



ICAO

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

WORKING PAPER

(NACC/WG/AGA/TF/4) — WP/10
08/06/2026

Fourth North American, Central American and Caribbean Working Group (NACC/WG) Aerodromes and Ground Aids (AGA) Implementation Task Force Meeting (NACC/WG/AGA/TF/4)

Virtual phase: 8 June – 18 August 2026
Mexico City, Mexico, 19 - 21 August 2026

Agenda Item 4: Provision of AGA/AOP in the NACC Region
4.1 Aerodrome Certification and Oversight

STATUS OF AERODROME CERTIFICATION IN THE CAR REGION

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This working paper presents the progress of international aerodrome certification in the CAR Region and proposes several actions to advance certification.	
Action:	See section 6.
Strategic Goals:	• Every Flight Is Safe and Secure • Aviation Delivers Seamless, Accessible, and Reliable Mobility for All • No Country Left Behind
References:	• Annex 14, Volume I • Manual on Certification of Aerodromes (Doc 9774) • Procedures for Air Navigation Services Aerodromes (Doc 9981)

1. Introduction

1.1 Aerodrome certification requirements were introduced on Annex 14 Vol. I in 2003. The requirement on Standard 1.4.1, is for States to certify aerodromes used for international operations through an appropriate regulatory framework. Such a framework should establish the criteria, processes and procedures necessary for aerodrome certification and continued oversight, as detailed in the Manual on Certification of Aerodromes (Doc 9774) and the Procedures for Air Navigation Services – Aerodromes (PANS-Aerodromes) (Doc 9981).

1.2 However, after over two decades, the NACC Region had only reached 69% of certified aerodromes and some States haven't certified any of their aerodromes with international operations. This directly affects States level of Effective Implementation with ICAO SARPs.

1.3 With the introduction of the Document 9981, many States manage to certify their existing aerodromes. The contents of PANS-Aerodromes are designed to enable the use of the procedures and methodologies described in the document to assess the operational issues faced by existing aerodromes in a changing and challenging environment and to address those issues to ensure the continued safety of aerodrome operations.

1.4 According to Annex 14, Vol. I: When an aerodrome is granted a certificate, it signifies to aircraft operators and other organizations operating on the aerodrome that, at the time of certification, the aerodrome meets the specifications regarding the facility and its operation, and that it has, according to the certifying authority, the capability to maintain these specifications for the period of validity of the certificate. The certification process also establishes the baseline for continued monitoring of compliance with the specifications.

2. Current status of Certification Goals

2.1 Aerodrome certification has not been an easy task for States. Although the Region has been making progress on the implementation of the requirements of Annex 14, the effective implementation of the requirement on the certification of aerodromes has not yet been achieved, considering that most of the existing infrastructures were built under less stringent requirements than those that currently exist in Annex 14, the certification of aerodromes will require the adoption of alternatives that offer adequate levels of operational safety of the activities of international civil aviation.

2.2 In view of the importance of international aerodrome certification in the Central America and Caribbean Region (CAR), an objective endorsed by States during the ***Eleventh Meeting of the Directors of Civil Aviation of the North American, Central American and Caribbean Region (NACC/DCA/11)***, held in Varadero, Cuba, on 29 June 2023, the goal is to achieve certification of at least **85% of international aerodromes in the region by 2025¹**.

2.3 The graph below illustrates the certification progress of international aerodromes in the CAR Region. While the last decade has seen a significant increase in the number of certified aerodromes, progress has experienced limited advancement over the past three years, remaining below the 85% certification target set for this year.

Note: the 2026 figures are still under review, and is a projection, considering the removal of 5 international aerodromes from the CARSAM Regional Air Navigation Plan.

¹ [SAPVaraderoDeclarationEN2023-06-18.pdf](#)

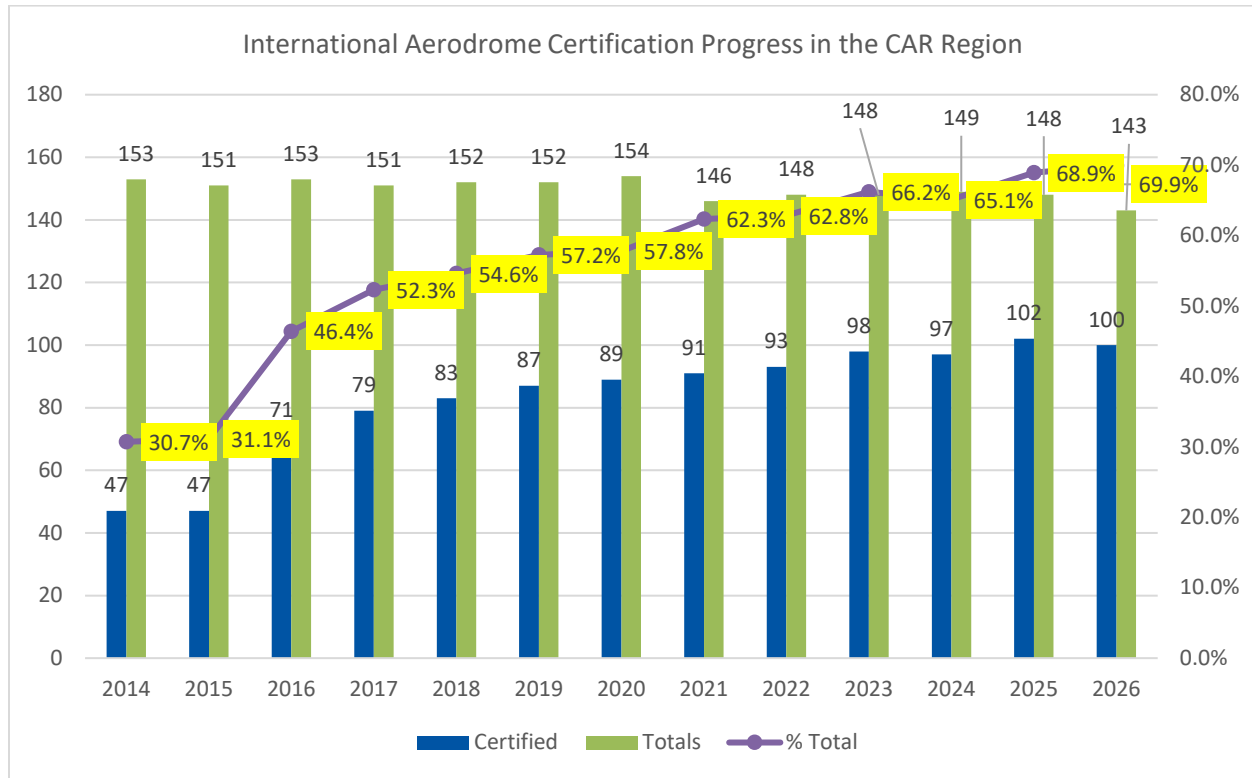


Figure 2.1: International Aerodrome Certification in the Central America and Caribbean Region.

2.2 For further details on international aerodrome data, please refer to the AGA indicators available through NACC Dashboards in ICAO Integrated Safety Trend Analysis and Reporting System (iSTARS) (<https://istars.icao.int/Sites/>).

2.3 In order to understand better the challenges that States are facing towards the implementation of aerodrome certification, ICAO has developed a short survey for States to complete, on the main obstacles to achieving certification. The survey can be accessed on this link: <https://forms.cloud.microsoft/r/6hncFeBZ68>

3. Aerodromes Certification Projects

3.1 The Eighteenth Meeting of CAR/SAM Regional Planning and Implementation Group (GREPECAS/18), Dominican Republic, April 2018, established the F1 Project: *Aerodrome Certification and Safety*, with the objective of accompanying and promoting the certification of international aerodromes in the CAR region. Details on this F1 Project under GREPECAS are included in **Appendix** of this WP.

3.2 In addition, projects with allocated resources are currently in place to provide technical assistance for the certification of international aerodromes in the OECS States. Support is also being provided to ECCAA for the development of regulations and guidance material related to the design, operation, and certification of aerodromes:

- Aerodrome regulation and guidance material for ECCAA (Eastern Caribbean Civil Aviation Authority).

- Aerodrome Certification iPack for Saint Lucia/ ECCAA Airports; and
- Technical assessment of the Certification of Aerodromes of OECS States (in development).

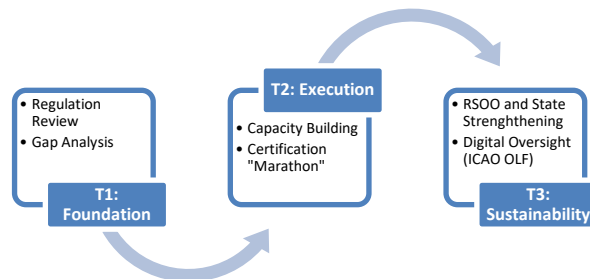
3.3 It is important to highlight that there are 14 uncertified international aerodromes within the OECS States. Certifying these aerodromes would significantly contribute to the CAR Region reaching the target of 85% certified international aerodromes.

4. New proposal for Aerodrome Certification Support Programme

4.1 Even though several activities had been carried out by the Regional Office and Member States, the rate of Aerodrome Certification is still low.

4.2 In order to address this, the Regional Office proposes a new Programme under the AGA Portfolio, named *NACC Aerodrome Certification & Oversight Support (CertOS) Programme*. A programme document is included to this working paper as Appendix B.

4.3 In order to reach the objective of certification of aerodromes, the programme proposes the following projects or “tranches” to deliver:



Tranche 1: Foundation & Diagnostics (Months 1-12)

During Tranche 1, the objective is to create a robust base for the implementation of all the enablers (procedures, checklists, templates, training) of the certification.

- **Project 1.1: Regulatory Review:** Review and update Primary aviation law, AGA Regulations and supporting documentation in target States/Territories to ensure they have the legal requirements to certify.
- **Project 1.2: The Gap Analysis:** Virtual Pre-assessment (as needed) per Airport to be certified to establish the baseline of non-compliance and opportunities of direct assistance to implement certification.

Tranche 2: Execution (Months 13-36)

During Tranche 2, the objective is to train inspectors and aerodrome personnel based on the new revised regulations, to prepare the documentation necessary for the certification process (Aerodrome Manual). Next, implementation of Certification Implementation projects with the support of NACC AGA RO (as PM) with contributions from other stakeholders/donors and national AGA staff.

- **Project 2.1: Capacity Building:** "Aerodrome certification process" workshops for CAA staff and "Aerodrome Manual and certification preparation" workshops for Airport Operators.

- **Project 2.2: The Certification Marathon:** Rolling support teams to assist and follow up States in moving from Phase 2-3 (Documentation) to Phase 5 (Granting Certificate).

Tranche 3: Sustainability & Oversight (Months 37-60)

During Tranche 3, there is enough trained staff with the expertise needed to accomplish certification without ICAO support. RSOO formalizes resource pooling framework to enable safety oversight objectives as a group.

- **Project 3.1: RSOO Strengthening:** Formalizing legal frameworks for resource pooling (inspector sharing) between States/Territories.
- **Project 3.2: Digital Oversight Implementation:** With certification in place, and with ICAO support, States have in place the right procedures and evidence uploaded and updated to ICAO USOAP CMA Online Framework (OLF) platform.

5. Next Steps

5.1 Based on the aerodrome certification support proposal, the Meeting is invited to analyze the future of the programme, including a review of the proposal and the establishment of achievable goals within the next triennium (2026-2029).

6. Suggested Actions

6.1 The Meeting is invited to:

- a) Take note of the information presented in this WP and its Appendices;
- b) Comment on the new program proposal;
- c) Endorse the new programme proposal;
- d) Evaluate the need to establish a new aerodrome certification goal, per State, for the next three years;
- e) other actions that the meeting considers necessary under the new program scope.

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APPENDIX
Project F1: Aerodromes Certification and Safety

CAR Region	PROJECT DESCRIPTION (PD)	DP N° F1	
Programme	Project Title	Start	End
Aerodromes (Programme Coordinator: Fabio Salvatierra, RO/AGA)	<i>Aerodrome Safety and Certification Implementation Project</i>	April 2018	December 2025 December 2028
Objective	Assist States in the CAR Region in the revision of documents related to aerodrome certification with the objective of increasing the number of certified aerodromes in the CAR Region. Likewise, increase the number of Runway Safety Teams (RSTs) established to promote the application of strategies aimed at reducing the number of accidents and incidents related to runway safety on an ongoing basis. - Increase aerodrome certification in the CAR Region - Build institutional capacity within the CAAs or group of CAAs to maintain certification conditions. - Strengthen the role of horizontal cooperation and RSOO. - Contribute to AGA ICAO audit preparation.		
Scope	The scope of the project consists of assisting States with their Corrective Action Plans (CAPS) for the resolution of the Universal Safety Oversight Audit Programme (USOAP) audit findings at aerodromes, in order to comply with regional goals, as well as to develop specific needs based on their requirements and facilitate the certification of aerodromes, the resolution of deficiencies reported in the GREPECAS Air Navigation Deficiencies Database (GANDD) and maintain continuous surveillance by the Civil Aviation Authorities (CAAs). The Project will provide participating States with general coordination, technical and logistic support, working in accordance with relevant ICAO procedures and guidelines, for the identification of latent problems or obstacles in the aerodrome certification process, in order to better evaluate States in meeting regional goals and develop specific needs in relation to documentation, processes and procedures, development of guidelines, training, expert advice, best practices and data and information collection, to facilitate initial aerodrome certification and continuous surveillance.		
Metrics	- Number of aerodromes certified by State. - Percentage of aerodromes certified by Region. Number of AGA inspectors per State. - Percentage of Effective Implementation (EI) by State in the AGA area. Number of RSTs established. - Number of deficiencies reported in the Global Air Navigation Deficiencies Database (GANDD).		

CAR Region	PROJECT DESCRIPTION (PD)	DP N° F1	
Programme	Project Title	Start	End
Aerodromes (Programme Coordinator: Fabio Salvatierra, RO/AGA)	<i>Aerodrome Safety and Certification Implementation Project</i>	April 2018	December 2025 December 2028
Strategy	• High level of commitment to certify aerodromes: Through GREPECAS decisions, Directors of CAAs are encouraged to submit a plan to certify their international aerodromes for each 3 years, in order to facilitate the monitoring and contribute to the regional goal of increasing the number certified aerodromes. • Aerodrome Certification: the process comprises four main tasks: Approve aerodrome design and certification national regulation, provide guidelines/training to aerodrome inspectors, establishment of initial procedure for aerodrome certification and continuous oversight, development of certification manuals and issuance of aerodrome certificates. • Implementation of RST in aerodromes that have not yet implemented it: As part of the airport certification process, formally establish Runway Safety Teams in aerodromes that have not yet implemented them. Following its initiation, the ICAO NACC Regional Office will assist in the conformation of these teams following the ICAO reference material (some of them can be found at the ICAO NACC Regional Office website). • Foundation & Diagnostics: create a robust base for the implementation of all the enablers (procedures, checklists, templates, training) of the certification. • Training and guidance: train inspectors and aerodrome personnel based on the new revised regulations, to prepare the documentation necessary for the certification process (Aerodrome Manual). • Implementation Projects: implementation of Certification projects with the support of NACC AGA RO (as PM) with contributions from other stakeholders/donors and national AGA staff.		
Goals	• Ensure that certification is implemented to at least one aerodrome in each State (Capacity building) by 2028. • Continue assisting the States/airports upon request, with the continuation of the certification of aerodromes, and reach at least 85% of certified aerodromes by the end of 2025 2028. • Guidance material and checklists have been provided on the ICAO NACC Regional Office website (eDocuments: with examples of aerodrome manuals, aerodrome manual content checklist, Runway Safety Teams (RSTs) Terms of Reference (ToRs) and Restart of Operations after the COVID-19 Pandemic) to support States/airports in the certification process. • Digital, standardized regional platform for harmonized Manuals, OLS data, and inspection checklists compatible with ICAO USOAP CMA by 2028. • Pool of trained AGA inspectors that can be shared between States thru horizontal cooperation to support aerodrome certification and surveillance by 2028.		

CAR Region	PROJECT DESCRIPTION (PD)	DP N° F1	
Programme	Project Title	Start	End
Aerodromes (Programme Coordinator: Fabio Salvatierra, RO/AGA)	<i>Aerodrome Safety and Certification Implementation Project</i>	April 2018	December 2025 December 2028
Justification	Based on 2022 ICAO USOAP statistics and results, in CAR Region: • 45% of States have not established a process for aerodrome certification; • 77% of State regulatory authorities do not have sufficient human resources (including an appropriate combination of technical disciplines according to the size and scope of aerodrome operations in the State) to carry out their functions and mandate; • 68% of the States do not ensure that the aerodrome manuals are reviewed periodically to verify the status of their amendments and that the information contained in the manual remains correct; • 50% of the States do not have a procedure to incorporate subsequent amendments to the aerodrome manual for review and approval/acceptance by the technical staff of the regulatory authority; • 50% of States do not guarantee that aerodrome operators develop and implement maintenance programmes; • 41% of States have not established a regulation which defines the circumstances and rationale for the conduct of aeronautical studies/risk assessments; and • 86% of the States have not established or implemented a mechanism to evaluate the results of conducting risk analyzes or aeronautical studies.		

Project Deliverables	Relationship with the regional Performance -Based Plan (PFF)	Responsible	Status of the implementation	Delivery date	Comments
Up to date, the CAR region has 148 international aerodromes, from which 98 are certified (66%) Reach 85% of CAR international aerodromes certified by 2028	PFF CAR AGA 02	ICAO NACC Regional Office /States	66% 69%	2025 2028	The AGA Task Force noted a slight slowdown in the growth of certified aerodromes in 2024 in the CAR region. In response, the Task Force recommended in 2024 the development of a 4-year project aimed at supporting States in certifying 30 international aerodromes in the CAR Region. The project proposal is under development.
Model harmonized certification regulation.	PFF CAR AGA 02	ICAO NACC Regional Office /States	0%	2028	Based on new project strategy, set the foundation (bases) for States to implement certification: - Model regulations and process for certification - Model forms for certification process. - Model certificate
Guidance material (Procedures and checklists) for inspectors to implement and oversee certification.	PFF CAR AGA 02	ICAO NACC Regional Office /States	0%	2028	Based on new project strategy, set the foundation (bases) for inspectors to implement certification: - Inspector procedures for aerodrome certification 5-phase process - Checklists - Guidance for the review of safety assessments/Aeronautical studies
Guidance material (Procedures and checklists) for operators to implement certification.	PFF CAR AGA 02	ICAO NACC Regional Office /States	0%	2028	Based on new project strategy, set the foundation (bases) for airports to implement certification: - Model aerodrome manual - Model compliance checklist - Advisory circular on certification - Advisory circular on safety assessments for certification

Project Deliverables	Relationship with the regional Performance -Based Plan (PFF)	Responsible	Status of the implementation	Delivery date	Comments
Aerodrome certification specialized training course (including OJT)	PFF CAR AGA 02	ICAO NACC Regional Office /States	0%	2028	Based on new project strategy, set the foundation (bases) for airports to implement certification: - Model specialized certification training programme / syllabus - Delivery of training to AGA inspectors (at least one per CAA) - Deliver OJT to AGA inspectors
Plan Certification GO-TEAMS Missions with the support of Member States to support initial certification to non-certified airports.	PFF CAR AGA 02	ICAO NACC Regional Office /States	0%	2028	Based on new project strategy, support the implementation of certification by setting up Go-Teams of State / Organizations such as ACI, ACSA or CASSOS, AGA experts that will support local experts to implement certification:
There are 84 aerodromes that have implemented the RST	PFF CAR AGA 02	ICAO NACC Regional Office /States	56%	2025	In 2024, RST Go-Teams missions took place at El Salvador San Óscar Arnulfo Romero y Galdámez International Airport (MSLP) in El Salvador; Juan Santamaria International Airport (MROC) in Costa Rica; Jorge Chavez International Airport (SPJC) in Lima; Palmerola International Airport (MHPR), Juan Manuel Gálvez International Airport (MHRO) and Ramón Villeda Morales International Airport (MHLM) in Honduras.
Assistance was provided to NACC States and continues to be provided to the States that will receive soon an USOAP audit, such as Costa Rica.	PFF CAR AGA 02	ICAO NACC Regional Office /States	57%	OPEN	The assistance provided to Barbados, Costa Rica and Mexico is ongoing.
Global Reporting Format (GRF) for Runway Surface Conditions implementation plan by States/airports in the CAR region.	PFF CAR AGA 02	States	20%	OPEN	From 2023 to 2025, there is a significant increase in the number of international aerodromes in the Central American Region with GRF implemented. However, it is still a challenge for the Caribbean.

Project Deliverables	Relationship with the regional Performance -Based Plan (PFF)	Responsible	Status of the implementation	Delivery date	Comments
Required resources	High-level commitment from each participating State. The designation of experts by the States (direct assistance) is required for the execution of the aforementioned activities. Access to State regulations, guidance, manuals, procedures, advisory circulars, and other available best practices.				



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Programme Name:	NACC Aerodrome Certification & Oversight Support (CertOS) Programme		
Region:	ICAO Central American and Caribbean (CAR) Region		
Date:	15-Dec-25	Area of interest: AGA	Version: 1.0 (Draft)
Author:	Fabio Salvatierra, ICAO NACC AGA RO		
Document ID:	To be determined		

1. Programme Executive Summary

The NACC CertOS Programme is a strategic initiative designed to address the critical gap in aerodrome certification across the Caribbean and Central American States and Territories. Currently, resource constraints and technical capacity gaps prevent many Member States from meeting the Regional Air Navigation Plan and ICAO Annex 14 obligations.

This programme moves beyond ad-hoc project support to establish a sustainable regional ecosystem. It focuses not only on achieving certification for international aerodromes but on building the institutional capability within Civil Aviation Authorities (CAAs) to maintain oversight, potentially leveraging horizontal cooperation and economies of scale by leveraging the Regional Safety Oversight Organizations (RSOOs).

In addition, the programme is also designed to support States Civil Aviation Authorities on the preparation of corrective action plans and self-assessments related to the ICAO USOAP Protocol Questions (PQs). This is aligned to the objective of building institutional capabilities within the CAAs.

Main Objectives:

1. Increase aerodrome certification in the CAR Region
2. Build institutional capacity within the CAAs or group of CAAs to maintain certification conditions.
3. Strengthen the role of horizontal cooperation and RSOO.
4. Contribute to AGA ICAO audit preparation.

The programme is part of the Aerodromes and Ground Aids (AGA) portfolio of programmes and projects.

2. Programme Vision Statement

"To establish a robust, sustainable, and standardized aerodrome safety environment across the Caribbean and Central America, where every international aerodrome is fully certified, and every State possesses the autonomous capability—or access to shared regional mechanisms—to oversee and maintain safety standards."

3. ICAO Strategic Alignment (The “Why”)

Aerodrome certification has been an ICAO Standard for aerodromes with international operations since 2003 (as per Amendment 4 to Annex 14, Volume I, 1.4.1). However, after over two decades, the NACC Region had only reached

69% of certified aerodromes and some States haven't certify any of their aerodromes with international operations. This directly affects States level of Effective Implementation with ICAO SARPs.

Some States lack of sufficient qualified personnel, including an appropriate mix of disciplines, to certify their aerodromes. In addition, other States lack technical guidance and tools to carry out the certification, especially, in the area of safety assessments / aeronautical studies assessment.

The project is part of the activities that will enable and support the achievement of ICAO Safety Strategic Goals, the goals of ICAO GASP of increasing States effective implementation, and will support States to comply with their licensing, certification, authorization and approval obligations (CE-6) and subsequently their surveillance obligations (CE-7).

In addition, the implementation of aerodrome certification has demonstrated that States are in more control of the gaps and challenges in their aerodromes, identify better the hazards and assess the risks for the safety of civil air operations, and serve as a baseline to plan better the safety oversight, thus reducing the CAA's workload and saving important resources.

This programme is authorized to deliver against the following strategic goals:

ICAO Strategic Goal / Requirement	Strategic Driver	Programme Contribution
Chicago Convention	Art. 37	Aerodrome Certification is a standard under Annex 14 Vol. I since 2003.
Every flight is safe and secure	ICAO GASP (Global Aviation Safety Plan)	Directly supports Goal 3: "Implement effective safety oversight systems" regarding aerodromes.
Aviation Delivers Seamless, Accessible, and Reliable Mobility for All	ICAO GANP (Global Air Navigation Plan)	Directly supports implementation of aerodrome operations basic building blocks (BBB), impacting almost all KPAs of the GANP.
No Country Left Behind	"No Country Left Behind"	Ensures smaller island States with limited GDP are not isolated from the global aviation network due to safety non-compliance.

4. The Blueprint (The Future State)

A detailed model of the organization's current state vs. the target future state using POTI Model: Processes, Organization, Technology, and Information.

Area	Current State (As-Is)	Future State (To-Be)
Processes (The "How")	Certification is stalled or informal. Oversight is reactive (post-incident). Corrective Actions (CAPs) often lapse.	- Standardized 5-Phase Certification process enforced. - Oversight is Continuous and Risk-Based. - CAPs are centrally tracked and mandatorily closed.
Organization (The "Who")	CAAs lack dedicated Aerodrome Inspectors, relying on multi-role staff or expensive short-term consultants.	- Dedicated, qualified Aerodrome Inspectors in place OR a formalized RSOO Inspectorate service agreement used. - Clear delegation of oversight authority. - RSOO with a task to support States on the maintenance of harmonized regulations align with SARPs and audit PQs.
Technology (The "Tools")	Aerodrome Manuals and inspection records are paper-based or stored locally, hindering regional visibility.	- Digital, standardized regional platform for Manuals, OLS data, and inspection checklists compatible with ICAO CMA.

Information	Regional safety status is only known through infrequent ICAO audits (lagging data).	- A real-time dashboard and up-to-date ICAO CMA OLF provide visibility on certification status, open findings, and safety trend indicators across the NACC region (leading data).
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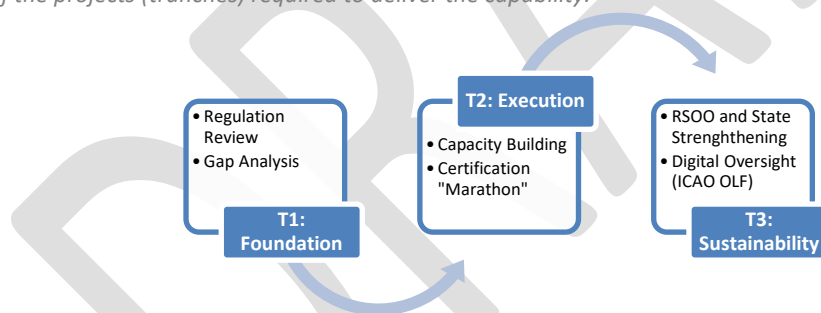
5. Benefits Profile

Detailed descriptions of each benefit, how it will be measured, and who owns it.

Benefit ID	Benefit Title	Metric	Owner (Post-Programme)
B01	Enhanced Regional Safety	Increased of % of EI related to aerodromes. Reduced number of incidents. SMS and Certification implementation.	ICAO NACC Regional Office
B02	Economic Protection	Maintenance of AGA Safety levels above global average for all participating States and International aerodromes.	CAA Director General in each State
B03	Institutional Autonomy	Reduced spending on external consultants for routine oversight.	CAA Director General in each State / RSOO management.
B04	Increased Efficiency	Standardized documentation and digital tools speed up certification and audit processes.	RSOO

6. Projects Dossier / Programme Tranches (Waves or cycles)

A list of the projects (tranches) required to deliver the capability.



Tranche 1: Foundation & Diagnostics (Months 1-12)

During Tranche 1, the objective is to create a robust base for the implementation of all the enablers (procedures, checklists, templates, training) of the certification.

- **Project 1.1: Regulatory Review:** Review and update Primary aviation law, AGA Regulations and supporting documentation in target States/Territories to ensure they have the legal requirements to certify.
- **Project 1.2: The Gap Analysis:** Virtual Pre-assessment (as needed) per Airport to be certified to establish the baseline of non-compliance and opportunities of direct assistance to implement certification.

Tranche 2: Execution (Months 13-36)

During Tranche 2, the objective is to train inspectors and aerodrome personnel based on the new revised regulations, to prepare the documentation necessary for the certification process (Aerodrome Manual). Next, implementation of Certification Implementation projects with the support of NACC AGA RO (as PM) with contributions from other stakeholders/donors and national AGA staff.

- **Project 2.1: Capacity Building:** "Aerodrome certification process" workshops for CAA staff and "Aerodrome Manual and certification preparation " workshops for Airport Operators.
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Tranche 3: Sustainability & Oversight (Months 37-60)

During Tranche 3, there is enough trained staff with the expertise needed to accomplish certification without ICAO support. RSOO formalizes resource pooling framework to enable safety oversight objectives as a group.

- **Project 3.1: RSOO Strengthening:** Formalizing legal frameworks for resource pooling (inspector sharing) between States/Territories.
- **Project 3.2: Digital Oversight Implementation:** With certification in place, and with ICAO support, States have in place the right procedures and evidence uploaded and updated to ICAO USOAP CMA Online Framework (OLF) platform.

7. Key risks and constraints

- **Risk 1 (Political):** Changes in government administration in Member States may de-prioritize aviation safety funding or sharing of resources.
Mitigation: Embed commitments in international treaties/agreements.
- **Risk 2 (Resources):** Trained inspectors move to the private sector or are fired due to non-technical reasons.
Mitigation: Bonded training agreements.
- **Constraint:** The programme has no direct legal authority to force a Sovereign State to certify; it operates on influence and support.

8. Governance and Approvals

Programme Senior Responsible Owner (SRO): Christopher Barks, Regional Director, ICAO NACC

The SRO has overall and ongoing accountability for the successful delivery of the outcomes of the programme.

Programme/Portfolio Director: Julio Siu, Deputy Regional Director, ICAO NACC

Oversees all technical portfolio and programme activities within the Regional Office, serves as a quality control filter to SRO.

Programme Manager: Fabio Salvatierra, AGA Regional Officer, ICAO NACC

The PM has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO

Business Change Manager(s): Recipient Civil Aviation Authorities (CAAs) and Airport Operators (AGA Task force?)

BCMs has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organization(s) in support of the realization of outcomes and benefits.

Approvals: To be determined

Updated on: 07 August 2026