ICAO No Country Left Behind (NCLB):

Enhancement of Regional Organizations and Collaboration

Melvin Cintron, Regional Director
ICAO NACC Regional Office
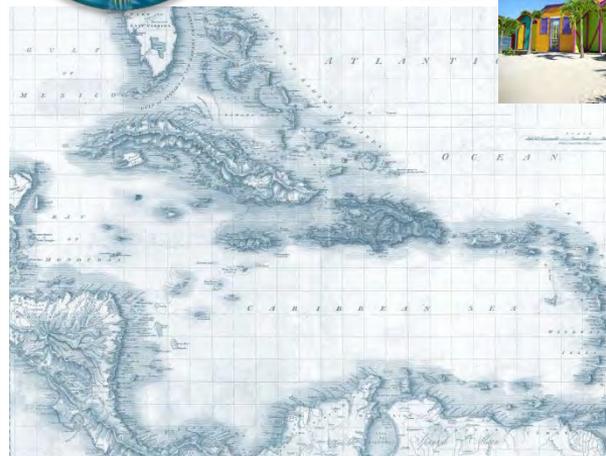
NAM/CAR Regions – Characteristics & Challenges

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.

NAM/CAR Regions

E/CAR – Eastern Caribbean
Caribe Oriental

- Anguilla (UK) — Anguilla
- Antigua and Barbuda — Antigua y Barbuda
- Barbados — Barbados
- British Virgin Islands (UK) — Islas Vírgenes Británicas
- French Antilles — Guadeloupe, Martinique, Saint Barthélemy (France) / Antillas Francesas — Guadalupe, Martinica, San Bartolomé
- Grenada — Grenada
- Montserrat (UK) — Montserrat
- Saba (Netherlands) — Saba
- Saint Kitts and Nevis — San Kitts y Nevis
- Saint Lucia — Santa Lucia
- 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 — Puerto Rico, Virgin Islands / Estados Unidos — 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) — Curazao
- Dominican Republic — República Dominicana
- Haiti — Haití
- 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 Report of the ICAO NACC Regional Office to Member States

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:
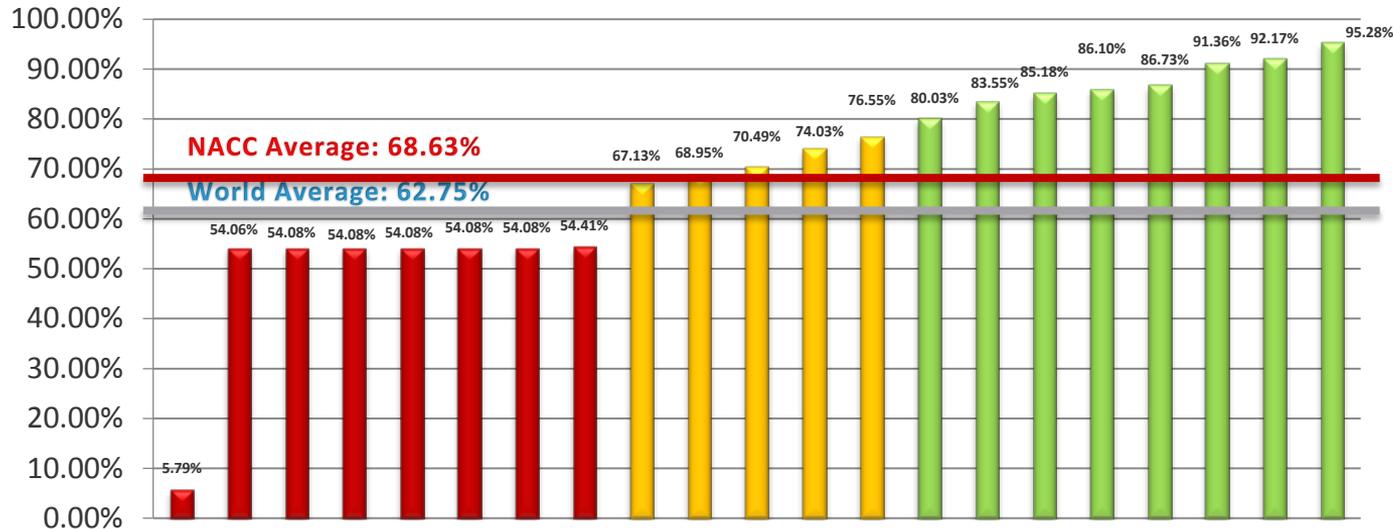
0% ≤ EI% ≤ 70%

70% < EI% ≤ 80%

80% < EI% ≤ 100%

USOAP Effective Implementation (EI)

Port of Spain Declaration – 80% Effective Implementation (EI) regional average by December 2016

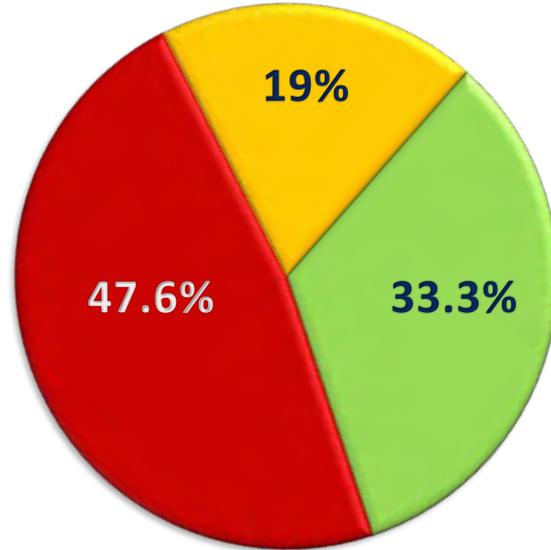NAM/CAR States vs. Effective Implementation (EI) %

NACC Average: 68.63%
World Average: 62.75%

Values shown on chart: 5.79%, 54.06%, 54.08%, 54.08%, 54.08%, 54.08%, 54.08%, 54.41%, 67.13%, 68.95%, 70.49%, 74.03%, 76.55%, 80.03%, 83.55%, 85.18%, 86.10%, 86.73%, 91.36%, 92.17%, 95.28%

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

Source: iSTARS – 2015

NACC Regional Effective Implementation (EI) % Status

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

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

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

19%
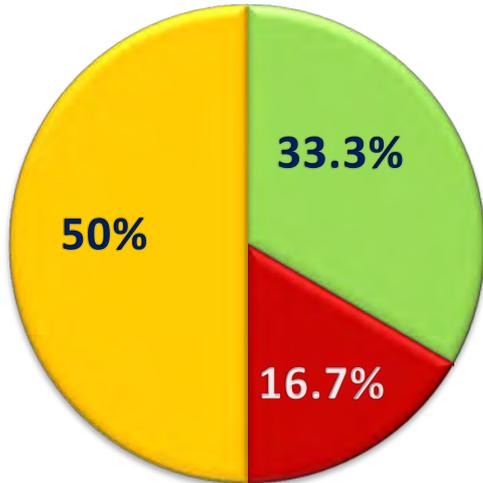
47.6%

33.3%
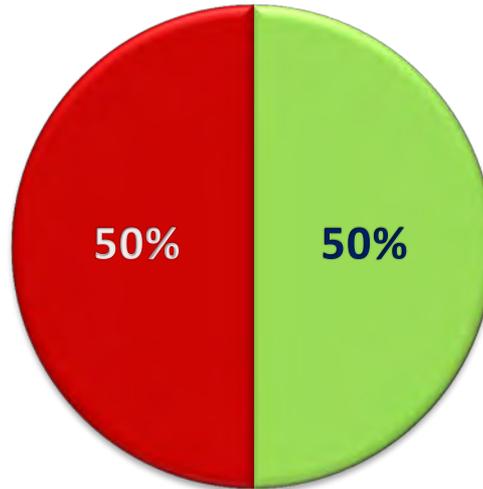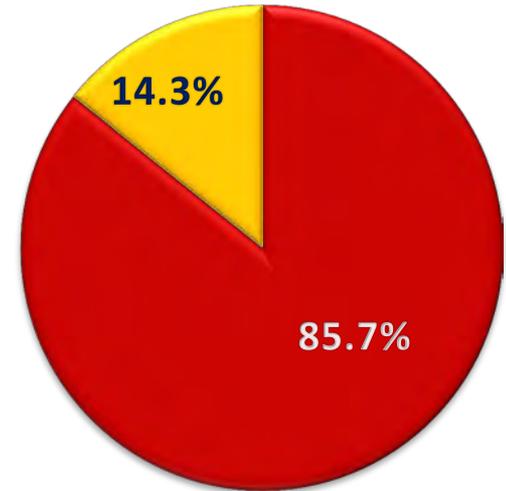
What did the analysis show us?

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)

What did the analysis show us?

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

I	II	III	IV
Senior Level Political Commitment	**Intelligence gathering and analysis**	**Action Plan Development for Implementation**	**Implementation Measuring & Monitoring of Action Plan**
RD is accountable for fostering political will	**Sending Data - USOAP-CMA, GANDD, PoS, RPBANIP, etc.**	**NCLB Multidisciplinary TEAM visit – in situ Verification of PQ resolutions**	**Monthly Teleconference NACC & CAA Technical teams**
Establishment of hand-holding assistance Methodology	**Teleconferences NACC Regional Office & Civil Aviation Authority Technical Teams**	**Develop joint NACC-CAA Action / implementation Plan**	**Quarterly Videoconference Brief to RD & DG/Minister**
Evolution of internal and external organizational culture and paradigms	**Fixing what is broken in the system versus fixing the end product produced by the broken system**	**Strategic coordination of priorities between RD and DG (on-going)**	**Biannual Implementation Progress Review** ***RD engagement of financial institutions**
Completed/On-going	90% of States	40 % of States	20 % of States

Continuous Monitoring process and challenges achievements

NCLB Goal and Outcomes

Short Term (expected outcome)

Accomplished

Year 1 – Development, initiation and validation of the ICAO NACC NCLB Strategy

Medium Term (expected outcome)

Accomplished

Year 2 – all States at NACC NCLB Phase II

and increase EI of at least 3 States to 80% +

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
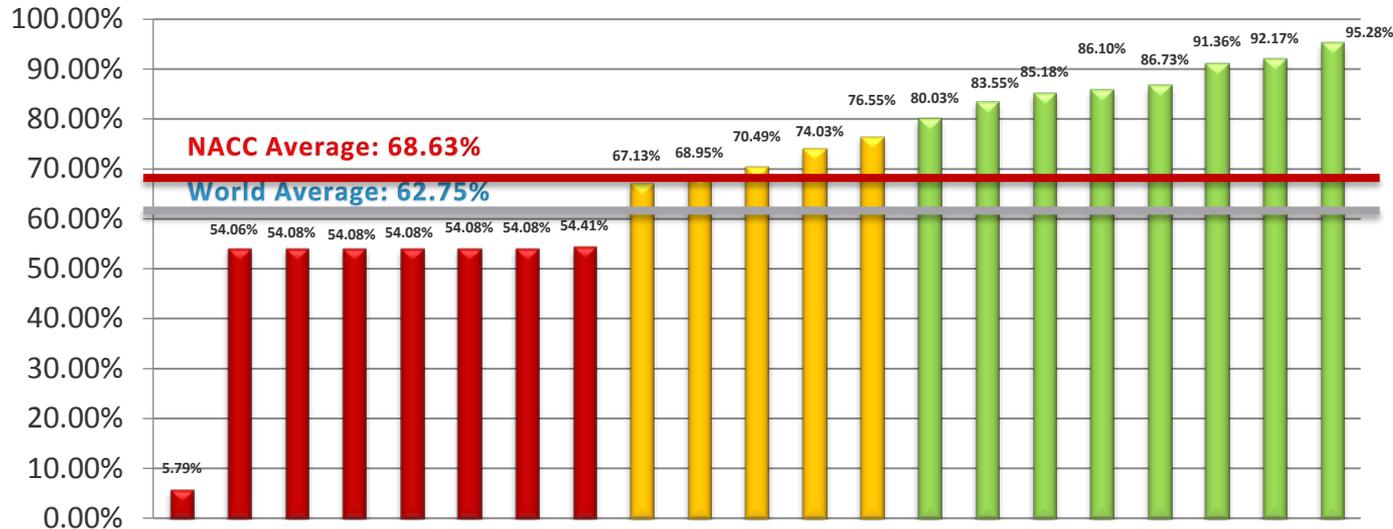
Current Performance Status

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

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

NACC Average: 68.63%
World Average: 62.75%

Values: 5.79%, 54.06%, 54.08%, 54.08%, 54.08%, 54.08%, 54.08%, 54.41%, 67.13%, 68.95%, 70.49%, 74.03%, 76.55%, 80.03%, 83.55%, 85.18%, 86.10%, 86.73%, 91.36%, 92.17%, 95.28%

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

Source: iSTARS – 2015

USOAP Effective Implementation (EI)

POS Declaration – 80% Effective Implementation (EI) regional average by December 2016

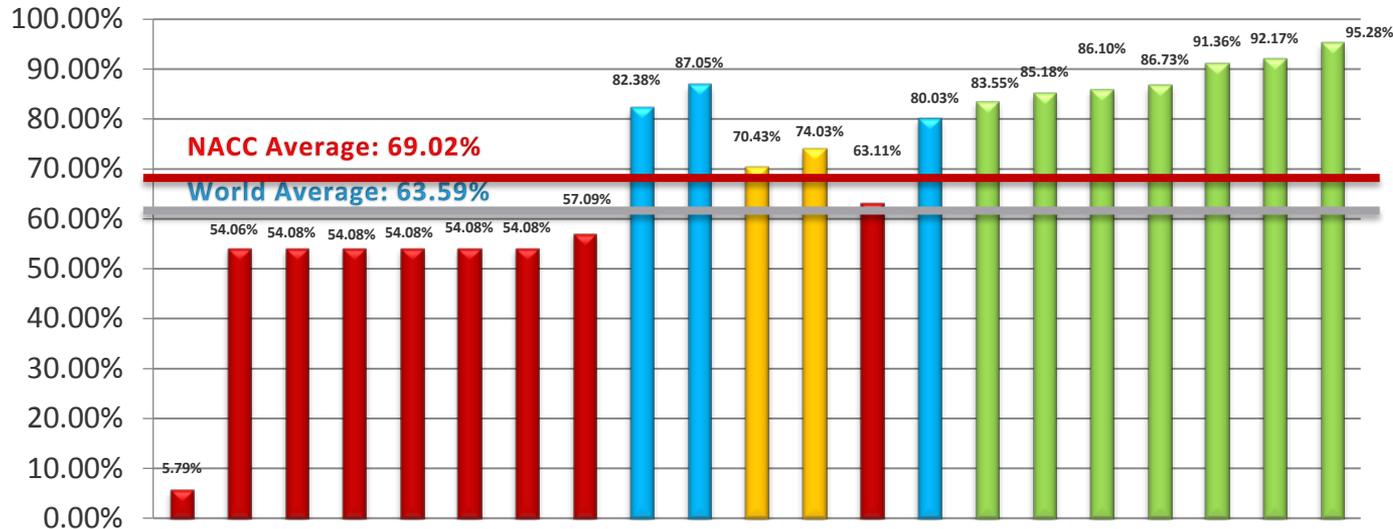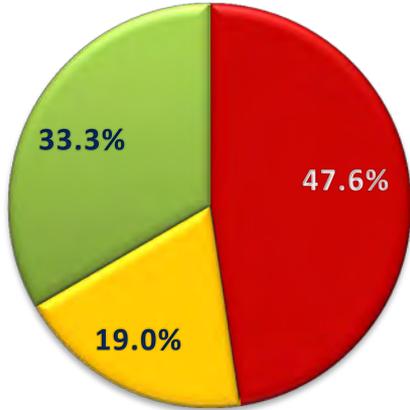NAM/CAR States vs. Effective Implementation (EI) %

NACC Average: 69.02%
World Average: 63.59%

Chart values: 5.79%, 54.06%, 54.08%, 54.08%, 54.08%, 54.08%, 54.08%, 57.09%, 82.38%, 87.05%, 70.43%, 74.03%, 63.11%, 80.03%, 83.55%, 85.18%, 86.10%, 86.73%, 91.36%, 92.17%, 95.28%

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
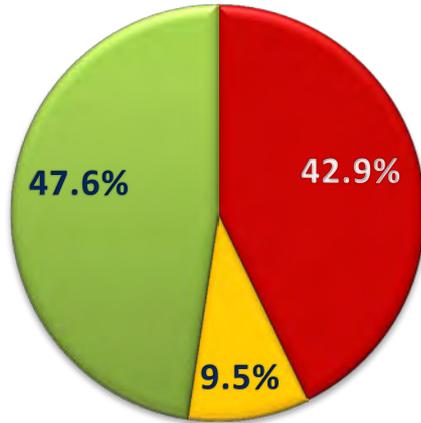Saint Vincent and
the Grenadines
Trinidad and Tobago
United States

Source: iSTARS – August 2016

Forecasted Progress on NACC EI

2015 — 47.6%, 33.3%, 19.0%

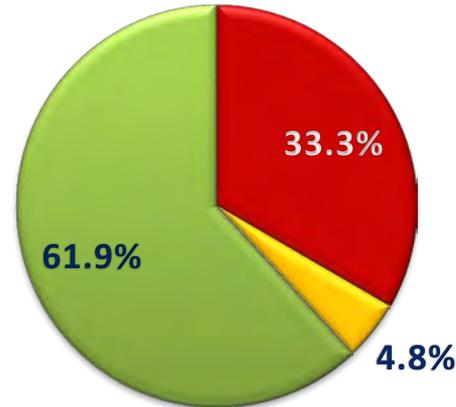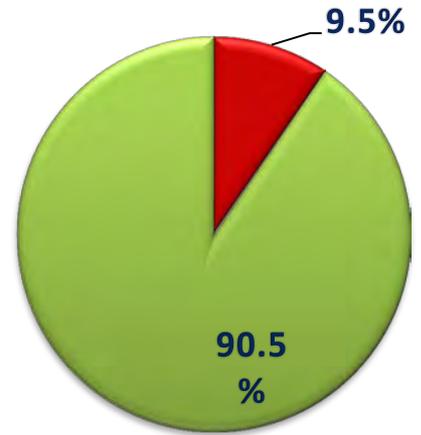By end 2016 — 42.9%, 47.6%, 9.5%

By end 2017 — 33.3%, 61.9%, 4.8%

By end 2018 — 9.5%, 90.5%

Regional representation of challenge Protocol Questions by Area and Critical Element intersection

- ✈ **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

	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	42	6		14		46	19	3
CE-2	58		36	43	140	83	100	189
CE-3		36	21	30	16	83	351	47
CE-4		6	57	56	51	52	387	65
CE-5	13	3	18	61	155	289	63	131
CE-6			59	202	113		353	540
CE-7			43	68	44		261	235
CE-8			17	24	18	128	79	98

|	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	16	6		13		19	10	3
CE-2	20		17	17	19	18	19	20
CE-3		14	7	10	8	18	17	17
CE-4		4	15	19	15	15	19	18
CE-5	12	3	7	14	19	21	14	19
CE-6			15	20	19		21	21
CE-7			16	18	16		21	19
CE-8			10	9	8	21	17	18

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
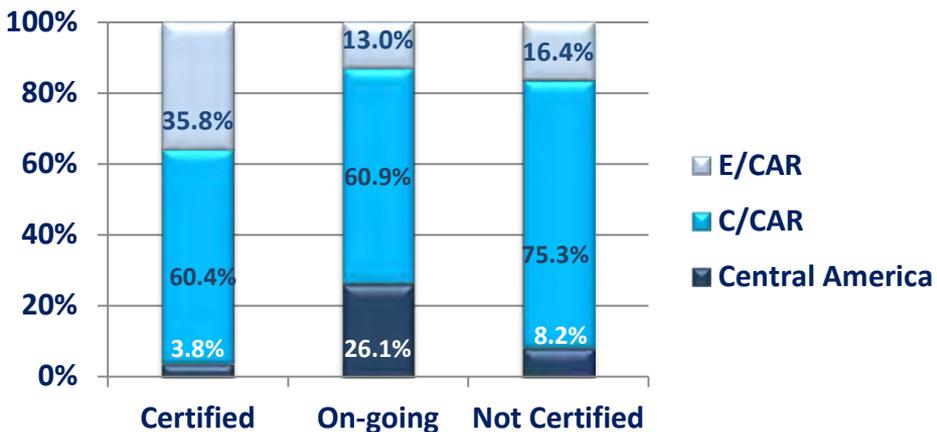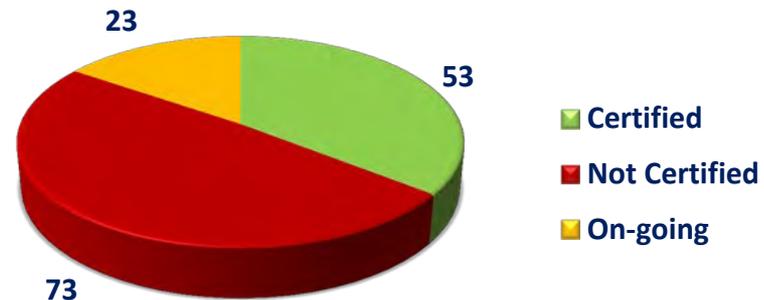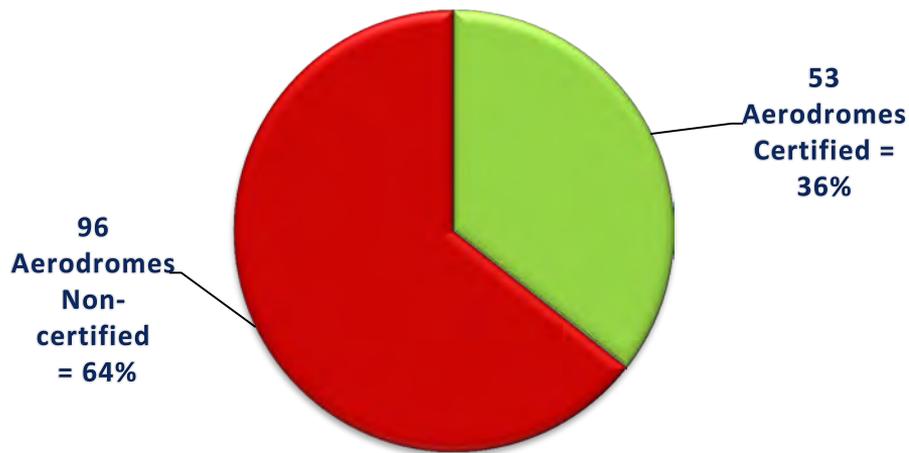
Outstanding Deficiencies in the CAR Region

NCLB

	Jan 2013	Jan 2015	Feb 2015 – Jun 2016
U	27	22	12
A	600	495	451
B	145	123	99
	772	**640**	**562**

	AGA	AIM	ATM	CNS	MET
2013	7	3	8	7	2
2015	5	3	6	5	3
2016	5	2	1	1	3
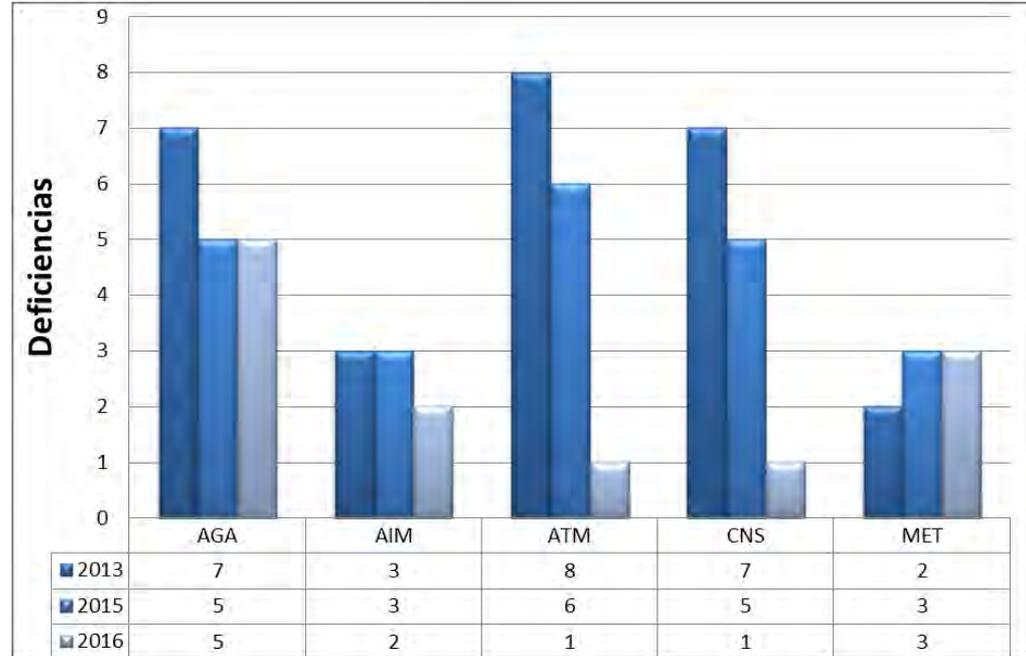
Prior to NCLB Implementation an average of 4 to 6 Aerodrome Certifications were conducted per year. After NACC NCLB Strategy Implementation 23 certifications were initiated in 2016
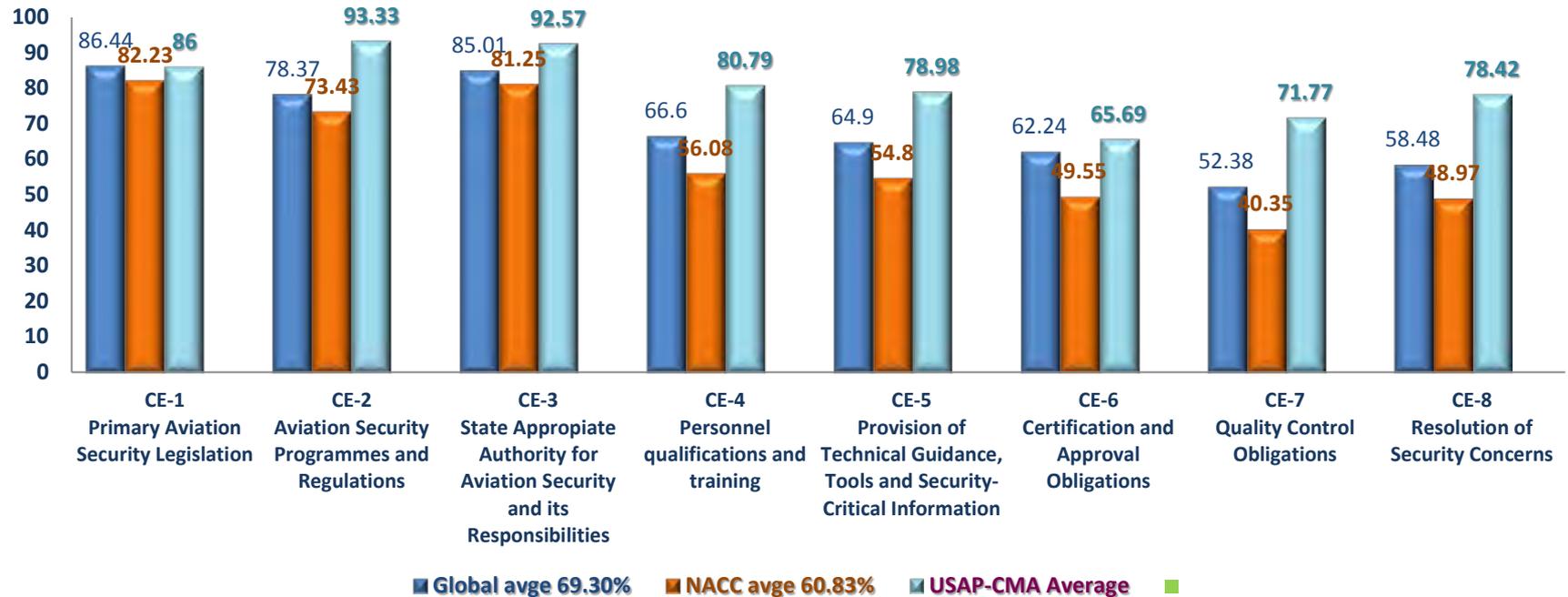
149 international aerodromes in the CAR Region

53 Aerodromes Certified = 36%

96 Aerodromes Non-certified = 64%

23
53
73

Certified
Not Certified
On-going

	Certified	On-going	Not Certified
E/CAR	35.8%	13.0%	16.4%
C/CAR	60.4%	60.9%	75.3%
Central America	3.8%	26.1%	8.2%

CAR Region - Aerodrome Certification status April 2016

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

SECURITY & FACILITATION | **NO COUNTRY LEFT BEHIND**

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

Chart data:

Critical Element	Global avge 69.30%	NACC avge 60.83%	USAP-CMA Average
CE-1 Primary Aviation Security Legislation	86.44	82.23	86
CE-2 Aviation Security Programmes and Regulations	78.37	73.43	93.33
CE-3 State Appropiate Authority for Aviation Security and its Responsibilities	85.01	81.25	92.57
CE-4 Personnel qualifications and training	66.6	56.08	80.79
CE-5 Provision of Technical Guidance, Tools and Security-Critical Information	64.9	54.8	78.98
CE-6 Certification and Approval Obligations	62.24	49.55	65.69
CE-7 Quality Control Obligations	52.38	40.35	71.77
CE-8 Resolution of Security Concerns	58.48	48.97	78.42

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)

Project RLA/09/801 Evolution

MCAAP - Multiregional Civil Aviation Assistance Programme

- **Donor/Industry Support to assist States with critical projects identified as requiring assistance**
- **Allow the Region to expand the scope of projects/types of assistance in all Annexes**
- **With Incorporation of procurement and consulting capability**
  - **Cost savings to member States**

RLA/09/801 - MCAAP

Objective and Purpose

✈ **Provide technical assistance to States/Territories for sustainable compliance and ICAO SARPs implementation**

✈ **Ensure metrics and measurable deliverables supported through political will and accountable senior leadership commitment through State specific Action Plans**

NAM/CAR Regional Challenges

Traffic growth and inability of States to support the growth	**Demand for skilled aviation personnel**	**State diversities, sovereignty, languages and cultures**
Infrastructure deficiencies	**Lack of Resources within the Member States and the Regional Office**	**Political will and State budget allocations**

Regional challenges → Regional solutions

Potential Regional Projects

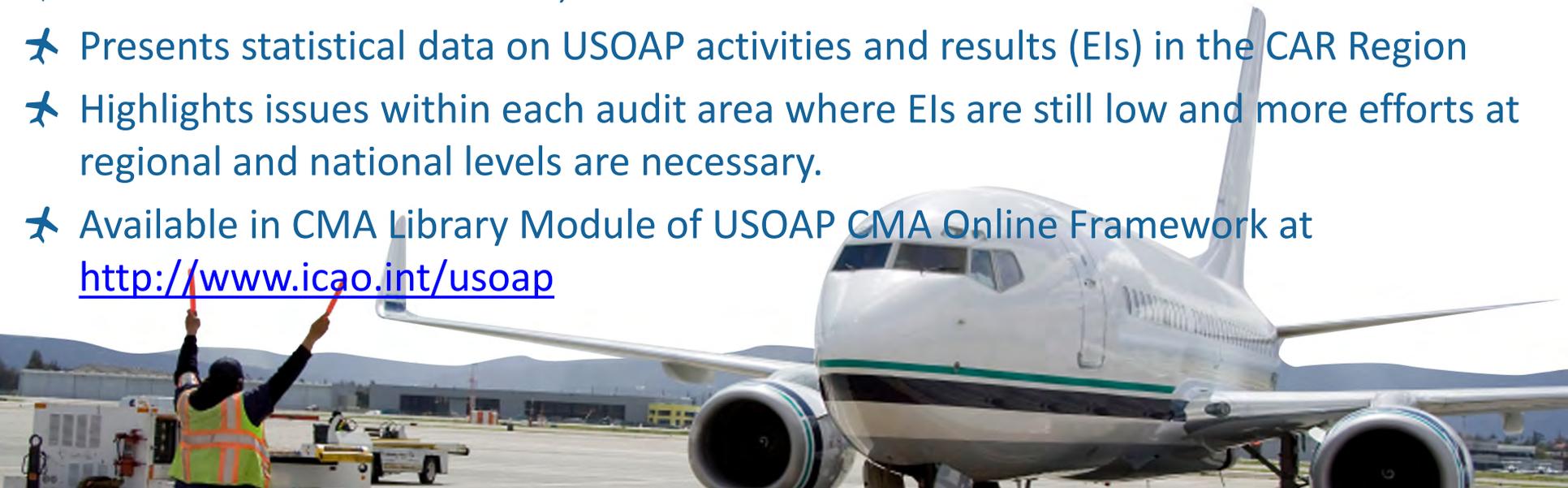| Safety Oversight Improvements with Regional Organizations | Regional Accident and Incident Organization (RAIO) | Joint NACC-State Aerodrome certification Programme | Regional Air Navigation Implementations: situational awareness/ Automatic Dependent Surveillance – Broadcast (ADS-B) |

- ✈ NCLB Tailored Action plans – USOAP SubProject
- ✈ Based on USOAP CMA data, stored in CMA OLF and iSTARS SPACE.
- ✈ Presents statistical data on USOAP activities and results (EIs) in the CAR Region
- ✈ Highlights issues within each audit area where EIs are still low and more efforts at regional and national levels are necessary.
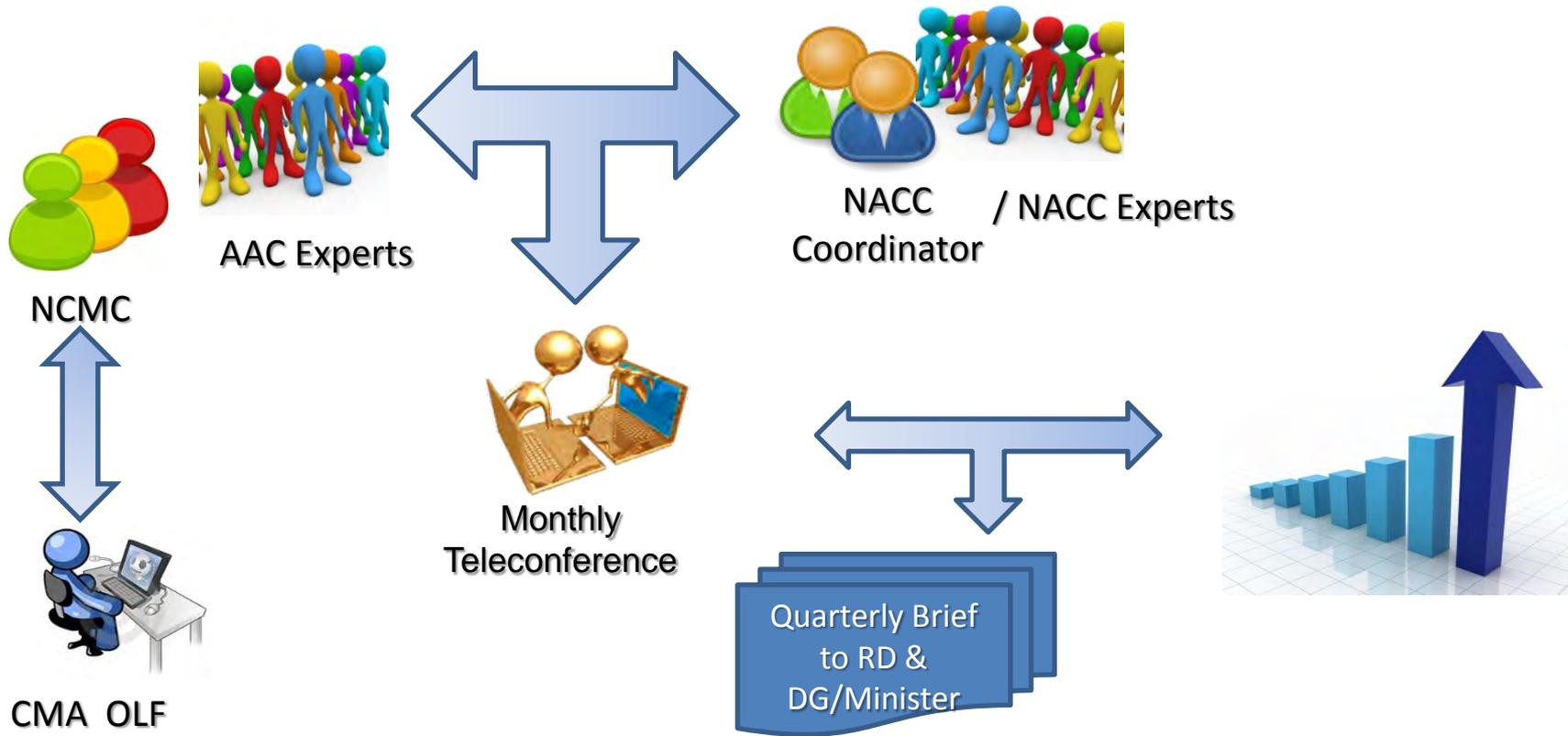- ✈ Available in CMA Library Module of USOAP CMA Online Framework at http://www.icao.int/usoap

NCMC

AAC Experts

NACC Coordinator / NACC Experts

Monthly Teleconference

CMA OLF

Quarterly Brief to RD & DG/Minister

Monthly Teleconference Agenda

- Action plan progress.
- Compliance problems.
- Requests for assistance.
- Threats to Process.
- Recommendations and comments.