



**Thirty First Regional Aviation Safety Group — Pan America Executive Steering Committee Meeting
(RASG-PA ESC/31)**

Buenos Aires, Argentina 8 to 9 November 2018

Agenda Item 3: Safety Management processes/ initiatives within RASG-PA

b) Risk mitigation actions/initiatives

Regional SSP Implementation Strategy for the NAM and CAR Regions

(Presented by Secretariat)

EXECUTIVE SUMMARY	
This Papers presents a follow-up on the approval and execution of the NACC SSP Regional Implementation Strategy since the last update given on this implementation in the RASG-PA ESC/30 Meeting.	
Action:	See suggested action on Section 3
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> • Safety
<i>References:</i>	<ul style="list-style-type: none"> • RASG-PA ESC/30 Meeting • NACC/DCA/8 Meeting

1. Introduction

1.1 During the RASG-PA ESC/30 Meeting, it was informed on the status of the ICAO NAM/CAR Regional State Safety Programme (SSP) Implementation Strategy for 2018-2023. This Strategy was developed in accordance with the NACC/DCA mandate (Conclusion NACC/DCA/07/6) and under the NACC No Country Left Behind (NCLB) Programme, which encourages the participation, in a pilot project, for the State Safety Programme (SSP) implementation to those NAM/CAR Member States with a solid SSP foundation according to the Universal Safety Oversight Audit Programme (USOAP) – Continuous Monitoring Approach (CMA) framework and the SSP Foundation Tool.

1.2 The Strategy highlighted the importance that States should build upon fundamental safety oversight systems to implement SSPs, including the Air Navigation Service Providers (ANSPs) State Management Systems (SMS).

2. Discussion

Approval of Regional Strategy

2.1 During the 8th Meeting of Directors of Civil Aviation of North America, Central America and the Caribbean (NACC/DCA/8), the Secretariat presented the ICAO NAM/CAR Regional State Safety Programme (SSP) Implementation Strategy for 2018-2023, following CONCLUSION NACC/DCA/07/6 *NACC SSP IMPLEMENTATION STRATEGY*. The Strategy is presented in **Appendix A** to this paper.

2.2 The NACC States took note that the SSP implementation is a goal to be accomplished firstly by those States identified as States of the fifth Phase of the NACC NCLB Assistance Programme/ Systemic Assistance Programme, as illustrated in **Appendix B** to this paper.

2.3 The NACC/DCA/8 Meeting encouraged the NACC Champion States to provide support for the NAM/CAR Regional SSP implementation, committing to comply with the SSP implementation programme as agreed in the proper timeframe. The ICAO NACC Regional Office will coordinate and monitor the strategy, and provide technical assistance on this matter. ICAO NACC Office thanked Canada for being a Champion State for this Strategy, agreeing to start the activities with a kick-off event on SSP implementation by late 2018. In this regard the NACC/DCA/8 Meeting adopted Conclusion 8/6:

Conclusion NACC/DCA/8/6 Regional NAM/CAR SSP Implementation Strategy

That, in order to facilitate and ensure a systematic implementation of the SSP in the NAM and CAR Regions, the NACC States:

- a) Approved the Regional SSP Implementation Strategy presented by ICAO NACC Office;
- b) Encourage the participation of Champion States; and
- c) Participate in the kick off Implementation event.

Kick-off Meeting of NACC SSP Implementation Strategy

2.4 Following the approval of the NACC SSP Strategy and the NACC/DCA/ 8/6 Conclusion, the invitation for the kick-off State Safety Programme (SSP) Meeting for the NAM/CAR Regions (NAM/CAR/SSP/1) has been submitted. The Meeting will be held in the ICAO NACC Regional Office, Mexico City, Mexico, from 20 to 22 November 2018, led with the practical and good practices of Transport Canada.

2.5 All NACC States with their designated SSP Coordinators for the NAM/CAR Regions had been invited to attend, especially the Group/Tier 1 States¹ as defined in the SSP Foundation Effective Implementation Index. Appendix C to this paper presents the invitation to the NAM/CAR/SSP/1 Meeting.

2.6 The NAM/CAR/SSP/1 Meeting will consider apart from the GASP and the recent edition of the Safety Management Manual, the AnConf/13 Recommendations particularly:

- Recommendation 6.2/1 — Supporting Effective Safety Management Implementation e) and f)
- Recommendation 6.2.1/1 — State safety programmes (SSPs)
- Recommendation 7.1/1 — Data-driven decision-making b)

2.7 Some of the projected outcomes of the NAM/CAR/SSP/1 Meeting are:

- 1) Update on ICAO Expectations and timelines/ GASP and SM related goals
- 2) Share/ networking for State SSP experiences (minimum Group 1 States presenting) like Canada's SSP (including process of implementation, lessons learned, best practices) and their continuous evaluation and monitoring of its SSP
- 3) Development of implementation strategies for specific States
- 4) Creation of continuous support from Canada for Phase 1 and other implementation aspects for SSP

3. Suggested Action

3.1 The Meeting is invited to:

- a) Take note of the updates and progress of the NACC SSP Regional Implementation Strategy;
- b) review the projected outcomes and discussions of the NAM/CAR/SSP/1 Meeting; and
- c) propose any action as deem necessary.

APPENDIX A**ICAO NAM/CAR REGION STATE SAFETY PROGRAMME (SSP) IMPLEMENTATION STRATEGY
FOR 2018-2023****Objective:**

Assist member States to comply with the requirements for the implementation of State Safety Programmes (SSPs) by States and safety management systems (SMS) by service providers as established in the GASP.

1. Near Term Objective: 50% NAM/CAR member States to achieve SSP implementation by 2020.
2. Mid Term Objective: All CAR member States to achieve SSP implementation by 2023.

Activities:

The activities comprise direct actions to assist NAM/CAR member States to complete the implementation of every element required for the SSP implementation, including, meet with State high level decision makers to establish and empower the SSP implementation team, support to complete the SSP gap analysis, agree and approve a SSP implementation plan, technical assistance missions and collaboration with champion States to tailor specific SSP elements as required by the States, periodic follow-up implementation teleconferences. Additional activities may include courses, workshops, seminars, personnel training, and/or technical cooperation as required.

Benefits:

The main benefits are:

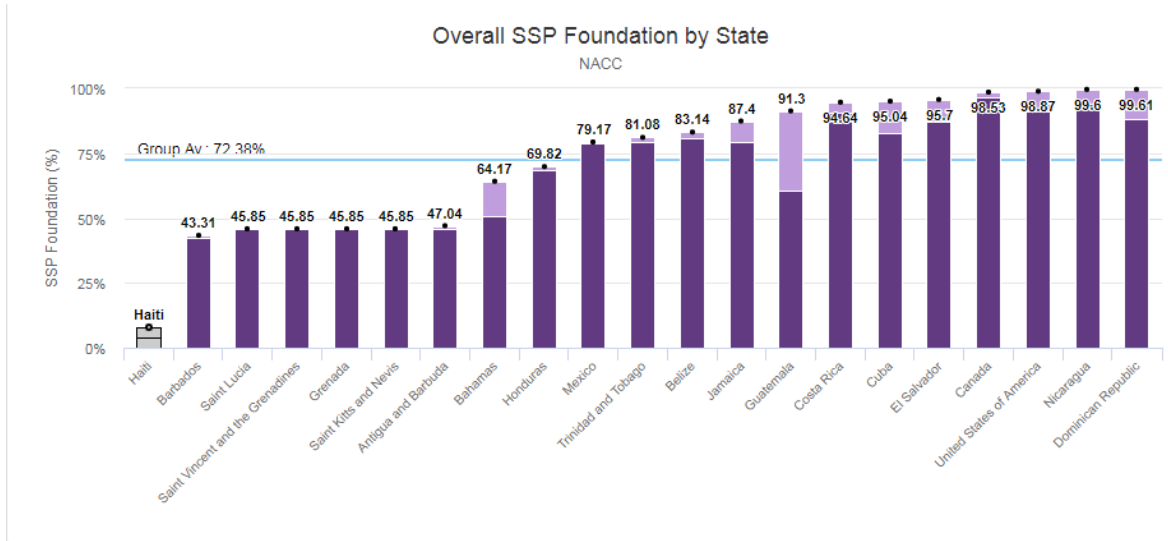
1. Enhance the effectiveness of safety oversight by member States
2. Increase NAM/CAR Region level of implementation on the Annex 19 SARPs
3. Prepare States for the USOAP CMA SSP assessments
4. Increase level of implementation of State Safety Programme (SSP) and Safety Management Systems (SMS) in member States
5. Reduce fatality risk in the CAR Region

Beneficiaries:

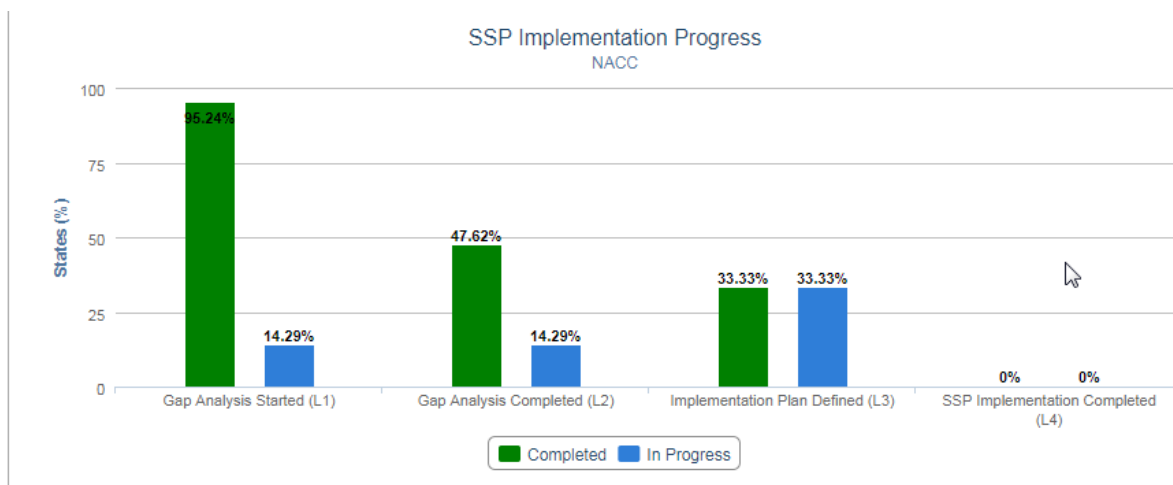
The main beneficiaries are member States and their associated civil aviation systems.

NAM/CAR Regional Status

SSP Foundation



SSP Implementation Progress (Gap Analysis)



Code	State Name	Progress	Level (Up %)	Search: <input type="text"/>
CAN	Canada	Implementation Plan Defined	L3 / 80% L4	●●●●
CUB	Cuba	Implementation Plan Defined	L3 / 50.9% L4	●●●●
DOM	Dominican Republic	Implementation Plan Defined	L3 / 76.4% L4	●●●●
GTM	Guatemala	Implementation Plan Defined	L3 / 65.5% L4	●●●●
HND	Honduras	Implementation Plan Defined	L3 / 61.8% L4	●●●●
NIC	Nicaragua	Implementation Plan Defined	L3 / 34.5% L4	●●●●
USA	United States of America	Implementation Plan Defined	L3 / 98.2% L4	●●●●
ATG	Antigua and Barbuda	Gap Analysis Started	L1 / 54.5% L2	●●○○
BHS	Bahamas	Gap Analysis Started	L1 / 94.5% L2	●●○○
CRI	Costa Rica	Gap Analysis Started	L1 / 63.6% L2	●●○○
SLV	El Salvador	Gap Analysis Started	L1 / 32.7% L2	●○○○
GRD	Grenada	Gap Analysis Started	L1 / 54.5% L2	●○○○
JAM	Jamaica	Gap Analysis Started	L1 / 16.4% L2	●○○○
MEX	Mexico	Gap Analysis Started	L1	●○○○
KNA	Saint Kitts and Nevis	Gap Analysis Started	L1 / 54.5% L2	●○○○
LCA	Saint Lucia	Gap Analysis Started	L1 / 54.5% L2	●○○○
VCT	Saint Vincent and the Grenadines	Gap Analysis Started	L1 / 56.4% L2	●○○○
BRB	Barbados	Gap Analysis Completed	L2 / 98.2% L3	●●●○
BLZ	Belize	Gap Analysis Completed	L2 / 96.4% L3	●●●○
TTO	Trinidad and Tobago	Gap Analysis Completed	L2 / 20% L3	●●○○
HTI	Haiti	-		○○○○

Showing 1 to 21 of 21 entries

The NAM/CAR Regions Status according to overall SSP Foundation Protocol Questions (PQs) results by State (iSTARS March 2018) showed the following:

1. Above 95% (6 States): Dominican Republic, Nicaragua, United States of America, Canada, El Salvador and Cuba;
2. Between 85-94.9% (3 States): Costa Rica, Guatemala and Jamaica;
3. Between 75-84.9% (3 States): Belize, Trinidad and Tobago, and Mexico;
4. Below 75% (9 States): Honduras, Bahamas, Saint Vincent and Grenadines, Saint Lucia, Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Barbados, and Haiti

ICAO NACC Regional Office proposes the following grouping scheme of States for the SSP implementation:

1. Tier 1: States that currently have a SSP Foundation Index Above 95%, agree with the ICAO NACC Regional Office a SSP Implementation Plan, and receive technical assistance as required to implement SSP by 2020;
2. Tier 2: States that have a SSP Foundation Index Above 85%, agree with the ICAO NACC Regional Office a SSP Implementation Plan, and receive technical assistance as required to implement SSP by 2021;

3. Tier 3: States that have a SSP Foundation Index Above 75%, agree with the ICAO NACC Regional Office a SSP Implementation Plan, and receive technical assistance as required to implement SSP by 2022;
4. Tier 4: States that have a SSP Foundation Index Above 60%, agree with the ICAO NACC Regional Office a SSP Implementation Plan, and receive technical assistance as required to implement SSP by 2023;
5. NAM/CAR States that complete any phase of the SSP implementation can be considered as Champion States to support other States in the implementation of the phases that have already implemented

Note: we expect that no State has an EI below 60% by 2022.

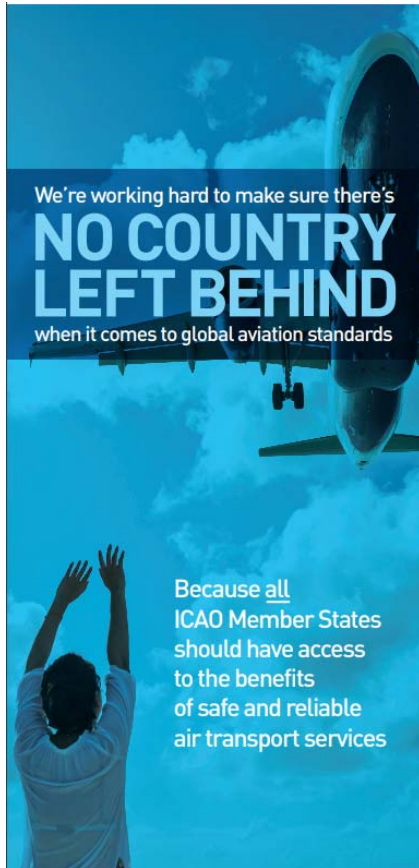
ICAO NACC Regional Office will monitor the progress of the CAR Region SSP Implementation Programme 2018-2023 as follows:

1. Indicator: progress in SSP implementation
2. Metrics:
 - a. Percentage of completed Protocol Questions (PQs) from the SSP Foundation PQs from iSTARS
 - b. Number of implementation SSP Phases accomplished SSP based on ICAO Safety Management Manual (SMM) (Doc 9859)



| ICAO UNITING AVIATION

NO COUNTRY LEFT BEHIND



✈ What is the ICAO No Country Left Behind (NCLB) Campaign?

ICAO's response to the problem of too many Member States not achieving desirable levels of Effective Implementation of ICAO Standards and Recommended Practices (SARPs).

www.icao.int/about-icao/NCLB/Pages

✈ What is the ICAO NACC Response to NCLB Campaign?

The implementation of the ICAO NACC Systemic Assistance Programme (SAP).



ICAO UNITING AVIATION

NO COUNTRY LEFT BEHIND



We're working hard to make sure there's
NO COUNTRY LEFT BEHIND
when it comes to global aviation standards

Because all
ICAO Member States
should have access
to the benefits
of safe and reliable
air transport services

✈ What is the ICAO NACC Systemic Assistance Programme?

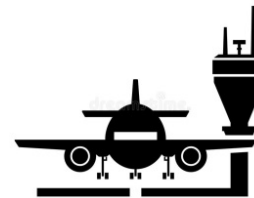
The ICAO NACC Regional Office strategy which encompasses main working areas in order to ensure desirable results and SARPs compliance within the NAM/CAR Regions.



Safety



Air Navigation
Services



Aerodrome
certification



Security



ICAO | UNITING AVIATION

NO COUNTRY LEFT BEHIND



✈ Core Elements of the ICAO NACC Systemic Assistance Programme

We're working hard to make sure there's
NO COUNTRY LEFT BEHIND
 when it comes to global aviation standards

Because all
 ICAO Member States
 should have access
 to the benefits
 of safe and reliable
 air transport services

Initiated on
 February 2015
 in response to
 the ICAO NCLB
 Campaign

Assist States in
 implementing
 ICAO
 Standards and
 Recommended
 Practices
 (SARPs)

Also promote
 ICAO's efforts
 to resolve
 Significant
 Concerns (SSCs
 and SSeCs)

Allow States to
 benefit from
 the socio-
 economic
 contributions
 of safe and
 reliable air
 transport



ICAO | UNITING AVIATION

NO COUNTRY LEFT BEHIND



Phases of the NACC Systemic Assistance Programme (SAP)

Political Commitment Completed/ On-going	Data Gathering and Analysis 100% of States	Joint State/ICAO Action Plan Development 100% of States	Implementation and Monitoring 2018 Objective: 100% of States	Follow-up and Sustainability 2019 Objective: 100% of States
<p>I</p> <ul style="list-style-type: none"> ✈ Establish strategy to implement NCLB initiative ✈ High Level Government Outreach (Ministerial Level) ✈ Paradigm shift in assistance methodology (more hand-holding), direct engagement at the technical level ✈ Root cause approach 	<p>II</p> <ul style="list-style-type: none"> ✈ Analyse all available ICAO data on deficiencies of each NACC State ✈ Notify the State of its deficiencies and compliance status ✈ Mutual communication for agreement (Technical teleconferences) 	<p>III</p> <ul style="list-style-type: none"> ✈ Multidisciplinary or High Level visits – some States did not need a visit ✈ Develop joint action implementation plan <ul style="list-style-type: none"> • Who? • What? • When? ✈ Agreement of State Action Plan priorities at General and Regional Director level 	<p>IV</p> <ul style="list-style-type: none"> ✈ Monthly teleconference NACC & CAA technical teams ✈ Quarterly Videoconference Brief to Regional Director & DG/Minister ✈ Annual implementation progress review ✈ Continuous adjustment of action plan based on audit results ✈ RD seeks engagement of financial institutions 	<p>V</p> <ul style="list-style-type: none"> ✈ Continuity of Phase IV ✈ Prioritization of SSP, SMS and SeMS in Action Plans ✈ Tracking of AAs institutional strength ✈ Greater emphasis in political will and commitment ✈ Set air transport in the political agenda of the States ✈ ICAO involvement in high level regional meetings