NACC/DCA/08 — WP/05
30/07/18

Eighth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/08)
Ottawa, Canada, 31 July to 2 August 2018

Agenda Item 6: **NAM/CAR Regional Safety/Air Navigation/Aviation Security/Facilitation Implementation Matters**
6.4 Aviation Security/Facilitation Implementation Matters

DECLARATION OF THE REGIONAL CONFERENCE ON AVIATION SECURITY FOR THE AMERICAS AND THE CARIBBEAN AND NAM/CAR AND SAM REGIONAL ROADMAP
(Panama City, Panama, From 24 To 27 July 2018)
(Presented by the Secretariat)

EXECUTIVE SUMMARY
This paper reports on the outcomes of the Regional Conference on Aviation Security for the Americas and the Caribbean and the Declaration of the support and adoption of the NAM/CAR and SAM Regional Roadmap to improve aviation security in these regions, and that will help to guide future capacity development work undertaken by NACC and SAM Regional Offices in coordination with the ICAO Implementation Support and Development – Security (ISD-SEC) Section.

Action:	Action required is referred in Section 6.
Strategic Objectives:	• Security & Facilitation
References:	• ICAO Assembly Resolution A39-18 • United Nations Security Council Resolution (UNSCR) 2309 (2016) • Global Aviation Security Plan (GASeP) • Aviation Security Manual (Doc 8973 - Restricted), tenth edition • Annex 17 - Security • Annex 9 - Facilitation (security related issues)

1.   Introduction

1.1   Following the United Nations Security Council Resolution (UNSCR) 2309 (2016), the Secretary General of ICAO shared with the States Members the proposed Global Aviation Security Plan (GASeP) in July 2017. Later in November 2017, the 212 Session of the ICAO Council adopted that Plan. The GASeP will serve as a roadmap to improve aviation security, and will help to guide future capacity development work undertaken by ICAO, thereby complementing existing Assembly Resolutions and the No Country Left Behind (NCLB) initiative.

2.   DISCUSSION

2.1   The Seventh Meeting of the ICAO/LACAC NAM/CAR and SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG/7) held at the ICAO South American Regional Office, from 4 to 6 October 2017, decided to conduct a Workshop to align the GASeP with its Strategic Objectives, and the Alignment of the Strategic Plan of the AVSEC/FAL Regional Group with the Global Plan for Aviation Security (GASeP) Workshop was conducted in SAM Regional Office, Lima, Peru, from 7 to 11 May 2018.

2.2   The abovementioned workshop produced an initial Regional Roadmap recognizing the five key priority outcomes identified by the ICAO GASeP, where ICAO, Member States and stakeholders focus their urgent attention, resources and efforts to enhance aviation security and improve security effectiveness on a regional scale. States representatives decided to present that regional roadmap to the next Regional Conference in Panama.

2.3   Hosted by the Panamanian Civil Aviation Authority, the Regional Conference on Aviation Security for the Americas and the Caribbean was held in Panama City, Panama, from 24 to 27 July 2018 The Conference was attended by the ICAO Secretary General and by 151 delegates from 22 States/Territories from the NAM/CAR/SAM Regions and three International Organizations.

2.4   The first day was assigned to review the initial Regional roadmap proposed by the Workshop of strategic objectives alignment of the AVSEC/FAL/RG. On the following days ICAO presented information on the assistance that NACC and SAM Regional Offices in coordination with ISD-Sec HQ provide to NAM/CAR and SAM States to enhance their effective implementation. Further expositions from different authorities of NAM/CAR and SAM States were presented regarding their aviation security implementation and the future implementation of the ICAO GASeP within their States and the region.

2.5   The authorities and stakeholders attending the Conference agreed on a Declaration for the implementation of the NAM/CAR and SAM Aviation Security Regional Roadmap to comply with the ICAO GASeP. Copy of that Declaration is attached in Appendix A to this paper. That document highlights, inter alia, that the Regional Roadmap is a living document, and designates to the AVSEC/FAL/RG the responsibility for maintaining it updated. It also encourages the coordination among ICAO, the NAM/CAR and SAM States, and stakeholders to work towards the implementation of the five key priority outcomes of the GASeP, to be in compliance with UN SC resolution 2309 (2016) and respective ICAO Assembly Resolutions under ICAO's leadership.

2.6   The Conference also encouraged other States that could not attend that transcendental event in Panama; to endorse the NAM/CAR and SAM aviation security regional roadmap. Further actions will be discussed in the next Eighth Meeting of the ICAO/LACAC NAM/CAR and SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG/8) to be held at the NACC Regional Office in Mexico City, Mexico, 13 to 17 August 2018. All CAA Authorities are encouraged to send their AVSEC representatives to be involved in this regional process of effective change.

3.   **Action by the Meeting**

3.1   In order to be in compliance with UN SC resolution 2309 (2016) and respective ICAO Assembly Resolutions, and furthermore to work towards the implementation of the five key priority outcomes of the ICAO GASeP, the Meeting is invited to:

a) encourage all NAM/CAR States to adhere to the Declaration and Conclusions of the Regional Conference on Aviation Security for the Americas and the Caribbean, and to endorse the NAM/CAR and SAM aviation security roadmap to comply with the ICAO GASeP;

b) encourage to civil aviation authorities and aviation security appropriate authorities of the NAM/CAR States to support the participation of their AVSEC and FAL representatives in the next Eighth Meeting of the ICAO/LACAC NAM/CAR and SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG/8) to be held in Mexico next 13-17 August 2018; and

c) request any specific assistance on aviation security (AVSEC) to the NACC Regional Office in order to enhance their AVSEC national system.

— — — — — — — — — — —

APPENDIX A
NAM/CAR AND SAM GASEP PANAMA CONFERENCE DECLARATION

The NAM/CAR y SAM Regional Conference to "Address common challenges through implementation of the ICAO Global Aviation Security Plan (GASeP)" was conducted in Panama city, Panama from 24 to 27 July 2018. The participants of the conference (States, International and Regional Organizations and Industry) agreed on the following:

To recognize that the regional aviation security roadmap is a living document contributing to effective implementation of the GASeP by States and other stakeholders in the NAM/CAR y SAM regions and if and where appropriate beyond;

To designate the AVSECFAL Regional Group the responsibility for maintaining updated the regional aviation security roadmap in coordination with the NACC and SAM Regional Offices, and other involved entities, as appropriate ;

To commit to work together with the shared and common goal of achieving the five key priority outcomes of the GASeP in the entire NAM/CAR y SAM regions in the time scale set out in Appendix A to the regional roadmap

To recognize that the five key priority outcomes of the GASeP provide a welcome focus whose achievement would represent a qualitative improvement in global aviation security;

To request ICAO, the commitment to update the information of USAP-CMA activities, mainly on how the CMA will be developed, including the factors and indicators, on how States can progress in the different type of audit activities according to their achieved results;

To develop a coordination system among the NAM/CAR and SAM States, involved parties and ICAO on audits and peer review through the development and implementation of rectification plans at national and regional levels to address gaps and vulnerabilities identified, including enhance training and guidance on quality control and assurance;

To request ICAO, to improve the USAP-CMA process in order to provide liable and updated information on the effective implementation of the of ICAO aviation security Standards;

To support the ICAO "No country left behind" initiative, so that States, regional organizations and stakeholders, in coordination with ICAO NACC and SAM regional offices commit to give support to other States in the implementation and compliance of the regional roadmap, if needed;

To monitor, through the ICAO regional offices the implementation of the NAM/CAR and SAM roadmap, by periodical reporting the progress to the appropriate regional entities, i.e AVSEC/FAL/RG, DGs meetings of the NAM/CAR and SAM regions, based on the information received from States regarding the progress on the roadmap implementation;

NACC/DCA/08 — WP/05

— A2 —

To work in compliance with UN SC resolution 2309 (2016) and respective ICAO assembly resolutions under ICAO's leadership; and

To endorse the attached NAM/CAR and SAM aviation security roadmap discussed in Panama (Attached).

— — — — — — — — — —

Appendix B

Conclusions of the NAM/CAR and SAM Regional Aviation Security Conference to address Common Challenges through implementation of the ICAO Global Aviation Security Plan (GASeP)
(Panama City, Panama 24 – 27 July, 2018)

1. The North America, Central America and Caribbean, and South America (NAM/CAR and SAM) Aviation Security Roadmap, was endorsed by the Regional Conference to "Address Common Challenges Through Implementation of the ICAO GASeP was conducted in Panama city, Panama from 24 to 27 July 2018. The participants of the conference (States, International and Regional Organizations and Industry) agreed on the following:

2. Appendix A of the Roadmap takes into consideration regional particularities and reflects aviation security actions/tasks as well as responsibilities and projected outcomes linked to the priority actions (PAs) from the GASeP, under the following five (5) key priorities outcomes:

   a. Enhance risk awareness and response;
   b. Develop security culture and human capability in Aviation Security;
   c. Improve technological resources and foster innovation;
   d. Improve oversight and quality assurance; and
   e. Increase regional cooperation and support

3. This Roadmap is a "living" document aligned with the GASeP, and takes into consideration relevant ICAO Regulatory body decisions and directions.

4. The NAM/CAR and SAM AVSEC Roadmap will bring together the ICAO NACC and SAM Regional Offices, States, regional organizations and stakeholders, in a holistic and coordinated effort, to strengthen regional and inter-regional collaboration in aviation security. The main objective of the Roadmap is to assist and encourage all NAM/CAR and SAM stakeholders to work collaboratively towards effective implementation of agreed actions/tasks to achieve the objectives of the GASeP, compliance with Annex 17 and sustainability of the global and regional aviation security system using the NAM/CAR and SAM AVSEC/FAL Regional Group as the main forum (in coordination with other relevant bodies/groups/fora) to foster information sharing amongst all stakeholders.

5. With ICAO, all States, regional organizations and stakeholders fulfilling their responsibilities in implementing the Roadmap, the sustained level of secure and safe civil aviation operations would contribute towards preventing human, economic, financial and other losses. A strengthened aviation system provides for a conductive environment for economic growth and development in the NAM/CAR and SAM States.

6. Appendix A of the Roadmap will be reviewed and updated in a coordinated manner by the AVSEC/FAL Regional Group of the ICAO NAM/CAR and SAM Regional Offices (in cooperation with other appropriate bodies) taking into account existing and emerging aviation security threats specific to the region, major evolutions in the aviation system, as well as the GASeP and its future amendments.

7. The AVSEC/FAL Regional Group taking into consideration the provisions of the available resources of States and stakeholders should support the development of detailed National Action Plans to ensure the effective implementation of respective actions/tasks of the Roadmap.

8. Para apoyar la iniciativa de la OACI "Ningún país se queda atrás", se insta a los Estados, organizaciones regionales y partes involucradas, en coordinación con las Oficinas Regionales NACC y SAM de la OACI, a brindar su apoyo, según fuera necesario, a otros Estados y entidades que lo necesiten, para la implementación de la Hoja de ruta regional.

9. States should determine and implement the relevant actions/tasks in a prioritized manner considering their greatest areas of risk in compliance with the Annex 17 Standards. In order to assist with this prioritization, States may obtain information from the ICAO Aviation Security Global Risk Context Statement, ICAO USAP audit results, and feedback from the Regional Offices accredited to the NAM/CAR and SAM States.

10. The AVSEC/FAL Regional Group will work with the ICAO Regional Offices accredited to the NAM/CAR and SAM States to collaborate with States, regional organizations, and stakeholders to support the effective implementation of the Roadmap.

11. The ICAO NACC and SAM Regional Offices will monitor the implementation of the NAM/CAR and SAM AVSEC Roadmap and provide periodic progress reports to relevant Regional bodies, e.g. AVSEC/FAL Regional Group and the ICAO NAM/CAR and SAM Directors General meeting based on the feedback received from States regarding the implementation of the Roadmap.

12. The national appropriate authorities responsible for aviation security in NAM/CAR and SAM Regions should ensure that the actions/tasks of the Roadmap implemented in all States are in accordance with the detailed action plans to be developed by the States:

- Enhance risk awareness and response. Understanding risk is essential for policies and measures that are effective, proportionate and sustainable. Undertaking risk assessments will help to identify gaps and vulnerabilities, which can then be urgently addressed in the most practical way possible, and with optimal use of resources.

- Develop security culture and human capability in aviation security. The promotion of effective security culture is critical to achieve good security outcomes. A strong security culture must be developed from the top management across and within every organization. The existence of a well-trained, motivated and professional work force is a critical prerequisite for effective aviation security.

- Improve technological resources and encourage innovation. Promoting and applying better technological solutions and innovative techniques can provide the tools for enhancing security effectiveness while ensuring operational efficiency.

- Improve oversight and quality assurance. Effective quality control and oversight processes globally, nationally, and locally are critical in delivering sustained effective aviation security.

- Increase regional cooperation and support. Increasing collaboration between the ICAO NACC and SAM Regional Offices and amongst and within States, regional organizations and stakeholders will enable the key security objectives to be achieved more quickly and efficiently.

13. Additionally the NAM/CAR and SAM Regional Conference also agreed to develop a coordinated system on audits and peer review through the development and implementation of rectification plans at national and regional levels to address gaps and vulnerabilities identified, including enhance training and guidance on quality assurance, amongst the NAM/CAR and SAM States, and involved parties.

14. Furthermore, it was agreed that ICAO should work to improve the USAP-CMA process in order to provide reliable and updated information on the effective implementation of the of ICAO aviation security Standards.

15. Lastly, it was agreed to work in compliance with UN SC resolution 2309 (2016) and respective ICAO assembly resolutions under ICAO's leadership; and to endorse the attached NAM/CAR and SAM aviation security roadmap discussed in Panama (Attachment).

— — — — — — — — — —

ATTACHMENT

THE NORTH AMERICAN, CENTRAL AMERICAN, CARIBBEAN AND SOUTH AMERICAN (NAM/CAR AND SAM) REGIONAL AVIATION SECURITY ROADMAP
GLOBAL TARGETS
(as set out in the foreword to Appendix A of the GASeP - approved by ICAO Council)

a) By 2020 80% of States reach above 65% EI
b) By 2023 90% of States reach above 80% EI
c) By 2030 100% of States reach above 90% EI

ASPIRATIONAL NAM/CAR & SAM REGIONAL TARGETS
By 2020 80% of States reach above 70% EI
By 2023 90% of States reach above 85% EI
By 2030 100% of States reach above 90% EI

PRIORITY	*PRIORITY ACTION*	*SPECIFIC TASKS*	*PARTY RESPONSIBLE FOR SPECIFIC TASKS*	*EXPECTED RESULT*	*MEASUREMENT TOOLS*	*TIMELINE*
ENHANCE RISK AWARENESS AND RESPONSE	1.1 Keep global threat picture under regular review and enhance dissemination of threat and risk advice.	1.A, 1.B States undertake regular risk assessments that consider wide range of current and future threats	States	Risk assessment is elevated within the region and incorporated into industry, state, and regional decision-making practices.	States report to RG on completion (Regional Office)	Annual reporting
		1.J, 1.K States share risk assessments with internally and externally (with	States		All states within region receives updated ICAO RCS (Regional Office)	Annual reporting

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULT	MEASUREMENT TOOLS	TIMELINE
		industry, with other states, with ICAO)		Improved risk assessment practices in states and region Common understanding of risk and terminology used.		
		1.I, Regional AVESEC/FAL establishes a standing discussion of Risk at meetings.	ICAO NAM/CAR and SAM Aviation Security and Facilitation Regional Group	Risk information is shared with those that need it.	Presence of risk discussion on RG meeting agendas	Start at next meeting then on-going
	1.2 Improve training on risk assessment.	1.M Region holds ICAO Risk Management Workshops	Regional Offices in coordination with States	Improved risk assessment practices in states and region	Number of workshops delivered by ICAO or Regional Offices Attendance by states on workshops (Trainers and trainees)	ICAO to start Scheduling in 2018 then on-going

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULT	MEASUREMENT TOOLS	TIMELINE
		1.L, 1.N Regional Office establishes "train the trainer" on risk, then states conduct Intro to Risk training domestically	ICAO States	Common understanding of risk and terminology used.	Number of courses held by ICAO Regional Office State are to deliver intro to risk training based on their local needs	SAM in Spanish June 2018 in Chile and NACC in Mexico in October 2018and then on-going English 3Q 2018
	1.3 Review relevant ICAO Annex 17 provisions and guidance for highest risk areas.	1.O, 1.P, 1.Q States ensure NCASP is reviewed and aligned with changes to ICAO Annex 17 - Security Suggestion for ICAO Regional Office to establish template/standard for all states to use as guide to compare national legislation, to keep it current against	States	States ensure compliance with all Annex 17 – Security - standards, especially in highest risk areas.	USAP-CMA Audit Report changes to NCASP based on Risk to RG/ICAO Regional Office and AVSEC/FAL/RG	On-going

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULT	MEASUREMENT TOOLS	TIMELINE
		Annex 17- Security.				
	1.4 Up-to-date framework established in each State for conducting national and local risk assessments.	States continually review and update (or implement) a risk assessment framework within their state that is capable of conducting national and local risk assessments.	State	Ability to conduct effective risk assessment that can be used in decision making/policy making.	Report to AVSEC/FAL/RG USAP-CMA Audit Regional office to do analysis for Region; Results to be reviewed by Regional Group at meetings as an agenda item.	On-going
		1.T Share experiences and best practices for risk assessment and frameworks	State		Reports to be shared amongst States as previously agreed. Workshops held by RG	
	1.5 Ensure effective internal mechanisms for communicating information/assessments to those who need it.	1.E Implement or enhance secure, systematic mechanisms to share threat and risk	State	Risk information gets to those that need it in a timely manner	ICAO Survey/Questionnaire State-level oversight reporting	2019

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULT	MEASUREMENT TOOLS	TIMELINE
		information at a national level				
		1.H, 1.U Utilize ICAO guidance on communicating threat and risk information within states and with industry	State		ICAO Survey/Questionnaire	
	1.6 Review current screening arrangements in light of national risk assessment.	1.F States' National Aviation Security Committees and appropriate security authorities periodically review physical screening and access control methods, based on national risk assessments, to ensure that they are appropriate, effective and using up-to-date	State	Review, update and implement inspection procedures according to risk assessment results.	ICAO survey/ questionnaire USAP-CMA State-level oversight reporting	On-going

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULT	MEASUREMENT TOOLS	TIMELINE
		technologies and techniques.				
	1.7 Review personnel security measures taking into account risk advice and guidance on insider threat.	1.G, 1.V, 1.W, 1.X Use ICAO Guidance and recommended best practices to assess personnel security measures with respect to risks posed by insider threats Review adequacy of current measures to address insider threat, including background checks, physical measures, training and awareness and reporting mechanisms. To incorporate into the State's relevant	State	State personnel security measures are sufficiently robust enough to counter threats posed by insiders based on national risk contexts	ICAO Survey/ Questionnaire	2019

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULT	MEASUREMENT TOOLS	TIMELINE
		aviation security programmes.				

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
DEVELOP SECURITY CULTURE AND HUMAN CAPABILITY	2.1 Build and promote security culture.	2.A Review or develop training material to teach culture and its principles (various State security bodies involved in sensitization) The Regional Offices will coordinate with ASA Section at HQ, the delivery of Seminars / Workshops to update matters related to USAP-CMA	ICAO, States and Industry	Increased awareness and incident reporting. Reporting system to be used in quality control activities and subsequent corrective action plan (sharing of best practices, innovation, and renewal of human capabilities)	ICAO Survey/Questionnaire Number of workshops delivered by ICAO or Regional Offices Attendance by States on workshops (Trainers and representatives by States)	2019 ICAO to start scheduling in 2018 then on-going

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
				Best practices in the implementation of a robust aviation security system in the Region and continuous improvement of State´s oversight and monitoring capabilities. Common understanding of the Region States regarding the USAP-CMA Audits and knowledge of the PQs fostering		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
				maximum compliance		
		2.B Develop security awareness programmes that effectively promote a positive security culture.	ICAO, States and Industry	Evidence in relevant security programmes		
		2.C Continuous promotion of security awareness campaigns	ICAO, States and Industry	Persons designated based on their hierarchy and function, receive on-going training in awareness-raising, in accordance with a pre-established timetable and content.		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
				Gradual implementation in one year, in accordance with planning.		
		2.D Develop and enhance joint training programmes.	ICAO, States and Industry	New and updated AVSEC programmes developed and delivered.		
		2.E Develop and disseminate to all other stakeholders communication plans, reporting tools, promotional materials and model training.	ICAO, States and Industry	Materials developed.	ICAO survey/questionnaire.	
		2.F Develop communication strategies to build the general public's awareness of security and the importance of complying with security measures.	ICAO, States and Industry	Evidence in relevant security programmes.\n\nPersons designated based on their	ICAO survey/questionnaire.	2020

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
				hierarchy and function, receive on-going training in awareness-raising, in accordance with a pre-established timetable and content. Gradual implementation in one year, in accordance with planning. New and updated AVSEC programmes developed and delivered. Materials developed.		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
				Workshops and seminars. Advertising and signage at airports. Enhanced activity in the website destined to that effect.	ICAO questionnaire/survey Analysis of activity in the website destined to that effect.	
	2.2 Develop and review training programmes, taking into account risk.	2.G Develop and implement a national security programme to enhance management oversight and lead by example.	ICAO, States, international organisations, and industry, RG	Regulations establishing guidelines, whose efficacy can be measures through the national security quality control programme (NQCP)	USAP-CMA Number of meetings held and conclusions	2020

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		2.H Exchange best practices	ICAO, States, international organisations, and industry, RG	Exchange of experts at national and international workshops and training sessions.	Number of training activities held and conclusions	
		2.I Include provisions in quality control programmes to monitor effective implementation of security culture.	ICAO, States, international organisations, and industry, RG	Effective measurement of the level of implementation of the respective programmes. Determine oversight frequency according to traffic volume and share it with the States of the Region.	USAP-CMA ICAO questionnaire/survey	
	2.3 Professionalisestaff and ensure continuous performance	2.K Implement a "culture of transparency" where	States	Implement regulations and procedures	Number States implementing regulations and procedures that	2019

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		all real and potential security-related problems are reported without fear of reprimand to the parties involved.		that ensure protection and anonymity of people reporting security-related issues.	ensure protection and anonymity of people reporting security-related issues of real and potential security-related problems reported ICAO survey/questionnaire.	
		2.L Ensure the introduction of robust vetting procedures for all staff.	States	Underway and under continuous improvement.	Number of States implementing vetting procedures. ICAO survey/questionnaire.	2019
	2.4 Develop baseline requirements/minimum qualifications for personnel involved in security.	2.M Develop and implement a universal aviation security accreditation programme (UASAP) for all staff involved in security functions.	ICAO States and industry	Carry out a Study to assess the needs concerning baseline requirements/ qualifications and level of expertise for the development	Study results	2019

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
				of a suitable programme		
		2.N Ensure sufficient funding is provided for a robust, trained and motivated security workforce.	ICAO States and industry	Secure funds stemming from the activity, ensuring execution through national legislation (legislation update based on studies to determine security rates)	ICAO survey/questionnaire	
	2.1 Build and promote security culture	2.O Define, review and enhance guidelines on security culture as required.	ICAO States and industry	Materials reviewed.	ICAO survey/questionnaire	
	2.4 Develop baseline requirements/minimum qualifications for personnel involved in	2.P Determine internationally-recognised competency levels.	ICAO States and industry	Competency levels established.	ICAO survey/questionnaire	

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
	security.	2.Q Identify optimum training model and plan for the new global professional qualifications.	ICAO States and industry	Table produced within the elements of the relevant training material.	ICAO survey/questionnaire	
		2.R Develop guidance for USAP.	ICAO	Guidance developed	Guidance published	
	2.5 Review ICAO training material and guidelines, focusing on core security skills and needs.	2.S Identify core security skills and needs and review training material and guidelines focusing on these.	ICAO and State	Training skill matrix. Two years.	ICAO survey/questionnaire	2020
	2.6 Review and enhance ICAO security- related training activities	2.T Develop and agree on new global training policy document and model.	ICAO and States	Document developed with guides and minima.	Document published	2020
		2.U Review role and effectiveness of aviation security training centres.	ICAO and States	Review completed	ICAO ASTC evaluation reports	2020 and then Ongoing

NAM/CAR AND SAM GASeP REGIONAL ROADMAP   NACC/DCA/08 — WP/05

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		2.V Conduct an analysis of regional training needs with the participation of all the States of the Region.	ICAO and States	Analysis completed	ICAO survey/ questionnaire

Analysis results shared | 2019 and then Ongoing |
| | | 2.W Promote regional and sub regional cooperation in the field of AVSEC training | ICAO and States | Cooperation activities promoted at regional and sub regional level in the field of AVSEC training | Number of activities | Ongoing |
| | | 2.X Produce a template and guidance for States on conducting review of National Civil Aviation Training Program | ICAO and States | Template developed | Templates shared with States | 2019 |

PRIORITY	*PRIORITY ACTION*	*SPECIFIC TASKS*	*PARTY RESPONSIBLE FOR SPECIFIC TASKS*	*EXPECTED RESULTS*	*MEASUREMENT TOOLS*	*TIMELINE*
3. IMPROVE TECHNOLOGICAL RESOURCES AND FOSTER INNOVATION	3.2 Promote innovative techniques and technologies by States and industry	3.A Develop material on the conduction of operational trials of innovative techniques.	States and industry Regional Offices	Based on the risk assessment and the results of quality activities identify vulnerabilities and establish new methodologies for the conduction of operational trials.		Nov/2019
		3.B Encourage and support trials and tests of new processes and equipment.	States and industry Regional Offices	In order to support security technology manufacturers, foster trials in the State security system, in order to check the efficacy of new equipment and technologies.		
		3.C Organize and support innovation events and challenges and encourage participation of start-up and entrepreneurial companies.	States and industry Regional Offices	Promote *fora* (seminars, conferences, workshops) to lay out the needs in security technology, involving the industry at large.		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		3.Q Ensure exchange of information among States and industry on innovative techniques and technologies. Through the Regional Offices, collect the respective information and share it with all the States, prior consent by the States.	States and industry Regional Offices	Promote periodic fora for the exchange of information among States.		
		3.R Develop material on how to conduct operational trials of innovative techniques and technologies and their usefulness.	States and industry Regional Offices	Identify the specific needs of each State	Number of States that conduct operational trials and exchange information on such trials.	Nov/2019

PRIORITY	PRIORITY ACTION	SPECIFI C TASKS	PARTY RESPONSIBL E FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		Encourage and support trials and tests of new processes and equipment Organize and support innovation events and challenges and encourage participation of start-up and entrepreneurial companies Ensure exchange of information among States and industry on innovative techniques and technologies Through the Regional Offices,				

PRIORITY	*PRIORITY ACTION*	*SPECIFIC TASKS*	*PARTY RESPONSIBLE FOR SPECIFIC TASKS*	*EXPECTED RESULTS*	*MEASUREMENT TOOLS*	*TIMELINE*
		collect information and develop material according to the realities and needs of each State.				
	3.3 Promote consistency of technical specifications of security equipment	3. S Identify States that establish technical specifications and/or operational requirements for security equipment.	States and industry ICAO/Regional Offices	Collection of such information through a survey.	Survey/ questionnaire

Technical specifications and/or operational requirements for security equipment shared with States and ICAO/Regional Offices. | 2020 |
| | 3.4 Consider minimum technical specifications for security equipment | 3.D Identify in detail the threats to each type of security equipment. | States and industry Regional Offices | Call upon the manufacturers of equipment available in the country to make demonstrations of equipment | Information exchanged between States | Nov/2019 |

PRIORITY	*PRIORITY ACTION*	*SPECIFIC TASKS*	*PARTY RESPONSIBLE FOR SPECIFIC TASKS*	*EXPECTED RESULTS*	*MEASUREMENT TOOLS*	*TIMELINE*
		3.E Establish the minimum initial detection requirement for each type of security equipment.	States and industry Regional Offices	specifications.

Exchange of information, requirements and specifications of equipment among States. | ICAO survey/ questionnaire

Information published on ICAO AVSECPaedia secure webpage

Audit results | |
| | | 3.F Establish operational specifications for each type of security equipment. | States and industry Regional Offices | Based on the risk assessment and the results of quality control activities, identify the vulnerabilities of each piece of equipment, defining the elements that constitute a threat.

Incorporate the minimum technical specifications of equipment into State regulations. | | |
| | | 3.G Assess available technologies for each type of security equipment. | States and industry Regional Offices | | | |
| | | 3.H Establish and maintain technical specifications for each type of security equipment. | States and industry Regional Offices | | | |

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
	3.5 Increase use of appropriate technology for screening and facilitation.	3.I States and industry conduct outreach activities to promote the use of appropriate technology, taking into account human factors.	States and industry Regional Offices	Conduction of Information exchanged between States to promote effective and efficient use of appropriate technologies for screening processes, involving the human factor.	Number of activities done ICAO survey/ questionnaire	2020
	3.6 Develop and improve the efficiency of certification processes and operational use of security equipment, including human factors	3.J States and industry to keep under permanent review the security equipment certification process to assess its efficacy, reactivity and whether accurate and updated information is being provided.	States and industry ICAO/Regional Offices	Establish a standard security equipment certification procedure to show compliance with minimum specifications established by the State.	Standard security equipment certification procedure established and shared with Regional Offices	2020
		3.K States to ensure that appropriate security authorities coordinate with		Establish an effective communication mechanism among authorities involved in	Effective communication mechanism established	2020

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		other agencies (e.g., customs and migration) to facilitate data sharing and risk assessment.		the security system for the exchange of information.	Audit results	
		3.M States and industry to improve management of security equipment at airports(including site acceptance tests, routing tests, and maintenance).		Establish performance parameters, including acceptance tests, routing tests, and maintenance.		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
4. IMPROVE OVERSIGHT AND QUALITY ASSURANCE	4.1 Develop regional USAP-CMA targets concerning the levels of effective implementation of security measures	4.A Workshop to be held in the regions to discuss and establish targets concerning the levels of effective implementation of security measures, the possibility of change the target	ICAO, States	Achieve the established targets for EI of ICAO Annex 17 - Security and Annex 9 - Facilitation (security relevant) SARPS in the regions	Percentage of Member States that have attended workshops, courses, and received guidance by the Regional Offices	2nd semester 2018
	4.2 Coordinate efforts among States, stakeholders and ICAO concerning audits and peer reviews	4.B Develop processes and procedures to conduct quality control (QC) and coordinate efforts between stakeholders within a State and with other States on auditing and peer review activities.	All member States of ICAO Regions NACC&SAM Canada and Colombia: develop working paper on QC principles, to prepare the first workshop to be held during AVSEC/FAL Group September 2018	NACC-SAM Region Action: B. and C. Member States hold workshops to present their best practices and quality control. [Inclusion in regional meetings ALREADY SCHEDULED]; ICAO Regional Offices compile best practices and disseminate to all States in NACC and SAM.	Track participation by member States in workshops; Number of best practices collected by the Regional Offices , and shared with States in	The first workshop to be held during AVSEC/FAL Group in September 2018. Regional Office to submit report NOV 2018

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
	4.2 Coordinate efforts among States, stakeholders and ICAO concerning audits and peer reviews 4.5 Enhance training and guidance on quality assurance.	4.C Develop best practices on conducting QC; coordinate efforts between States and stakeholders on auditing, peer review.			Regions.	
	4.3. Develop and implement rectification plans at national and local levels to address gaps and vulnerabilities identified.	4.D States to establish a framework to work with other States and industry to rectify gaps and implement immediate response measures.	All member States of ICAO Regions NACC&SAM	As a result of workshops on best practices for Quality Control, and a working goup will preapare a compendium of States' practices by ICAO, regions' States establish mechanisms for jointly defining oversight of common operators and industry stakeholders and quality measures to present al the AVSEC/FAL/RG.	ICAO Regional offices disseminate best practices (process, procedures) identified and shared by member States at Regional Workshops	First Workshop at AVSEC/FAL meeting Sept 2018; First compendium reported by ICAO Regional Office in November 2018

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		4. E Analyze national quality control data to identify implementation issues that are systemic and require attention at a foundational level.	All member States of ICAO Regions NACC&SAM	Provide tools for (analyzing systemic issues) identifying issues through mechanism or regular Regional workshops. Each State applies appropriate best practices corrective measures (to correct deficiencies).		
		4.F Industry partners to work with States to assist with the development of action plans and identify possible channels of assistance, training or knowledge transfer.	All member States of ICAO Regions NACC&SAM	Each State establishes a framework to identify industry's responsibilities, based on the principle that the participation of industry in oversight activities improves security effectiveness. States and Industry: Improve facilities (airport security infrastructure and layout) for facilitation purposes. Encourage States to share	ICAO surveys.	First quarter 2019

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
				best practices		
		4.K Consider how to make more efficient use of scarce resources and manpower in USAP-CMA.	ICAO Regional Offices	To expand scarce manpower in USAP-CMA - that ICAO offer at least once annually an ICAO auditor certification courses (to expand USAP-CMA resources in the region).	Number of certified auditors	Second Quarter 2019
	4.5 Enhance training and guidance on quality assurance.	4.M Develop, review and revise guidelines and guidance materials to help States to regularly assess the effectiveness of their national programmes.		Regional Group establishes guidelines to foster States' national audit and evaluation capacity, that serve as a basis for the Regional Offices to provide guidance and assistance.	Review USAP-CMA report with State's Appropriate Authority following an - audit to identify gaps in QC where audit results show the need for assistance.	

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
5. INCREASE COOPERATION AND SUPPORT	5.1 Contribute resources to ICAO, States and stakeholders for auditing/peer review. 5.2 Provide increased assistance (where possible) for capacity development. 5.3 Commitment to enhance effective implementation by recipient States. 5.4 Ensure all national entities concerned are actively involved in implementation of measures. 5.5 Identify and utilize	5.A Support and encourage all stakeholders to conduct peer review, transfer knowledge, or share knowledge on security processes, procedures and technologies. 5.B Provide funding for assistance activities carried out by States/industry.		At State-level, needs, priorities and funding sources identified. Develop peer-to-peer reviews, workshops and training. Increase speed of implementation of assistance and peer review process and follow up actions. Funds mobilized and directed to peer-to-peer assistance.	Analyse available information (audit results) in order to define specific options for protocol compliance. Review Doc 8973 to make it more specific. (Oversight and implementation) (Ref. 5.2 / 5.6) Guidance material developed by ICAO, defining the specific options for protocol compliance. (2019) Submit national programmes and other AVSEC regulations to ICAO as depository of said information, protecting the identity of the State that issued such regulations. (Ref.	

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
	new funding sources (e.g. UN, World Bank, States, industry, etc). 5.6 Enhance ICAO's capability and effectiveness in delivering assistance.				5.2) Encourage States to submit their national programmes and other AVSEC regulations to ICAO as depository of said information, protecting the identity of the State that issued such regulations. (Ref. 5.2) States submit their national programmes (PNSAC, PNISAC, PNCC) – Dec 2018 States submit their regulations containing CE- 2 protocols (Jul-2019) States submit their	

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
					guidance material for resolving CE-5 protocols (Jul-2019) 30% of SAM States have shared their national programmes, regulations and guidance material in the ICAO repository. (Jul 2019) Region have shared their 100% of States in the national programmes, regulations and guidance material in the ICAO repository. (Jul 2020)	
	5.1 Contribute resources to ICAO, States, and stakeholders for	States that have resources to provide assistance commit to the	ICAO, States and Industry	Guidance material developed by ICAO, defining the specific options for protocol		JULY 2019

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
	auditing/peer reviews	following: • long-term engagement; • ascertain their own level of expertise, transferable knowledge; and • target assistance on the basis of risk profile. Encourage industry associations to transfer knowledge and share the results of their audits with the States.		compliance. States submit their national programmes (PNSAC, PNISAC, PNCC)		
	5.2 Provide increased assistance (where possible) for	Review and revise Doc 8973 to make it more specific.		Guidance material developed by ICAO, defining the specific		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
	capacity building.	(Oversight and implementation) (Ref. 5.2 / 5.6) Submit national programmes and other AVSEC regulations to ICAO as depository of said information, protecting the identity of the State that issued such regulations. (Ref. 5.2) Encourage States to submit their national programmes and other AVSEC regulations to ICAO as depository of said information, protecting the		options for protocol compliance. States submit their national programmes (PNSAC, PNISAC, PNCC) States submit their regulations containing CE-2 protocols States submit their guidance material for resolving CE-5 protocols .30% of SAM States have shared their national programmes, regulations and guidance material in the ICAO repository. 100% of States in the Region have shared their national programmes, regulations and guidance material in the ICAO		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		identity of the State that issued such regulations. (Ref. 5.2) States that have resources to provide assistance commit to the following: • long-term engagement; • ascertain their own level of expertise, transferable knowledge; and • target assistance on the basis of risk profile. (Ref. 5.2) Encourage industry associations to		repository. Progress report on effective implementation of protocols (12 months after completion of assistance) ICAO audit reports (on a voluntary basis and with identity protection) IOSA audit results. Information repository implemented Database and on-line platform developed		

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		transfer knowledge and share the results of their audits with the States. (Ref. 5.2)				
	5.3 Commitment by recipient States to enhance effective implementation	States that receive/request assistance commit to the following:	ICAO, States and Industry			
	5.4 Ensure all the appropriate national entities are actively involved in implementation of measures	• that all appropriate national entities participate in training, information exchange, and knowledge transfer; • undergo risk-based identification of root causes of	ICAO and States			

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		deficiencies; • long-term political will to improve; and • apply assistance to improve effective implementation. (Ref. 5.3)				
	5.5 Identify and utilize new funding sources (*e.g.,* United Nations, World Bank, States, industry, etc.)	Collect information (inventory) to identify State and global entities that benefit from air transport activities, in order to sensitize them on the importance of security and the need for resources (funds)				

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		for its strengthening, based on which new funding sources can be identified for security purposes. Show other successful funding experiences. (Ref 5.5)				
	5.6 Enhance ICAO's capability and effectiveness in delivering assistance	Ensure that the ICAO strategy for promoting and facilitating targeted assistance includes establishment of an information and coordination mechanism (e.g., clearing house) to promote more effective and				

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		efficient capacity building and includes elements such as: • Database of all capacity-building activities (States, ICAO, other organizations, industry, etc.); • targeting, scheduling, location, subject matter; • "helpdesk" to connect States' requests; • on-line platform to promote/exchange best practices,				

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		training courses and seminars; and • mapping of potential donor capabilities. (Ref. 5.6) Hire short-term experts for the conduction of virtual seminars on technological aspects, cyber terrorism, best security practices. (Ref. 5.2 / 5.6) Implementation and strengthening of remote communication tools for the conduct of meetings and courses (Ref. 5.2 /				

PRIORITY	PRIORITY ACTION	SPECIFIC TASKS	PARTY RESPONSIBLE FOR SPECIFIC TASKS	EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		5.6)				

— FIN —