




ICAO NACC Regional Office
UNITING AVIATION in the NAM/CAR Regions since 1957

“Enhancement of State’s Air Transport System and Regional Collaboration”

Oficina Regional NACC de la OACI
UNIENDO LA AVIACIÓN en las Regiones NAM/CAR desde 1957

“Mejora del Sistema de Transporte Aéreo de los Estados y Colaboración Regional”

NACC/DCA/7 – P/01


















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

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

Seventh Meeting of the North American, Central American and Caribbean Directors of Civil Aviation
NACC/DCA/7

Washington, D. C., United States, 19 – 21 September 2017

 **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
Haiti
-  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

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



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No Country Left Behind

✈ What is the ICAO NCLB Campaign?

- ✈ The No Country Left Behind (NCLB) campaign highlights ICAO's efforts to assist States in implementing ICAO Standards and Recommended Practices (SARPs). The main goal of this work is to help ensure that SARP implementation is better harmonized globally so that all States have access to the significant socio-economic benefits of safe and reliable air transport.

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



STATUS OF THE REGION 2015

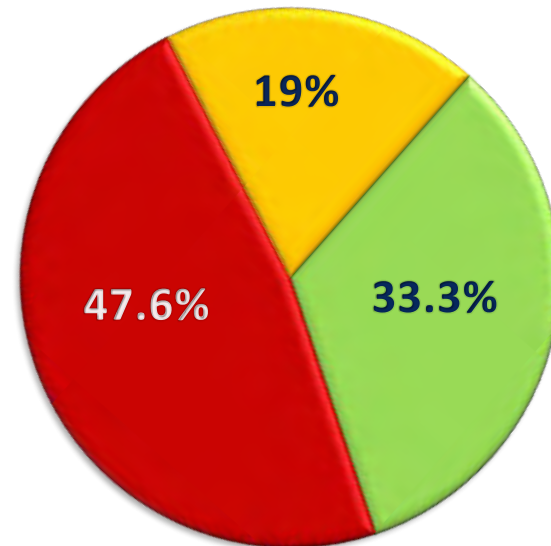
NACC Regional Effective Implementation (EI) % Status

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:

$0\% \leq EI\% \leq 70\%$

$70\% < EI\% \leq 80\%$

$80\% < EI\% \leq 100\%$

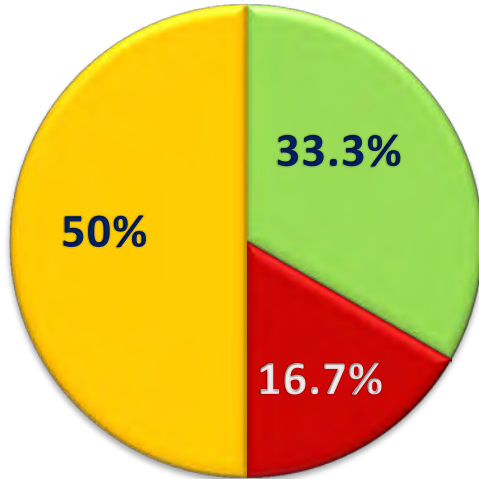




STATUS OF OUR SUB-REGIONS – 2015

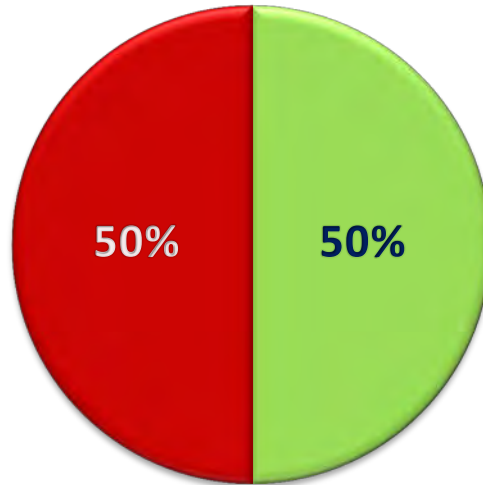
16.7% of the States in Central America have an EI % **below 70%**

Central America



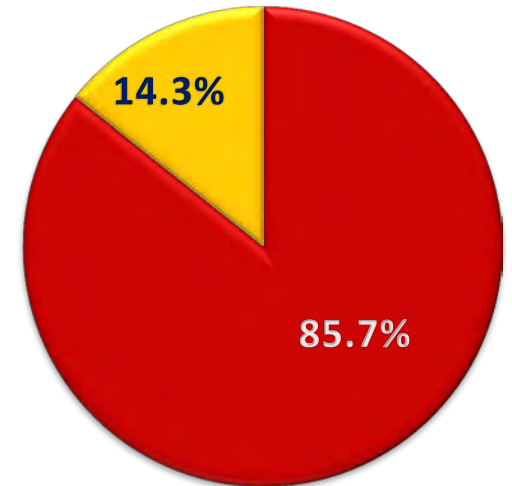
50% of the States in the Central Caribbean have an EI % **below 70%**

Central Caribbean — C/CAR



85.7% of the States in the Eastern Caribbean have an EI % **below 70%**

Eastern Caribbean — E/CAR





What did the analysis show us?

Three Major Deficient Areas and Critical Element Challenges:

AGA

Licensing, certification,
authorization and approval
obligations (CE-6)

ANS

Technical personnel
qualification and training
(CE-4)

AIG

Technical guidance, tools
and the provision of safety-
critical information (CE-5)



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Tell us...



**What are your
challenges?**

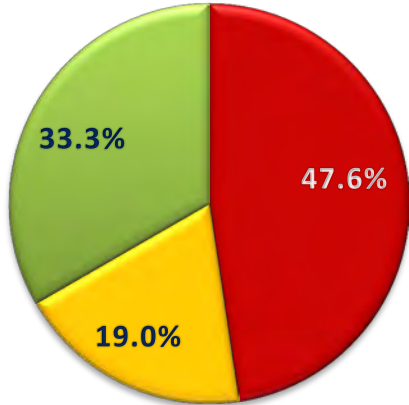
**What are your
solutions?**

focus on
 problems
 solutions

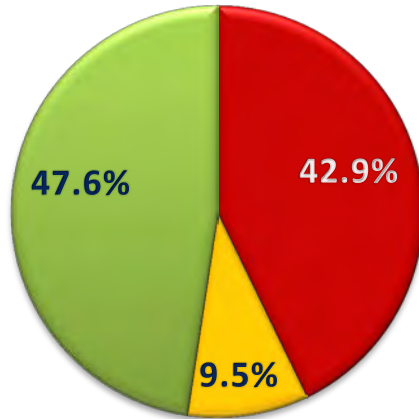


Forecasted Progress on NACC EI

2015

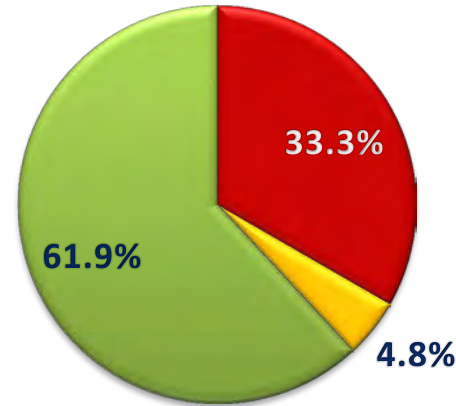


2016



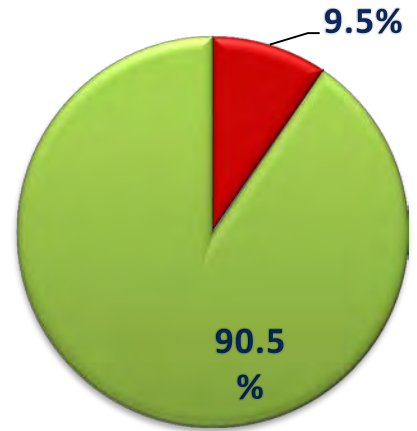
GOAL MET

By end 2017



PROJECTED – TO MEET

By end 2018





4 Phases of the NACC NCLB Strategy

Senior Level Political Commitment

I**Completed/
On-going**

- ✈ Establish strategy to implement NCLB campaign
- ✈ High Level Government Outreach (Ministerial Level)
- ✈ Paradigm shift in assistance methodology (more hand-holding) and direct engagement at the technical level
- ✈ Systems Solution Approach (root cause approach)

Intelligence Gathering and Analysis

II**100% of States**

- ✈ Analyse all available ICAO data on deficiencies of each NACC State
- ✈ Notify the State of their deficiencies and compliance status
- ✈ Mutual communication for agreement (Technical teleconferences)

Joint State/ICAO Action Plan Development

III**100% of States***

- ✈ ICAO NCLB 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, Measuring and Monitoring of Action Plan

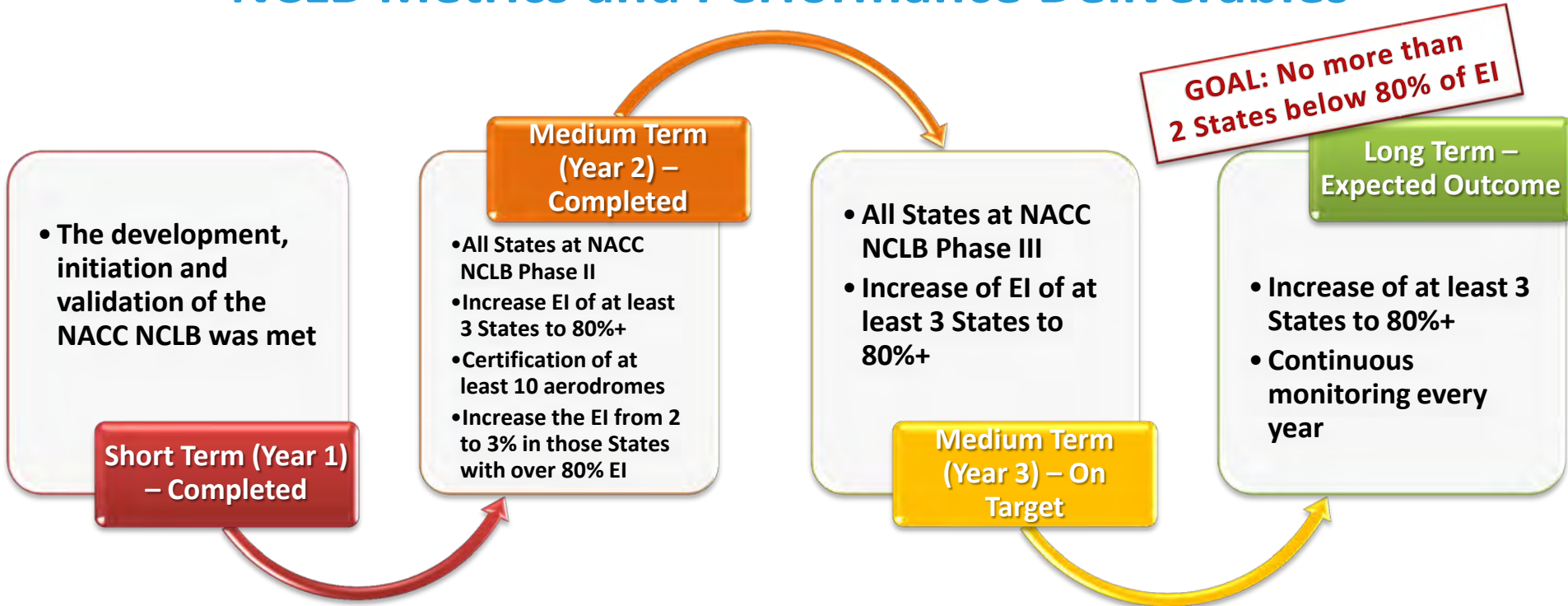
IV**76% of States**

- ✈ Monthly Teleconference NACC & CAA Technical teams
- ✈ Quarterly Videoconference Brief to RD & DG/Minister
- ✈ Annual Implementation Progress Review
- ✈ Continuous review and adjustment of action plan based on audit results
- ✈ RD engagement of financial institutions

* Action Plans include pending Port-of-Spain (POS) agreements



NCLB Metrics and Performance Deliverables





Desired Performance Level **Not Achieved**

Pending Caribbean States (EI \leq 80%) projected to have major advances in 2017 to ensure a USOAP EI of 80% in 2018 Audits

- Given the recent hurricane challenges we will not be at the expected level by the end of 2017

Resolution of existing SSC and SSeC

- Not yet resolved

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

- Has been initiated but will not be completed as projected



Desired Performance Level **Not Achieved**

**The creation of a
NAM/CAR Regional
Training Centres
Association**

- **Is not on track to be accomplished as scheduled for 2017**

**PBN, ATFM and SAR
advancements have fallen
short of what was
projected**

- **More on that issue on the next slide**

**Focus on providing
stronger support for the
Territories**

- **Have not had enough time during the NCLB Strategy Initial Phase**



What has not been implemented in Air Navigation Services (ANS) in the Regions? Why?

PBN

Lack of ATM Expert dedicated full time to this subject

ATFM

NACC Regional Office failed to recognize/adapt implementation strategy to the situation

SAR

The establishment of the SAR Oversight system was poorly addressed by the NACC Regional Office

Lack of commitment from States



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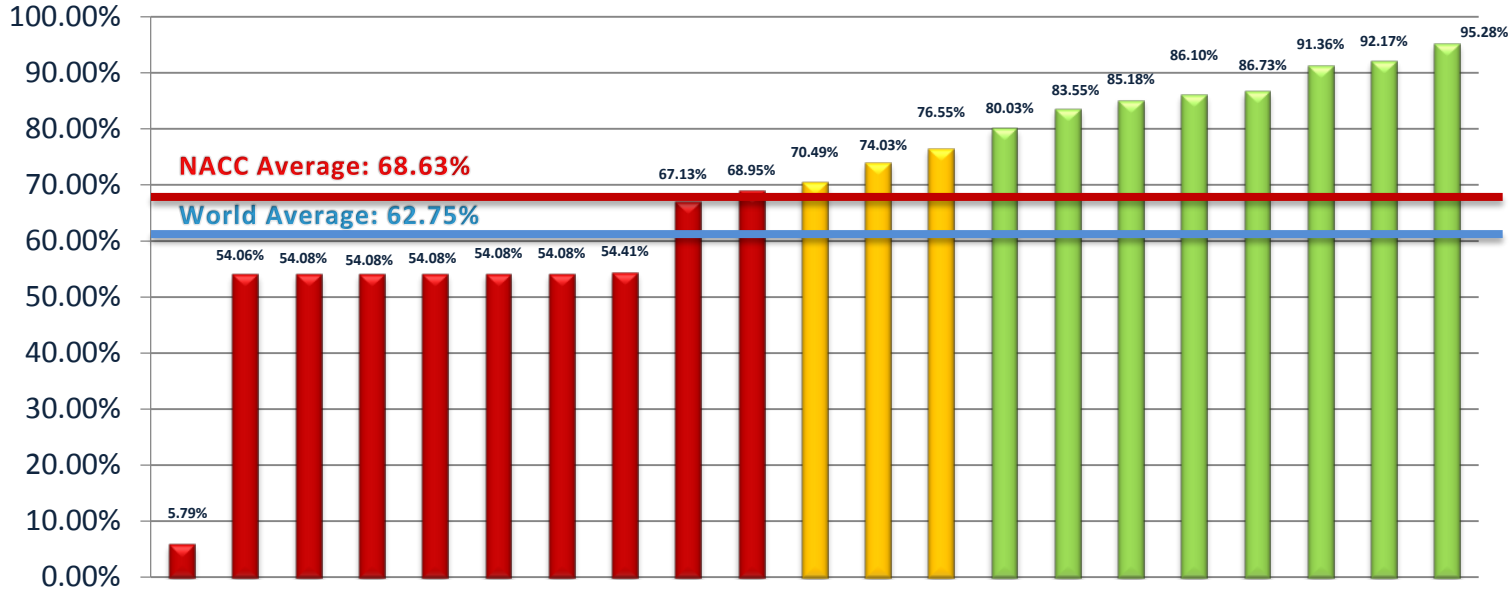


Performance and Accountability Report of the ICAO NACC Regional Office





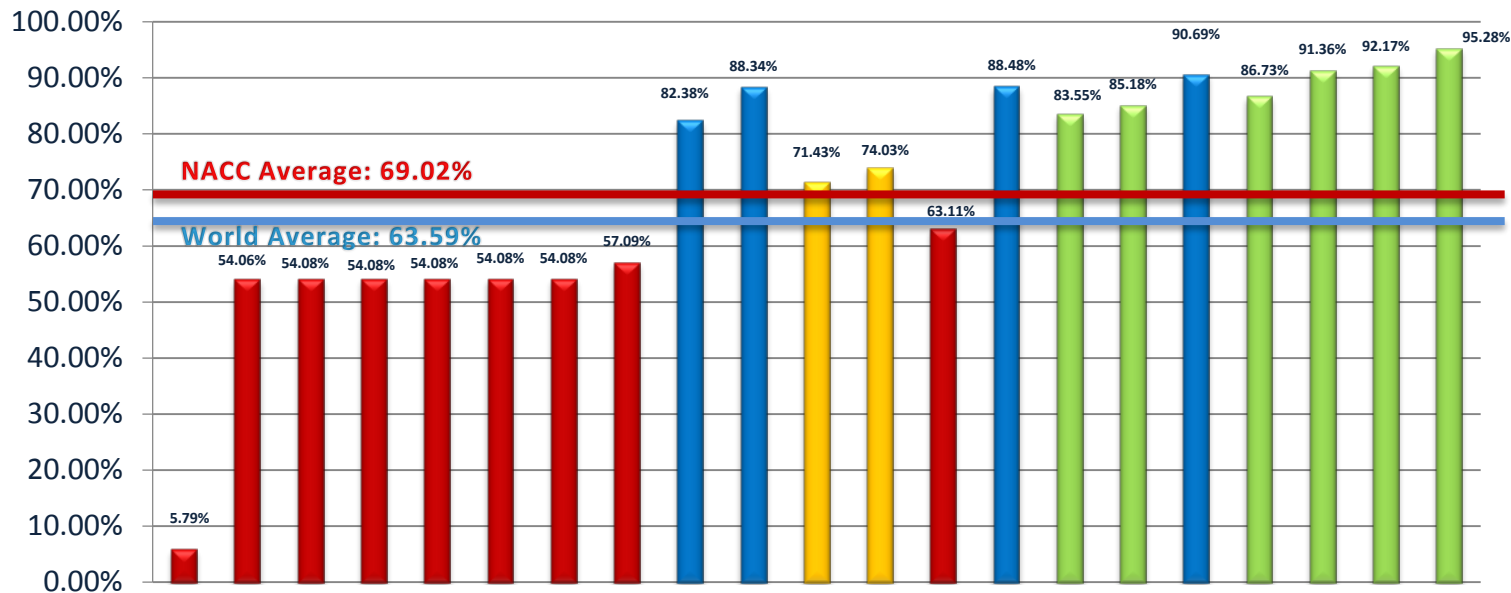
Status of USOAP Effective Implementation (EI) - 2015 NAM/CAR States vs. Effective Implementation (EI) %



- 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



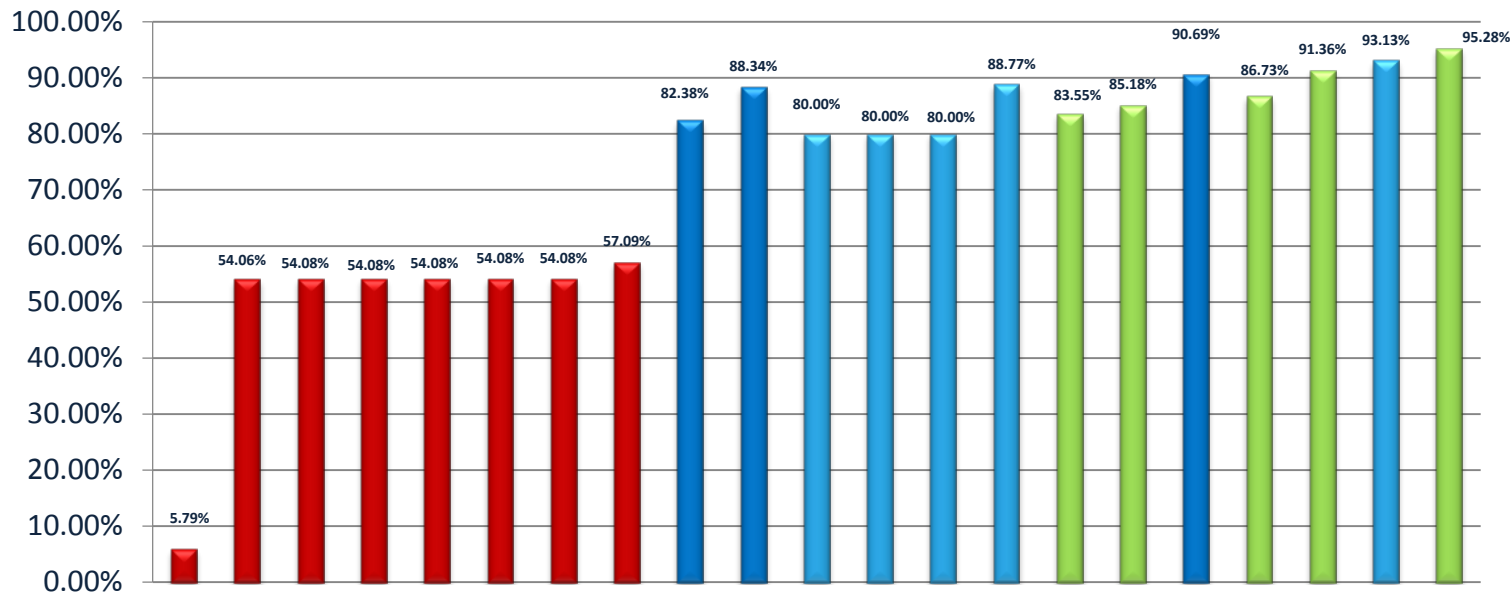
Status of USOAP Effective Implementation (EI) - 2016 NAM/CAR States vs. Effective Implementation (EI) %



- 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



Status of USOAP Effective Implementation (EI) – 2017 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
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- Saint Lucia
- Saint Vincent and the Grenadines
- Trinidad and Tobago
- United States

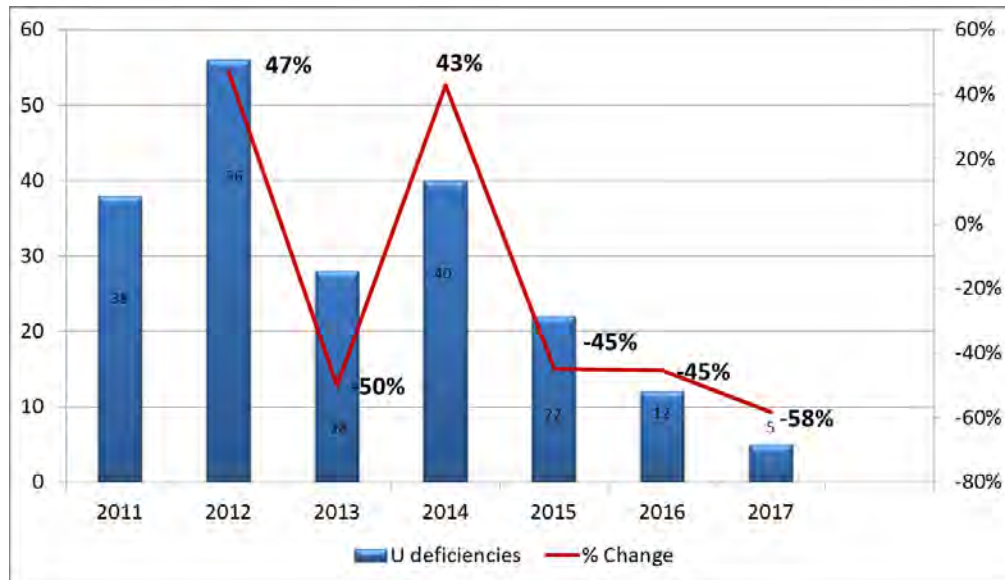


Annual Resolution of Air Navigation Deficiencies

Outstanding Deficiencies in the CAR Region

	2013	2014	Jan 2015	Estrategia NACC NCLB		
				Feb 2015 – Jun 2016	May 2017	Sep 2017
U	28	40	22	12	12	5
A	600	591	495	451	409	388
B	145	140	123	99	82	79
	773	771	640	562	503	472

% Resolution of U Priority Deficiencies

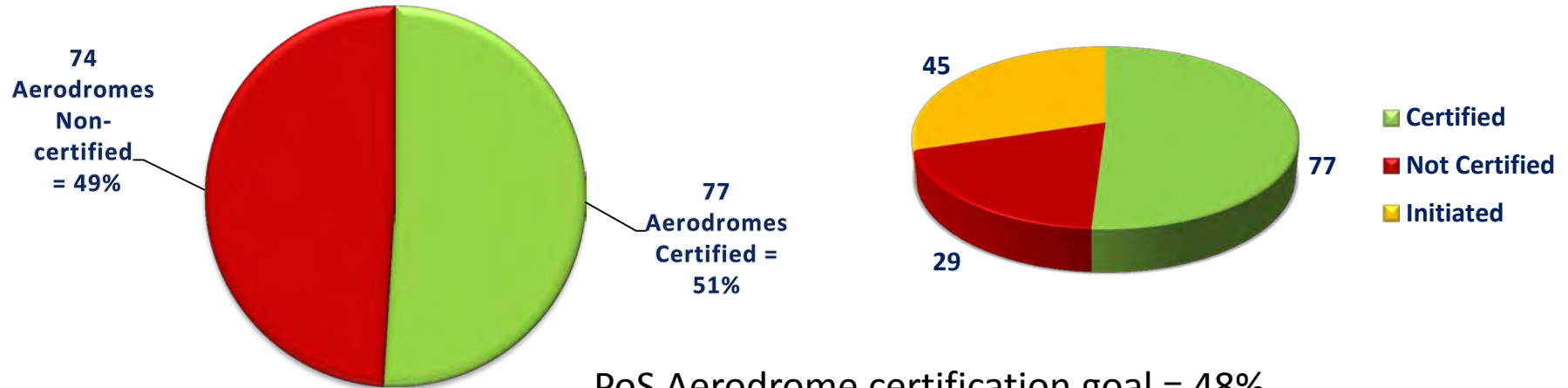




Status of Aerodrome Certification

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

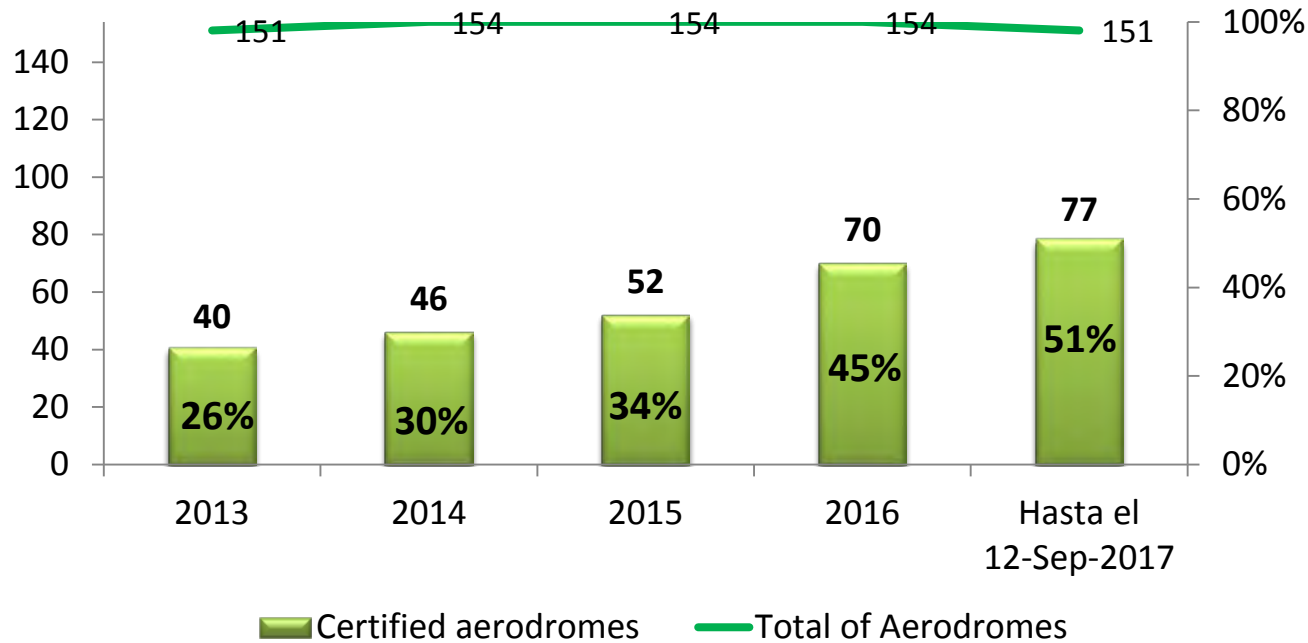
151 international aerodromes in the CAR Region



PoS Aerodrome certification goal = 48%



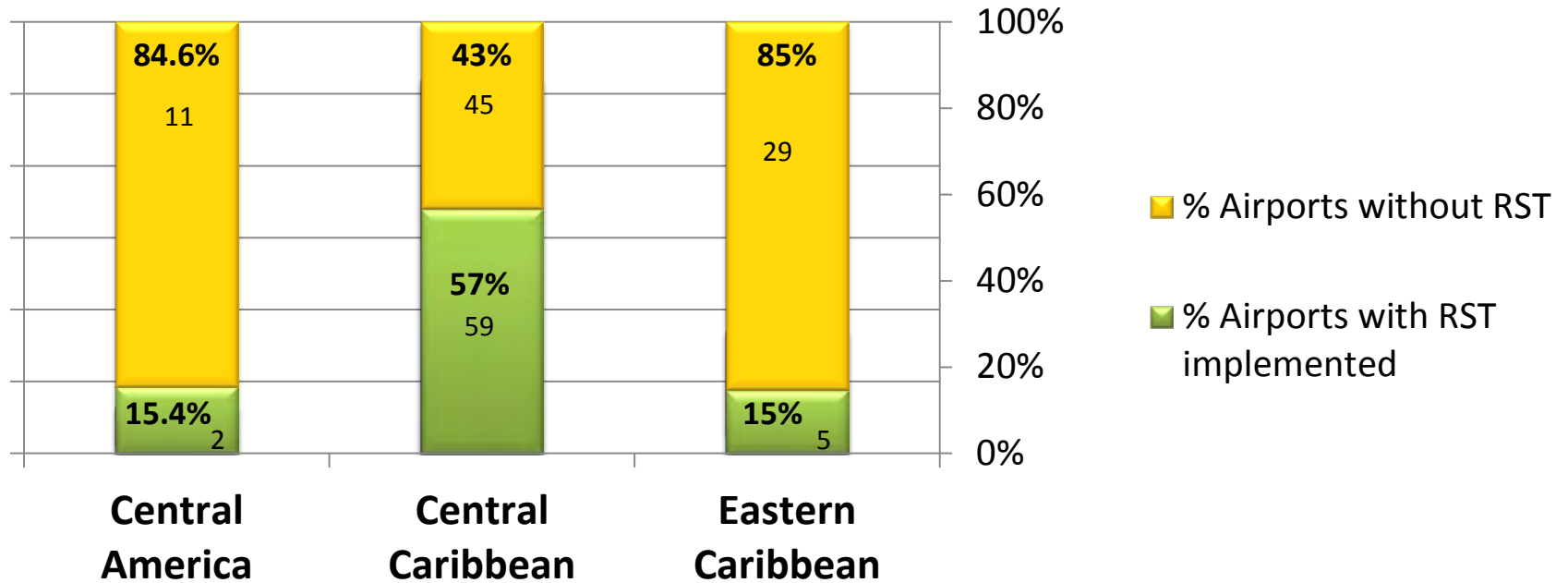
Status of Aerodrome Certification



**85 are projected for the end of 2017
7 have been certified this year (77)*

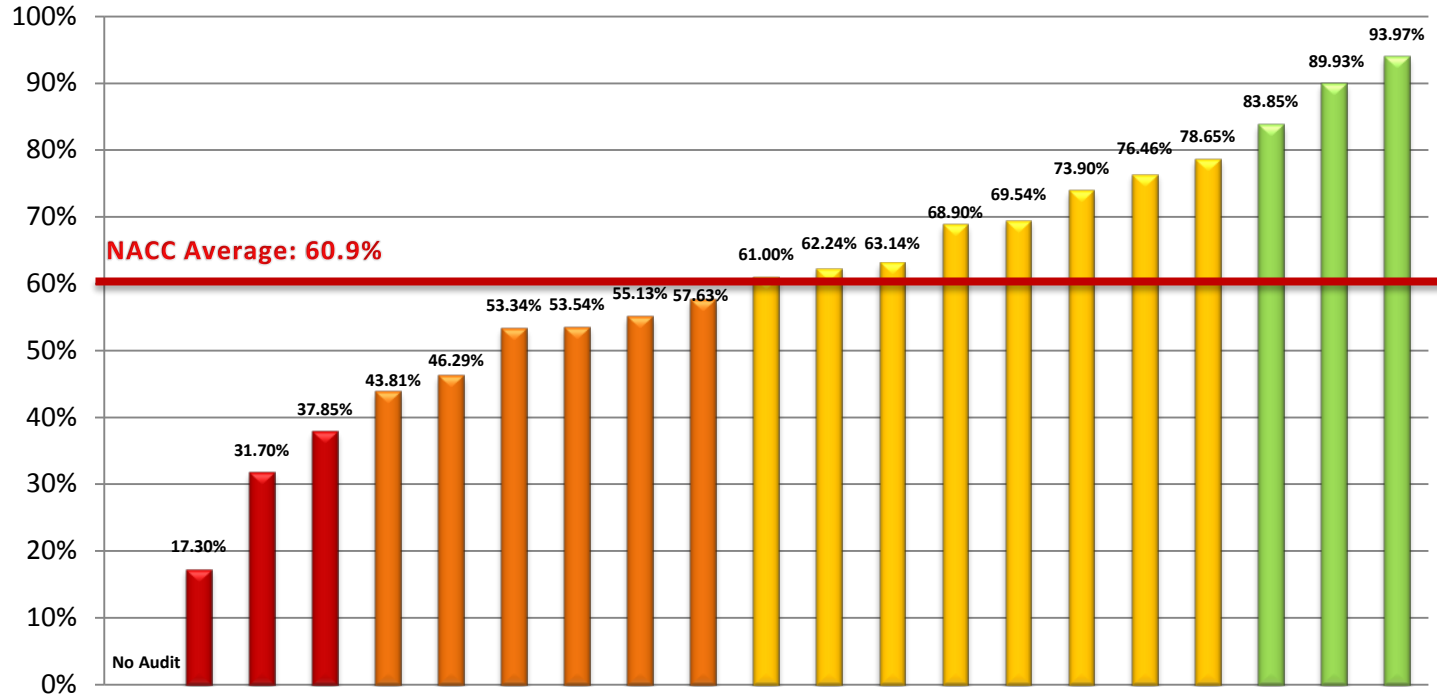


Status of Runway Safety Team (RST) Implementation in the CAR Region





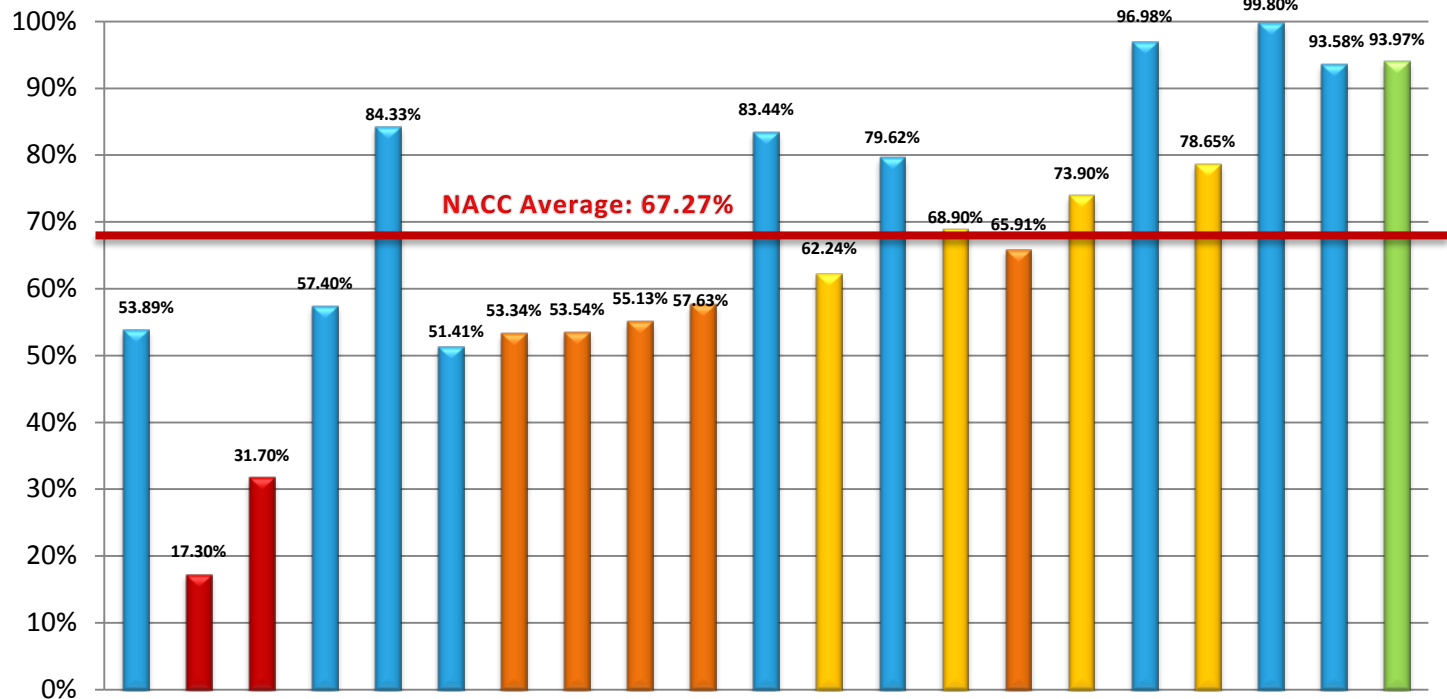
Status of 2nd USAP Effective Implementation (EI) - 2013 NAM/CAR States vs. Effective Implementation (EI) %



- 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



Status of 2nd USAP Effective Implementation (EI) – March 2017 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
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- Mexico
- Nicaragua
- Saint Kitts and Nevis
- Saint Lucia
- Saint Vincent and the Grenadines
- Trinidad and Tobago
- United States



ICAO Outreach to NGOs/Government Funding Entities

- ✈ Studies for equipment/infrastructure needs
- ✈ Aerodrome certification study
- ✈ Potential Projects to improve infrastructure, development of regional initiatives: CARAIO, CASSOS, GRIAA



Japan International Cooperation Agency



USTDA
U.S. TRADE AND DEVELOPMENT AGENCY



WORLD BANK GROUP



ICAO

CAPACITY & EFFICIENCY

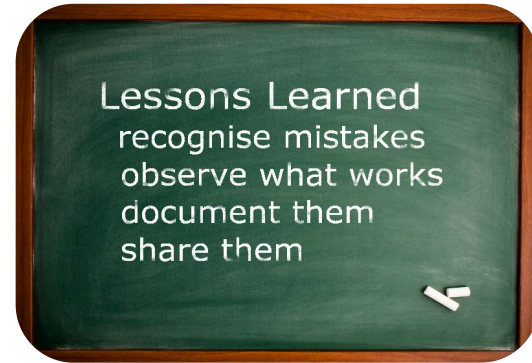
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Air Navigation Services (ANS)



Post Irma, NAM/CAR States have to take a thorough look at their infrastructure needs and determine what comes next



States, NGOs, and ICAO need to work together to identify funding needs



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National Continuous Monitoring Coordinators (NCCMC) Meeting

✈ Objective:

- ✈ In order to improve the States USOAP EI, a regional collaboration group has been initiated
- ✈ Review 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.



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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 Safety Teams (CASTs)



Accident Investigation (AIG)



AIG is one of the major deficient areas as audit results show



It affects most member States and Territories in our Regions



Why?

- Cost of having specialists and equipment to meet ICAO SARPs are not achievable by many States



An accident investigation group cannot replace the States sovereign responsibility in AIG but it would complement and enhance their capability and ability to meet ICAO requirements



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What are we doing?

Regional Aviation Accident Investigation Group (GRIAA)

RAIO initiative in Central America that has assisted Central American States in accident investigation

It provides AIG training and guidance

Currently obtaining funding

Lead person being contacted by the NACC Regional Office for the implementation of this initiative

Other ongoing actions

Caribbean Regional Accident Investigation Organization (CARAIO)

RAIO initiative for the CAR Region

Funds are obtained from the ICAO Safety (SAFE) Fund

Supported by CASSOS, COCESNA/ACSA and ICAO

Project RLA/09/801 – Multi-Regional Civil Aviation Assistance Programme (MCAAP)



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Economic and social Impact of Aviation to the NAM/CAR Regions

The Role of Aviation Industry in the Region

- Creates direct and indirect employment
- Supports tourism and local businesses
- Stimulates foreign investment and international trade
- Contributes to sustainable development
- Helps improve living Standards and alleviate poverty
- Supports small and remote communities
- Facilitates the delivery of emergency and humanitarian aid relief



Aviation has become:

- A Catalyst for economic development
- A vital engine of global socio-economic growth
- One of the greatest contributors to the advancement of modern Society.

Countries now place Aviation at the centre of their National Development



Aviation creates cost-effective access to global markets worldwide and destinations to small and rural communities



Aviation currently moves over 80 per cent of tourists to Small Island Development States (SIDs)



70% of firms consider air services to be critical for business travel
(Source: ATAG, "The Economic & Social benefits of air transport" 2014)





Economic benefits of aviation in Latin America

Direct economic contribution of the aviation sector

806.0 thousand

Direct jobs supported by aviation regionally

\$40 billion

Direct Regional economic impact

Direct, indirect, induced and tourism economic contribution of the aviation sector

5.2 million

Jobs supported by aviation regionally

\$167 billion

Regional economic impact





Economic Considerations

Within Small Island States

- Air transport supports 1.7 million jobs and
- \$37 billion in GDP

Director Generals are encouraged to engage Ministers (Tourism, Commerce, Finance) to enlighten them on the importance of aviation. For instance:

- Aviation has a 3-5 economic multiplier
- If you have teachers to pay and babies to feed as a priority, it is important to consider this



Aviation Multiplier for Sustainable Development

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





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Civil aviation and its economic impact

Taking this data into consideration and based on these real socioeconomic benefits that aviation brings...

**How many more teachers
can you now pay?**

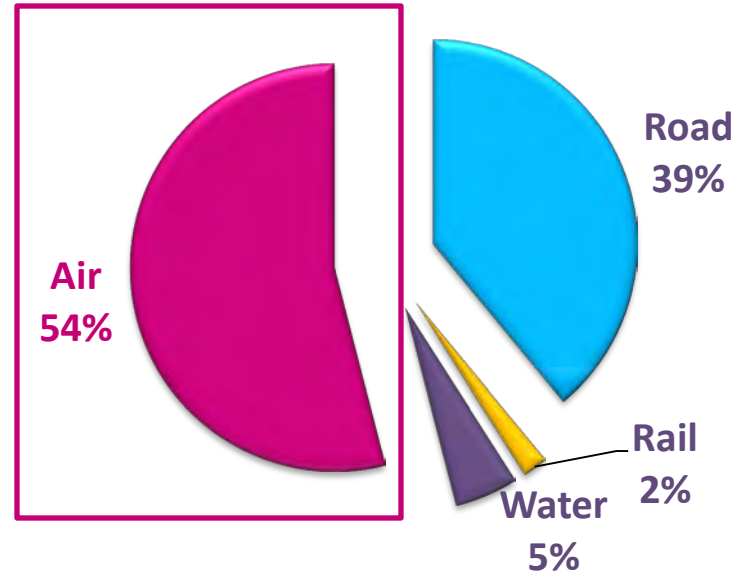
**How many more babies
can you now feed?**



More than half of international tourists arrive by air

- ✈️ Tourism expansion relies heavily on air transport, providing substantial economic benefits for anyone involved in the value chain of tourism
- ✈️ Separate sectorial policies on air transport and tourism result in a fundamental, and too often even conflicting disconnect which constitutes a severe constraint on the development of travel and tourism
- ✈️ The number shown in the chart could be up to 90% for Island States/Territories

Inbound tourism by mode of transport in 2014



Source: World Tourism Organization (UNWTO)



Questions?

THANK YOU!