ICAO NACC Regional Office
SYSTEMIC ASSISTANCE PROGRAMME (SAP)
Update: November 2020

E/CAR – Eastern Caribbean
Caribe Oriental

- **Anguilla (UK)**
  Anguilla
- **Antigua and Barbuda**
  Antigua y Barbuda
- **Barbados**
  Barbados
- **British Virgin Islands (UK)**
  Islas Vírgenes Británicas
- **Dominica**
  Dominica
- **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

NAM/CAR Regions

22 States
19 Territories
26 Civil Aviation Authorities (CAAs)
44 Flight Information Regions (FIRs) – 29 in NAM; 15 in CAR

22 Estados
19 Territorios
26 Autoridades de Aviación Civil (AACs)
44 Regiones de Información de Vuelo (FIR) – 29 en NAM; 15 en CAR

ICAO
NACC

Systemic Assistance Programme

We're working hard to make sure there's
NO COUNTRY LEFT BEHIND
when it comes to global aviation standards

✈ ICAO NACC Regional Office response to NCLB Campaign

Safety

Air Navigation Services

Aerodrome certification (AGA)

Security and Facilitation

Initiated on February 2015 in response to the ICAO NCLB Campaign	Assists States in implementing ICAO Standards and Recommended Practices (SARPs)	Also promotes ICAO's efforts to resolve Significant Concerns (SSCs and SSeCs)	Allows States to benefit from the socio-economic contributions of safe and reliable air transport	Sustainability and regional collaboration

NACC Systemic Assistance Programme (SAP) Overview

Political Commitment

Completed/ On-going   **I**

- 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

Data Gathering and Analysis

100% of States   **II**

- 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)

Joint State/ICAO Action Plan Development

100% of States   **III**

- Multidisciplinary or High Level visits – some States did not need a visit
- Develop joint action implementation plan
  - Who?
  - What?
  - When?
- Agreement of State Action Plan priorities at General and Regional Director level

Implementation and Monitoring

100% of States   **IV**

- 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
- ICAO seeks engagement of financial institutions

Follow-up and Sustainability

55% of States   **V**

- 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

What is the Systemic Assistance Programme?

- ✈ A programme that concentrates on resolving the specific deficiencies of the State as identified during USOAP and USAP audits.

- ✈ The NACC experts help prepare the action plan that is provided to the State for them to complete their portion (who, when and how) of proposed action.

- ✈ The Regional Director and the Director General discuss and agree on the priorities of the State SAP and Action Plan.

- ✈ The Plan becomes a management tool for Directors General and senior leaders to track, at any time, their States' progress and to brief their governments if needed on current and future needs/actions.

- ✈ Once there is political will and commitment, the plan has in every State applied produced success through stringent follow up by, and with, senior leadership and staff.

- ✈ SAP implementation follow up via:
  - ✈ working technical virtual meetings every 45 days between ICAO officers and the States inspectors to ensure progress on the action plan implementation
  - ✈ high level meetings (every 6 months or 3 months depending on the State's effective implementation) between ICAO Regional Director and the States Director General to discuss high level interventions capacity building or other needed support on either side
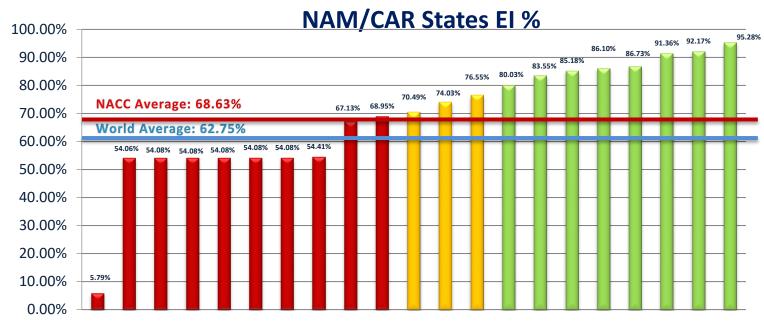
Additional assistance provided by the SAP to the NACC States

✈ SSC/SSeC focused assistance on required actions

✈ Webinars/Workshops/Capacity Building

✈ USOAP, USAP and technical onsite support missions (SSP, PBN, CNS, AIM, AIG, etc.)

✈ Obtain Champion States support and Regional Project MCAAP and donor's financial support

Status of USOAP Effective Implementation (EI) – 2015 Start

NAM/CAR States EI %

NACC Average: 68.63%

World Average: 62.75%

Data values (left to right): 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%

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
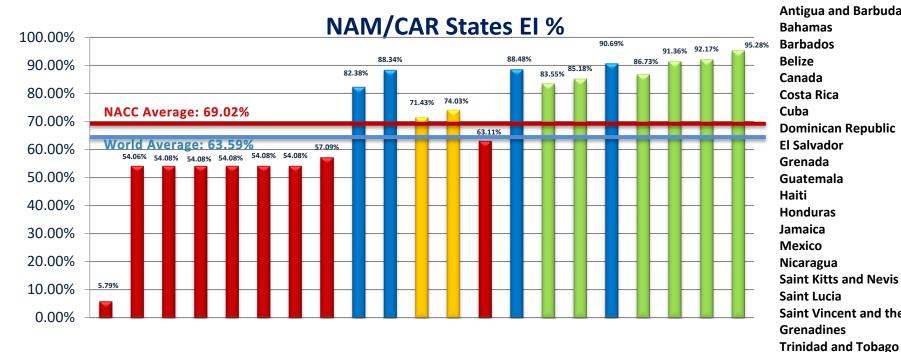Trinidad and Tobago
United States

Source: ICAO SPACE – 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
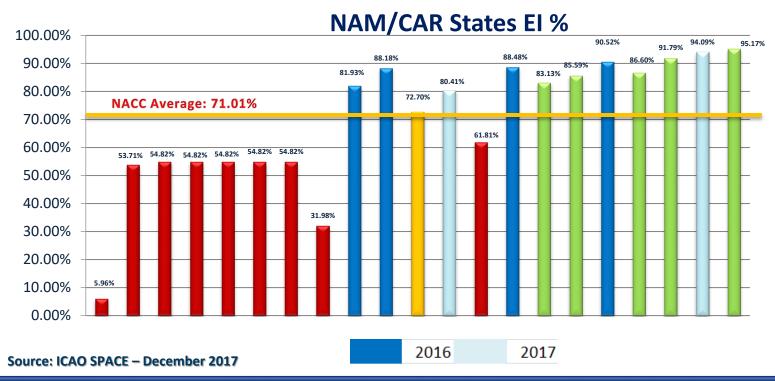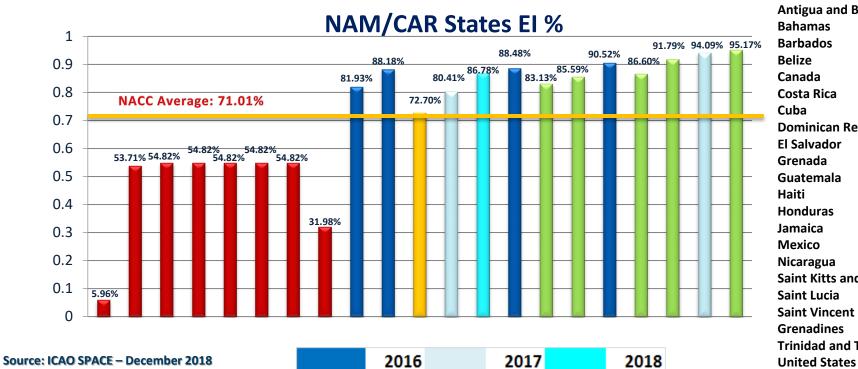Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
United States

NACC Average: 69.02%
World Average: 63.59%

Values: 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%, 88.48%, 83.55%, 85.18%, 90.69%, 86.73%, 91.36%, 92.17%, 95.28%

Source: ICAO SPACE – December 2016

Status of USOAP Effective Implementation (EI) – 2017

NAM/CAR States EI %

NACC Average: 71.01%

Bar values (left to right): 5.96%, 53.71%, 54.82%, 54.82%, 54.82%, 54.82%, 54.82%, 31.98%, 81.93%, 88.18%, 72.70%, 80.41%, 61.81%, 88.48%, 83.13%, 85.59%, 90.52%, 86.60%, 91.79%, 94.09%, 95.17%
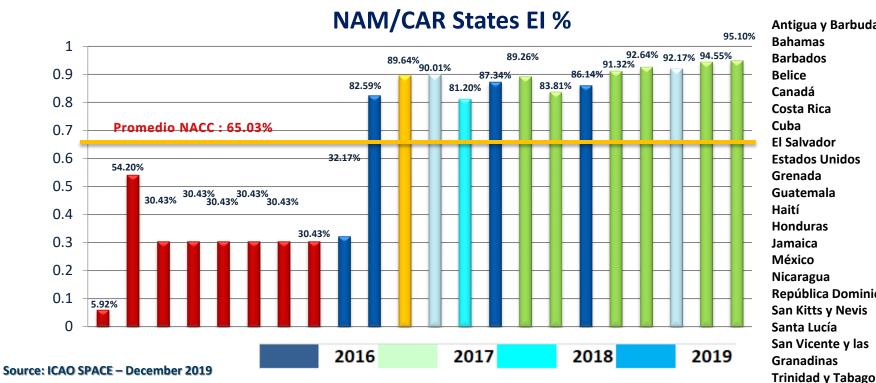
Legend: 2016 2017

States list:
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
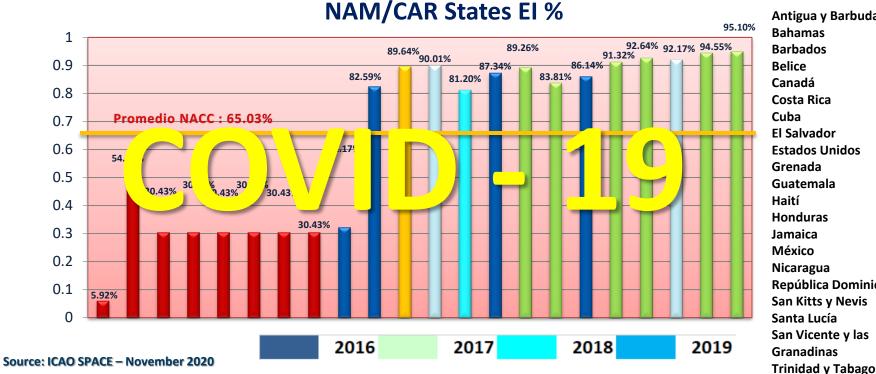Saint Vincent and the Grenadines
Trinidad and Tobago
United States

Source: ICAO SPACE – December 2017

Status of USOAP Effective Implementation (EI) – 2019

NAM/CAR States EI %

Status of USOAP Effective Implementation (EI) – November 2020

NAM/CAR States EI %

Promedio NACC : 65.03%

COVID - 19

Bars with values: 5.92%, 54.__%, 30.43%, 30.43%, 30.43%, 30.43%, 30.43%, __.17%, 82.59%, 89.64%, 90.01%, 81.20%, 87.34%, 89.26%, 83.81%, 86.14%, 91.32%, 92.64%, 92.17%, 94.55%, 95.10%

Legend: 2016   2017   2018   2019

States listed:
Antigua y Barbuda
Bahamas
Barbados
Belice
Canadá
Costa Rica
Cuba
El Salvador
Estados Unidos
Grenada
Guatemala
Haití
Honduras
Jamaica
México
Nicaragua
República Dominicana
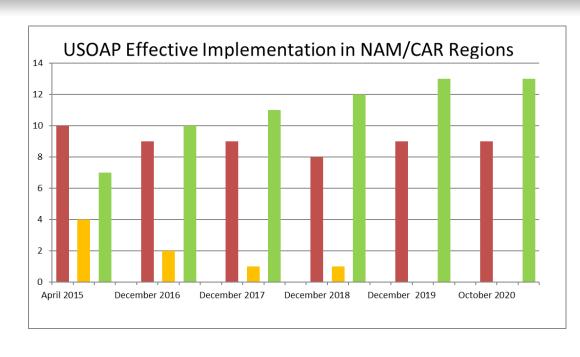San Kitts y Nevis
Santa Lucía
San Vicente y las Granadinas
Trinidad y Tabago

Source: ICAO SPACE – November 2020

	USOAP EI %	States	%Total
April 2015	EI < 70%	10	47.6%
	70% ≤ EI < 80%	4	19.0%
	EI ≥ 80%	7	33.3%
December 2016	EI < 70%	9	42.9%
	70% ≤ EI < 80%	2	9.5%
	EI ≥ 80%	10	47.6%
December 2017	EI < 70%	9	42.9%
	70% ≤ EI < 80%	1	4.8%
	EI ≥ 80%	11	52.4%
December 2018	EI < 70%	8	38.1%
	70% ≤ EI < 80%	1	4.8%
	EI ≥ 80%	12	57.1%
December 2019	EI < 70%	9	40.9%
	70% ≤ EI < 80%	0	0.0%
	EI ≥ 80%	13	59.1%
October 2020	EI < 70%	9	40.9%
	70% ≤ EI < 80%	0	0.0%
	EI ≥ 80%	13	59.1%

USOAP Effective Implementation in NAM/CAR Regions

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

Performance in Aerodromes and Ground Aids (AGA)

NACC yearly goals for AGA continue to be:

•**Enhancement of ICAO Compliance:**

• **Initiate 20 international aerodromes certifications per year**
• **10 aerodromes per year to complete their certification**
• **In 3 years since implementation of the SAP, 31 airports have been certified in the region**
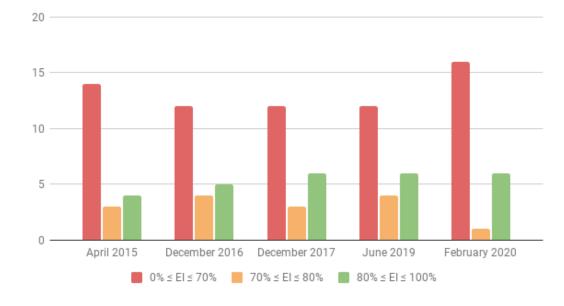
•**Safety enhancement:**

• **Implementation of at least 2 Runway Safety Teams (RSTs)**
• **Evaluation of the effectiveness of the existing RST in at least 3 aerodromes**

USAP EI(%)		Estados	% 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%
June 2019	0% ≤ EI ≤ 70%	13	54.55%
	70% ≤ EI ≤ 80%	4	18.18%
	80% ≤ EI ≤ 100%	4	27.27%
February 2020	0% ≤ EI ≤ 70%	16	69.57%
	70% ≤ EI ≤ 80%	1	4.35%
	80% ≤ EI ≤ 100%	6	26.09%

Effective Implementation USAP (%) in NAM/CAR regions

Legend: 0% ≤ EI ≤ 70% (red), 70% ≤ EI ≤ 80% (orange), 80% ≤ EI ≤ 100% (green)

Critical Element Averages – NAM/CAR Regions (February 2020)

Performance Specific Safety Matters

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

- Opportunity for OECS to transform ECCAA States compliance between now and end of 2021 through political will, political commitment and leadership. The ICAO NACC Regional Office has made the support to OECS and its ECCAA Member States a top priority
- The ICAO RD has obtained financial and personnel commitments to initiate projects, capacity building, and other needed support to ensure success
- Tailored assistance for Bahamas, Barbados and Haiti

Resolution of existing SSC and SSeC

- Resolution - mitigation of SSCs and SSeCs
- CAP development and follow-up
- Preventive measures before formal SSeC/SSC, as possible

Enhancement of Safety management – Operational Safety

- SSP development
- Safety Data exchange
- Safety Data analysis
- Reagional Aviation Safety Plan Development

AIG development and implementation

- The ICAO NACC Regional Office works with Central America to support the Regional Aviation Accident Investigation Group (GRIAA) deployment
- Workshops/Webinars on AIG specific requirements
- Enhancement of regional collaboration for example: TSB Canada training support, GRIAA-ARCM, GRIAA-Dominican Republic, GRIAA-Mexico agreements, etc.

Performance on ANS

- ✈ GANP alignment
- ✈ Areas of priority: Airspace Optimization, Airspace capacity enhancement – ATFM, SAR, Enhanced MET information
- ✈ Cost Effective CNS infrastructure
- ✈ Resolution of deficiencies
- ✈ Operation improvements
- ✈ Regional collaboration – regional agreements

Performance - other

Focus on providing stronger support for the Territories

- **SAP being implemented in**
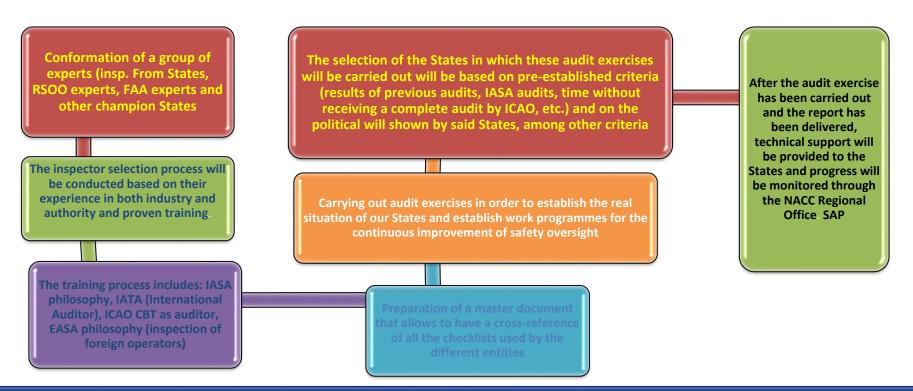 - **Aruba**
  - **Sint Maarten**
  - **Curaçao**

Performance - Other

*Contingency and Emergency Situations Planning and Response

✈ **Update Regional Contingency and Emergency Planning**

✈ **Regional cooperation: The CAR Contingency and Emergency Response Coordination Team**

✈ **ICAO NACC Response Command Centre**

✈ **Enhance State and regional emergency response capability**

INITIATIVE TO IMPROVE SAFETY OVERSIGHT SYSTEM (SOS)

Conformation of a group of experts (insp. From States, RSOO experts, FAA experts and other champion States

The selection of the States in which these audit exercises will be carried out will be based on pre-established criteria (results of previous audits, IASA audits, time without receiving a complete audit by ICAO, etc.) and on the political will shown by said States, among other criteria

After the audit exercise has been carried out and the report has been delivered, technical support will be provided to the States and progress will be monitored through the NACC Regional Office. SAP

The inspector selection process will be conducted based on their experience in both industry and authority and proven training.

Carrying out audit exercises in order to establish the real situation of our States and establish work programmes for the continuous improvement of safety oversight

The training process includes: IASA philosophy, IATA (International Auditor), ICAO CBT as auditor, EASA philosophy (inspection of foreign operators)

Preparation of a master document that allows to have a cross-reference of all the checklists used by the different entities

Regulatory Comparison project

evaluation using the various regions` "base" regulations used within the region which are mainly the FAA MCARS, South American LARS, Central American CARs, ECARs / European EASA regs .

This analysis will be done through SMEs contracted for this purpose and the document will be shared and discussed with the designated experts form the participant states

The ICAO NACC Regional Offie(with support of State volunteers), will establish a Regulatory Evaluation Working Group to carry out this pilot project and , if the project proves its benefits as projected, the working group remain active and provide bi-annual review and update of the resulting review document.
If this pilot project is successful the process will be repeated with other regulations such as Certification of Foreign Operators, Pilot Certifications, etc.

ICAO Outreach to NGOs/Government Funding Entities/Industry

✈ Funding of studies for equipment/infrastructure needs

✈ RAIO implementation and State Assistance (SAFE Fund)

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

ACRONYMS

- AGA: Aerodromes and Ground Aids
- ADS-B : Automatic dependent surveillance - broadcast
- AIDC : Air Traffic Services Inter-facility Data Communication
- AIG: Accident investigation and prevention
- AIR: Airworthiness
- AIS: Aeronautical Information Service
- ANS: Air Navigation Services
- ASBU: Aviation System Block Upgrade
- ATFM: Air traffic flow management
- ATM: Air traffic management
- CMA: Continuous Monitoring Approach
- CORSIA: Carbon Offsetting and Reduction Scheme for International Aviation
- CPDLC: Controller-Pilot Data Link Communication
- EASA: European Aviation Safety Agency
- ECCAA: Eastern Caribbean Civil Aviation Authority
- ECCAIRS: European Coordination Centre for Accident and Incident Reporting Systems
- FIR: Flight Information Region
- GNSS: Global navigation satellite system
- GREPECAS: CAR/SAM Planning and Implementation Regional Group
- GRIAA: Regional Aviation Accident Investigation Group
- LEG: Primary Aviation Legislation and Civil Aviation Regulations
- MCAAP: Multi-Regional Civil Aviation Assistance Programme
- MEVA: Improvements to the ATS Voice Link

- MoU: Memorandum of Understanding
- OPS: Aircraft Operations
- ORG: Civil Aviation Organization
- PBN: Performance-Based Navigation
- PEL: Personnel Licensing and Training
- PQ: Protocol Question
- RAIO : Regional Accident and Incident Investigation Organization
- RASG-PA: Regional Aviation Safety Group–Pan America
- RPBANIP: NAM/CAR Regional Performance-Based Air Navigation Implementation Plan
- SAM: South America
- SAR: Search and Rescue
- SARPS: ICAO Standards and Recommended Practices
- SEI: Safety Enhancement Initiatives
- SeMS: Security Management System
- SIMS: Safety Information Monitoring System
- SMS: Safety Management System(s)
- SSC: Significant Safety Concern
- SSeC: Significant Security Concern
- SSP: State Safety Programme
- SWIM: System wide information management
- TSB: Transportation Safety Board of Canada
- USAP: Universal Security Audit Programme
- USOAP: Universal Safety Oversight Audit Programme