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INTERNATIONAL CIVIL AVIATION ORGANIZATION
SOUTH AMERICAN REGIONAL OFFICE

South American Region Safety Plan (SAM-SP)

Contents

South American Region Safety Plan (SAM-SP)

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Comprehensive Approach to State Safety Management

Safety management, as established in Annex 19 and the *Safety Management Manual* (Doc 9859), is an essential State function that must be integrated across all activities related to oversight, regulation, and development of civil aviation. Its effective implementation requires the coordinated participation of all technical areas, accident and incident investigation bodies, and the planning and governance levels of Civil Aviation Authorities.

The ICAO-promoted approach is based on the premise that safety is not achieved through isolated structures, but through the State's institutional capacity to coordinate, strengthen, and harmonize its existing functions in oversight, certification, surveillance, analysis, and continuous improvement. Safety management must therefore be understood as a cross-cutting process within the State organization, in which different areas act in a complementary manner under a unified vision of risk management and continuous improvement.

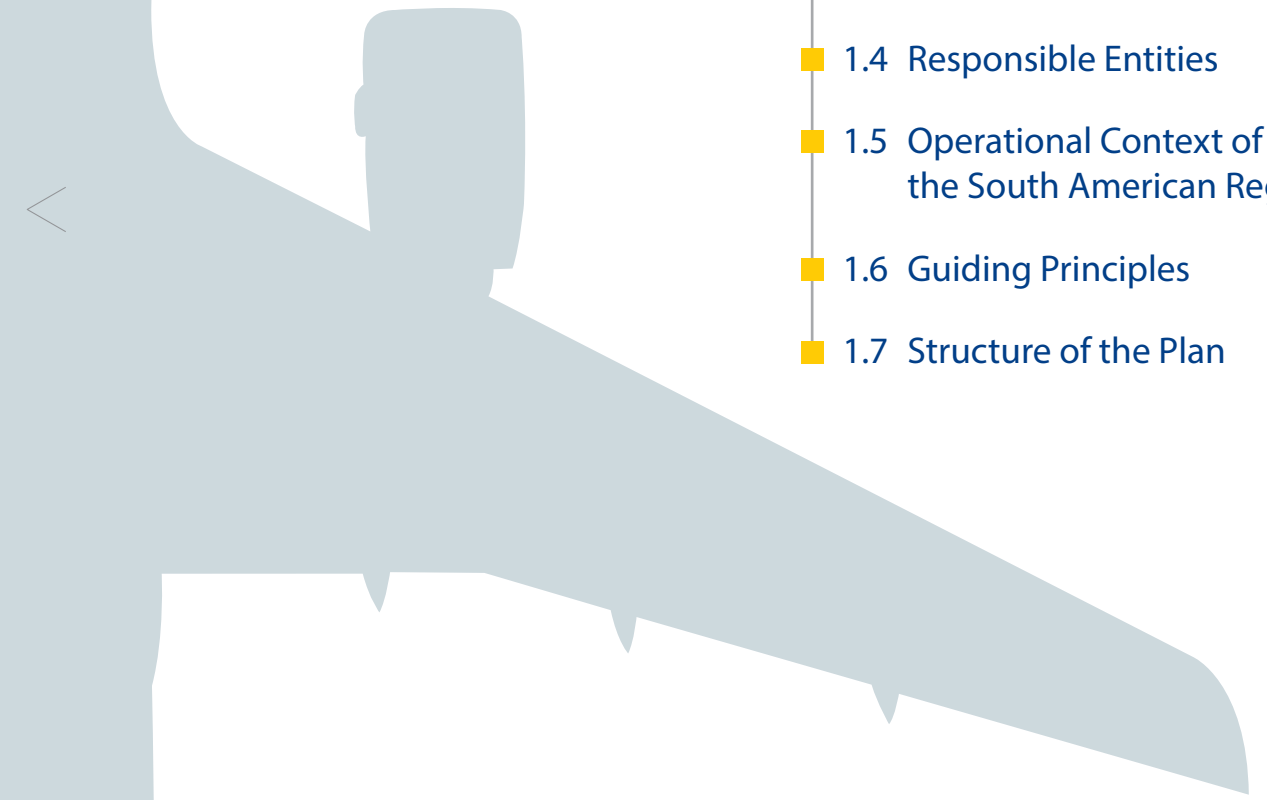
In this context, the *South American Region Safety Plan (SAM-SP)* serves as the guiding instrument that aligns and harmonizes State efforts in aviation safety, covering all supporting areas — oversight, human resources management, institutional governance, risk management, accident and incident investigation, and implementation of the State Safety Programme (SSP). Its application requires effective coordination among Safety Directors, SSP Coordinators, technical inspectors (PEL, OPS, AIR, ANS, and AGA), Accident and Incident Investigation Offices (AIG), and the entities responsible for institutional planning and supervision.

Strengthening State safety performance depends on these actors working in an integrated manner — sharing information, aligning objectives, and acting consistently with national and regional policies. Technical areas, given their operational expertise, play a key role not only in oversight and certification but also in identifying risks, evaluating trends, and applying preventive measures. Similarly, the accident and incident investigation function provides essential knowledge for prevention, while human resources management and institutional governance ensure system sustainability over time.

Accordingly, the SAM-SP promotes a comprehensive, collaborative, and evidence-based vision for safety management. This approach recognizes that safety is a shared and cross-cutting responsibility that must permeate all State functions. The goal is to strengthen existing structures and foster a culture of coordination, trust, and continuous learning. Only through the active and collaborative participation of all stakeholders will it be possible to achieve proactive, sustainable, and effective safety management — for a safer civil aviation system across the South American Region.

CHAPTER 1

Introduction



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1.1 Background

1.1.1 The *South American Region Safety Plan (SAM-SP)* is the strategic planning instrument through which the ICAO South American (SAM) Regional Office guides, coordinates, and monitors regional actions aimed at strengthening civil aviation safety in South America.

1.1.2 The previous edition (2023–2025) established a common framework for regional safety management, aligned with the *Global Aviation Safety Plan (GASP, Doc 10004)* and the guidance of the *Manual on the Development of Regional and National Safety Plans (Doc 10131)*.

1.1.3 During that cycle, the region advanced in identifying common risks, aligning objectives with the GASP, and implementing institutional strengthening initiatives, including the *Continuous Improvement Programme* approved by RAAC/17 (Santiago, 2023).

1.1.4 In this process, the *Regional Safety Oversight Cooperation System (SRVSOP)* played a fundamental role as the technical support mechanism for SAM States, providing experts, methodological tools, and training programmes that facilitated the implementation of the Continuous Improvement Programme and the follow-up of ICAO CMA and FAA IASA audits.

1.1.5 The SAM-SP 2026–2028 consolidates those results and seeks to reinforce regional cooperation by focusing on identified priorities and supporting the implementation of the fundamental elements of safety management. The Plan reaffirms the South American Region's commitment to aviation safety, as well as to providing the human, technical, and financial resources required for regional activities that foster the continuous improvement of safety levels.

1.1.6 The SAM-SP 2026–2028 is aligned with the *ICAO Strategic Plan 2026–2050,* the *GASP 2026–2028,* the *SAM 2035 Regional Strategy,* and the *Declaration for the Transformation of Civil Aviation in South America (RAAC/17),* ensuring coherence among global, regional, and national levels, and paving the way for alignment by SAM States.

1.2 Purpose of the SAM-SP 2026–2028

1.2.1 The SAM-SP 2026–2028 defines the regional strategic direction for aviation safety management during the 2026–2028 triennium.

1.2.2 The Plan covers a three-year period, consistent with the GASP, and may be reviewed or updated before its end if regional circumstances justify it — for example, in case of significant changes in the operational, institutional, or risk environment.

1.2.3 Its main objectives are to:

a) Establish regional performance targets and indicators aligned with the GASP and adapted to the SAM Region's reality.

b) Guide States in identifying and managing priority safety risks and corresponding mitigation measures.

c) Recognize common institutional challenges affecting oversight effectiveness and SSP implementation.

d) Define monitoring and evaluation mechanisms to measure progress and facilitate accountability.

1.2.4 The SAM-SP does not replace national responsibilities; rather, it complements and guides State strategies, promoting harmonization, cooperation, and collective action in support of aviation safety.

1.3 Alignment with the SAM 2035 Regional Strategy

1.3.1 The SAM-SP is the technical implementation instrument for Pillar 4 – Plan Effectiveness, and for Pillars 1 – Competitiveness, 3 – Human Factors, 5 – Governance, and 6 – Innovation of the SAM 2035 Regional Strategy. It aligns directly with Strategic Guideline 5.3 on Governance, which aims to improve safety and security management and oversight through robust frameworks, risk management, and regulatory mechanisms that strengthen institutional

resilience. In line with ICAO's *Strategic Plan 2026–2050,* both documents share a unified vision: achieving a safe, sustainable, innovative, and resilient South American aviation sector, capable of anticipating risks and adapting to environmental changes.

1.3.2 The SAM-SP provides the operational framework to translate the SAM 2035 Strategy's directives into tangible results. In governance, it promotes evidence-based management, triennial strategic planning, and accountability to regional groups and meetings (RASG-PA, GREPECAS, AVSECFAL/RG, and RAAC). In human resources, it contributes to sustained capacity building through the Continuous Improvement Programme and Safety Enhancement Initiatives (SEIs) focused on strengthening technical staff and retaining talent. In plan effectiveness, it defines goals, indicators, and monitoring mechanisms that allow measurement of progress and effectiveness of safety actions.

1.3.3 The SAM-SP also incorporates innovation as a cross-cutting enabler to address institutional challenges and enhance the efficiency of civil aviation authorities. The Region will promote the use of technological and innovative methodologies such as Risk-Based Surveillance (RBS), predictive analysis of safety data, automated reporting, and digital information exchange among States. These initiatives will improve decision-making, strengthen responsiveness to emerging risks, and advance toward a more agile and proactive safety management system.

1.3.4 Thus, the SAM-SP is fully integrated within the SAM 2035 governance framework, ensuring coherence between the Region's long-term objectives and its triennial safety goals.

1.4 Responsible Entities

1.4.1 The development, implementation, and monitoring of the SAM-SP 2026–2028 are carried out by:

- ICAO South American (SAM) Regional Office: general coordination, consolidation of regional information, technical follow-up, and State assistance.

- SAM States: integration of SAM-SP priorities into their *National Aviation Safety Plans (NASPs),* implementation of national actions, and reporting of progress.
- Regional safety mechanisms and technical groups**:**
  - *Regional Aviation Safety Group – Pan America (RASG-PA)* and its *Pan America – Regional Aviation Safety Team (PA-RAST):* responsible for identifying and mitigating risks and sharing lessons learned.
  - *Regional Safety Oversight Cooperation System (SRVSOP):* provides technical assistance, training, and direct support to States to strengthen Effective Implementation (EI).
  - *Regional Accident and Incident Investigation Cooperation Mechanism (ARCM):* supports SAM States' accident investigation authorities, promoting capacity building and procedural harmonization. Reactive safety information from investigations serves as a key input for prevention, as final reports identify systemic deficiencies and guide timely mitigation measures.
- Industry partners and international organizations: contribute data, safety programmes, and joint continuous improvement projects.

1.5 Operational Context of the South American Region

1.5.1 Over the past decade, South America's civil aviation system has experienced steady growth in flight operations, temporarily disrupted by the COVID-19 pandemic. Since 2022, traffic has rebounded rapidly, driven mainly by domestic markets and the gradual recovery of intra-regional international routes.

1.5.2 Most SAM States have now recovered or exceeded 2019 traffic levels, increasing demand for oversight, infrastructure, and qualified personnel. While this growth is positive, it introduces new challenges related to operational risk management, human resource planning, and the sustainability of oversight systems.

1.5.3 In parallel, the regional commercial aviation (over 5700 kg) accident rate has shown a downward trend over the last decade when viewed through a five-year moving average. This trend reflects institutional consolidation, coordinated efforts among States, and the technical support provided by SRVSOP, RASG-PA, ARCM, and industry. However, notable differences remain among States regarding Effective Implementation (EI) levels and SSP maturity.

1.5.4 Understanding the evolution of traffic and safety indicators is therefore essential to guide the SAM-SP 2026–2028 priorities and targets. The following figures and tables provide an overview of the SAM Region, highlighting trends in traffic growth and accident rates over the past ten years.

Figure 1. SAM traffic evolution (Scheduled, commercial, over 5700 kg)

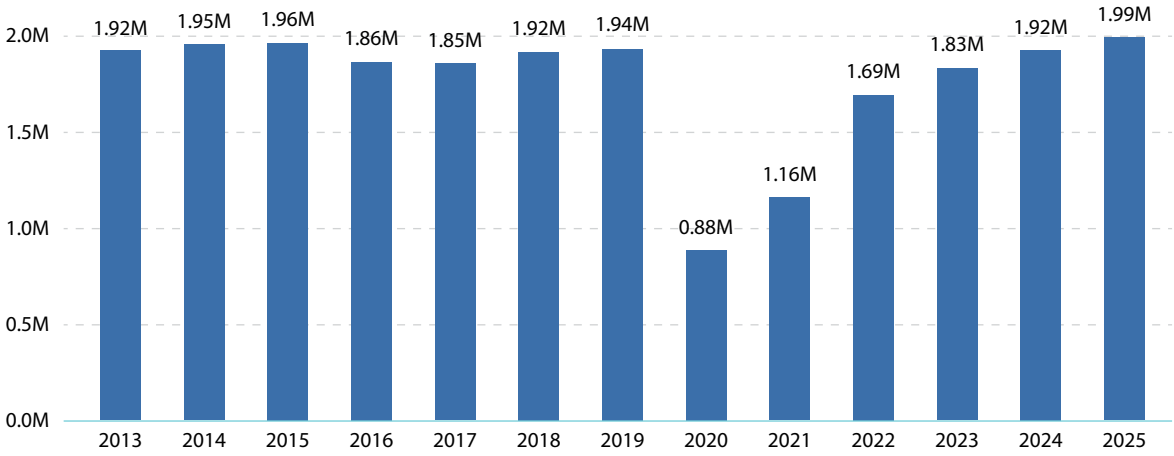


Figure 2. Air Transport growth projections for SAM (Scheduled, commercial, over 5700 kg)

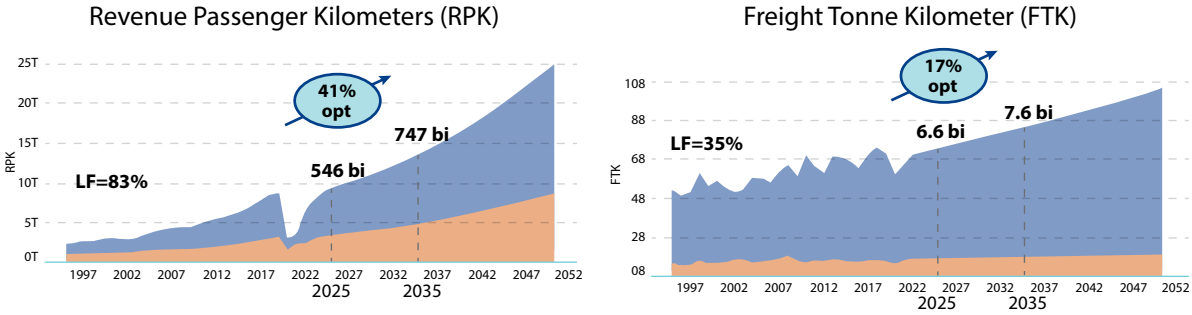


Figure 3. SAM Accident Rate
(Scheduled, commercial, over 5700 kg)

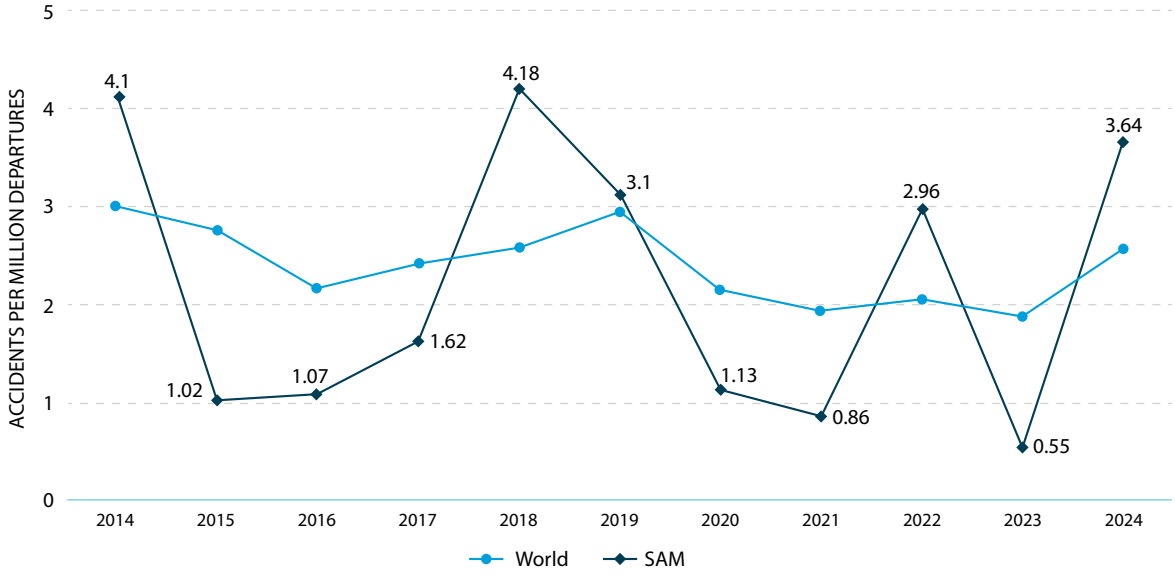


Figure 4. SAM Fatal Accident Rate
(Scheduled, commercial, over 5700 kg)

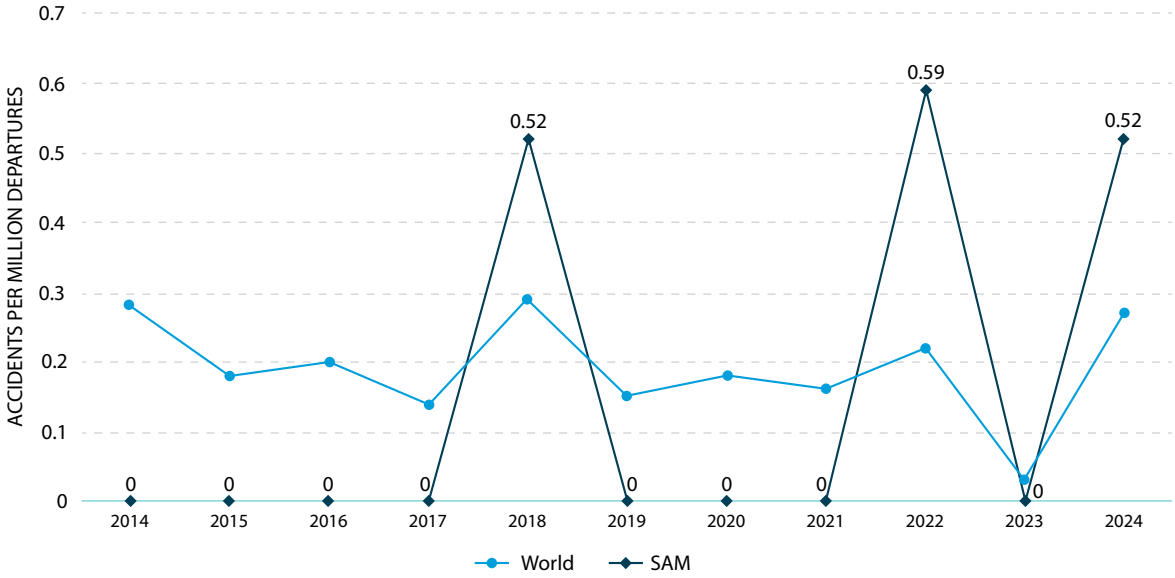
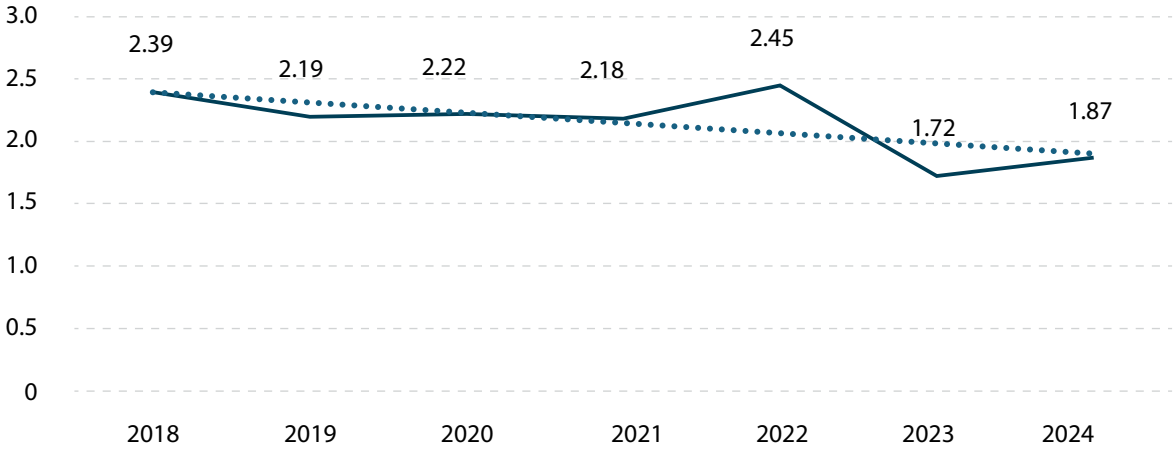


Figure 5. 5 year moving average accident rate for SAM (Scheduled, commercial, over 5700 kg)



1.6 Guiding Principles

1.6.1 Implementation of the SAM-SP 2026–2028 is grounded in the following principles:

- Shared responsibility: safety is a collective responsibility among States, industry, and international organizations.
- Risk-based approach: decisions grounded in data and evidence, with proactive risk management.
- Collaboration and transparency: cooperation and information sharing for continuous improvement.
- Institutional strengthening: consolidation of capabilities, competent personnel, and effective governance.
- Innovation and adaptation: adoption of data-driven technologies and practices to anticipate emerging risks.

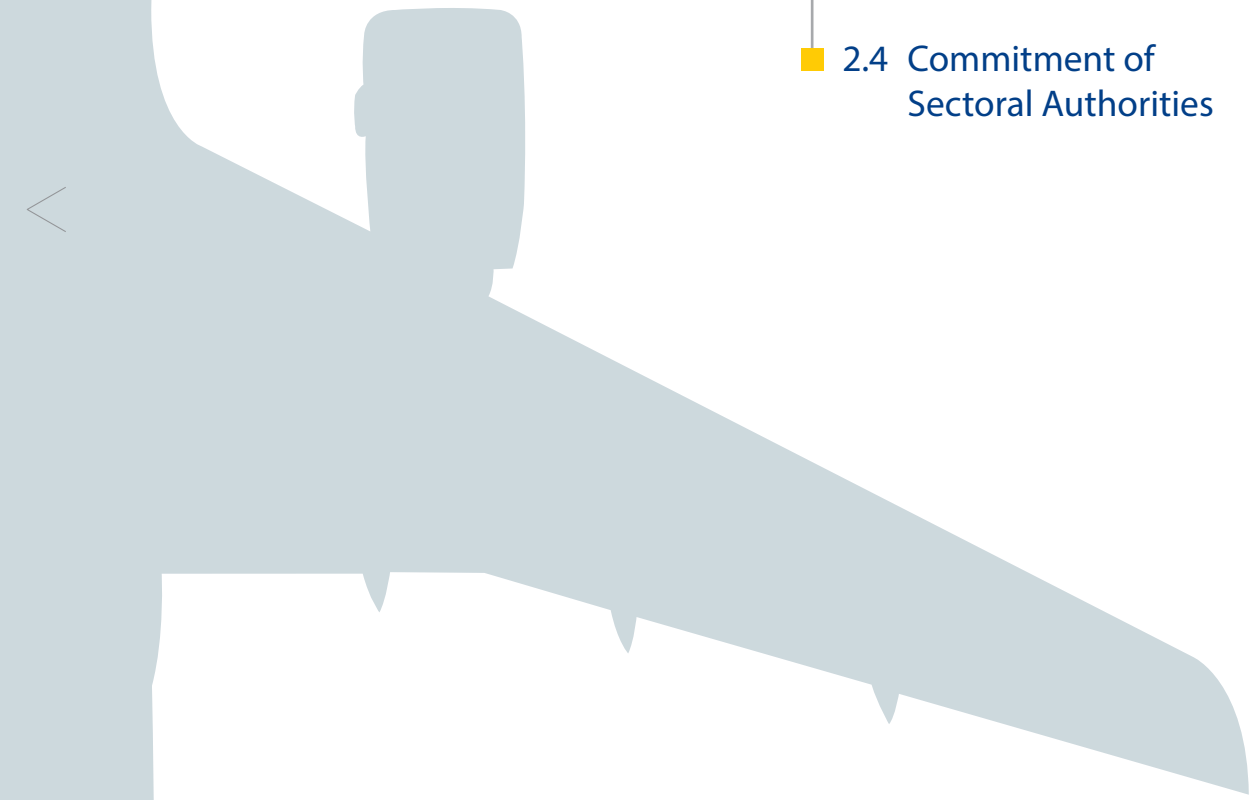
1.7 Structure of the Plan

The SAM-SP 2026–2028 comprises six chapters and complementary appendices:

1. Introduction — context, background, and guiding principles.
2. Purpose of the RASP — scope, objectives, and relationship with NASPs and the GASP.
3. Regional strategic direction — regional objectives, targets, and indicators.
4. Regional safety risks — risk categories and results of the regional analysis.
5. Institutional challenges — constraints affecting States' capacity for oversight and SSP management.
6. Implementation monitoring — mechanisms for performance monitoring and evaluation.

CHAPTER 2

Regional Strategic Direction for Aviation Safety Management



2.1 Introduction

2.1.1 The South American (SAM) Region's strategic direction for Safety for 2026–2028 is based on the Goals, Targets, and Indicators established by the ICAO SAM Regional Office, which were agreed upon in coordination with the members of the SAM Regional SSP Implementation Group (RSIG). This performance framework constitutes the technical core of the South American Region Safety Plan (SAM-SP 2026–2028) and defines the priority areas for action to consolidate a safer civil aviation system.

2.1.2 The six goals were developed considering States' declared levels of SSP implementation progress, the results of the Continuous Improvement Programme, SRVSOP capabilities, safety priorities identified by RASG-PA/PA-RAST, and reactive information provided by States and the ARCM.

2.1.3 Each goal includes a technical rationale, its target, performance indicators, and evaluation criteria, in accordance with the Regional Safety Performance Framework.

2.2 SAM-SP goals, targets, and indicators

2.2.1 Goal 1. Contribute to the continuous reduction of safety risks

Rationale

The SAM Region has chosen to focus this objective on implementing accident-prevention measures rather than adopting a statistical reduction of the accident rate as a direct target, as proposed in the GASP.

The Region's traffic volume is relatively low compared with other regions, representing around 5% of global traffic; thus, a single accident can generate significant fluctuations in the accident rate (see Figures 3 and 4). Moreover, in 7 of the last 10 years, the SAM Region recorded zero fatal accidents, yielding fatal-accident rates of 0 and limiting their value as a performance indicator.

For these reasons, the regional approach prioritizes proactive prevention, measuring progress through the effective implementation of mitigation measures addressing accident precursors (RE, CFIT, MAC, LOC-I, TURB, ARC) identified by RASG-PA and validated by States. In this context, States are expected to implement themselves and coordinate with service providers the mitigation and accident-prevention activities focused on their local safety priorities and main precursors. Appendix B provides, as examples, a list of key precursors for each High-Risk Category (HRC). Appendix C provides example preventive measures that States and service providers may use as references.

Target

1.1 As of 2026, all SAM States will implement and coordinate with service providers the implementation of accident-prevention measures related to High-Risk Categories (HRCs), turbulence, and other risks, as applicable, focusing on mitigating their main precursors in line with national and regional priorities.

Indicators

- Percentage of States that have implemented or coordinated preventive measures addressing regionally defined HRCs and at the national level.
- Annual number of States that have implemented preventive safety measures addressing high-risk categories (HRC), turbulence, or other identified safety priorities.

2.2.2 Goal 2. Strengthen States' safety oversight capability

Rationale

This objective stems from the results of the Continuous Improvement Programme (RAAC/18-WP/19), which showed that oversight capability remains one of the SAM Region's main structural challenges.

The report identified gaps in human resources, risk-based planning, and institutional sustainability of risk-management measures, aligning with the SAM 2035 Strategy, which seeks to "ensure effective, sustainable oversight systems staffed by qualified personnel."

Consequently, the Region prioritizes strengthening continuous oversight through human-resources policies, risk-based programmes, and permanent, effective oversight systems. SRVSOP plays a key role in this target by providing technical assistance, tools, and training to raise Effective Implementation and reduce disparities among States.

Targets

2.1 By 2028, all SAM States shall maintain an effective human-resources management policy.

2.2 By 2028, all SAM States shall establish and implement a permanent, effective, and efficient oversight system.

Indicators

- Number of States that have the necessary and capable human resources to effectively carry out their oversight plan.
- Proportion of Risk-Based Inspections to Total Surveillance Inspections

2.2.3 Goal 3. Support States in establishing the State Safety Programme (SSP)

Rationale

The GASP 2026–2028 recognizes that only a small number of States worldwide have fully implemented the SSP. The SAM Region has deployed numerous initiatives to drive SSP development, including technical assistance missions and workshops organized by ICAO and other international organizations and associations. Nevertheless, systemic challenges and scalability constraints persist, particularly in smaller or resource-constrained States.

In line with the GASP, the SAM Region will promote completion by all States of the SSP self-assessment using ICAO's online framework (OLF), in order to identify gaps and priorities. In addition, the Regional SSP Implementation Group (RSIG) has been established to facilitate the exchange of best practices and lessons learned among States, fostering coordinated and sustainable implementation progress.

Given that some States in the SAM Region are in the early stages of SSP implementation or face difficulties in progressing, the SAM Regional Office will provide differentiated technical assistance proportional to their needs. This support will include methodological guidance, assistance in interpreting SSP requirements, capacity-building activities, and coordination with available regional mechanisms, with the aim of ensuring that all States have the minimum conditions necessary to advance sustainably toward effective SSP implementation.

Targets

3.1 To obtain a realistic diagnosis that enables the changes needed to facilitate effective SSP implementation, in 2026 the SAM Regional Office will provide guidance and training to the Region's States to support correct interpretation and completion of the SSP self-assessment within ICAO's online framework.

3.2 In 2026, all SAM States will complete the SSP self-assessment in coordination with the Regional Office.

3.3 As of 2026, the SAM Regional Office will establish the Regional SSP Implementation Group (RSIG) to facilitate the exchange of experiences, lessons learned, and best practices among SAM States regarding effective SSP implementation.

3.4 Starting in 2026, the SAM Regional Office will carry out specific diagnostics and provide technical assistance to States to ensure progress in the implementation of an SSP proportional to the size and complexity of their operations.

3.5 In 2027, the SAM Regional Office together with the RSIG will analyze the aggregated results of SSP self-assessments completed by States to determine the regional situation and identify the main challenges hindering faster and more effective SSP implementation. The results of this analysis will be presented to the Air Navigation Commission through RASG-PA.

Indicators

- Regional analysis report of self-assessments prepared and validated by the RSIG.
- Number of common challenges identified at the regional level.
- Formal presentation of the report to the Air Navigation Commission through RASG-PA.
- Percentage of States that rate the technical assistance received as useful or very useful (based on post-activity survey).
- Number of improvement recommendations formulated in the regional report.

2.2.4 Goal 4. Strengthen States' safety-risk management capability and foster regional collaboration

Rationale

Strengthening safety-risk management capability is an essential priority for 2026–2028. Air traffic in the SAM Region is expected to grow at an average annual rate of 5.6 percent between 2023 and 2043, requiring States to have effective mechanisms for risk identification, assessment, and mitigation capable of sustaining safety in a growth environment.

The regional goal is for States to be fully aware of their safety priorities and possess the technical capability to develop appropriate mitigation measures proportionate to the complexity of their operations. This objective seeks to ensure that State safety decisions are risk-based, timely, and measurable in terms of effectiveness.

Technical cooperation through the SAM Office, the RSIG, SRVSOP, ARCM, and RASG-PA/PA-RAST will enable the sharing of methodologies and lessons learned, promoting more homogeneous maturity in risk management across the Region.

Targets

4.1 As of 2026, the Regional Office will make the following capacity-building tools for risk management available to SAM States:

a) Online training on risk management (2026);

b) In-person practical workshop on risk management (2026);

c) Technical assistance missions on risk management (2026).

4.2 In 2026, all SAM States will complete the online risk-management training.

4.3 By 2028, all SAM States will have developed and implemented the minimum capabilities necessary to manage safety risks effectively, including structures, processes, and trained personnel.

4.4 As of 2028, all SAM States will provide safety-risk information to RASG-PA and the Regional Office on a consistent basis.

Indicators

- Number of States completing the online risk-management training.
- Number of States completing the in-person practical workshop risk-management training.
- Percentage of States with formal, documented processes for risk identification and assessment.
- Percentage of States with personnel trained in safety risk management.
- Percentage of States that have applied their risk-management process at least once to adopt preventive or corrective measures.
- Percentage of States that report annually to the Regional Office on the effective use of their risk-management system.

2.2.5 Goal 5. Facilitate regional safety planning

Rationale

In accordance with the GASP 2026–2028, National Aviation Safety Plans (NASPs) are the primary tool for aligning national policies with regional and global priorities. Although most SAM States have developed their NASPs, in many cases these documents have been treated as a compliance requirement rather than as true strategic instruments.

This objective seeks to ensure that NASPs are organic, actionable, and aligned with the SAM-SP, enabling national planning that is consistent with regional priorities and effective safety management. The SAM-SP 2026–2028 will serve as a methodological guide to support States in developing and updating sustainable, measurable NASPs.

In order to ensure that the National Operational Safety Plans (NASP) are strategic, actionable documents fully aligned with the SAM-SP, the SAM Regional Office will provide technical and methodological support to the States that require it. This includes direct guidance, technical review, coordination with regional groups, and assistance coordination through the Regional Office, other States, or other support mechanisms. This support will enable the States to develop, update, and publish NASPs in a timely manner, consistent with regional and global priorities, and tailored to the operational, institutional, and maturity characteristics of each aviation system. The goal is to ensure that the NASPs in the SAM Region are strategic planning and risk management instruments, and not merely formal compliance documents.

Targets

5.1 In 2026, all SAM States will publish their updated National Aviation Safety Plan (NASP).

5.2 During 2026, the SAM Regional Office will provide technical assistance to States that request it to support the development or update of their NASPs, ensuring their timely publication.

Indicators

- Percentage of States that have published their updated NASP.
- Percentage of States that rate the technical assistance as useful or very useful (based on the post-activity survey).

2.2.6 Goal 6. Promote collaboration with industry to identify regional safety priorities

Rationale

State–industry collaboration has become an essential component for sustainable progress in safety. Service providers — airlines, airports, maintenance organizations, and ATM providers — are key actors in early risk detection, data management, and implementation of mitigations.

The SAM Region seeks to formalize and expand these linkages through cooperation agreements between Civil Aviation Authorities (CAAs) and industry, enabling comprehensive and sustainable identification of risks and definition of joint mitigations. These agreements may take different forms: from Collaborative Safety Teams (CSTs) — such as those established in Brazil and Peru — to bilateral or less formal mechanisms that promote trust and coordinated action.

CSTs and equivalent initiatives are expected to provide safety information to the SAM Office and PA-RAST on an ongoing basis, feeding regional trend analysis, precursor identification, and the development of data-driven mitigation strategies. This flow of information will strengthen the connection between national risk management and regional safety prioritization.

Target

6.1 As of 2026, the SAM Regional Office will promote the establishment of collaboration initiatives* between States and service providers to strengthen SAM States' capability to identify and manage safety risks.

Indicators

- Number of States that have established collaboration initiatives with industry.
- Number of States that have defined priorities and agreed mitigation measures collaboratively with industry.
- Level of satisfaction of participating States and service providers with the value of the collaboration initiative (measured through a post-participation survey).

* Collaboration initiatives refer to processes for collaborative analysis of safety information, agreement on priorities, and definition of mitigation measures. Collaborative Safety Teams (CSTs) are one example of such initiatives, but not the only one.

2.2.7 The following Table 1 presents the Regional Safety Performance Framework:

Table 1. Regional Safety Performance Framework

	Targets	Indicators	Evaluation Criteria	Relation with the GASP
Objective 1: Contribute to the continuous reduction of safety risks	1.1 Starting in 2026, all SAM States will implement, and coordinate with service providers the implementation of accident prevention measures related to High-Risk Categories (HRCs), turbulence, and other risks, as applicable, focusing on the mitigation of their main precursors, in alignment with national and regional priorities. ***Appendix B*** *contains a list of main precursors for each HRC.* ***Appendix C*** *includes examples of preventive measures that may be used as reference by States and service providers.*	Percentage of States that have implemented or coordinated the implementation of preventive measures related to one or more applicable HRCs, turbulence, or other risks.	Good: ≥ 85% Fair: 84%–54% Poor: <53%	Objective: 1 Goals: 1.1, 1.2 and 1.3
		Annual number of States that have implemented preventive safety measures addressing high-risk categories (HRC), turbulence, or other identified safety priorities.	Good: ≥13 Fair: 12–7 Poor: ≤6	Objective: 1 Goals: 1.1, 1.2 and 1.3
Objective 2: Strengthen the States' safety oversight capability	2.1 By 2028, all SAM States shall maintain an effective human resources policy.	Number of States that have the necessary human resources to effectively comply with their safety oversight plan.	Good: ≥8 Fair: 7 Poor: ≤6	Objective: 2 Goals: 2.1, 2.2 and 2.3
	2.2 By 2028, all SAM States shall establish and implement an effective and efficient continuous oversight system.	Proportion of Risk-Based Inspections to Total Surveillance Inspections.	Good: ≥50 % (regional average)	Objective: 2 Goals: 2.1, 2.2 and 2.3

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Objective 3: Support the establishment of States' State Safety Programmes (SSP)

	Targets	Indicators	Evaluation Criteria	Relation with the GASP
3.1	In 2026, the SAM Regional Office will provide guidance and training to support correct interpretation of the SSP self-assessment.	Percentage of SAM States receiving Regional Office support on SSP self-assessment.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 3 Goals: 3.1 and 3.2
3.2	By 2026, all SAM States complete the SSP self-assessment in coordination with the Regional Office.	Percentage of States completing the SSP self-assessment.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 3 Goals: 3.1 and 3.2
3.3	Starting in 2026, the SAM Regional Office will establish the Regional SSP Implementation Group (RSIG).	Percentage of States participating in RSIG.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 3 Goals: 3.1 and 3.2
3.4	Starting in 2026, the SAM Regional Office will conduct specific diagnostics and provide technical assistance to States to ensure progress in implementing an SSP proportional to the size and complexity of their operations.	Percentage of States that rate the technical assistance received as useful or very useful (according to the post-activity survey).	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 3 Goals: 3.1 and 3.2
3.5	In 2027, the SAM Regional Office and RSIG will analyze the aggregated SSP self-assessments to identify regional challenges and present the results to the Air Navigation Commission through RASG-PA.	Regional analytical report on SSP self-assessments validated by RSIG.	Good: = 1 Poor: = 0	Objective: 3 Goals: 3.1 and 3.2
		Number of common challenges identified regionally.	Good: ≥5 Fair: 4–3 Poor: ≤2	Objective: 3 Goals: 3.1 and 3.2
		Formal presentation of report to ANC through RASG-PA.	Good: = 1 Poor: = 0	Objective: 3 Goals: 3.1 and 3.2
		Number of improvement recommendations formulated.	Good: ≥5 Fair: 4–3 Poor: ≤2	Objective: 3 Goals: 3.1 and 3.2

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Objective 4: Strengthen States' safety risk management capability and foster regional collaboration

	Targets	Indicators	Evaluation Criteria	Relation with the GASP
4.1	Starting in 2026, the Regional Office will make available capacity-building tools for risk management (online training, workshops, technical assistance missions).	Online risk management course developed and available.	Good: = 1 Poor: = 0	Objective: 4 Goals: 4.1, 4.2 and 4.3
		Number of in-person practical workshops conducted on risk management.	Good: = 3 Poor: = ≤2	Objective: 4 Goals: 4.1, 4.2 and 4.3
		Number of technical assistance missions conducted on risk management.	Good: = 3 Poor: = ≤2	Objective: 4 Goals: 4.1, 4.2 and 4.3
		Percentage of States that rate the support received as useful or very useful (post-activity survey).	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 4 Goals: 4.1, 4.2 and 4.3
4.2	In 2026, all SAM States complete online risk management training.	Percentage of States that complete the online risk management course.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 4 Goals: 4.1, 4.2 and 4.3
4.3	By 2028, all SAM States develop and implement minimum capabilities to manage safety risks.	Percentage of States with formal, documented processes for risk identification and assessment.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 4 Goals: 4.1, 4.2 and 4.3
		Percentage of States with personnel trained in safety risk management.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 4 Goals: 4.1, 4.2 and 4.3
		Percentage of States that have applied their risk management process at least once to adopt preventive or corrective measures.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 4 Goals: 4.1, 4.2 and 4.3
4.4	Starting in 2028, all SAM States provide safety risk information to RASG-PA and the Regional Office consistently.	Percentage of States that report annually to the Regional Office on the effective use of their risk management system.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 4 Goals: 4.1, 4.2 and 4.3

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	Targets	Indicators	Evaluation Criteria	Relation with the GASP
Objective 5: Facilitate regional safety planning	5.1 In 2026, all SAM States publish their updated NASP.	Percentage of States that have published their updated NASP.	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 5 Goals: 5.1 and 5.2
	5.2 During 2026, the SAM Regional Office will provide technical assistance to States that request it to support the development or update of their NASPs, ensuring their timely publication.	Percentage of States that rate the technical assistance as useful or very useful (based on the post-activity survey).	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 5 Goals: 5.1 and 5.2
Objective 6: Promote industry collaboration for the identification of regional safety priorities	6.1 Starting in 2026, the SAM Regional Office will promote collaborative initiatives between States and service providers to strengthen risk identification and management. **Note: Collaborative initiatives refer to joint processes for safety data analysis, prioritization, and mitigation. CSTs are one example but not the only form.*	Number of States with collaborative initiatives with industry.	Good: ≥5 Fair: 4–3 Poor: ≤2	Objective: 6 Goal: 6.1
		Number of States that have collaboratively defined priorities and mitigation measures with industry.	Good: ≥3 Fair: 2 Poor: ≤1	Objective: 6 Goal: 6.1
		Satisfaction level of States and service providers (post-participation survey).	Good: ≥85% Fair: 84%–54% Poor: <54%	Objective: 6 Goal: 6.1

2.3 Relationship with the SAM 2035 Regional Strategy

2.3.1 The strategic direction and performance framework of the SAM-SP 2026–2028 directly contribute to the pillars of the SAM 2035 Regional Strategy: P3 – Human Resources, P4 – Plan Effectiveness, P5 – Governance, and P6 – Innovation. In particular:

- Objective 1 contributes to Plan Effectiveness (P4), Governance (P5), and Innovation (P6) through the adoption of proactive methodologies to mitigate risks.
- Objective 2 aligns with the Human Resources (P3) and Governance (P5) pillars by strengthening institutional capacities and promoting sustainability of the oversight system.
- Objective 3 contributes to Plan Effectiveness (P4) and Governance (P5) through the implementation of the SSP as a planning and risk-based management tool.
- Objective 4 links to Governance (P5) and Innovation (P6) by fostering regional collaboration and the use of modern analytical tools.
- Objective 5 reinforces Plan Effectiveness (P4) through national planning consistent with regional priorities.
- Objective 6 drives Innovation (P6) by leveraging collaborative intelligence between States and industry.

2.3.2 Collectively, these objectives embody the SAM Region's commitment to a safe, efficient, resilient, innovative, and sustainable aviation system.

2.4 Commitment of Sectoral Authorities

2.4.1 The sustainable strengthening of safety in the South American Region depends not only on the technical capabilities of Civil Aviation Authorities (CAAs), but also on the active commitment of the highest-level sectoral authorities to which these entities report (Ministries, Vice-Ministries,

regulatory bodies, and national entities overseeing civil aviation). Across several regional initiatives—including the processes associated with the Continuous Improvement Programme and the implementation of the SSP—States have noted that the availability of financial and human resources, as well as institutional stability, are determining factors for meeting the strategic objectives set out in the SAM-SP.

2.4.2 To address this need, the SAM Regional Office will take the necessary steps to ensure that the sectoral authorities of each State are made aware of the SAM-SP, its triennial goals, and its direct contribution to the guidance provided by the SAM 2035 Regional Strategy and the GASP 2026–2028. This awareness-raising process will reinforce the understanding that safety is a national public-policy priority and an essential component of the region's air transport development.

2.4.3 Political support and the allocation of adequate resources are enabling conditions for States to effectively implement the SSP; develop and execute sustainable NASPs; strengthen continuous oversight; maintain competent technical personnel; and ensure that oversight systems respond to the operational and regulatory demands of the region. The lack of resources and high-level support is one of the most recurrent challenges identified in the SAM 2035 Strategy and in the SAM-SP itself; therefore, political commitment is a critical component for the continuous improvement of safety (see 4.2).

2.4.4 Finally, the SAM Regional Office will carry out specific activities to reinforce and remind States of the commitments undertaken within the SAM 2035 Regional Strategy and the SAM-SP. This support will include strategic communication actions, systematic monitoring of progress, technical assistance, and the promotion of active State participation in the periodic assessment of progress. The objective is to maintain the sustained political and technical commitment required to strengthen a safer, more resilient, and sustainable regional safety system.

CHAPTER 3

Regional Safety Risks

3.1 General Approach

3.1.1 The *South American Region Safety Plan (SAM-SP 2026–2028)* adopts a progressive approach focused on strengthening national capabilities for safety risk management. This approach is based on the principle that sustained safety improvement begins at the State level, where the most relevant risks for each aviation system are identified and prioritized.

3.1.2 Each SAM State faces different operational contexts, traffic levels, institutional structures, and challenges. Therefore, the SAM-SP encourages each State to determine its own safety priorities, taking into account global and regional priorities but concentrating efforts on those risks that are most significant in its own operational environment.

3.1.3 The purpose of this approach is to ensure that available resources are used efficiently and strategically, thereby strengthening safety at national, regional, and global levels.

3.1.4 This model requires States to develop solid competencies in risk management — consistent with Objective 4 of this Plan — enabling them to identify, assess, prioritize, and mitigate risks efficiently, based on data and evidence.

3.1.5 The SAM Regional Office plays a central role in this process, providing technical assistance, training, and methodological support, while specialized regional groups — including RASG-PA, SRVSOP, ARCM, and RSIG — contribute to capacity building and the design of joint mitigation strategies.

3.2 Global, Regional, and National Context

3.2.1 Safety management operates within a global and regional risk environment that provides a common reference framework for all States.

3.2.2 The *Global Aviation Safety Plan (GASP 2026–2028)* defines the high-impact risk categories at the global level, while the *Regional Aviation Safety Group – Pan America (RASG-PA)* adapts these categories to the context of the Americas.

3.2.3 Meanwhile, the South American States, through the *Regional SSP Implementation Group (RSIG)*, have identified their own national priorities reflecting the operational and institutional characteristics specific to the Region.

3.2.4 Nevertheless, the SAM-SP 2026–2028 emphasizes that the definition of safety priorities must be based on each State's conditions and capabilities. Global and regional risk lists provide useful contextual references but should not automatically determine national priorities. Each authority must conduct its own analysis to identify the most critical risks within its civil aviation system, considering the nature of operations, available infrastructure, level of exposure, and effective capacity to implement mitigation measures.

3.2.5 Likewise, it is essential that States carefully calibrate the availability of their human, technical, and financial resources. The SAM-SP recommends focusing efforts on a manageable number of priority risks so that applied measures are effective, sustainable, and verifiable. Attempting to address an excessive number of risks simultaneously may dilute efforts and limit the effectiveness of actions taken.

3.2.6 For this reason, the Plan encourages Civil Aviation Authorities (CAAs), in close collaboration with the national industry, to define a limited set of clearly justified, data-driven priorities; concentrate their resources on their mitigation; and progressively expand their scope as results are consolidated. This gradual and focused approach enables sustainable, measurable, and context-appropriate improvements, effectively contributing to enhanced regional and global aviation safety.

3.3 Global Priorities (GASP 2026–2028)

3.3.1 The *GASP 2026–2028* identifies high-impact risk categories (High-Risk Categories – HRCs) that have historically accounted for most accidents and fatalities. These categories form the starting point for global safety planning and serve as guidance for regional and national frameworks.

3.3.2 The main global priorities are:

- Controlled Flight into Terrain (CFIT)
- Loss of Control In-flight (LOC-I)
- Mid-Air Collision (MAC)
- Runway Excursion (RE)
- Runway Incursion (RI)

3.3.3 In addition, the GASP recognizes the following categories as significant:

- Abnormal Runway Contact (ARC)
- System/Component Failure – Non-Powerplant (SCF/NP)
- Turbulence (TURB)

3.3.4 The GASP guides States and regions to reduce exposure to these categories through the implementation of safety management systems, improved State oversight, and international collaboration.

3.4 Regional Priorities (RASG-PA)

3.4.1 At the continental level, the *Regional Aviation Safety Group – Pan America (RASG-PA)*, through the *Pan America – Regional Aviation Safety Team (PA-RAST)*, identifies the main risk categories for the Americas based on reactive and pro-active data. These priorities reflect the most frequent and high-impact threats to regional aviation safety. The regional priorities identified by RASG-PA are:

- Controlled Flight into Terrain (CFIT)
- Loss of Control In-flight (LOC-I)
- Mid-Air Collision (MAC)
- Runway Excursion (RE)
- Runway Incursion (RI)
- Turbulence (TURB)

3.4.2 The PA-RAST develops mitigation projects and methodological tools and promotes continuous operational data exchange through *Collaborative Safety Teams (CSTs)* and other State–industry cooperation mechanisms.

3.5 National and Regional Priorities Identified by SAM States

3.5.1 Within the framework of the RSIG, SAM States have identified their main safety priorities considering both operational and institutional factors. The results show a combination of risks common across the Region and specific threats reflecting each State's geographic, infrastructural, and organizational maturity characteristics.

3.5.2 Among the most frequent priorities are:

- Risks associated with runway operations (excursions, incursions, and wildlife).
- Risks arising from adverse meteorological conditions, such as turbulence, hail, and icing.
- Communication errors between aircraft and air traffic control units.
- Bird strikes and/or sightings on the ground and in flight.
- Wildlife strikes and/or sightings during ground operations.
- Infrastructure limitations.

Although the total number of events does not allow the identification of statistically significant regional trends, these categories represent the main areas where States are concentrating their preventive efforts.

3.6 Regional Coordination and Support

3.6.1 Once States identify their safety priorities, the SAM Regional Office acts as facilitator and focal point, coordinating the technical and methodological support needed to strengthen national analytical and mitigation capabilities.

3.6.2 Specialized regional groups and mechanisms — RASG-PA, SRVSOP, ARCM, and RSIG — work with the SAM Office to support the planning and implementation of common mitigation measures, share best practices, and harmonize methodological approaches.

3.6.3 This coordination model ensures that national actions contribute to regional objectives and that regional initiatives, in turn, reinforce States' capabilities. Thus, the SAM-SP 2026–2028 consolidates a coherent, efficient, and sustainable safety system based on technical cooperation and the optimal use of resources available in the South American Region.

Table 2. Summary of Safety Priorities

Level	Source	Priorities
Global	GASP 2026–2028	CFIT, LOC-I, MAC, RE, RI
Continental	RASG-PA ASR 2024	CFIT, LOC-I, MAC, RE, RI, TURB
Regional	RSIG Survey	RE, RI, BIRD/WILD, TURB/ICE/WSTRW, ATM

3.7 Efficient Risk Management

3.7.1 Safety-risk management in the South American Region is based on a flexible, focused, and capacity-based model that recognizes States' operational and institutional diversity. The SAM-SP 2026–2028 encourages States to define and address their safety priorities according to their realities, capabilities, and resources, using global and regional references as support frameworks rather than prescriptive lists.

3.7.2 Through strengthened risk management, optimized resource use, and technical cooperation among States, industry, and regional organizations, the SAM Region consolidates a pragmatic and sustainable approach focused on effective prevention and continuous safety improvements.

3.7.3 It is important to emphasize that risk categories and main safety concerns at the global, regional, and national levels represent *undesired outcomes* — end states that must be avoided to prevent fatalities. Therefore, the efforts of States, regions, and industry should focus on addressing the precursors and contributing factors of these HRCs to prevent accidents and serious incidents. Appendix B includes examples of precursors for the main categories.

3.7.4 The risk-management model promoted in the SAM-SP directly supports Pillar 4 – Plan Effectiveness, Pillar 5 – Governance, and Pillar 6 – Innovation of the SAM 2035 Strategy by fostering data-driven decision-making and the use of analytical tools that optimize risk identification, assessment, and mitigation.

3.7.5 In this context, the proliferation of low-cost artificial-intelligence tools represents a significant opportunity — particularly for smaller or resource-constrained States — by providing accessible means to facilitate, automate, or complement safety-data analysis. The progressive adoption of these technologies can enhance States' ability to detect trends, prioritize risks, and evaluate the effectiveness of mitigation measures, thereby contributing to more efficient, predictive, and sustainable safety management in the SAM Region.

CHAPTER 4

Institutional Challenges

4.1 General Context

4.1.1 The development and implementation of the *South American Region Safety Plan (SAM-SP 2026–2028)* require States to have solid and sustainable institutional structures. This chapter identifies the main institutional challenges limiting the SAM States' ability to achieve the objectives and targets defined in the Regional Performance Framework, particularly those related to governance, human resources, safety oversight, accident and incident investigation (AIG), and SSP implementation.

4.1.2 These challenges are not operational risks but structural and managerial conditions that directly affect the effectiveness of the regional safety system. The analysis is based on information collected by the SAM Regional Office, the conclusions of the *Continuous Improvement Programme (CIP)* presented at the RAAC, the *SAM 2035 Strategy*, and feedback provided by States in various regional forums.

4.2 Governance and Institutional Sustainability

4.2.1 Strengthening the governance of the civil aviation system is a key element for achieving the objectives of the SAM-SP and the SAM 2035 Strategy. Both instruments are closely connected: while the SAM Strategy defines the long-term vision for air transport development in the Region, the SAM-SP operationalizes that vision in the area of safety through measurable goals, targets, and indicators.

4.2.2 Despite progress made, structural weaknesses continue to affect the institutional sustainability of several Civil Aviation Authorities (CAAs). These include:

- Organizational instability and frequent turnover of senior management, disrupting the technical and policy continuity of safety programmes.
- Limited technical, administrative, or budgetary autonomy, constraining risk-based decision-making.

- Institutional fragmentation and overlapping mandates among national aviation entities.
- Lengthy and centralized administrative processes, delaying corrective or preventive actions.
- Lack of consistent mechanisms for accountability and institutional performance evaluation.

4.2.3 These factors — reflected in both the SAM Strategy and the Continuous Improvement Program — directly impact SSP implementation, risk management, and oversight. Strengthening governance requires consolidating stable regulatory frameworks, agile administrative processes, and sustained technical continuity over time, ensuring that progress depends on robust institutions rather than political cycles or individual actors.

4.2.4 Furthermore, deepening collaborative governance is essential, strengthening coordination among States, industry, regional bodies, and strategic partners. Inclusive and transparent governance allows national, regional, and global priorities to align, promoting a more coherent, resilient, and sustainable safety system.

4.2.5 This institutional strengthening aligns with Pillar 5 – Governance of the SAM 2035 Strategy, which promotes stable regulatory frameworks, inter-institutional coordination, and accountability as foundations of a sustainable safety system.

4.3 Human Resources

4.3.1 The management of specialized human resources remains one of the SAM Region's greatest institutional challenges. The regional diagnosis shows that most CAAs face a recurring cycle of capacity building and loss of competencies, undermining system sustainability. This cycle is characterized by the following sequence: training of technical personnel – turnover – loss of competencies – need for retraining.

4.3.2 This ongoing process consumes significant resources and reduces authorities' ability to maintain stable technical teams. Common causes include:

- High turnover and frequent reassignment of technical staff.
- Absence of career and succession planning.
- Budgetary limitations restricting continuous training programmes.
- Dependence on external assistance that often lacks long-term sustainability.

4.3.3 Overcoming this challenge requires adopting national talent management policies based on competencies, with mechanisms to ensure continuity and transfer of technical knowledge. The SRVSOP, through its training and technical-assistance programmes, serves as an essential instrument for institutional strengthening and harmonization of competencies among States. Similarly, the TRAINAIR PLUS Programme and regional initiatives coordinated by the SAM Office contribute to developing and maintaining the technical and managerial capabilities necessary for effective oversight.

4.3.4 Ensuring stability and continuity of qualified personnel is an enabling condition for risk-based surveillance, SSP implementation, and effective functioning of safety management systems at all levels.

4.3.5 This approach supports Pillar 3 – Human Resources of the SAM 2035 Strategy, which emphasizes professionalization, stability, and development of technical talent as necessary conditions for sustainable safety oversight and management.

4.4 Surveillance Management

4.4.1 Strengthening safety oversight is a priority component of the SAM-SP. Although States have advanced in implementing surveillance programmes, limitations persist in managing, planning, and monitoring surveillance activities, affecting Critical Elements CE-7 (continuous surveillance) and CE-8 (resolution of safety issues).

4.4.2 Effective oversight requires solid technical competencies and systematic management of surveillance activities, including annual risk-based planning, timely inspection execution, and evaluation of corrective-action effectiveness. The goal is for oversight systems to evolve from compliance mechanisms into key sources of safety information, capable of identifying systemic deficiencies and supporting preventive measures.

4.4.3 The SAM-SP promotes adoption of risk-based surveillance and efficient oversight management, enabling States to optimize resources, prioritize high-exposure sectors, and enhance oversight effectiveness. The SAM Regional Office and SRVSOP will continue supporting this process through technical training, programme-management assistance, and the development of harmonized regional methodologies.

4.5 Accident and Incident Investigation (AIG)

4.5.1 Accident and incident investigation (AIG) is an essential component of the safety system, providing reactive information that identifies deficiencies and prevents recurrences. However, the SAM Region — like most regions worldwide — shows one of the lowest levels of effective implementation in this component of the safety system.

4.5.2 Common challenges include:

- Lack of specialized investigation personnel.
- Budgetary and equipment limitations.
- Lack of functional independence or institutional arrangements that guarantee such independence for investigation authorities.
- Delays in publishing final reports, reducing the preventive value of findings.

4.5.3 Enhancing investigation capability requires strengthening inter-State cooperation and expanding use of available regional mechanisms. The *Accident and Incident Investigation Regional Cooperation Mechanism (ARCM)*, together with the SAM Regional Office, provides technical and methodological support to improve national investigation capabilities, information management, and trend analysis.

4.5.4 Deepening regional collaboration in AIG will allow States to share resources, expertise, and best practices, accelerating report publication and contributing more effectively to collective knowledge of accident and incident causes in the SAM Region.

4.6 Implementation of the SSP

4.6.1 Implementation of the *State Safety Programme (SSP)* in the SAM Region has shown significant progress in regulatory and awareness areas but continues to face major structural challenges. The main difficulties reported by SAM States include:

- Conceptual complexity of the SSP model.
- Overly document-driven and compliance-focused approach.
- Limitations in human and financial resources.
- Lack of effective integration of data and reporting systems.
- Limited industry collaboration in State-level risk management.

4.6.2 States have recognized that maintaining the current approach will not lead to significant progress beyond current SSP maturity levels. Therefore, a more practical, simple, and proportional approach is required — one that enables all States, including those with limited resources, to manage risks effectively and sustainably.

4.6.3 The ultimate goal is not process documentation but the effective reduction of risk and accident prevention. The SAM-SP promotes a transition toward

measurable, results-based approaches with verifiable mitigations, supported by active collaboration between States and industry. The RSIG will serve as the primary coordination and support mechanism, facilitating experience exchange, mutual learning, and progressive implementation of SSP components.

4.7 Final Considerations on Institutional Challenges

4.7.1 The institutional challenges identified in this chapter represent critical conditions for the effective implementation of the SAM-SP 2026–2028. Governance, sustainable human-resource management, risk-based surveillance, effective accident investigation, and practical SSP implementation are interdependent components determining the maturity and resilience of the regional safety system.

4.7.2 Overcoming these challenges will require sustained leadership, technical cooperation, and a cultural shift toward simpler, collaborative, and evidence-based management models. The success of the SAM-SP will depend on the collective capacity of States, industry, and regional organizations to transform strategic planning into concrete, sustainable actions directed toward a common goal: saving lives through continuous safety improvement.

4.7.3 These institutional challenges also demand an innovative approach, consistent with Pillar 6 – Innovation of the SAM Strategy, enabling process simplification, resource optimization, and modern solutions to persistent structural problems.

CHAPTER 5

Mitigation Strategies and Development of Safety Enhancement Initiatives (SEIs)

5.1 Purpose

5.1.1 This chapter establishes the methodological framework through which States, industry, and regional organizations will transform the risks and challenges identified in previous chapters into concrete mitigation and institutional-strengthening actions.

5.1.2 These actions are materialized through *Safety Enhancement Initiatives (SEIs)*, which serve as the link between the SAM-SP objectives and targets and the practical execution of preventive or corrective measures at the State, regional, or industry level.

5.1.3 Unlike previous editions of the Plan, the SAM-SP 2026–2028 does not include a fixed list of SEIs but offers a flexible, risk-oriented framework for each State to define initiatives suited to its context and national priorities.

5.2 From Planning to Action

5.2.1 During this triennium, the SAM-SP's objective is for all SAM States to have the mechanisms necessary to identify safety issues in a timely manner, prioritize them appropriately, and address them progressively and effectively. Regional experience shows that addressing safety issues one by one — according to their level of priority — produces more sustainable results than attempting to tackle them all simultaneously.

5.2.2 Prioritization also facilitates collaboration, allowing States and industry to pool resources, technical expertise, and mutual support around common priorities. In cases where a State lacks the capacity or conditions to implement mitigations independently, regional support and cooperation mechanisms are available through RASG-PA and the ICAO South American Regional Office.

5.2.3 Finally, each State is encouraged to establish simple, sustainable methods to monitor the effectiveness of its corrective actions, ensuring that achieved improvements are maintained over time and serve as the basis for continuous learning.

5.2.4 This operational approach reinforces alignment between the SAM-SP and the SAM 2035 Strategy, particularly under the pillars of Plan Effectiveness (P4) and Governance (P5), ensuring that SEI planning, execution, and monitoring remain consistent with regional strategic goals.

5.3 General Approach

5.3.1 Each State will identify the risks and challenges it seeks to mitigate, considering the following inputs:

- Results from its safety risk management system (SSP/SMS);
- Outcomes of its continuous surveillance process;
- National and regional priorities established in Chapters 4 and 5 of this Plan;
- Objectives and indicators defined in Chapter 3;
- Other information sources (see Appendix D).

5.3.2 Once safety risks or challenges are identified, States will consider the following alternatives for developing mitigation strategies:

a) Develop their own mitigation measures, referencing solutions, actions, and best practices from *Doc 10161 – Global Aviation Safety Roadmap*, applicable to both operational and organizational aspects;

b) Request support from RASG-PA or other regional groups when the risk or challenge requires joint action with other States or with industry, or when it is of regional nature; and/or

c) Request support from the ICAO South American Regional Office when capacity building, technical assistance, or inter-institutional coordination is required, which may be facilitated through other regional organizations such as SRVSOP or ARCM.

5.3.3 This approach promotes coherence among *Doc 10004 – Global Aviation Safety Plan (GASP 2026–2028)*, *Doc 10131 – Manual on the Development of Regional and National Aviation Safety Plans*, and *Doc 10161 – Global Aviation Safety Roadmap*, avoiding duplication of efforts and enabling continuous adaptation of mitigation measures to evolving risks.

5.4 Types of Safety Enhancement Initiatives

5.4.1 According to *Doc 10161*, SEIs can be classified into two main groups:

- Operational SEIs: aimed at reducing risks associated with High-Risk Categories (HRCs) and other operational risks identified in Chapter 4.

  Examples: improvements to approach and landing procedures, standardization of ATC phraseology, training programmes on runway excursion or loss-of-control prevention, among others.

- Organizational SEIs: designed to strengthen the institutional capability of States and service providers to manage safety (see Chapter 5).

  Examples: improvement of risk-based surveillance processes, strengthening of human-resources management, development of governance policies, safety data exchange, or consolidation of the State Safety Programme (SSP).

5.4.2 States may adapt, combine, or create new SEIs, provided they remain consistent with their national priorities, the objectives of this Plan, and the global targets established by ICAO.

5.5 Regional Collaboration and Support

5.5.1 Successful SEI implementation depends on effective collaboration among States, industry, and regional organizations. The ICAO South American Regional Office, RASG-PA, and their technical teams will act as coordination platforms for SEI development and exchange, ensuring synergies, avoiding duplication, and fostering alignment with other regions.

5.5.2 The ICAO South American Regional Office will support States requiring assistance through technical assistance, workshops, capacity-building missions, and guidance on applying methodologies from *Doc 10161* and *Doc 9859 – Safety Management Manual (SMM)*.

5.5.3 Results and progress related to SEI implementation will be periodically reported to the Regional Office and RASG-PA, which will consolidate regional information for analysis and monitoring purposes.

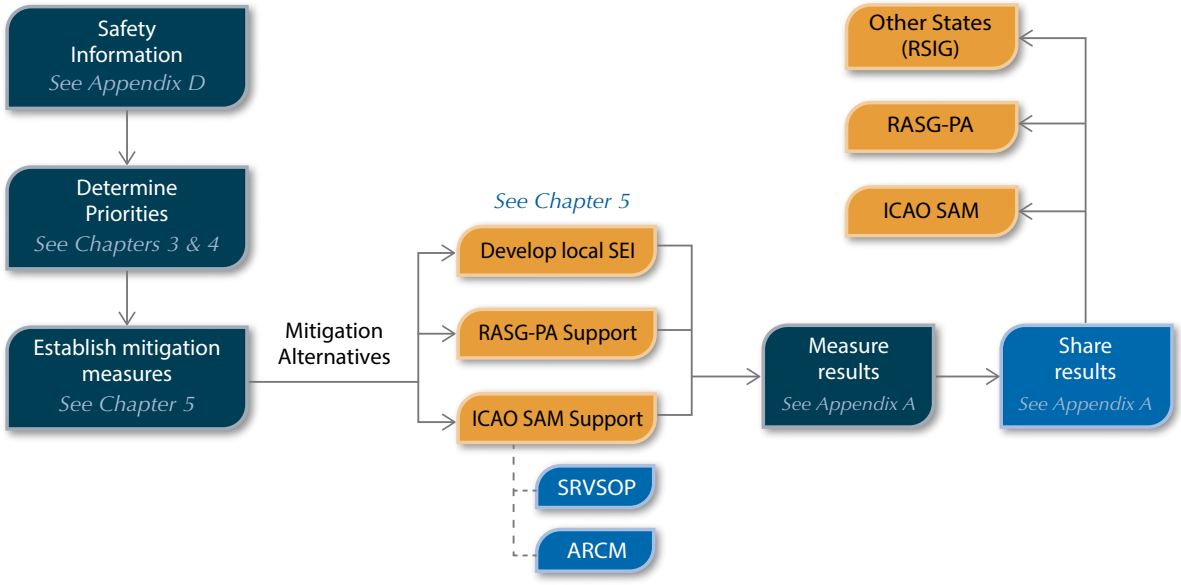
5.5.4 The collaborative actions described in this chapter reflect the practical application of the Governance (P5) and Innovation (P6) pillars, consolidating a more agile, coordinated, and efficient regional safety system.

5.6 Monitoring SEI Effectiveness

5.6.1 Monitoring the effectiveness of SEIs will be conducted through the performance indicators defined in Chapter 3 and the monitoring mechanisms established in **Appendix A.**

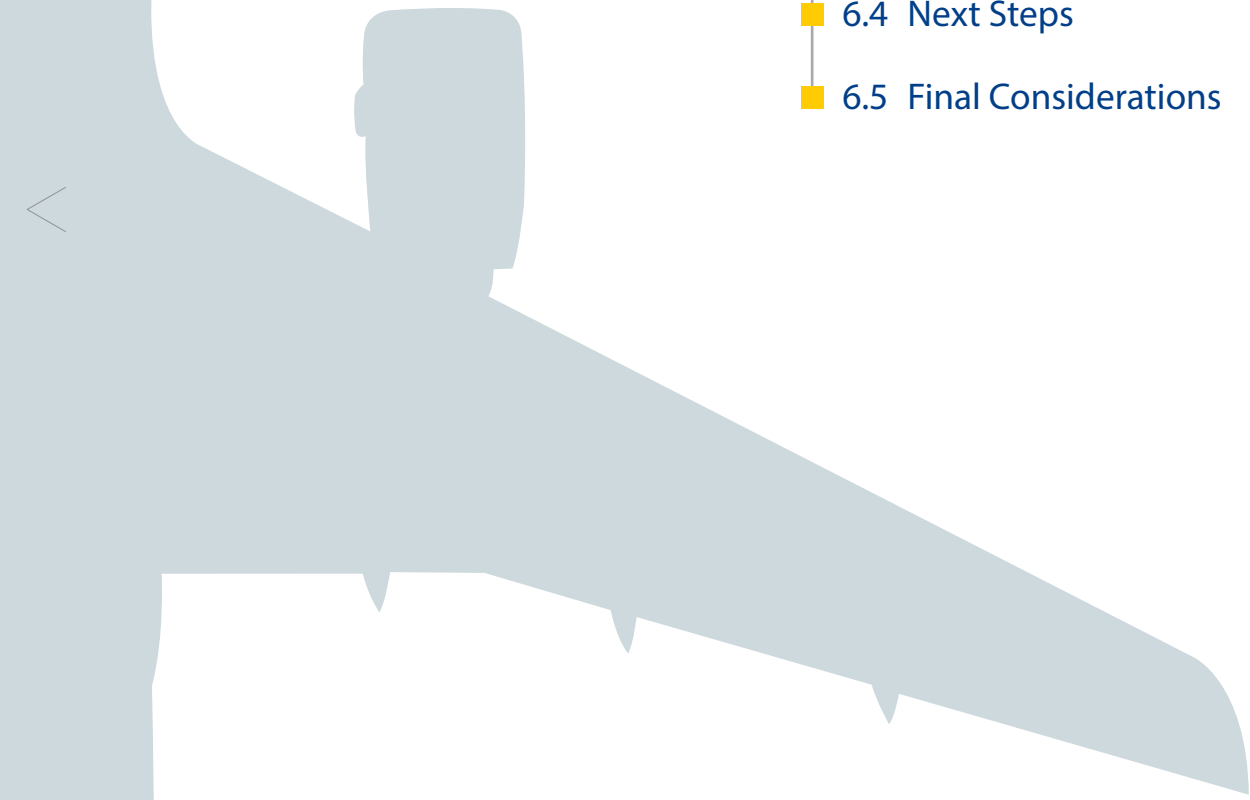
5.6.2 Results obtained from SEI monitoring will serve as a basis to identify improvement areas, adjust mitigation strategies, and share best practices regionally.

Figure 6. Risk management process



CHAPTER 6

Regional Commitment and Next Steps



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6.1 General Considerations

6.1.1 Safety is a core value and a shared responsibility among all actors in the aviation system. The South American Region Safety Plan (SAM-SP 2026–2028) is the strategic framework that guides the joint efforts of States, industry, and the SAM Regional Office toward continuous, coordinated, and sustainable safety improvement in the Region.

6.1.2 This chapter reaffirms the political and technical commitment of SAM States to implement the SAM-SP and defines the next steps to keep it current and effective throughout the 2026–2028 triennium.

6.2 Commitment of SAM States

6.2.1 By endorsing this document, the South American States reaffirm their commitment to ICAO's regional safety vision and to the strategic objectives set out in this Plan. This commitment entails:

- Actively contributing to SAM-SP implementation, making every effort to achieve the targets outlined in the Regional Performance Framework.
- Developing and maintaining National Aviation Safety Plans (NASPs) consistent with the SAM-SP objectives and targets, ensuring vertical alignment across national, regional, and global levels.
- Participating actively in the RSIG, sharing experiences, information, and best practices, and helping to identify common, sustainable solutions.
- Strengthening cooperation with industry and service providers, promoting the creation or consolidation of CSTs and/or other initiatives that drive joint risk management.
- Fostering technical leadership and transparency through the timely publication of information and results that reflect progress in aviation safety.

6.3 Role of the SAM Regional Office and Regional Bodies

6.3.1 The ICAO South American (SAM) Regional Office will continue to lead coordination and monitoring of SAM-SP implementation, ensuring coherence among the various levels of safety planning.

6.3.2 The Regional Office, in close collaboration with the RSIG, RASG-PA, SRVSOP, ARCM, and the States, will continue providing technical assistance, training, and cooperation mechanisms aimed at:

- Supporting States in implementing SSP components.
- Promoting institutional strengthening and improved governance.
- Facilitating integration of NASPs with regional targets.
- Advancing horizontal cooperation among States and collaboration with industry.

6.3.3 In addition, through the Regional Plans Coordination Committee (RPCC), the SAM Office may report SAM-SP progress to other regions, exchange experiences, and contribute to interregional harmonization of global safety efforts.

6.4 Next Steps

6.4.1 During 2026–2028, SAM-SP implementation will proceed within a framework of ongoing technical monitoring and collaboration. Immediate priorities will be to:

1. Consolidate RSIG operations as the principal forum for follow-up and technical assistance.
2. Drive adoption and execution of NASPs consistent with this Plan.
3. Strengthen cooperation among States, industry, and regional bodies to improve mitigation effectiveness.
4. Maintain a continuous monitoring and review process, in accordance with the mechanism set out in Chapter 5.
5. Prepare the triennial evaluation of the SAM-SP (2028) as the basis for formulating the SAM-SP 2029–2031.

6.5 Final Considerations

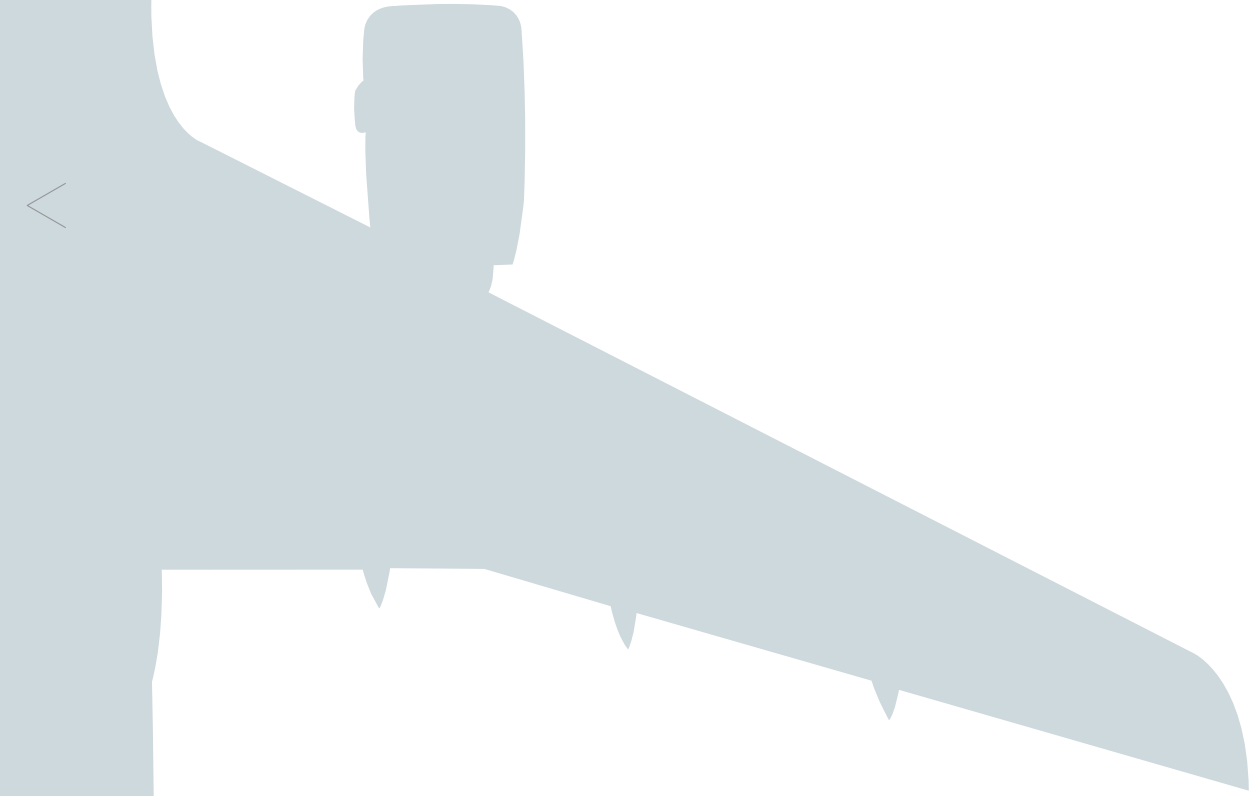
6.5.1 Implementing the SAM-SP 2026–2028 is a collective effort to strengthen aviation safety in the South American Region. The Plan's success will depend on sustained State commitment, collaboration with industry, support from regional bodies, and the technical leadership of the SAM Office.

6.5.2 The SAM Region thus reaffirms its commitment to the principles of cooperation, transparency, and continuous improvement that guide ICAO's mission, contributing effectively to the global objective of achieving the highest level of aviation safety for all air transport users.

6.5.3 By endorsing this Plan, the South American States also confirm their commitment to the principles of the SAM 2035 Strategy, incorporating into their national management the pillars of Human Resources (P3), Plan Effectiveness (P4), Governance (P5), and Innovation (P6) as essential elements for achieving safe, efficient, and sustainable aviation.

APPENDIX A

Monitoring the Implementation of the SAM-SP



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1. Purpose and Scope

1.1 The monitoring process for implementing the *South American Region Safety Plan (SAM-SP 2026–2028)* aims to ensure that the activities and targets set in the Plan are achieved effectively, consistently, and verifiably. Monitoring is a continuous, collaborative, and data-driven process that measures progress toward the objectives defined in the Regional Performance Framework and ensures alignment with the global priorities of the *Global Aviation Safety Plan (GASP)*.

1.2 Through monitoring, the SAM Regional Office can identify progress, challenges, and areas requiring additional technical assistance, thereby promoting a cycle of continuous improvement in regional safety management.

2. Regional Monitoring Mechanism

2.1 Monitoring of the SAM-SP is structured around an inter-institutional collaboration network involving States, industry, service providers, and regional technical groups under the coordination of the SAM Regional Office. Each actor plays a specific role in the process:

- **SAM Regional Office:** Coordinates overall monitoring of the SAM-SP, consolidates data reported by States, and prepares annual and triennial reports.
- **Regional SSP Implementation Group (RSIG):** Plays a central role in SAM-SP follow-up, consolidating information on States' progress and facilitating the exchange of good practices.
- **RASG-PA / PA-RAST:** Provides information on regional performance, priority risks, and the effectiveness of implemented mitigations.
- **SRVSOP:** Monitors progress in oversight, regulatory harmonization, and strengthening of technical competencies.
- **ARCM:** Contributes data on progress in accident and incident investigation (AIG) and the timely publication of final reports.

- **Regional Plans Coordination Committee (RPCC):** Enables the SAM Office to report SAM-SP progress to other ICAO regions, identify common challenges or inter-regional synergies, and strengthen global coordination of safety efforts.

- **Service Providers and Industry:** Contribute operational data, analyses, and perspectives essential to the monitoring process. Their participation in *Collaborative Safety Teams (CSTs)* or other national or regional initiatives enhances data quality and the effectiveness of mitigation measures.

- **SAM States:** Lead national data collection and reporting, ensuring consistency between SAM-SP indicators and their respective *National Aviation Safety Plans (NASPs)*.

2.2 Collectively, this network reinforces transparency, accountability, and technical cooperation, ensuring that the SAM-SP remains aligned with the region's actual needs and ICAO's global priorities.

3. Information Sources and Monitoring Tools

3.1 The monitoring process relies on reliable and verifiable data sources that reflect the region's actual safety performance. Main sources include:

- The performance indicators defined in the SAM-SP Performance Framework.

- Results and metrics from the *Continuous Improvement Programme (CIP)*, providing insights into institutional maturity and capacity building.

- RSIG reports on SSP implementation progress in SAM States.

- RASG-PA and PA-RAST data included in the *Annual Safety Report* and occurrence/mitigation databases.

- SRVSOP information related to continuous oversight, Critical Element (CE) implementation, and technical audits.

- ARCM results, especially concerning AIG investigations and systemic deficiencies.
- *iSTARS/GASP Monitoring Portal* reports, providing globally comparable metrics.
- *USOAP CMA* reports.

3.2 The SAM Regional Office will consolidate these inputs in a tracking matrix, updated periodically, reflecting the level of progress for each objective and target and the trend for each indicator.

4. Frequency and Format of Monitoring Reports

4.1 SAM-SP monitoring will follow this schedule:

- Annual Progress Reports: Prepared by the SAM Regional Office, consolidating information from States, industry, and technical groups. These will be presented to RASG-PA and shared with SAM States and the RSIG.
- Mid-term Review (2027): Evaluation of overall Plan progress and adjustment of goals or indicators according to the evolving regional context.
- Final Report (2028): Comprehensive assessment of SAM-SP objective achievement and contribution to the GASP; results will serve as the basis for formulating the *SAM-SP 2029–2031*.

4.2 Each report will include:

- Status of indicator achievement.
- Summary of national and regional progress.
- Impact of support and cooperation activities.
- Summary of main challenges identified.
- Dissemination of lessons learned and best practices.
- Recommendations for continuous improvement and resource prioritization.

5. Role of States, Industry, and Feedback with NASPs

5.1 SAM States and industry are the main actors in the monitoring process. States ensure strategic coherence through their NASPs, while industry and service providers contribute operational insight and data reflecting the aviation system's reality.

5.2 Each State shall annually report NASP progress to the SAM Regional Office, and service providers shall contribute data and operational information to assess mitigation effectiveness. Active industry participation in CSTs or equivalent mechanisms is essential to maintain a shared risk picture and collaborative safety management.

5.3 States are also expected to participate and contribute to RSIG meetings as part of the ongoing SSP implementation-strengthening process.

5.4 The monitoring process maintains two-way feedback between the SAM-SP, NASPs, and industry: operational data and national results feed regional analysis, while regional findings enhance State-level and industry decision-making and prevention strategies.

5.5 To facilitate systematic and harmonized monitoring of regional progress, the SAM Regional Office will provide States with a standardized template for the periodic reporting of the development, approval, and implementation of their National Aviation Safety Plans (NASP) and State Safety Programmes (SSP). This template will also allow States to share their best practices, lessons learned, and main obstacles related to safety management, supporting the identification of common trends and the adoption of collaborative solutions.

5.6 Additionally, the SAM Regional Office, through the Regional SSP Implementation Group (RSIG), will make available to States a virtual exchange forum aimed at strengthening continuous communication among States and with the Regional Office. As part of this mechanism, the SAM Office will ensure the conduct of at least four virtual RSIG meetings per year, intended to review progress, discuss emerging challenges, and facilitate the exchange of information and experiences relevant to the implementation of the SAM-SP.

6. Plan Adjustment and Continuous Improvement

6.1 The SAM-SP 2026–2028 is a living document. If regional circumstances change — for example, significant traffic variations, major safety events, or new technical information — the SAM Regional Office may adjust the Plan before the end of the triennium, after consulting the RSIG and informing RASG-PA.

6.2 This flexible review capability ensures that the SAM-SP remains relevant and adaptable. Regular monitoring and reporting will support the *Plan–Do–Check–Act (PDCA)* cycle, ensuring the Plan evolves according to emerging needs and challenges in the SAM Region.

7. Final Considerations on Monitoring

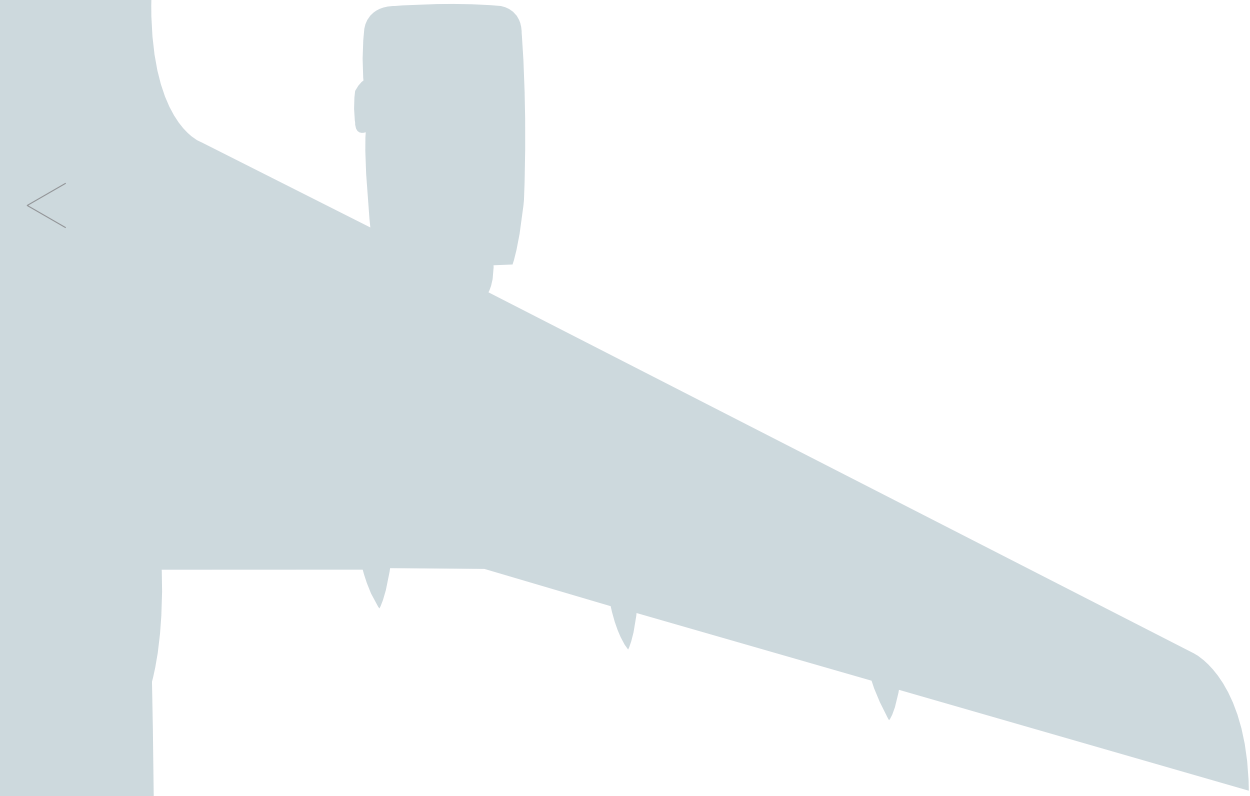
7.1 Monitoring is the mechanism that keeps the SAM-SP active and operational. Its objective is not only to assess goal achievement but also to ensure the effectiveness of implemented actions and to foster a culture of transparency, learning, and accountability.

7.2 Active RSIG participation, inter-State cooperation, integration of CIP results, and inter-regional coordination through the RPCC will enable the SAM Region to consolidate a robust, results-oriented monitoring model aligned with ICAO best practices.

7.3 Continuous monitoring will help identify implementation challenges, share innovative solutions, and strengthen regional cooperation, ensuring that safety remains a permanent priority in South America's civil aviation system.

APPENDIX B

Examples of Contributing Factors



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Category	Examples of Contributing Factors
CFIT	• Flight in adverse environmental conditions • Inaccurate approach design or inadequate documentation (for APV or LPV approaches) • Phraseology used (standard vs. non-standard) • Pilot fatigue, sensory illusions, and loss of situational awareness • Radio-frequency interference (RFI) affecting the GNSS system
LOC-I	• Distractions • Adverse weather • Complacency • Inadequate Standard Operating Procedures (SOPs) for effective flight management • Insufficient altitude for recovery • Over-reliance on automation leading to reduced manual-flight proficiency and poor awareness or competence in unusual-attitude recovery • Startle effect and inappropriate flight-control inputs following sudden awareness of abnormal aircraft states (e.g. bank angle, angle of attack, stall) • GNSS radio-frequency interference (RFI)
MAC	• Traffic conditions: density, complexity, and mix of aircraft types/capabilities • Air Traffic Control (ATC) performance: workload, competence, teamwork, procedural compliance, and the ANSP's SMS effectiveness • Flight-crew training and organizational culture: workload management, teamwork, procedural compliance, and operator SMS influence • ATC systems: flight-data processing, communications, short-term conflict alert (STCA), human–machine interaction, and ANSP procurement policies • Aircraft equipment: autopilot, transponder, ACAS, aircraft performance (e.g. climb rate) and dimensions • Surveillance systems: coverage and quality of monitoring technologies • Flight-plan processing: efficiency and reliability of filing, approval, and dissemination • Airspace design: complexity, route structure, extent of controlled/uncontrolled airspace, proximity of military or training areas • Flight in adverse environmental conditions affecting conflict management and collision avoidance • GNSS radio-frequency interference (RFI)

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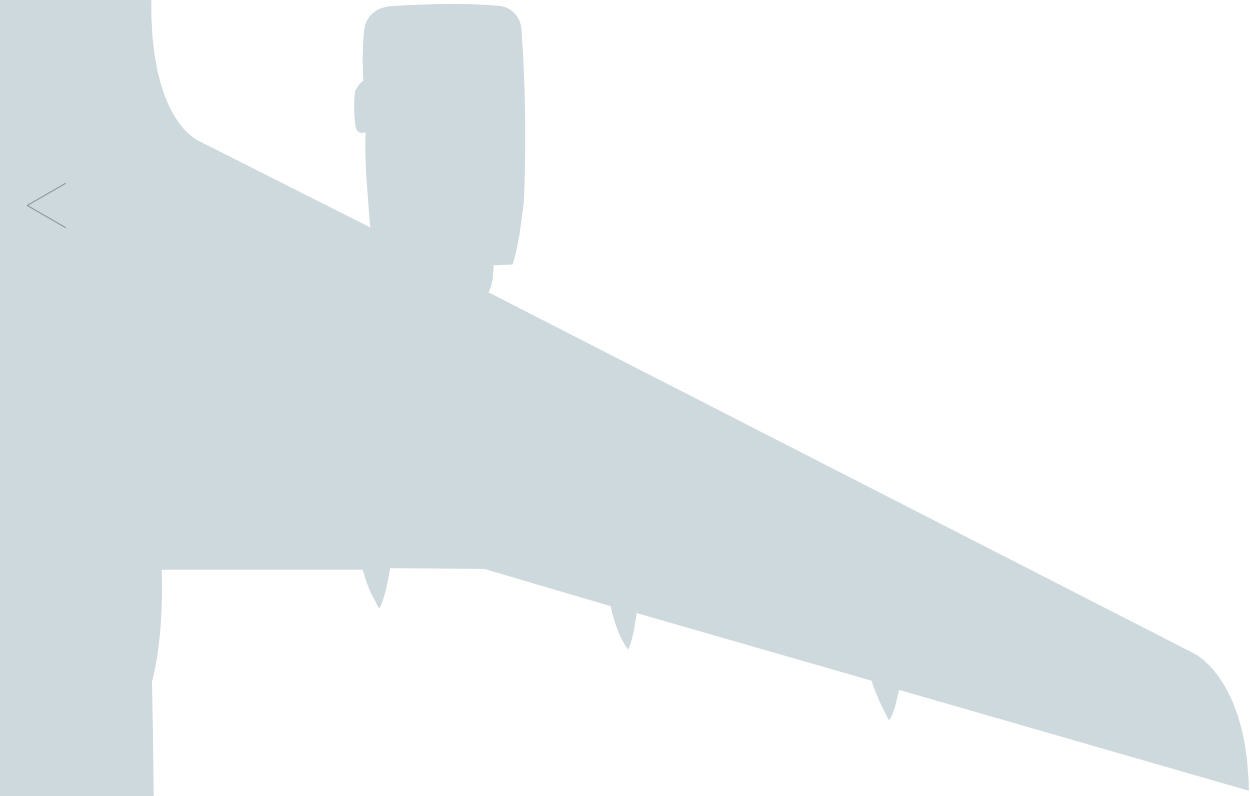
Category	Examples of Contributing Factors
RE	• Ineffective SOPs • Non-compliance with SOPs • Long, floated, bounced, hard, off-center, or crabbed landings • Unstabilized approach • Inadequate runway surface condition reporting • Inadequate approach-procedure design • Insufficient regulatory oversight
RI	• Operations in low-visibility conditions • Complex or inadequate aerodrome design, equipment, and signage • Diverse and complex traffic (e.g. multiple simultaneous line-ups) • Conditional clearances • Simultaneous use of intersecting runways • Late issuance or modification of departure clearances • Unintentional ATC clearance deviations by flight or ground crews • Phraseology issues (standard vs. non-standard; call-sign confusion) • Concurrent use of multiple languages in ATC communications • English-language proficiency • Inadequate driver training and evaluation programmes for the maneuvering area

APPENDIX C

Examples of Preventive Measures



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Examples of Preventive Measures

Awareness and Dissemination

- In-person safety seminars
- Thematic webinars on accident contributing factors (e.g. CFIT, LOC-I)
- Informational briefings at airports or local airlines
- Awareness campaigns on specific risks (e.g. runway incursions, fatigue)
- Distribution of regular safety bulletins or Safety Briefings
- Production and dissemination of educational videos featuring lessons learned from real incidents
- Publication of infographics and safety posters in key airport and office locations

Training and Capacity Building

- Workshops on SMS implementation and operational risk management
- Training sessions for inspectors, operators, and ground personnel
- Continuous training programmes on human factors and decision-making
- Online courses on safety best practices and regulatory compliance
- Simulations and drills of emergency or critical incident scenarios

Coordination and Collaboration

- Regional aviation safety summits or meetings
- Technical meetings among operators, ANSPs, maintenance organizations, and authorities
- Collaborative forums or roundtables between industry and regulators
- Creation or strengthening of Collaborative Safety Teams (CSTs)
- Joint meetings involving pilots, technicians, and ATC staff to analyze local events

Promotion of Voluntary Reporting and Just Culture

- *Confidential Reporting Days* to promote voluntary reporting
- Campaigns encouraging just culture and non-punitive error reporting
- Dissemination of real success stories arising from internal safety reports

Proactive Oversight and Analysis

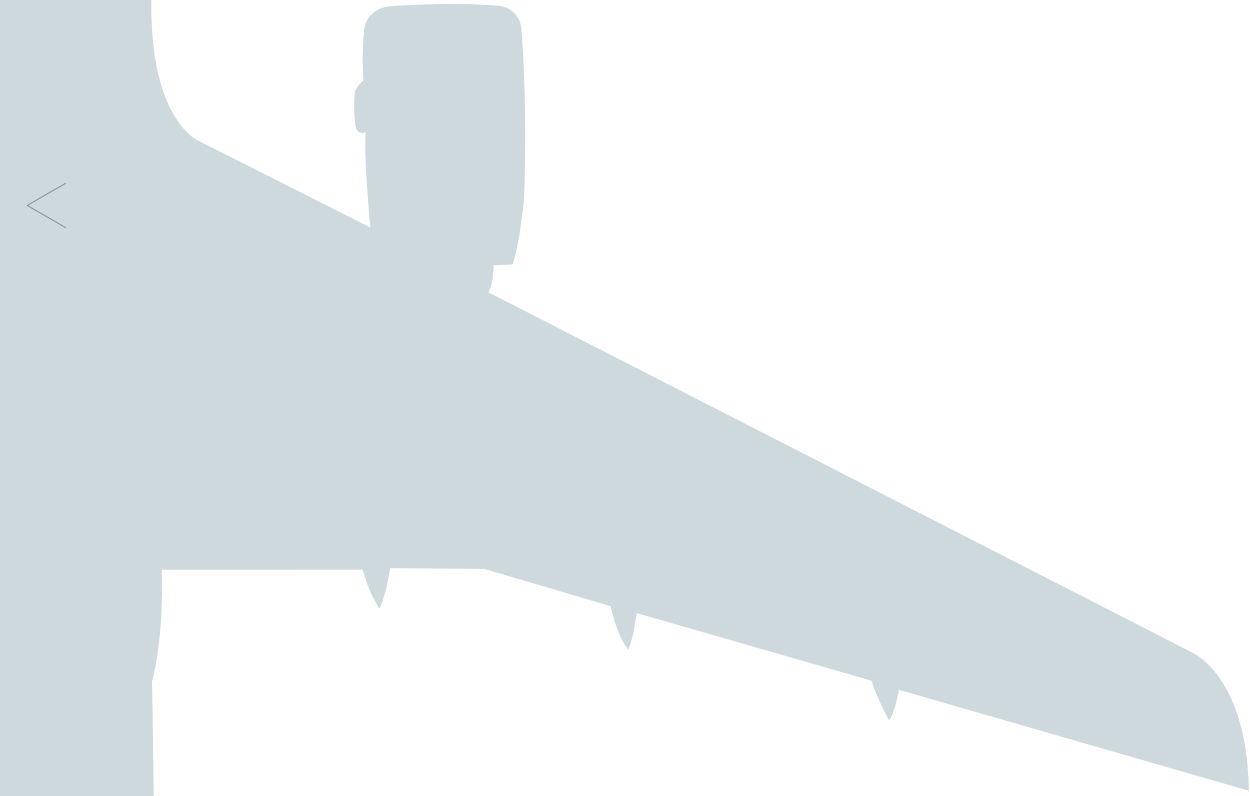
- Periodic review of data-based safety trends (e.g. eBASIS, ECCAIRS)
- Joint analysis sessions of relevant events between the State and operators
- Publication of publicly accessible safety-trend or annual safety reports

Other Strategic Supports

- Student competitions or campaigns to promote aviation safety awareness in training institutions
- Recognition or awards for outstanding safety initiatives
- Implementation of National Aviation Safety Days with multiple outreach activities

APPENDIX D

Examples of Information Sources



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Examples of Information Sources

Civil Aviation Authority

- Mandatory occurrence reports
- Voluntary occurrence reports
- Continuous oversight
- Accident/incident investigation
- Certification records
- Medical assessment reports
- Information from other States
- Databases
- Enforcement and sanction processes
- Complaints and claims
- Risk profiles (RBS)

Accident Investigation Authority

- Accident and incident notifications
- Accident and incident reports
- Special investigations and reports
- Reports from other States
- Findings and contributing factors

ICAO

- Annual Safety Report
- USOAP CMA data
- Significant Safety Concerns (SSCs)
- iSTARS applications catalogue
- RASGs (RASG-PA)

RSOO / RAIO

- Regional safety reports and data

Aggregated / Collaborative Data

- Local CST
- CSTs from other States

Automatically Generated Data

- ADS-B data

Airlines

- Internal audits
- Mandatory reports
- Voluntary reports
- Flight Data Analysis (FDA)
- LOSA
- Fatigue Risk Management System (FRMS)
- Training records
- Maintenance records
- Accident/incident investigations

Training Centres

- Mandatory reports
- Voluntary reports
- Maintenance records
- Training-related events
- Training records
- Hazard/risk registry
- Safety recommendations

Air Traffic Services (ATS)

- Internal audits
- Mandatory reports
- Voluntary reports
- Near-miss reports/alerts
- Runway incursion reports/alerts
- Radar records
- Communication records
- Bird reports (sightings/strikes)
- Meteorological condition reports (WX)
- Training records
- NOSS

Maintenance Organizations

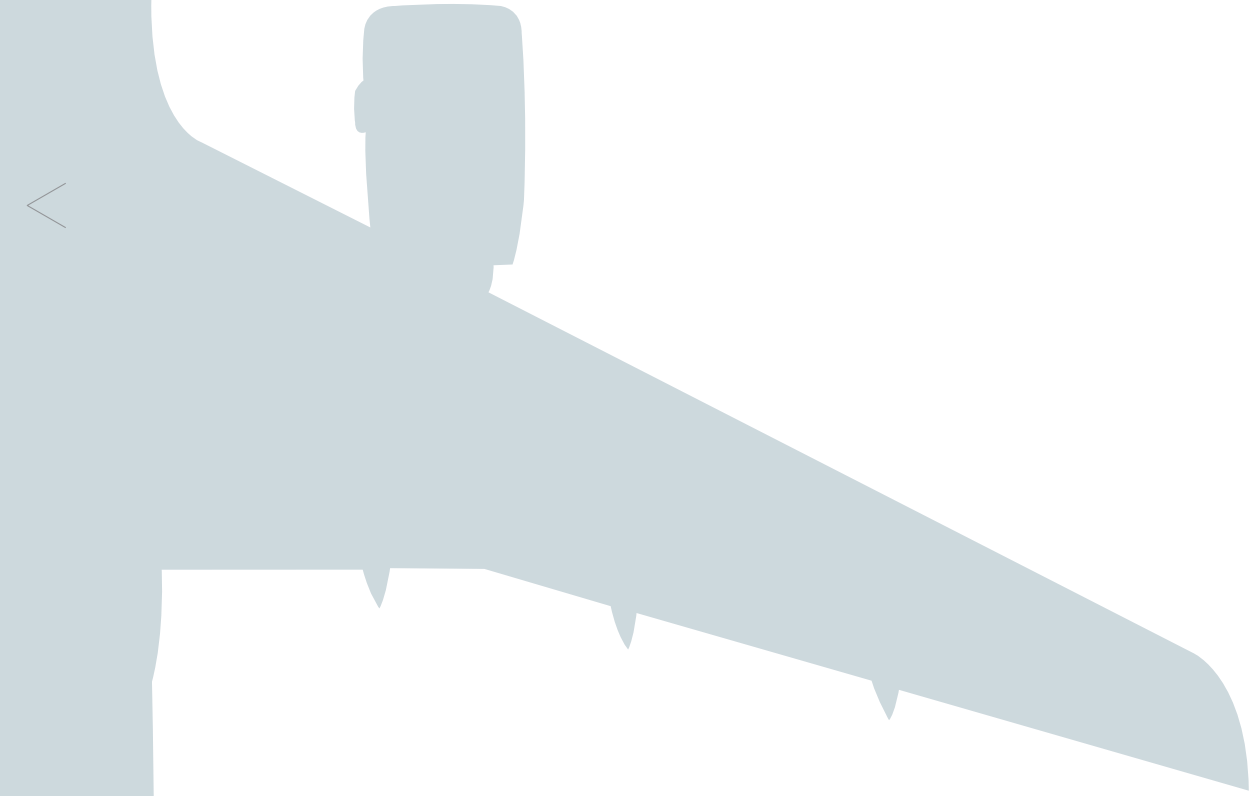
- Internal audits
- Mandatory reports
- Voluntary reports
- In-service occurrences
- Quality reports
- In-service difficulties
- Continued airworthiness
- Reports of unapproved parts
- Training records

Aerodromes

- Internal audits
- Mandatory reports
- Voluntary reports
- Inspection reports
- Bird/wildlife/drone-related events
- Runway surface condition reports
- Training records

APPENDIX E

SAM-SP Communications Strategy



1. Objective

Communication is essential to the success of the SAM-SP, as it enables the various aviation stakeholders to understand its purpose, the progress achieved, and opportunities for improvement.

This appendix sets out the SAM-SP communications strategy, aimed at ensuring timely, consistent, and transparent dissemination of the Plan's progress, results, and challenges among all actors of the regional civil aviation system.

It seeks to promote understanding, commitment, and participation by States, industry, and regional organizations in implementing the SAM-SP 2026–2028.

2. Principles

Effective communication requires methodological coherence and conceptual clarity. The following principles guide efforts to ensure SAM-SP messaging remains consistent, relevant, and credible across the SAM Region:

a) Transparency: communicate verifiable, clear, and accessible information on SAM-SP execution.

b) Consistency: keep messages aligned among the SAM-SP, the SAM 2035 Strategy, and the GASP 2026–2028.

c) Periodicity: ensure systematic, planned communication.

d) Inclusion: guarantee the participation of all relevant stakeholders.

e) Results orientation: focus messages on achievements, impacts, and opportunities for improvement.

f) Innovation: leverage digital media and new communication technologies to increase reach, efficiency, and impact of institutional messaging.

3. Stakeholder Identification

Effectiveness depends on recognizing that each actor plays a different role in regional safety. Communication must therefore be tailored to each audience's context and needs. This strategy targets, as applicable, the following stakeholders for updates on SAM-SP progress:

a) ICAO SAM Regional Office Directors and Officers.

b) Civil Aviation Authorities (CAAs) of SAM States.

c) Regional SSP Implementation Group (RSIG) — regional technical forum responsible for coordinating and monitoring SSP development in the SAM Region.

d) Regional Aviation Safety Group – Pan America (RASG-PA) and its Pan America – Regional Aviation Safety Team (PA-RAST).

e) Regional Safety Oversight Cooperation System (SRVSOP) and the Accident and Incident Investigation Regional Cooperation Mechanism (ARCM).

f) ICAO Air Navigation Commission (ANC), as the global body reviewing and validating regional safety progress.

g) GREPECAS (Regional Planning and Implementation Group) and other relevant interregional technical bodies.

h) RAAC (Meeting of Civil Aviation Authorities) of the SAM Region.

i) Aviation industry and air service providers.

j) International organizations.

k) Users of the civil aviation system and specialized public.

4. Communication Channels

To ensure effectiveness, the strategy employs multiple channels adapted to each audience, combining in-person, digital, and documentary media to guarantee timely and uniform access to information.

- Meetings and events: RAAC, RASG-PA, RSIG, PA-RAST, SRVSOP, ARCM, GREPECAS, and other technical forums.
- Regional reports: RASG-PA Annual Safety Report; annual SAM-SP progress reports.
- Digital platforms: SAM Regional Office website, ICAO portals and institutional intranet, SAM Office social media.
- Technical publications: working papers, information notes, and white papers.
- Direct communications with States: State letters, circulars, bulletins, and technical communications to States and/or SSP/NASP and RSIG focal points.
- Visual outreach materials: infographics, presentations, short videos, and institutional social posts highlighting achievements and good practices.

5. Communication Frequency and Products

Time-phased planning is key to sustaining interest and participation. The main products and periodicity, aligned with **Appendix A** monitoring processes, are:

Type of communication	Frequency	Lead	Expected product
SAM-SP progress bulletin	Semi-annual	SAM Regional Office (Safety Implementation Section)	"SAM-SP Progress Update" (ES/EN)
Annual safety report	Annual	SAM Office	Summary of safety statistics and status of SAM-SP indicators and targets
Presentation to RAAC	Each RAAC meeting	SAM Office	Report on achievements and challenges by State
Information notes to States	As needed	SAM Office	Technical notes or guidance communiqués
Communication to industry and partners	Annual	SAM Office / RSIG	Collaborative bulletin with results and good practices
Updates on digital platforms	Continuous	SAM Office / Communications	Web, audiovisual, and interactive publications
RSIG Meetings	Quarterly	SAM Office/States	Meeting minutes

6. Responsibilities

Implementation requires institutional coordination and clarity of roles. This section identifies those responsible for generating, validating, and disseminating SAM-SP communications products.

- SAM Regional Office: coordinate overall implementation of the strategy and validate institutional messages.
- Regional SSP Coordinator and Safety Officer: prepare technical content and consolidate State information.
- RSIG and RASG-PA: support dissemination of technical results, lessons learned, and best practices in their forums.
- SRVSOP and ARCM: provide technical and operational inputs for reports and bulletins.
- SAM States: provide the Regional Office and RSIG with updated information on progress, achievements, and challenges.
- Strategic partners and industry: participate in dissemination and promote safety culture within their spheres of action.

7. Evaluation of the Communications Strategy

An effective strategy requires continuous feedback and objective evaluation. The following mechanisms will be used annually to measure communications effectiveness and ensure continuous improvement:

- Percentage of planned communications products issued.
- State participation in outreach activities.
- Satisfaction surveys of primary recipients.
- Visibility of SAM-SP results in regional forums and digital platforms.

Results will be presented to RASG-PA and RSIG and used to continuously improve the Plan's communication and feedback mechanisms.

8. Targeted Communication by Stakeholder

Strategic communication adapts messages to each interlocutor's role, competencies, and needs. The following outlines key topics and purposes by audience, consistent with Appendix A monitoring and reporting:

Stakeholder	Content to communicate	Purpose	Frequency/Channel
SAM Regional Office	Consolidated Plan status, target achievement, challenges, and good practices	Ensure internal coherence, accountability, and strategic planning	Quarterly internal meetings and progress bulletins
Air Navigation Commission (ANC)	GASP implementation challenges and progress in SAM; indicators on regional targets; structural barriers limiting implementation	Inform and support ICAO global policy/assistance decisions; strengthen SAM Region visibility	Annual SAM-SP report submitted by SAM Office via RASG-PA
RASG-PA / PA-RAST	Consolidated performance data, risk trends, mitigation effectiveness, and lessons learned	Coordinate mitigation activities and inform regional planning	Annual SAM-SP reports to RASG-PA and ESC; as appropriate, PA-RAST meetings
SRVSOP	Progress related to the Continuous Improvement Programme and/or institutional challenges	Guide technical assistance and harmonize oversight procedures	Annual reports to PPFF Meeting and General Board, as applicable; ongoing coordination with Technical Committee
ARCM	Data on accident/incident investigation, time to publish reports, causal trends	Strengthen prevention through reactive findings and lessons learned	Annual reports and ARCM technical meetings
RSIG	Progress, challenges, and support needs for SSP implementation; results of regional monitoring	Facilitate technical exchange, promote mutual assistance, and coordinate action plans	Quarterly RSIG meetings and specific technical bulletins

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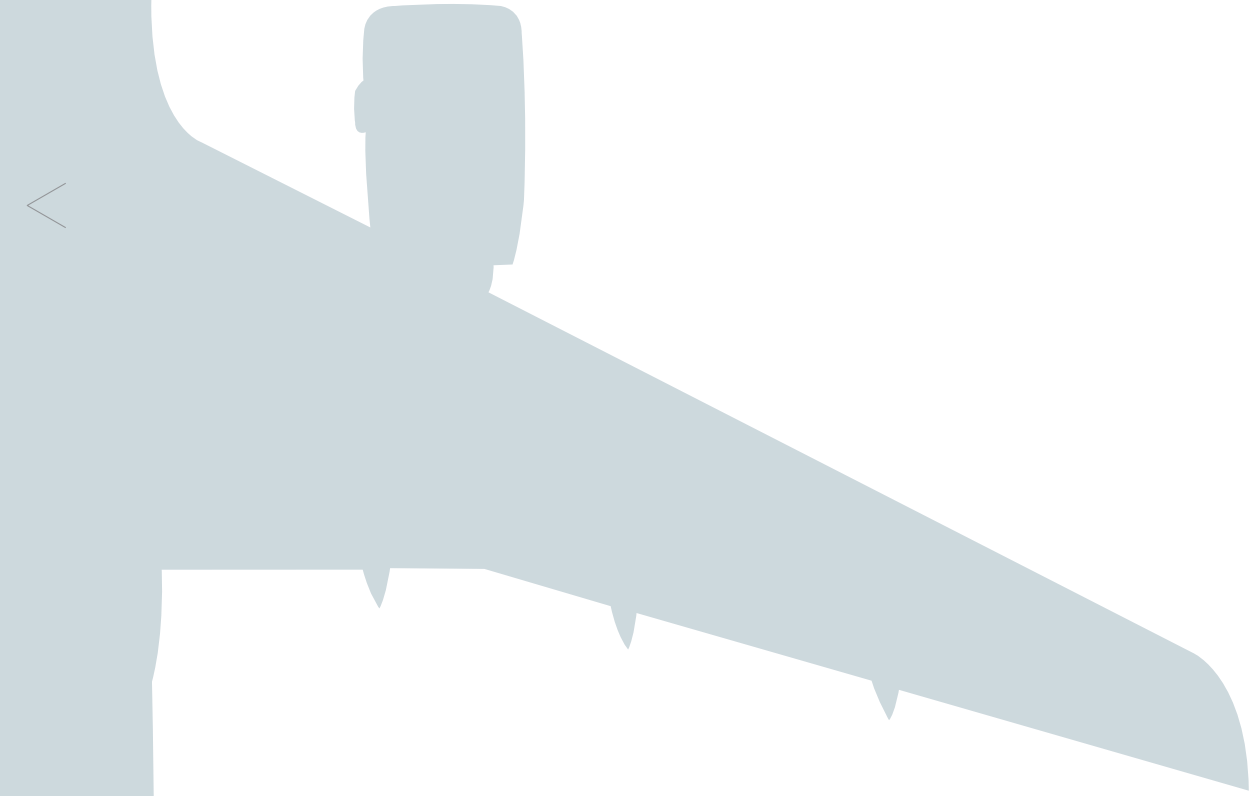
Stakeholder	Content to communicate	Purpose	Frequency/Channel
Civil Aviation Authorities (SAM States)	Regional targets, monitoring results, cooperation opportunities, SAM-SP progress in relation to the SAM 2035 Strategy	Support NASP implementation, promote SAM-SP alignment, support Strategy implementation, and reinforce safety culture	Annual reports; State Letters as applicable
RAAC (Meeting of Civil Aviation Authorities)	Achievements, institutional challenges, SAM Region priorities, and proposals for regional cooperation	Strengthen States' political and strategic commitment	RAAC meetings and official presentations
GREPECAS	Interactions between safety and air navigation management; synergies across infrastructure, CNS/ATM, and safety projects	Align safety activities with regional ATM efficiency and capacity programmes	GREPECAS meetings and annual technical reports
Industry and service providers	Mitigation results, collaborative projects, lessons learned, opportunities to participate in SEIs	Promote State–industry collaboration and organizational learning	Semi-annual bulletins, safety forums, and CST teams
International organizations	Technical-assistance priorities, ongoing projects, and regional results	Coordinate assistance and cooperation aligned with SAM-SP goals	Annual reports and bilateral meetings
Regional Plans Coordination Committee (RPCC)	Synergies among the SAM-SP, SAM 2035 Strategy, and other regional plans (RASP, GANP, GASeP, GASP); good practices and common challenges	Align SAM Region strategic priorities with ICAO global objectives and facilitate interregional coordination	Annual report and participation in RPCC meetings coordinated by ICAO HQ
System users and specialized public	Overall regional safety progress, achievements, and educational/culture-of-safety messages	Promote transparency and public confidence in civil aviation	Institutional communications, official website, and social media

APPENDIX F

Glossary of Abbreviations and Acronyms



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AIG	Accident and Incident Investigation
ARCM	Accident and Incident Investigation Regional Cooperation Mechanism
CAA/AAC	Civil Aviation Authority
CE	Critical Element of the Safety Oversight System
CFIT	Controlled Flight Into Terrain
CST	Collaborative Safety Teams
GASP	Global Aviation Safety Plan
HRC	High-Risk Categories
LOC-I	Loss of Control In-flight
MAC	Mid-Air Collision
NASP	National Aviation Safety Plan
OACI/ICAO	International Civil Aviation Organization
OLF ICAO	Online Framework
PA-RAST	Pan America – Regional Aviation Safety Team
PMC	Continuous Improvement Programme
RASG-PA	Regional Aviation Safety Group – Pan America
RE	Runway Excursion
RI	Runway Incursion
RPCC	Regional Plans Coordination Committee
RSIG	Regional SSP Implementation Group
SAM	South American Region
SAM-SP	South American Region Safety Plan
SRVSOP	Regional Safety Oversight Cooperation System
SSP	State Safety Programme

ICAO

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