

ASPIRATIONAL GLOBAL TARGETS

(as set out in the foreword to Appendix A of the GAsEP - approved by ICAO Council)

- a) By 2020 80% of States reach above 65% EI
- b) By 2023 90% of States reach above 80% EI
- c) By 2030 100% of States reach above 90% EI

ASPIRATIONAL NAM/CAR & SAM REGIONAL TARGETS

- a) By 2020 80% of States reach above 70% EI
- b) By 2023 90% of States reach above 80% EI
- c) By 2030 100% of States reach above 90% EI

PRIORIDAD PRIORITY	Referencia a la Acción Prioritaria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD PARTY RESPONSIBLE FOR SPECIFIC TASKS	RESULTADO ESPERADO EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
ENHANCE RISK AWARENESS AND RESPONSE	1.1 Keep global threat picture under regular review and enhance dissemination of threat and risk advice.	- States undertake regular risk assessments that consider wide range of current and future threats	States	Risk assessment is elevated within the region and incorporated into industry, state, and regional decision-making practices.	- States report to RG on completion (Regional Office) -	Annual reporting
		. States share risk assessments with internally and externally (with industry, with other states, with ICAO)	States	Improved risk assessment practices in states and region Common understanding of risk and terminology used.	- All states within region receives updated ICAO RCS (Regional Office)	Annual reporting

PRIORIDAD PRIORITY	Referencia a la Acción Prioritaria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD PARTY RESPONSIBLE FOR SPECIFIC TASKS	RESULTADO ESPERADO EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		- Regional AVESEC/FAL establishes a standing discussion of Risk at meetings.	ICAO RG	Risk information is shared with those that need it.	- Presence of risk discussion on RG meeting agendas	Start at next meeting then on-going
	1.2 Improve training on risk assessment.	Region holds ICAO Risk Management Workshops	Regional Offices in coordination with States	Improved risk assessment practices in states and region	- Number of workshops delivered by ICAO or Regional Offices - Attendance by states on workshops (Trainers and trainees)	ICAO to start scheduling in 2018 then on-going
		Regional Office establishes "train the trainer" on risk, then states conduct Intro to Risk training domestically	ICAO States	Common understanding of risk and terminology used.	Number of courses held by ICAO Regional Office State are deliver intro to risk training based on their local needs	SAM in Spanish June 2018 in Chile and then on-going English 3Q 2018
	1.3 Review relevant ICAO Annex 17 provisions and guidance for highest risk areas.	States ensure NCASP is reviewed and aligned with changes to ICAO Annex 17 Suggestion for ICAO Regional Office to establish	States	States ensure compliance with all Annex 17 standards, especially in highest risk areas.	USAP-CMA Audit Report changes to NCASP based on Risk to RG/ICAO Regional Office	On-going

PRIORIDAD PRIORITY	Referencia a la Acción Prioritaria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD PARTY RESPONSIBLE FOR SPECIFIC TASKS	RESULTADO ESPERADO EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		template/standard for all states to use as guide to compare national legislation, to keep it current against Annex 17.				
	1.4 Up-to-date framework established in each State for conducting national and local risk assessments.	States continually review and update (or implement) a risk assessment framework within their state that is capable of conducting national and local risk assessments.	State	Ability to conduct effective risk assessment that can be used in decision making/policy making.	Report to RG USAP-CMA Audit Regional office to do analysis for Region; Results to be reviewed by Regional Group at meetings as an agenda item.	On-going
		Share experiences and best practices for risk assessment and frameworks	State		Reports to be shared amongst States as previously agreed. Workshops held by RG	
	1.5 Ensure effective internal mechanisms for communicating information/assessments to those who need it.	Implement or enhance secure, systematic mechanisms to share threat and risk information at a national level	State	Risk information gets to those that need it in a timely manner	ICAO Survey/Questionnaire State-level oversight reporting	2019
		Utilize ICAO guidance on communicating threat and risk	State		ICAO Survey/Questionnaire	

PRIORIDAD PRIORITY	Referencia a la Acción Prioritaria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD PARTY RESPONSIBLE FOR SPECIFIC TASKS	RESULTADO ESPERADO EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
		information within states and with industry				
	1.6 Review current screening arrangements in light of national risk assessment.	States' National Aviation Security Committees and appropriate security authorities periodically review physical screening and access control methods, based on national risk assessments, to ensure that they are appropriate, effective and using up-to-date technologies and techniques.	State	Review, update and implement inspection procedures according to risk assessment results.	ICAO survey/ questionnaire USAP-CMA State-level oversight reporting	On-going

PRIORIDAD PRIORITY	Referencia a la Acción Prioritaria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD PARTY RESPONSIBLE FOR SPECIFIC TASKS	RESULTADO ESPERADO EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
	1.7 Review personnel security measures taking into account risk advice and guidance on insider threat.	<p>Use ICAO Guidance and recommended best practices to assess personnel security measures with respect to risks posed by insider threats</p> <p>Review adequacy of current measures to address insider threat, including background checks, physical measures, training and awareness and reporting mechanisms. To incorporate into the State's relevant aviation security programmes.</p>	State	State personnel security measures are sufficiently robust enough to counter threats posed by insiders based on national risk contexts	ICAO Survey/Questionnaire	2019
	OACI/ICAO					

PRIORIDAD PRIORITY	Referencia a la Accion Priorit�ria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD RESPONSIBLE PARTY TO UNDERTAKE SPECIFIC TASKS	RESULTADO ESPERADO RESULTS TO BE ACHIEVED	MEASUREMENT TOOLS	TIMELINE
DEVELOP SECURITY CULTURE AND HUMAN CAPABILITY	2.1 Build and promote security culture.	2.A Review or develop training material to teach culture and its principles (various State security bodies involved in sensitisation)	ICAO, States and industry	Increased awareness and incident reporting. Reporting system to be used in quality control activities and subsequent corrective action plan (sharing of best practices, innovation, and renewal of human capabilities)	ICAO Survey/Questionnaire	2019
		2.B Develop security awareness programmes that effectively promote a positive security culture.		Evidence in relevant security programmes		2020
		2.C Continuous promotion of security awareness campaigns.		Persons designated based on their hierarchy and function, receive on-going training in awareness-raising, in accordance with a pre-established timetable and content. Gradual implementation in one year, in accordance with planning.		
		2.D Develop and enhance joint training programmes.				
		2.E Develop and disseminate to all other stakeholders communication plans, reporting tools, promotional materials and model training.		New and updated AVSEC programmes developed and delivered.		
		2.F Develop communication strategies to build the general		Materials developed.		

		<p>public's awareness of security and the importance of complying with security measures.</p>		<p>Evidence in relevant security programmes.</p> <p>Persons designated based on their hierarchy and function, receive on-going training in awareness-raising, in accordance with a pre-established timetable and content.</p> <p>Gradual implementation in one year, in accordance with planning.</p> <p>New and updated AVSEC programmes developed and delivered.</p> <p>Materials developed.</p>	<p>ICAO survey/questionnaire.</p>	<p>2020</p> <p>2020</p>
				<p>Workshops and seminars.</p> <p>Advertising and signage at airports.</p> <p>Enhanced activity in the website destined to that effect.</p>	<p>ICAO questionnaire/survey</p> <p>Analysis of activity in the website destined to that effect.</p>	

<p>2.2 Develop and review training programmes, taking into account risk.</p>	<p>2.G Develop and implement a national security programme to enhance management oversight and lead by example.</p> <p>2.H Exchange best practices.</p> <p>2.I Include provisions in quality control programmes to monitor effective implementation of security culture.</p>	<p>ICAO, States, international organisations, and industry, RG</p>	<p>Regulations establishing guidelines, whose efficacy can be measures through the national security quality control programme (NQCP)</p> <p>Exchange of experts at national and international workshops and training sessions.</p> <p>Effective measurement of the level of implementation of the respective programmes.</p> <p>Determine oversight frequency according to traffic volume and share it with the States of the Region.</p>		<p>2020</p>
<p>2.3 Professionalise staff and ensure continuous performance</p>	<p>2.K Implement a "culture of transparency" where all real and potential security-related problems are reported without fear of reprimand to the parties involved.</p> <p>2.L Ensure the introduction of robust vetting procedures for all staff.</p>	<p>States</p>	<p>Implement regulations and procedures that ensure protection and anonymity of people reporting security-related issues.</p> <p>Underway and under continuous improvement.</p>	<p>2019</p>	

	<p>2.4 Develop baseline requirements/minimum qualifications for personnel involved in security.</p>	<p>2.M Develop and implement a universal aviation security accreditation programme (UASAP) for all staff involved in security functions.</p>	<p>ICAO States and industry</p>	<p>Study the needs concerning baseline requirements/qualifications and level of expertise for the development of a suitable programme</p>		<p>2019</p>
		<p>2.N Ensure sufficient funding is provided for a robust, trained and motivated security workforce.</p> <p>2.O Define, review and enhance guidelines on security culture as required.</p> <p>2.P Determine internationally-recognised competency levels.</p> <p>2.Q Identify optimum training model and plan for the new global professional qualifications. Develop guidance for USAP.</p>		<p>Secure funds stemming from the activity, ensuring execution through national legislation (legislation update based on studies to determine security rates)</p> <p>Materials reviewed. Competency levels established. Table produced within the elements of the relevant training material.</p> <p>Guidance published.</p>		
	<p>2.5 Review ICAO training material and guidelines, focusing on core security skills and needs.</p>	<p>2.S Identify core security skills and needs and review training material and guidelines focusing on these.</p>	<p>ICAO and State</p>	<p>Training skill matrix. Two years.</p>		

	<p>2.6 Review and enhance ICAO security-related training activities</p>	<p>2.T Develop and agree on new global training policy document and model.</p> <p>2.U Review role and effectiveness of aviation security training centres.</p> <p>2.V Conduct an analysis of regional training needs with the participation of all the States of the Region.</p>	<p>ICAO and States</p>	<p>Document developed with guides and minima.</p> <p>Review completed.</p>		<p>2020</p>
					<p>ICAO survey/ questionnaire</p>	

PRIORIDAD PRIORITY	Referencia a la Accion Prioritaria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD PARTY RESPONSIBLE FOR SPECIFIC TASKS	RESULTADO ESPERADO EXPECTED RESULTS	MEASUREMENT TOOLS	TIMELINE
3. IMPROVE TECHNOLOGICAL RESOURCES AND FOSTER INNOVATION	3.2 Promote innovative techniques and technologies by States and industry	<p>3.A Develop material on the conduction of operational trials of innovative techniques.</p> <p>3.B Encourage and support trials and tests of new processes and equipment.</p> <p>3.C Organise and support innovation events and challenges and encourage participation of start-up and entrepreneurial companies.</p> <p>3.Q Ensure exchange of information among States and industry on innovative techniques and technologies. Through the Regional Offices, collect the respective information and share it with all the States, prior consent by the States.</p> <p>3.R Develop material on how to conduct operational trials</p>	States and industry Regional Offices	<p>Based on the risk assessment and the results of quality activities, identify vulnerabilities and establish new methodologies for the conduction of operational trials.</p> <p>In order to support security technology manufacturers, foster trials in the State security system, in order to check the efficacy of new equipment and technologies.</p> <p>Promote forums (seminars, conferences, workshops) to lay out the needs in security technology, involving the industry at large.</p> <p>Promote periodic forums for the exchange of information among States.</p> <p>Identify the specific needs of each State.</p>	Number of States that conduct operational trials and exchange information on such trials.	Nov/2019

		of innovative techniques and technologies and their usefulness. Through the Regional Offices, collect information and develop material according to the realities and needs of each State.				
	3.4 Consider minimum technical specifications for security equipment	<p>3.D Identify in detail the threats to each type of security equipment.</p> <p>3.E Establish the minimum initial detection requirement for each type of security equipment.</p> <p>3.F Establish operational specifications for each type of security equipment.</p> <p>3.G Assess available</p>		<p>Call upon the manufacturers of equipment available in the country to make demonstrations of equipment specifications.</p> <p>Exchange of information, requirements and specifications of equipment among States.</p> <p>Based on the risk assessment and the results of quality control activities, identify the vulnerabilities of each piece of equipment, defining the elements that constitute a threat.</p>	Número de intercambio de información entre los Estados.	Nov/2019

		<p>technologies for each type of security equipment.</p> <p>3.H Establish and maintain technical specifications for each type of security equipment.</p>		Incorporate the minimum technical specifications of equipment into State regulations.		
	3.5 Increase use of appropriate technology for screening and facilitation.	3.I States and industry conduct outreach activities to promote the use of appropriate technology, taking into account human factors.	States and industry	Conduction of campaigns to promote effective and efficient use of appropriate technologies for screening processes, involving the human factor.		
	3.6 Develop and improve the efficiency of certification processes and operational use of security equipment, including human factors	3.J States and industry to keep under permanent review the security equipment certification process to assess its efficacy, reactivity and whether accurate and updated information is being provided.	States and industry	Establish a standard security equipment certification procedure to show compliance with minimum specifications established by the State.		
		3.K States to ensure that appropriate security authorities coordinate with other agencies (<i>e.g.</i> , customs and migration) to facilitate data sharing and risk assessment.		Establish an effective communication mechanism among authorities involved in the security system for the exchange of information.		
		3.M States and industry to improve management of security equipment at airports		Establish performance parameters, including acceptance tests, routing tests, and maintenance.		

		(including site acceptance tests, routing tests, and maintenance).				
	3.3 Promote consistency of technical specifications of security equipment	3.S Identify States that establish technical specifications and/or operational requirements for security equipment.		Collection of such information through a survey.		

PRIORIDAD PRIORITY	Referencia a la Accion Prioritaria del GAsEP PRIORITY ACTION	ACCIONES/ TAREAS SPECIFIC TASKS	RESPONSIBILIDAD PARTY RESPONSIBLE FOR SPECIFIC TASKS	RESULTADO ESPERADO RESULTS TO BE ACHIEVED	MEASUREMENT TOOLS	TIMELINE
4. IMPROVE OVERSIGHT AND QUALITY ASSURANCE	4.1 Develop regional USAP-CMA targets concerning the levels of effective implementation of security measures	Percentage of member States that have attended workshops, courses, and received guidance of the Regional Offices; Working paper for the first workshop to be held in August				
	4.2 Coordinate efforts among States, stakeholders and ICAO concerning audits and peer reviews	Inclusion in meetings ALREADY SCHEDULED, workshops on best practices and quality control. Aug 2018 Avsec-FAL States / ICAO (Regional Office to submit report) NOV 2018				
		4.3.D As a result of workshops on best practices, States establish mechanisms for jointly defining common oversight and quality measures. States / 2018				

	<p>4.3.E Provide tools for (analysing systemic issues) identifying issues through workshops. Each State applies corrective measures (to correct deficiencies). States document issues identified and their correction, and submit it to ICAO if so required by USAP. ICAO - States / 2018</p> <p>4.3.F Suggest that each State establish a framework to identify industry's responsibilities, based on the principle that the participation of industry in oversight activities improves security effectiveness. ICAO surveys. Improve facilities for facilitation purposes. Encourage States to share best practices.</p>					
--	--	--	--	--	--	--

	<p>6M 2018 Industry / ICAO</p> <p>4.4.I At Regional Group meeting; ICAO Secretariat to conduct seminars on the results of audits in the Region. Explain and compare results of neighbouring countries. ICAO / March 2019</p> <p>4K. Suggest that each Regional Office offer ICAO auditor certification courses (to use resources).</p> <p>4L. Provide mechanisms that allow States to identify issues. Share with other States, and cooperate in corrective measures.</p> <p>4M. Regional Group establishes guidelines to</p>					
--	---	--	--	--	--	--

	serve as a basis for the Regional Office. ICAO /2019					
--	--	--	--	--	--	--

PRIORITY	PRIORITY ACTION	ACTION/TASKS	RESPONSIBLE PARTY	EXPECTED RESULT	MEASUREMENT TOOLS	TIMELINE
5.INCREASE COOPERATION AND SUPPORT	<p>5.1 Contribute resources to ICAO, States, and stakeholders for auditing/peer reviews</p> <p>5.2 Provide increased assistance (where possible) for capacity building.</p> <p>5.3 Commitment by recipient States to enhance effective implementation.</p> <p>5.4 Ensure all the appropriate national entities are actively involved in implementation of measures</p> <p>5.5 Identify and utilise new funding sources (<i>e.g.</i>, United Nations, World Bank, States, industry, etc.).</p> <p>5.6 Enhance ICAO's capability and effectiveness in delivering assistance</p>	<p>5.A Analyse available information (audit results) in order to define specific options for protocol compliance. Review Doc 8973 to make it more specific. (Oversight and implementation) (Ref. 5.2 / 5.6)</p> <p>5.B Submit national programmes and other AVSEC regulations to ICAO as depository of said information, protecting the identity of the State that issued such regulations. (Ref. 5.2)</p> <p>5.C. Encourage States to submit their national programmes and other AVSEC regulations to ICAO as depository of said information, protecting the identity of the State that issued such</p>	<p>ICAO</p> <p>States</p>	<p>Guidance material developed by ICAO, defining the specific options for protocol compliance. (2019)</p> <p>States submit their national programmes (PNSAC, PNISAC, PNCC) – Dec 2018</p> <p>States submit their regulations containing CE-2 protocols (Jul-2019)</p> <p>States submit their guidance material for resolving CE-5 protocols (Jul-2019)</p>		

		<p>regulations. (Ref. 5.2)</p> <p>5.D States that have resources to provide assistance commit to the following:</p> <ul style="list-style-type: none"> - long-term engagement; - ascertain their own level of expertise, transferable knowledge; and - target assistance on the basis of risk profile. (Ref. 5.2) <p>5.E States that receive/request assistance commit to the following:</p> <ul style="list-style-type: none"> - that all appropriate national entities participate in training, information exchange, and knowledge transfer; - undergo risk-based identification of root causes of deficiencies; - long-term political will to improve; and - apply assistance to 	States	<p>30% of SAM States have shared their national programmes, regulations and guidance material in the ICAO repository. (Jul 2019)</p> <p>100% of States in the Region have shared their national programmes, regulations and guidance material in the ICAO repository. (Jul 2020)</p>		
--	--	---	--------	--	--	--

		<p>improve effective implementation. (Ref. 5.3)</p> <p>5.F Encourage industry associations to transfer knowledge and share the results of their audits with the States. (Ref. 5.2)</p> <p>5.G Ensure that the ICAO strategy for promoting and facilitating targeted assistance includes establishment of an information and coordination mechanism (<i>e.g.</i>, clearing house) to promote more effective and efficient capacity building and includes elements such as:</p> <ul style="list-style-type: none"> - Database of all capacity-building activities (States, ICAO, other organisations, industry, etc.); - targeting, scheduling, location, subject matter; - “helpdesk” to connect 	<p>ICAO and industry</p> <p>ICAO</p>	<p>Progress report on effective implementation of protocols (12 months after completion of assistance)</p>		
--	--	--	--------------------------------------	--	--	--

		<p>States' requests;</p> <ul style="list-style-type: none"> - on-line platform to promote/exchange best practices, training courses and seminars; and - mapping of potential donor capabilities. (Ref. 5.6) <p>5.H Hire short-term experts for the conduction of virtual seminars on technological aspects, cyber terrorism, best security practices. (Ref. 5.2 / 5.6)</p> <p>5.I Implementation and strengthening of remote communication tools for the conduction of meetings and courses. (Ref. 5.2 / 5.6).</p> <p>5.J Collect information (inventory) to identify state and global entities that benefit from air transport activities, in order to sensitise them on the importance of security and the need for resources (funds) for</p>		<p>ICAO audit reports (on a voluntary basis and with identity protection)</p> <p>IOSA audit results.</p> <p>Information repository implemented (Dec 2018)</p>		
--	--	---	--	---	--	--

its strengthening, based on which new funding sources can be identified for security purposes. Show other successful funding experiences. (5.5)

ICAO

ICAO

Four (4) virtual seminars in the region per year.
On-line national inspector course (Dec 2018)
On-line risk management

			States ICAO	workshop (Dec 2018) Quarterly virtual meetings (starting Sep 2018) On-line, real-time ICAO courses. Increasing fundraising by 10% by 2020		
--	--	--	----------------	---	--	--