



El Salvador Civil Aviation Authority

THE ROADMAP RESULTS TOWARDS THE USOAP 2025 AUDIT

Lessons learned and challenges



Fase I: From July 14th to 28th

Fase II: From September 02nd to 11th

EL SALVADOR IN FIGURES

Capital City: San Salvador → **Language:** Español → **Currency:** U.S. Dollar/Bitcoin

 **6.03** millions
Population

 **\$35,365** billions
GDP

 **21,041** km²
Territorial area





EL SALVADOR ICAO MEMBER STATE



| OACI **El Salvador**, member state **since June 11, 1947.**

2 International Airports

- **2** Domestic air operators
- **6** Foreign Maintenance Repair Organizations approved
- **6** Maintenance Training Organizations approved
- **14** National Maintenance Repair Organizations approved
- **14** Aeronautical Instruction Schools
- **24** Foreign air operators

 **+5.2** millions
International passenger traffic



CIVIL AVIATION AUTHORITY

The State of El Salvador repeals the Civil Aeronautics Law of 1999 and approves the **Civil Aviation Primary Law (LOAC)** published in the Official Gazette on October 19, 2001 and entering into force 8 days after publication, where it passes from the DGTA to the **Civil Aviation Authority (AAC)**. The reforms give the **autonomy** of the institution that includes the **administrative, technical and financial** aspects, in addition to **legal personality** and its **own assets**.

STRATEGIC PLAN

 AAC 2023-2027

Goals



To guarantee the operational safety and security of civil aviation in El Salvador..



To Strengthen and modernize the Civil Aviation Authority.



Strategy

Promoting safety in the aviation sector



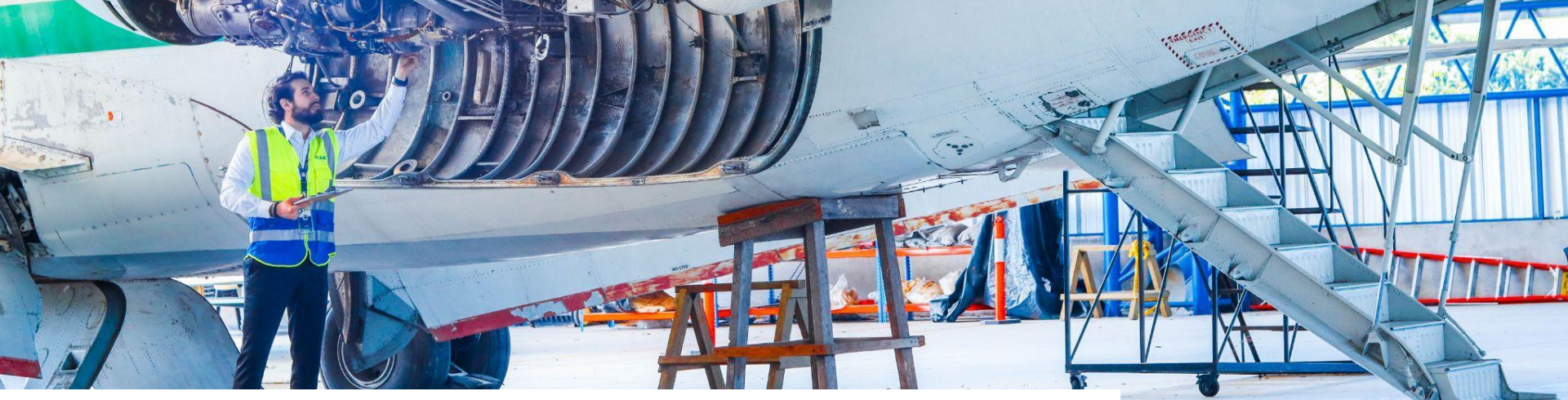
Line of action

- Modernize the regulatory framework and surveillance of the aeronautical sector
- Promote and manage the self-assessment of the level of effective implementation in terms of operational safety.



Project

- Reform and update of the institution's regulatory body
- Implementation of the Self-Assessment Plan for operational safety levels.



PREPARATION FOR THE AUDIT



PREPARING FOR THE USOAP AUDIT

2023-2024

July 2024

2024-2025

July 2025

Formulation and implementation

Audit Notification

Audit preparation 2025

2025 Audit

Formulation and implementation of the strategic project for the preparation of the USOAP audit

- ▶ SAP support in ORG, LEG, OPS, and PEL.
- ▶ Reforms to the LOAC.
- ▶ Designation of leaders by audit area.
- ▶ OLF Training for the staff
- ▶ Creation of OLF users.
- ▶ Self-assessment filling.
- ▶ SAAQ update.

Notification of complete audit to be carried out in July 2025 is received

- ▶ In October, it is notified that the new 2024 protocol will be used.
- ▶ The initial communication process starts with lead auditor.
- ▶ Teams are formed to prepare the audit.

Preparing to receive USOAP 2025 audit

- ▶ A document update plan is made.
- ▶ The teams are trained.
- ▶ ACSA and GRIAA assistance is received.
- ▶ Documentary updating is carried out.
- ▶ Evidence is prepared in folders.
- ▶ Logistics are planned.

Conduct of the USOAP audit

Audits are carried out at different times:

- ▶ OPS (July 14th – 27th).
- ▶ AIR/AIG/ANS/AGA (July 16th -28th).
- ▶ PEL (September 2nd -11th).
- ▶ LEG/ORG (July 14th -September 11th).

LOGISTICS PLAN

1. Purpose
2. Scope
3. ICAO Auditors
4. Reception and transport for ICAO auditors
5. Audit Area Leaders
6. Audit day
7. Conference rooms for the daily sessions.
8. Opening Session
9. Delivery of evidence to auditors
10. Industry visit
11. Dress code
12. Daily Results Meetings
13. Internet and other accessibility
14. Building Access
15. Evacuation plan
16. Observers

PLANNING AND TECHNICAL PREPARATION

Lessons learned:

- Timely establishment of specialized work teams by area for audit attention, ensuring internal coordination and technical expertise.
- The digital structuring of evidence by area and Protocol Question (PQ) facilitated the management, quick access, and efficient submission of documentation.
- The development and implementation of a comprehensive Logistics Plan for the USOAP CMA Audit was essential for the smooth management of resources, times and personnel.
- The implementation of a progress and pending control improved traceability, prioritization and closing gaps prior to the audit.

Challenges:

- Handling the high volume of documents that required simultaneous updating or creation, created a massive workload and demanded rigorous prioritization of deliverables.
- Addressing the audit and institutional work of each of the departments as parallel activities resulted in high levels of stress and fatigue of the staff.



COORDINATION AND KNOWLEDGE TRANSFER

Lessons learned:

- The participation of NCMCs as observers in audits of other States (Panama) provided invaluable practical learning about ICAO's process and expectations.
- The organization of a webinar to exchange experiences with Civil Aviation Authorities of Belize, the USA and Panama strengthened the preparation of internal teams by exposing them to real cases and best practices.
- Proactive coordination and communication with visited operators ensures their collaboration, preparation and efficient execution of on-site visits.

Desafíos:

- The learning curve of the OLF system for information entry (Self-Assessment/EFOD) was an initial challenge, highlighting the need for in-depth and specific technical training in ICAO tools.
- Address the cross-cutting nature of Protocol Questions (PQs), which impact multiple areas.

STRATEGIC AND CULTURAL ASPECTS



Lessons learned:

- The visible support and leadership of Senior Management was an important success factor for resource allocation, agile decision-making, and audit prioritization.
- The consolidation of an organizational culture focused on operational safety as a facilitator of continuous compliance.
- Having the flexibility and autonomy to issue and update regulations and documents allowed for a quick and effective regulatory response to the identified deficiencies.

Challenges:

- Achieving homogeneity in the interpretation of the PQ in order to support the evidence.
- Standardize the way in which evidence should be presented.
- The little or no prior exposure of technical staff to audits such as the USOAP.



LOGISTICS AND PROTOCOL MANAGEMENT

Lessons learned:

- Conducting audit simulations (internal audits) made it possible to identify weaknesses in staff response and evidence, optimizing final preparation.
- The design and implementation of a unified protocol and image for the receiving team projected professionalism and institutional seriousness to the auditors.
- The strategic assignment of logistical and protocol tasks to the Department of Communications optimized internal resources and allowed the technical teams to focus on the substance of the audit.
- The centralization of transportation and general services management in the Logistics Resources Department ensured the comfort and punctuality of the auditors, minimizing operational interruptions.

Challenges:

- Ensure adequate capacity of meeting rooms on a daily basis, due to the constant fluctuation of matter experts and support staff.





DURING THE AUDIT



--> IMPLEMENTATION AND MANAGEMENT

Lessons learned:

- Definition of clear and specialized roles within the audited team (Leader, Projectionist, Technical Spokesperson and Rapporteur) to maximize efficiency and control of the session.
- Accurate and concise presentation of evidence aligned directly with the Protocol Question (PQ) streamlines the audit process and reduced the need for clarification.
- The strategic assignment of matter experts to respond to the corresponding PQs strengthened the technical credibility of the responses and of the institution.
- The application of real-time statistical control during the audit made possible to monitor progress, identify trends in findings, and adjust response strategies immediately.

--> IMPLEMENTATION AND MANAGEMENT



Lessons learned:

- The ability to negotiate with the auditor to postpone a PQ due to the lack of immediate availability of evidence protected the pace of the audit and avoided prolonged pauses.
- Conducting daily closing meetings was essential to share preliminary findings, align expectations, and assign urgent preparation tasks for the next day.

Challenges:

- The language barrier, especially in highly technical areas such as PEL, led to the risk of misunderstandings with auditors and delay in the execution of the audit.
- Uncertainty about the status of the revised PQs affected team morale and concentration, requiring constant management of internal expectations.

--> LOGISTICS AND WORKLOAD

Lessons learned:

- Communicate in advance the visits to the operators' facilities.

Challenges:

- The extension of the working day outside of regular hours for the searching and preparation of the follow-up evidence requested during the audit.
- Mobilize the auditors in a timely manner considering the traffic congestion in the area.
- Last-minute changes to on-site visits.
- Need to manage the time daily to ensure compliance with the average Protocol Questions (PQ) per day.

PREPARE FOR THE UNEXPECTED

- Changes of auditors at the last minute.
- Rescheduling dates to complete the audit.
- ICAO's secure site was under maintenance during the audit exercise.
- Language Barrier in which the audit will be received (PEL)
- Management of the uncertainty generated during the execution of the audit.
- Prepare to handle team stress and anxiety during execution.
- Overconfidence, i.e., not holding to the fact that everything is fine within the different areas without verifying.



ICAO

UNITING AVIATION

A UNITED NATIONS SPECIALIZED AGENCY



Service Interruption Notice

Please note that this service will be inaccessible due to an ongoing upgrade.

Expected Time and Date of the Interruption:

From Monday July 21st, 10:00 AM to Tuesday July 22nd, 9:00 AM EST

We apologize for the inconvenience.

ICAO Headquarters, Montreal, Canada



QUESTIONS or COMMENTS?





AUTORIDAD DE AVIACIÓN CIVIL