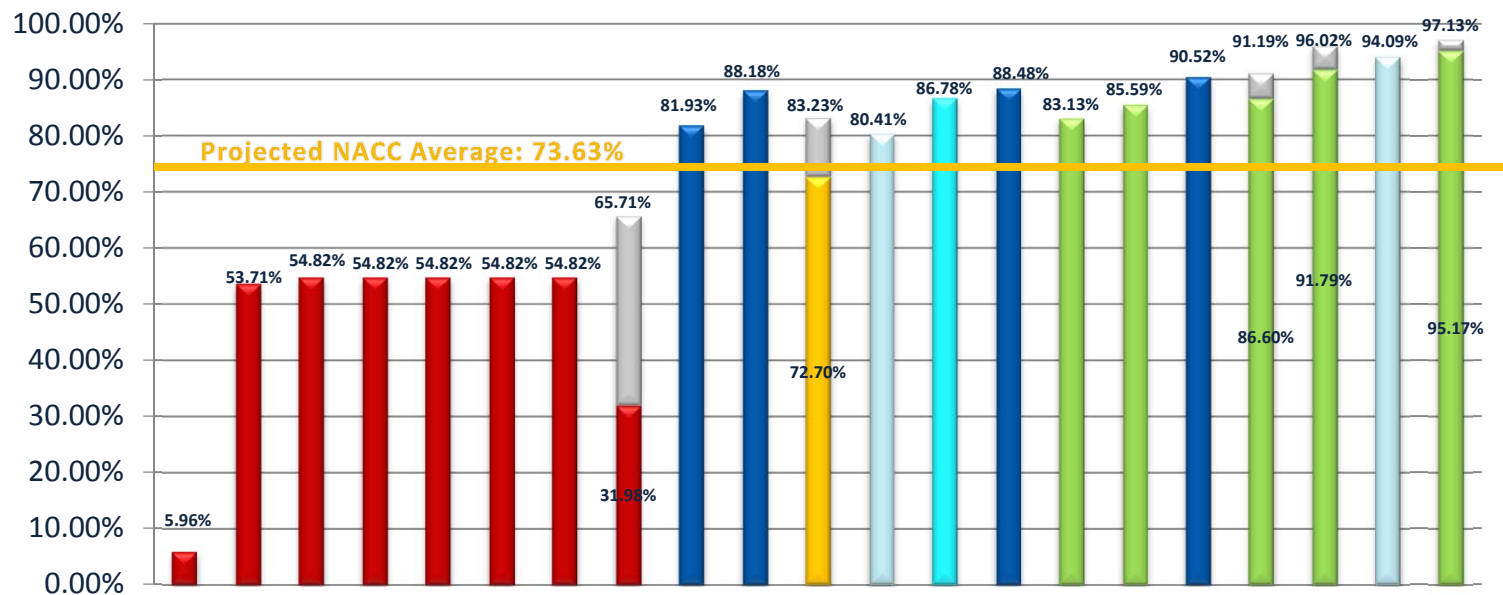


Source: ICAO SPACE – May 2018



Status of USOAP Effective Implementation (EI) – Projected End 2018

NAM/CAR States 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

Source: ICAO SPACE – July 2018

2016
2017
2018
Projected Dec 2018

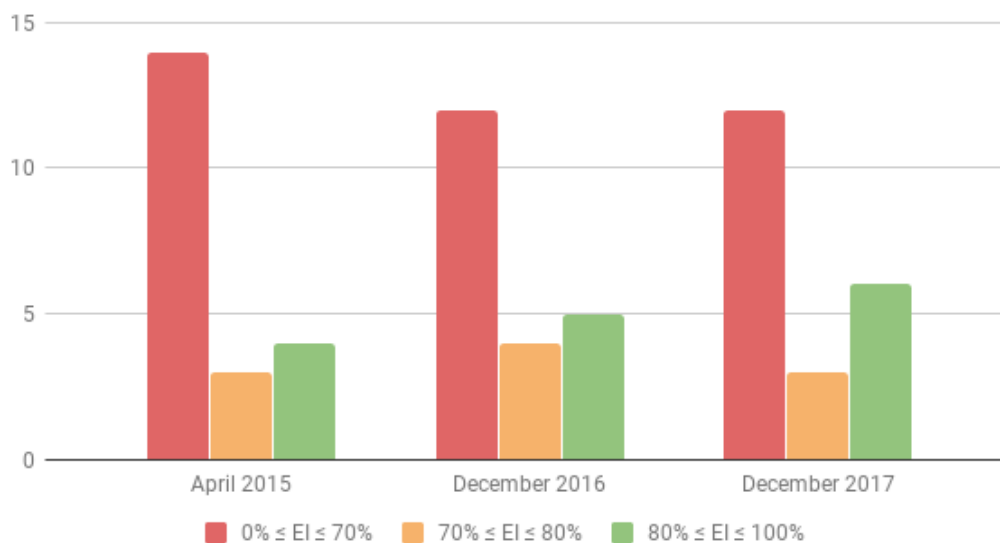


USAP EI(%)		States	% Total
April 2015	0% ≤ EI ≤ 70%	14	66.67%
	70% ≤ EI ≤ 80%	3	14.29%
	80% ≤ EI ≤ 100%	4	19.05%
December 2016	0% ≤ EI ≤ 70%	12	57.14%
	70% ≤ EI ≤ 80%	4	19.05%
	80% ≤ EI ≤ 100%	5	23.81%
December 2017	0% ≤ EI ≤ 70%	12	57.14%
	70% ≤ EI ≤ 80%	3	14.29%
	80% ≤ EI ≤ 100%	6	28.57%

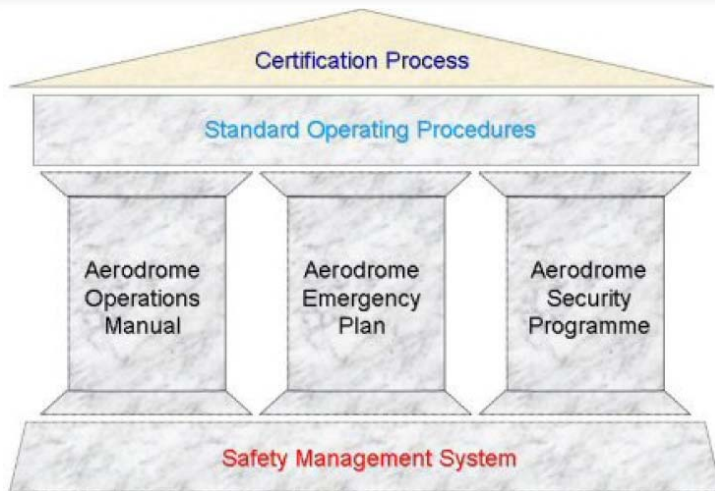
NACC USAP EI prior NACC SAP = **60.68%**
 NACC USAP EI after NACC SAP = **74.22%**

5 USAP-CMA audits scheduled for 2018 and results are still not available. However, **7 States** in the NAM/CAR regions have not yet received an USAP-CMA audit

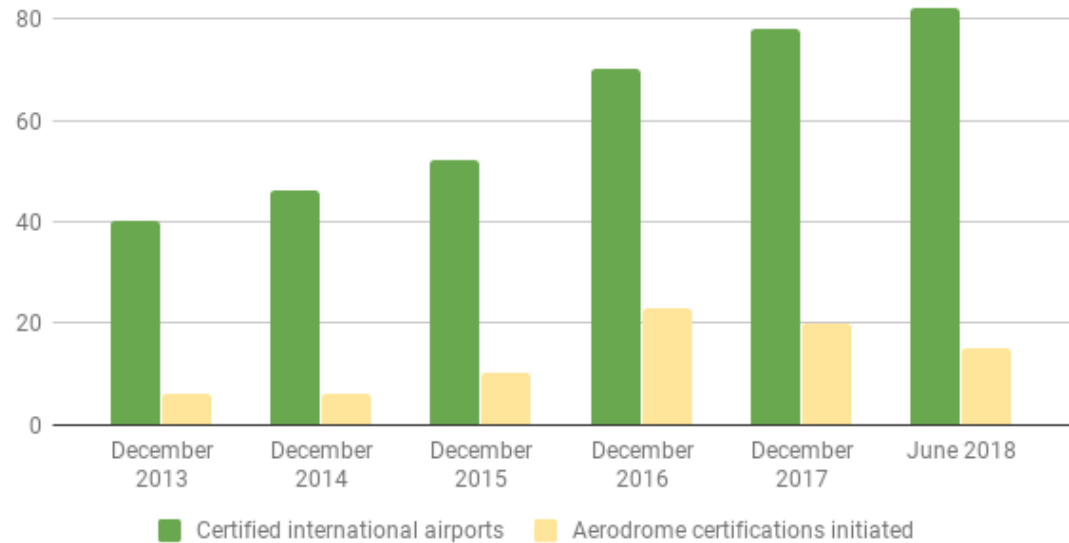
USAP Effective Implementation (%) in NAM/CAR



States which received an USAP-CMA audit improved an average of 13.56% versus previous audit results



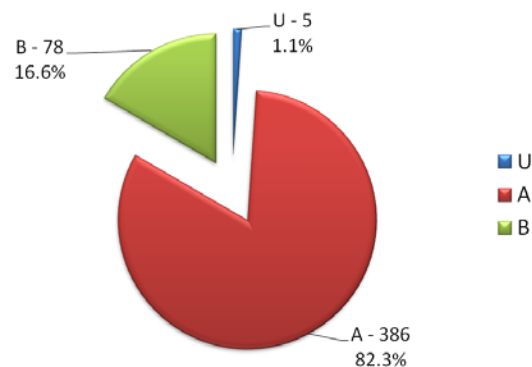
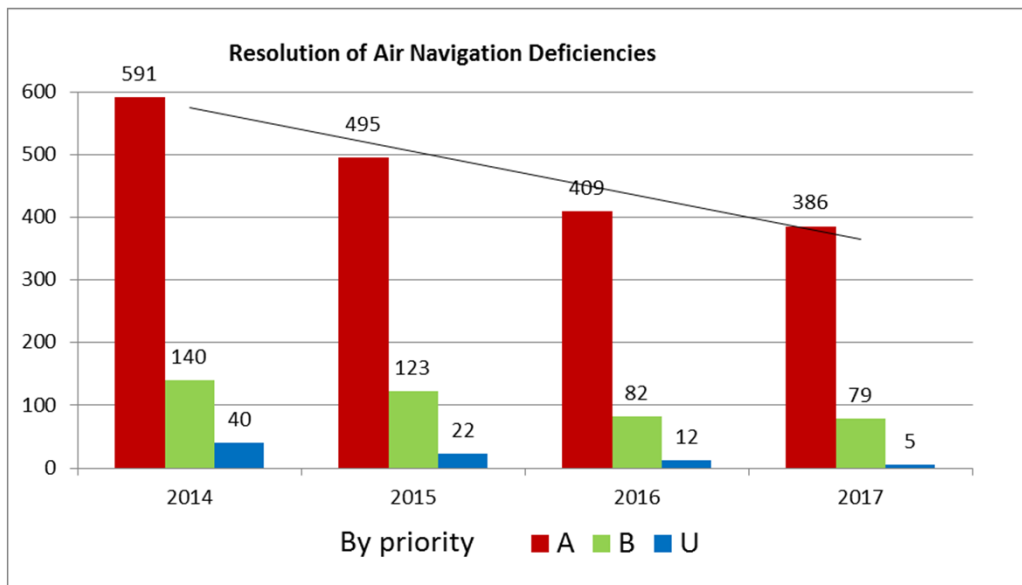
Aerodrome Certification in NAM/CAR



Aerodrome certification	Declared international airports	Certified international airports	Aerodrome certifications initiated
December 2013	151	40	6
December 2014	154	46	6
December 2015	154	52	10
December 2016	154	70	23
December 2017	150	78	20
June 2018	150	82	15



Resolution of Air Navigation Deficiencies



Outstanding Air Navigation Deficiencies by priority "U", "A" and "B" in the CAR Region

Total: 469 deficiencies

GANDD Mechanism under review by GREPECAS Chairmanship/Sekretariat



Performance Level - Last Year's Red

**Pending Caribbean States
(EI ≤ 80%) projected to
have major progress in
2018**

- **Devastating hurricane season delayed assistance actions and results are projected at least one year out**

**Resolution of existing SSC
and SSeC**

- **1 open SSC and 1 open SSeC Restricted mitigation implemented in both**
- **SSC mitigated with restrictions to the operator**
- **Measures in place to reduce the SSeC impact in 90%**

**AIG development and
implementation that was
projected to be formalized
by 2017**

- **Working with Central America for Regional Aviation Accident Investigation Group (GRIAA) deployment**
- **Coordination with TSB and others for AIG assistance common activities**
- **ECCAIRS and AIG training courses ongoing with Mexico DGAC**
- **Hiring of AIG expert by ICAO: ongoing**
- **New RAIO C Planning ([RAIOC](#))**



Performance Level - Last Year's Red

The creation of a NAM/CAR Regional Training Centres Association

- Declaration of Intent on Regional Collaboration on Training
- Memorandum of Understanding (MOU) signed during the NAM/CAR Civil Aviation Training Centres Working Group Meeting (NAM/CAR/CATC/WG/4) from 6 to 8 June 2018

PBN, Air Traffic Flow Management (ATFM) and Search and Rescue (SAR) advancements have fallen short of what was projected

- Slower progress than expected on ATFM and SAR
- ATFM and SAR meetings scheduled for 2018

Focus on providing stronger support for the Territories

- Not enough resources to appropriately assist NAM/CAR Territories



Regional Aviation Safety Group — Pan American (RASG-PA)

Purpose

Addresses safety issues from a regional perspective
Focal point to mitigate risks at regional level
Employs risk analysis methodology consistent with Annex 19/SMS requirements
Delivers measurable safety improvements

Benefits

Joint State/Industry safety programmes that reduce redundancy and save scarce resources
RASG-PA outputs can be used to enhance State safety programs/strategies
Strengthens regional partnerships
Provides States with real-time safety data analysis
Encourages use of State Collaborative Safety Teams (CSTs)

Improvement Lines of Action

- a) Communication scheme
- b) Website improvement
- c) Project Management approach
- d) Visibility of deliverables



GASP Objectives and timelines

Effective safety oversight	SSP implementation	Predictive risk management
RASGs and other fora: mechanisms for sharing of safety information	RASGs: mature regional monitoring and safety management programmes	All States: implement advanced safety oversight systems, including predictive risk management
States with EI > 60%: SSP implementation	All States: SSP implementation	
All States: achieve 60% EI of CEs		
2017 (near term)	2022 (mid term)	2028 (long term)



Effective Safety Oversight: NAM/ CAR Regions

NACC Systemic Assistance Programme (SAP)

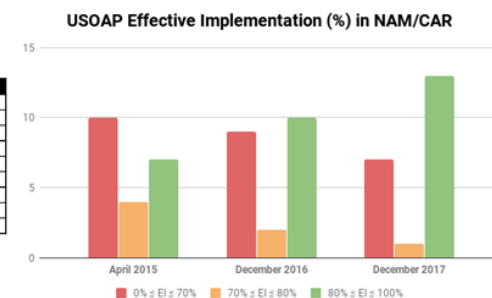
Political Commitment	Data Gathering and Analysis	Joint State/ICAO Action Plan Development	Implementation and Monitoring	Follow-up and Sustainability
Completed/ On-going I	100% of States II	100% of States III	2018 Objective: 100% of States IV	2019 Objective: 100% of States V
<ul style="list-style-type: none"> Establish strategy to implement NCLB initiative High Level Government Outreach (Ministerial Level) Paradigm shift in assistance methodology (more hand-holding), direct engagement at the technical level Root cause approach 	<ul style="list-style-type: none"> Analyse all available ICAO data on deficiencies of each NACC State Notify the State of its deficiencies and compliance status Mutual communication for agreement (Technical teleconferences) 	<ul style="list-style-type: none"> Multidisciplinary or High Level visits – some States did not need a visit Develop joint action implementation plan <ul style="list-style-type: none"> Who? What? When? Agreement of State Action Plan priorities at General and Regional Director level 	<ul style="list-style-type: none"> Monthly teleconference NACC & CAA technical teams Quarterly Videoconference Brief to Regional Director & DG/Minister Annual implementation progress review Continuous adjustment of action plan based on audit results RD seeks engagement of financial institutions 	<ul style="list-style-type: none"> Continuity of Phase IV Prioritization of SSP, SMS and SeMS in Action Plans Tracking of AAs institutional strength Greater emphasis in political will and commitment Set air transport in the political agenda of the States ICAO involvement in high level regional meetings

<https://www.icao.int/NACC/Pages/nacc-nclb.aspx>



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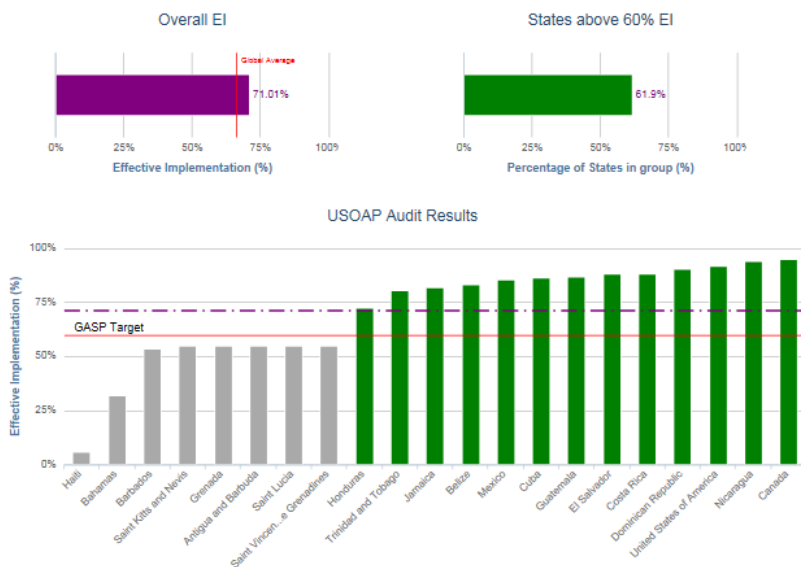


After NACC SAP, the number of States with an EI ≥ 80% almost doubled

- Tailored committed State Action Plans
- Enhancement of RSOOs: ACSA, CASSOS
- Champion State initiative

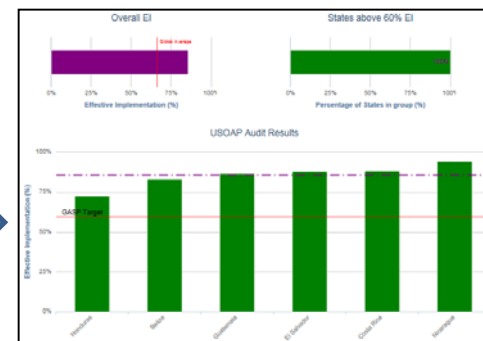


NACC USOAP Effective Implementation



2018-2019 Targets:

- All Central American States with EI above 80%
- SSC Resolution – Haiti
- Improving Caribbean States- target

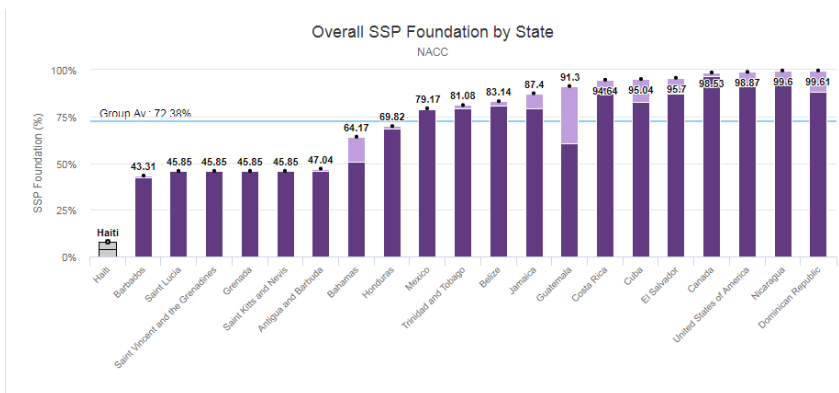


Specific TC Project and Champion State support

- Support to Bahamas
- working with Barbados
- Challenge: OECS States



NACC SSP Regional Implementation Strategy



- ✦ **Tier 1:** States that currently have a SSP Foundation Index Above 95% -> to implement SSP by 2020;
- ✦ **Tier 2:** States that have a SSP Foundation Index Above 85% -> to implement SSP by 2021;
- ✦ **Tier 3:** States that have a SSP Foundation Index Above 75% -> to implement SSP by 2022;
- ✦ **Tier 4:** States that have a SSP Foundation Index Above 60% -> to implement SSP by 2023;

- Agreement on Action Plan and commitment on assistance and implementation
- NAM/CAR States that complete any phase of the SSP implementation can be considered as Champion States to support other States in the implementation of the phases that have already implemented



GASP 2020 – 2022 The way forward

Goals, targets and indicators

- Achieve a continuous reduction of operational safety risks
- **Strengthen States' safety oversight capabilities**
- Implement effective State safety programmes (SSPs)
- **Increase collaboration at the regional level**
- Expand the use of industry programmes
- Ensure the appropriate infrastructure is available to support safe operations



GASP 2020 – 2022 The way forward

ICAO Aspirational Safety Goal "Zero fatalities by 2030 and beyond"		
Goal	Target	Indicators
Goal 1: Achieve a continuous reduction of operational safety risks	1.1 Maintain a decreasing trend of global accident rate	<ul style="list-style-type: none"> Number of accidents Number of accidents per million departures (accident rate) Number of fatal accidents Number of fatal accidents per million departures (fatal accident rate) Number of fatalities Number of fatalities per passengers carried (fatality rate) % of occurrences related to high risk categories (HRCs)
Goal 2: Strengthen States' safety oversight capabilities	2.1 All States to improve their score for the effective implementation (EI) of the critical elements (CEs) of the State's safety oversight system (with focus on priority PQs) as follows: By 2022 – 75% By 2026 – 85% By 2030 – 95%	<ul style="list-style-type: none"> Overall global EI score Overall EI score per State Overall regional EI score Number of States that met the EI score as per the timelines Number of States that have fully implemented the priority PQs related to a safety oversight system % of priority PQs implemented by a State % of each priority PQs implemented globally Number of States timely updating the filing of differences % of required CAPs submitted by States (using OLF) % of completed CAP per State (using OLF)
	2.2 By 2022, all States to reach a positive safety oversight margin, in all categories	<ul style="list-style-type: none"> Number of States maintaining a positive safety oversight margin in all categories % of States maintaining a positive safety oversight margin in all categories % of each category with positive safety oversight margin globally Safety oversight margin per State, per category
Goal 3: Implement effective State safety programmes (SSPs)	3.1 By 2022, all States to implement the foundation of an SSP	<ul style="list-style-type: none"> Number of States having implemented the foundation of an SSP % of each subject area implemented globally % of satisfactory SSP foundational PQs % of required CAPs related to the SSP foundational PQs submitted by States (using OLF) % of required CAPs related to the SSP foundational PQs completed per State (using OLF)
	3.2 By 2025, all States to implement an effective SSP, as appropriate to their aviation system complexity	<ul style="list-style-type: none"> Number of States having implemented an effective SSP Level of maturity achieved in Annex 19 PQs, per State Number of States that require applicable service providers under their authority to implement an SMS Number of States that have implemented a

Goal	Target	Indicators
Goal 4: Increase collaboration at the regional level	4.1 By 2020, States that need support in categories with safety oversight margins below zero, to use a regional safety oversight mechanism another State or other safety oversight organization's ICAO-recognized functions	<ul style="list-style-type: none"> Number of States requiring assistance/support Number of States actively seeking assistance Number of States that received assistance Number of States offering assistance
	4.2 By 2022, all States to contribute information on safety risks, including SSP safety performance indicators (SPIs), to their respective regional aviation safety group (RASGs)	<ul style="list-style-type: none"> Number of States contributing information on safety risks to RASGs Number of States that are sharing their SSP SPIs with RASGs Number of States forwarding information on safety matters to States, RASGs or other stakeholders
	4.3 By 2022, all States with a positive safety oversight margin, and an effective SSP, to actively lead RASGs' safety risk management activities	<ul style="list-style-type: none"> Number of States, with a positive safety oversight margin, and an effective SSP, leading RASGs' safety risk management activities Number of RASGs that have a regional aviation safety plan
Goal 5: Expand the use of industry programmes	5.1 By 2020, all service providers to use globally harmonized SPIs as part of their safety management system (SMS)	<ul style="list-style-type: none"> Number of service providers using globally harmonized metrics for their SPIs
	5.2 By 2022, increase the number of service providers participating in the corresponding ICAO-recognized industry assessment programmes	<ul style="list-style-type: none"> Number of service providers participating in the corresponding ICAO-recognized industry assessment programmes
Goal 6: Ensure the appropriate infrastructure is available to support safe operations	6.1 By 2022, all States to implement the air navigation and airport core infrastructure	<ul style="list-style-type: none"> Number of States having implemented the air navigation and airport core infrastructure elements



NACC OVERALL REGIONAL PLANNING

NACC Systematic Assistance Programme: USOAP goals and priorities

SSP/SMS Regional Implementation Strategy

NACC Systematic Assistance Programme: USAP goals and priorities

Update RPBANIP-ANS target, timelines and work programmes

ICAO Global Aviation Safety Plan (GASP)

Global Air Navigation Plan (GANP)

ICAO Global Aviation Security Plan (GASeP)



National Continuous Monitoring Coordinators (NCCMC) Group

Objectives:

- ✈ In order to improve the States USOAP EI, a regional collaboration group has been initiated
- ✈ Based on the progress on the USOAP-CMA Protocol Questions (PQs) and CAPs, provide guidance on managing the On-Line Framework (OLF) and identifying solutions and ways to improve EI.



2019 & New Triennium Plan (2020-2022)

Complete metric of 90% Member States in the NAM/CAR regions at or above 80%

- Concentration in Barbados, ECCAA States and Haiti
- Sustainability activities
- Ensure systematic approach and system development
- Risk-based management

and analysis

SSP implementation

- SSP Implementation based on a regional and tiers approach
- SM awareness
- ATS SMS enhancements
- AIG Collaboration

Air Navigation development

- ANS goals and work programmes following operational improvements-RPBANIP/ANP Vol III
- Unmanned Aircraft System (UAS)/ Remote Piloted Aircraft Systems (RPAs)
- Emerging issues



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UNITING AVIATION

NO COUNTRY LEFT BEHIND



Assistance activities to NACC States

JOINT ASSISTANCE ACTIVITIES

- UK Safety Partners Safety Enhancements
- EASA – Project for Latin America
- FAA-Runway Safety Team (RST)/SMS/ANS Inspector training/ ADS-B and AIDC events
- COCESNA/ CASSOS- Haiti Assistance Project
- RASG-PA: Collaborative Safety Team (CSTs) implementation
- CARICOM-ICAO: Air transport development activities
- ALTA- ICAO: Regulatory Framework Harmonization Project



ICAO Outreach to NGOs/Government Funding Entities/Industry



✈ Funding of studies for equipment/infrastructure needs



✈ Aerodrome certification study (SAFE Fund)



✈ Potential Projects to improve infrastructure and development of regional initiatives with different international organizations and industry stakeholders





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ECONOMIC DEVELOPMENT

NO COUNTRY LEFT BEHIND



Economic and social impact of aviation

When a passenger/tourist arrives:

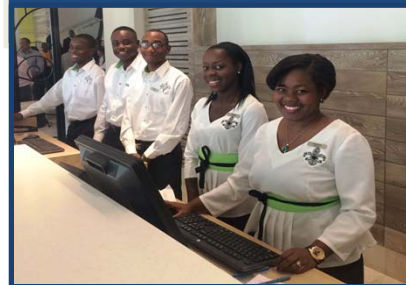
Takes a Taxi
Provides Job for taxi
Driver



Provides Job for
person that puts
Gasoline in the taxi



Provides Jobs for
hotels and staffs



Provides Job for the
farmer, who may never
travel on an airplane but
their fruits and
vegetables are
consumed by tourists,
etc.



Stimulates
commerce





62.7 MILLION

Jobs supported by aviation worldwide

\$2.7 TRILLION

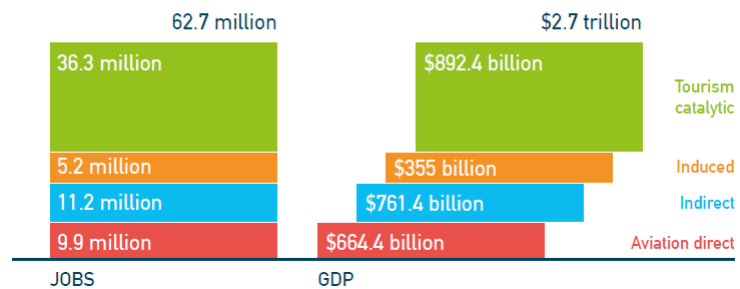
Aviation's global economic impact

3.5%
of global GDP supported by aviation

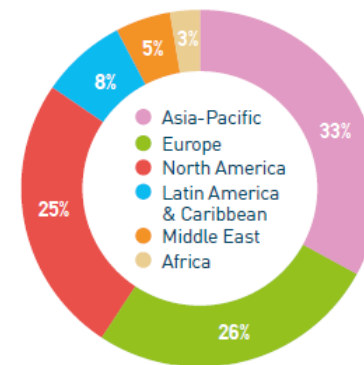
1402
commercial airlines

3883
airports

Beyond the industry
Aviation's global employment and GDP impact, 2014²



Regional traffic split





ICAO | UNITING AVIATION

NO COUNTRY LEFT BEHIND

