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

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December 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:

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

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

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

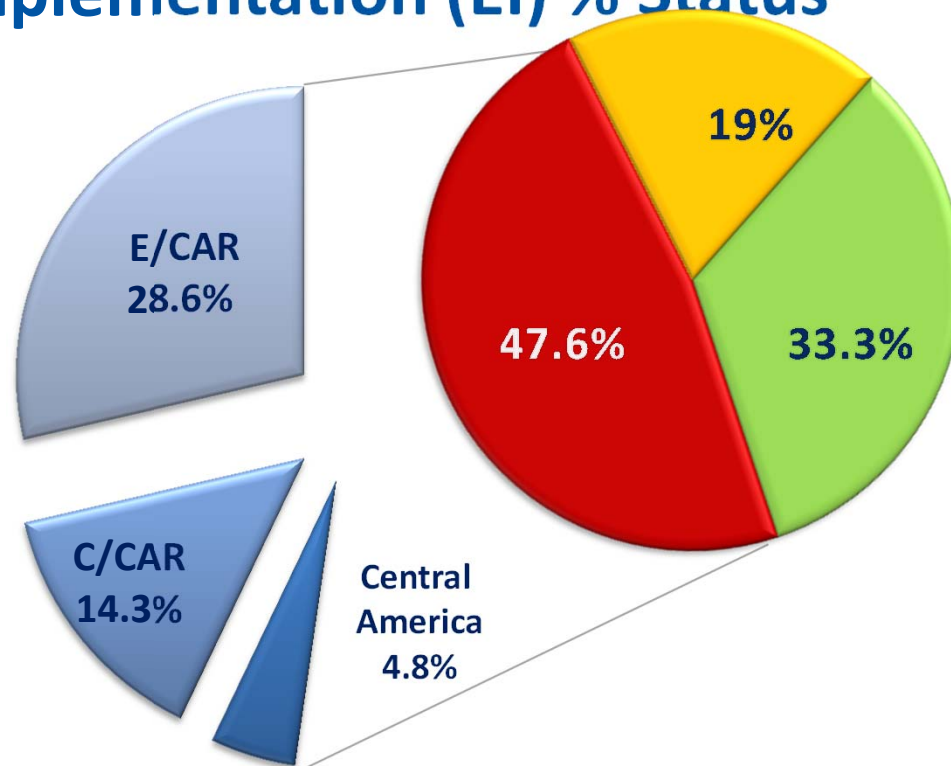


NACC Regional Effective Implementation (EI) % Status

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

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

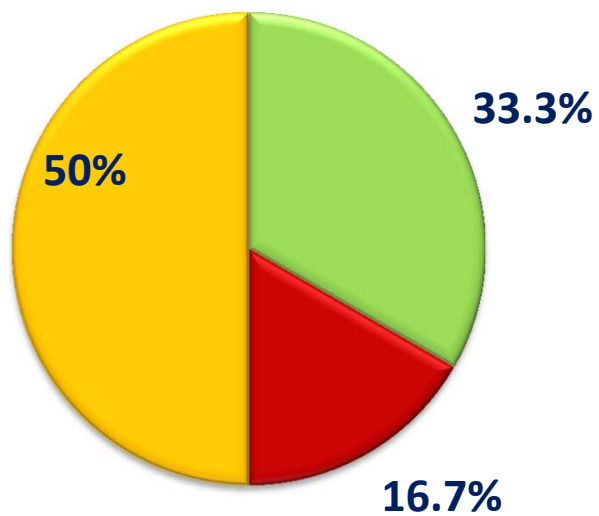
33.3% of the States have an EI% over 80%





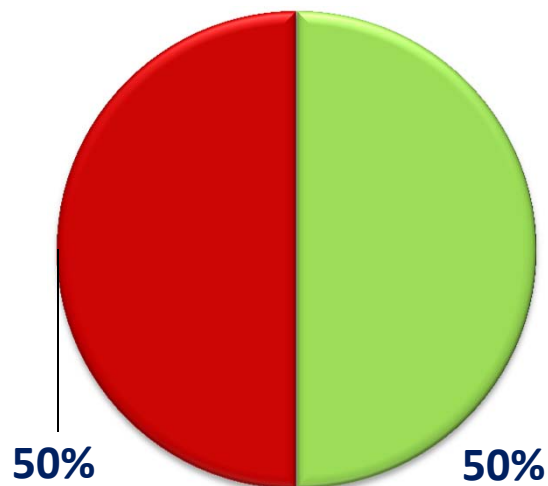
16.7% of the States in Central America have an EI % **below 70%**

Central America



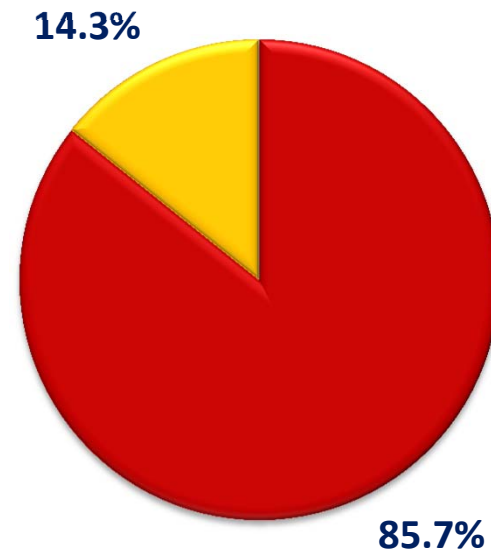
50% of the States in the Central Caribbean have an EI % **below 70%**

Central Caribbean — C/CAR



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

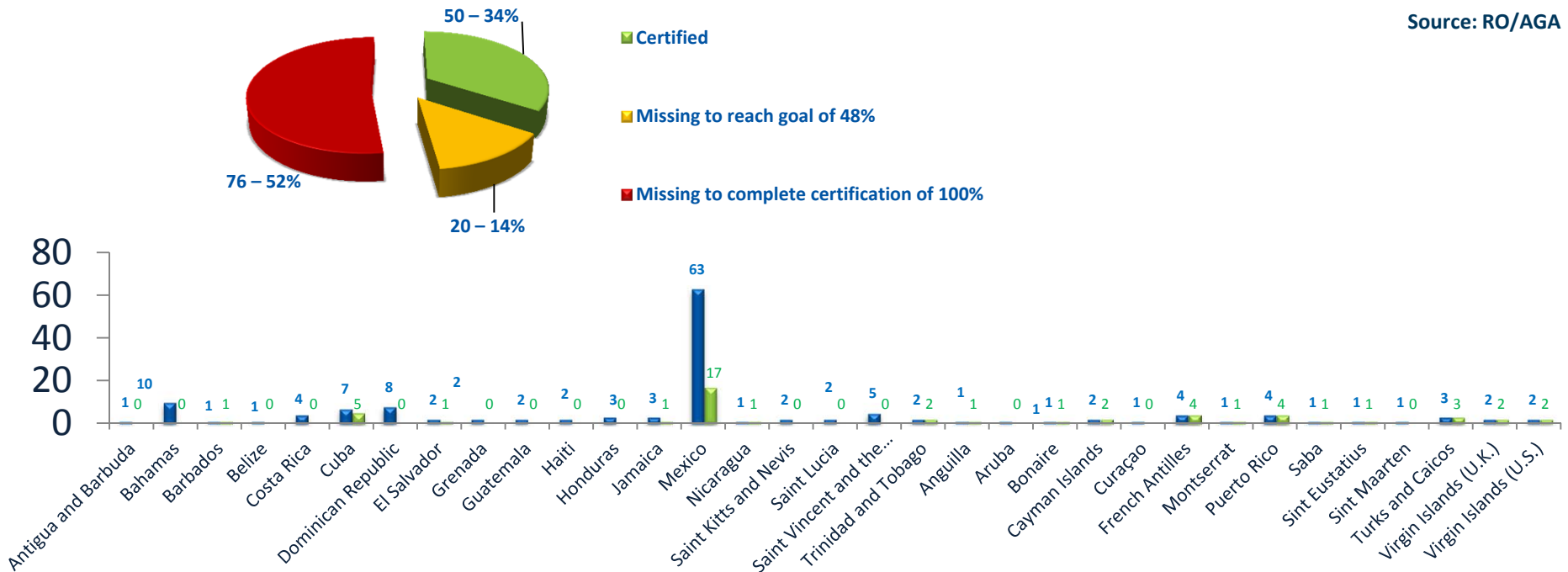
Eastern Caribbean — E/CAR





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

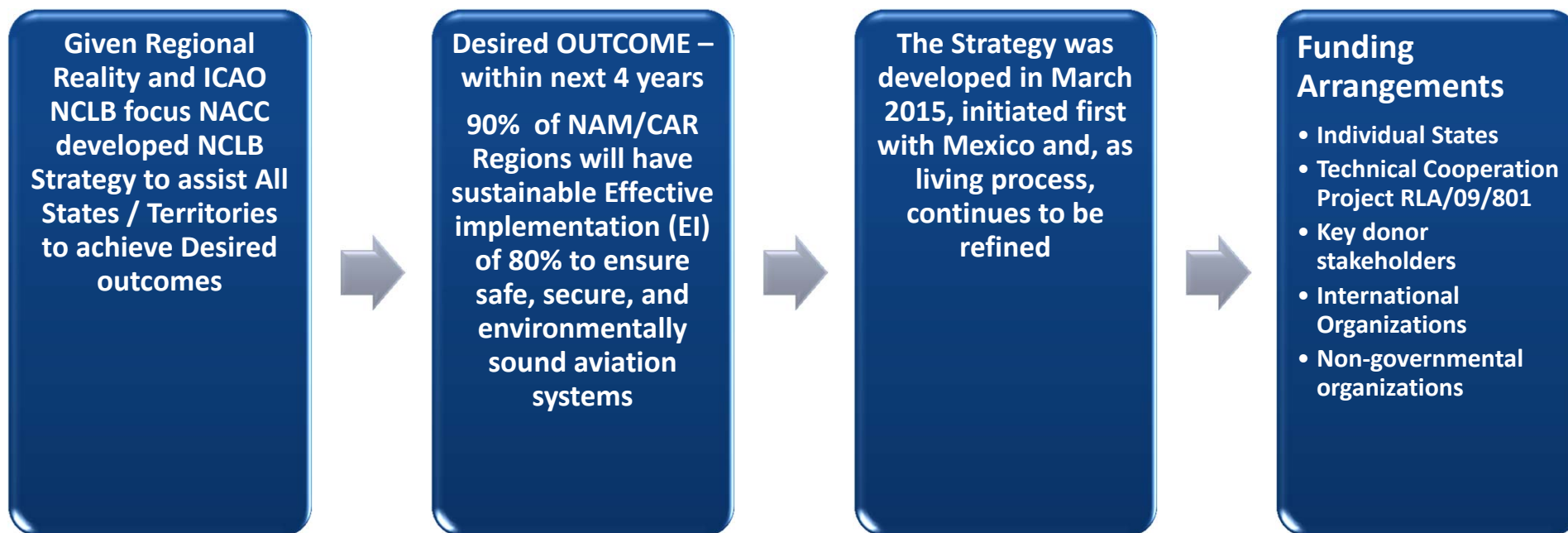
***States ranked in order of priority by percentage of EI < 80%**

- Haiti –
- Barbados –
- Antigua and Barbuda –
- Saint Kitts and Nevis –
- Saint Lucia –
- Saint Vincent and the Grenadines –
- Grenada –
- Bahamas –
- Jamaica –
- El Salvador –
- Honduras –
- Trinidad and Tobago –
- Guatemala –

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



NACC No Country Left Behind (NCLB) Strategy





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





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

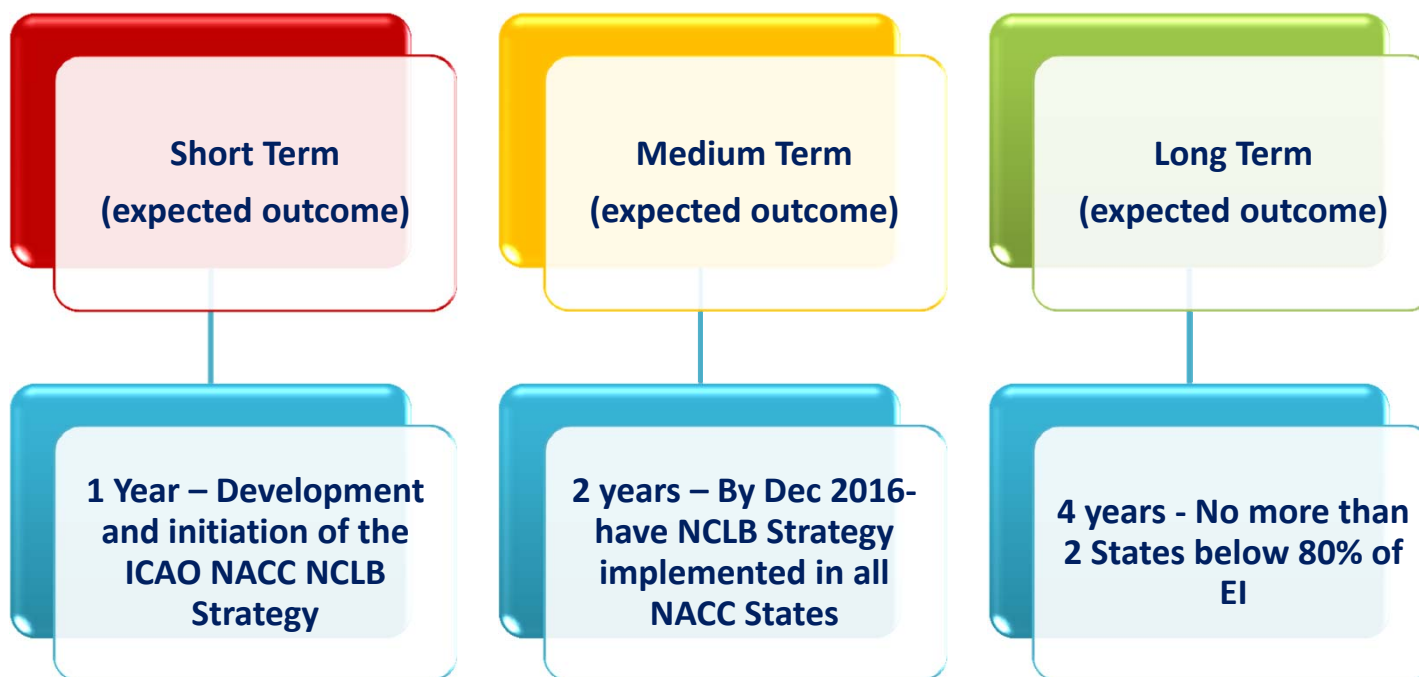
Phases

I	II	III	IV
<p>Senior Level Engagement and Commitment</p> <p>Internal and External Culture Change</p> <p>Assistance Methodology Change</p> <p>Completed</p>	<p>Intelligence gathering and strategic plan, and prioritization (data analysis- USOAP/CMA, ICVM, GANDD, OLF, RPBANIP, etc.)</p> <p>50% Initiated</p>	<p>Implementation – NCLB TEAM visit – in situ</p> <ul style="list-style-type: none">• 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) <p>5% Implemented</p>	<p>Continuous Measuring / Monitoring</p> <p>5%</p>

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)



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



NCLB Strategy – Activity Tracking (2015)



Mexico

(Phase II – Intelligence gathering to determine factual EI and required priorities and actions)

Dates

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



NCLB Strategy – Activity Tracking (2015)



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



NCLB Strategy – Activity Tracking (2015)

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



NCLB Strategy – Activity Tracking (2015)

Haiti (Phase II -Intelligence gathering and strategic plan)	Dates
• Seventh Meeting of the Haiti Civil Aviation Steering Committee (CASC/7)	5 August
• Conducted a second technical data review (additional meeting was needed)	August
• Conducted teleconferences with other Haitian support stakeholders (DSNA) to ensure alignment with NACC NCLB strategy deliverables and expected outcomes	9 September
• Conducted a third technical data review (on-site visit to Haiti) included contract and French DGAC personnel	23 to 25 September
• RD engagement meeting with US State Department responsible PoC advised of NACC Strategy for Haiti support and assistance	October
• DSNA and ICAO NACC Regional Office Coordination Meeting	22 October
• NCLB Teleconference with DSNA	5 November



NCLB Strategy – Activity Tracking (2015)



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



NCLB Strategy – Activity Tracking (2015)



<i>ECCAA (Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines)</i>	Dates
• No Country Left Behind (NCLB) Strategy Phase II Initiated	6 October
• Conduct initial intelligence gathering	October
• No Country Left Behind Strategy (NCLB) for ECCAA	7 October
• Completed first data package and sent to DG	8 October
• SSP implementation plan assistance	9 to 11 November
• NCLB Teleconference	27 November
• Strategic coordination with States CAA	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	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	9 November
• Strategic coordination with State CAD	11 January 2016



NCLB Strategy – Activity Tracking (2015)



Trinidad and Tobago Pending initiation in 2016	Dates
• 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)



Bahamas	Dates
• 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>

 ICAO	 OACI	 OACI	 ИКАО	ايكاو 	 国际民航组织
 <p>We're working hard to make sure there's NO COUNTRY LEFT BEHIND when it comes to global aviation standards</p> <p>Because all ICAO Member States should have access to the benefits of safe and reliable air transport services</p>	 <p>Nous 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</p> <p>Car tous les États membres de l'OACI devraient pouvoir profiter des avantages qu'offrent des services sûrs et fiables de transport aérien</p>	 <p>Estamos trabajando con ahínco para garantizar que NINGÚN PAÍS SE QUEDE ATRÁS en materia de normas mundiales de aviación</p> <p>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</p>	 <p>Мы делаем все, чтобы обеспечить, что НИ ОДНА СТРАНА НЕ ОСТАЕТСЯ БЕЗ ВНИМАНИЯ когда речь идет о стандартах международной авиации</p> <p>Потому что все государства - члены ИКАО должны пользоваться преимуществами, связанными с процессом выполнения безопасных и надежных авиатранспортных перевозок</p>	 <p>فنحن نعمل جاهدين على ضمان عدم ترك أي بلد وراء الركب عندما يتعلق الأمر بالوقايء القياسية العالمية في مجال الطيران</p> <p>ذلك أنه ينبغي لجميع الدول الأعضاء في الإيكاو أن تكون قادرة على الاستفادة من الخدمات الآمنة والموثوقة التي يوفرها قطاع النقل الجوي</p>	 <p>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</p> <p>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</p>



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Questions?

THANK YOU