



**ORGANIZACIÓN DE AVIACIÓN CIVIL INTERNACIONAL**  
*Organismo especializado de las Naciones Unidas*

# **Seminario sobre el enfoque de observación continua (CMA) del USOAP**

## **Módulo 5**

### **Descripción general de iSTARS 2.0 SPACE**

# Objetivo



Este módulo tiene como objetivo:

- Proporcionar una descripción general de iSTARS 2.0 SPACE y sus funcionalidades.





## Presentación de iSTARS 2.0 SPACE:

- Acceso mediante el sitio del portal seguro de la OACI (ICAO Secure Portal)
- Página de inicio y pestañas diversas
- Cómo utilizar *MY APPS*
- Otras pestañas

# Acceso por medio del Sitio del Portal Seguro de la OACI



# Acceso por medio del Sitio del Portal Seguro de la OACI



<https://portal.icao.int>

A screenshot of the ICAO Secure Portal interface. The header shows the ICAO logo and the text 'ICAO SECURE PORTAL'. Below the header is a navigation bar with three tabs: 'ICAO Secure Portal', 'ICAO Public Site', and 'Profile'. The main content area displays a welcome message: 'Welcome to the ICAO Secure Portal. You have access to the following groups:'. A scrollable list of groups is shown, with the 'SPACE' group highlighted in a yellow box. The list includes: 'ICAO-NET ICAO-NET Secure Site', 'ARS Aircraft Registry System;', 'CMO Continuous Monitoring and Oversight;', and 'SPACE iSTARS 2.0 SPACE'. A left sidebar contains links for 'Profile', 'Access Rules', and 'FAQ'.

Group Name	Description
ICAO-NET	ICAO-NET Secure Site
ARS	Aircraft Registry System;
CMO	Continuous Monitoring and Oversight;
SPACE	iSTARS 2.0 SPACE

# iSTARS 2.0 SPACE: *Página de inicio*





# SPACE

iSTARS 2.0

[MY APPS](#) | [CATALOGUE](#) | [GROUP MANAGER](#) | [NEWS](#) | [SUPPORT](#) | [CONTACT US](#) | [PROFILE](#)

### Latest News

- 17 DEC** MAP Builder released [Read +](#)
- 20 SEP** iSTARS 2.0 SPACE (beta) is ready [Read +](#)
- 27 JUN** Airport traffic app enhanced [Read +](#)

### Welcome to iSTARS 2.0 SPACE

**You and 1 other user are currently online**

Hello, Wajaha! Welcome to our new website. You have installed **11** apps.



SPACE is the new version of iSTARS. The Catalogue contains all previous iSTARS apps plus some brand new ones. Apps in our new version allow more granular user access and are much faster as they are connected to our cloud based Safety Intelligence Engine (SIE).

Keep in mind that SPACE is still new, so please contact us if you experience any problems.

[Go to Catalogue...](#)

### Most Installed Apps

Total Apps Installed: 4102 (+10 per day)

-  USOAP Charts (295)
-  ICAO DOCs (325)
-  ADREP (237)

[Go to my Apps >](#)


### New App Idea


Viewing safety information online is very convenient. However, it may be useful also to have that information in a consolidated PDF report, to print, share via email or attach to a paper. We propose to **add a Print2PDF feature to all apps.**

100 users want this!

### Latest Applications

[View full catalogue >](#)


- 

MAP Builder
- 

Airport Punctuality
- 

Connections
- 

Airports
- 

USOAP Charts
- 

ADREP

### Contact Us

You have a request to make or a comment regarding our website or one of our application?

Please don't hesitate to contact us and share your vision and ideas with us.

# iSTARS 2.0 SPACE: MY APPS



Muestra todas las aplicaciones seleccionadas por el usuario

Haga clic en el icono para acceder a la aplicación.

My Applications [Help](#)

Desk 1

 Fleet Info	 ADREP	 Airports	 LEI by Traffic
 USOAP Charts	 USOAP DataTables	 Safety Audit Information	 PQ Tester
 Safety DNA	 USOAP Info	 Activity Manager	

# iSTARS 2.0 SPACE: CATALOGUE



Muestra todas las aplicaciones disponibles por categorías.

Todas las categorías disponibles para los usuarios.

Todas las aplicaciones disponibles en cada categoría.



# iSTARS 2.0 SPACE: CATALOGUE



Haga clic en “**To My Apps**” para añadir la aplicación que haya seleccionado en la plataforma personal = página “**MY APPS**”.

Aplicación “**Open**” = ya forma parte de la plataforma personal o página “**MY APPS**”

ICAO OACI ICAO  
SPACE  
iSTARS 2.0

MY APPS | CATALOGUE | GROUP MANAGER | NEWS | SUPPORT | CONTACT US | PROFILE

### Catalogue

List of available SPACE Applications

The below list contains all applications which are available for you on SPACE based on your user permissions.

Issue (20) | Invitations (2) | Owners (0)

the search box

State (3) | Airlines (1) | Airports (5) | Documentation (1) | Fleet (2) | Integrated Analysis (7) | Natural Hazards (2) | SSP/SMS (1)

State (4)

Icon Description Installed

Open

**Airport Punctuality**  
Airport punctuality based on departure data  
Departure punctuality on a daily basis for all major airports

**Airports**  
Airport specific characteristics  
Information about airports with scheduled commercial traffic including number of flights in 2013, number of runways and layout for airports selectable by State of region

Open

To My Apps

# iSTARS 2.0 SPACE: CATALOGUE



**“Invitations”** =  
Permite a los usuarios acceder a las aplicaciones mediante un permiso.

**“To Desktop”**  
indica que la aplicación no forma parte de la plataforma personal (**MY APPS**). Haga clic para añadirla a la página **MY APPS**.

ICAO OACI ICAO  
国际民航组织

## SPACE

iSTARS 2.0

Home | MY APPS | CATALOGUE | GROUP MANAGER | NEWS | SUPPORT | CONTACT US | PROFILE

### Catalogue

List of available SPACE Applications

This list contains all applications which are available for you on SPACE based on your user permissions.

Catalogue (2) | **Invitations (3)** | Owners (0)

Icon	Name/Category	Description	Installed
	<b>USOAP Info</b> Administrative Information	Administrative information about States and their USOAP CMA (name of NCMC etc.)	Open
	<b>SAFA</b> SAFA Inspection Results	Results and indicators of the European Safety Assessment of Foreign Aircraft (SAFA) Program	ToDesktop

# Cómo utilizar MY APPS



Cómo utilizar la página  
**My applications.**

## EJEMPLO 1:

**LEI by Traffic**  
Haga clic para  
explorar esta  
aplicación en  
profundidad.

My Applications [Help](#)

Desk 1

Fleet Info

ADREP

Airports

LEI by Traffic

USOAP Charts

USOAP DataTables

Safety Audit Information

PQ Tester

Safety DNA

USOAP Info

Activity Manager

SAFA

© International Civil Aviation Organization (ICAO)

# Ejemplo 1: LEI by Traffic (LEI respecto al tránsito)

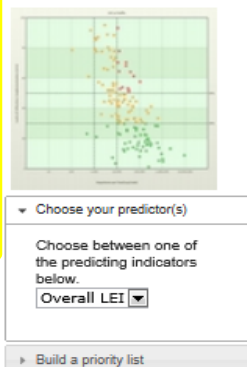


## LEI respecto al tránsito

Mide la LEI de determinados Estados según el número de salidas regulares.

Muestra las tendencias regionales/mundiales

Los Estados que figuran por encima de la línea de tendencia (resaltados) tienen una LEI más alta que la misma y son motivo de preocupación para la OACI. Este es uno de los factores que se utilizan para priorizar las actividades USOAP en las regiones.



## LEI by Traffic

### Safety risk analysis

The below chart shows USOAP LEI versus commercial scheduled departures in 2013 per State for a defined group of States.

You can select a group of States from the drop-down menu. If a specific group of States does not exist, you can create that group through the "Manage my groups" section on the left. you can also view the composition of a selected group.

The LEI values may differ slightly from those published in the USOAP audit reports that were published from the period 2006 to 2010 due to changes in the LEI calculation algorithm as well as changes in the protocol question grouping structure performed since the State's audit.

World  Show State Names   
[View group composition](#)  
[Generate graph](#)

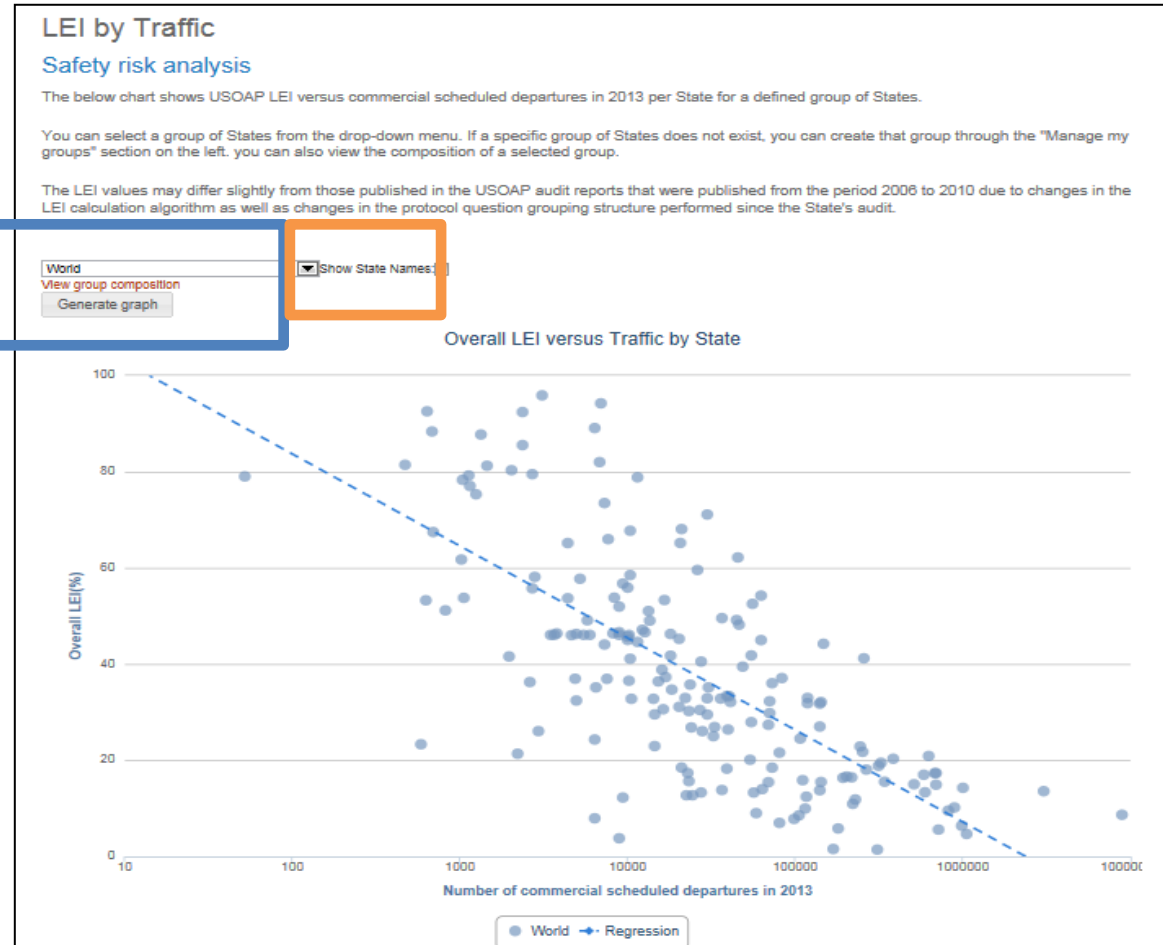


# Ejemplo 1: LEI by Traffic (LEI respecto al tránsito)



Haga clic en “**Generate graph**” para visualizar los gráficos según las agrupaciones, es decir, mundo, regiones, subregiones y otras composiciones.

Marque el recuadro para mostrar los nombres de los Estados (“**Show State names**”).



# Ejemplo 2: USOAP Data Tables (Tablas de datos USOAP)



Cómo utilizar la página  
“My Applications”.

## EJEMPLO 2:

### USOAP Data Tables (Tablas de datos USOAP)

Otra aplicación muy  
útil para que los  
Estados midan sus  
desempeños  
respecto a otros  
Estados.

My Applications Help

Desk 1

- Fleet Info
- ADREP
- Airports
- LEI by Traffic
- USOAP Charts
- USOAP Data Tables
- Safety Audit Information
- PQ Tester
- Safety DNA
- USOAP Info
- Activity Manager
- SAFA

© International Civil Aviation Organization (ICAO)

# Ejemplo 2: USOAP Data Tables (Tablas de datos USOAP, cont.)



## USOAP Data Tables (Tablas de datos USOAP)

Permite a los Estados medir su aplicación eficaz (EI) o falta de aplicación eficaz (LEI) por áreas de auditoría o por elementos críticos.



SPACE  
ISTARS 2.0



▼ Export Data

Export the data (csv format).

CSV

MY APPS | CATALOGUE | GROUP MANAGER | NEWS | SUPPORT | CONTACT US | PROFILE

### USOAP Data Tables

#### Implementation Indicators

View or download the Lack of Effective Implementation (LEI) data in table format for each State evaluated by USOAP and LEI by area and critical element

Select an Indicator: Effective Implementation (EI)

By Area

By CE

Name	Overall	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
Albania	53.92	46.43	45.45	47.06	51.16	50.96	28.57	74.51	52.78
Algeria	58.19	42.86	50	62.5	66.13	68.38	38.14	55.61	60.54
Andorra	26.33	71.43	54.55	66.67	35.71	51.28	12.36	15.38	13.25
Angola	34.8	76.19	72.73	36.71	60	85.32	6.32	9.09	17.78
Antigua and Barbuda	53.92	71.43	75	86.49	92.62	74.17	68.75	16.32	22.92
Argentina	86.25	90.48	92.31	91.78	90.63	92.66	96.84	72.82	81.88
Armenia	96.22	100	83.33	93.51	91.34	99.15	90.72	99.49	99.32
Australia	82.67	77.27	100	82.72	71.31	76.8	96.97	81.31	91.03
Austria	72.99	68.18	64.29	96.78	85.48	95.71	59.38	67.51	44.22
Azerbaijan	58.25	31.82	41.67	68.42	61.9	86.96	44.79	47.72	55.77
Bahamas	45.76	47.37	27.27	73.02	76.42	77.88	65.63	23.23	2.14
Bahrain	66.62	52.38	54.55	75.95	50	86.92	72.16	56.41	73.79
Bangladesh	50.45	33.33	53.85	65.82	81.15	72.97	3.09	34.67	54.68
Barbados	54.3	71.43	72.73	65.71	45.16	52.38	46.39	55.79	57.66
Belarus	53.39	66.67	41.67	57.5	63.41	54.05	59.79	43.61	49.65
Belgium	67.03	72.73	50	82.05	78.4	82.52	37.23	48.48	78.21
Belize	63.99	60.87	78.57	75	56	69.03	32.99	73.85	68.03
Benin	42.26	57.14	57.14	53.16	56.67	72.38	1.03	28.26	44.37
Bhutan	38.26	40.91	36.36	58.73	51.22	53.98	1.03	11.23	68.99
Bolivia (Plurinational State of)	72.08	80.95	50	93.75	79.84	83.93	74.74	46.88	76.67
Bosnia and Herzegovina	67.57	66.67	61.54	88	69.05	76.42	48.96	61.03	71.22
Botswana	53.37	71.43	41.67	55	41.73	63.89	70.53	51.56	43.8
Brazil	85.75	80.95	93.33	91.46	80.95	83.8	95.83	95.41	69.59
Brunei Darussalam	84.84	76.19	100	83.61	49.58	85.96	37.11	55.15	70.73

# Ejemplo 3: USOAP Charts (Gráficos USOAP)



Cómo utilizar la  
página  
**My Applications.**  
**EJEMPLO 3:**

## USOAP Charts (Gráficos USOAP)

Otra aplicación muy útil para que los Estados midan sus desempeños respecto a otros Estados y regiones, y para ayudar a los mismos a realizar un análisis detallado que llegue hasta específicas PQ.

The screenshot shows the SPACE iSTARS 2.0 application interface. At the top, there is a blue header with the ICAO logo and the text 'SPACE iSTARS 2.0'. Below the header, there is a navigation bar with links: 'MY APPS', 'CATALOGUE', 'GROUP MANAGER', 'NEWS', 'SUPPORT', 'CONTACT US', and 'PROFILE'. The main content area is titled 'My Applications' and contains a grid of application icons. The 'USOAP Charts' icon is highlighted with a green border. Other icons include 'Fleet Info', 'ADREP', 'Airports', 'LEI by Traffic', 'USOAP DataTables', 'Safety Audit Information', 'PQ Tester', 'Safety DNA', 'USOAP Info', 'Activity Manager', and 'SAFA'. The bottom right corner of the page contains the copyright notice: '© International Civil Aviation Organization (ICAO)'.



# Ejemplo 3: USOAP Charts (Gráficos USOAP, cont.)



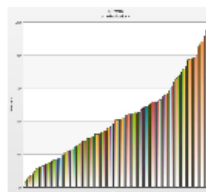
## USOAP Charts

Al seleccionar el promedio regional o global, los Estados pueden medir la aplicación efectiva (EI) global (**overall** Effective Implementation [EI]) respecto a la selección hecha previamente.



SPACE  
ISTARS 2.0

MY APPS | CATALOGUE | GROUP MANAGER | NEWS | SUPPORT | CONTACT US | PROFILE



Options

Show statistical lines and bands on the chart

Numbers as  
EI (100-LEI)

Help

## USOAP Charts

### State USOAP data

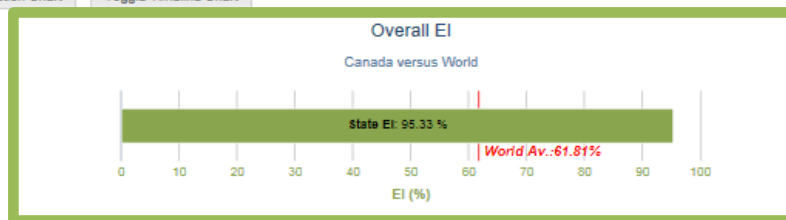
These two column charts display the lack of effective implementation for the selected group of States. Clicking on a column on the upper graph will generate the view for that area on the lower graph.

You can select a group of States from the drop-down menu. If a specific group of States does not exist, you can create that group through the "Manage my groups" section on the left. You can also view the composition of a selected group. By clicking or hovering over the bars in the graph, a bubble tooltip appears with the name of the State. Clicking on that name brings you to the detailed USOAP results for that State (not implemented on iPads).

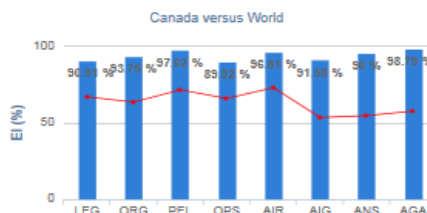
The LEI values may differ slightly from those published in the USOAP audit reports that were published from the period 2006 to 2010 due to changes in the LEI calculation algorithm as well as changes in the protocol question grouping structure performed since the State's audit.

Select Group [World] and State [Canada]

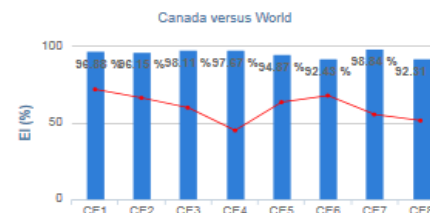
Toggle Distribution Chart Toggle Timeline Chart



### EI by Area



### EI by CE



# Ejemplo 3: USOAP Charts (Gráficos USOAP, cont.)



Este análisis puede realizarse más detalladamente por áreas de auditoría y por CE.

SPACE  
ISTARs 2.0

[MY APPS](#) | [CATALOGUE](#) | [GROUP MANAGER](#) | [NEWS](#) | [SUPPORT](#) | [CONTACT US](#) | [PROFILE](#)

### USOAP Charts

#### State USOAP data

These two column charts display the lack of effective implementation for the selected group of States. Clicking on a column on the upper graph will generate the view for that area on the lower graph.

You can select a group of States from the drop-down menu. If a specific group of States does not exist, you can create that group through the "Manage my groups" section on the left. You can also view the composition of a selected group. By clicking or hovering over the bars in the graph, a bubble tooltip appears with the name of the State. Clicking on that name brings you to the detailed USOAP results for that State (not implemented on iPads).

The LEI values may differ slightly from those published in the USOAP audit reports that were published from the period 2006 to 2010 due to changes in the LEI calculation algorithm as well as changes in the protocol question grouping structure performed since the State's audit.

Select Group World and State Canada

Toggle Distribution Chart
Toggle Timeline Chart

#### Overall EI

Canada versus World

Entity	EI (%)
State (Canada)	95.33%
World Av.	61.81%

#### EI by Area

Area	EI (%)
LEG	90.39%
ORG	93.75%
PEL	97.02%
OPS	89.82%
AIR	96.31%
AIG	91.88%
ANS	89.1%
AGA	98.79%

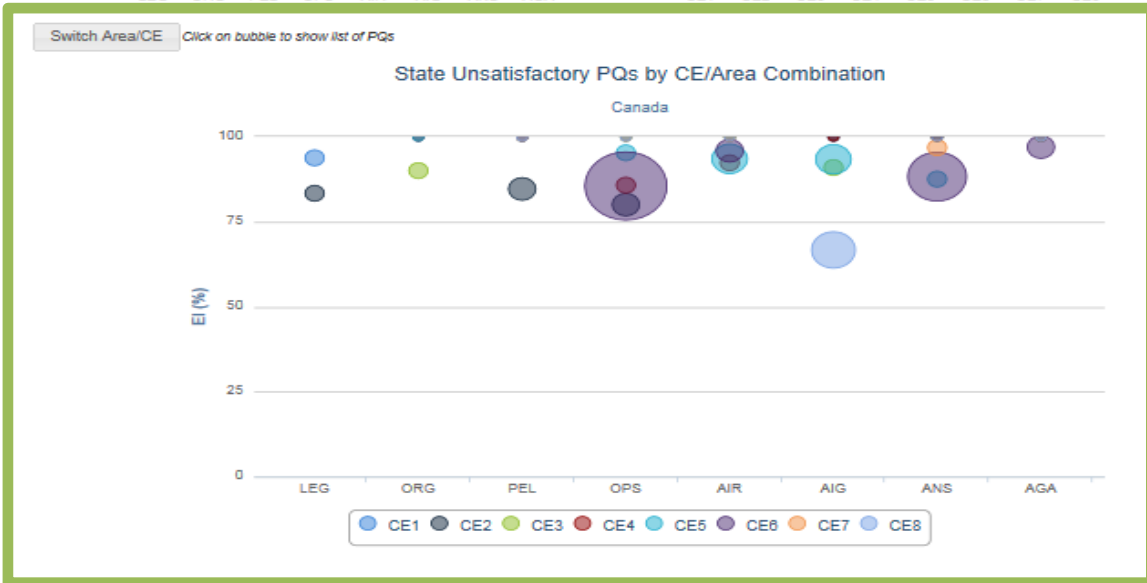
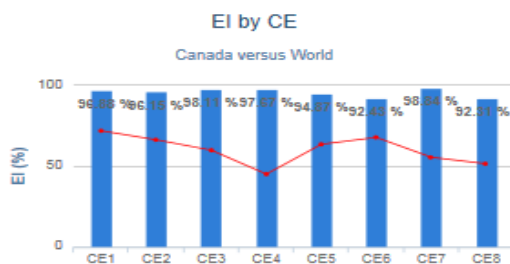
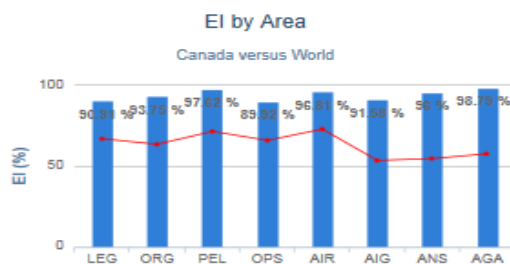
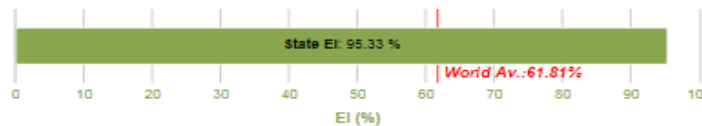
#### EI by CE

CE	EI (%)
CE1	96.85%
CE2	96.85%
CE3	98.11%
CE4	97.87%
CE5	94.87%
CE6	92.78%
CE7	98.84%
CE8	92.31%

# Ejemplo 3: USOAP Charts (Gráficos USOAP, cont.)



Este análisis puede realizarse aún con más detalle separando cada área de auditoría por CE (cada combinación está representada por un círculo).



# Ejemplo 3: USOAP Charts (Gráficos USOAP, cont.)



Los usuarios pueden determinar las EI y LEI desplazándose sobre cualquiera de los círculos (cada círculo representa un CE) los cuales están desglosados por CE en cada una de las áreas de auditoría.

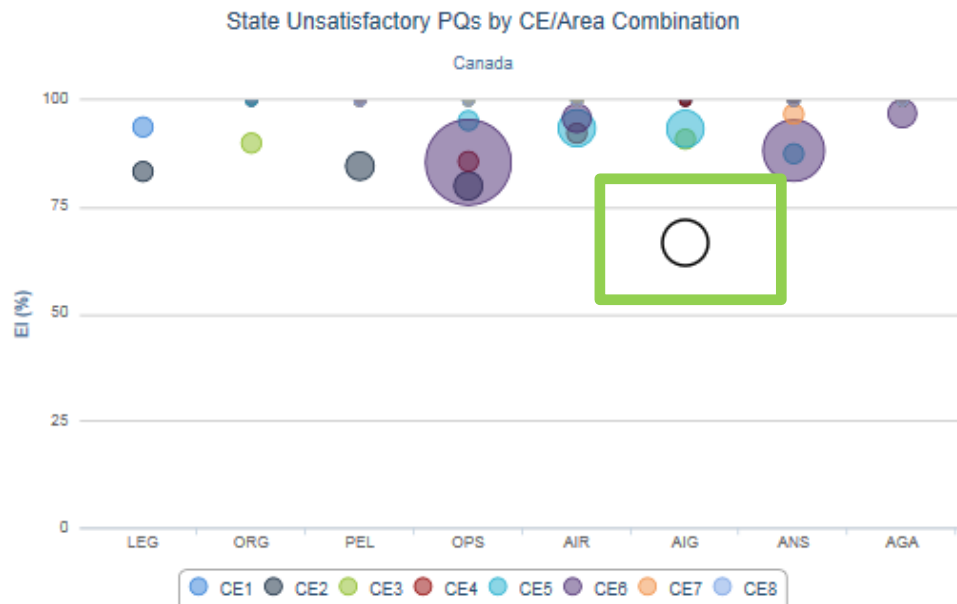
Por ejemplo: Al desplazarnos sobre el círculo AZUL, que representa el CE-8, encontramos que existen 4 PQ “no satisfactorias” en el área de auditoría AIG y que 66.67% es el total de EI de esta combinación AIG CE-8.



# Ejemplo 3: USOAP Charts (Gráficos USOAP, cont.)



Al hacer clic en el círculo, los usuarios pueden encontrar las PQ “no satisfactorias” que se identificaron en el círculo de la combinación seleccionada en la diapositiva anterior (AIG-CE-8).



## Unsatisfactory PQs (4) for CAN in CE8 related to AIG

Search:

PQNumber	Question	Area	CE
6.431	Has the State, as the State conducting the investigation, developed and implemented procedures to ensure that it sends preliminary reports, when the aircraft involved in an accident is of a maximum mass of over 2 250 kg, to all involved States and ICAO?	AIG	8
6.435	Has the State, as the State conducting the investigation, developed and implemented procedures to ensure that it sends accident data reports involving aircraft of a maximum mass of over 2 250 kg to ICAO, as soon as practicable after the investigation?	AIG	8
6.437	Has the State, as the State conducting the investigation, developed and implemented procedures to ensure that it sends incident data reports to ICAO for investigations into incidents to aircraft of a maximum mass of over 5 700 kg?	AIG	8
6.509	Is the database created in a standardized format to facilitate data exchange?	AIG	8

Showing 1 to 4 of 4 entries

# Más sobre MY APPS



Muchas otras aplicaciones interesantes están disponibles para medir las performances de los Estados respecto de los promedios regionales o mundiales.

My Applications [Help](#)

Desk 1

- Fleet Info
- ADREP
- Airports
- LEI by Traffic
- USOAP Charts
- USOAP DataTables
- Safety Audit Information
- PQ Tester
- Safety DNA
- USOAP Info
- Activity Manager
- SAFA

© International Civil Aviation Organization (ICAO)

# iSTARS 2.0 SPACE: *Group Manager* (Administrador de grupos)



Los usuarios pueden crear su(s) propio(s) grupo(s) para analizarlo(s).

1. Haga clic en el botón **"Add"** bajo **"Create a new group"** (Crear un grupo nuevo).

2. Rellene los campos obligatorios en la casilla **"Create a new group"**.

3. Haga clic sobre los Estados de interés y después sobre el botón **"Create"** en la parte de abajo para completar la acción.

The screenshot shows the 'Group Manager' interface. At the top, there's a navigation bar with 'GROUP MANAGER' highlighted. Below it, the 'Create a new group' modal is open. The modal contains the following fields and options:

- Custom group name \***: A text input field.
- Description \***: A text area.
- Is iSTARS Group**: A checkbox (unchecked).
- Share my group**: A checkbox (checked).
- States \***: A dropdown menu with 253 available options, including:
  - Asia (52)
  - Afghanistan
  - Armenia
  - Azerbaijan
  - Bahrain
  - Bangladesh
  - Bhutan
  - Brunei Darussalam
  - Cambodia
  - China
  - China, Macao Special Administrative Region
  - Cyprus
  - Democratic People's

At the bottom of the modal, there are 'Create' and 'Cancel' buttons.

# iSTARS 2.0 SPACE: *News (Noticias)*



Todo cambio o introducción de aplicaciones nuevas se anunciará en la página “**NEWS**”.

The screenshot shows the iSTARS 2.0 SPACE website interface. At the top left is the ICAO logo and the text "SPACE iSTARS 2.0". To the right is a navigation menu with links: MY APPS | CATALOGUE | GROUP MANAGER | NEWS (highlighted in a green box) | SUPPORT | CONTACT US | PROFILE. Below the navigation is a section titled "News & Updates".

The first news item is dated 17 DEC and titled "MAP Builder released". The text below it says: "It is now possible to build choropleth, country colored maps online directly on iSTARS SPACE. You can use any metric available to color the countries and even choose the colors. Give the MAP Builder app a try."

The second news item is dated 20 SEP and titled "iSTARS 2.0 SPACE (beta) is ready". The text below it says: "Dear iSTARS user, You may have seen on the <https://portal.icao.int> welcome page that you have been added to a group called "iSTARS 2.0 SPACE (beta)" which can be accessed directly via <https://portal.icao.int/space>. This is the new version of iSTARS, with a lot of new features including:

- a Catalogue of apps you can search and filter to find what you need
- a personalized desktop where you can manage and layout your apps like on a mobile tablet
- Faster response times through extensive use of our cloud based Safety Intelligence Engine (SIE)

All apps which are currently under Occurrences, Compliance and Risk are present in the SPACE catalogue. Some of them have already be upgraded to 2.0, others still point to the current version. We expect that all apps will be upgraded to 2.0 SPACE before end of Octobre 2013.

You can start using SPACE right away and experience its enhanced usability and check out the terrain, weather and PBN apps. SPACE is still in beta test mode until all apps are upgraded, so do not hesitate to contact us if you experience any problems.


The iSTARS Team



# iSTARS 2.0 SPACE: *Support*



El servicio de preguntas y respuestas (Questions and answers [Q&A]) se encuentra en la página “**SUPPORT**”.

 **SPACE**  
iSTARS 2.0

[HOME](#) | [MY APPS](#) | [CATALOGUE](#) | [GROUP MANAGER](#) | [NEWS](#) | [SUPPORT](#) | [CONTACT US](#) | [PROFILE](#)

## Technical Support

Here are some of the problems you might be experiencing, please click on the links and find their causes and solutions below.

- [The page layout seems strange, some parts of the pages seem squeezed \(1\)](#)
- [Pages, graphs or tables do not load and some button clicks have no effect \(5\)](#)
- [I want to update information \(action plans, accidents etc.\) but the system does not allow me to do that \(1\)](#)
- [I want to fill-in forms offline but it does not work \(1\)](#)
- [I get an error when I want to upload some files \(2\)](#)

---

- [The page layout seems strange, some parts of the pages seem squeezed \(1\)](#)
  - Browser is not iSTARS friendly**

Try to install and use Internet Explorer 8 or higher. If you are not working in a Microsoft Windows environment, install and use the latest version of Firefox. Other Browsers like Safari, Opera or Chrome may cause problems. Be aware that the best layout and iSTARS experience will be achieved using Internet Explorer.

---

- [Pages, graphs or tables do not load and some button clicks have no effect \(5\)](#)
  - Javascript is not enabled in your Browser**

iSTARS heavily relies on the use of Javascript which is executed inside your browser. Javascript must be enabled. How to enable Javascript depends from your browser. Check the help section of your browser to learn how to enable Javascript.
- Flash is not installed**

# iSTARS 2.0 SPACE: *Contáctenos*



Si necesita asistencia, haga clic en la pestaña “**CONTACT US**” para contactar al administrador de iSTARS 2.0 SPACE.



## SPACE

iSTARS 2.0

[HOME](#) | [MY APPS](#) | [CATALOGUE](#) | [GROUP MANAGER](#) | [NEWS](#) | [SUPPORT](#) | **[CONTACT US](#)** | [PROFILE](#)

### Contact Us

Feel free to provide us with your feedback such as general comments, bugs found or specific requests for SPACE by contacting us through the information below. The SPACE team reads every submission and replies to it in due time.



**Mr. Marco Merens**

Tel.: +1 514-954-8219 ext. 7138



Fax:: +1 514-954-8759

Email: [SPACE@icao.int](mailto:SPACE@icao.int)

**Mailing Address:**



**SPACE- ANB**

International Civil Aviation Organization (ICAO)

999 University Street,

Montréal, Quebec H3C 5H7, Canada

## Presentación de iSTARS 2.0 SPACE:

- Acceso mediante el sitio del portal seguro de la OACI
- Página de inicio y pestañas diversas
- Cómo utilizar *MY APPS*
- Otras pestañas



# OACI

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

South American  
(SAM) Office  
Lima

ICAO  
Headquarters  
Montréal

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) Sub-office  
Beijing

Asia and Pacific  
(APAC) Office  
Bangkok



# ¡GRACIAS

