



WORKING PAPER

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Fifteenth Meeting of the Regional Aviation Safety Group – Pan America (RASG-PA/15) and Fifth RASG-PA–GREPECAS Joint Meeting (RASG-PA–GREPECAS/5)
Mexico City, Mexico, 2 to 4 March 2026

Agenda Item 5: Progress on Regional and National Aviation Safety Planning

ANALYSIS OF THE CAUSES OF THE FAILURE TO IMPLEMENT THE STATE SAFETY PROGRAM (SSP) IN THE NAM/CAR REGION

(Presented by Secretariat)

EXECUTIVE SUMMARY

This Working Paper, developed within the framework of draft conclusion RASG-PA/15-C/015, presents the results of preliminary assessments that identify possible causes that have limited significant progress in the implementation of the State Safety Programme (SSP) in the States of the NAM/CAR Region. They constitute a first level of analysis based on the results of evaluations carried out in various States, as well as on technical discussions held during the annual meetings of the group responsible for implementing the SSP.

The study identifies as recurring causes the limited availability of human and financial resources, insufficient prioritisation of the SSP within institutional agendas, and the absence or weakness of formal systems for the collection, analysis, and use of operational safety data as a basis for decision-making.

In this regard, more comprehensive and in-depth analyses are planned, aimed at validating, complementing and prioritising the causes identified, in order to develop a structured and sustainable project proposal that effectively addresses the gaps detected. The results of this expanded analysis, together with the corresponding project proposal, will be presented for consideration by States during the next ESC/41 meeting.

Action:	The Meeting is invited to: a) Review the content of this working paper; and b) Comment on and approve the proposed Conclusions in 2.4.
<i>Strategic Goals 2026-2050:</i>	<ul style="list-style-type: none"> • Every flight is safe and secure
<i>References:</i>	<ul style="list-style-type: none"> • Global Aviation Safety Plan (GASP) 2026-2028 • Safety Management Manual (Doc 9859)

1. Introduction

1.1 The State Safety Programme (SSP) is a fundamental pillar of the safety management framework established by ICAO. Its proper implementation enables States to proactively manage safety risks through the systematic use of data, trend analysis and risk-based decision-making.

1.2 However, despite regulatory advances and the support provided through technical assistance and regional cooperation activities, the implementation of the SSP in the NAM/CAR Region continues to show a limited level of maturity in a significant number of States.

2. Analysis of the problem

2.1 The preliminary analysis shows that one of the main factors that could be affecting the implementation of the SSP is the limited availability of resources, both financial and human. In many States in the NAM/CAR Region, a working group dedicated to the SSP has not been formally established, as required by Document 9859 (Safety Management Manual), which highlights the need for a clearly defined organisational structure, with responsibilities, authorities and resources assigned for the development and maintenance of the system. In practice, SSP-related functions are often assigned on a partial or *ad hoc* basis to personnel who perform multiple functions, without sufficient dedication, continuity and, in some cases, without the required specialised training. This situation can significantly limit the ability of States to effectively develop and implement the components and elements of the SSP, including hazard identification, risk management and mitigation, and the assurance and promotion of operational safety.

2.2 Furthermore, preliminary analysis suggests limited institutional prioritisation of the SSP, particularly regarding its integration with State Safety Oversight functions, which constitute one of the fundamental pillars of the SSP as established in Document 9859 (Safety Management Manual). In several States of the NAM/CAR Region, oversight activities continue to be carried out in a predominantly prescriptive manner and with limited integration into the SSP framework, which could restrict the systematic use of operational safety data and risk-based approaches for the planning and execution of oversight. These initial observations, subject to further analysis, would not be fully aligned with the principles of GASP 2026–2028, which promotes risk-based state oversight.

3. Actions by the Secretariat, States and Regional Safety Oversight Organization (RSOOs).

3.1 In this context, the NACC Regional Office, in coordination with the SSP Working Group and the RSOOs, will conduct a more comprehensive analysis of the preliminary results and available supplementary information in order to validate and prioritise the possible causes identified and develop a structured project aimed at sustainably addressing the gaps that limit the implementation of the SSP in the NAM/CAR Region. The resulting project proposal will be presented for consideration by the States at the ESC/41 meeting.

4. Suggested action:

4.1 The Meeting is invited to:

- a) Review the contents of this Working Paper;
- b) Take note of the causes identified in the preliminary assessment; and
- c) Take note of the Secretary's commitment to the actions described and the presentation of a project to alleviate the problems identified at the next ESC 41 meeting.

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