



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

## **Módulo 3**

**Marco en línea del CMA del USOAP y  
sistema de notificación electrónica de diferencias  
(EFOD)**

- **Descripción del marco en línea (OLF) del CMA**
- **Funcionalidades de los módulos del OLF**
- **Actualización del EFOD**

# Visión general del marco en línea (OLF) del CMA

# El marco en línea del CMA es ...



**Un conjunto de aplicaciones integradas en la web y sistemas de bases de datos centralizados que permite:**

- 1) la recopilación** de información y documentos de seguridad operacional de diversas fuentes; y
- 2) la observación y la notificación** por parte de la OACI y los Estados miembros de las actividades de vigilancia de la seguridad operacional.

# Acceso mediante....



## Sitio web restringido del USOAP de la OACI ([www.icao.int/usoap](http://www.icao.int/usoap))



English

### ICAO Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) Online Framework Logon Page

Pursuant to assembly resolution A37-5, this website has been developed to provide all Contracting States with access to CMA online framework for the:

1. completion/updates of the State Aviation Activity Questionnaire (SAAQ);
2. completion/updates of the Compliance Checklists (CCs) through the Electronic Filing of Differences (EFOD) System;
3. completion/updates of the USOAP CMA self-assessment;
4. completion/updates of the State Corrective Action Plans (CAPs);
5. response to Mandatory Information Requests (MIR); and
6. access to all safety-related information generated by USOAP CMA activities.

#### Login

\* Indicates a required field

\* User ID or Email

\* Password

OK



# Módulos del OLF



Tom Mistos, Canada

Canada

## Latest News

[First](#) [Previous](#) **1** [2](#) [3](#) [Next](#) [Last](#)

**State Safety Programme (SSP) Protocol Questions (PQs) are posted.**  
June 18, 2018 11:55

The State Safety Programme (SSP) Protocol Questions (PQs) are now available on the USOAP CMA Online [Read More](#)

**Resolved issue with the e-Supplement and CC/EFOD reports**  
May 24, 2018 8:51

Please note that the problems experienced with CC/EFOD reports has been resolved. We apologize for [Read More](#)

**Fixed issue with EFOD "Validate" button.**  
April 19, 2018 15:49

We have fixed the issue that was reported concerning the "Validate" button being deactivated. All [Read More](#)

State Dashboard



User Management



Significant Safety Concerns



Tutorials & Help



SAAQ



CAP



USOAP Reports



CMA Library



Self-Assessment



PQ Findings



USOAP Live Charts



Feedback



CC / EFOD



E-Supplements



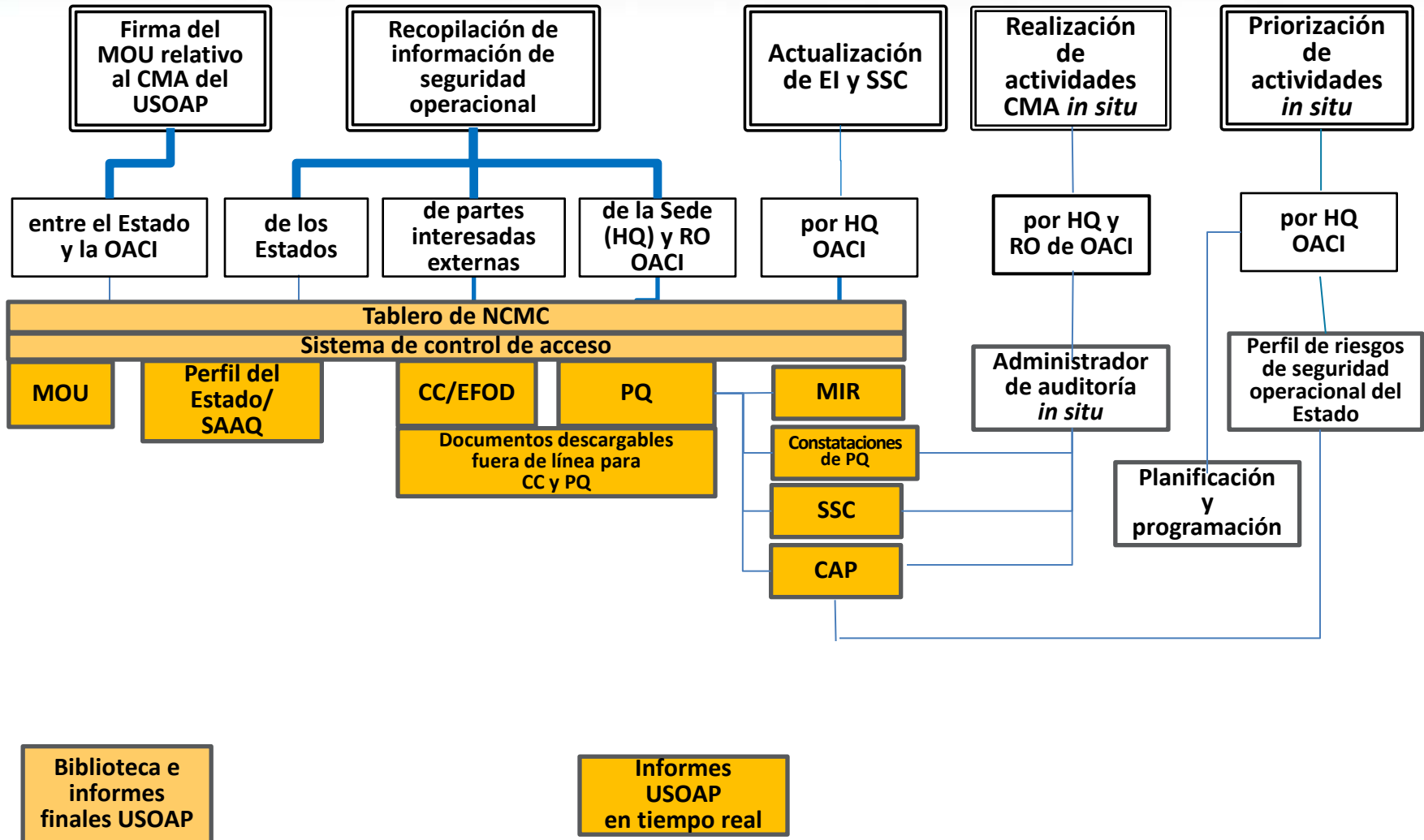
MIR



CC/EFOD Reports



# Visión general de las funcionalidades del OLF



# Funciones del OLF para los Estados



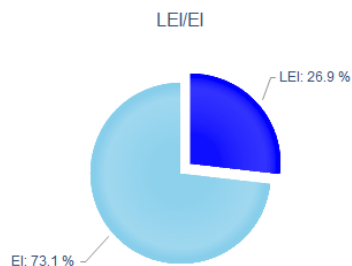
- 1) Administrar las cuentas del usuario del OLF.
- 2) Mantener actualizados el SAAQ y las CC/EFOD.
- 3) Presentar actualizaciones de CAP y/o el avance en respuesta a las constataciones de PQ.
- 4) Realizar autoevaluaciones de PQ.
- 5) Responder a las MIR.



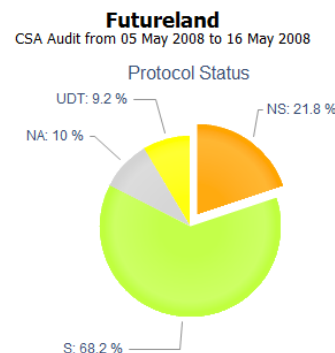
# Funcionalidades de los módulos del OLF

## Los Estados pueden observar:

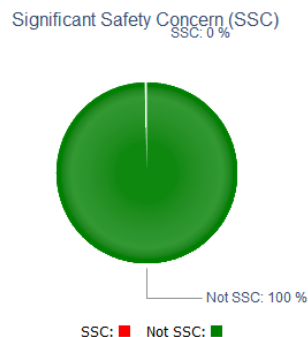
### State Dashboard



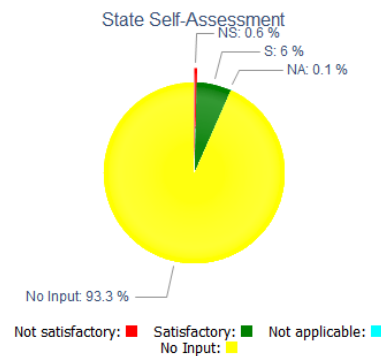
Lack of Effective Implementation: ■ Effective Implementation: ■



Not satisfactory: ■ Satisfactory: ■ Not applicable: ■  
Undetermined: ■



SSC: ■ Not SSC: ■



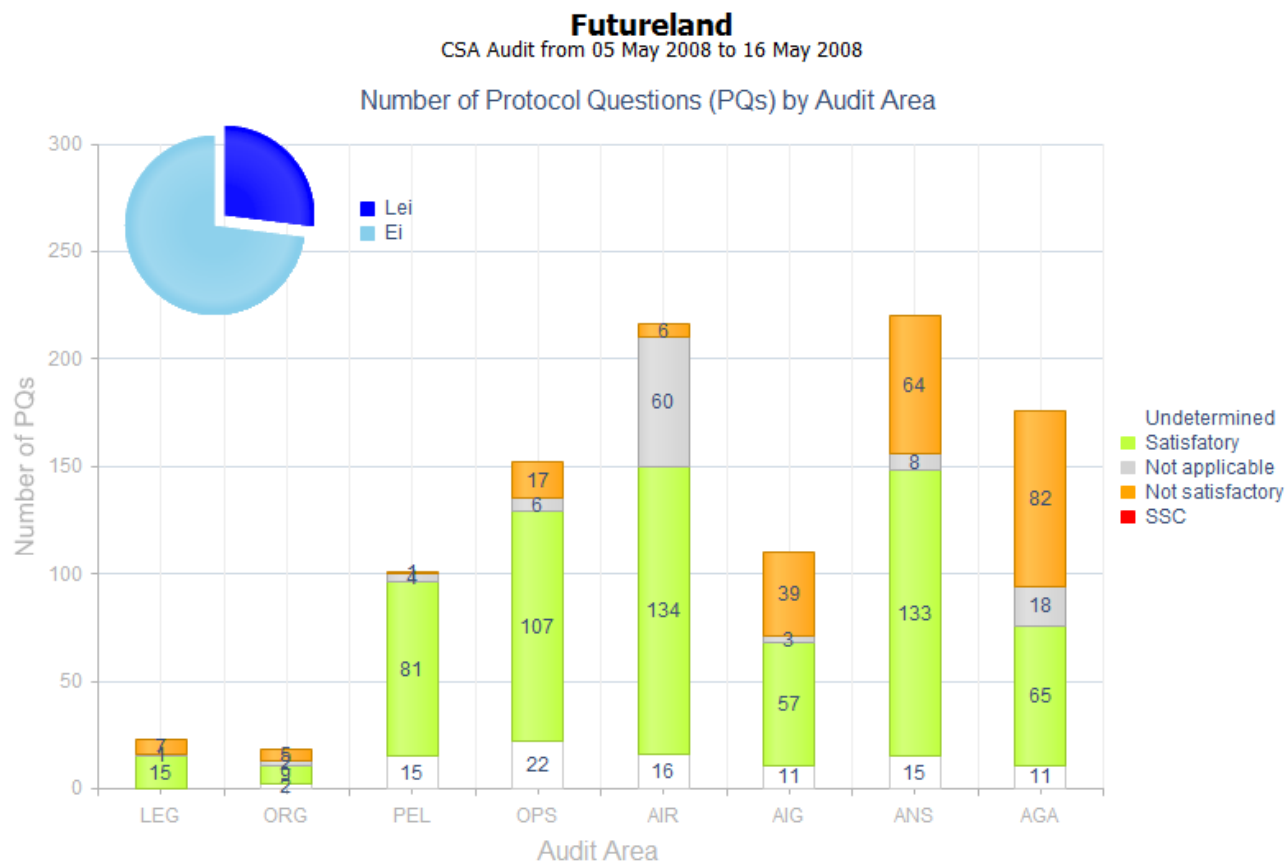
Not satisfactory: ■ Satisfactory: ■ Not applicable: ■  
No Input: ■

# Gráficos de los Estados (*State Dashboard*) (cont.)



## Los Estados (NCCMC) pueden observar:

State Dashboard



# Control de acceso (*Access Control*)



- ❑ **NCMC:** tienen pleno control de las cuentas de los usuarios del Estado:
  - agregan nuevas cuentas de usuario;
  - desactivan las cuentas de usuario que expiran; y
  - establecen los derechos y permisos individuales de usuario.



*Nota.— Para los asuntos relacionados con el Anexo 9, se ruega coordinar con la Sección de facilitación (FAL)/Dirección de transporte aéreo (ATB)*

## ❑ **Usuarios individuales**

- Administran la información contenida en el perfil del usuario; y
- Personalizan la contraseña.

*Nota.— Si usted no es NCMC y desea tener acceso al OLF, se ruega contactar a los NCMC de su Estado.*

# Control de acceso (*Access Control*) (cont.)



## ❑ Cuenta de usuario

- ✓ está compuesta por identificación (ID) de usuario y contraseña.
- ✓ no se aceptan ID duplicadas o correos electrónicos.

## ❑ Derechos de acceso

- ✓ 3 tipos: limitado, sólo lectura (*read-only*) y lectura/escritura (*read/write*).
- ✓ CC/EFOD: los derechos de acceso pueden concederse por Anexo.
- ✓ Los derechos de acceso pueden concederse para las áreas de auditoría seleccionadas en cada uno de los cuatro módulos OLF: *Self –Assessment* (autoevaluación), *CAP*, *PQ Findings* (constataciones relativas a las PQ) y *MIR*.

# Cuestionario de actividades aeronáuticas del Estado (SAAQ)



## Los Estados

✓ Completan y actualizan su perfil y el SAAQ.

Tom Mates, CAND

English | SAAQ | State Report | Offline Mode

ICAO Uniting Aviation on Safety | Security | Environment

STATE USER INFORMATION

State User ID :	4683
State name :	CAND
SAAQ Part Answers recorded on :	9/4/2012 9:26:22 PM
Time to take the SAAQ part :	30 minutes, 13 secs.
Last modified on :	11/4/2016 4:53:44 PM
Last modified by :	Remington Lee

Page 1

State Aviation Activity Questionnaire - CMO/OMSF-007-09C  
CMA SAAQ Profile Page

Provide the name, title and address of the person(s) designated as the State coordinator(s) with respect to the ICAO Universal Safety Oversight Programme (USOAP) (National Continuous Monitoring Coordinator (NCMC)).

Name:

Title:



# Listas de verificación del cumplimiento/ Notificación electrónica de diferencias (CC/EFOD)



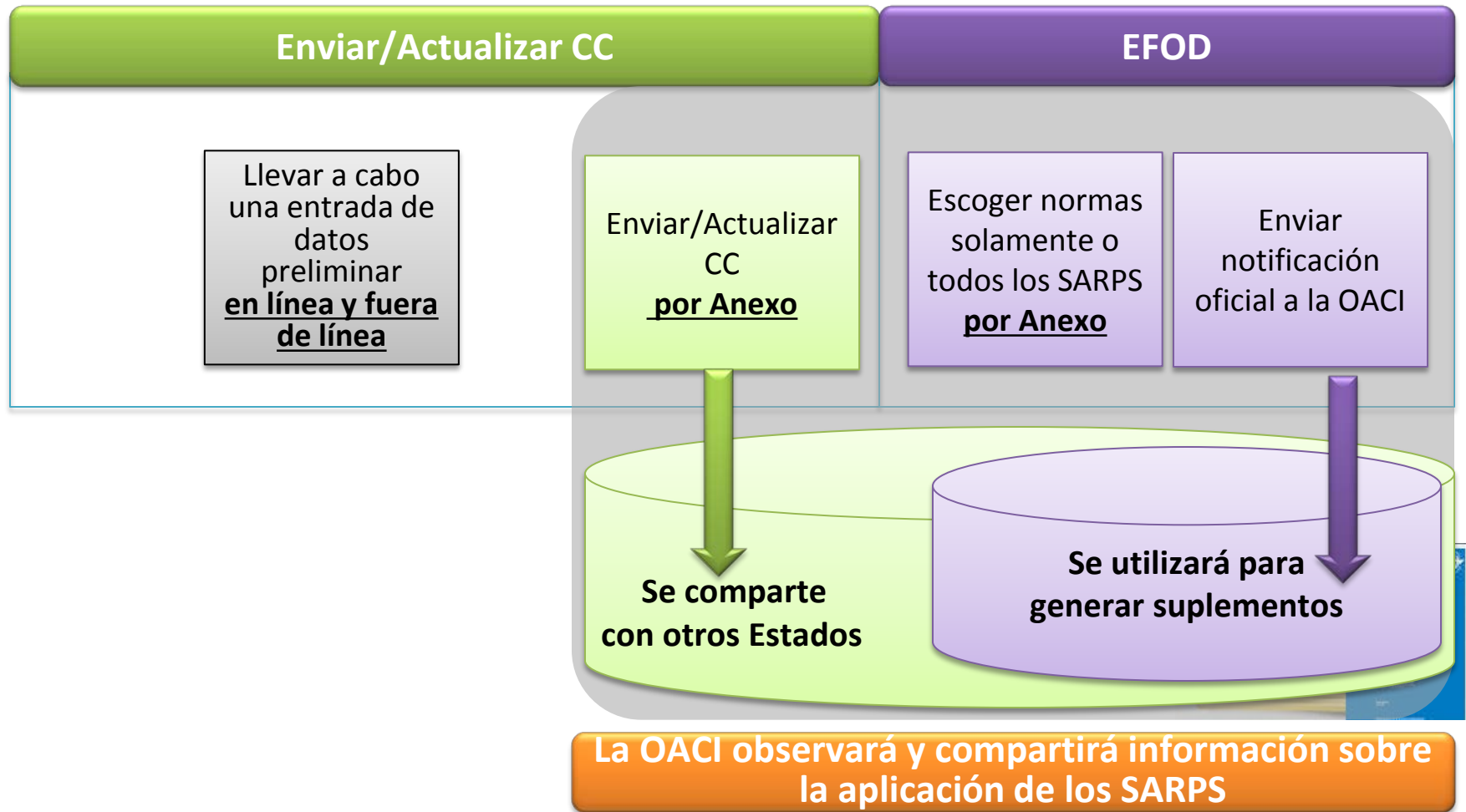
## Los Estados

- ✓ Indican el grado de cumplimiento o las diferencias respecto a los SARPS (de manera detallada).
- ✓ De conformidad con el Art. 38 del Convenio de Chicago y el MOU del CMA.

## La OACI

- ✓ Examina y observa el grado de cumplimiento global y las diferencias.
- ✓ Genera suplementos electrónicos (*E-supplements*).

A screenshot of the EFOD System interface. The top navigation bar includes buttons for 'Select Annex', 'First Row', 'Previous Row', 'Next Row', 'Last Row', 'Reports', 'Filters', 'Search', 'Save Row', 'EFOD Filing', 'Procedure', and 'Offline Mode'. The main content area displays the title 'Annex 5 UNITS OF MEASUREMENT TO BE USED IN AIR AND GROUND OPERATIONS, FIFTH EDITION - JULY 1979' and 'Amendment 17'. Below this is a 'Definition' section with a disclaimer: 'Disclaimer: Annex information displayed on the EFOD System is provided only as a reference to facilitate the filing of differences and completion of CC. ICAO publications shall continue to be the definitive source of Annex information.' The document content shows 'INTERNATIONAL STANDARDS AND RECOMMENDED PRACTICES' and 'CHAPTER 1. DEFINITIONS'. A text block states: 'When the following terms are used in the Standards and Recommended Practices concerning the units of measurement to be used in all aspects of international aviation, the following meanings apply:'. Below this is a form with radio buttons for 'No Difference', 'Less protective or partially implemented or not implemented', 'More Exact', and 'Not Applicable'. There are also fields for 'State Reference', 'Details of Difference (Please describe the difference clearly and concisely)', and 'Remarks (Please indicate reasons for the difference and intentions including any planned date for implementation)'. On the right side of the screenshot, there are images of a yellow folder labeled 'Annex 1' and a blue folder labeled 'Aerodromes'.





# Documento en formato Microsoft Word



- ❑ Esta función está solamente disponible para los NCMC.
  - Una vez que se ha descargado el documento en formato Microsoft Word, se bloquean los datos en el sistema EFOD.
  - Para que los usuarios puedan editar los datos en línea, el NCMC deberá cargar el documento en formato Word o desbloquear los datos.

## Electronic Filing of Difference System Export Tool

[Return to CC\EFOD](#)

### Please Note :

This export feature is utilized for the completion of the EFOD/CC system offline, Annexes which are exported will be locked as "read Only - Exported" until the State has imported the State's data back into the system.

Annexes marked as "Read Only - Exported" can be manually overridden by the NCMC.

\* You have read and understand the above notice.

[Next>](#)

(Page 1 of 3)

# Autoevaluación (*Self-Assessment*)



## ☐ Los Estados

- ✓ Buscan y observan las PQ seleccionadas.
- ✓ Realizan **autoevaluaciones** relacionadas con el sistema de vigilancia de la seguridad operacional:
  - Actualizan la situación de la aplicación de las PQ (S/NS/NA), y presentan pruebas.
  - Notifican la situación de la aplicación de las PQ nuevas.
  - **Adjuntan pruebas documentales.**

Manage PQs



## ☐ La OACI

- ✓ Mantiene las PQ actualizadas.
- ✓ Actualiza la situación de la aplicación de las PQ de los Estados a partir de las **actividades CMA más recientes.**
- ✓ Genera la aplicación eficaz (EI) del Estado.

# Verificación por parte de los Estados



- En abril de 2011, *conforme a SL AN 1/1-11/28*, se invitó a los Estados a:
  - ✓ Valerse del EFOD como medio de alternativa para la notificación de diferencias respecto a todos los Anexos (con excepción del Anexo 17).
  - ✓ Verificar y confirmar los datos en EFOD que fueron proporcionados anteriormente en las CC en el marco del USOAP.
- Los Estados utilizan ahora el botón de validación (*Validation*) para notificar diferencias.
- Hasta la fecha, 103 Estados han notificado sus diferencias por medio del EFOD.

# Autoevaluación (Self-Assessment) (cont.)



## Buscar una PQ

Status of Implementation  Audit Area  Audit Area Group  Critical Element  Critical Element Group  SSC  PQ/Finding No.  [Clear](#)

## Seleccionar una PQ

4.001 OPS CE-2 N/S	Has the State promulgated aircraft operations regulations to enable the State to implement the provisions of ICAO Annex 6?
4.003 OPS CE-2 N/S	Has the State developed and implemented procedures for the amendment of its enabling regulations?
4.005 OPS CE-2 N/S	Has the State developed and implemented a procedure for identifying and notifying differences, if any, to ICAO?
4.007 OPS CE-2 N/A	If the State has adopted aircraft operations regulations from another State, has it developed and implemented a procedure for ensuring that these regulations comply with ICAO Annex 6 initially and on an ongoing basis subsequent to an Annex amendment or an amendment by the originating State?
4.009 OPS CE-2 S	Are copies of the aircraft operations enabling regulations (including directives, orders, circulars, publications, etc.) applicable in the State readily available to the public?
4.011 OPS CE-2 S	Has the State published in the AIP, Part 1 GEN, significant differences between its operating regulations and practices and related ICAO SARPs and procedures to ensure users have ready access to this information.
4.021 OPS CE-3 S	Has the State established an organizational structure for aircraft operations e.g. directorate/department/ division/section/office for the certification of commercial air transport operations?
4.023 OPS CE-5 S	Has the State established and documented procedures for coordination on certification, licensing and approval activities with other relevant areas such as airworthiness of aircraft and/or personnel licensing?

Page size:  Displaying page 1 of 18 , items 1 to 8 of 141  
 Page:  of 18      ...

## Situación de la aplicación actualizada por la OACI – Sólo lectura

Reply to Protocol Question  Status of Implementation  CSA Audit Finding  SSC   
 Activity  Start Date  End Date  Report Publication Date

Description:

Hungary has promulgated aircraft operations regulations in the form of the Ministerial Decree No. 20 of 2002, which is based on the Joint Aviation Requirements (JAR) Operations (OPS). However, this Decree brings into force the JAR OPS through its Amendment 2; while in practice, Hungary applies some of the later JAR OPS amendments (the latest being amendment 13). Not all provisions of ICAO Annex 6 are reflected in the national regulations.

Progress Documented:

Evidence:

## Autoevaluación por el Estado

Reply to Protocol Question  Status of Implementation  Last Modified  [Click To View CAP](#)

Remarks:

Evidence:

## Descargar/adjuntar pruebas

Attach evidence (e.g. PDF or XPS), limited to 10 files and maximum of 10 MB per file

# Solicitud de información obligatoria (MIR)



## □ La OACI

- ✓ Solicita a los Estados que presenten información y documentación específicas.
- ✓ Al notificar una MIR, incluye lo siguiente:
  - La(s) PQ pertinente(s);
  - el motivo de la petición y referencia(s) pertinente(s); y
  - el plazo para presentar la información solicitada.
- ✓ Registra el resultado del examen de la información presentada.
- ✓ Actualiza la situación de la MIR (cerrada/abierta/convertida en constataciones/SSC).



## □ Los Estados

- ✓ Responden con las pruebas solicitadas.
- ✓ Proporcionan la información o la documentación solicitada.
- ✓ Piden una ampliación del plazo de la MIR.

Language: English State: Canada

Welcome: Tom Mistos - (NMC) Logout Home Help

State Dashboard Protocol Question (PQ) Finding & Recommendation (F&R) Corrective Action Plan (CAP) **Mandatory Information Requests (MIR)** Reports

Mandatory Information Requests (MIR) / Manage Mandatory Information Requests

View Mode: Live mode - Pub Activity: All Status of Implementation: All Audit Area: LEG Audit Area Group: All Critical Element: All Critical Element Group: All SSec: All

New Protocol Status: All Technical Review: All Show linked protocols only: [?] Generic Status: All MIR ID/Number: PQ/Finding No. Clear

Information that State is requested to provide: Please provide clear and accurate information in respect to:

Information Requested:

Reason and references for requesting information: SAAQ information is contradictory to the information found in other source docum

Applicable protocol number(s):

Responsible SPO(s):

State Request Extension: State Requested Due Date: Is Submitted To ICAO Flag:

State Response: Click to Update PQ Status or Attach Evidence

Failure to provide the required information within the specified timeline may result in changing the status of the related CMA protocol(s) to not satisfactory, or issuance of Significant Safety Concern

Save as Draft Submit to ICAO

Progress Documented/Validation by ICAO HO:

Is Submitted To State: Request Additional Information: MIR Stage: MIR Accepted Status: Open

# Plan de medidas correctivas (CAP)



## □ Los Estados

- ✓ **Buscan y consultan constataciones relativas a PQ emitidas a un Estado.**
- ✓ **Consultan los CAP presentados durante el ciclo de auditorías CSA.**
- ✓ **Presentan o actualizan un CAP en respuesta a una constatación relativa a PQ, que contenga:**
  - una lista de las medidas correctivas propuestas;
  - las oficinas responsables de tomar las medidas propuestas;
  - las fechas de aplicación previstas (dd/mm/aaaa); y
  - las fechas de aplicación revisadas, cuando corresponda.
- ✓ **Incorporan regularmente información sobre el avance en la aplicación de un CAP:**
  - nivel de avance (%) de cada medida propuesta;
  - la fecha de conclusión; y
  - pruebas objetivas (referencia).





# CAP (cont.)



## List Of Not Satisfactory PQs

### Seleccionar una PQ

1.009  
LEG  
CE-2  
CAP:  
0%  
CAP fully addresses the finding.

Has the State established procedures for the amendment of its specific regulations taking into consideration existing ICAO provisions and future amendments to ICAO Annexes?

1.015  
LEG  
CE-1  
CAP:  
0%  
CAP fully addresses the finding.

Has the State primary aviation legislation established clear delegation of authority to the head of the civil aviation organization(s)?

1.021  
LEG  
CE-1  
CAP:  
0%  
CAP fully addresses the finding.

Does the primary aviation legislation make provisions for the delegation of authority and the assignment of corresponding responsibility to the CEO to develop, issue and revise operating regulations and rules consistent with the provisions of the Annexes to the Chicago Convention?

1.025  
LEG  
CE-2  
CAP:  
0%  
CAP fully addresses the finding.

Has the State established and implemented procedures for identifying and notifying differences, if any, to ICAO?

1.029  
LEG

If the State has adopted regulations from another State, has it established and implemented a procedure for ensuring that these

## Protocol Finding

### Constatación por la OACI – Sólo lectura

Activity: USA Audit Start Date: 05/07/2007 End Date: 16/07/2007 Report Publication Date: 30/04/2008

#### Description:

South Africa has established procedures for the amendment of its specific regulations and for the identification and notification to ICAO of differences existing between the ICAO SARPs and South Africa's regulations and practices. However,

1) the established procedures do not ensure the systematic and timely amendment of national regulations in line with the

Progress Documented:

### CAP presentado por el Estado

#### Corrective Action Plan, Action Items: 16/12/2011

+ Add new record		Step	Proposed Action	Action Office	Evidence Reference	Est.Imp.Date	Rev. Imp. Date	Date of Completion	Progress
<a href="#">Edit</a>	<a href="#">Delete</a>	1	Verify compliance of regulations with Annexes - Action office: SACAA/DOT/ SAWS - Estimated Implementation Date: 31 May 2008 Amend regulations to incorporate the amendments of the Annexes. - Action office: SACAA/DOT/ SAWS - Estimated Implementation Date: 31 December 2008 Review and adapt the regulations amendment process to ensure that amendments to Annexes are made in an effective and timely manner. - Action office: DOT & SACAA - Estimated Implementation Date: 31 May 2008 Review liaison with all agencies (SACAA, ATNS, ACSA, SAWS, ICASA, SAR) iro Annex amendment notification and responses and amend procedures to ensure effectiveness. - Action office: DOT & Agencies - Estimated Implementation Date: Completed Review liaison with all agencies (SACAA, ATNS, ACSA, SAWS, ICASA, SAR) iro the identification and notification of differences and amend procedures to ensure effectiveness. - Action office: DOT & Agencies - Estimated Implementation Date: 30 April 2008 Identify regional differences in Regional Supplementary Procedures and incorporate into South African regulations. - Action office: SACAA, ATNS - Estimated Implementation Date: 31 December 2008 Publish existing significant differences with the Annexes in the AIP. - Action office: SACAA - Estimated Implementation Date: Completed						Not started

#### Corrective Action Plan

Draft Copy

Est.Imp.Date Rev. Imp. Date Date Of Completion Progress Status 0%

State Comment: 31/01/2013 [Save As Draft](#) [Click to Update PQ Status or Attach Evidence](#)

**B I U**

Submit to ICAO



# CAP (cont.)



## La OACI

- ✓ Registra la situación del examen de un CAP (p.ej., en progreso o completado).
- ✓ Registra los resultados del examen de un CAP propuesto, con comentarios.
- ✓ Observa el avance en la aplicación de un CAP.

**List Of Not Satisfactory PQs:**

PQ No.	Open/Close	Extended Column	Question
1.009 LEG CE-2 CAP 3			Has the State established procedures for the amendment of its specific regulations taking into consideration existing ICAO provisions and future amendments to ICAO Annexes?
1.010 LEG CE-1 CAP 3			Has the State primary aviation legislation established clear delegation of authority to the head of the civil aviation organization(s)?
1.011 LEG CE-1 CAP 3			Does the primary aviation legislation make provisions for the delegation of authority and the assignment of corresponding responsibility to the CEO to develop, issue and revise operating regulations and rules consistent with the provisions of the Annexes to the Chicago Convention?
1.025 LEG CE-2 CAP 3			Has the State established and implemented procedures for identifying and notifying differences, if any, to ICAO?
1.029 LEG			If the State has adopted regulations from another State, has it established and implemented a non-usage for assurance that those

**Protocol Finding**

Reply to Protocol Question:  Status of Implementation:  CSA Audit Finding: LEG-02 SSC

Activity: CSA Audit Start Date: 04/07/2007 End Date: 16/07/2007 Report Publication Date: 30/04/2009

**Description:**  
South Africa has established procedures for the amendment of its specific regulations and for the identification and notification to ICAO of differences existing between the ICAO SBPR and South Africa's regulations and practices. However, 31 the established procedures do not ensure the systematic and timely amendment of national regulations in line with the publication date of the SBPR.

**Corrective Action Plan, Action Item: 16/12/2011**

Step	Proposed Action	Action Evidence	Est. Imp. Date	Rev. Date	Date of Imp. Completion	Progress
1	Verify compliance of regulations with Annexes - Action office: SACAA/DOT/ SAWS - Estimated Implementation Date: 31 May 2008 Amend regulations to incorporate the amendments of the Annexes. - Action office: SACAA/DOT/ SAWS - Estimated Implementation Date: 31 December 2008 Review and adapt the regulations amendment process to ensure that amendments to Annexes are made in an effective and timely manner. - Action office: DOT/SACAA - Estimated Implementation Date: 31 May 2008 Review liaison with all agencies (SACAA, ATNS, ACCSA, SAWS, ICASA, SAR) re Annex amendment notification and response and amend procedures to ensure effectiveness. - Action office: DOT & Agencies - Estimated Implementation Date: Completed Review liaison with all agencies (SACAA, ATNS, ACCSA, SAWS, ICASA, SAR) re the identification and notification of differences and amend procedures to ensure effectiveness. - Action office: DOT & Agencies - Estimated Implementation Date: 30 April 2008 Identify regional differences in Regional Supplementary Procedures and incorporate into South African regulations. - Action office: SACAA, ATNS - Estimated Implementation Date: 31 December 2008 Publish existing significant differences with the Annexes in the ADP. - Action office: SACAA - Estimated Implementation Date: Completed					Not started

**Corrective Action Plan**

Est. Imp. Date:  Rev. Imp. Date:  Date of Completion:  Progress Status: 0%

State Comment: 31/01/2013 [Save as Draft](#) [Click to Update PQ Status or Attach Evidence](#)

[Submit to ICAO](#)



# Informes USOAP (*USOAP Reports*)



## ❑ Informes finales (estáticos)

- ✓ Informes finales de las actividades realizadas desde el primer ciclo del USOAP.
- ✓ Publicados después de una actividad de acuerdo con fechas determinadas previamente.

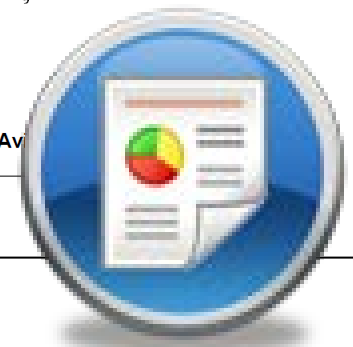
ICAO UNIVERSAL SAFETY OVERSIGHT AUDIT PROGRAMME (USOAP)  
Continuous Monitoring Approach (CMA)

**FINAL REPORT  
OF THE USOAP CMA AUDIT  
OF THE  
CIVIL AVIATION SYSTEM  
OF  
THE KINGDOM OF CAMBODIA**

(5 to 15 December 2016)



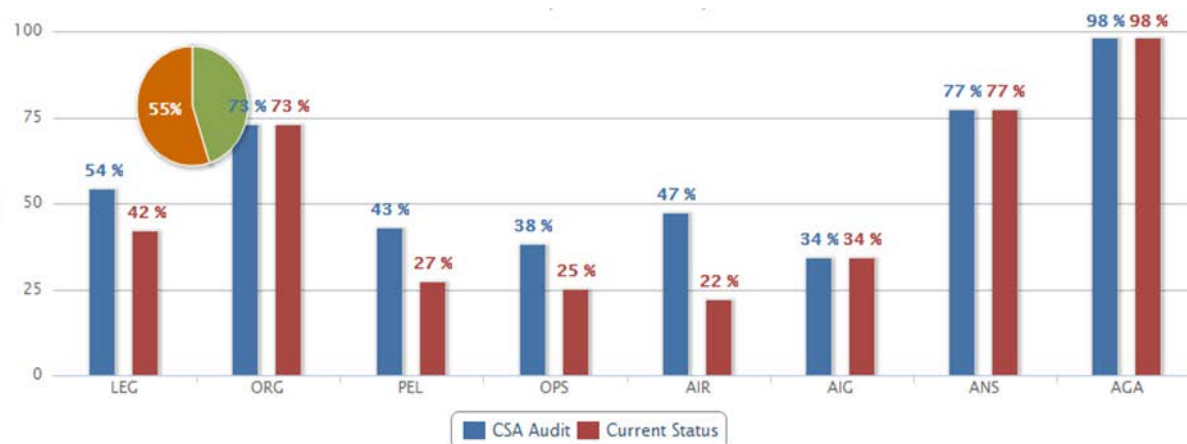
International Civil Av



# Gráficos USOAP en tiempo real (*USOAP Live Charts*)



- ✓ Ilustraciones gráficas dinámicas de los datos USOAP.
- ✓ Basadas en las actividades en línea y/o in situ más recientes para cada área o CE de auditoría.



✓ *Nota.*— Al hacer clic en el ícono, se le solicitará que se conecte con el sitio web [ICAO Portal](#) (diferente cuenta de usuario), donde se encuentra el informe en *iSTARS*.

## □ Una biblioteca centralizada de documentos relacionados con el CMA del USOAP, tales como:

- a) notas de estudio de la Asamblea y del Consejo;
- b) Doc 9734 — *Manual de vigilancia de la seguridad operacional*; y Doc 9735 — *Manual sobre la observación continua del Programa universal de auditoría de la vigilancia de la seguridad operacional*;
- c) MOU genérico aprobado por el Consejo;
- d) copias maestras de las PQ y el SAAQ;
- e) comunicaciones a los Estados y boletines electrónicos; y
- f) horarios de las actividades del CMA del USOAP.



## Los Estados

- ✓ Proporcionan comentarios y comunican sus consultas respecto al OLF.

## La OACI

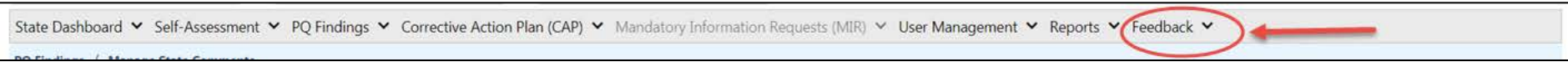
- ✓ Da seguimiento y controla la resolución de todas las preocupaciones comunicadas.



# Comentarios (*Feedback*)



- Accesible desde la página de inicio o la barra de menú



# Comentarios (*Feedback*)



Feedback List [Refresh](#) [+ Add New](#)

Feedback	Effective Date
No records to display.	

The **Feedback Request** allows a state to make a request to ICAO for further clarifications the state might have. Various categories are available to further assist ICAO in handling the Feedback Request properly.

- Categories available are:**
1. General Comment
  2. Improvement Request
  3. Bug Fix Request

Feedback Category:  Date:  Priority:

Title/Subject:

Description:

Attachment:  [Select](#) [Upload](#)

[Submit](#)

User:  Generic Final Status:  Implementation Date:

Description:



- **Descripción del OLF del CMA**
- **Funcionalidades de los módulos del OLF**
- **Actualización del EFOD**





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

MUCHAS

GRACIAS