International Civil Aviation Organization | Organisation de l'aviation civile internationale | Organización de Aviación Civil Internacional | Международная организация гражданской авиации | منظمة الطيران المدني الدولي | 国际民用航空组织

When replying please quote:
Ref.: NT-N1-8.2.19 — **E.OSG-NACC117113** 26 September 2025

To: States, Territories and International Organizations

Subject: **Summary of Discussions – Fifth State Safety Programme (SSP) Meeting for the NAM/CAR Regions (NAM/CAR/SSP/5)**
Mexico City, Mexico, 27 – 29 May 2025

Action Required: **Your comments/approval of the draft report by 10 October 2025**

Dear Sir/Madam,

Please find enclosed the Summary of Discussions of the Fifth State Safety Programme (SSP) Meeting for the NAM/CAR Regions (NAM/CAR/SSP/5), held at the ICAO NACC Regional Office, Mexico City, Mexico, from 27 to 29 May 2025.

Please note that the main outcomes for this meeting were:

1) Adoption of new Evaluation Methodology for SSP implementation
   - The meeting agreed to adopt the SM ICG SSP Assessment Tool as the new standard for evaluating SSP implementation.
   - Transport Canada volunteered to lead the working group responsible for standardizing and implementing this tool across the NAM/CAR States
2) Updates to the 2025–2026 SSP/WG Work Programme: update of the NACC Regional Aviation Safety Plan (RASP) **by 31 March 2026** and bimonthly virtual meetings to monitor the implementation of SSP
3) Completion of Key Deliverables (safety culture measurement tool, guidance document for Safety Data Collection and Processing Systems (SDCPS) implementation, personnel needs calculation tool, senior management workshop package)

I would appreciate receiving your comments or approval of the meeting report by **10 October 2025**. In the event that your Administration's approval or comments are not received by that date, it will be understood that you have no objection to the report, thus considering it approved.

… / 2

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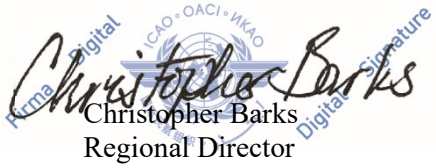
If you require any further information regarding the summary, please contact Mr. Marcelo Orellana, Regional Officer, Safety Implementation (morellana@icao.int).

Accept, Sir/Madam, the assurances of my highest consideration.



Christopher Barks
Regional Director
North American, Central American and
Caribbean (NACC) Regional Office

N:\N - ICAO Regions\N 1- 8.2.19 - SSP Events\Correspondence\2505-SSP5-SSPWorkshop\Correspondence\NACC117113SAF1-States-DraftReport-SSP5.docx / SGA

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

SUMMARY OF DISCUSSIONS

Fifth State Safety Programme (SSP) Working Group Meeting for the NAM/CAR Regions (NAM/CAR/SSP/WG/5)

Mexico City, Mexico, 27-29 May 2025

SUMMARY OF DISCUSSIONS

ii.1 Place and Date of the Meeting

The Fifth State Safety Programme (SSP) Working Group Meeting for the NAM/CAR Regions (NAM/CAR/SSP/WG/5) was held at the ICAO NACC Regional Office in Mexico City, Mexico, from 27 to 29 May 2025.

ii.2 Opening Ceremony

Mr. Luis Sánchez, Regional Officer, Aeronautical Meteorology and Environment of the North American, Central American and Caribbean (NACC) Office of the International Civil Aviation Organization (ICAO), provided opening remarks, thanked the Working Group Rapporteurs and the States for the current implementation effort for the SSP, welcomed the participants to the Regional Office and officially opened the meeting.

ii.3 Officers of the Meeting

The NAM/CAR/SSP/5 Meeting was chaired by Mrs. Imelda Bautista (Belize) and Mr. Uwe Cano (Nicaragua), both rapporteurs of the English and Spanish Working Groups (WG), respectively. Mr. Marcelo Orellana, Regional Officer, Safety Implementation of the ICAO NACC Regional Office, served as Secretary of the Meeting.

ii.4 Working Languages

The working languages of the Meeting were English and Spanish. The working papers, presentations and additional support documentation were available to participants in both languages.

ii.5 Schedule and Working Arrangements

It was agreed that the working hours for the sessions of the meeting would be from 9:00 to 15:30 hrs. daily with adequate breaks. Ad hoc Groups were created during the Meeting to do further exercises on specific items of the Agenda.

ii.6 Agenda

Agenda Item 1: **Adoption of the Provisional Agenda and Schedule**

Agenda Item 2: **ICAO NACC Safety Management Projects Progress – State Safety Programme (SSP) Status Presentation with current Integrated Safety Trend (Analysis) and Reporting System (iSTARS) data**

Agenda Item 3: **Presentation of Personnel Needs Assessment Tool for SSP**

Agenda Item 4: **Presentation of the Development Tool for the Safety Data Collection and Processing Systems (SDCPS)**

Agenda Item 5: **Presentation of the Tool for Measuring Safety Culture**

Agenda Item 6: **Presentation for Directors**

Agenda Item 7: **Presentation and Discussion on SSP Progress Measurement Methodology**

Agenda Item 8: **Coordination of 2025 Work Plan**

Agenda Item 9: **Conclusions/Agreements and Other Business**

ii.7 Attendance

The Meeting was attended by 19 States/Territories from the NAM/CAR Regions, totalling 25 delegates, as indicated in the list of participants contained in the **Appendix A**.

ii.8 Decisions

DECISIONS: Internal activities of the SSP Working Group

List of Decisions

Number	Title	Page
D/1	***ADDITIONS TO THE 2025/2026 WORK PROGRAMME***	18

ii.9 List of Working and Information Papers and Presentations

Refer to the Meeting web page:

NAM/CAR/SSP/WG/5

WORKING PAPERS

Number	Agenda Item	Title	Date	Prepared and Presented by
WP/01	1	Adoption of the Provisional Agenda and Schedule	16/04/25	Secretariat
WP/02	7	Amendments to the SSP Working Group (WG Work Programme	22/05/25	Secretariat

INFORMATION PAPERS

Number	Agenda Item	Title	Date	Prepared and Presented by
IP/01	--	List of Working, Information Papers and Presentations	09/09/25	Secretariat

PRESENTATIONS

Number	Agenda Item	Title	Presented by
1	2	Safety Management Implementation in the NAM/CAR Regions	Secretariat

PRESENTATIONS

Number	Agenda Item	Title	Presented by
2	3	Detection of Personnel Needs (SSP)	SSP/WG Rapporteur
3	4	Safety Data Collection and Processing Systems (SDCPS)	SSP/WG Rapporteur
4	5	Safety Culture	SSP/WG Rapporteur
5	6	Implementing the State Safety Programme (SSP): A Strategic Imperative for Aviation Safety Leadership	Secretariat
6	7	Proposals for measuring progress in the implementation of the SSP	Secretariat
7	7	Experiencias sobre la implementación del Programa Estatal de Seguridad Operacional (SSP) (*Available in Spanish only)*	Mexico

Agenda Item 1 Adoption of the Provisional Agenda and Schedule

1.1 The Secretariat introduced WP/01 and invited the Meeting to approve the Provisional Agenda and Schedule. The Meeting approved the Provisional Agenda and Schedule as presented.

Agenda Item 2 ICAO NACC Safety Management Projects Progress – State Safety Programme (SSP) Status Presentation with current Integrated Safety Trend (Analysis) and Reporting System (iSTARS) data

2.1 Under P/01, the Secretariat presented the current implementation status of the SSP implementation in the NAM/CAR Regions and all the accomplished activities as part of the ICAO NACC Regional Office safety projects, including the associated project.

ICAO STRATEGIC OBJECTIVE ON SAFETY

2.2 Safety is the highest priority of the ICAO's 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.

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

2.4 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.

GASP

2.5 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.

GLOBAL ORGANIZATIONAL CHALLENGES

2.6 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

2.7 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.

2.8 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 aiming 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**

National Aviation Safety Plans (NASPs) include a clear commitment to provide adequate financial resources to their safety oversight authorities

2.9 Under Goal 3, which addresses the implementation of 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 ICAO Standards and Recommended Practices (SARPs). These changes underscore the need for the **Regional Aviation Safety Group – Pan America (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.

2.10 The focus of Goal 4, previously centred 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.**

2.11 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.**

SSP IMPLEMENTATION STATUS IN THE NAM/CAR REGIONS

2.12 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. The Figure below shows the current SSP Implementation status.

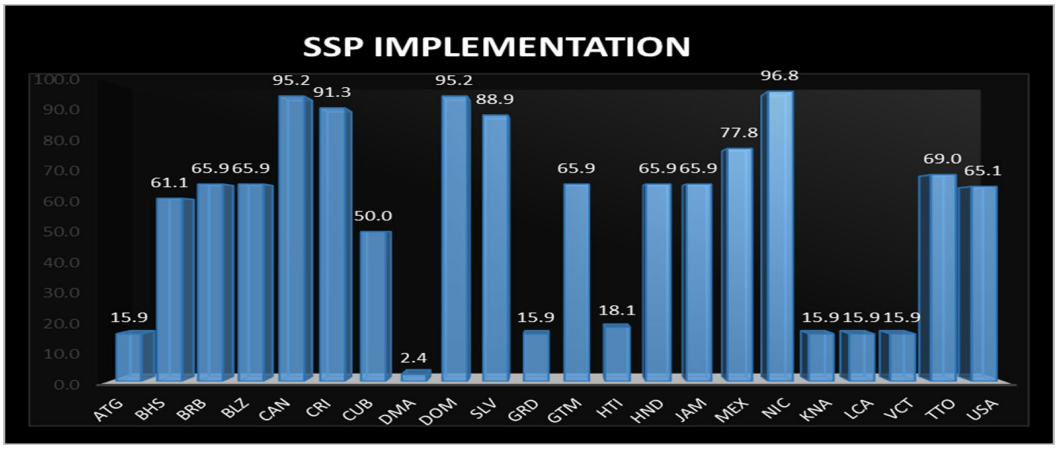
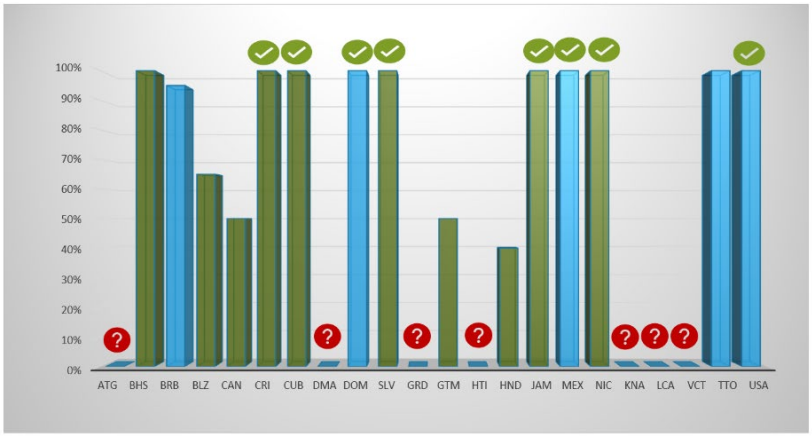
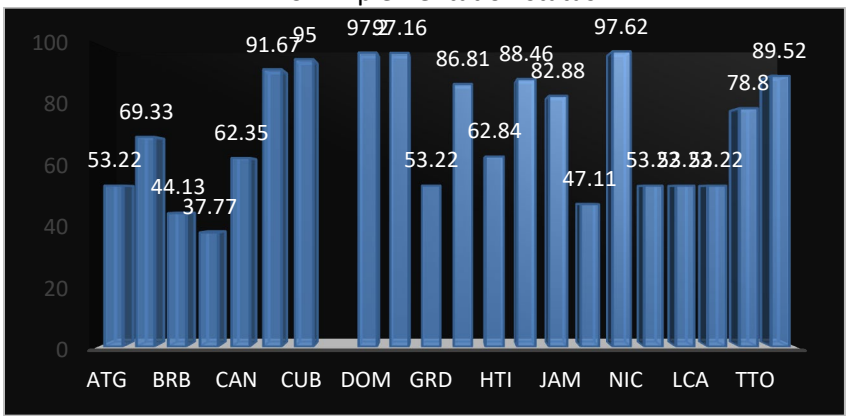


Figure- SSP Implementation status

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



NASP Implementation status



ICAO NACC Regional Office Initiatives and Projects

2.14 SSP Implementation Project

2.14.1 The project aimed to enhance the capabilities of CAR Region States in developing and implementing their SSP. It provided tools for improving SSP documentation and supported implementation through training courses and Ad hoc workshops. The initiative leveraged regional collaboration—particularly between the Central American Agency for Aeronautical Safety (ACSA) and the SSP/WGs —and delivered technical assistance with support from Champion States and ACSA, ensuring targeted guidance and knowledge sharing.

Project Achievements

- 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 Programme (SSP) Assessment Tool designed by the International Collaboration Group (ICG).
- The Data Collection Phase assessed a 20% sample of CAR 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 specific criteria, including demonstrated commitment and political will. These evaluations aim to provide targeted technical support and strengthen the monitoring of SSP progress. Additionally, The NACC Regional Office continues seeking project funding to enable on-site support where necessary.

2.15 NASP Implementation Project

2.15.1 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 2026.

2.15.2 As part of the efforts to support the development and implementation of 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 SMEs and ICAO. 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

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

Agenda Item 3 Presentation of Personnel Needs Assessment Tool for SSP

3.1 Under this Agenda Item, the Secretariat presented a simplified tool for the detection of personnel Needs for SSP implementation, the objective was to establish a systematic approach for determining the necessary staffing levels for the SSP Unit. This approach will support safety and efficiency.

3.2 The tool covers all roles and responsibilities within the SSP Unit, ensuring comprehensive coverage of personnel requirements, Its main benefits include:

- Optimized resource allocation
- Enhanced safety oversight
- Improved programmes effectiveness
- Data driven analysis

3.3 The presentation included group activities and exercises focused on the tool's implementation.

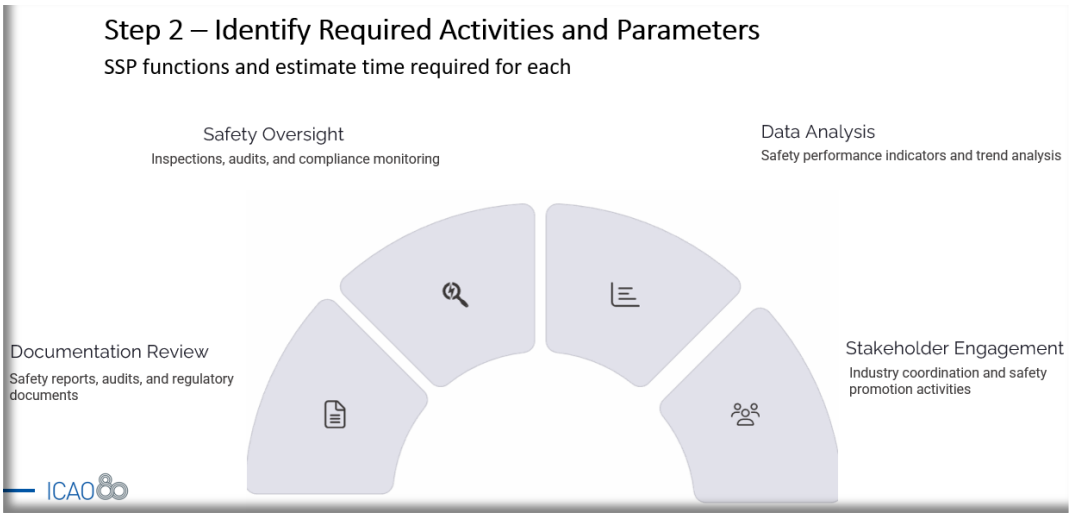
3.4 The procedure for the detection of personnel Needs for SSP, covers:

- the determination of available working time,
- Identification of the required activities and parameters,
- Calculation of personnel requirements,
- Documentation and justification; and
- Tips on implementation and review of the process.

Step 1 – Determine the Available Working Time

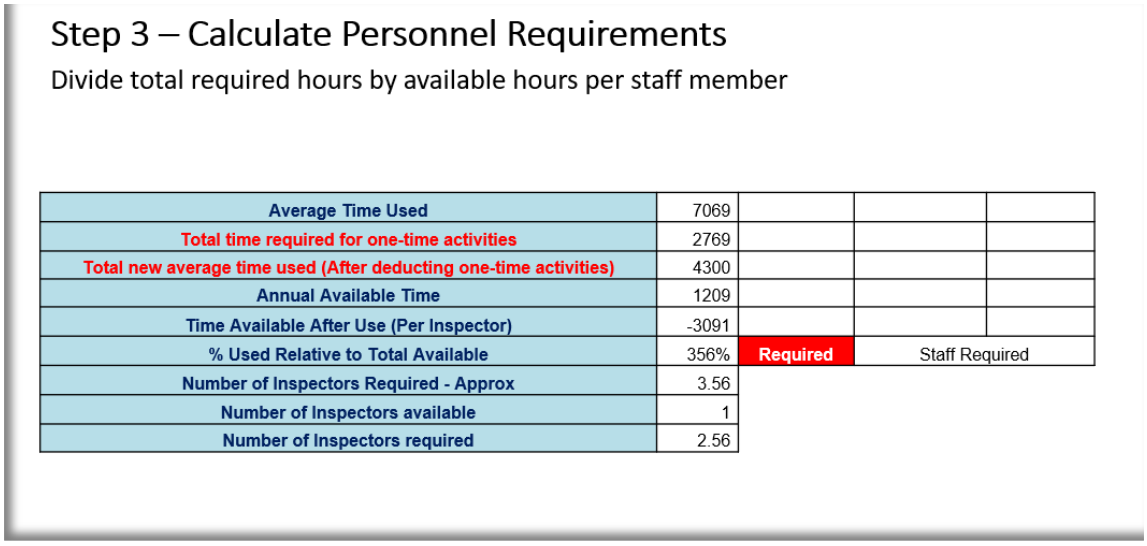
Annual Working Time Calculation – Example of Northwind Civil Aviation Authority

No. of days per year		**365**
Non-Working Days:		
Vacation	24	
Weekends	104	
Public & Bank Holidays	10	
Sick Leave	16	
Duty Leave	25	
Total Non-Working Days		(179)
Total Available Annual Working Days		186
Working Hours per day		6.5
Total Annual Available Time per inspector		**1209**



3.5 Identify Required Activities and Parameters, Sources – References:

- Annex 19 – *Safety Management*
- ICAO Doc 9859 – *Safety Management Manual*
- SSPIA (Reference Only)
- USOAP CMA Protocol Questions 2024v – SSP/SMS
- ICAO Doc 10053 – *Manual on Protection of Safety Information*
- ICAO Doc 10159 – *Safety Intelligence Manual* (to be approved)
- ICAO Doc 10161 – *Global Aviation Safety Roadmap*
- ICAO Doc 10131 – *Manual on the Development of Regional and National Aviation Safety Plans*
- ICAO Doc 10004 – *Global Aviation Safety Plan (*GASP) (latest edition)
- State's SSP Manual
- Among others



Step 3 – Calculate Personnel Requirements

Divide total required hours by available hours per staff member

Average Time Used	7069			
Total time required for one-time activities	2769			
Total new average time used (After deducting one-time activities)	4300			
Annual Available Time	1209			
Time Available After Use (Per Inspector)	-3091			
% Used Relative to Total Available	356%	Required	Staff Required	
Number of Inspectors Required - Approx	3.56			
Number of Inspectors available	1			
Number of Inspectors required	2.56			

Agenda Item 4 **Presentation of the Development Tool for the Safety Data Collection and Processing Systems (SDCPS)**

4.1 Under this agenda item, the Secretariat presented a comprehensive analysis of the implementation of an SDCPS, addressing the requirements of Annex 19 regarding the establishment of SDCPS, designed to capture, store, aggregate, and support the analysis of safety-related data and information.

4.2 The objectives of the presentation were to:

- Review the established guidelines outlined in Document 9859.
- Evaluate existing capabilities for initiating a data collection system.
- Conceptually design a SDCPS.

4.3 The presentation included practical exercises to:

- Identify which data is necessary to achieve a good analysis.
- Define the person responsible for providing the data.
- Establish the frequency for obtaining the data.
- Verify the availability and organization of the data.
- Define activities required to access the data.

4.4 During the presentation the secretariat shared important information including but not limited to:

a) **Value of data in aviation**, Data is valuable because it helps in problem-solving, making forecasts, or monitoring the efficiency of solutions. Data supports decision-making known as "*data-driven decision making*"

b) **Safety data.** A defined set of operational safety facts or values collected from various aviation-related sources, which is used to maintain or improve operational safety.

c) **Operational safety information.** Operational safety data organized or analysed in a specific context so that they are useful for operational safety management purposes.

- ❖ Safety data is transformed into operational safety information when it is processed, organized, integrated, or analysed in a certain context so that it is useful for operational safety management purposes.
- ❖ Operational safety information can continue to be processed in different ways to extract different meanings.
- ❖ Reliable data and information on operational safety are necessary to identify trends, make decisions, and evaluate performance in operational safety in relation to operational safety goals and objectives, as well as to assess relevant risks.

4.5 Regarding data collection, the presentation emphasized the importance of:

- implementing laws, regulations, and standardized processes and procedures for collecting safety data.
- Determining which data and operational safety information must be collected to support the operational safety performance management process and to adequately inform decision-making.
- the need for additional operational safety data to better assess the consequences (level of probability and severity) and determine the associated risks to improve safety risk management.
- adopting an integrated approach to collect operational safety data from various internal and external sources, both by the State and service providers.
- Granting the SSP access to the accident and incident database to fulfil its functional responsibilities related to operational safety. Final reports of investigated accidents and incidents may also include additional information to support the development of preventive measures.
- Operational safety investigations by state authorities and/or aviation service providers under the provisions of ICAO Annex 13, as they produce useful operational safety information to support performance improvement.
- Mandatory and voluntary notification
- Results of inspections, audits or studies; and
- Taxonomies so the operational safety data can be captured and stored using meaningful terms. Common taxonomies and definitions establish a standard language, improving the quality of information and communication. The aviation community's ability to focus on operational safety issues is significantly enhanced if a common language is shared.

4.6 The presentation also addressed the data collection Challenges

- Lack of clarity about the purpose and necessity of the data
- Incomplete data
- Inaccurate data
- Absence of regulations and policies
- Lack of data standardization.
- Extreme abundance of data
- Insufficiency of data
- Unawareness of the source of data
- No formats for data collection

4.7 The presentation covered the general concepts of data processing to produce meaningful operational safety information in useful formats such as diagrams, reports, or tables. The processing aspects and concepts related to the quality of the data collected:

- Cleanliness
- Relevance
- Timeliness
- Accuracy and correctness
- Benefits and limitations of measuring safety culture
- Safety culture framework

Agenda Item 5 Presentation of the Tool for Measuring Safety Culture

5.1 Under this agenda item, the Secretariat presented a model tool for the measuring the safety culture within the state's authority, providing guidance and in-depth explanation of the requirements of ICAO Doc 9859 - *Safety Management Manual*. This tool may help to detect how the individual and groups:

- are aware of the known risks and dangers that the organization and its activities face
- continuously behaves to maintain and improve safety
- can access the required resources for safe operations
- are willing and able to adapt when facing safety problems
- are willing to communicate safety issues
- continuously evaluate behaviours related to safety throughout the organization

5.2 The presentation discussion included:

- potential consequences of neglecting safety management,
- the strong safety culture dependency on an effective reporting system and clear information flow.

- Signs of safety notification
- Safety culture characteristics: commitment, justice, information, conscience, adaptability and behaviour
- Maturity level indicators
- Practical subjects on how to conduct an assessment to measure the safety culture, like the planning phase, Instruction and competencies of the interviewers, Performance phase, and Feedback Phase

5.3 The Secretariat also provided sample documentation to conduct safety measuring interviews. Group exercises were conducted to enhance general understanding of the tool.

Agenda Item 6 Presentation for Directors

6.1 Under this agenda item, the Secretariat provided a Presentation outlining key information to be shared with Directors General. The goal was to raise awareness of the importance of implementing the State Safety Programme (SSP), enhance understanding of its objectives, and highlight its technical and financial benefits.

6.2 The presentation included important subjects as follows:

a) What is the SSP? And Why SSP matters?
   - ICAO concepts
   - Importance of an institutional formal implementation of the SSP
   - Components of the SSP
   - Four relevant points about why it matters: responds to global standards and expectations, enables proactive safety management, facilitates identification and mitigation of risks before is too late and support informed decision making.

b) SSP Interrelations within the Civil Aviation Authority (CAA): data integration, oversight coordination, internal training and promotion, support to service providers, collaboration among SSP/leadership/technical areas and policy development

c) Strategic Importance for States

d) Benefits of Implementing an SSP: improved safety performance, Strengthened collaboration with aviation stakeholders, Data-driven policy and regulatory decisions, more efficient resource allocation based on risk priorities and Better compliance with ICAO SARPs

e) Current SSP implementation Challenges and Opportunities:
   - Insufficient financial and human resources
   - Lack of prioritization of SSP implementation at the national level
   - Gaps in data and safety analysis capabilities
   - Absence or underdevelopment of Safety Data Collection and Processing Systems (SDCPS) and Limited inter-agency collaboration

f) Opportunities

g) Recommendations for Directors General: advocate for and promote allocation of resources, prioritization within the national aviation strategy, facilitation of the SDCPS development and alignment with the NASP and RASP

6.3 The presentation content was discussed, improved and accepted by the State's representatives.

Agenda Item 7 Presentation and Discussion on SSP Progress Measurement Methodology

7.1 Under this agenda item, the Secretariat delivered a presentation to support the discussion on the need for new SSP evaluation methodologies, considering the current challenges in effectively measuring SSP implementation within our region. The iSTARS applications, such as the SSP Gap Analysis and SSP Foundation, will be withdrawn shortly, and the SSP Protocol Questions (PQs) are still in the testing phase. To promote regional discussion on this matter, the ICAO NACC Regional Office presented options to continue the SSP evaluation process, enabling States to effectively measure their implementation progress.

7.2 **Current situation.** The current methodology for evaluating SSP implementation progress presents significant limitations. While the ICAO SSP GAP analysis serves as a reference point, it does not offer a fully accurate or up-to-date picture of the actual implementation status in the States. A major concern is that the SSP Foundation indicators rely heavily on outdated data from USOAP audits, which often fail to reflect recent efforts and improvements made by States. **This issue has also been acknowledged by ICAO Headquarters, which recently decided to remove the related iSTARS applications due to their limited reliability and outdated inputs.**

7.3 As a result, there is an urgent need for new, data-driven monitoring tools that incorporate direct State inputs, safety performance indicators, and regional technical assessments to enable accurate and timely evaluation of SSP progress.

7.4 Methodology Proposals.

7.4.1 **The State Safety Programme Implementation Assessment (SSPIA)**. ICAO developed this Protocol to evaluate a State's SSP maturity. These Protocol Questions (PQs) cover multiple areas, including general aspects, safety data analysis, licensing, operations, airworthiness, accident investigation, air navigation services, and aerodromes. It utilizes a total of 122 PQs to evaluate the maturity of a State's SSP implementation. These PQs are assessed using a maturity model ranging from Level 0 (not present and not planned) to Level 4 (present and effective for years and in continuous improvement), they provide insights into the SSP's maturity without generating findings or requiring corrective action plans.

7.4.2 **ICAO Universal Safety Oversight Audit Programme (USOAP) SSP PQs.** The USOAP SSP PQs provide a baseline for assessing the regulatory framework and organizational structure supporting SSP implementation. However, they focus primarily on compliance aspects rather than measuring the maturity or effectiveness of the SSP in practice. As such, while useful, these PQs should be supplemented with performance-based indicators and real-time data to capture a more accurate and dynamic view of a state's safety management capabilities.

7.4.3 The 16 USOAP Protocol Questions (PQs) are specifically related to the State Safety Programme (SSP). These PQs are part of the USOAP Continuous Monitoring Approach (CMA) and are designed to evaluate the presence and implementation of the SSP framework within a State, aligned with Annex 19 – *Safety Management*. They cover areas such as: Regulatory framework for SSP, Designation of the SSP Coordinator, integration with the State's safety oversight functions, Safety data collection and analysis, Interfaces with service providers' SMS, Promotion of safety culture, SSP documentation and updates, note that these are compliance-based PQs and distinct from the SSPIA PQs, which assess maturity and do not impact the Effective Implementation (EI) score.

- Emphasis on documentation and regulatory structure
- Less focus on practical implementation or effectiveness

7.4.4 **SSP Assessment Tool.** The State Safety Programme (SSP) Assessment Tool, developed by the Safety Management International Collaboration Group (SM ICG), is designed to assist States in evaluating their safety management responsibilities and the implementation of their SSPs. This voluntary tool facilitates both initial assessments and continuous improvement efforts by providing a structured approach to analyse the effectiveness of a State's SSP.

7.4.5 The SM ICG SSP Assessment Tool is structured around the 11 elements of the ICAO SSP Framework, encompassing areas such as:

1. State safety legislative framework
2. State safety responsibilities and accountabilities
3. Accident and incident investigation
4. Enforcement policy
5. Safety requirements for service providers' SMS

6. Agreement on service providers' safety performance
7. Safety oversight
8. Safety data collection, analysis, and exchange
9. Safety data-driven targeting of oversight
10. Internal training, communication, and dissemination of safety information
11. External training, communication, and dissemination of safety information

7.4.6 The tool provides a comprehensive framework for assessing each component of the SSP. States can use this tool to evaluate the compliance and effectiveness of their SSPs, identify areas for improvement, and guide continuous enhancement efforts.

Evaluation tool comparison table

Tool	Focus Area	Output Type	Strengths	Limitations
USOAP SSP PQs	SSP compliance	EI-related findings	Specific to SSP; part of USOAP	Limited to 16 questions; lacks maturity context
SM ICG SSP Tool	Effectiveness	Narrative/self-assess	Promotes discussion & improvement	Not maintained after 2023
SSPIA PQs	Maturity	Non-EI report	Measures actual implementation	Outdated

7.5 By the end of the presentation, the meeting agreed to adopt the SM ICG tool for SSP evaluation. The SSP Point of Contact (PoC) from Transport Canada volunteered to lead the working group responsible for standardizing and implementing the tool.

Agenda Item 8 Coordination of 2025 – 2026 Work Plan

8.1 During this agenda item, the Secretariat presented WP02, Amendments to the SSP/WG Work Programme, which included proposed changes to the 2025–2026 work programme of the SSP PoCs. The working paper was discussed and approved by the meeting with some addenda. The revised SSP/WG Work programme is presented under **Appendix B**.

8.2 That, after conducting additional evaluations during the final stage of the meeting, the SSP PoCs, in coordination with the Secretariat, decided to include the following items in the 2025–2026 Work Programme:

- The update of the NACC Regional Aviation Safety Plan (RASP) before the end of 2025, with support from volunteer States.
- The coordination of bimonthly virtual meetings to monitor the implementation of the provided tools and the SSP in general

8.3 The meeting also agreed to consider including the following activities in the 2025–2026 Work Programme, subject to the availability of time and human resources:

- Identification of required competencies for SSP personnel
- Development of legal instruments related to inter-authority agreements within States, as well as data protection
- Identification and provision of necessary training under the SSP

8.4 So the Meeting agreed the following Decision:

<table>
<tr><td colspan="3">DECISION
NAM/CAR/SSP/5/01 ADDITIONS TO THE 2025/2026 WORK PROGRAMME</td></tr>
<tr><td colspan="2">What:
That, after conducting additional evaluations during the final stage of the meeting, the SSP Points of Contact, in coordination with the Secretariat, included the following in the 2025–2026 work programme:
a) Updating the NACC RASP by 31 March 2026 with the support of volunteer States.
b) Coordinating bimonthly virtual meetings to monitor the implementation of provided tools and the SSP in general.</td><td>Expected impact:
☐ Political / Global
☒ Inter-regional
☐ Economic
☐ Environmental
☒ Operational/Technical</td></tr>
<tr><td colspan="3">Why:
To foster SSP implementation in the NAM/CAR Regions and safety information exchange</td></tr>
<tr><td>When: By 31 March 2026</td><td colspan="2">Status: ☒ Valid / ☐ Superseded / ☐ Completed</td></tr>
<tr><td>Who: ☒ States ☒ ICAO ☒ Other:</td><td colspan="2">SSP PoCs</td></tr>
</table>

Agenda Item 9: Conclusions/Agreements and Other Business

9.1 Follow up on previous meeting decisions:

Decisions	**Status**
Develop a tool to measure the operational safety culture of a State. (Note: Rely on the SM ICG tool)	Completed
Develop a document for establishing SDCPS that contains the minimum elements of an effective system. (Note: based on the Cuban methodology)	Completed
Develop a calculation tool to detect the need for personnel to implement the SSP. (Note: Rely on the ACSA methodology)	Completed
Develop a Workshop for responsible executives and other senior management stakeholders. (Note: The content of the workshop would be what is mentioned in the 3 previous points	Completed
The NAM/CAR/SSP/WG encourage CAR Region States to include, into their SSP´s safety performance framework, the GANP KPI 23 Variant 3: loss of separation	Valid

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APPENDIX A/APÉNDICE A

Fifth State Safety Programme (SSP) Working Group Meeting for the NAM/CAR Regions / Quinta Reunión del Grupo de Trabajo sobre el Programa de Seguridad Operacional del Estado para las Regiones NAM/CAR (NAM/CAR/SSP/WG/5)

Mexico City, Mexico, 27 – 29 May 2025 / Ciudad de México, México, 27 – 29 de mayo de 2025

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1. Bryan Franca

BAHAMAS

2. Michael Fountain

BARBADOS

3. Tracia Smith

BELIZE / BELICE

4. Imelda Carolina Bautista-Guerra

BERMUDA

5. Deirdre Dottin-Adams (v)

CANADA / CANADÁ

6. Jean-Francois Mathieu

COSTA RICA

7. Víctor Zamora Vargas

CUBA

8. Mario Ardanza Gonzalez

DOMINICAN REPUBLIC / REPÚBLICA DOMINICANA

9. Elda Darinel Almonte Camacho De Galán

EL SALVADOR

10. Jose Ricardo Gonzalez Miranda

GUATEMALA

11. Sergio Rodolfo Andrée Oliva Mecías

HONDURAS

12. Marcos Flores
13. Pedro Javier Saavedra

JAMAICA

14. Gillian Richards
15. Jerome Davis
16. Noel Ellis

MEXICO / MÉXICO

17. Victor Zamora
18. Jesús Sinouhi

NICARAGUA

19. Uwe David Cano Navarro

(v) : virtual participation

SAINT KITTS & NEVIS / SAN KITTS Y NEVIS

20. Kenrick Duncan

TRINIDAD AND TOBAGO / TRINIDAD Y TABAGO

21. Dina Prince
22. Giatri Kavita Lalla

TURKS AND CAICOS ISLANDS / ISLAS TURCOS Y CAICOS

23. Adriana Gibson

UNITED STATES / ESTADOS UNIDOS

24. Sarbhpreet Sawhney
25. Karolyn Darrell-Bur

ICAO / OACI

26. Marcelo Orellana

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Appendix B/Apéndice B

SSP/WG Work Programme 2025/2026	Programa de Trabajo del SSP/WG 2025/2026
Coordination and Presentation of SSP Information to Directors • Collect participants' comments from the meeting to update the directors' presentation. • Based on the comments received, update the presentation. • Once updated, map the authorities to whom the presentation will be made. • Based on the previous step, coordinate with the various authorities the timing for the presentation. • Execute the presentations, taking into account that there are 22 States and, additionally, some overseas territories.	**Coordinación y Presentación de Información del SSP a los Directores** • Recopilar los comentarios de los participantes de la reunión para actualizar la presentación de los directores. • Con base en los comentarios recibidos, actualizar la presentación. • Una vez actualizada, realizar un mapeo de las autoridades a quienes se les hará la presentación. • Con base en el paso anterior, coordinar con las distintas autoridades los tiempos para la realización de la presentación. • Ejecutar las presentaciones, tomando en cuenta que son 22 Estados y, además, algunos territorios de ultramar.
Implementation of the Tool for Assessing SSP Staffing Needs • Coordinate, at the level of English- and Spanish-speaking groups, the priority and order of the States that will conduct the assessment. Considering that the groups have 10 and 8 countries respectively. • The assessment may be carried out in groups during meetings or individually by State, followed by a joint assessment. • Develop a work plan. • Once the assessment is completed, prepare a support/justification document to be presented to each Director General.	**Implementación de la Herramienta para Evaluar las Necesidades de Personal del SSP** • Coordinar, a nivel de los grupos de habla inglesa e hispana, la prioridad y el orden de los Estados que realizarán la evaluación. Considerando que los grupos tienen 10 y 8 países respectivamente. • La evaluación puede realizarse en grupo durante las reuniones o de forma individual por Estado y luego consolidarse en conjunto. • Elaborar un plan de trabajo. • Una vez realizada la evaluación, elaborar un documento de apoyo/justificación para presentar a cada Director General.
Development/socialization of the Tool for Evaluating SSP and its implementation (led by Transport Canada) • Confirm the States that will participate in the development of the tool via email. • Organize a virtual workshop to familiarize the States with the tool and methodology of use. • Develop a work plan and implement it.	**Desarrollo/Socialización de la Herramienta para Evaluar e Implementar el SSP (liderado por Transport Canada)** • Confirmar por correo electrónico los Estados que participarán en el desarrollo de la herramienta. • Organizar un taller virtual para familiarizar a los Estados con la herramienta y su metodología de uso. • Elaborar un plan de trabajo e implementarlo.

SSP/WG Work Programme 2025/2026	Programa de Trabajo del SSP/WG 2025/2026
Updating of the Regional Aviation Safety Plan (RASP) • Confirm the States that will participate in the update via email. • Coordinate meetings via email. • Develop a work plan (monthly meetings). • Have the first draft of the updated RASP by December 2025.	**Actualización del Plan Regional de Seguridad Operacional (RASP)** • Confirmar por correo electrónico los Estados que participarán en la actualización. • Coordinar reuniones por correo electrónico. • Elaborar un plan de trabajo (reuniones mensuales). • Contar con el primer borrador del RASP actualizado para diciembre de 2025.
TASKS SUBJECT TO RESOURCE AVAILABILITY: **Development of SSP Personnel Profiles** • Confirm the States that will participate in the update via email. • Coordinate meetings via email. • Develop a work plan (monthly meetings). **Development of the SSP Personnel Training Programme** • Confirm the States that will participate in the update via email. • Coordinate meetings via email. • Develop a work plan (monthly meetings). **Implementation of the Tool for SDCPS Establishment** • Identify, at the level of English- and Spanish-speaking groups, the States that will participate. • Coordinate meetings via email. • Develop a work plan for the preparation of the implementation guide. • Once the guide is completed, coordinate, at the level of English- and Spanish-speaking groups, the priority and order of the States that will carry out the assessment. • The assessment may be carried out in groups during meetings or individually by State, followed by a joint assessment. • Develop a work plan.	**TAREAS SUJETAS A LA DISPONIBILIDAD DE RECURSOS:** **Elaboración de Perfiles del Personal de SSP** • Confirmar por correo electrónico los Estados que participarán en la actualización. • Coordinar reuniones por correo electrónico. • Elaborar un plan de trabajo (reuniones mensuales). **Desarrollo del Programa de Capacitación del Personal de SSP** • Confirmar por correo electrónico los Estados que participarán en la actualización. • Coordinar reuniones por correo electrónico. • Elaborar un plan de trabajo (reuniones mensuales). **Implementación de la Herramienta para el Establecimiento del SDCPS** • Identificar, a nivel de los grupos de habla inglesa e hispana, los Estados que participarán. • Coordinar reuniones por correo electrónico. • Elaborar un plan de trabajo para la preparación de la guía de implementación. • Una vez terminada la guía, coordinar, a nivel de los grupos de habla inglesa e hispana, la prioridad y el orden de los Estados que realizarán la evaluación. • La evaluación puede realizarse en grupo durante las reuniones o de forma individual por Estado y luego consolidarse en conjunto. • Elaborar un plan de trabajo.