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.

NO COUNTRY LEFT BEHIND
E/CAR - Eastern Caribbean
Caribe Oriental

Anguilla [UK]

Antigua and Barbuda
Antigu y Barbuda

Barbados
Barbados

British Virgin Islands [UK]
Islas Vírgenes Británicas

French Antilles
Guadeloupe, Martinique, Saint Barthélemy [France]
Antillas Francesas
Guadeloupe, Martinica, San Bartolomé

Grenada
Grenada

Montserrat [UK]
Montserrat

Saba [Netherlands]
Saba

Saint Kitts and Nevis
San Kitts y Nevis

Saint Lucia
Santa Lucía

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
Estados Unidos

Puerto Rico, Virgin Islands
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]
Curaçao

Dominican Republic
República Dominicana

Haiti
Haïti

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:

- $0\% \leq EI\% \leq 70\%$
- $70\% < EI\% \leq 80\%$
- $80\% < EI\% \leq 100\%$
USOAP Effective Implementation (EI)
Port of Spain Declaration – 80% Effective Implementation (EI) regional average by December 2016

NAM/CAR States vs. Effective Implementation (EI) %

Source: iSTARS – 2015
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%

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

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

<table>
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<tr>
<th>Phase</th>
<th>Description</th>
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</table>
| I     | Senior Level Political Commitment  
RD is accountable for fostering political will  
Establishment of hand-holding assistance Methodology  
Evolution of internal and external organizational culture and paradigms |
| II    | Intelligence gathering and analysis  
Sending Data - USOAP-CMA, GANDD, PoS, RPANIP, etc.  
Teleconferences NACC Regional Office & Civil Aviation Authority Technical Teams  
Fixing what is broken in the system versus fixing the end product produced by the broken system |
| III   | Action Plan Development for Implementation  
NCLB Multidisciplinary TEAM visit – in situ Verification of PQ resolutions  
Develop joint NACC-CAA Action / implementation Plan  
Strategic coordination of priorities between RD and DG (on-going) |
| IV    | Implementation Measuring & Monitoring of Action Plan  
Monthly Teleconference NACC & CAA Technical teams  
Quarterly Videoconference Brief to RD & DG/Minister  
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)
- Year 1 – Development, initiation and validation of the ICAO NACC NCLB Strategy
  - Accomplished

Medium Term (expected outcome)
- Year 2 – all States at NACC NCLB Phase II and increase EI of at least 3 States to 80% +
  - Accomplished
- 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

NAM/CAR States vs. Effective Implementation (EI) %

Source: iSTARS – 2015
USOAP Effective Implementation (EI)
POS Declaration – 80% Effective Implementation (EI) regional average by December 2016

NAM/CAR States vs. Effective Implementation (EI) %

- NACC Average: 69.02%
- World Average: 63.59%

Source: iSTARS – August 2016

Antigua and Barbuda
Bahamas
Barbados
Belize
Canada
Costa Rica
Cuba
Dominican Republic
El Salvador
Grenada
Guatemala
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
United States
Forecasted Progress on NACC EI

By end 2016

- 47.6%
- 9.5%
- 19.0%
- 33.3%

By end 2017

- 61.9%
- 9.5%
- 33.3%

By end 2018

- 90.5%
- 9.5%
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.

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

Safety Oversight per Annexes 1,6 and 8
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

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<tr>
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<tbody>
<tr>
<td>U</td>
<td>27</td>
<td>22</td>
<td>12</td>
</tr>
<tr>
<td>A</td>
<td>600</td>
<td>495</td>
<td>451</td>
</tr>
<tr>
<td>B</td>
<td>145</td>
<td>123</td>
<td>99</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>772</td>
<td>640</td>
<td>562</td>
</tr>
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**NCLB**

- 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.

**Graph:**
- The graph shows the number of deficiencies in various categories (AGA, AIM, ATM, CNS, MET) for different years (2013, 2015, 2016).
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

- 53 Aerodromes Certified = 36%
- 96 Aerodromes Non-certified = 64%

![Graph showing certified, not certified, and on-going international aerodromes in the CAR Region.](Source: RO/AGA)
## CAR Region - Aerodrome Certification status April 2016

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

28 June 2016
ANC Visit to the ICAO NACC Regional Office