International Civil Aviation Organization
North American, Central American and Caribbean Office

Seventh Meeting of the North American, Central American and Caribbean Directors of Civil Aviation

NACC/DCA/07

Final Report

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

Prepared by the Secretariat   **September 2017**

List of Contents

Contents	Page

HISTORICAL

ii.1   Place and Date of the Meeting

The Seventh Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/07) was held at the Omni Shoreham Hotel in Washington, D. C., United States, from 19 to 21 September 2017.

ii.2   Opening Ceremony

Dr. Fang Liu, Secretary General of the International Civil Aviation Organization (ICAO) provided opening remarks, highlighting the importance of aviation for the region, ICAO activities and work programme, ICAO future events and region´s commitment to working together with ICAO under the NACC No Country Left Behind (NCLB) Strategy and thanked the Federal Aviation Administration for hosting the event. Mr. Jason Schwabel, Deputy Director, Global Affairs, Transportation Security Administration (TSA), expressed the importance of the coordination and collaboration among States for security and aviation development and Mr. Dan Elwell, Deputy Administrator, Federal Aviation Administration (FAA) welcomed the participants, highlighted the work of the States as partners in aviation and the recent participation and involvement of United States in the NAM/CAR aviation activities and officially opened the meeting.

On Thursday 21 Sep 2017, Mr. Michael Huerta, FAA Administrator, welcomed the Directors and meeting participants, highlighting partnership among the NAM/CAR States and priorities for regionally supporting development of aviation within the CAR Region, and seeking collaboration on emerging technologies and services to enhance the region's safety and capacity.

ii.3   Officers of the Meeting

Mr. Carl E. Burleson, Deputy Assistant Administrator of Policy, International Affairs, and Environment of the FAA, United States, chaired the meeting plenary. Melvin Cintron, Regional Director of the ICAO NACC Regional Office served as Secretary of the Meeting, assisted by Messrs. Julio Siu, Deputy Regional Director, Raul Martinez, Regional Officer, Aeronautical Information Management (AIM) and Romy Gallegos, Regional Officer, Technical Assistance, all from the ICAO NACC Regional Office. Messrs. Javier López González, Chief, and Ignacio Iglesia, Head Implementation Unit, both from the Field Operation Section of the Technical Cooperation Bureau, ICAO Headquarters also attended the meeting.

ii.4   Working Languages

The working languages of the Meeting were English and Spanish. The working papers, information papers, presentations and draft report of the meeting were available to participants in both languages.

ii.5   **Schedule and Working Arrangements**

It was agreed that the working hours for the sessions of the meeting would be from 09:00 to 16:00 hours daily with adequate breaks. Ad hoc Groups were created during the Meeting to do further work on specific items of the Agenda.

ii.6   **Agenda**

Agenda Item 1:   **Adoption of the Provisional Agenda and Schedule**

Agenda Item 2:   **Follow-up on Valid Conclusions and Decisions from NACC/DCA Meetings, Sub regional DCA Meetings and Regional Implementation Groups**

Agenda Item 3:   **Global Aviation Implementation Updates**

Agenda Item 4:   **Accountability Report of the ICAO NACC No Country Left Behind (NCLB) Strategy**

Agenda Item 5:   **Panel Discussions: NAM/CAR Regional Safety/Air Navigation/Aviation Security Implementation Matters**

Agenda Item 6:   **Environmental Protection Matters**

Agenda Item 7:   **Air Transport Matters**

Agenda Item 8:   **Review of the NACC/DCA Terms of Reference**

Agenda Item 9:   **Other Business**

ii.7   **Attendance**

The Meeting was attended by 19 States/Territories of the NAM/CAR regions and 12 International Organizations/Industry, totalling 95 delegates as indicated in the list of participants.

ii.8   **Conclusions and Decisions**

The Directors of Civil Aviation of North America, Central America and Caribbean Meetings record agreements as conclusions and decisions as follows:

CONCLUSIONS: Activities requiring action/communication by States/Territories/International Organizations/ICAO.

DECISIONS: Internal activities of the Meetings of Directors of Civil Aviation of North America, Central America and Caribbean.

An executive summary of these conclusions/decisions is presented in **Appendix A** to this report.

ii.9   **List of Conclusions**

ii.10   **List of Decisions**

ii.11   **List of Working and Information Papers and Presentations**

Refer to the Meeting web page:
https://www.icao.int/NACC/Pages/meetings-2017-naccdca7a.aspx

Number	Agenda Item	**WORKING PAPERS** Title	Date	Prepared and Presented by
WP/01 Rev. 2	1	Provisional Agenda and Schedule	04/09/17	Secretariat
WP/02	3	Follow-Up on Valid Conclusions and Decisions of NACC/DCA Meetings and Sub Regional DCA Meetings	21/06/17	Secretariat
WP/03	4	Relevant Resolutions of the 39th ICAO Assembly Sessions (A39)	11/09/17	Secretariat
WP/04	8	Terms of Reference of the NACC/DCA Meeting	22/08/17	Secretariat
WP/05	4	Proposed Global Strategy and Action Plan for the Improvement of Regional Safety Oversight Organizations (RSOOs) and the Establishment of a Global System for the Provision of Safety Oversight	08/07/17	Secretariat
WP/06	9	States Outstanding Contributions to ICAO	24/07/17	Secretariat
WP/07	9	Next NACC/DCA Meeting	25/07/17	Secretariat
WP/08	6	Preparation and Update of the States' Action Plans on CO_2 Emissions Reduction Activities	05/09/17	Secretariat
WP/09	7	ICAO'S Work for Economic Development of Air Transport	09/08/17	Secretariat
WP/10	9	Promoting the Ratification of International Air Law Instruments	30/08/17	Secretariat
WP/11	5.2	NAM/CAR Regional Performance Based Air Navigation Implementation Plan (RPBANIP) New Draft Version 4.0	06/09/17	Secretariat
WP/12	5.6	NAM/CAR Regional Activity on Aviation Security and Facilitation	11/09/17	Secretariat
WP/13	5.5	Enhancing Aerodrome Certification Implementation and Airport Safety	18/08/17	Secretariat
WP/14	5.2	Volume III of the CAR/SAM Air Navigation Plan and Performance-Based Decision-Making Method	14/09/17	IATA
WP/15	5.1	Improvements to Guidance to Comply with ICAO USOAP Audits Protocol Questions and Support to Inspectors Training	10/08/17	Cuba
WP/16	4	PROJECT LOON – Floating Cell Phone Towers in the Sky	31/07/17	CANSO
WP/17 Rev.	5.2	CANSO ATFM Data Exchange Network for the Americas (CADENA)	06/09/17	CANSO
WP/18	5.2	Air Traffic Flow Management (ATFM) Current Situation	31/08/17	Secretariat
WP/19	5.2	NAM and CAR/SAM Regions e-ANP Development	12/09/17	Secretariat

WORKING PAPERS

Number	Agenda Item	Title	Date	Prepared and Presented by
WP/20	5.2	XMAN: A Concept Taking Advantage of ATFCM Cross-Border Exchanges	06/09/17	France
WP/21	2	Best practices of Change Management in aviation	06/09/17	France
WP/22	5.2	Search and Rescue Report	11/09/17	Ad hoc ANI/WG SAR Rapporteur
WP/23	5.6	Optimizing Regional Cooperation to Advance Aviation Security	13/09/17	United States
WP/24	5.2	ATFM Implementation in NACC Region	14/09/17	IATA
WP/25	5.2	FPL - Regional Harmonization and Best Practices	14/09/17	IATA

INFORMATION PAPERS

Number	Agenda Item	Title	Date	Prepared and Presented by
IP/01	---	List of Working, Information Papers and Presentations	18/09/17	Secretariat
IP/02	3	Valid Conclusions and Decisions of Regional Implementation Groups	18/07/17	Secretariat
IP/03	5.1	CANSO Standard of Excellence in Air Navigation Services – Safety (SEANS – Safety)	15/08/17	CANSO
IP/04	5.6	Update on the Implementation of the Universal Security Audit Programme – Continuous Monitoring Approach (USAP-CMA)	24/08/17	Secretariat
NI/05	2	Estado de Cumplimiento por CUBA de las Metas Regionales de Seguridad Operacional acordadas en Puerto España *(available in Spanish only)*	16/08/17	Cuba
IP/06	5.2	Search and Rescue (SAR) Current Situation	06/09/17	Secretariat
IP/07	5.2	Automatic Dependent Surveillance – Broadcast (ADS-B) Out; Ensuring Preparedness for the 2020 Equipage Mandate	05/09/17	United States
IP/08	5.4	Support for a Global TBO Concept	05/09/17	United States
IP/09	5.2	Status of Performance Based Navigation (PBN) Implementation in France	06/09/17	France
IP/10	5.1	Risk Based Oversight (RBO): concept, benefits and best practices	07/09/17	France
IP/11	5.1	Management of small drones operations	07/09/17	France

INFORMATION PAPERS

Number	Agenda Item	Title	Date	Prepared and Presented by
IP/12	2	Accountability Report of the ICAO NACC No Country Left Behind (NCLB) Strategy	08/09/17	Haiti and France
NI/13	2	Logros de México en las Metas de la Declaración de Puerto España *(available in Spanish only)*	11/09/17	Mexico
IP/14	9	ICAO'S Policies on Charges for Airports and Air Navigation Services	14/09/17	IATA

PRESENTATIONS

Number	Agenda Item	Title	Presented by
1	2	ICAO No Country Left Behind (NCLB) Campaign: NACC Regional Assistance Strategy – Accountability and Performance Report of the ICAO NACC Regional Office to Member States	Secretariat
2	5.1	Enhancement of safety management issues at the State and regional level	Secretariat
3	5.2	ANS – Effectiveness of ANS implementation mechanism	Secretariat
4	5.3	The role of public-private partnerships in NAM/CAR regional project development	Secretariat
5	5.4	Emerging technologies and challenges	Secretariat
6	5.5	Enhancing Safety in the CAR Region's Aerodromes: streaming the certification of aerodromes in the Region	Secretariat
7	4	Global Aviation Safety & Air Navigation Updates	Secretariat
8	5.7	Next Generation of Aviation Professionals and Dreams Soar	Secretariat
9	5.7	Regional Training Initiatives in the NACC Region	Secretariat
10	5.1	Regional Aviation Safety Group – Pan America (RASG-PA) Status Report	IATA

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Agenda Item 1   Adoption of the Provisional Agenda and Schedule

1.1   The Secretariat presented WP/01 Rev.2 inviting the Meeting to approve the provisional agenda and schedule and referred to IP/01 with the list of associated documentation and presentations.

1.2   The Secretariat highlighted that for this 2017 NACC/DCA/07 meeting, the feedback received from the previous NACC/DCA meeting was applied, in order to improve the dynamics of the NACC/DCA meetings; as such, the current meeting introduced the modality of Panel Discussion and work sessions combined for this purpose.

1.3   The agenda, schedule, and working method have changed in order to increase participation from States delegates and invited guests, while reaching consensus on outcomes that promote regional success in aviation endeavours. The Meeting approved the agenda as presented in the historical section of this report and the schedule presented in Appendix B to WP/01 Rev.2 with minor changes.

Agenda Item 2   **Accountability Report of the ICAO NACC No Country Left Behind (NCLB) Strategy**

2.1   Under P/01, the Secretariat presented the Accountability and Performance Report of the ICAO NACC Regional Office to States, and informed on the progress achieved to date by the ICAO NACC Regional Office No Country Left Behind (NCLB) Strategy in its second year of implementation, highlighting the following points:

a)   The three major deficient areas and critical element challenges under the ICAO Universal Safety Oversight Audit Programme (USOAP): AGA (Licensing, authorization and approval obligations), ANS (Technical personnel qualification and training) and AIG Technical guidance, tools and the provision of safety-critical information)

b)   The NACC NCLB Strategy has been fully implemented (Phases 1, 2 and 3 are 100% implemented and Phase IV in 76%)

c)   The deliverables and goals whose desired Performance Level were not achieved:
   i.   Pending Caribbean States (EI ≤ 80%) projected to have major advances in 2017 to ensure a USOAP EI of 80% in 2018 Audits
   ii. Resolution of Significant Safety Concerns (SSCs) and Significant Security Concerns (SSeCs)
   iii. AIG development and implementation that was projected to be formalized by 2017
   iv. The creation of a NAM/CAR Regional Training Centres Association
   v.   Performance-Based Navigation (PBN) and Air Traffic Flow Management (ATFM) progress have fallen short of what was projected, in particular Search and Rescue (SAR)
   vi. Focus on providing stronger support for the Territories

2.2   Similarly, the Report emphasized the progress made on the regional performance such as:

a)   USOAP EI increase for the projected 2017 States and others

b)   Significant percentage Resolution of "U" typed Deficiencies remaining only 5 "U" typed deficiencies

c)   Increase aerodrome certification implementation up to 51% - 85 aerodromes are projected for the end of 2017 and 7 have been certified by this year (77). 23 new aerodrome certifications were initiated

d)   The progress on Runway Safety Team (RST) Implementation in the CAR Region was shown

e)   The increase in USAP Effective Implementation (EI) to March 2017

f)   Progress on ICAO NACC Outreach to NGOs/Government Funding Entities

g)   The following initiatives conducted for Safety improvements:

- National Continuous Monitoring Coordinators (NCMC) Meetings
- Regional Accident and Incident Investigation Organizations (RAIOs)
  - o   Central American Regional Aviation Accident Investigation Group (GRIAA)
  - o   Caribbean Regional Accident Investigation Organization
- Regional Aviation Safety Group — Pan American (RASG-PA) activities

2.3   The Meeting was informed of the status of achievement of the Port of Spain (POS) Targets, which target dates were due mostly by 31 December 2016 and its follow-up has been integrated within the NACC NCLB State Action Plans.

2.4   Canada expressed the Meeting their commitment to the NAM/CAR Regions, seeking to have a more active participation and involvement with the States and the Region. In this regard the Meeting and the ICAO Secretary General witnessed the signature of Canada to the Declaration of Intent of the International Civil Aviation Organization (ICAO) Regional Office for North America, Central America and Caribbean (NACC) Regional No Country Left Behind (NCLB) Strategy. With this signature, the ICAO NACC NCLB Declaration of Intent is reassured and has been now signed by all the NAM/CAR States and territories. Similarly, under this same initiative, Canada signed the Project Document (PRODOC) and Management Service Agreement (MSA) confirming its integration as a Member State to the Phase II of Project RLA/09/801 – Multi-Regional Civil Aviation Assistance Programme (MCAAP). These actions reconfirm Canada's participation and support to the region and its will to support NAM/CAR States and Territories.

2.5   Under WP/21, France explained the importance of applying Change Management processes in the frame of modernization projects and suggested in particular including specific change management actions in the frame of the NCLB Strategy to ensure safe, efficient and sustainable projects implementations and progresses. The Meeting recognized the benefits of this approach and agreed that such change management actions may be applicable as improvements to the NACC NCLB strategy. The Meeting agreed that France coordinate with the ICAO NACC Regional Office to determine the way this Change management approach could be taken in consideration for the NCLB mid-term review of the process. In this regard the Meeting formulated the following Conclusion:

CONCLUSION
NACC/DCA/07/1   **IMPLEMENTATION OF CHANGE MANAGEMENT PROCESSES INTO THE NACC NCLB STRATEGY**

That in order to achieve the benefits of a Change Management Approach into the NACC NCLB Strategy:

a)   France and the ICAO NACC Regional Office coordinate to determine the way this approach should be taken for the mid-term review of the Strategy; and

b)   the ICAO NACC Regional Office report the actions taken In this respect by the NACC/DCA/8 Meeting.

2.6   The Meeting congratulated the ICAO NACC Regional Office for the accomplishments and the need to establish a Sustainability Strategy for the NCLB; but also expressed their concern on the deliverables and goals which desired Performance Level were not achieved and are behind the planning target dates, agreeing in the following Conclusion to reiterate the States' commitment and support:

CONCLUSION
NACC/DCA/07/2   **NACC STATES SUPPORT TO THE NCLB STRATEGY AND A FUTURE EFFECTIVE NACC SUSTAINABILITY STRATEGY**

That, in order to keep the good performance and accomplishments done with the NCLB Strategy:

a)   the NACC States and Territories express their commitment to the NACC NCLB Strategy, and take actions to ensure timely progress of the deliverables and goals which desired Performance Level were not achieved (paragraph 2.1 c) of this report refers); and

b)   the ICAO NACC Regional Office propose by the NACC/DCA/8 meeting, a Regional NAM/CAR Sustainability Strategy to keep the achievements and implementation level attained under the NACC NCLB Strategy.

2.7   The Meeting unanimous recognized the severe damages and difficult recovery times for aviation in several of the Caribbean Islands due to Irma, Jose and Maria hurricanes, agreeing that the NAM/CAR States have to take a thorough look at their infrastructure needs and determine what comes next. The following conclusion was formulated:

CONCLUSION
NACC/DCA/07/3   **POST-HURRICANE INFRASTRUCTURE ASSESSMENT AND RECOVERY NEEDS**

> That, in order to support those Caribbean States severely affected by the struggles of the 2017 hurricanes, the ICAO NACC Regional Office, in coordination with the States and funding entities, make Project proposals for assessing post- hurricane aviation needs by December 2017.

2.8   Under NI/05, Cuba showed its current situation regarding compliance of regional safety goals established during the Port-of-Spain Declaration, highlighting its progress in the SSP implementation.

2.9   Haiti and France, under IP/12, described the actions that have been undertaken within the cooperation framework between Haiti and France since 2013 and in line with the NACC NCLB Strategy to support the modernization of the Haitian civil aviation system particularly in regard to the national ANSP and the National Safety Oversight Authority. The paper details the progress achieved regarding in particular the Haitian ANSP, the National Safety Oversight Authority (NSA) and the Civil Aviation Law and Code. As presented in the Accountability Report of NCLB, the Secretariat explained the importance for all the progress made be appropriately reflected in the USOAP On-Line Framework (OLF) for resolving the Significant Safety Concern (SSC) and moreover the improvements for Haiti to develop its State Safety Oversight System. Also the Secretariat commented on the positive results of the *Haiti SSC Resolution Project*, and the actions in updating the USOAP OLF.

2.10   As such, the Meeting recalled the existence of the *Haiti SSC Resolution Project* and recommended Haiti (OFNAC)/France to coordinate with ICAO to timely update the USOAP OLF with these progresses, formulating the following conclusion:

CONCLUSION
NACC/DCA/07/4   **HAITI USOAP EFFECTIVE IMPLEMENTATION**

> That, in order to appropriately reflect the progress of Haiti USOAP Effective Implementation, France, in coordination with the *Haiti SSC Resolution Project* and Haiti, update the USOAP OLF and corresponding Action Plans on a consistent and homogeneously joint effort, reporting the results in accordance with Haiti's NCLB Action Plan.

2.11   Under IP/13, Mexico provided its progress and status of achievement of the POS Safety and Air Navigation targets, highlighting accomplishment particularly regarding their contribution to the regional CAR aerodrome certification target.

Agenda Item 3   Follow-up on Valid Conclusions and Decisions from NACC/DCA Meetings, Sub regional DCA Meetings and Regional Implementation Groups

3.1   The Secretariat presented WP/02 and the Meeting reviewed the status of the outstanding conclusions and decisions of the NACC/DCA meetings and subregional DCA meetings. The status of each conclusion and decision was designated as valid, completed, or superseded:

- The two valid NACCDCA/5 Conclusions were considered Completed as actions were taken for their implementation, particularly the creation of the ANI/WG ASBU Task Force and the development of the ICAO Treaty Collection website (tracking website for aviation law instruments).
- The outstanding DGAC/CAP and E/CAR/DCA conclusions were considered completed as being assumed by the NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR CATC/WG), others were superseded by time and others completed due to the Search and Rescue (SAR) improvement actions to be conducted by the ANI/WG.

3.2   Regarding the previous NACC/DCA/6 conclusions the Meeting resolved that all they were completed or superseded, keeping the following ones as valid:

- Conclusion NACC/DCA/06/1: That the RPAS/UAs implementation and regulatory implementation be supported by the ANI/WG activities as a high priority action, its progress to be reported to the next NACC/DCA/8 Meeting
- Conclusion NACC/DCA/06/2: Sharing of training of programmes for safety oversight, it should be requested to elevate the priority for 2018 to offer GSI training. Training should be addressed to States target audience as part of the regional Training Strategy to support Safety Management. States and Regional Training Centres are required to take action
- Conclusion NACC/DCA/06/05: The Meeting advised CASSOS; United Kingdom and other supporting States to seek expedite this initiative of the transnational inspectors. This initiative is also linked to the initiative for the Project on harmonization of Regulatory Framework to be entered into force by 2018 as part of the Project Proposal by the NCLB.
- Conclusion NACC/DCA/06/06: CASSOS and COCESNA are invited to continue their collaboration for enhancing the CAR Regional Safety oversight organizations (RSOOs) and regional support on safety oversight improvements
- Conclusion NACC/DCA/06/10: urge the NAM/CAR CATC/WG to expedite their works for the development of the Training Centre Association initiative.

3.3   Under IP02, the Meeting took note of the valid Conclusions and Decisions of regional NAM/CAR implementation groups (GREPECAS, RASG-PA, AVSEC/FAL/RG, NACC/WG and ANI/WG), noting that all of them were approved by the Directors and are being implemented.

Agenda Item 4   Global Aviation Implementation Updates

4.1   Under WP/03, the Secretariat presented the relevant resolutions of the 39th ICAO Assembly session, highlighting the impact for and actions by the States in order to address them. The Meeting took note of the relevancy of each resolution and agreed that each State and NAM/CAR implementation groups will take the suggested actions.

4.2   Under WP/05, the Secretariat recalled the outcome of the Forum on Regional Safety Oversight Organisations (RSOOs) for Global Aviation Safety, where support was requested for the proposed global strategy and action plan for the improvement of RSOOs and the establishment of a global system for the provision of safety oversight, including the study of a proposed Global Aviation Safety Oversight System (GASOS). In this regard the Meeting agreed on the following Conclusion:

CONCLUSION
NACC/DCA/07/5   **GLOBAL STRATEGY AND ACTION PLAN FOR REGIONAL SAFETY OVERSIGHT ORGANIZATIONS (RSOOs) IMPROVEMENTS**

> That States support the proposed global strategy and action plan for improving the RSOOs and the establishment of a global system for the provision of safety oversight, including the study of a proposed Global Aviation Safety Oversight System (GASOS), as resulted from the Forum on Regional Safety Oversight Organisations (RSOOs) for Global Aviation Safety.

4.3   Under P/07, the Secretariat informed the Meeting of ICAO updates on Safety and air navigation matters, of the Global Aviation Safety Plan (GASP) and the Global AN Plan (GANP), the application of the ASBU planning, ICAO annual Safety and Air Navigation Reports, ICAO Standardization Approach, the implications of the new Safety Management provisions and training, the evolution of the Regional Aviation Safety Groups (RASGs), cybersecurity and ICAO new upcoming events.

4.4   CANSO, through WP/16, updated the Meeting on the activities of Project Loon, an initiative that uses balloons to provide communications coverage in remote areas. The initiative has been endorsed by the ICAO General Assembly and continues to expand its network of agreements with ICAO States, formalizing more safe and efficient operational procedures. The Project has also formalized operational procedures with States on every continent except Antarctica.

4.5   The Project Loon briefed the Meeting on recently accomplished milestone for achieving a more efficient navigation and improved automated steering algorithms as well as their recent activities with States.

4.6   States were asked to consider cooperating with Project Loon by entering into standardized overflight agreements for global and regional testing and validation; and recognizing the benefits the Internet can bring to the underserved, be an advocate for further understanding with associated State Ministries.

Agenda Item 5   NAM/CAR Regional Safety/Air Navigation/Aviation Security Implementation Matters

5   This agenda Item was developed mainly from the discussion through a specific panels and work session, for specific topics.

5.1   Enhancement of safety management issues at the State and regional level

5.1.1   Under P/02, Panel 5.1 *Safety Management – The way forward for a sustainable safety oversight system*, the Panel discussed ways to improve safety oversight by developing States' safety management capability, considering the challenges for implementing the provisions of Annex 19 to the Convention on International Civil Aviation. Exchange of lessons learned and experiences by CASSOS, EASA, IATA and individual States progress for SSP were exchanged. The needs and good lessons learned from the State Level (Nicaragua, United States) and from a regional perspective (CASSOS and EASA) were also exchanged. The main considerations for safety management were exchanged, as well as the importance of safety oversight, highlighting the GASP objectives for this implementation:
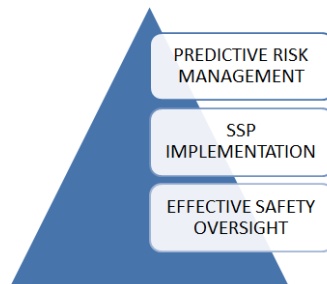
5.1.2   From the Panel discussions, it was concluded that:

- NAM/CAR States and Regions should prioritize initiatives associated with Safety Performance Enablers to first establish effective safety oversight and then address safety risks effectively
- States should build upon fundamental safety oversight systems to implement SSPs, including SMS by service providers
- Transition to an SSP requires increased collaboration across operational domains to identify hazards and manage risks

5.1.3   In this regard the Meeting agreed that the ICAO NACC Regional Office should develop a SSP Regional Implementation Strategy, linking all existing safety oversight implementation initiatives. In this regard the following Conclusion was formulated:

CONCLUSION
NACC/DCA/07/6   **NACC SSP IMPLEMENTATION STRATEGY**

That the ICAO NACC Regional Office develop a Regional SSP Implementation Strategy to be presented by the NACC/DCA/9 meeting, linking all existing safety oversight implementation initiatives, and use the Champion States concept to provide practical assistance, allowing SSP implementation based on the experience of States that have already been able to develop meaningful experience in the subject.

5.1.4   The Meeting also recognized that for the success of State Safety Oversight and Safety Management implementation, the emphasis on training and the use of electronic tools and guidance as well as the partnership with other States are key actions to be included in the implementation.

5.1.5   Under WP/15, Cuba alerted on the need to improve the guidance for State to answer protocol questions of ICAO USOAP audits. Cuba described its experience when complying with the USOAP-CMA activities that has allowed developing and assessing the safety oversight system applying the best practices. In this regard, ICAO indicated that the USOAP is a process under periodic improvements (ISO-Based) in the references and the guidance provided by ICAO. Cuba was invited to inform any of these improvements in the wording and explanation of ICAO USOAP audit PQs. The Meeting agreed that proper training was necessary, allowing the audited States to establish better understanding and communication to achieve an effective implementation.

5.1.6   Under P/10 - *RASGA-PA Status Report*, RASG-PA informed the Meeting of the latest progress and achievements of the regional group, the update and newly elected Executive Members and on the execution of the Safety Enhancement Initiatives and Detailed Implementation Plans (DIPs). The Meeting was introduced to the benefits of RASG-PA for promoting safety data exchange and the development of State Safety Teams such as CAST. In this regard, the Meeting witnessed the signature of the Memorandum of Understanding between COCESNA and IATA on safety data exchange.

5.1.7   Through IP/03, the Meeting was informed by CANSO that their Standard of Excellence in Air Navigation Services– Safety (SEANS-Safety) programme offers Air navigation services provider (ANSPs) a means by which to assess their level of Safety Management System (SMS) maturity. A more objective and thorough method than a self-assessment questionnaire, SEANS-Safety will provide ANSPs and their regulators' confidence that their SMS meet ICAO Annex 19 requirements. In addition, SEANS-Safety will allow ANSPs to identify weaknesses in the SMS and strive to exceed both ICAO's and regulatory requirements.

5.1.8   Under IP/10, France informed on the concept of risk based oversight. The development of safety management systems (SMS) has affirmed the role of risk management and safety performance in improving aviation safety, thus encouraging operators to mobilize their resources where the risk is greatest and where safety performance is insufficient. With risk-based oversight, the same applies to the civil aviation authority which, based on of risk identification and performance and compliance measures, must mobilize its resources where they will have the most favourable impact on safety.

5.1.9   Under IP/11, France informed of the current methods and equipment used in France for providing suitable flight information, processing flight declarations, issuing authorizations for small drones operations as well as for detecting non cooperative machines, showing the safety aspects to be considered. This information shall be taken into consideration by the ANIWG in order to fulfil its support to States on RPAS/UAS implementation.

5.2 Effectiveness of air navigation implementation mechanisms

5.2.1   Under the presentation of the Panel on Effectiveness of air navigation implementation mechanisms (P/03), the Meeting recognized the opportunities of regional collaboration to support among States for planning and implementation of Air Navigation Services (ANS), as observed in the different NAM/CAR implementation groups like the ANI/WG, MEVA Technical Management Group, etc.. Dominican Republic, United States, Trinidad and Tobago, Cuba, IATA and COCESNA formed the discussion of this Panel. The Panel highlighted the ICAO Aviation System Block Upgrade (ASBU) and the contribution of groups like the CADENA (CANSO) project, in the regional implementation. Proper business case for assessing ANS implementation and the optimization of activities with RASGA-PA were topics included in the discussion.

5.2.2   The Panel, taking into note of geographical location and economic difficulties, recognized that some States have developed their own technologies as Cuba for the exchange of radar data with its adjacent FIRs, following the Regional Air Navigation Plan. Cuba also has contingency plans with COCESNA following the planning requirements and the PBN implementation is one of the top priorities that need to be expedited.

5.2.3   Relevant ANS implementation mechanisms by certain ANSP were commented as for ex. COCESNA in areas such as harmonization, integration and management between FIRs, MEVA III, AMHS, AIM, NOTAM, AIPs aeronautical cartography, etc., as well as the implementation of an alternate Control center in El Salvador as a back-up for contingencies in the FIR. Moreover, 90% to 95% of the NAM/CAR Regional Performance-Based Air Navigation Implementation Plan (RPBANIP) has also been complied by COCESNA for Central American States. It was also emphasized that natural phenomena have recently been very frequent and intense, and therefore COCESNA has supported with the installation of Meteorological Radars in Belize, Guatemala and Honduras, in accordance with ICAO Annex 3.

5.2.4   IATA on the other hand mentioned that Planning and coordination should be improved to be more efficient. ASBU has to be considered in the implementation work of the States. The harmonization of regulations, policies and procedures should be another topic to focus on enhancing and facilitating air navigation Implementation. IATA stated that Key Performance Indicator (KPIs) are well developed by ICAO.

5.2.5   Finally, IATA emphasized that there should be more integration on ANS implementation between the CAR and SAM Regions, to which the Secretariat (ICAO NACC Regional Office) expressed their commitment to continue with the new SAM Regional Director as with the outgoing Director for a harmonized and integrated work under GREPECAS.

Regional Air Navigation Plans

5.2.6   Under WP/11 the ANI/WG ASBU Task Force Rapporteur presented the progress achieved in the revision/update of the NAM/CAR Regional Performance-Based Air Navigation Implementation Plan (RPBANIP). The changes include that the new Plan will consider only the CAR Region; as the NAM Region is in the process to implement their NAM eANP Volume III document.

5.2.7   The Meeting was informed that the ASBU TF is drafting the final version of the RPBANIP ver. 4.0 for presenting it to the ANI/WG/4 meeting scheduled to be held in July 2018. Moreover, the RPBANIP final version will be presented to the NACC/DCA/08 meeting for final Approval. This revised RBPANIP version will be available at the ICAO website.

5.2.8   Under WP/14, IATA recalled the set of regional performance metrics agreed with States, outlining that the ANRFs will be the basis for performance monitoring related to the implementation of applicable ASBU elements at the national and regional levels. In this regard, IATA emphasized the importance of combining efforts by the NACC and SAM Regional Offices for completing the eANP Volume III.

5.2.9   The Meeting was recalled that GREPECAS - PPRC/4 Meeting decided to postpone the delivery date of the CAR/SAM e-ANP Volume III and agreed that due to the changes to be included by ICAO in the new Global Air Navigation Plan (GANP) 2019 (sixth edition), the current draft Volume III had to be aligned accordingly. Likewise, the Meeting recalled the validation of the performance-based regional plans of the CAR (RPBANIP) and SAM (PBIP) regions for the implementation of the improvements foreseen in both regions (up to 2018). The suggested action from IATA for the Regional Offices to continue the work for the CAR/SAM eANP Vol III was noted and it will be presented to GREPECAS in February.

5.2.10   Under WP/19 the Secretariat informed of the progress and implementation status of the electronic Air Navigation Plan (e-ANP) for the NAM and CAR/SAM Regions. It was recalled that Volumes I and II were approved on April 2016 and June 2017, respectively and are available at the ICAO NACC Regional websites: http://bit.ly/2wJbQDe and http://bit.ly/2hlMkhG.

5.2.11   It was informed that the NAM States have completed an eANP Vol I, which approval is to be completed by end of September. Also it was commented that a draft for the Volume III, and the preparation of a draft for the Volume II are being addressed by the NAM Group (Canada and United States). Both Volumes are in the development process with the ICAO NACC Regional Office. Additionally, the Secretariat and the Meeting congratulated United States and Canada for the great achievement of developing the NAM e-ANP.

SAR Implementation

5.2.12   Under WP/22 the Meeting was informed that the NAM/CAR/SAM Search and Rescue (SAR) Implementation and Civil-military Coordination Meeting held in Trinidad and Tobago, (25-28 October 2016), identified a needed attention for successful implementation of Annex 12 – *SAR* requirements, especially in terms of training, harmonization of SAR regulations and standard procedures, signing of appropriate letter of agreements and the provision of adequate resources to support SAR.

5.2.13   On this same topic, the Meeting discussed the justification for the establishment of a SAR Implementation Task Force under the Air Navigation Implementation Working Group (ANI/WG) taking into consideration the deliberations of the SAR Ad hoc Group during the NACC/WG/5. The Meeting agreed that more discussion was required taking into account the different NAM/CAR States perspectives and therefore the establishment of the SAR Implementation Task Force was not approved. In this regard, the paper was turned back to the ANI/WG for further revision and a more accurate solution that does not repeat structures that were not cost-effective from previous experiences.

5.2.14   Under IP/6, ICAO highlighted that a more focused and active support on SAR implementation was being developed to ensure more quality assurance of this implementation and results. In this respect, the Secretariat informed on the current situation of the regional implementation of Search and Rescue (SAR) (there is low USOAP ANS Effective Implementation in the CAR Region), and how through the No Country Left Behind (NCLB) Strategy, the ICAO NACC Regional Office will enhance its support to States for SAR rulemaking, oversight and service provision; in order to increase the regional EI on SAR-related Protocol Questions (PQs).

FPL mitigation actions

5.2.15   Under WP/25, IATA presented its position on the need to harmonize the flight plan filing processes in the NAM and CAR regions. Based on the analyses, several error reports were identified by the states and airlines, during the last years describing safety events related to the flight planning processes. Due to the technical nature of this paper, the Meeting turned this paper to the ANI/WG for review and analysis.

ATFM improvements

Air Traffic Flow Management (ATFM) Data Exchange Network for the Americas (CADENA) initiative

5.2.16   Under WP/17 Rev., the Civil Air Navigation Services Organization (CANSO) mentioned that it continues to support the implementation of ATFM/Collaborative Decision Making (CDM) in the region by supporting the work being conducted by ICAO NACC and SAM Regional Offices through the ATFM Data Exchange Network for the Americas (CADENA) initiative. Under an agreement with CADENA members, CANSO commits signatories to promote and facilitate the safe and efficient movement of air traffic in the region and will enable the continuity of active operations through ATFM and CDM procedures and processes. CADENA holds scheduled meetings, training sessions, as well as weekly

ATFM planning web-conferences following CDM processes among regional Air Navigation Services Providers (ANSPs) and stakeholders.

5.2.17   The Meeting noted the benefits of CADENA and on the request of CANSO for those NACC States who are not members of CADENA to participate in the weekly ATFM/CDM operational planning web conference calls, as well as provide and input data relevant to the process.

5.2.18   The Secretariat presented WP/18 and highlighted that ATFM initiatives continue to be a priority for ICAO. The Meeting was made aware of the following topics that are being addressed by ICAO concerning regional ATFM Implementation:

- The original Caribbean/South American ATFM Concept of Operations (CAR/SAM ATFM CONOPS) has not been updated.

- The ATFM Task Force under the NAM/CAR Air Navigation Implementation Working Group (ANI/WG) has been working to provide some continuity to the ATFM regional implementation strategy. However, States have stated that results, and the NAM/CAR Implementation Plan are inconsistent with the ICAO's last version of the Manual on Collaborative Air Traffic Flow Management (Doc 9971). Continual improvement in technology, operational experience, as well as regional realities should be taken into consideration.

5.2.19   The Meeting supported that the ICAO NACC and SAM Regional Offices work to review the CAR/SAM ATFM CONOPS and will update the CAR/SAM ATFM Manual as necessary. Upon completion, the guidance documents should form the basis to provide States the proper tools necessary for full ATFM implementation and assist in the implementation of Performance Based Navigation efforts as well.

5.2.20 The Meeting discussed WP/20 presented by France related to the concept of Cross-Border extended arrival management (XMAN) and the contribution of DSNA (French Air Navigation Service Provider) in its implementation. This concept takes advantage of ATFCM cross-border exchanges to reduce arrival delays at busy airports and the environmental impact of the flights. DSNA has been involved at an early stage in the development of the XMAN concept in partnership with European ANSPs and is today both a provider and a beneficiary of XMAN as a service with dedicated in-house tools in order to contribute to optimize cross-border operations within the European Core Area, one of the densest in the world. In addition, the WP presented practices, tools and experience which could be valuable in the ATFM implementation. Finally the Meeting was also informed on AMAN system interoperability for airports; and agreed that this concept shall be reviewed by the ANI/WG ATFM TF.

5.2.21   IATA discussed under WP/24, the ATFM Implementation in the NACC States, highlighting its suggestions and proposals to improve the ATFM implementation process in the NACC States. Among their proposals was to call for the discontinuation of the use of NOTAMs related to severe flow restriction imposed in some Flight Information Regions (FIRs), impacting severely airlines efficiency, and, potentially, affecting safety in the involved airspaces. IATA noted that other ICAO fora, particularly in the GREPECAS have indicated the significant inefficiency caused by the use of NOTAMs as a severe Flow Control measure. It was also noted that by using this tool as a flow control method at the FIR boundaries, it produces a negative domino effect that affects other neighbouring FIRs, thereby creating impacts to operational efficiency but also to safety.

5.2.22   In this regard, the Meeting noted IATA's general concern and their suggested mitigation measures, such as:

- establish a regular CAR/ SAM (States, ANSPs and users) teleconference to fulfill the ATFM Strategic needs, taking into consideration the importance of the interface between these regions

- incorporate measures prescribed in the ATFM "pre-tactical phase" that encompasses analysis of traffic demand, weather, airport status, possible ATC disruptions, and other operational issues that will affect traffic flow. This should be accomplished on a daily basis in preparation for the following days operations
- in the "tactical phase, measures should be adopted to manage traffic flows in real time
- ensure proper coordination amongst all interested stakeholders and inter-intra facility communications
- ensure full compliance of processes contained in ICAO Docs 4444 and 9971
- an ATFM Workshop be held for the CAR/SAM Regions in 2018

5.2.23   The Secretariat noted that while agreeing with WP/24, discussion and agreement needs to be taken at the appropriate level to analyse the root cause of the decisions by some States to impose traffic restrictions without a clear rationale, methodology, and circumventing the ICAO SARPs and guidance material. It was also noted that the Secretariat will take the lead to revise the Regional ATFM Implementation strategy (WP/18 refers). The Secretariat appreciated IATA's efforts in this regard and renewed the call for a regional approach to ATFM Implementation.

ADS-B Implementation

5.2.24   Under IP/07, United States recalled the importance and actions needed to be taken for the implementation of ADS-B by January 2010. United States informed that in 2010, the Federal Aviation Administration (FAA) published a regulatory requirement for all aircraft operating within certain airspace to be equipped with Automatic Dependent Surveillance – Broadcast (ADS-B) Out technology by January 1, 2020, according to Title 14 of the U.S. Code of Federal Regulations (14 CFR) sections 91.225 and 91.227. This requirement will affect all flights in the designated airspace. To prepare the aviation community and prevent any operational disruptions, the FAA is promoting the new mandate to the international community so that foreign aircraft intended to be operated within the affected airspace will be sufficiently equipped with ADS-B Out technology by the compliance date. The Meeting also recalled that the ANI/WG through its ADS-B TF is working also toward the same regional target date of implementation, and the upcoming ADS-B Implementation Workshop in October 2017.

PBN Implementation

5.2.25   Under IP/09, France informed the Meeting of their status on PBN deployment in France, highlighting benefits and opportunities now provided to airspace users. France is implementing PBN for all phases of flight, while also proposing specific innovations such as ground navigation infrastructure reduction by using the best available PBN technologies.

5.3   Review of Project Proposals for State and government/non-government third parties funding

5.3.1   The Meeting discussed the Role of Public-Private Partnerships in NAM-CAR Regional Project Development (P04 refers). Four panel members, representing government, financial entities, ICAO Technical Cooperation Bureau, and regional CAAs, debated the regional development goals and the national plans needed to address critical areas such as flight safety, human resources, airport certification, security and environmental matters. The panel proposed possible third party projects in the NACC States such as ASBU systems engineering, regulatory harmonization, safety Improvements, among others. The Meeting also heard a short presentation from the representative from US Trade and Development Agency (USTDA) on the role it plays in assisting States in developing projects and partnerships. From the conversation, conclusions drawn include the appropriate steps needed to ensure proper State-Third Party partnerships, particularly in the funding area, the importance of developing thorough contracts, overcoming obstacles to implementing projects, especially time, the necessity to ensure proper planning and coordination and to increase cooperation between funding mechanisms and States, using ICAO and other organizations as facilitators.

5.3.2   The Meeting congratulated ICAO on facilitating the encounter and link between the States and the financial entities as part of the NACC NCLB Strategy and agreed for ICAO to continue fostering this approach for the different project proposal identified for the region.

5.4   Emerging technologies and challenges

5.4.1   Under P/05, a panel on Emerging technologies was conducted on how States pursue safety and air navigation implementation strategies in alignment with the ICAO Global Planes, to fulfil future challenges. Similarly the Panel discussed what future performance improvements and challenges should be considered to ensure sustainability and enhancement of the regional aviation system.

5.4.2   The Panel discussions included presentations on State own experiences on Remote piloted aircraft system (RPAS)/Unmanned aircraft system(s) (UAS) and future of CNS and avionics, the incorporation of ADS-B satellite data in surveillance processes, taking into consideration the automated decision-supporting tools and weather automated information and the new generation of communication systems for navigation, and surveillance.

5.4.3   The Meeting noted under IP/08, the United States' support for a Global Trajectory Based Operations (TBO) Concept. This programme has been the cornerstone of the FAAs NextGen program and involves aviation operational stakeholders exchanging four dimensional (4D) trajectories for flight planning, strategic operations management, and air traffic control operations. This effort is in support of the Global Air Traffic Management Operational Concept. Finally the Meeting recalled that the 4D Trajectory concept is one of the ASBU modules B0 being worked out by the NACC ANI/WG WG.

5.5   Enhancing aerodrome certification implementation and airport safety

Status of implementation of Aerodrome Certification and Runway Safety Teams (RST) in the CAR Region

5.5.1   A work session with the NACC Directors was conducted by United Kingdom on Aerodrome Certification implementation for enhancing safety, using P/06; where the Meeting was requested to split into several working groups to reply to the following questions:

- What are the barriers to aerodrome certification?
- What can be done to remove the barriers?

5.5.2   The discussion session validated data already gleaned by ICAO concerning the challenges faced by some countries in achieving certification of international airports. Additionally, the groups identified some areas of challenge which may not have been readily apparent from the data already gleaned by ICAO. There is an opportunity to use this data to consider how best to support States in facing the challenges, particularly those relating to political buy-in, contractual issues, influencing the unions and ensuring that there is a legally robust regulatory framework in place that gives the regulator powers to enforce. **Appendix B** provides a detailed explanation of these working sessions. In this regard, the Meeting adopted the following conclusion:

CONCLUSION
NACC/DCA/7/7   OBSERVATIONS ON ACHIEVING CERTIFICATION OF INTERNATIONAL AIRPORTS

That, in order to improve the way in which States are being assisted concerning certification of international airports, ICAO:

a)   consider the observations resulting from the working session (Appendix B refers);

b)   ensure that the suggestions provided by the Meeting are integrated into the general work plans of the NACC Regional Office; and

c)   report the results and impact of the application of these observations to the NACC/DCA/8 meeting.

5.5.3   Under WP/13, the Secretariat informed of the aerodrome certification process status in the CAR Region that from a total of 154 international aerodromes, 74 aerodromes have been certified to May 2017. The number has increased from 43 certified aerodromes, representing 28% (March 2014) to 74 aerodromes certified up to date, representing 48% of the total. In addition, 23 CAR Region aerodromes have initiated the process of certification in 2017. By the end of 2017 it is estimated to count with 84 certified aerodromes, which represents 54% of the total.

5.5.4   Similarly, the WP/13 showed the status of Runway Safety Team (RST) implementation in the CAR region showing that from 154 international airports, 66 airports have implemented RSTs, representing 43% of the total.

5.5.5   The following conclusion was formulated by the NACC/WG/5 meeting:

CONCLUSION
NACC/WG/5/21   **CAR AERODROME CERTIFICATION PLAN**

*That, in order to support and assist States/aerodromes in the CAR aerodrome certification process, the CAR States/Territories should send the ICAO NACC Regional Office a Plan for the certification of their aerodromes, by **15 August 2017***.

5.5.6   The Meeting recalled Conclusion NACC/WG/5/21 for States to submit their aerodrome certification Plan. To date, the ICAO NACC Regional Office has not received any certification plan from States; therefore, the Meeting urged the States to send their plan as soon as possible and no later than **30 December 2017**.

5.6   Improvements in Aviation Security/Facilitation (AVSEC/FAL) implementation

5.6.1   The Secretariat presented WP/12 - *NAM/CAR Regional Activity on Aviation Security and Facilitation* and asked the Directors to comply with the commitments to Assembly Resolutions in Force by providing the necessary resources and support their AVSEC and FAL units within their Administrations. As Aviation Security remains one of the highest priorities, DGs need to ensure effective implementation of ICAO AVSEC and FAL SARPs in order to prevent and, eventually, address potential threats but maintain a balance to ensure the operations of aircraft and crews, and the movement of passengers, cargo, mail and stores remain unimpeded. Directors were also made aware of their responsibilities to maintain an updated, approved, and implemented National Civil Aviation Security Programme (NCASP) considering the latest amendments to Annex 17.

5.6.2   The Meeting took note of WP/23 - *Optimizing Regional Cooperation to Advance Aviation Security*, presented by the United States. The paper proposed that NACC States work collaboratively using their collective resources and mechanisms, in cooperation with the ICAO NACC Regional Office, to address the ongoing diverse threats to aviation and use all available resources and tools to fulfill the requirements as proscribed in Amendment 16 to ICAO Annex 17, share resources to fill identified security gaps, provides recommendations to modify the ICAO security toolkit, and encourages States' participation in all working groups of the ICAO Aviation Security Panel.

5.6.3   The Meeting was informed under IP/04 on specific information related to the USAP-CMA work programme, as well as updates to auditing activities relevant to Amendment 15 to ICAO Annex 17.

5.7   Collaboration on Aviation Training improvement/Next Generation of Aviation Professionals

5.7.1   The Secretariat provided the Meeting a presentation on the Next Generation of Aviation Professionals (NGAP) Programme (P/08 refers). The Meeting was informed that the key objectives of the programme, are the ongoing work programme as well as plans for future activity, Similarly the Meeting noted ICAO NACC Regional Office's efforts to support NGAP as part of its 60th Anniversary celebrations. The Secretariat also encouraged the Directors to attend the NGAP Global Summit, an event promoting best practices and collaboration among States, while raising awareness among all aviation sectors in the promotion of the next generation. This event will take place on November 27-28, in Montreal, Canada.

5.7.2   The Meeting was introduced to guest speaker Shaesta Waiz, founder of "Dreams Soar", an organization whose mission is to encourage and inspire young women to enter the fields of Science, Technology, Engineering and Math (STEM), and particularly the aviation field. As the meeting noted, this so-called "Ordinary girl", embarked on an adventure to accomplish extraordinary things. From her very humble roots, and an immigrant to the United States, she has accomplished numerous "Firsts": the first in her family to earn a bachelor and master's degrees, and the first certified female pilot from her native Afghanistan. She also embarked on, and completed, what may be the last piston powered solo flight around the world; to inspire other "ordinary young women" that they too can fly, achieve their goals, and dream big.

5.7.3   A presentation on Regional Training Initiatives was provided by the Secretariat (P/09 refers). The Meeting was asked to note the need for training, particularly in the area of Critical Element four (CE-4) Technical Personnel Qualification and Training, as States need to ensure a sufficient number of qualified and capable personnel are available and properly trained that will assist States in SARP implementation. The Secretariat also highlighted the States training needs broken down by SMS/SSP Implementation, Air Navigation Service, Aerodromes, Accident and Incident Investigation, Safety Oversight, and in other areas such as law, compliance and environmental issues. The Secretariat also noted that many of the pending issues in the training area, particularly the creation of a regional association, have not been completed and will be taken up at the next NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR/CATC/WG) meeting.

Agenda Item 6   Environmental Protection Matters

6.1   The Meeting was updated on regional environmental issues, as WP/08, was asking to adhere to the deadlines established to prepare or update state action plans on CO2 reduction, in accordance with ICAO Assembly Resolution 39-2, paragraph 11. The documents, to be submitted by June, 2018, should include quantifiable information on the environmental benefits from the measures basket, such as aircraft technology and standards, operational improvements, sustainable alternative fuels, and global Market based measures. States were encouraged to share information and build partnerships with other Member States, and to make them publically available, taking into account the commercial sensitivity of data contained.

6.2   The Meeting was urged to ensure their States designate an environmental focal point for their organizations. The individual chosen shall inform national leadership on important aviation environmental matters, and lead the development and updates of State action plans, coordinate amongst national stakeholders and liaise with ICAO. It was also noted that the State designee will be the only authorized individual submit the Action Plan and to access the ICAO APER website. 31 October 2017 is the date States need to designate/update their respective focal point and are asked to provide the information to the NACC Regional Office.

6.3   In order to provide full familiarization with CORSIA SARPs and guidance, assist the development of national regulatory framework and support the establishment of necessary infrastructure (e.g. IT hardware/ software); the Secretariat is seeking a State to sponsor The Americas Regional Seminar scheduled for March – April 2018. Moreover, the Meeting was asked to consider participating in the ICAO Conference on Aviation and Alternative Fuels (CAAF-2), scheduled for 11-13 October 2017, in Mexico City.

6.4   Finally Guatemala commented on the First Ibero American Symposium on Environment, Civil Aviation and Climate, under the Alliance for a Sustainable Aviation (ALAS) Project, conducted jointly with LACAC. The Meeting congratulated Guatemala for this initiative. Guatemala mentioned the possibility of holding a Second Symposium in 2018 to foster these actions needed to protect the environment and the respective support from aviation.

Agenda Item 7   Air Transport Matters

ICAO'S WORK FOR ECONOMIC DEVELOPMENT OF AIR TRANSPORT

7.1   The Secretariat presented WP/09, which reported on ICAO's priority work under the Strategic Objective – *Economic Development of Air Transport*. As described in the ICAO Business Plan, the work programme under this Strategic Objective aims at enhancing capabilities of States to: a) improve air connectivity, create more competitive business opportunities, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions; and b) enable aviation to serve as an effective means to achieve economic development, in particular, increase accessibility to funding for aviation infrastructure development and investment in air connectivity.

7.2   The paper summarized the Organization's work related to air transport policy and regulation, as well as infrastructure management and funding/financing. Particular attention was paid to the development of multilateral agreements on liberalization of market access, air cargo and air carrier ownership and control. The Air Transport Regulation Panel (ATRP) will continue to examine a multilateral agreement for the liberalization of market access and to work on safeguards. It will develop a specific protocol to facilitate further liberalization of air cargo services (up to 7th Freedom) and a standalone multilateral agreement on foreign investment in airlines.

7.3   The paper also presented ICAO's work related to aviation data and analyses, which focuses on big data (for example, Automatic Dependent Surveillance – Broadcast (ADS-B) System data and Market Intelligence Data Transfer (MIDT) data), business analysis tools, air traffic forecasts, with the establishment of a joint venture model, at the specific project level, in collaboration with partners. According to the latest long-term air traffic forecasts, global passenger and freight traffic will grow at +4.6 per cent and +4.4 per cent respectively, on an annual basis to 2032.

7.4   In addition, the implementation of the work programme described above supports ICAO's Headquarters *No Country Left Behind* (NCLB) campaign, with a view to contributing to enhancing economic sustainability of air transport.

7.5   The Meeting was invited, *inter alia*, to proactively support ICAO's work for Economic Development of Air Transport and encourage to contribute to the Air Transport Fund for the implementation of various air transport projects.

7.6   Finally, the Meeting was invited to the Third ICAO World Aviation Forum (IWAF) to be held in Abuja; Nigeria from 20 to 22 November 2017, encouraging the States to participate with their high-level Authorities in this very important event.

Agenda Item 8   **Review of the NACC/DCA Terms of Reference**

8.1   Under WP/04, the Meeting reviewed the Terms of Reference (ToRs) of the NACC DCA meetings, where the changes were mainly editorial in nature as well as some changes to link these meeting activities to the GANP and GASP compliance. Therefore, the Meeting adopted the following:

DECISION
NACC DCA/7/8   **NACC/DCA TERMS OF REFERENCE**

The NACC/DCA/7 Meeting approves the Terms of Reference shown in Appendix C to the report.

Agenda Item 9   Other Business

ICAO Air Law Treaties

9.1   Under WP/10, the Secretariat highlighted the importance of the ratification of the different air law treaties for the development and growth of civil aviation worldwide and reminded the Meeting of the ICAO Air Law treaty website for follow-up. In this regard the ICAO Treaty Collection website (https://www.icao.int/secretariat/legal/Pages/TreatyCollection.aspx) was developed for States and ICAO Regional Offices to support this objective. This website contains useful resources for the preparation of briefing notes, including up-to-date country ratification status forms.

9.2   It was recalled that increasing the number of parties to air law instruments is a key objective of ICAO in order to achieve enhancement of the benefits of unification of the international rules which these instruments embody. The Meeting took note of this tool for follow-up

ICAO Policies on Charges for Airports and Air Navigation Services

9.3   IATA provided IP/14, *ICAO Policies on Charges for Airports and Air Navigation Services*,. The paper updates IATAs engagement efforts regarding the regions airport and air traffic control charging scheme, impacting the safe, effective and efficient provision of air traffic services.

States Outstanding Contributions to ICAO

9.4   The Meeting was asked to direct their attention to WP/06, *States Outstanding Contributions to ICAO*. Directors were reminded that ICAO depends on States assessments to carry out its mandate. As such, the Secretariat urged States to take the necessary measures be fulfill their financial obligations to the organization in in an urgent manner. State Letter A1/8-16/105 dated 30 November 2016 signed by the ICAO Secretary General refers. An attachment regarding Assessments payable by Member States for 2017 and outstanding amounts due for prior years and outstanding amounts due for prior years are included in this working paper for States' reference.

Next NACC/DCA Meeting

9.5   In accordance with the references highlighted in WP/07, the Secretariat, keeping with the rotational scheme, asked meeting participants of the Eastern Caribbean States to propose the site for the 8th Meeting of the North America Central America and Caribbean Directors of Civil Aviation. After discussions between the Secretariat, the delegations representing the Eastern Caribbean States, and COCESNA, it was agreed that the decision to nominate the host country for the NACC DCA/08 meeting would be made within 30 days after discussions with the Eastern Caribbean States.

APPENDIX A
EXECUTIVE LIST OF CONCLUSIONS/DECISIONS

Number	Conclusion/Decision	Responsible for action	Deadline
C/1	**IMPLEMENTATION OF CHANGE MANAGEMENT PROCESSES INTO THE NACC NCLB STRATEGY** That in order to achieve the benefits of a Change Management Approach into the NACC NCLB Strategy:		
	a) France and the ICAO NACC Regional Office coordinate to determine the way this approach should be taken for the mid-term review of the Strategy; and	France and the ICAO NACC Regional Office	
	b) the ICAO NACC Regional Office report the actions taken In this respect by the NACC/DCA/8 Meeting.	ICAO NACC Regional Office	NACC/DCA/8 Meeting
C/2	**NACC STATES SUPPORT TO THE NCLB STRATEGY AND A FUTURE EFFECTIVE NACC SUSTAINABILITY STRATEGY** That, in order to keep the good performance and accomplishments done with the NCLB Strategy:		
	a) the NACC States and Territories express their commitment to the NACC NCLB Strategy, and take actions to ensure timely progress of the deliverables and goals which desired Performance Level were not achieved (paragraph 2.1 c) of this report refers); and	NACC States and Territories	
	b) the ICAO NACC Regional Office propose by the NACC/DCA/8 meeting, a Regional NAM/CAR Sustainability Strategy to keep the achievements and implementation level attained under the NACC NCLB Strategy.	ICAO NACC Regional Office	NACC/DCA/8 Meeting
C/3	**POST-HURRICANE INFRASTRUCTURE ASSESSMENT AND RECOVERY NEEDS** That, in order to support those Caribbean States severely affected by the struggles of the 2017 hurricanes, the ICAO NACC Regional Office, in coordination with the States and funding entities, make Project proposals for assessing post- hurricane aviation needs by December 2017	ICAO NACC Regional Office	December 2017
C/4	**HAITI USOAP EFFECTIVE IMPLEMENTATION** That, in order to appropriately reflect the progress of Haiti USOAP Effective Implementation, France, in coordination with the *Haiti SSC Resolution Project* and Haiti, update the USOAP OLF and corresponding Action Plans on a consistent and homogeneously joint effort, reporting the results in accordance with Haiti's NCLB Action Plan.	France	

Number	Conclusion/Decision	Responsible for action	Deadline
C/5	**GLOBAL STRATEGY AND ACTION PLAN FOR REGIONAL SAFETY OVERSIGHT ORGANIZATIONS (RSOOs) IMPROVEMENTS** That States support the proposed global strategy and action plan for improving the RSOOs and the establishment of a global system for the provision of safety oversight, including the study of a proposed Global Aviation Safety Oversight System (GASOS), as resulted from the Forum on Regional Safety Oversight Organisations (RSOOs) for Global Aviation Safety.	States	
C/6	**NACC SSP IMPLEMENTATION STRATEGY** That the ICAO NACC Regional Office develop a Regional SSP Implementation Strategy to be presented by the NACC/DCA/9 meeting, linking all existing safety oversight implementation initiatives, and use the Champion States concept to provide practical assistance, allowing SSP implementation based on the experience of States that have already been able to develop meaningful experience in the subject.	ICAO NACC Regional Office	by the NACC/DCA/9 meeting
C/7	**OBSERVATIONS ON ACHIEVING CERTIFICATION OF INTERNATIONAL AIRPORTS** That, in order to improve the way in which States are being assisted concerning certification of international airports, ICAO:		
	a) consider the observations resulting from the working session (Appendix B refers);	ICAO	
	b) ensure that the suggestions provided by the Meeting are integrated into the general work plans of the NACC Regional Office; and	ICAO	
	c) report the results and impact of the application of these observations to the NACC/DCA/8 meeting.	ICAO	NACC/DCA/8

APPENDIX B

SUMMARY OF DISCUSSION GROUP SESSION ON AERODROME CERTIFICATION

Introduction

1.   The NACC Regional Office is continuously seeking ways to improve its processes and better communicate with the States and Territories. It has made significant efforts over recent years to change the format of meetings in order to encourage maximum participation from States and invited guests. To support ICAO's initiatives to make meetings more inclusive and participative, Air Safety Support International (ASSI) offered to facilitate a 'discussion group' session at the NACC/DCA/07 Meeting on the topic of aerodrome certification.

2.   The aims of the session were to:

- Elicit views from Directors General (DG) on the challenges in certifying aerodromes and what could be done to address these
- To trial a new format for encouraging open discussion at meetings.

3.   The topic of aerodrome certification was chosen as, while good progress has been made over the last few years, only around half of international airports in the region are certified despite this being an ICAO standard. ICAO's analysis of data gleaned from USOAP audits, follow-up missions, events organised by the NACC Regional Office and from its No Country Left Behind (NCLB) initiative indicates a range of challenges for States in certifying aerodromes. These include lack of adequate technical expertise, lack of procedures, inability of airports to meet the SARPS due to topography/physical characteristics, lack of SMS implementation, amongst other things. It was hoped that the discussion sessions would draw out other challenges and potential solutions that may not have been apparent from the data gathered by ICAO and thus enrich the picture across the region.

Format of Session

4.   Four small discussion groups, two English-speaking and two Spanish-speaking, were formed, each with a facilitator whose role it was to encourage active participation from all. The groups comprised DGs and their staff. The groups were asked to consider two questions:

Question One: What are the barriers to aerodrome certification?
Question Two: What can be done to remove these barriers?

5.   After a brief ice-breaker to encourage communication, the groups discussed the two questions posed and noted their comments on a flip chart; all comments were collated at the

end of the session. These have been organised into themes and are attached at the Annex to this paper.

Initial Feedback

6.   Initial analysis on the outcome of discussions by and large reflects the data gathered by ICAO concerning the reasons that some States struggle with certification. However, some interesting barriers were identified such as the power of the Unions, the inadequate contractual arrangements for concessionaires and a lack of political will to expend time, effort and money into ensuring compliance in this important technical area. This barrier was exacerbated by a lack of legal powers to enforce compliance thus rendering the regulator impotent.

7.   Solutions offered by the groups included the need to ensure that any contracts given to concessionaires make clear that compliance with ICAO SARPs was essential to the contract being awarded and continued. There was also a desire to see a better legal structure and certainty for the regulator to enhance its authority and ability to take enforcement action against aerodrome operators. In general, the groups felt that there was a need for better engagement with politicians and unions to educate them on the need for compliance. In the case of politicians, effort should be spent in helping them understand the economic benefits of aviation and with long-term financial planning for airport infrastructure and maintenance projects in line with economic policy. There was also a desire to see enhanced information from ICAO on Annex 14 requirements[1] and to make the protocol questions clearer with less ambiguity.

8.   In terms of feedback on the format of the session itself, the groups appeared to generate significant engagement and open discussion as evidenced by the recorded notes from each group. Delegates, in the main, also appeared to enjoy the session, one commenting that, although all the aerodromes in his State were already certified, he had still found the session very informative and helpful.

Conclusions/Recommendations

9.   The discussion session has validated data already gleaned by ICAO concerning the challenges faced by some countries in achieving certification of international airports. Additionally, the groups identified some areas of challenge which may not have been readily apparent from the data already gleaned by ICAO. There is an opportunity to use this data to consider how best to support States in facing the challenges, particularly those relating to political buy-in, contractual issues, influencing the unions and ensuring that there is a legally robust regulatory framework in place that gives the regulator powers to enforce. It will be

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[1] The meeting had been urged to review the ICAO PANS-Aerodrome Document which contained very useful and practical information on aerodrome certification.

important that work is done to ensure that any initiatives to address these challenges are considered against the raft of work-streams already in place in the region. To this end, it is recommended that ICAO takes the output from this session and ensures that the suggestions offered by the delegates are considered and, if not already part of an existing initiative, are integrating into the general work plans of the NACC office.

10.   In terms of the format of the session, initial feedback seems to indicate that it may be an appropriate alternative method to encourage delegates to discuss issues. The smaller group sessions gives greater opportunity for all to contribute recognising that not all delegates are comfortable addressing the wider audience. If ICAO wishes to use a similar format for future meetings, it is recommended that more time be given to the session so that the delegates are able to compare comments from the other groups and have wider discussions on how they can collaborate to reach solutions. This may lead to informal assistance, advice and partnerships being forged between States that may not otherwise be willing or empowered to commit to a larger scale formal collaborative arrangement. It is also recommended that any such session be conducted early in the meeting to allow participants to talk openly from the start of the meeting; this may help to set the tone of the meeting from the onset as well as encourage delegates to get to know each other better and forge stronger working relationships.

Attachment: Analysis of Discussion

Attachment: Initial Analysis of Discussions

The first two columns record the comments from the discussion groups. The final column contains suggested actions from ASSI.

Barriers	Solutions	Suggested Action
Political Will: • Lack of political commitment • Economic impact to community Vs cost of operating the airport • Frequent changes in Government • Ignorance • Financial impediments	• Engage politicians • Link aerodrome development with economic development of State	• Campaign of awareness aimed at politicians led by ICAO NACC Regional Director • ICAO to produce a package of information for use by DGs when meeting with politicians • Promoting ICAO's role, economic benefits and need for compliance at aviation and other international events attended by politicians • Use of social media?
Legal Aspects: • Lack of enforcement • Concessionaires' contracts do not include Annex 14 requirements • Lack of collaboration with concessionaires • National regulations – no stick to comply • Competition between airports Vs non-competitive on safety • Differing priorities for various agencies • Private Vs Government-owned airports • Limits of responsibility unclear	• Improve legal structure/certainty and enhance powers and authority • Include language about Annex 14 in all new contracts • Improve Terms of Reference • Adequate contractual advise	• ICAO Legal Bureau assistance with generic contractual advise • Workshops held on the range of enforcement action that can be taken (with examples)

Barriers	Solutions	Suggested Action
Airports: • Old airports that physically cannot comply • Expensive to comply	• Funding • Long-term financial planning • Generate other revenue streams	• Sustained campaign to raise awareness of PANS-Aerodromes and benefits of certification to improve and drive up standards • Workshops for regulators and industry on how to mitigate risks and how to present and assess safety cases
People: • Poor management • Lack of coordination • Lack of qualified personnel • Lack of training for inspectors and airport staff • Lack of qualified contractors • Ineffective change management • Union influences • Lack of sharing of resources • Lack of harmonisation	• Training and OJT, including management training for industry and regulators • Better communications with the Unions • Cluster smaller groups together • Improve ownership and accountability	• Prioritise syllabus of TRAINAIR centres • Promoting collaborative arrangements at inter-Government levels (link to campaign of awareness cited above)
ICAO SARPs • Protocol questions ambiguous	• Guidance material on Annex 14 • Re-phrase protocol questions	• Sustained campaign to raise awareness of PANS-Aerodromes • 'Test' protocol questions with sample group for comment on readability

APPENDIX C

TERMS OF REFERENCE (ToRs) OF THE
NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN DIRECTORS OF CIVIL AVIATION MEETINGS
(NACC/DCA)

1.   Terms of Reference

The Meeting main purpose is to provide the Directors a suitable structure within which all the measures required for cooperation and coordination of civil aviation activities may be discussed and planned.

Information is the key role in supporting the Directors in making decisions and providing both challenge and approval on issues affecting the progress of the civil aviation in the region.

a) The Meetings will be of a decisive nature and their approved conclusions will be subject to a period compliance by each one of the Civil Aviation Authorities of each one of the States.

b) States will have 40 days after receiving the meeting report to notify disagreement on any of the conclusions. After this period, if no discrepancy is received, it will be considered that the Stats agree with the report decisions/conclusions.

c) To fulfill the mentioned objective, the NACC/DCA meetings will develop all the necessary actions and in particular will:

> i.   Foster efficiency and continuity of a safety oversight system, both at the State and at the regional level, with timely and cost-effective enhancements to safety under the ICAO Global Aviation Safety Plan (GASP) goals.

> ii.   Promote and support coordination and cooperation among States for the safe and orderly development and the best use of air transport, from and to the NAM and CAR Regions.

> iii.   Support and perform studies and work on air transport and civil aviation in the NAM/CAR Regions. providing overall strategic direction for the risks associated with the deficiencies for ANS

> iv.   Promote further information exchange and support on resources among States ensuring the required resources are available

v.   Apply in an effective and continuous manner application of ICAO standards and recommended practices (SARPS), implementation of the Regional Navigation Plans and the Global Air Navigation Plan (GANP) and Regional Air Navigation Plan (RPBANIP) in order to achieve a safer and more ordered development of civil aviation in the NAM and CAR Regions.

vi.   Foster agreements on personnel training on all the civil aviation fields.

vii.   Foster collective agreements of technical cooperation in the NAM and CAR Region in the field of civil aviation aimed at obtaining the best use of all the available resources.

viii.   Promote more communication among the Directors of the NAM and CAR Regions and adjacent regions in order to create synergies and joint enhancement work.

2.   Working Method

2.1   The Chairperson of the NACC/DCA will be elected by the Meeting participants and the tenure will be for the duration of the meeting only. A Vice-chairperson shall be elected for the same period of the meeting. The NACC Regional Office Director, or the person designated by ICAO will act as Secretary of the meeting.

2.2   The NACC/DCA meetings may be ordinary or extraordinary meetings. Ordinary meetings will be held at least once a year, convened by the Secretariat, preferably according to the agreed rotational scheme.

2.3   The Meetings ordinary and extraordinary require for sessions to have a quorum of at 50% of the Directors.

3.   Membership

3.1   All ICAO States, Territories and International Organizations which are accredited to the ICAO NACC Regional Office are members of the NACC/DCA. Other States adjacent to the NACC Region or industry may be invited to participate in the NACC DCA as observers.

4.   Meeting Sites

a) the ICAO NACC Regional Office will convene the NACC/DCA Meeting at least six months before holding it;

b) the NACC/DCA will meet in accordance with the following rotational scheme: Central America (CA), North America (NAM), Eastern Caribbean (E/CAR) and Central Caribbean (C/CAR);

c) any member States/Territory/International Organizations may, at any time, offer to host a NACC/DCA meeting.

d) the NACC/DCA meeting should be held in May/June timeframe preferably.