



*International Civil Aviation Organization*  
**Seventeenth Meeting of the Regional Aviation Safety Group  
– Pan America (RASG-PA) Executive Steering Committee**  
**RASG-PA ESC/17**



San Jose, Costa Rica, 24 June 2013

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**Agenda Item 4: Other Business**

**Global and Regional Planning for Safety and Air Navigation: Follow-up action by PIRGs/RASGs**

(Presented by the Secretariat)

<b>SUMMARY</b>	
Update of recent developments and follow-up actions for PIRGs/RASGS	
<b>References:</b>	
<ul style="list-style-type: none"><li>PIRG-RASG Global Coordination Meeting Summary of Discussion</li></ul>	
<b><i>Strategic Objective</i></b>	<i>This working paper is related to Strategic Objective: A – Safety</i>

**1. Discussion**

1.1 The attached appendices **A, B and C** discuss the outcomes and follow-up requirements for the PIRG-RASG coordination meeting held in ICAO Headquarters in March 2013.

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## INTER-OFFICE MEMORANDUM

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Ref.: M7/1

17 June 2013

To: All ICAO Regional Directors

From: D/ANB

Subject: **Global and Regional Planning for Safety and Air Navigation: Follow-up action by PIRGs/RASGs**

I would like to update you with recent developments and address the follow-up action required. The Council recently approved the Global Air Navigation Plan (GANP) and provisionally approved the Global Aviation Safety Plan (GASP). A few Council members viewed the GASP as needing a bit more editing, which is in progress, but nothing of substance has changed. The priorities and targets remain the same. You have already received copies of the approved GANP and the provisional GASP. Feel free to use them both; the re-edited GASP should be posted to the Assembly website in a few weeks.

In addition, the Council reviewed the attached annual PIRG-RASG report (C-WP/13951) for 2012. The PIRG-RASG report was jointly presented to the Council by the ANC and ANB. The Council, acknowledging the good work done by the regional groups, called on PIRGs/RASGs to:

- a) develop regional action plans with priorities and targets;
- b) determine implementation and benefit indicators/metrics; and
- c) identify implementation challenges.

**GANP/follow up by PIRGs:** The outcome of PIRG-RASG coordination meeting as well as ANConf/12 Recommendation 6/1 requires every PIRG to develop a Regional Air Navigation Implementation Action Plan, based on the aviation system block upgrades, by May 2014. As I promised to identify best practices, I kindly ask Franklin Hoyer to send you a copy of the SAM Regional Action Plan that was developed using a structured approach as called for by the GANP. I understand that the SAM Action Plan, which was examined by the recent ASBU workshop held in Lima, is expected to be adopted by the next meeting of GREPECAS. Congratulations to all involved.

**GASP/follow up by RASGs:** In terms of developing regional action plans for safety, it is acknowledged that RASGs have yet to finalize them, with the exception of the MID and AFI regions. Again, as I promised to identify best practices, so in this regard, I asked Mohamed Khonji to share his MID action plan with you as another one of the successful initiatives, following on from RASG-PA and the AFI Ministerial event. Again, congratulations to all involved. You will recall that during the PIRG-RASG coordination meeting, we had agreed for RASGs to provide plans of action by October 2013 which would indicate by which date priorities and targets will be finalized. A compiled list of current developments by each RASG for setting priorities and targets for safety is attached for your information.

**Regional and Global Reporting:** As you will note in the attached presentation, we have a cyclic linkage amongst Global Plans, Regional Performance Dashboards and Annual Reports for both Safety and Air Navigation. While the AFI dashboard will be functional from August 2013, the remaining regions will come online by March 2014. An initial set of metrics for Safety and Air Navigation was agreed during our PIRG-RASG coordination meeting. Consequent to this new reporting structure to be implemented in full by 2014, the ANC and Council will no longer review individual PIRG/RASG reports unless a specific action is called for. I continue to urge brevity in the PIRG/RASG reports so that your professionals have more time to support States.

**Regional TO training:** The ongoing training of regional staff is critical to successful implementation of the Safety and Air Navigation reporting processes. Continuing this annual event, we are planning the next training session this year for CNS and OPS Officers. During this training, both sets of Officers will be trained on the Regional Dashboards, and will help us establish common governance mechanisms (when will they be updated, who updates, how to do so, etc.). We are now taking a look at your meeting schedules and will do our best to find a date which works for every Region. This will be coordinated separately.

In conclusion, I request that all Regional Offices put in place the necessary work programme to complete the tasks, as called for by the Council above. Thank you in advance for all of your outstanding cooperation in these important areas; we are really beginning to see significant traction and are gaining momentum each and every day.



Nancy J. Graham

**Enclosures:**

- PIRG and RASG presentation
- RASGs Safety Targets progress



**INTERNATIONAL CIVIL AVIATION ORGANIZATION**

*A United Nations Specialized Agency*

C-WP/13951

Appendix

# PIRG and RASG Annual Reporting for 2012

**Joint Report by ANC and ANB**

# Agenda

## *Our Flight Plan*



- **Council Decisions**
  - PIRG and RASG
- **Annual Report for 2012**
- **PIRG and RASG Global Coordination Meeting**
- **Next Steps for the Future**



# Background



- **Planning and Implementation Groups (PIRGs)**
  - **C-DEC 183/9/2008** - Council agreed ANC should present annually
    - A consolidated report to the Council outlining
      - Indication of the value added from the PIRG activities
      - ANC analysis of regional air navigation developments
      - Status of the resolution of air navigation deficiencies
- **Regional Aviation Safety Groups (RASGs)**
  - **C-DEC 197/8/2012** – Council agreed that ANC should add a review of the RASG reports to the PIRG summary resulting in a combined single Annual Summary of PIRG and RASG Reports
- **In Practice**
  - Reports are analyzed, identifying issues requiring action by ANC or Council; those requiring action are sent to ANC in next session
  - ANC WG reviews individual PIRG reports. On a rare occasion, ANC requested to assign action to a Panel
  - No reports have ever required Council action

# Reports Reviewed by ANC



- **The following individual PIRG reports for the period *November 2011 to March 2013* were reviewed:**
  - APANPIRG/22, APANPIRG/23
  - EANPG/53, EANPG/54
  - APIRG/18
  - MIDANPIRG/13
  - NAT SPG/48
- **No reports of RASG meetings were reviewed for the same period**
  - RASGs have been recently established
  - Still in the process of gaining maturity



# General Points of Interest



- The **PIRGs** deliver a number of **regional guidance documents**.  
Need to ensure that these documents are **aligned with global provisions**
- The use of a **coordinating body** within each PIRG (COG as in the EANPG) was considered **very useful** to off-load some of the work of the main meeting





# Success Stories



- The implementation of the new **ICAO flight plan (FPL) 2012** in November 2012 has been **successful**. The ANC requested the Secretariat to provide an **assessment of the implementation of FPL2012**.
- **RVSM**, that enabled increased capacity and reduced emissions, was **successfully implemented** on 17 November 2011 in:
  - Afghanistan (Partial)
  - Kazakhstan
  - Kyrgyzstan
  - Mongolia (Partial)
  - Russian Federation
  - Tajikistan
  - Turkmenistan
  - Uzbekistan
- Completes end-to-end RVSM between Europe, Asia and Middle East



# Specific Points of Interest (1/3)



- **Some regions** are pursuing the concept of “*best equipped best served*”.  
E.g. operational advantages when using ADS-B
- **PIRGs** are a useful means of promoting and coordinating State participation in **ITU WRC meetings** in pursuit of maintaining ICAO policies on **aviation radio frequency and spectrum requirements**
- Encouraged the use of the **ICAO Fuel Saving Estimation Tool (IFSET)** to estimate environment benefits accrued from **operational improvements**
- The ANC has requested a report on **global PBN implementation**, and on the **decommissioning of NDBs** and the **status of SBAS/EGNOS** in the MID region.



# Specific Points of Interest (2/3)



- Relating to the use of **English language** only by ATC and flight crew, several States had already instituted use of another national language, in conjunction with English, and that **acceptable levels of safety** were maintained.
  - Communication **between Level 6 native and non-native speakers** could be problematic, emphasizing the need to use **standard phraseology** and **plain speech**.
  - Secretariat was invited to **reformulate the message to States** about the use of standard phraseology in all States (i.e. not only States with English as a national language).
  - A detailed **global review of LPR implementation** should be considered in the near future.

# Specific Points of Interest (3/3)



## CHALLENGES

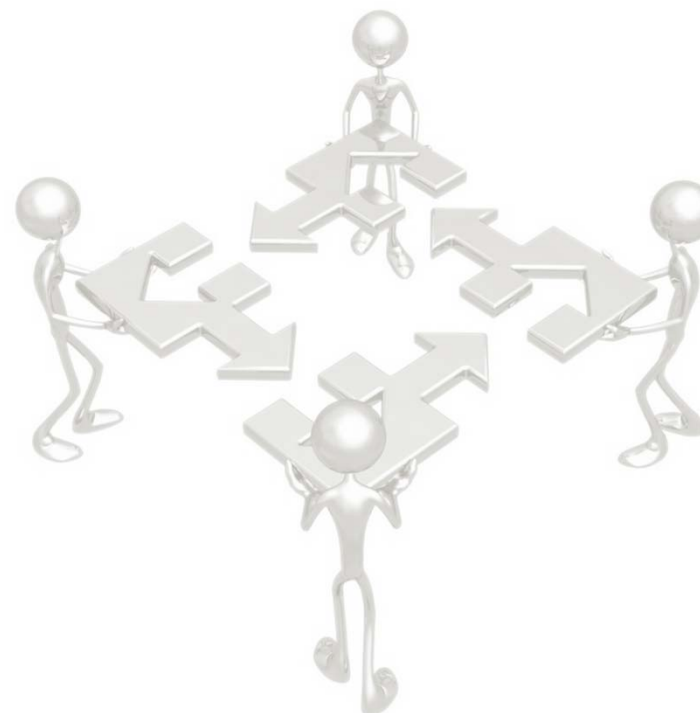
- **Communications** between air traffic service facilities and the funding of meteorology services are **notable challenges** in certain parts of the **AFI region**.
- Underscored the importance of States' adherence to ICAO provisions regarding the **uniqueness of 5-letter name codes for waypoints (a depleting resource)** and **route designators**.
- **Lack of certification of airports** is a concern for some regions.



# Conclusion by ANC



- The ANC expressed its **appreciation** of the work undertaken by **PIRGs** and their **proactive approach** to implementation and **resolution** of air navigation matters.
- In particular the ANC noted that **PIRGs** were engaged in **collaborative efforts** with each other and other organisations.
- ANC to review **RASG reports** using the process similar to **PIRG reports**



# Next Steps

## Integrated Planning and Reporting



**GLOBAL PLANS**

**Pending Council Approval**

**Outlines Global Priorities and Targets**  
*Reviewed by ANC; Approved by Council  
 Endorsed by Assembly*

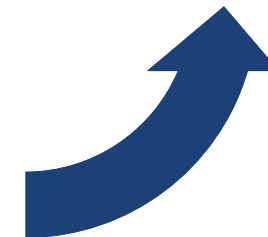


*Feedback loop for  
 continuous  
 improvement*

**GLOBAL PERFORMANCE REPORTS**

**Available**      **April 2014**

**Reporting against Global Priorities**  
*Global Reports (online) Annually  
 Special Version (print) for Assembly*



**REGIONAL PERFORMANCE DASHBOARDS**

**Africa – August 2013**  
**All Regions - March 2014**

**Adopts Global Priorities, sets additional as needed**  
**Used by PIRGs and RASGs to Measure Performance**  
*Regional Office Updates Dashboard (online) semiannually*

**PIRG-RASG agreed to establish by certain dates:**

**Safety**  
*(as soon as possible)*

**Air Navigation**  
*(May 2014)*





## Next Steps

# PIRG/RASG Global Coordination Meeting



- Hosted by **President Kobeh**; attended by **all PIRG and RASG Chairmen, D/ANB, Regional Directors, President ANC**
- Chairmen and Secretaries (Regional Directors) agreed to establish **priorities and targets**
  - Safety Targets (*as soon as possible or provide the plan by October 2013 to indicate by which date the priority and targets could be determined*)
  - Air Navigation Targets (*May 2014*)
- Clearly identified the need for **training/workshops** to determine priorities for the Aviation System Block Upgrades
- Endorsed the **Regional Performance Dashboard** prototype and agreed on the **initial metrics** for Safety and Air Navigation
- Requested for the **PIRG-RASG Global Coordination Meeting** to be convened once every two years

# Measuring Against the Global Plans

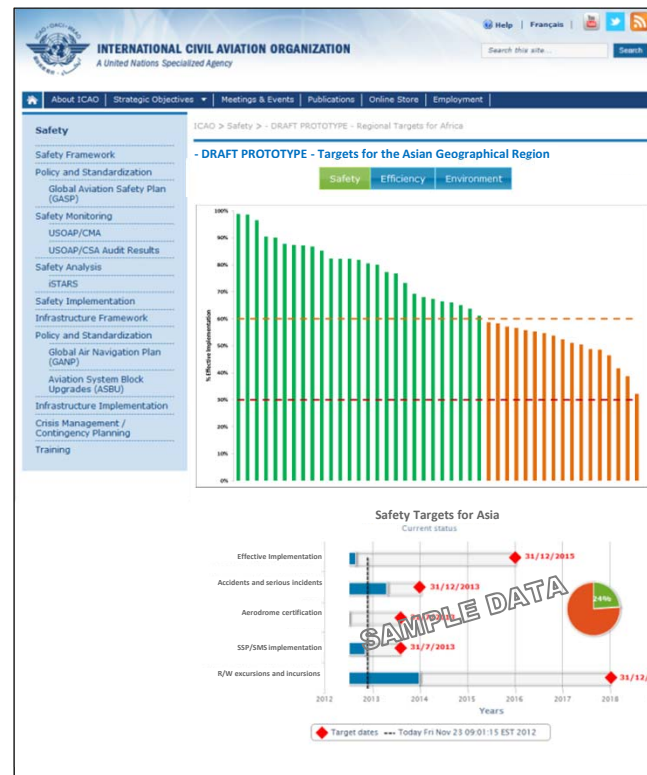
## Regional Performance Dashboards



### SAFETY

#### Initial Metrics

- Safety Oversight**  
*Effective Implementation by State*
- Accidents and serious incidents**  
*Number of accidents per million departures*
- Runway Excursions and Incursions**  
*Runway excursion and incursion accidents as a percentage of all accidents*
- Aerodrome certification**  
*Number of certified international aerodromes*
- SSP/SMS Implementation**  
*Implement Phase 1 of State Safety Programmes (SSP) and ensure that all Service Providers implement a Safety Management System (SMS)*



Online March 2014

\* Each region may have additional metrics according to their needs



# Measuring Against the Global Plans

## Regional Performance Dashboards



### AIR NAVIGATION

#### Initial Metrics

1. **PBN TERMINAL**  
% of international aerodromes with APV
2. **PBN ENROUTE**  
% of PBN routes/airspace
3. **CDO**  
% of international aerodromes/TMAs with CDO
4. **CCO**  
% of international aerodromes/TMAs with CCO
5. **Estimated Fuel Savings/ CO2 Emissions Reduction Based on IFSET**
6. **ATFM**  
% of ATS Units/international aerodromes providing ATFM service
7. **AIM**  
% of needed elements (from AIS to AIM Roadmap) facilitating the transition from AIS to AIM that have been implemented – PHASE I



Online March 2014

\* Each region may have additional metrics according to their needs

# PIRGs Summary



- **Regional Plans / Work Programme / Structures** are gradually transitioning to ASBU framework with a target date of **May 2014**
- Substantial progress achieved on key **air navigation priorities** such as **PBN, CDO and CCO**
- More assistance to PIRGS/States through **training/workshops on ASBUs**
- In support of States / PIRGs, **economic and financial orientation** of ASBU were addressed by ATConf/6 (Mar 2013) and agreed to establish a multi-disciplinary Working Group as a way forward

# RASGs Summary



- **RASGs serve as focal point** for safety issues in the Region; effective but still maturing
- RASG are committing to **safety priorities and targets**
  - RASG-AFI completed
  - RASG-MID completed
- **Need for consolidation** of global efforts; Aviation Safety summits, DGCA meetings
- **Need for harmonization of annual Safety Reports** at global and regional (RASG-PA and RASG-MID existing) levels; in progress
- **Integration of safety information** from different sources such as Industry, International organizations and ICAO is planned for the future

# Bottom Line



- **PIRGs** continue to support the States as the “**engine**” for **Regional Implementation**
- **RASGs** are taking root and beginning to report **real progress**
- **Integrated Global Planning and Reporting system** has been warmly received by both groups
- **Processes can be streamlined** and manual paper reports significantly diminished with **Regional Dashboards and Global Reports**
- Change isn't easy, some **teething problems** should be expected



North American  
Central American  
and Caribbean  
(NACC) Office  
Mexico City

South American  
(SAM) Office  
Lima

ICAO  
Headquarters  
Montreal

Western and  
Central African  
(WACAF) Office  
Dakar

European and  
North Atlantic  
(EUR/NAT) Office  
Paris

Middle East  
(MID) Office  
Cairo

Eastern and  
Southern African  
(ESAF) Office  
Nairobi

Asia and Pacific  
(APAC) Office  
Bangkok

Thank You

A world map is shown in a light blue color. Eight colored dots (one orange, seven blue) are placed on the map to indicate the locations of ICAO regional offices. Lines connect these dots to text labels positioned above the map. The orange dot is in North America, and the other seven blue dots are in South America, Africa, Europe, the Middle East, and Asia. A large, rounded rectangular box with a grey gradient background and a black border is centered over the map, containing the text "Thank You".

## AVIATION SAFETY TARGETS

GASP	AFRICA Safety <b>Targets</b>	MID Safety <b>Strategy</b>	APAC	EUR		PA <b>Draft Strategic Plan</b>
	Done and adopted in Abuja Nigeria. The Ministers adopted the High-Level Safety Targets on 20 July 2012 and Head of States in January, 2013.	To be endorsed by the DGCA-MID by end of May	APAC Safety Priorities and Targets are currently with the RASG Chair for his input. To be discussed at the RASG meeting (27-28. June, 2013)  New GASP to be presented at the next DGCA Conference (first week of July 2013).	<b>EASA Safety <b>Plan</b></b>	<b>IAC (RASG-EUR)</b>	February 2013, agreed to adopt CAST methodology for establishing safety targets in targets for endorsement by ESC/17, 24/6 and later for approval by RASG-PA/6, 27-28 June.  3rd Annual Safety Report will be available on the website shortly.  Safety Summit/4, 25-26/6.
	<b>IMPROVE AFRICAN AVIATION SAFETY RECORD</b>	<b>ACCIDENTS AND SERIOUS INCIDENTS</b>				<b>IMPLEMENTATION PRIORITIES</b>
	Progressively reduce the African <b>[HI-RISK] accident rate</b> to be in line with the global average by the end of 2015.	Progressively reduce the <b>[HI-RISK] accident rate</b> to be in line with the global average by the end of 2017.  Progressively reduce the rate of <b>[HI-RISK] fatal</b> accidents to be in line with the global average by the end of 2017.				

	<p>Reduce <b>runway related</b> accidents and serious incidents by 50% by the end of 2015.</p>	<p>Reduce Runway <b>Excursions</b> related accidents by 50% by the end of 2017</p> <p>Reduce Runway <b>Incursions</b> related accidents by 50% by the end of 2017</p>		<p>Runway Excursions</p> <ul style="list-style-type: none"> <li>• Ground Collisions</li> </ul>		<p><b>RUNWAY SAFETY REGIONAL INDICATORS</b></p> <p>The runway safety regional indicators are based on the number of accidents classified as runway safety related event by ADREP 2000 Taxonomy. The target for the region is reduce the number of runway safety events by 80%, until <b>2024</b>.</p> <p>Another target is to have Implemented individual Runway Safety Teams on the 100 major airports on the Pan American region, until <b>2024</b>.</p>
	<p>Reduce controlled flight into terrain (<b>CFIT</b>) related accidents and serious incidents by 50% by the end of Dec 2015.</p>	<p>Maintain <b>CFIT</b> related accidents below the global rate</p>		<p>Controlled Flight Into Terrain</p>		<p><b>CFIT REGIONAL INDICATORS</b></p> <p>The Controlled Flight into Terrain regional indicators are based on the number of accidents classified as CFIT related event by ADREP 2000 Taxonomy. The target for the region is to reduce the number of CFIT events by 80% until <b>2024</b>.</p> <p>For this, another target is, as part of a continuously awareness campaign, to promote at least three seminar every two years containing information that air operators may utilize to develop Standard Operating Procedures and training for pilots, until <b>2024</b>.</p>
		<p>Reduce <b>LOC-I</b> related accidents by 50% by the end of 2017</p>		<p>Loss of Control In Flight</p>		<p><b>LOC-I REGIONAL INDICATORS</b></p> <p>The Lost of Control in Flight regional indicators are based on the number of accidents classified as LOCI related event by ADREP 2000 Taxonomy. The target for the region</p>

						<p>is to reduce the number of LOCI by 80% until <b>2024</b>.</p> <p>To help with this reduction, another target is, as part of working collaboratively with stakeholders, publish in RASPPA website at least three harmonized documents with training requirements and guidance material for flight crew that focus on LOCI prevention and recovery, until <b>2024</b>.</p>
		<p>Reduce <b>In-flight Damage</b> related accidents by 50% by the end of 2017</p>		<p>Mid-air collisions</p>		
<p><b>SAFETY OVERSIGHT. 2017</b></p>	<p><b>IMPLEMENT EFFECTIVE AND INDEPENDENT REGULATORY OVERSIGHT</b></p>	<p><b>SAFETY OVERSIGHT CAPABILITIES (USOAP-CMA, IOSA AND ISAGO)</b></p>				
	<p>As a matter of urgency, States <b>resolve ALL identified Significant Safety Concerns</b> created by a State in allowing the holder of an authorization or approval, to exercise the privileges attached to it without meeting the minimum requirements of the State and ICAO.</p> <ul style="list-style-type: none"> <li>Existing by July 2013;</li> <li>Any newly identified within 12 months from identification.</li> </ul>	<p>States resolve identified Significant Safety Concerns as a matter of urgency and in any case within 12 months from their identification</p> <ul style="list-style-type: none"> <li>No significant Safety Concern by end of <b>2016</b></li> </ul>				<p><b>SHORT-TERM (2014 - 2016)</b></p> <p>Implement a group of measurable targets that includes:</p> <ul style="list-style-type: none"> <li>Promoting the creation of Local Runway Safety Teams and safety enhancement initiatives intended to address specific operational risks related to runway safety, controlled flight into terrain and loss of control in flight; and <b>[GASP implementation priority level]</b></li> <li>Promote regional seminars to study and evaluate CFTI e LOCI events. <b>[GASP implementation priority level]</b></li> <li>Become a reporting channel to ICAO that allows the aviation community to monitor worldwide implementation of the</li> </ul>



						<p>GASP. [RASG's operative level]</p> <ul style="list-style-type: none"> <li>Implement a RASGPA Executive Steering Committee (ESC) meeting twice a year to review progress on key activities, performance indicators and agreed safety targets. [RASG's operative level]</li> </ul>
	<p>Abide by the timelines and provide resources for <b>implementation of ICAO/State Plans of Action</b> by July 2013.</p>					
	<p>Establish and strengthen <b>autonomous Civil Aviation Authorities</b> with independent regulatory oversight, sustainable sources of funding and resources to carry out <b>effective safety oversight</b> and regulation of the aviation industry or delegate their functions to RSOOs or other African States by the end of Dec 2013.</p>					<p>COLLABORATION REGIONAL INDICATORS</p> <p>The level of collaboration in the Pan American Region can be measured by the number of seminars, workshops, special training provided to the region with good or excellent evaluation by the attendees. The target for the region is having, at least, one seminar, workshop, or special training each year for each safety performance areas and to priorities action defined in this plan until <b>2024</b>.</p> <p>In relation to guidance material, the level of collaboration can be measure by the numbers of harmonized support documents publish in RASGPA site, in compliance with Critical Element 5 of the Safety Oversight System in ICAO Annex 19. The target for the region is having 12 documents publish related to SSP and SMS implementation and for ICAO auditing areas, until <b>2024</b>: PEL, OPS, AIR, AIG, AGA, AIS.</p>

<p>All States establish effective safety oversight systems.</p> <p>States with effective safety oversight (over 60% EI) fully implement SSP.</p>	<p>Progressively increase the Effective Implementation (EI) score of ICAO's USOAP results to no less than <b>60%</b></p> <ul style="list-style-type: none"> <li>• 35% or 19 States of all African States by the end of 2013,</li> <li>• 70% or 38 States of all African States by the end of 2015 and</li> <li>• 100% or 54 of all African States by the end of 2017</li> </ul>	<p>Progressively increase the USOAP-CMA EI scores/results:</p> <ul style="list-style-type: none"> <li>• Max 3 States with an EI score less than 60% for more than 2 areas (i.e.</li> <li>• Min 12 States having at least 60% EI for 6 out of the 8 areas) and an overall EI over 60%, by the end of 2015; and</li> <li>• all the 15 MID States to have at least 60% EI by the end of <b>2016</b> .</li> </ul>				<p>STANDARDIZATION REGIONAL INDICATORS</p> <p>The level of standardization in the Pan American Region can be measured by the results of the Compliance Checklist analyses by each State, according to ICAO Continuous Monitoring Approach metrics. The target for the region is have no State with less than 80% of compliance till <b>2024</b>.</p>
	<p>Require all African <b>airlines to obtain an IATA Operational Safety Audit (IOSA)</b> certification by the end of 2015.</p>	<p>Require all airlines with an Air Operator Certificated issued by a MID State to obtain an IATA Operational Safety Audit (<b>IOSA</b>) certification:</p> <ul style="list-style-type: none"> <li>• 50% of the MID <b>airlines</b> to be certified IATA-<b>IOSA</b> by the end of 2015</li> <li>• all MID airlines to be certified IATA-<b>IOSA</b> by the end of <b>2016</b></li> <li>• 50% of the <b>Ground Handling</b></li> </ul>				

		<p><b>service providers</b> to be certified IATA-ISAGO by the end of 2015</p> <ul style="list-style-type: none"> <li>all Ground Handling service providers to be certified IATA-<b>ISAGO</b> by the end of <b>2016</b></li> </ul>				
	<p><b>AERODROME CERTIFICATION</b></p> <p><b>Certify all International Aerodromes</b> by the end of 2015.</p>	<ul style="list-style-type: none"> <li>50% of the international aerodromes certified by the end of 2015</li> <li>80% of the international aerodromes certified by the end of <b>2016</b></li> </ul>				
<b>SAFETY MANAGEMENT. 2022</b>	<b>SSP/SMS IMPLEMENTATION</b>					
All Member States fully implement the ICAO SSP Framework.	Implement State Safety Programmes ( <b>SSP</b> ) and ensure that all Service Providers implement a Safety Management System ( <b>SMS</b> ) by the end of 2015.	<p>Number of States having completed implementation of SSP Phase 1</p> <ul style="list-style-type: none"> <li>5 States by the end of <b>2014</b>;</li> <li>10 States by the end of <b>2015</b>; and</li> <li>all the 15 MID States by the end of <b>2016</b>.</li> </ul> <p>Number of States</p>		<p>Working with States to implement and develop SSPs</p> <p>Working with States to foster the implementation of SMS in the industry</p> <p>Safety Management enablers</p>		<p><b>LONG-TERM (2014-2024)</b></p> <p>Harmonize implementation of ICAO Standards and Recommended Practices (SARPs) related to the State approval, authorization certification and licensing process to enable a safer and sustainable air traffic grow in the Pan America region.</p> <p>Help stakeholders to fully implement SSP components and SMS elements, according to each State's level of maturity.</p>

		<p>having completed implementation of SSP Phase 2</p> <ul style="list-style-type: none"> <li>• 5 States by the end of <b>2015</b>;</li> <li>• 10 States by the end of <b>2016</b>; and</li> <li>• all the 15 MID States by the end of <b>2017</b>.</li> </ul> <p>Number of States having completed implementation of SSP Phase 3</p> <ul style="list-style-type: none"> <li>• 5 States by the end of <b>2016</b>;</li> <li>• 10 States by the end of 2017; and</li> <li>• all the 15 MID States by the end of 2018.</li> </ul> <p>Number of Service Providers having completed implementation of SMS Phase 1, as a percentage of all service providers required to implement SMS</p> <ul style="list-style-type: none"> <li>• 40% of the service providers having completed implementation of SMS Phase 1 by the end of 2014;</li> <li>• 75% of the</li> </ul>				<p>Implement a group of measurable safety targets that includes:</p> <ul style="list-style-type: none"> <li>• Developing predictive risk controls necessary to support real time collaborative decision making processes as part of an integral future aviation system;</li> <li>• Aiming for creating a predictive aviation safety system for the NAM, CAR and SAM regions;</li> <li>• Supporting the implementation of information exchange programmes by promoting the implementing safeguards against the improper use of safety information; and</li> <li>• Enhancing stakeholders capability to continuously improve their safety oversight systems and achieve a high management standard in implementing State safety programs.</li> </ul> <p>Align safety reporting methods to facilitate a harmonized approach for addressing global aviation safety issues.</p> <p>Combine meetings with GREPECAS to realign working processes and priorities. [RASG's operative level]</p>
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		<p>service providers having completed implementation of SMS Phase 1 by the end of 2015; and</p> <ul style="list-style-type: none"><li>• all the service providers having completed implementation of SMS Phase 1 by the end of <b>2016</b></li></ul> <p>Number of Service Providers having completed implementation of SMS Phase 2, as a percentage of all service providers required to implement SMS</p> <ul style="list-style-type: none"><li>• 40% of the service providers having completed implementation of SMS Phase 2 by the end of 2015;</li><li>• 75% of the service providers having completed implementation of SMS Phase 2 by the end of <b>2016</b>; and</li><li>• all the service providers having</li></ul>				
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		<p>completed implementation of SMS Phase 2 by the end of <b>2016</b></p> <p>Number of Service Providers having completed implementation of SMS Phase 3, as a percentage of all service providers required to implement SMS.</p> <ul style="list-style-type: none"><li>• 40% of the service providers having completed implementation of SMS Phase 3 by the end of <b>2016</b>;</li><li>• 75% of the service providers having completed implementation of SMS Phase 3 by the end of 2017; and</li><li>• all the service providers having completed implementation of SMS Phase 3 by the end of 2018</li></ul>				
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SAFETY INFORMATION EXCHANGE (2022)	SSP/SMS IMPLEMENTATION					
						<p>SAFETY INFORMATION EXCHANGE REGIONAL INDICATORS</p> <p>The level of Safety Information Exchange in the Pan American Region can be measured by the number of data exchange programs implemented in the region. The target for the region is more than 80% of the region States with data exchange programs implemented until <b>2024</b>.</p>

**MID**

ACCIDENTS AND SERIOUS INCIDENTS	2014	2015	2016	2017	2018
Progressively reduce the [HI-RISK] <b>accident rate</b> to be in line with the global average by the end of 2017.				X	
Progressively reduce the rate of [HI-RISK] <b>fatal</b> accidents to be in line with the global average by the end of 2017.				X	
Reduce Runway <b>Excursions</b> related accidents by 50% by the end of 2017				X	
Reduce Runway <b>Incursions</b> related accidents by 50% by the end of 2017				X	
Maintain <b>CFIT</b> related accidents below the global rate					
Reduce <b>LOC-I</b> related accidents by 50% by the end of 2017				X	
Reduce <b>In-flight Damage</b> related accidents by 50% by the end of 2017				X	
SAFETY OVERSIGHT CAPABILITIES (USOAP-CMA, IOSA AND ISAGO)					
States resolve identified Significant Safety Concerns as a matter of urgency and in any case within 12 months from their identification					
<ul style="list-style-type: none"> <li>No significant Safety Concern by end of <b>2016</b></li> </ul>			X		
Progressively increase the USOAP-CMA EI scores/results:					
<ul style="list-style-type: none"> <li>Max 3 States with an EI score less than 60% for more than 2 areas (i.e.</li> </ul>					
<ul style="list-style-type: none"> <li>Min 12 States having at least 60% EI for 6 out of the 8 areas) and an overall EI over 60%, by the end of 2015; and</li> </ul>		X			

<ul style="list-style-type: none"> <li>all the 15 MID States to have at least 60% EI by the end of <b>2016</b> .</li> </ul>					X	
Require all airlines with an Air Operator Certificated issued by a MID State to obtain an IATA Operational Safety Audit ( <b>IOSA</b> ) certification:						
<ul style="list-style-type: none"> <li>50% of the MID <b>airlines</b> to be certified IATA-<b>IOSA</b> by the end of 2015</li> </ul>					X	
<ul style="list-style-type: none"> <li>all MID airlines to be certified IATA-<b>IOSA</b> by the end of <b>2016</b></li> </ul>						X
<ul style="list-style-type: none"> <li>50% of the <b>Ground Handling service providers</b> to be certified IATA-<b>ISAGO</b> by the end of 2015</li> </ul>					X	
<ul style="list-style-type: none"> <li>all Ground Handling service providers to be certified IATA-<b>ISAGO</b> by the end of <b>2016</b></li> </ul>						X
Number of States having completed implementation of SSP Phase 1						
<ul style="list-style-type: none"> <li>5 States by the end of <b>2014</b>;</li> </ul>		X				
<ul style="list-style-type: none"> <li>10 States by the end of <b>2015</b>; and</li> </ul>			X			
<ul style="list-style-type: none"> <li>all the 15 MID States by the end of <b>2016</b>.</li> </ul>				X		
Number of States having completed implementation of SSP Phase 2						
<ul style="list-style-type: none"> <li>5 States by the end of <b>2015</b>;</li> </ul>			X			
<ul style="list-style-type: none"> <li>10 States by the end of <b>2016</b>; and</li> </ul>				X		
<ul style="list-style-type: none"> <li>all the 15 MID States by the end of <b>2017</b>.</li> </ul>					X	
Number of States having completed implementation of SSP Phase 3						
<ul style="list-style-type: none"> <li>5 States by the end of <b>2016</b>;</li> </ul>				X		
<ul style="list-style-type: none"> <li>10 States by the end of 2017; and</li> </ul>					X	
<ul style="list-style-type: none"> <li>all the 15 MID States by the end of 2018.</li> </ul>						X
Number of Service Providers having completed implementation of SMS Phase 1, as a percentage of all service providers required to implement SMS						
<ul style="list-style-type: none"> <li>40% of the service providers having completed implementation of SMS Phase 1 by the end of 2014;</li> </ul>		X				
<ul style="list-style-type: none"> <li>75% of the service providers having completed implementation of SMS Phase 1 by the end of 2015; and</li> </ul>			X			
<ul style="list-style-type: none"> <li>all the service providers having completed implementation of SMS Phase 1 by the end of <b>2016</b></li> </ul>				X		
Number of Service Providers having completed implementation of SMS Phase 2, as a percentage of all service providers required to implement SMS						
<ul style="list-style-type: none"> <li>40% of the service providers having completed implementation of SMS Phase 2 by the end of 2015;</li> </ul>			X			
<ul style="list-style-type: none"> <li>75% of the service providers having completed implementation of SMS Phase 2 by the end of <b>2016</b>; and</li> </ul>				X		
<ul style="list-style-type: none"> <li>all the service providers having completed implementation of SMS Phase 2 by the end of <b>2016</b></li> </ul>				X		
Number of Service Providers having completed implementation of SMS Phase 3, as a percentage of all service providers required to implement SMS.						
<ul style="list-style-type: none"> <li>40% of the service providers having completed implementation of SMS Phase 3 by the end of <b>2016</b>;</li> </ul>				X		
<ul style="list-style-type: none"> <li>75% of the service providers having completed implementation of SMS Phase 3 by the end of 2017; and</li> </ul>					X	
<ul style="list-style-type: none"> <li>all the service providers having completed implementation of SMS Phase 3 by the end of 2018</li> </ul>						X
<ul style="list-style-type: none"> <li>50% of the international aerodromes certified by the end of 2015</li> </ul>			X			
<ul style="list-style-type: none"> <li>80% of the international aerodromes certified by the end of <b>2016</b></li> </ul>				X		