ICAO No Country Left Behind (NCLB):

Progress and Results of the NACC NCLB Strategy

(A systems solution to a systemic problem)

Melvin Cintron, Director Regional
ICAO NACC Regional Office

NAM/CAR Regions – Characteristics & Challenges

Political and economical diversity: different States - autonomous Territories

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

4 main languages, several local languages and cultural origins

Important air navigation arrangements: terminal areas (TMAs), area control centres (ACCs) and air navigation services (ANSs)

NAM/CAR Regions – Characteristics & Challenges

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

Limited resources – reduced number of staff, budgetary constraints

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

Natural phenomena- frequent threat:

Hurricanes, volcanic ash, earthquakes, etc.

NAM/CAR Regions

E/CAR - Eastern Caribbean
Caribe Oriental

Anguilla (UK)
Anguilla

Antigua and Barbuda
Antigua y Barbuda

Barbados
Barbados

British Virgin Islands (UK)
Islas Vírgenes Británicas

French Antilles
Guadeloupe, Martinique, Saint Barthélemy (France)
Antillas Francesas
Guadalupe, Martinica, San Bartolomé

Grenada
Grenada

Montserrat (UK)
Montserrat

Saba (Netherlands)
Saba

Saint Kitts and Nevis
San Kitts y Nevis

Saint Lucia
Santa Lucia

Saint Vincent and the Grenadines
San Vicente y las Granadinas

Sint Eustatius (Netherlands)
Sint Eustatius

Sint Maarten (Netherlands)
Sint Maarten

Trinidad and Tobago
Trinidad y Tabago

United States
Puerto Rico, Virgin Islands
Estados Unidos
Islas Vírgenes, Puerto Rico

C/CAR - Central Caribbean
Caribe Central

Aruba (Netherlands)
Aruba

Bahamas
Bahamas

Bonaire (Netherlands)
Bonaire

Cayman Islands (UK)
Islas Caimanes

Cuba
Cuba

Curaçao (Netherlands)
Curazao

Dominican Republic
República Dominicana

Haiti
Haití

Jamaica
Jamaica

Mexico
México

Turks and Caicos Islands (UK)
Islas Turcas y Caicos

United States
Estados Unidos

CA - Central America
Centroamérica

Belize
Belice

Costa Rica
Costa Rica

El Salvador
El Salvador

Guatemala
Guatemala

Honduras
Honduras

Nicaragua
Nicaragua

NAM - North America
Norteamérica

Canada
Canadá

Saint Pierre et Miquelon (France)
San Pedro y Miquelón

United States
Estados Unidos

CAR - Caribbean
Caribe

Bermuda (UK)
Bermuda

Mexico
México

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

Accountability and Performance
ICAO NACC Progress and Results (2015-2016)

The ICAO NACC Regional Office No Country Left Behind (NCLB) Strategy

Initiated on February 2015 in response to the ICAO NCLB Campaign

Assist States in implementing ICAO Standards and Recommended Practices (SARPs)

Also promote ICAO's efforts to resolve Significant Safety Concerns (SSCs)

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

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

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

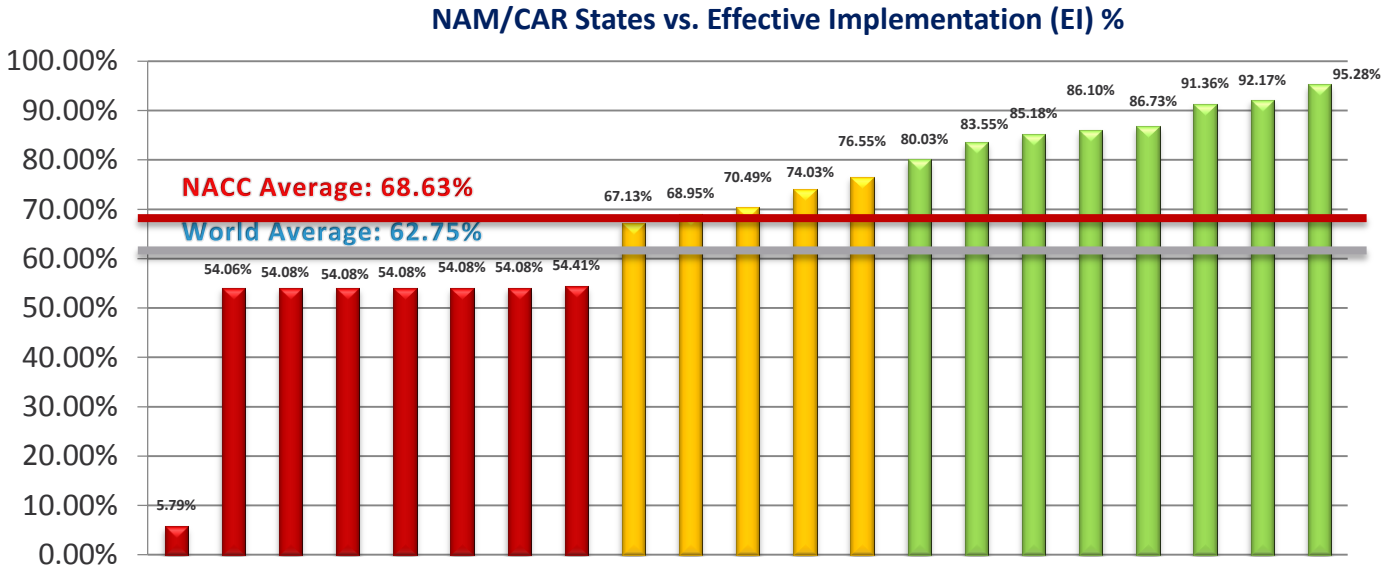
Identified / Categorized based on percentage of State Safety Oversight Effective Implementation (EI%),

In order to clearly identify where the Region stood, a conscientious decision was made to classify States in the NAM/CAR Regions into three categories:

- 0% ≤ EI% ≤ 70%
- 70% < EI% ≤ 80%
- 80% < EI% ≤ 100%

USOAP Effective Implementation (EI)

Port of Spain Declaration – 80% Effective Implementation (EI) regional average by December 2016



Antigua and Barbuda
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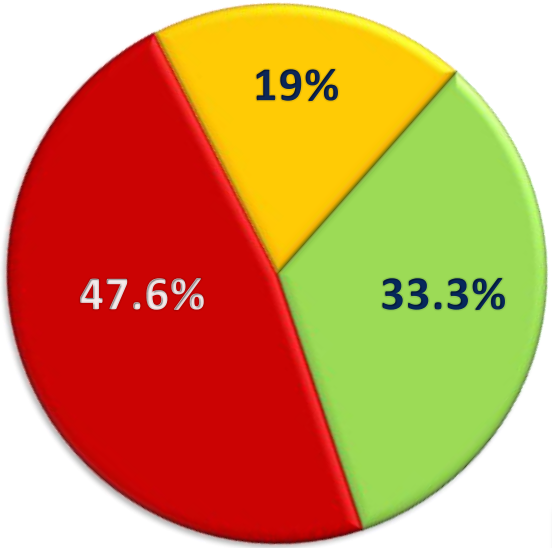
United States

Source: iSTARS – 2015

NACC Regional Effective Implementation (EI) % Status

19% of the States have an EI% between 70% and 80%

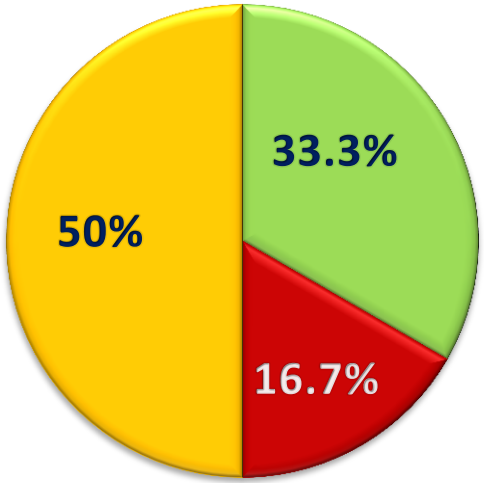


47.6% of the States have an EI% below 70%

33.3% of the States have an EI% over 80%

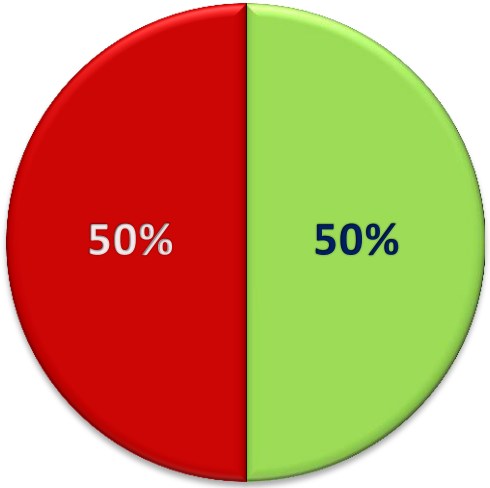
16.7% of the States in Central America have an EI % **below 70%**

Central America



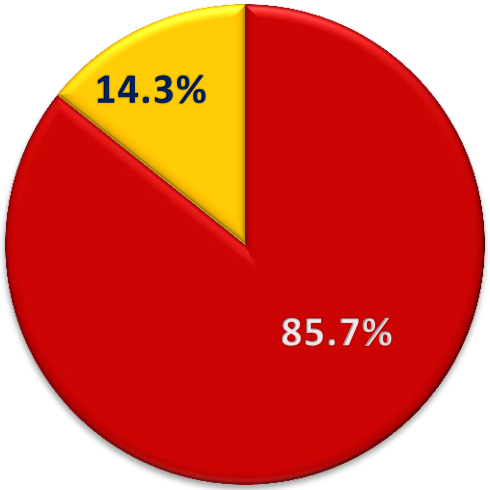
50% of the States in the Central Caribbean have an EI % **below 70%**

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?

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

That the status quo was no longer an option

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

What did the analysis show us?

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

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

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

4 Phases of the NACC NCLB Strategy

I	II	III	IV
Senior Level Political Commitment	**Intelligence gathering and analysis**	**Action Plan Development for Implementation**	**Implementation Measuring & Monitoring of Action Plan**
RD is accountable for fostering political will	Sending Data - USOAP-CMA, GANDD, PoS, RPBANIP, etc.	NCLB Multidisciplinary TEAM visit – in situ Verification of PQ resolutions	Monthly Teleconference NACC & CAA Technical teams
Establishment of hand-holding assistance Methodology	Teleconferences NACC Regional Office & Civil Aviation Authority Technical Teams	Develop joint NACC-CAA Action / implementation Plan	Quarterly Videoconference Brief to RD & DG/Minister
Evolution of internal and external organizational culture and paradigms	Fixing what is broken in the system versus fixing the end product produced by the broken system	Strategic coordination of priorities between RD and DG (on-going)	Biannual Implementation Progress Review *RD engagement of financial institutions
Completed/On-going	90% of States	40 % of States	35 % of States

Continuous Monitoring process and challenges achievements

NCLB Goal and Outcomes

Short Term

(expected outcome)

Accomplished

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

Medium Term

(expected outcome)

Accomplished

Year 2 – all States at NACC NCLB Phase II

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

Year 3 – all States at NACC NCLB Phase III

and

increase EI of at least 3 States to 80% +

Long Term

(expected outcome)

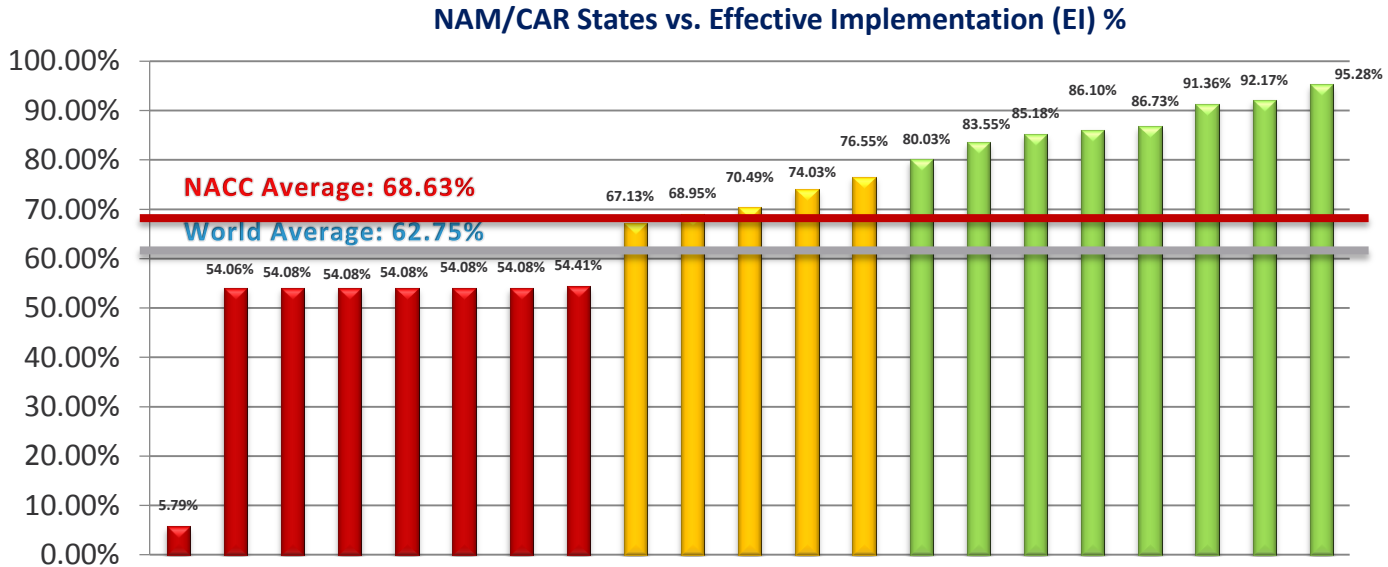
Year 4 - increase EI of at least 3 States to 80% +

GOAL: No more than 2 States below 80% of EI

Current Performance Status

USOAP Effective Implementation (EI)

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



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Source: iSTARS – 2015

USOAP Effective Implementation (EI)

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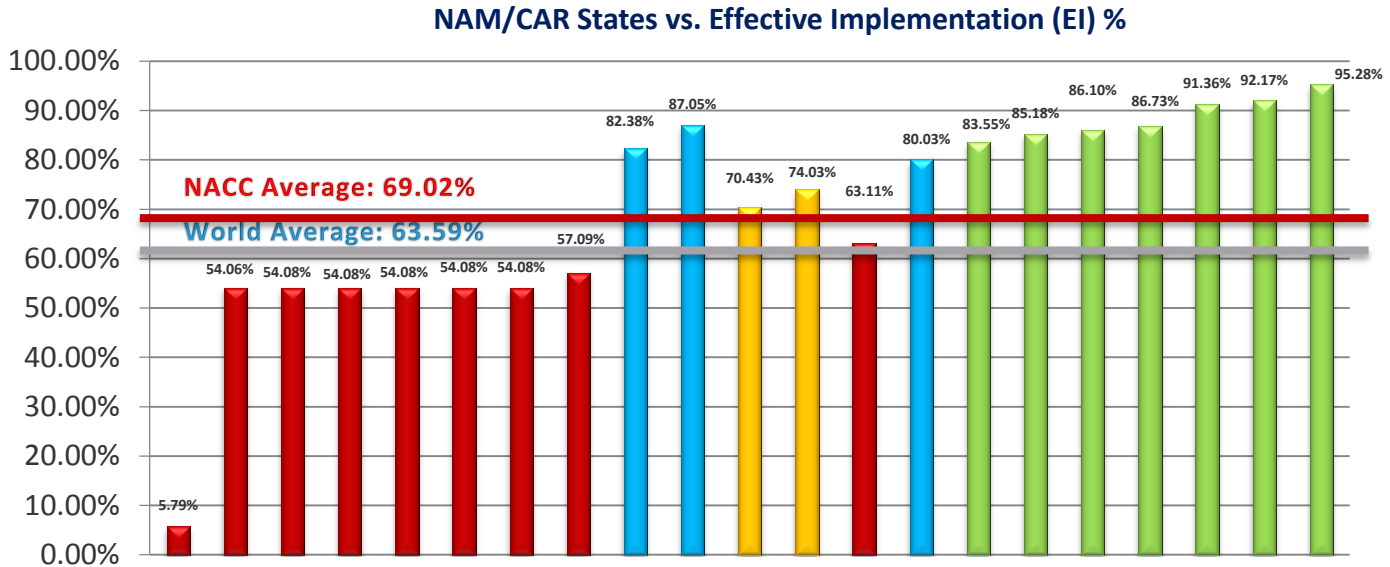

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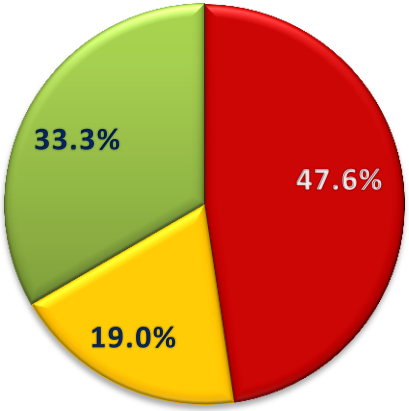
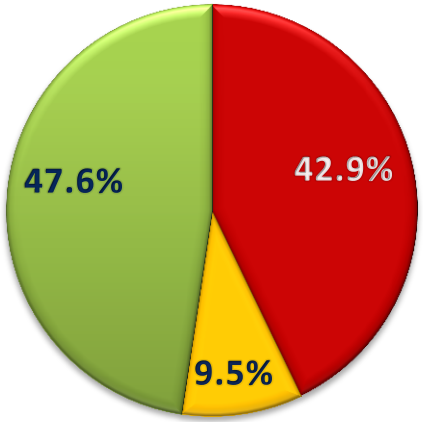
Source: iSTARS – August 2016

Forecasted Progress on NACC EI

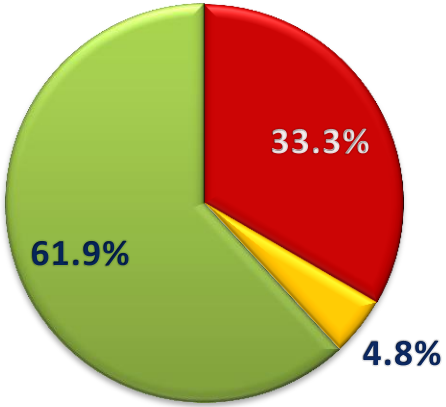
2015



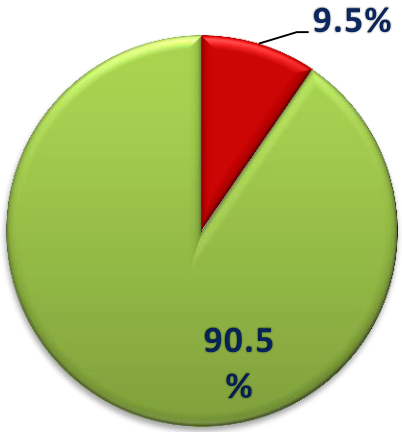
By end 2016



By end 2017



By end 2018



Regional representation of challenge Protocol Questions by Area and Critical Element intersection

- The highest number of open protocol questions in the Region is shown in CE-6 in AGA area.
- 48% of States present it as their biggest challenge
- The second biggest challenge in the Region is CE-4 in ANS area

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

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

Safety Oversight per Annexes 1,6 and 8

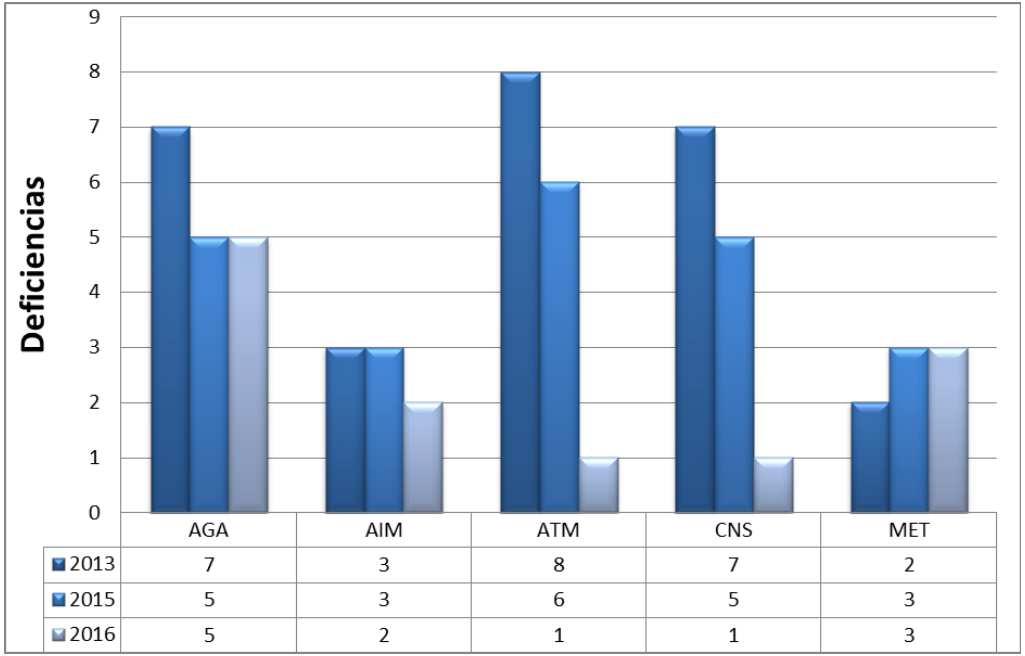
	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	16	6		13		19	10	3
CE-2	20		17	17	19	18	19	20
CE-3		14	7	10	8	18	17	17
CE-4		4	15	19	15	15	19	18
CE-5	12	3	7	14	19	21	14	19
CE-6			15	20	19		21	21
CE-7			16	18	16		21	19
CE-8			10	9	8	21	17	18

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

Outstanding Deficiencies in the CAR Region

NCLB

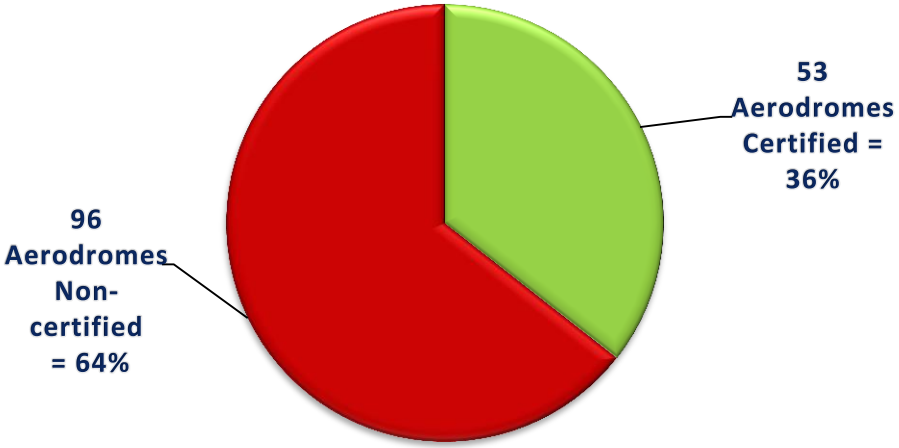
	Jan 2013	Jan 2015	Feb 2015 – Jun 2016
U	27	22	12
A	600	495	451
B	145	123	99
	772	**640**	**562**

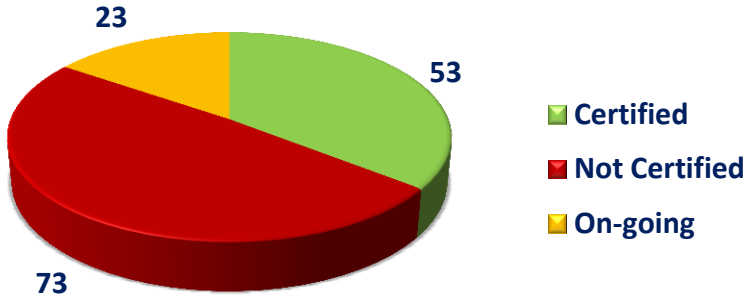


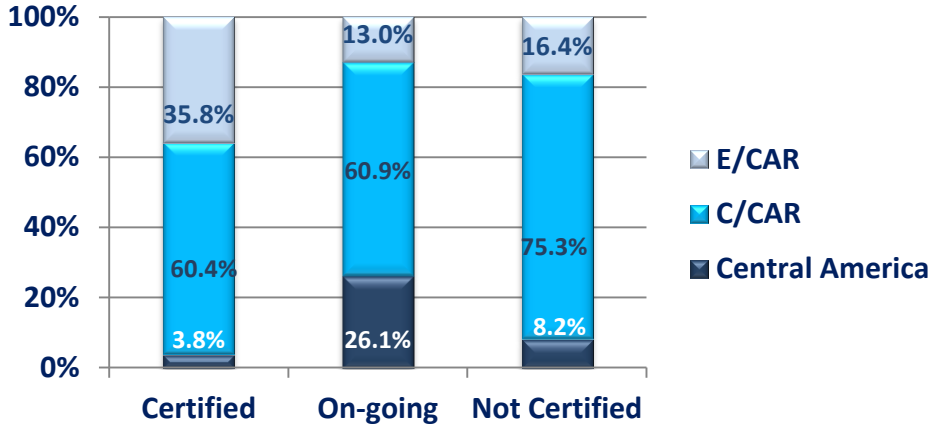
Source: RO/AGA

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

149 international aerodromes in the CAR Region







CAR Region - Aerodrome Certification status April 2016

CAR Region	No of Aerodromes (Doc. 8733)	Certified Aerodromes	Total of Certified Aerodromes	Total of Aerodromes that may be certified (2016-2019)	Aerodromes facing major challenge for certification
Central America	13	2	1.4%	6 (4%)	5
Central Caribbean	101	32	21.7%	67 (45%)	12
Eastern Caribbean	34	19	12.9%	15 (10%)	8
Total	**149**	**53**	**36.0 %**	**88 (59%)**	**25**

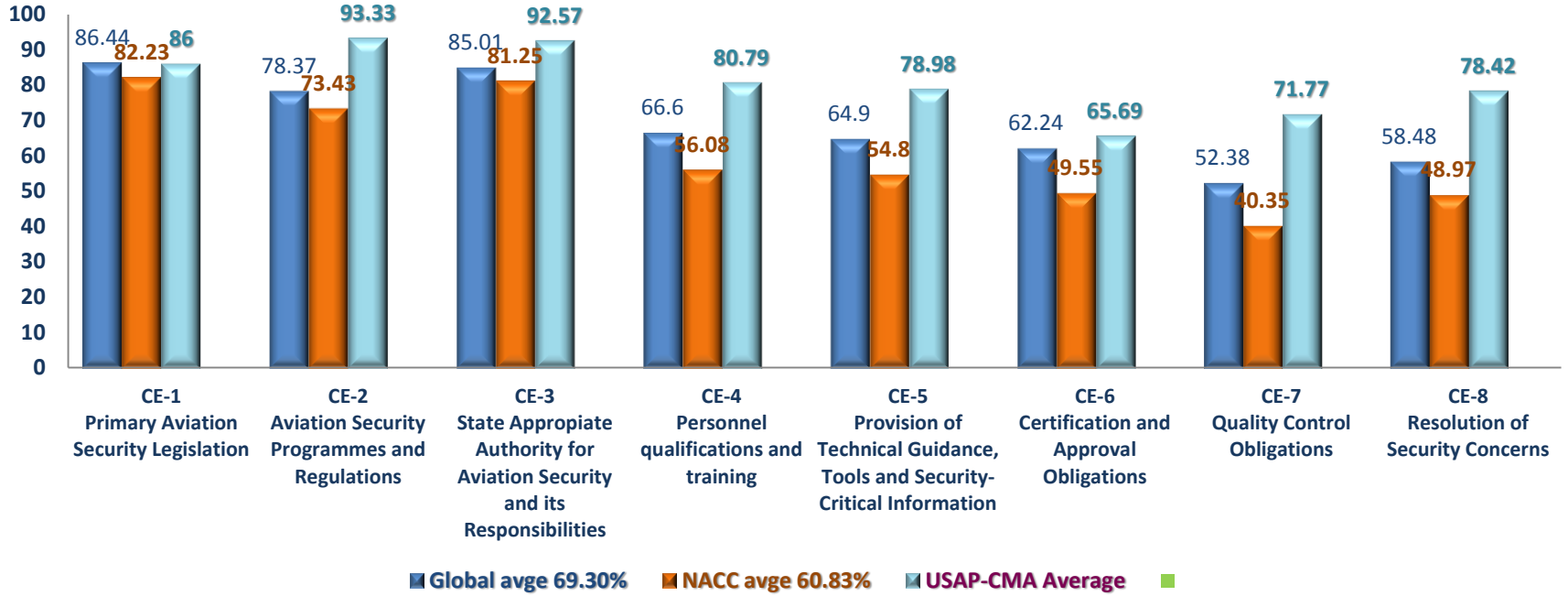
Air Navigation Implementation Results

PBN Plan- ATS routes in the CAR Region- Phase I- implemented	100% MEVA III Network successfully Implemented	100% completed Initial agreement for a single E/CAR QMS AIM	AIDC service implemented in Central America
CPDLC/ADS-C service implemented in Central American and PIARCO FIRs	Phase 1 FPL error mitigation actions implemented	Successful VHF Communication improvements implemented in CAR Region	Initial revision completed of ASBU metrics/ reporting forms

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

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

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



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

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

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

ICAO

Questions?