



WORKING PAPER

ASSEMBLY — 39TH SESSION

TECHNICAL COMMISSION

Agenda Item 28: No Country Left Behind Initiative

TAILORED ASSISTANCE TO STATES: NO COUNTRY LEFT BEHIND STRATEGY IN THE NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN (NAM/CAR) REGIONS

(Presented by El Salvador with the support of Antigua and Barbuda, Aruba, Bahamas, Barbados, Belize, Canada, Costa Rica, Cuba, Curacao, Dominican Republic, El Salvador, France (French Antilles), Grenada, Guatemala, Haiti, Honduras, Jamaica, Mexico, Netherlands (Bonaire, Saba and Sint Eustatius), Nicaragua, Saint Kitts and Nevis, Saint Lucia, Sint Maarten, Saint Vincent and the Grenadines, Trinidad and Tobago, United Kingdom (Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Montserrat and Turks and Caicos Islands) and the United States)

EXECUTIVE SUMMARY

This working paper presents the implementation of ICAO No Country Left Behind (NCLB) strategy in the NAM and CAR Regions with the tailored assistance and the expectations and commitment made by each of the States to improve their effective implementation of ICAO Standards and Recommended Practices (SARPs) and safety, air navigation, environment and security objectives.

Action: The Assembly is invited:

- a) to take note of the information provided with respect to the States commitment and the tailored assistance approach contained in the NACC NCLB Strategy and its evolution to the Multiregional Civil Aviation Assistance Project (MCAAP) concept;
- b) encourage Member States to provide additional support through secondments, short term detailees and other such mechanisms;
- c) encourage funding institutions and industry to note forward movement of the NACC States in the various areas and become partners for continued enhancements and sustainability of the States working in collaboration with ICAO.

<i>Strategic Objectives:</i>	This working paper relates to the Safety and Air Navigation Capacity and Efficiency Strategic Objectives.
<i>Financial implications:</i>	N/A

<i>References:</i>	NACC NCLB Declaration of Intent: http://www2010.icao.int/NACC/Documents/Meetings/2016/NACCDCA6/DeclarationOfIntentNassau2016.pdf NACC NCLB website: http://www2010.icao.int/NACC/Pages/nacc-nclb.aspx Report of the Meeting of North American, Central American and Caribbean Directors General of Civil Aviation and ICAO Council (NACC DGCA-C), Montego Bay, Jamaica, 13 October 2015 Report of the Fourteenth Directors of Civil Aviation of the Central Caribbean Meeting (C/CAR/DCA/14) Report, Kingston, Jamaica, 11 to 13 May 2015 Report of the Sixth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/06), Nassau, Bahamas, 10-12 May 2016
--------------------	---

1. INTRODUCTION

1.1 During the Fourteenth Directors of Civil Aviation of the Central Caribbean Meeting (C/CAR/DCA/14), the ICAO Secretariat presented the NACC “No Country Left Behind (NCLB)” Strategy, developed in support of the ICAO NCLB campaign reinforced by the ICAO Council, which highlights the efforts to assist States in effectively implementing ICAO SARPs. The Meeting adopted Conclusion C/CAR/DCA/14/3 – “No Country Left Behind (NCLB)” Implementation Strategy Tailored for each State.

1.2 During the NACC/DGCA-C Meeting, the ICAO NACC Regional Office (RO) presented the redefined NACC “No Country Left Behind (NCLB)” Strategy, which main goal is to ensure that SARPs implementation is better harmonized so that States can meet their ICAO obligations as signatory members to the Chicago Convention. This will enhance aviation safety and security and support Member States to have access to the significant socio-economic benefits of safe and reliable air transport system.

1.3 Under this campaign, ICAO should focus its activities on States with higher accident rates or security threats and review what the Organization can do to better encourage developed countries to provide more comprehensive assistance to developing countries, as well as provide more direct assistance to developing countries by playing a more active coordination role between States and by helping to generate the political will needed for States to pool resources, participate in regional efforts, earmark voluntary funds and build capacity. This campaign significantly contributes to the achievement of the United Nations 2030 Agenda for the Sustainability Development Goals (SDGs).

2. DISCUSSION

2.1 In accordance with the strategic transformational concept, the implementation of the NACC NCLB strategy was developed as a systemic assistance process by the ICAO NACC RO to transform the assistance, which includes project management techniques, hand-holding concepts, and more constant and direct NACC technical staff assistance to the States. The strategy also includes specific metrics, measureable deliverables, outcomes, and accountability for achievements of the set goals. Our Region has specific political, socio-economic, and cultural challenges of having various languages such as French, Spanish, English, and others, as well as having the States with the most complex aviation and economic systems (North America) and also some of the most underdeveloped in States, and everything in between these two extremes. It became evident that direct Regional Director’s ownership, accountability, and acceptance of these challenges needed to be seen as a problem and concern of the RO,

not just as a problem or challenge of the State. This allowed the States to see the RO as a partner for implementing SARPs and resolving outstanding deficiencies. Core principals of the strategy include:

- a) Establishing a structured strategy that States can clearly see as a change to the status-quo versus continuing to do the same thing but calling it NCLB. Being able to see this change in this methodology was critical and has proven to be the catalyst for cultural change, or paradigm shift, by the States.
- b) The focus and accountability of engagement by the Regional Director at the highest level beyond just the Director General (DG) for creating an environment that ensures political will and government support for that DG.
- c) Concentrating on solving the identified problems in the system, rather than on the end product being produced by the system. As an example, in the airport field, a review of the programme showed that many State visits included workshops for airport runways, lighting and signage issues, and so on. While such support is needed and should continue, it is noted that as long as the system is broken, it will continue to produce a broken end product. As such the RO assistance methodology (in support of the NCLB campaign) concentrates on the actual deficiencies in the SYSTEM, as identified by the various audits, and helping States fix those systemic deficiencies. It should be highlighted that many system deficiencies go as far back as 2007 audits and in various States, they are still open.
- d) Concentrating on this systemic solution where the acceptable level of Effective Implementation (EI) is at least 80%, throughout the various areas, provides for a greater opportunity of system sustainability as well as the system itself being able to support continuous improvement, SMS, SSP, etc.
- e) Ensuring coordination and MoUs between the RSOOs in the region to strengthen and enhance their capabilities
- f) Regional Director's accountability for engaging with the States and external and internal donors and funding institutions to help bring them together for them to jointly work on projects.

2.2

The NACC NCLB strategy includes four phases as follows:

- a) Phase I: Senior Level Engagement and Commitment beyond the Director General to include ministers and other senior level government officials that can influence political will towards government commitment to the development and support of a sustainable and ICAO-compliant aviation system
- b) Phase II: Intelligence gathering and strategic plan, prioritization via data analysis to ensure that all deficiencies in all areas of a state aviation system are identified and communicated to the State, and updated as required for the development of an accurate, measurable and accountable action plan that can be agreed upon between the ICAO NACC RO and the State Minister/Directorate General of Civil Aviation (DGCA)

- c) Phase III: Implementation – NCLB Technical Assistance Mission (TEAM) – in situ for formal development initiation and implementation and commitment of the action plan by the technical teams and the Regional Director-DG/Minister. While the action plan is a structured and standardised action plan, it is also a plan tailored to the specific needs and noted requirements applicable to each individual Member State. It identifies what the noted deficiency is as indicated by audits such as USOAP, USAP, GREPECAS Air Navigation Deficiencies Database (GANND), regional visits, and also includes outstanding commitments such as those from the Port-of-Spain Declaration.
- d) Phase IV: Continuous Measuring/Quarterly Monitoring reports provided to the Director General and the ICAO NACC Regional Director by the State senior NCLB Point-of-Contact (PoC) in each specialty and the ICAO NACC Regional Officers. This includes a monthly video/teleconference between the technical teams/representatives and quarterly on-site or video conferences between the ICAO NACC Regional Director and the DG/Minister to ensure continuous progress and mutual accountability. Lastly, a bi-annual review to ensure that priorities and advancements are still appropriately identified.

2.3 The States of the NAM/CAR Regions have been classified based on the States specific needs and expectations. The ICAO NACC NCLB strategy and its current progress is detailed in its website: <http://www2010.icao.int/NACC/Pages/nacc-nclb.aspx> The expected outcomes from the NACC NCLB strategy implementation are as follows:

- a) Short Term, 1 year – Development and initiation of the ICAO NACC NCLB strategy
- b) Medium Term, 2 years – a) NCLB strategy implemented in all NACC RO member States and ensuring at least three States improve their EI to, or above 80%; b) based on demonstrated results, and in coordination with ICAO Headquarters, engage with donor and funding institutions to bring institutions and States together for projects financing and projects support agreements; and c) strengthen RSOOs through MoUs between themselves and joint RSOOs-ICAO projects
- c) Long Term, 4 years - No more than 2 NACC States below 80% of EI

2.4 Following the first year of partial implementation of the NACC NCLB strategy, the Directors of Civil Aviation on their Sixth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/6) received an accountability report of this strategy showing the progress obtained from this assistance, but also enhancing the regional cooperation among the States and regional organization like Regional Safety Oversight Organization (RSOOs) and regional projects like the MEVA telecommunications network. Due to the results and hands-on assistance to the States, all the NAM/CAR States agreed on continuing their commitment to NACC NCLB strategy by signing the NCLB Declaration of Intent (<http://www2010.icao.int/NACC/Documents/Meetings/2016/NACCDCA6/DeclarationOfIntentNassau2016.pdf>). This Declaration establishes the implementation of the NACC NCLB strategy tailored to specific requirements of each individual Member State outlining measureable metrics and deliverables. Lastly, these tailored plans provide the NACC RO and member States a clear roadmap for priorities and Key Performance Indicators (KPIs) for all of the next triennium and, it includes previous Port-of-Spain.

2.5 Finally, the NACC States recognized the diverse challenges, the need for funds to face an effective implementation and systemic work for this assistance, which ultimately promotes and strengthens collaboration between ICAO, States, RSOOs, and the industry, and achieves aviation system effectiveness and benefits for each Member State. In this regard, the NACC Civil Aviation Authority (CAA) Directors agreed on the transition from the NCLB strategy to future implementation of comprehensive Project RLA/09/801 – Multi-Regional Civil Aviation Assistance Programme (MCAAP) in January 2017. This concept, though not identical, is based on the best practices of the Regional Safety Oversight Cooperation System (SRVSOP) mechanism implemented in our sister region (SAM Region) which has proven to be a very good mechanism in support of the SAM States. Some examples of one year performance of the NACC NCLB strategy implementation as of date of this document include:

- a) 2 of the 3 targeted States for EI improvement this year have gone from 68% EI to 87% EI, and second State from 67% EI to also above 81% EI
- b) Airport certifications initiated increase from 5-6 per year to this year, to approximately more than 20 airports initiated on implementation of NCLB
- c) Of 4 USAPs this past year, there was an average of 20% EI increase
- d) GANDD “U” (Urgent) deficiencies resolution increased from an average of 3-6 a year to 12

3. **RECOMMENDATION**

3.1 The Assembly is requested to take note that, while the initial NACC NCLB strategy implementation and results are encouraging, they are only initial indicators that may not be sustainable without further support to the RO and strengthening of the ICAO NCLB campaign.

3.2 Member States are encouraged to provide additional support through secondments, short term detailees and other such mechanisms.

3.3 Funding institutions and industry are encouraged to note forward movement of the NACC States in the various areas and become partners for continued enhancements and sustainability of the States working in collaboration with ICAO.

— END —