



SAFE SKIES.  
**SUSTAINABLE FUTURE.**

# ICAO

## *SAFETY MANAGEMENT IMPLEMENTATION IN THE NAM/CAR REGIONS*

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Carlos Marcelo Orellana

Regional Officer, Safety Implementation

ICAO NACC REGIONAL OFFICE

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# ICAO STRATEGIC OBJECTIVE ON SAFETY



ICAO

Doc 10004

Global Aviation Safety Plan

2023–2025



Approved by and published under the authority of the Secretary General

INTERNATIONAL CIVIL AVIATION ORGANIZATION

# PRIORITIES

1.



Safety is the highest priority of the International Civil Aviation Organization's (ICAO) Strategic Objectives. This Strategic Objective aims to enhance global civil aviation safety and focuses primarily on the State's effective safety oversight and its capabilities in the management of safety.

The objective is set in the context of growing passenger and cargo movements, and the need to address efficiency and environmental sustainability.

A safe aviation system contributes to the economic development of States and their industries. The Global Aviation Safety Plan (GASP) outlines the global strategy for the triennium, to achieve ICAO Safety Strategic Objective.



The purpose of the GASP is to continually reduce fatalities, and the risk of fatalities, associated with accidents by guiding the harmonized development and implementation of ***regional and national aviation safety plans***. States, Regions and industry facilitate the implementation of the strategy presented in the GASP through ***regional and national aviation safety plans***.

# 02

## GLOBAL ORGANIZATIONAL CHALLENGES





# GLOBAL ORGANIZATIONAL CHALLENGES

Five global organizational challenges are considered of the utmost priority, in the international context, because they impact States' safety oversight and safety management capabilities and, consequently, aviation safety at the global level. The global organizational challenges for 2026–2028 are as follows:

- a) **lack of sufficient financial resources for the safety oversight authority to meet its national and international obligations;**
- b) lack of qualified technical personnel, primarily aircraft accident investigators and aerodrome inspectors;
- c) lack of a regulatory process to address the resolution of safety issues, primarily related to aerodrome operations;
- d) **low level of SSP implementation at the global level; and**
- e) **deficiencies in safety data and safety information collection, analysis and exchange, to support safety management activities.**





# IMPACT OF GASP UPDATES' TO SAFETY MANAGEMENT

The 2026–2028 edition of the GASP, continues to align with current needs, capabilities and resources available to States. This edition considers the safety issues presented to Member States and industry by a dynamic and ever-changing environment, as well as recent developments in the field of aviation safety. Key revisions include new targets to address challenges such as insufficient financial resources for safety oversight authorities, lack of qualified technical personnel and the need to facilitate assistance to States struggling in the regions.



## IMPACT OF GASP UPDATES' TO SAFETY MANAGEMENT cont.

One of the most significant updates appears under Goal 2, which focuses on effective safety oversight. The first new target introduced under this goal addresses a key global organizational challenge: the availability of financial resources to each safety oversight authority and also introduces three specific and measurable targets that aim to close long-standing oversight capability gaps across ICAO regions and promote a more sustainable safety governance model

Target 2.1 requires **all States to ensure that their NASPs include a clear commitment to provide adequate financial resources to their safety oversight authorities**



# IMPACT OF GASP UPDATES' TO SAFETY MANAGEMENT cont.

Under Goal 3, which addresses the implementation of State Safety Programmes (SSPs), two new targets have been introduced. **Target 3.1 calls for all States to assess the level of implementation of their SSPs by 2026**, while **Target 3.2 requires that all States establish an SSP by 2028**. Notably, this latter target does not reference the SSP maturity levels, which are absent from Annex 19 SARPs.

These changes underscore the need for **RASG-PA to assist States in conducting implementation assessments and to provide structured guidance for SSP establishment**, particularly in States that are at early stages of SSP development. It is important to highlight that one of the biggest problems for SSP implementation is the lack of prioritization, resources and the absence of the SDCPS within the states.



## IMPACT OF GASP UPDATES' TO SAFETY MANAGEMENT cont.

The focus of Goal 4, previously centered on enhancing collaboration at the regional level, has now been expanded to include national-level collaboration.

- Target 4.1 calls for all regions to identify States that need assistance to address safety issues by 2026.
- Target 4.2 directs regions to facilitate the required assistance to those identified States by 2028.
- Target 4.3 **requires regions to implement a mechanism to utilize information on operational safety risks and emerging issues for the purposes of safety planning by 2027**

## OPERATIONAL **RISK** ASSESSMENT





# IMPACT OF GASP UPDATES' TO SAFETY MANAGEMENT cont.

Finally, the 2026–2028 GASP introduces a new Goal 5, aimed at strengthening aviation safety planning. This goal consolidates elements from Targets 3.2 and 4.2 of the previous edition and reflects ICAO's emphasis on comprehensive and coordinated planning. A key component of this goal is **Target 5.1, which calls for all regions to publish an updated Regional Aviation Safety Plan (RASP) by 2026, considering the new edition of the GASP**



ICAO

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

**North American, Central American, and Caribbean  
Regional Aviation Safety Plan**

**NACC-RASP**

# 03 SSP IMPLEMENTATION STATUS IN THE NAM/CAR REGIONS







# Introduction

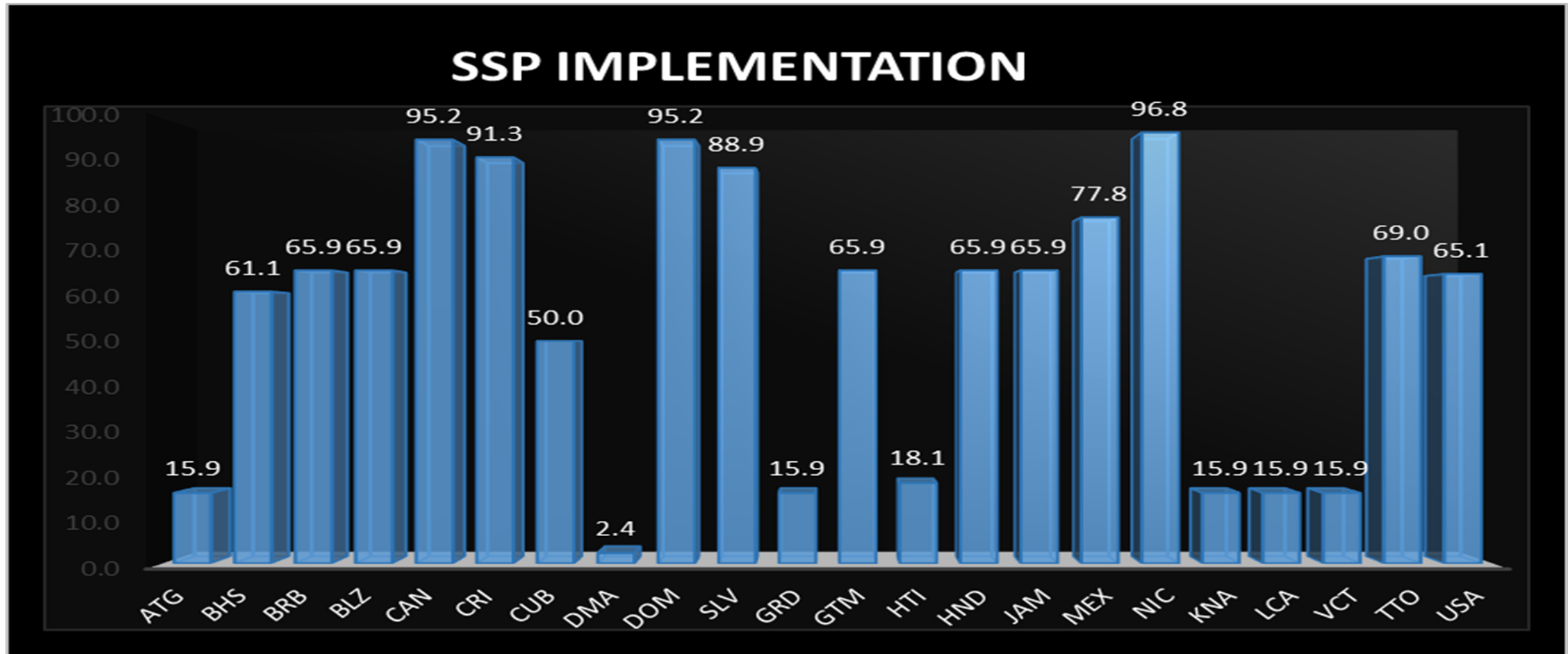
Nowadays the monitoring system used by the ICAO NACC Regional Office relies on information provided through the Integrated Safety Trend Analysis and Reporting System (iSTARS) application, as well as the virtual and on-site support provided to States.

To date, the progress in SSP implementation across the CAR Region remains limited, despite positive results in certain indicators, such as the SSP Foundation and SSP GAP analysis.

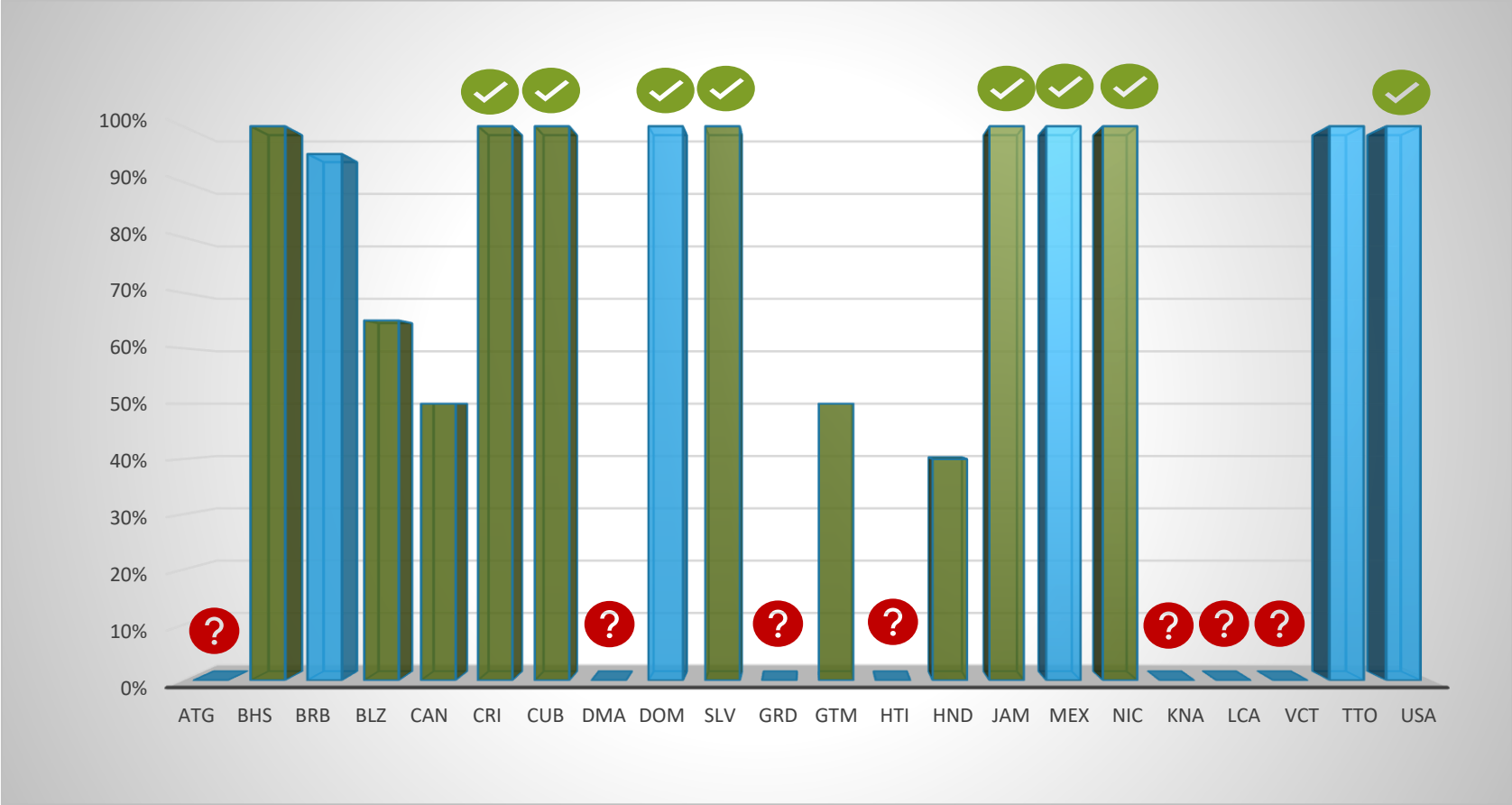
A lack of resources and competing priorities has contributed to the slowdown in implementation efforts.

## SSP percentage of implementation in accordance with iSTARS **SSP GAP Analysis**

16



# National Aviation Safety Plan (NASP) Approved and Submitted to ICAO



States that have received ICAO assist

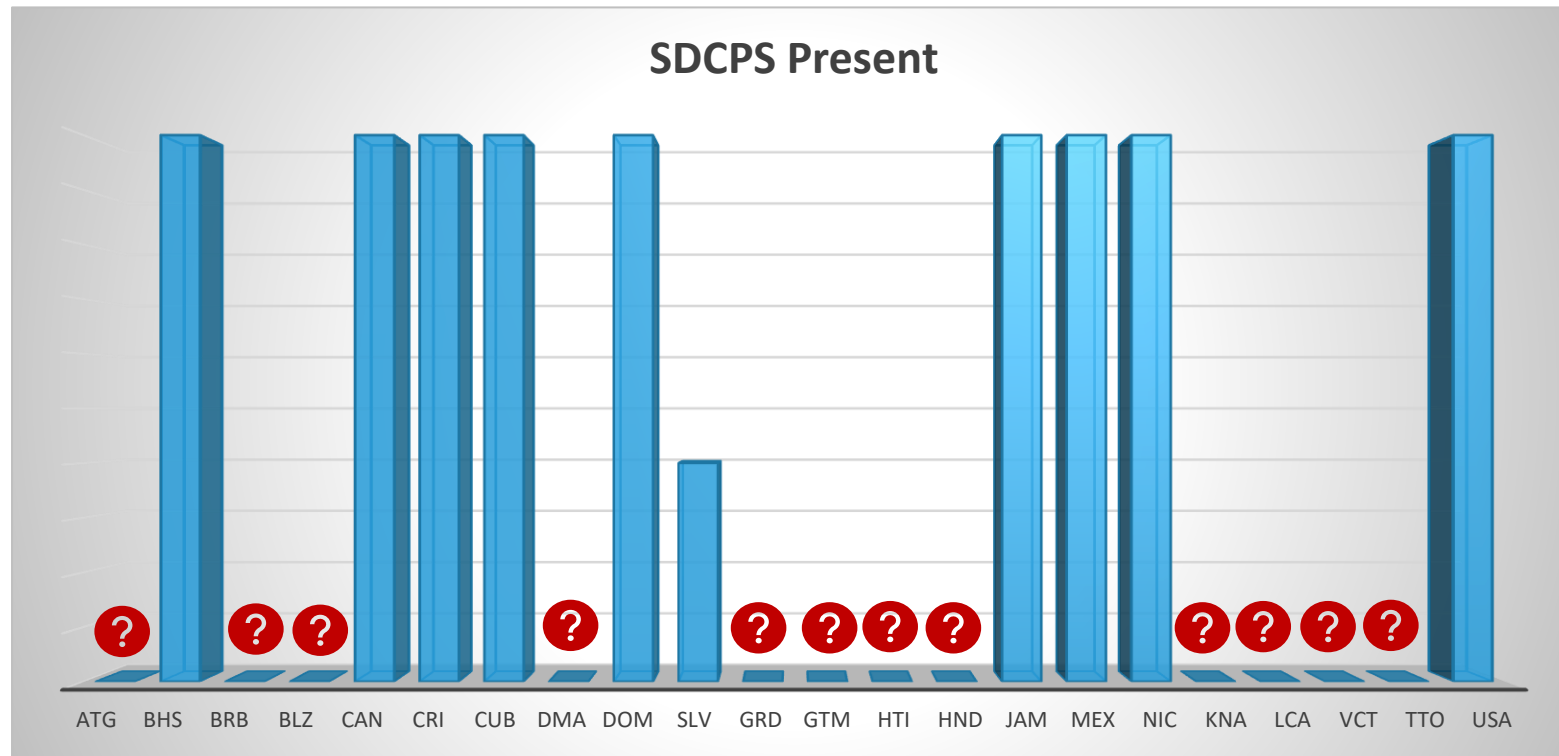


States that have uploaded their NASP to the GASP library



No information gathered from the state

# States with a Safety Data Collection and Processing System (SDCPS) (Present)



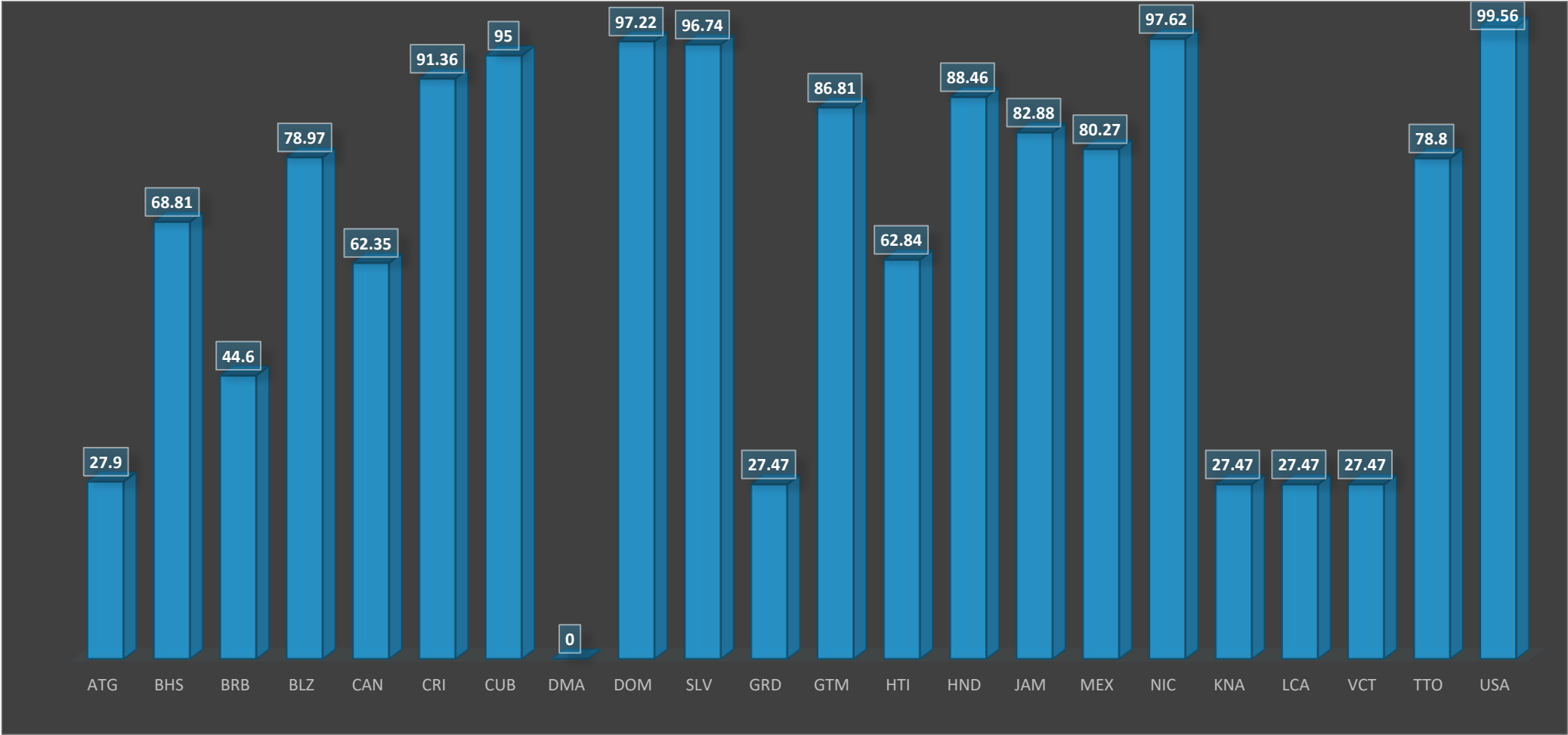
# SSP Foundation Score

This application displays a sub-set of 277 Protocol Questions (PQs) out of the 790 PQs used to calculate the USOAP Effective Implementation (EI).

This sub-set of questions are considered as the foundation for a State Safety Programme (SSP) implementation.

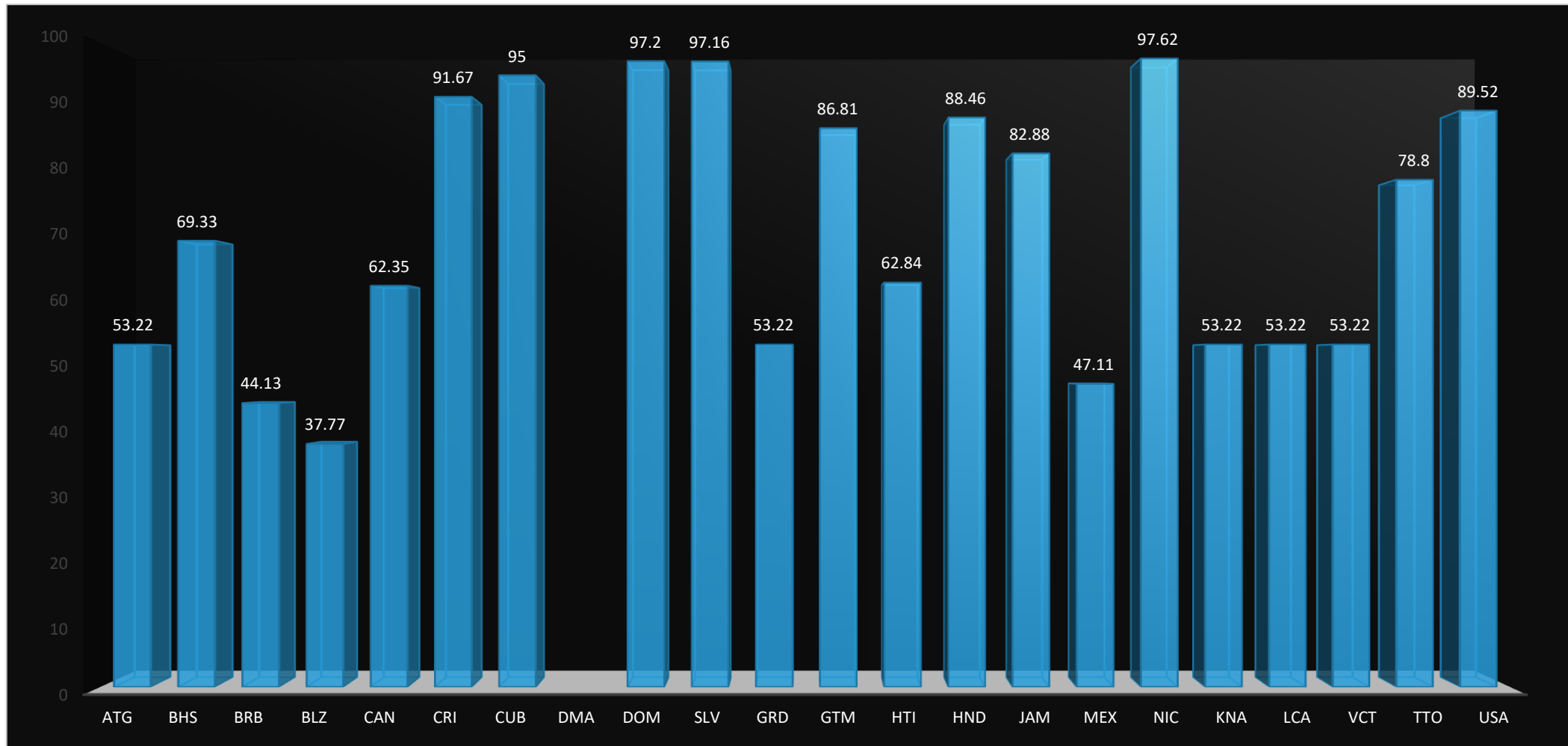
An SSP Foundation indicator is calculated as the percentage of the PQs that are either validated by USOAP or submitted as completed\* through the Corrective Action Plans (CAP) on the USOAP-CMA Online Framework.

# SSP Foundation Score 2024





# SSP Foundation Score 2025



# 05 ICAO NACC INITIATIVES AND PROJECTS



# • SSP Implementation Project

- The project was designed to strengthen the capabilities of States within the CAR Region in the development and implementation of their State Safety Programme (SSP). It provided the necessary tools to enhance SSP documentation and supported effective implementation.
- A key component of the project was the promotion of essential training courses to facilitate SSP development. Additionally, Ad-hoc workshops were organized to address the specific needs of States during the implementation process.
- The initiative also took advantage of regional collaboration, leveraging synergies between the Central American Aviation Safety Agency (ACSA) and the NACC SSP Working Groups to foster knowledge sharing and coordinated support.
- Technical assistance was delivered with the collaboration of experts from Champion States and ACSA, ensuring that CAR Region States received targeted guidance to successfully advance their SSPs.

# SSP Implementation Project

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- ✓ The project involved the active participation of 4 Subject Matter Experts (SMEs) provided by Member States and a Regional Safety Oversight Organization (RSOO): Dominican Republic, Nicaragua, and ACSA.
- ✓ The Evaluation Phase prioritized States based on the ICAO iStars “SSP Foundation” indicator, through virtual meetings over ten business days within six weeks using State Safety Program (SSP) Assessment Tool design by ICG.
- ✓ The Data Collection Phase assessed a 20% sample of CAR Region States to identify common challenges, from the evaluation conducted in the previous step.
- ✓ Findings enabled the design and delivery of an Ad-hoc workshop in May 2024, offering targeted solutions to support SSP development.



# Future Activities

The NACC Regional Office will conduct sequential virtual evaluations in CAR Region States that meet the criteria, including commitment and political will, in order to provide technical support as needed and ensure better monitoring of SSP progress. We are also seeking project funding to provide on-site support.





# NATIONAL AVIATION SAFETY PLAN (NASP) IMPLEMENTATION PROJECT

The Project objective is to ensure, by the provision of the appropriate training and guidance, that CAR States have the required tools and knowledge to develop their NASPs and have them approved by the end of **2024** 2026.

## Problem Identified

- Difficulty of the CAR Region States to prepare their NASP, due to the change in internal priorities of the States, lack of qualified personnel or technical support.
- Among the States of the Region, only 8 submitted their NASP to ICAO.





# Project Achievements

As part of the efforts to support the development and implementation of National Aviation Safety Plans (NASPs) in the CAR Region, several key activities were successfully completed:

- Virtual training on the ICAO National Aviation Safety Plan was delivered to personnel from **13 CAR Region States**, strengthening their understanding of NASP requirements and planning.
- A NASP Implementation Workshop was developed and conducted, with participation from **25 representatives of 12 States**. The workshop focused on providing technical guidance based on the NASP preparation manual and methodologies needed for effective plan development.
- on-site technical assistance missions were carried out in seven States, led by Subject Matter Experts (SMEs) and the ICAO Safety Implementation Regional Officer. These missions offered direct support for NASP advancement.
- Additionally, virtual assistance and follow-up activities were offered and the evaluated States are currently in the process of submitting their action plans for review.



# Future Activities

The NACC Regional Office is seeking project funding to provide on-site support and to monitor the development and implementation of the NASP.







Thank You!