



ICAO MEXICO CITY

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ATTACHMENT 4

# No Country Left Behind (NCLB) *An ICAO Commitment*

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Montego Bay, Jamaica

13 October 2015



# No Country Left Behind (NCLB)

The NCLB campaign highlights ICAO's efforts to assist States in implementing ICAO Standards and Recommended Practices (SARPs).



The main goal is to ensure globally harmonized implementation so that all States have access to the significant socio-economic benefits of safe and reliable air transport.



The NCLB effort also promotes ICAO's efforts to resolve identified Significant Safety Concerns (SSCs) through ICAO's safety oversight audits.



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

Align with ICAO NCLB specific for the North American, Central America and Caribbean Regions and Regional priorities

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

States in the NAM/CAR Regions were classified in three categories:

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

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

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

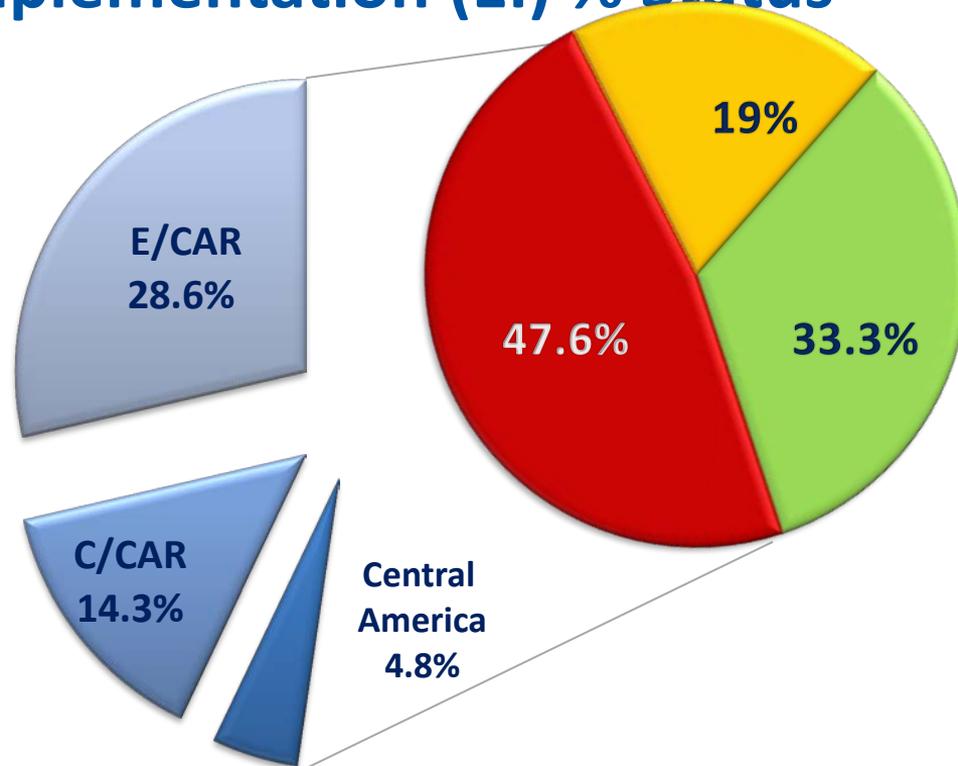


## NACC Regional Effective Implementation (EI) % Status

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

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

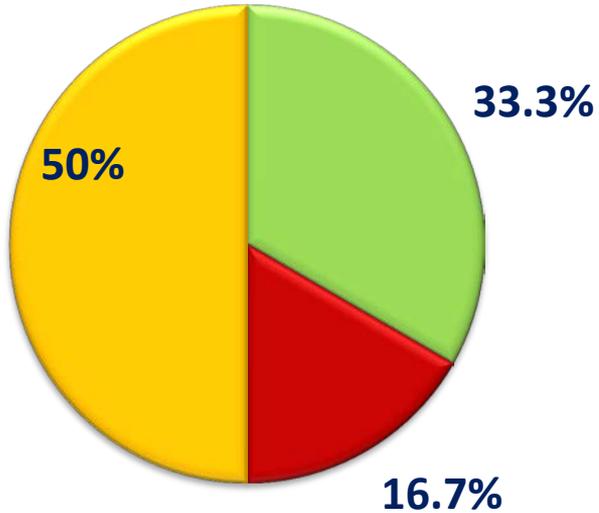
**33.3% of the States have an EI% over 80%**





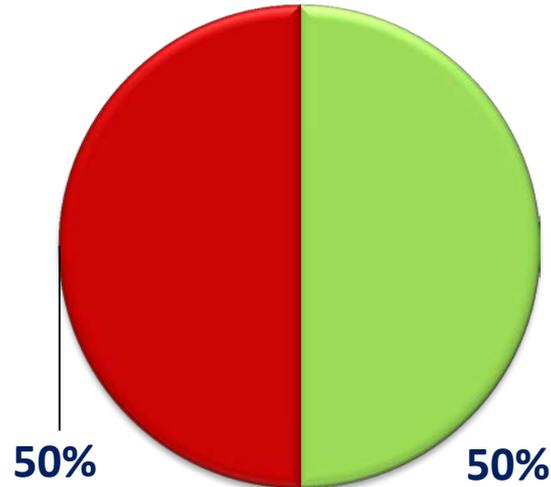
**16.7%** of the States in  
Central America have an EI %  
**below 70%**

Central America



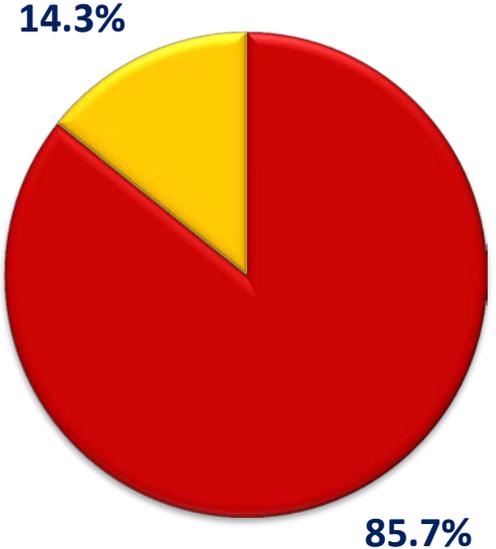
**50%** of the States in the  
Central Caribbean  
have an EI % **below 70%**

Central Caribbean — C/CAR



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

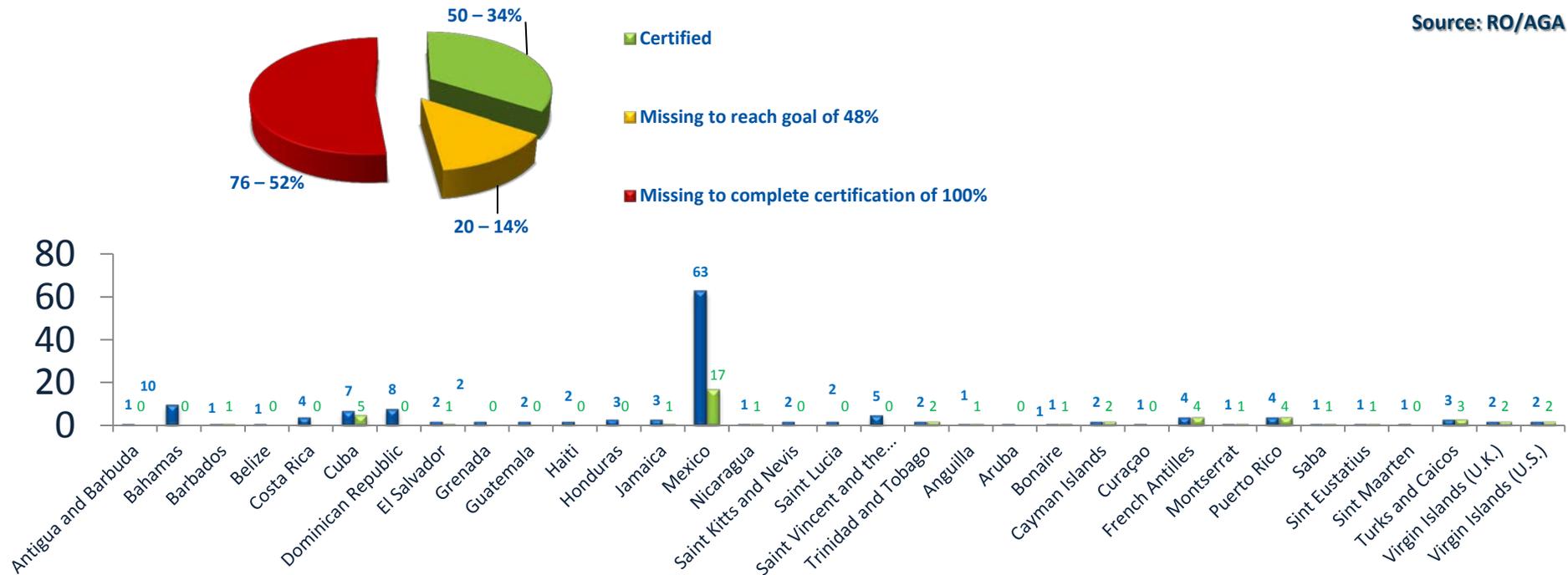
Eastern Caribbean — E/CAR



## Port-of-Spain – Regional Safety Target – Aerodrome Certification

**48% of international aerodromes in the CAR Region to be certified by December 2016**

Source: RO/AGA



■ Number of Aerodromes / Número de Aeródromos

■ Certified Aerodromes / Aeródromos Certificados



## 2007-2015: Some States Challenged in Moving Forward

**\*States ranked  
in order of  
priority by  
percentage of  
EI < 80%**

- Haiti – 5.79%
- Barbados – 54.06%
- Antigua and Barbuda – 54.08%
- Saint Kitts and Nevis – 54.08%
- Saint Lucia – 54.08%
- Saint Vincent and the Grenadines – 54.08%
- Grenada – 54.08%
- Bahamas – 54.41%
- Jamaica – 67.13%
- El Salvador – 68.95%
- Honduras – 70.49%
- Trinidad and Tobago – 74.03%
- Guatemala – 76.55%

**\*some  
adjusted  
based on  
demonstrated  
political will**



# NACC No Country Left Behind (NCLB) Strategy

Given Regional Reality and ICAO NCLB focus NACC developed NCLB Strategy to assist All States / Territories to achieve Desired outcomes



Desired OUTCOME – within next 4 years 90% of NAM/CAR Regions will have sustainable Effective implementation (EI) of 80% to ensure safe, secure, and environmentally sound aviation systems



The Strategy was developed in March 2015, initiated first with Mexico and, as living process, continues to be refined



## Funding Arrangements

- Individual States
- Technical Cooperation Project RLA/09/801
- Key donor stakeholders
- International Organizations
- Non-governmental organizations



## NACC NCLB Strategic Approach

**Coordination and  
support of ICAO HQs**

**Clear and consistent  
strategy**

**Top to bottom  
accountable  
commitment**

**Measureable  
outcomes**

**ICAO NACC Regional  
Office focused its  
activities on  
effective  
implementation of  
ICAO SARPs  
and States lacking  
basic safety  
oversight  
capabilities**

**Identify list of States  
and their priority for  
NCLB**

**Priorities ranked by  
percentage of SARPS  
EI, Risk, Political will  
and other factors\*,  
including the Port-  
of-Spain Declaration**

**Introduction of a  
project management  
approach for  
implementation  
actions**

**\* priority also adjusted based on States demonstrated political will**



# NCLB STRATEGY BASIC STEPS

**Develop NCLB Strategy  
(RD and NACC Team  
accountable)**



**Communicate with  
Senior leaders  
(DGs/Ministers) for  
agreement on the  
strategy (RD accountable)**



**Intelligence gathering  
with each State (NACC  
RO and CAA Teams  
accountable)**



# NCLB STRATEGY BASIC STEPS

**Coordinate and communicate data with DG and designated Teams (DG, RD and their technical staff)**



**Agree, at highest levels, tailored strategic plans and priorities for the next 2-3 years with each member States to meet their needs (DG, RD accountable)**



**IMPLEMENT  
MEASURE  
MONITOR!!**



# Phases of the NACC NCLB Regional Strategy

## Phases

**I**

Senior Level Engagement and Commitment

Internal and External Culture Change

Assistance Methodology Change

**Completed**

**II**

Intelligence gathering and strategic plan, and prioritization (data analysis- USOAP/CMA, ICVM, GANDD, OLF, RPBANIP, etc.)

**50% Initiated**

**III**

Implementation – NCLB TEAM visit – in situ

- Completed data analysis review by NACC RO
- Teleconference(s) between Technical Teams
- Developed draft implementation project(s)
- Strategic coordination of priorities between RD and DG (on-going)

**5% Implemented**

**IV**

Continuous Measuring / Monitoring

**5%**

**Continuous Follow-up and Challenges Mitigations**



# ICAO NACC NCLB STRATEGY – Goals And Outcomes





# NACC NCLB Regional Strategy – Activities

Objectives

Priorities

Schedules and timelines

Accountabilities for NACC RO, States, and other Stakeholders

Key milestones

Monitor progress & measurable targets

Coordination with other relevant programmes and plans



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# NACC NCLB Strategy Project Management Approach (2015)



ICAO





## NCLB Strategy – Activity Tracking (2015)



<b>Mexico</b> <b>(Phase I – Brief and Gather Political will and commitment for NACC NCLB Strategy)</b>	<b>Dates</b>
<ul style="list-style-type: none"><li>Met with DG – discussed and agreed on strategy</li></ul>	January-February
<ul style="list-style-type: none"><li>Met with Minister of Transportation – Minister of Foreign Relations and other key government officials and heads of agencies (airports, air services providers, training organisations)</li></ul>	January-February



# NCLB Strategy – Activity Tracking (2015)



<b>Mexico</b> <b>(Phase II – Intelligence gathering to determine factual EI and required priorities and actions)</b>	<b>Dates</b>
<ul style="list-style-type: none"> <li>Conducted initial intelligence gathering</li> </ul>	March-April
<ul style="list-style-type: none"> <li>Completed first data package and sent to DG with copy to Minister</li> </ul>	March-April
<ul style="list-style-type: none"> <li>Conducted first technical data (intelligence) review between NACC RO and CAA</li> </ul>	March-April
<ul style="list-style-type: none"> <li>Senior meeting for agreement on 2-3 year strategic priorities and accountable commitment between NACC RO and CAA</li> </ul>	March-April
<ul style="list-style-type: none"> <li>Multi-disciplinary on-site team visit for establishment of 2-3 year Strategic Action Plan</li> </ul>	April-May



## NCLB Strategy – Activity Tracking (2015)



<b>Mexico (Phase III- Implementation)</b>	<b>Dates</b>
• Technical implementation assistance meeting	29 October
• Mid year strategy implementation review	November 2015
• Strategic coordination with State DGAC	26 January 2016
• Conduct regular follow-up visits	on-going



## NCLB Strategy – Activity Tracking (2015)



Honduras – Phase I	Dates
<ul style="list-style-type: none"><li>Met with DG – discussed and agreed on strategy. DG requested to be put in higher NCLB priority. ICAORD advised that obtaining a higher priority on NACC NCLB Strategy would require Honduras government’s highest political will and commitment.</li></ul>	June-July
<ul style="list-style-type: none"><li>As requested by Honduras, ICAORD met with President of Honduras and his Cabinet, established initial actions and assignment of Minister of Defense as ICAORD direct PoC for NCLB Strategy implementation</li></ul>	June-July



## NCLB Strategy – Activity Tracking (2015)



Honduras – Phase II	Dates
• RO AGA visit to begin certification process in San Pedro Sula International Airport	30 June
• Conduct initial intelligence gathering	21-August
• Completed first data package and sent to DG with copy to Minister	August
• Conducted first technical data (intelligence) review between NACC RO and CAA	3 September
• TRAINAIR <i>Plus</i> Expert visit to AHAC	3 September
• Determine if AHAC needed an additional meeting	September
• No Country Left Behind (NCLB) Strategy for Honduras	6 October
• Additional meeting to be held at Honduras with AHAC Technical personnel to complete Technical Data Review	11-13 November



# NCLB Strategy – Activity Tracking (2015)



Honduras – Phase II	Dates
<ul style="list-style-type: none"> <li>Senior Meeting for agreement on 2-3 year strategic Priorities and accountable commitment between NACC and AHAC.</li> </ul>	November
<ul style="list-style-type: none"> <li>Multi-disciplinary on-site team visit for establishment of 2-3 year Strategic Action Plan</li> </ul>	2016
<ul style="list-style-type: none"> <li>On Site NCLB Action Plan follow up and accountability visits by NACC staff (1 RO every 7 to 8 weeks)</li> </ul>	2016

Honduras – Phase III	Dates
<ul style="list-style-type: none"> <li>Mid Year Strategy Implementation Review</li> </ul>	2016
<ul style="list-style-type: none"> <li>Conduct Regular follow-up visits</li> </ul>	2016
<ul style="list-style-type: none"> <li>Conduct Mid-year Implementation Review</li> </ul>	2016



# NCLB Strategy – Activity Tracking (2015)



<b>Haiti – Phase I</b>	<b>Dates</b>
<ul style="list-style-type: none"> <li>RD visit to Haiti, Met with DG , Haitian Secretary of State and Haitian Minister of Transportation –discussed and agreed on NCLB strategy</li> </ul>	30-April
<b>Haiti (Phase II -Intelligence gathering and strategic plan )</b>	<b>Dates</b>
<ul style="list-style-type: none"> <li>ICAO USAP CMA Audit to Haiti</li> </ul>	14 to 20 May
<ul style="list-style-type: none"> <li>Conduct initial intelligence gathering</li> </ul>	June
<ul style="list-style-type: none"> <li>Completed first data package and sent to DG with Copy to Minister and Secretary of State</li> </ul>	9 June
<ul style="list-style-type: none"> <li>Conducted first technical data (intelligence) review between NACC RO and CAA</li> </ul>	29 June
<ul style="list-style-type: none"> <li>RD met with French Ambassador in Haiti and advised of support needs and NCLB Strategy</li> </ul>	4 to 6 August



# NCLB Strategy – Activity Tracking (2015)



Haiti (Phase II -Intelligence gathering and strategic plan )	Dates
<ul style="list-style-type: none"> <li>Seventh Meeting of the Haiti Civil Aviation Steering Committee (CASC/7)</li> </ul>	5 August
<ul style="list-style-type: none"> <li>Conducted a second technical data review (additional meeting was needed)</li> </ul>	August
<ul style="list-style-type: none"> <li>Conducted teleconferences with other Haitian support stakeholders (DSNA) to ensure alignment with NACC NCLB strategy deliverables and expected outcomes</li> </ul>	9 September
<ul style="list-style-type: none"> <li>Conducted a third technical data review (on-site visit to Haiti) included contract and French DGAC personnel</li> </ul>	23 to 25 September
<ul style="list-style-type: none"> <li>RD engagement meeting with US State Department responsible PoC advised of NACC Strategy for Haiti support and assistance</li> </ul>	October
<ul style="list-style-type: none"> <li>DSNA and ICAO NACC Regional Office Coordination Meeting</li> </ul>	22 October
<ul style="list-style-type: none"> <li>NCLB Teleconference Haiti – NACC RO</li> </ul>	6 November



## NCLB Strategy – Activity Tracking (2015)



<b>Haiti</b>	<b>Dates</b>
• Mid Year Strategy Implementation Review	2016
• Conduct regular follow-up visits	2016
• Conduct mid-year implementation review	2016



# NCLB Strategy – Activity Tracking (2015)



<b><i>ECCAA (Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines)</i></b>	<b>Dates</b>
<ul style="list-style-type: none"> <li>No Country Left Behind (NCLB) Strategy Phase II Initiated</li> </ul>	6 October
<ul style="list-style-type: none"> <li>Conduct initial intelligence gathering</li> </ul>	October
<ul style="list-style-type: none"> <li>No Country Left Behind Strategy (NCLB) for ECCAA</li> </ul>	7 October
<ul style="list-style-type: none"> <li>Completed first data package and sent to DG</li> </ul>	8 October
<ul style="list-style-type: none"> <li>SSP implementation plan assistance</li> </ul>	9 to 11 November
<ul style="list-style-type: none"> <li>NCLB Teleconference</li> </ul>	28 November
<ul style="list-style-type: none"> <li>Strategic coordination with States CAA</li> </ul>	1 January 2016



## NCLB Strategy – Activity Tracking (2015)



Jamaica	Dates
• Conduct initial intelligence gathering	September
• No Country Left Behind Strategy (NCLB) for Jamaica	7 October
• No Country Left Behind (NCLB) Strategy Phase II initiated	8 October
• Completed first data package and sent to DG with Copy to Minister and Secretary of State	8 October
• NCLB Teleconference Jamaica - NACC RO	9 to 10 November
• NCLB Teleconference – Strategic coordination with State CAA	11 January 2016



## NCLB Strategy – Activity Tracking (2015)



Barbados	Dates
• ICAO NACC RD Visit to Barbados	23 to 24 February
• Conduct initial intelligence gathering	September
• No Country Left Behind Strategy (NCLB) for Barbados	7 October
• No Country Left Behind (NCLB) Strategy Phase II Initiated	8 October
• Completed first data package and sent to DG	8 October
• NCLB Teleconference	5 November
• Strategic coordination with State CAD	11 January 2016



## NCLB Strategy – Activity Tracking (2015)

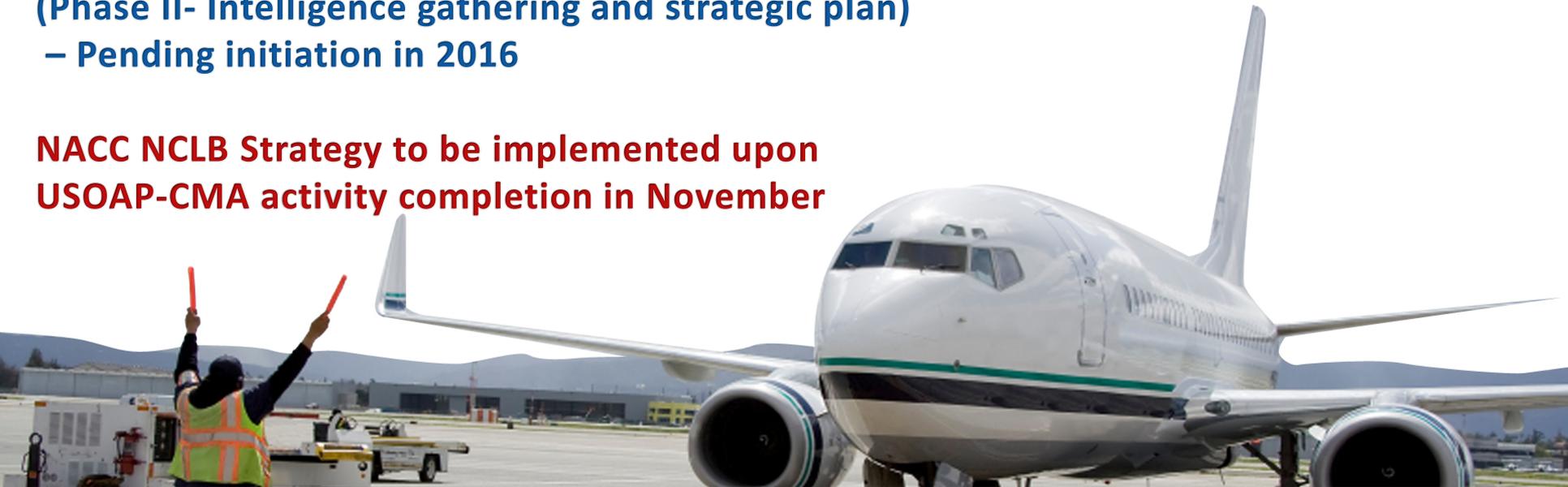


<b>Trinidad and Tobago</b> <b>Pending initiation in 2016</b>	<b>Dates</b>
• No Country Left Behind Strategy (NCLB) for Trinidad and Tobago	9 October
• NCLB Phase II to be initiated	8 November
• Conduct initial intelligence gathering	November
• NCLB Teleconference	27 November
• Strategic coordination with State CAA	18 January 2016



**The following States are being assisted  
under the new Assistance methodology and  
NACC NCLB Strategic Approach  
(Phase II- Intelligence gathering and strategic plan)  
– Pending initiation in 2016**

**NACC NCLB Strategy to be implemented upon  
USOAP-CMA activity completion in November**





## NCLB Strategy – Activity Tracking (2015)



<b>Bahamas</b>	<b>Dates</b>
• No Country Left Behind Strategy (NCLB) for Bahamas	2 September
• NCLB approach to provide assistance on CAP development	9 to 15 December



## NCLB Strategy – Activity Tracking (2015)



Guatemala	Dates
• Technical Assistance Mission – Guatemala	4 to 6 February
• ICAO NACC RD Visit to Guatemala	22 to 23 September
• Met with Vice-President and Congressional Leaders to ensure political will and support for aviation sector in the State	September
• Based on awareness raised during RD visit, second mission conducted, met with President, Vice-President, President of the Congress and other Senior Officials, ascertained political will and commitment leading to new law being put for new Aviation Act that has now been submitted to the Congress for approval	7 October
• Presentation of ICAO No Country Left Behind Strategy (NCLB) for Guatemala	19 October



## NCLB Strategy – Activity Tracking (2015)



El Salvador	Dates
• ICAO USAP CMA Audit to El Salvador	14 to 20 May
• NCLB approach to provide and implement new assistance methodology on CAP development and resolution of open issues	30 September to 6 October
• Presentation of ICAO No Country Left Behind Strategy (NCLB) for El Salvador	20 October



# NCLB Website

✈ Available at:

✈ <http://www.icao.int/about-icao/NCLB/Pages/default.aspx>



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

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

Neus travaillons sans relâche pour veiller à ce que  
**AUCUN PAYS NE SOIT LAISSÉ DE CÔTÉ**  
quand il s'agit des normes mondiales dans le domaine de l'aviation

Car tous les États membres de l'OACI devraient pouvoir profiter des avantages qu'offrent des services sûrs et fiables de transport aérien

Estamos trabajando con ahínco para garantizar que  
**NINGÚN PAÍS SE QUEDE ATRÁS**  
en materia de normas mundiales de aviación

Porque todos los Estados miembros de la OACI deberían tener acceso a los beneficios que se derivan de servicios de transporte aéreo seguros y fiables

Мы делаем все, чтобы обеспечить, что  
**НИ ОДНА СТРАНА НЕ ОСТАЕТСЯ БЕЗ ВНИМАНИЯ**  
когда речь идет о стандартах международной авиации

Потому что все государства - члены ИКАО должны пользоваться преимуществами, создаваемыми в процессе выполнения безопасных и надежных авиатранспортных перевозок

فنحن نعمل جاهدين على ضمان  
**عدم ترك أي بلد وراء الركب**  
عندما يتحقق الأمر بالتقادم القياسية العالمية في مجال الطيران

لذلك أنه ينبغي لجميع الدول الأعضاء في الإيكاو أن تكون قادرة على الاستفادة من الخدمات الآمنة والموثوقة التي توفرها قطاع النقل الجوي

我们正在努力做到  
在全球航空标准方面  
**不让任何国家掉队**

因为国际民航组织所有成员国都应当能够享有安全可靠的航空运输服务的惠益



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Dakar

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Paris

Middle East  
(MID) Office  
Cairo

Eastern and  
Southern African  
(ESAF) Office  
Nairobi

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Questions?

THANK YOU