



ICAO

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North American, Central American and Caribbean Office

WORKING PAPER

ANI/WG/3 — WP/03
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Third NAM/CAR Air Navigation Implementation Working Group Meeting (ANI/WG/3)
Mexico City, Mexico, 4 to 6 April 2016

Agenda Item 3: Global/Regional Air Navigation Developments
3.1 Implementation of the ICAO NACC Regional Office No Country Left Behind (NCLB) Strategy

IMPLEMENTATION OF THE ICAO NACC REGIONAL OFFICE NO COUNTRY LEFT BEHIND (NCLB) STRATEGY

(Presented by the Secretariat)

EXECUTIVE SUMMARY

This Working Paper presents information on the implementation of the ICAO “*No Country Left Behind (NCLB)*” Strategy developed by the ICAO NACC Regional Office, which has been presented to the Meeting of North American, Central American and Caribbean Directors General of Civil Aviation and ICAO Council (NACC DGCA-C) in Montego Bay, Jamaica.

Action:	Suggested actions are presented in Section 3.
Strategic Objectives:	<ul style="list-style-type: none">• Safety• Air Navigation Capacity and Efficiency• Economic Development of Air Transport• Environmental Protection
References:	<ul style="list-style-type: none">• Individual NCLB State Letters• Doc 7300 - <i>Convention on International Civil Aviation</i>, Chicago Convention• Final Report of the Fourteenth Directors of Civil Aviation of the Central Caribbean Meeting (C/CAR/DCA/14), Kingston, Jamaica, 11 to 13 May 2015• Final Report on 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

1. Introduction

1.1 During the C/CAR/DCA/14 Meeting the 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 implementing ICAO Standards and Recommended Practices (SARPs) and increasing their Effective Implementation (EI) of SARPs. The Meeting adopted a 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. The main goal of the strategy 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. The global NCLB information is available at: <http://www.icao.int/about-icao/NCLB/Pages/default.aspx>.

2. Discussion

2.1 The *Port-of-Spain Declaration* commitments require close collaboration from States and the ICAO NACC RO to develop an implementation strategy tailored for each State; however, such a tailored strategy was not completed in various areas. This contributed to the strong possibility that some of these commitments will not be met in the proposed timeframe or before the end of 2016, as projected in the Declaration. The NACC NCLB Strategy takes into account the *Port-of-Spain Declaration* commitments and incorporates them into the Strategy (see **Appendix A**).

2.2 The NCLB Strategy specifically developed by ICAO NACC RO promotes efforts to resolve Significant Safety Concerns (SSCs) identified through the ICAO Universal Safety Oversight Audit Programme-Continuous Monitoring Approach (USOAP-CMA). The Strategy also aims to assist States to achieve an effective implementation of the deficient areas that are critical for States in order to have a safe, secure, environmentally sound, and sustainable civil aviation system.

2.3 In accordance with the strategic transformational concept, the implementation of NCLB strategy was developed by the ICAO NACC RO to transform the assistance way, 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.

2.4 Following the ICAO Council President presentation in January 2016, the Regional Director of the ICAO NACC RO presented to the NACC/DGCA-C Meeting a clearer and complete explanation of the four phases NACC RO NCLB strategy, as follows:

- 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 a sustainable and ICAO-compliant aviation system
- 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 ICAO NACC Regional Director, Mexico, the Director General and the minister (if required)
- Phase III: Implementation – NCLB Technical Assistance Mission (TEAM) – in situ for formal development initiation and implementation of the action plan by the technical teams. This includes a monthly videoconference and quarterly on-site visits by the ICAO NACC Regional Officers to ensure continuous progress
- Phase IV: Continuous Measuring/ Quarterly Monitoring reports provided to the Director General and the ICAO Regional Director, Mexico, by the State Senior NCLB Point-of-Contact (PoC) in each specialty and the ICAO NACC Regional Officers, and a biannual brief sent to the minister on the NCLB strategy implementation status

2.5 The States of the NAM/CAR Regions have been classified in three priority assistance ranking by percentage of SARPs EI, risk, and commitment, including the regional targets as established in the *Port-of-Spain Declaration*, as follows:

- | | | |
|----|--|--------------|
| a) | First priority: all States with EI% below 70% | RED Color |
| b) | Second priority: all States with EI% between 70% and 80% | YELLOW Color |
| c) | Third priority: all States with EI% over 80% | GREEN Color |

2.6 The States of the NAM/CAR Regions have received a specific NCLB Strategy briefing (see **Appendix B**). The expected outcomes from the NACC NCLB Strategy are:

- Short Term, 1 Year – Development and initiation of the ICAO NACC NCLB Strategy
- Medium Term, 2 years (By December 2016) - Have NCLB Strategy implemented in all NACC RO member States
- Long Term, 4 years - No more than 2 States below 80% of EI

2.7 NCLB Strategy success depends on the participation and commitment of the States in the NAM/CAR Regions. In this sense, it is essential that Civil Aviation Authorities (CAAs) designate a PoC in order to keep continuous communication on activities and outcomes achieved by the State.

3. Suggested Actions

3.1 The meeting is invited to:

- a) Take note of the information contained in this Working Paper;
- b) encourage States to designate their NCLB PoC and notify the ICAO NACC RO for timely coordination on NCLB activities;
- c) provide information to update achievements of the *Port-of-Spain Declaration* targets, included in the Appendix A to this Working Paper;
- d) encourage States to actively participate in the regional activities of the NACC NCLB Strategy, as required; and
- e) recommend other actions as deemed necessary.



Port-of-Spain Declaration

1. The Fifth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/5), held in Port-of-Spain, Trinidad and Tobago, from 28 to 30 April 2014, convened by the ICAO North American, Central American and Caribbean Regional Office, and with the participation of high-level officials representing **22** States and **9** international organizations/industry:
2. Considering that, in accordance with Article 37 of the International Civil Aviation Convention, each contracting State undertakes to collaborate in securing the highest practicable degree of uniformity in regulations, standards, procedures and organization in relation to aircraft, personnel, airways and auxiliary services in all matters in that such uniformity will facilitate and improve air navigation;
3. Noting the objectives to be achieved through the Global Aviation Safety Plan and Global Air Navigation Plan, recently approved by the ICAO 38th Session of the Assembly;
4. Taking into account the paramount role that civil aviation performs in socio-economic and trade development for regional integration;
5. Aware that air transport growth will continue in the region, and that all-encompassing worldwide events will be developed in upcoming years requiring additional efforts to further improve aviation safety, efficiency and security indicators;
6. Aware that air transport growth poses additional challenges for both airports and air navigation infrastructure;
7. Aware that management of regional processes for implementation of air navigation, safety and security operational improvements require the establishment of clear indicators and goals;
8. Recognizing that the NAM/CAR Regions have successfully implemented regional technical cooperation mechanisms adopting a joint approach to problem resolution of common interest;



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9. Aware that harmonization of regional standards and procedures will facilitate a collaborative environment among States, guaranteeing improved levels of aviation safety in the Regions and the achievement of joint goals;
10. Aware that regional air navigation operational improvements produce efficiency and safety, and that delays from one State can negatively affect surrounding States;
11. Aware that safety objectives achieved to-date require specific actions for sustainment; and
12. Considering the conclusion agreed upon during the First CAR Region Safety and Air Navigation Directors Meeting (CAR/DCA/OPSAN/1) held at the ICAO NACC Regional Office in Mexico City, Mexico, from 18 to 19 February 2014.

The Fifth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/5) DECLARES its commitment to achieving the following goals:

Regional Safety Targets

1. Safety Oversight
 - 80% Effective Implementation (EI) regional average by December 2016
 - No State in the Region to have EI of ICAO USOAP Critical Element 3 (CAA Staff) and Critical Element 4 (Inspector Competency) below 70% by December 2016
2. Accidents
 - Using 2010 as the baseline, reduce fatality risk for accidents in the CAR Region for Part 121 or like commercial air transport operations by 50% by the year 2020



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3. Runway Excursions

- Reduce runway excursions by 20% relative to the 2007-2012 regional average by December 2016

4. Aerodrome Certification

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

5. State Safety Programme (SSP)/ Safety Management System (SMS) Implementation

- 60% of States to have SSP - Phase 1 implemented, service provider SMS safety performance indicators accepted, and an initial Acceptable Level of Safety Performance (ALoSP) established by December 2016
- 60% of service providers to have Phase 1 of their SMS implemented with a minimum of Reactive Phase functional risk management procedures by December 2016

Regional Air Navigation Targets

1. Approach - Performance-Based Navigation (PBN)

- 80% of instrument approach runways to have Approach Procedures with Vertical Guidance (APV) with Barometric Vertical Navigation (Baro VNAV) implemented by service providers and users by December 2016

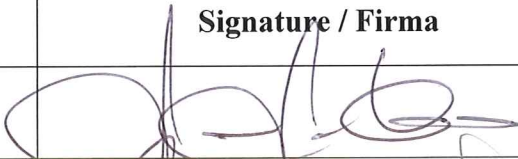





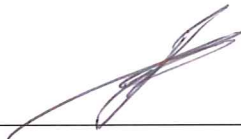

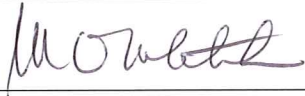



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2. Air Traffic Flow Management (ATFM)
 - 100% of Flight Information Regions (FIRs) within which all Area Control Centres (ACCs) to have ATFM measures available by December 2018
3. Aeronautical Information Management Transition (AIM)
 - 100% of Aeronautical Information Services (AIS) to implement AIM Roadmap - Phase I required elements by December 2016
4. Ground-Ground Digital Coordination/Transfer
 - 50% of FIRs within which all applicable ACCs to have implemented at least one interface to use Air Traffic Services Inter-Facility Data Communication (AIDC)/On-Line Data Interchange (OLDI) with neighbouring ACCs by December 2016
5. Environmental Benefit
 - Reduce regional CO₂ emissions by 40,000 tons per year through PBN implementation by December 2016

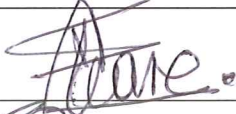



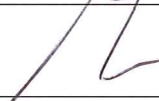






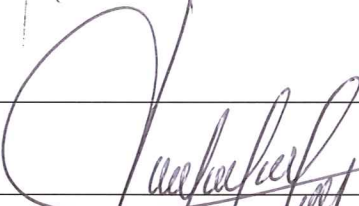

Signed in Port-of-Spain, Trinidad and Tobago, on 29 April 2014.



State / Estado	Signature / Firma
Honduras	
Jamaica	
Mexico / México	
Nicaragua	
Sint Maarten	
Trinidad and Tobago / Trinidad y Tabago	
Turks and Caicos Islands / Islas Turcas y Caicos	
United Kingdom / Reino Unido <i>for Anguilla; British Virgin Islands / Islas Virgenes Británicas, Cayman Islands / Islas Caimanes and / y Montserrat</i>	
United States / Estados Unidos	
ECCAA <i>for Antigua and Barbuda / Antigua y Barbuda, Granada, Saint Kitts and Nevis / San Kitts y Nevis, Saint Lucia/Santa Lucía and / y Saint Vincent and the Grenadines / San Vicente y las Granadinas</i>	



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State / Estado	Signature / Firma
Bahamas	
Barbados	
Belize / Belice	
Bermuda	
Canada / Canadá	
Costa Rica	
Cuba	
Curaçao / Curazao	
Dominican Republic / República Dominicana	
El Salvador	
France / Francia <i>for French Antilles / Antillas Francesas, Guadeloupe/Guadalupe, Martinique / Martinica, Saint Barthélemy / San Bartolomé and / y Saint Martin / San Martín</i>	
Guatemala	
Haiti / Haití	

APPENDIX B

**ICAO NO COUNTRY LEFT BEHIND (NCLB)
REGIONAL COLLABORATION ACTIVITIES**

Activities in the North America and Caribbean (NAM/CAR) Regions NCLB strategy consist of **four main phases**:

Phase I - Commitment. Service level engagement between the ICAO NACC Regional Director, and you, as authority, and with your appropriate Minister, as well as any other senior government official that can help to contribute to supporting your Civil Aviation Authority and your personal efforts as the leader of **the State** aviation system.

Phase II - Intelligence gathering and Strategic Plan - A complete review of all ICAO data related to your State's findings and deficiencies in all areas of your aviation system and the EI of ICAO's Standards and Recommended Practices (SARPS) will be conducted. In this phase, all available data is gathered and a letter is sent indicating all the areas where your country lacks EI, and some identified recommendations and possible solution options. Upon receipt of this data, we request that your technical personnel reviews it and that, within three weeks, we could hold a videoconference between your technical experts and ICAO's in order to discuss any disagreements your personnel might have with the EI status that we indicate. This would be the opportunity for your staff to provide any documentation to support updating the State's actual EI status.

Once our technical teams agree on the current and factual EI status of your State's compliance with the SARPS, we will provide you another report. This report will have the recommendations, of this Regional Office, to you as the leader of your State's aviation system on what we consider should be the State's priorities to achieve compliance with ICAO SARPS.

The expectation is that you and I will have frank and open communications and that you, as the leader of aviation, will also identify what you consider, or need, the priorities to be, based on all the factors of your State. The end goal will be for us, as Senior Leaders, to agree on the **mutual priorities** for the next two years.

In this phase, the NCLB TEAM visit programme will be coordinated with your State, including the logistics of the mission.

Phase III – Implementation – NCLB TEAM visit – In this phase a multidisciplinary ICAO team will travel to meet with your team and develop together an action plan, that we can hold our teams' accountable for. The action plan will, at minimum, identify the problem, the proposed solution, who will be accountable for the expected outcome, and what the timeframe for completion will be. This will provide a clear roadmap for success as well as identifying challenges and possible weak points for us to work together to mitigating them.

Report Development. The ICAO NACC Regional Office will present **to the State** the detailed NACC and State tailored NCLB implementation plan with the required actions/activities a few weeks after the visit. It is expected that, no later than one month after the report is submitted, **State** begins the short and medium terms implementation of the agreed activities with the support of the NACC Regional Office.

Phase IV – Continuous Follow-up. The ICAO NACC Regional Office, in coordination with the involved

stakeholders, will monitor the developed activities in every phase, in order to measure the efficiency of the obtained results and present a detailed report to the Civil Aviation Authority and to the ICAO Secretary General, as needed. T

The NACC Regional Office technical personnel and your technical personnel will hold monthly teleconferences, as well as a quarterly NACC Regional Office on-site support visits, as further assistance. We will work with you on identifying external assistance whenever necessary, funding sources and other such solutions. Additionally, the **State** Director General and ICAO NACC Regional Director will be briefed quarterly by our joint technical teams on the implementation progress.

**NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN (NACC) STATES
EFFECTIVE IMPLEMENTATION (EI) %**

According to the percentage of Effective Implementation (EI%), the NACC States are divided in three categories:

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

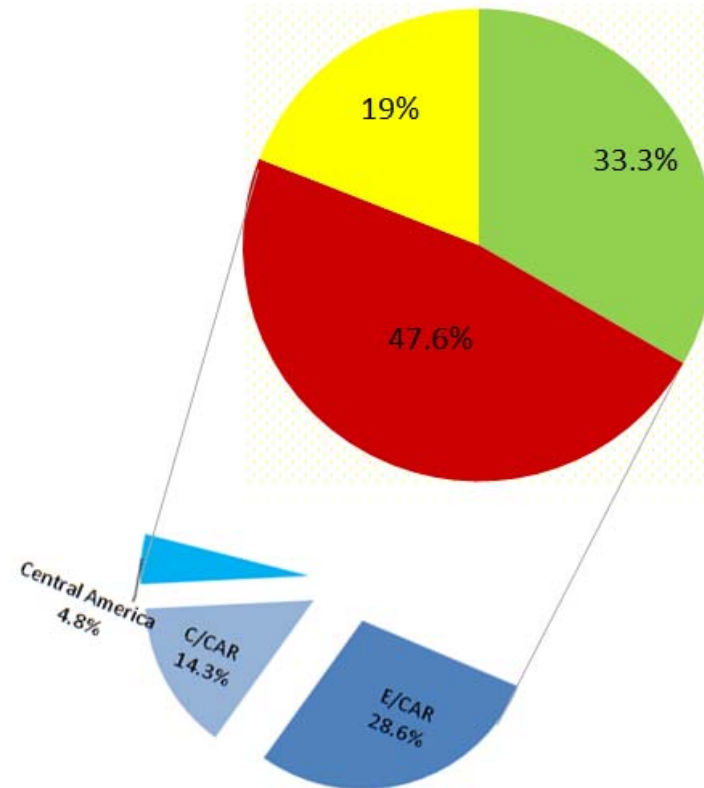
As shown in the graph, in the NACC States:

- 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%

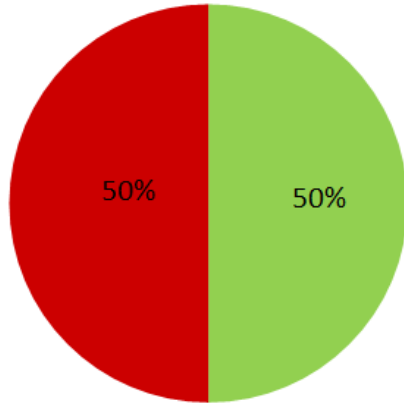
Of the States with an EI% below 70%:

- 28.6% Eastern Caribbean
- 14.3% Central Caribbean
- 4.8% Central America

**NACC States
Effective Implementation (EI) %**

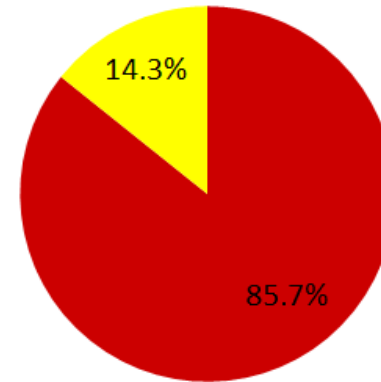


Central Caribbean — C/CAR



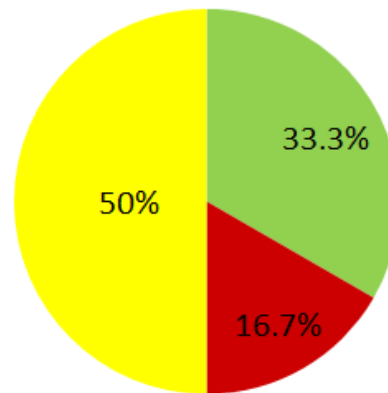
Half of the States in the Central Caribbean have an EI% below 70%.

Eastern Caribbean — E/CAR



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

Central America



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

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