



ICAO

International Civil Aviation Organization
North American, Central American and Caribbean Office

WORKING PAPER

E/CAR/NTG/7 & E/CAR/RD/5 — WP/20
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**Seventh Eastern Caribbean Network Technical Group (E/CAR/NTG/7) and
Fifth Eastern Caribbean Radar Data Sharing Ad hoc Group (E/CAR/RD/5)**
Basseterre, St. Kitts and Nevis, 17 – 18 October 2016

Agenda Item 7: Other Business

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

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This Working Paper presents the 1st year performance evaluation of 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 during the NACC/DCA/6 Meeting held in Nassau, Bahamas and proposes the use of the NCLB mechanism for Project formulation.	
Action:	Suggested actions are presented in Section 3.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none">• Safety• Air Navigation Capacity and Efficiency
<i>References:</i>	<ul style="list-style-type: none">• 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 E/CAR/DCA/25 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 for 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 NCLB Strategy. The main goal of the strategy is to ensure that SARPs implementation is better harmonized so 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>.

1.3 In the NACC/DCA/6 Meeting the performance evaluation of the implementation of the NACC NCLB Strategy was informed for its first year.

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.

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 way of 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, measurable deliverables, outcomes, and accountability to achievement 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:

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|----|--|--------------|
| 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, with several of them already implementing a tailored Action Plan for this assistance. 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.

2.8 The full performance evaluation report and the analysis of needs and challenges encountered in our region and the search for solutions and agreements was made during the NACC/DCA/6 Meeting. States were invited to look for Projects of interest to be funded by NCLB supporting financial entities like the World Bank and the Inter-American Development Bank. The NACC NCLB webpage is available for more details: <http://www2010.icao.int/NACC/Pages/nacc-nclb.aspx>)

2.9 If the Radar Data sharing States interested in implementing Phase II organized their common requirements and are willing to work together for a common Project, a NCLB Project may be formulated and propose for funds.

3. Suggested Actions

3.1 The Meeting is invited to:

- a) take note of the information contained in this Working Paper;
- b) E/CAR AFS Network Members to follow and support the NACC NCLB tailored action plans and solutions for enhancing the communications and the regional collaboration
- c) encourage States to actively participate in the regional activities of the NACC NCLB Strategy, and the proposal for a common Project as mentioned in paragraph 2.9; and
- d) recommend other actions as deemed necessary.

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