



# SAM Regional Strategy 2035

TRANSFORMING THE CIVIL AVIATION OF SOUTH AMERICA

ICAO SAM REGIONAL OFFICE



| ICAO LIMA

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# FOREWORD FROM THE ICAO SOUTH AMERICAN REGIONAL OFFICE

*In an ever-evolving global landscape*, the civil aviation sector stands as a vital pillar of economic growth, connectivity, and progress for nations across the Region. In 2023, during the Civil Aviation Authorities Meeting/17 (RAAC/17), the Civil Aviation Authorities (CAAs) of the South American Region (SAM) and from other Regions, Industry representatives and Associations, Regional Organizations and partners, gathered in the city of Santiago, Chile, to carry out a strategic exercise that provided transformational directives to ensure the sustainable growth and development of the aviation industry as an effective instrument for enhanced connectivity and the promotion of the social and economic development of our Region.

In 2024, the ICAO Council approved the “Strategic Plan 2026-2050” which reflects the ICAO’s long-term aspiration to achieve bold Strategic Goals for the strong growth of international aviation, underpinned by flawless delivery of safety and security, and enhanced by new initiatives including fostering investment for aviation infrastructure especially where significant gaps exist, including innovative new services that streamline the passenger’s facilitation and experience amid rising demand. It also delivers on the Long Term Global Aspirational Goal of net-zero carbon emissions for international aviation by 2050.

To address global and regional civil aviation challenges, the Entities that convened in 2023 have prioritized six Strategic Pillars: **competitiveness, environmental sustainability, human resources, effectiveness of aviation plans, governance of CAAs and innovation.**

This SAM 2035 Regional Strategy outlines Strategic Guidelines based on these six Strategic Pillars. The Strategic Guidelines are high-level directives that provide focus and direction towards a structured approach and contribute to the achievement of the new ICAO Strategic Goals:



**EVERY FLIGHT IS SAFE AND SECURE**



**AVIATION IS ENVIRONMENTALLY SUSTAINABLE**



**AVIATION DELIVERS SEAMLESS, ACCESSIBLE, AND RELIABLE MOBILITY FOR ALL**



**NO COUNTRY LEFT BEHIND**



**THE INTERNATIONAL CIVIL AVIATION CONVENTION AND OTHER TREATIES, LAWS AND REGULATIONS ADDRESS ALL CHALLENGES**



**THE ECONOMIC DEVELOPMENT OF AIR TRANSPORT ASSURES THE DELIVERY OF ECONOMIC PROSPERITY AND SOCIETAL WELL-BEING FOR ALL**

# INTRODUCTION

***“The future is here, and we cannot afford to wait. The old approach of doing business will not propel us into this new era of innovation, environmental and human resource issues. This is, therefore, a unique opportunity to formulate an approach which will bring renewed energy and ideas to meet the challenges that will arise from this rapidly expanding sector.”***

DECLARATION FOR THE TRANSFORMATION OF THE CIVIL AVIATION OF THE SOUTH AMERICAN  
REGION. Santiago, Chile - 14 April 2023

The SAM 2035 Regional Strategy is a transformative initiative designed to achieve the aspirations of civil aviation in South America. Developed through collaborative consultation among States, Regional and International Organizations, industry stakeholders, and partners, this strategy aims to address emerging challenges while harnessing new opportunities for growth and sustainability.

The aviation industry is undergoing profound transformations, with increasing demands for competitiveness, environmental sustainability, human resource development, effective planning, strong governance, and continuous innovation. These six strategic pillars form the foundation of the SAM Regional Strategy 2035, aligning with ICAO's Strategic Plan 2026-2050 to ensure a cohesive and forward-looking approach.

As air traffic in the Region continues to grow, States face new challenges in ensuring operational efficiency, enhancing safety and security, and integrating innovative technologies. At the same time, sustainability has become a central priority, requiring coordinated efforts to reduce emissions, promote sustainable aviation fuels (SAF), and support ICAO's Long-Term Aspirational Goals (LTAG). Strengthening human talent is also critical, as the industry must attract, develop, and retain highly skilled professionals to meet future demands.

Strategic and integrated planning ensures the effective allocation of resources, infrastructure development, and technological adaptation. By aligning national, regional and global strategies, South American States can strengthen regulatory frameworks, improve governance, and create an aviation sector that drives social well-being, economic growth and regional integration. Innovation remains a key driver of progress, with a focus on adopting emerging technologies, streamlining regulatory processes, and enhancing collaboration between academia and industry.

The SAM Regional Strategy 2035 serves as an overarching outline for action, guiding States, industry, and aviation stakeholders toward a sustainable and resilient future. Through strategic alignment, collaboration, and proactive policy development, this strategy aims to ensure that South America's aviation sector remains competitive, adaptable, and fully prepared for the opportunities and challenges ahead.

**STRATEGIC PILLAR 1: COMPETITIVENESS**



**STRATEGIC PILLAR 2: ENVIRONMENT**



**STRATEGIC PILLAR 3: HUMAN RESOURCES**



**STRATEGIC PILLAR 4: EFFECTIVE PLANS**




**STRATEGIC PILLAR 5: GOOD GOVERNANCE**



**STRATEGIC PILLAR 6: INNOVATION**







# STRATEGIC PILLAR 1: COMPETITIVENESS

***“We will work to foster a competitive environment that encourages new players and promotes investments, innovation, affordability, and better services for our aviation sector, enhancing its efficiency, safety, and security.”***

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The **Competitiveness Pillar** focuses on enhancing the aviation sector’s ability to drive economic growth, social well-being, improve connectivity, and foster regional integration in South America (SAM) and abroad. Recognizing the vital role of air transport as a driver of social and economic development, this pillar aims to address the barriers that limit the competitiveness of civil aviation in the region. At the same time, through collaborative efforts, this pillar seeks to create a more attractive business environment, modernize infrastructure, and implement policies that promote sustainable growth and operational efficiency.

## Regional Challenges and Aspirations

Several critical **challenges** affecting the competitiveness of the SAM region were identified. These include limited market liberalization, high taxes and tariffs, insufficient investment in airport and air navigation infrastructure, and low connectivity in certain areas. Additionally, the absence of incentives for investment and the lack of a long-term strategic approach further hinders the region’s ability to compete globally.

In response to these **challenges**, the **aspirations** for the SAM region emerged, identifying opportunities to enhance competitiveness. Key **aspirations** include modernizing infrastructure, improving airspace management, promoting public-private partnerships, harmonizing regulatory frameworks, and implementing market liberalization policies. A central focus is on fostering sustainable and environmentally friendly growth while addressing regional disparities in connectivity and economic opportunities.

## Strategic Guidelines

Over the next decade, the SAM region will adopt the following **strategic guidelines** to address these **regional challenges** and achieve its **aspirations**. Guided by this approach, the SAM region will focus on:

### STRATEGIC GUIDELINE 1.1: Balance operational capacity with demand and improve sector efficiency.

By enhancing capacity, the region can better accommodate growing passenger and cargo demand, which is essential for stimulating regional economies and improving global competitiveness. Efficiency improvements, such as streamlined air traffic management, modernized infrastructure investments, and optimized landside processes, help reduce delays, lower costs and emissions, and enhance passenger experience. In a region where connectivity is often limited by geographic and infrastructural challenges, balancing capacity with current and future demand, and increasing efficiency also bridge gaps between remote and urban areas. This guideline supports equitable access to air transport services, fosters regional integration, and creates opportunities for new routes and markets.

### STRATEGIC GUIDELINE 1.2: Advance liberalization, reduce economic barriers and leverage from regional integration.

By reducing regulatory barriers and fostering open skies agreements, countries can enhance market access, encourage competition, and lower operational costs. This guideline can enable airlines to expand routes, offer more affordable fares, and improve connectivity across the region, benefiting the seamless movement of passengers and goods. Leveraging overarching agreements that strengthen cooperation among Member States, and promoting collaborative regional mechanisms that ensure aligned policies and infrastructure development, also supports economic growth by boosting trade, tourism, and job creation. Ultimately, this guideline aims to position the region as a unified and competitive market in global aviation.

### STRATEGIC GUIDELINE 1.3: Enhance synergy between civil aviation and related industries.

Collaboration with tourism, logistics, trade and technology partners, as well as improved synergy with the corresponding authorities, such as those responsible for border control, can further enhance connectivity, streamline operations, and promote innovation. This guideline strives to facilitate and make more efficient use of resources, reduce operational costs, and boost economic growth. By aligning efforts, objectives, plans and policies, such partnerships can reduce administrative and bureaucratic costs, improve passenger experience, facilitate trade, support tourism, businesses and cultural exchange across South America. Expand multimodal integration strategies to align civil aviation with land and sea transport.



# STRATEGIC PILLAR 2: ENVIRONMENTAL SUSTAINABILITY

***“We will be the champions in our governments and organizations in promoting the integration of efforts between States, Industry and Academia to develop vanguard policies and initiatives to promote the Long-Term Aspirational Goal (LTAG) and the development, production and use of sustainable fuels and technologies.”***

DECLARATION FOR THE TRANSFORMATION OF THE CIVIL AVIATION OF THE SOUTH AMERICAN REGION. Santiago, Chile - 14 April 2023

With aviation being both an enabler of economic growth and a contributor to environmental challenges, the [Environmental Sustainability Pillar](#) focuses on aligning the sector with global sustainability goals, in particular the Long-Term Aspirational Goal on CO<sub>2</sub> Emissions (LTAG), which will benefit from the development and use of Sustainable and Low Carbon Aviation Fuels (SAF and LCAF), the implementation of Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), and from operational and technological advancements.

## Regional Challenges and Aspirations

Several critical [challenges](#) affecting the Environmental Sustainability of the SAM region were identified. Key [challenges](#) include limited participation in CORSIA, driven by governmental policies, lack of technical knowledge, and concerns over potential costs. Additionally, South America faces obstacles in becoming a global leader in SAF production, due to several factors, such as insufficient policies and legislation, infrastructure gaps, and reduced public-private partnerships.

Despite these barriers, the SAM region holds immense potential to lead in sustainable initiatives in aviation. Regional [aspirations](#) include increasing State participation and compensation programmes in CORSIA, developing robust regulations for SAF production, fostering collaboration among stakeholders, and building the necessary infrastructure to support sustainable growth. These aspirations reflect a shared commitment to integrating sustainability into every aspect of the aviation ecosystem, ensuring long-term environmental, social and economic benefits.



## Strategic Guidelines

Over the next decade, the SAM region will adopt the following **strategic guidelines** to address these **regional challenges** and achieve its **aspirations**. Guided by this approach, the SAM region will focus on:

### **STRATEGIC GUIDELINE 2.1: Systematically advocate for the opportunities in the Region enabled by the LTAG.**

Providing information and raising awareness to State authorities and the private sector about the opportunities for developing sustainable projects in support of the LTAG can drive effective measures to promote policies, encourage research, deploy investments and stimulate the use of renewable energy, LCAF, SAF, and other sustainable solutions. It also should highlight the economic potential of sustainability, including education, job creation, technological innovation, and enhanced regional competitiveness.

### **STRATEGIC GUIDELINE 2.2: Establish strategic collaboration mechanisms to engage stakeholders in advancing on the LTAG.**

By bringing together Regional and National levels, State entities, industry, academic institutions, and other stakeholders from the aviation, energy, environment, agriculture and other related sectors, this guideline aims to ensure that resources, expertise, and efforts are aligned to address regional and national priorities on sustainability. Strengthening partnerships through structured mechanisms, such as State-Industry roundtables, regional groups and similar, can significantly enhance the Region's ability to implement innovative solutions, with lower costs, in the timely deployment of studies, policies, regulations, projects and investments. In addition, encourage regional carbon pricing or incentive mechanisms to support LTAG.

### **STRATEGIC GUIDELINE 2.3: Incentivize and support the deployment of sustainable initiatives and projects in aviation.**

The advancement of sustainable aviation in the South American region greatly depends on the development of policies and regulations that incentivize production and adoption of sustainable fuels, operational improvements, green technologies, along with compensation initiatives aligned with CORSIA. Furthermore, the Region should also leverage from funding mechanisms that bridge the gap between sustainable projects in aviation and financial institutions.



## STRATEGIC PILLAR 3: HUMAN RESOURCES

***“We value our people as a key element for the continuous development of the aviation industry and we will invest in their development to enhance their skills and expertise, and at the same time open the doors for the next generation of women and men aviation professionals.”***

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A skilled and motivated workforce is critical to ensuring compliance and the effective management of aviation systems. The [Human Resources Pillar](#) focuses on addressing the challenges of workforce planning, recruitment, development, and retention, as well as fostering a professional culture that promotes innovation and continuous improvement in the sector.

### Regional Challenges and Aspirations

Several critical [challenges](#) affecting the human resources of the SAM region were identified. These include rigid hiring processes constrained by public service legislation, salary caps, and limited flexibility in technical pay scales across various aviation roles. Additionally, State policies aimed at reducing the size of the public sector overlook the specialized nature of aviation, creating barriers to attract and retain qualified personnel. Workforce shortages are further exacerbated by high turnover rates, the migration of skilled professionals to the private sector, and the absence of structured career paths.

The [aspirations](#) for the SAM region were shaped through these discussions, aiming to address these challenges by strengthening workforce planning, creating structured career development opportunities, and promoting collaborative strategies between States. They also focus on fostering interest in aviation careers among younger generations and ensuring financial independence for CAAs to manage resources effectively.

### Strategic Guidelines

Over the next decade, the SAM region will adopt the following [strategic guidelines](#) to address these [regional challenges](#) and achieve its [aspirations](#). Guided by this approach, the SAM region will focus on:

### STRATEGIC GUIDELINE 3.1: Attract and develop human talent and skilled personnel for the aviation sector.

With the increasing demand for aviation services and the pressing need for innovation and sustainability, the sector requires a continuous inflow of qualified professionals to address operational, technical, and regulatory challenges. By fostering a welcoming environment where all genders can equally identify opportunities for their development in the sector, and by engaging individuals who may not initially consider aviation a path to professional fulfillment—including those from low-income households—this guideline aims to promote aviation as an attractive sector where talent can flourish, and skilled professionals can grow and contribute to its development.

### STRATEGIC GUIDELINE 3.2: Adopt best practices on human talent management within CAAs.

Effective human talent and competency management ensure that CAAs have skilled and motivated personnel to fulfill their regulatory responsibilities and continue to promote development and innovation in the sector. This guideline aims to promote the identification of talent needs in terms of expertise and workforce demand, development of standardized training, clear career paths, and continuous professional growth. It also addresses talent gaps and high turnover, fostering a culture of continuous learning and competency development.



# STRATEGIC PILLAR 4: EFFECTIVE PLANNING

***“We will strive to develop and implement effective plans and policies that promote the growth and development of the aviation industry while ensuring integration with the other economic sectors that have aviation as a part of their value chain.”***

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Recognizing the critical role of comprehensive and coordinated planning, the [Effective Planning Pillar](#) emphasizes the need for well-structured, actionable, and measurable national and regional plans that align with global aviation strategies. Effective planning not only supports the efficient allocation of resources but also ensures that the aviation sector can adapt and support other economic sectors to emerging challenges and seize opportunities for growth and innovation.

## [Regional Challenges and Aspirations](#)

Several critical [challenges](#) affecting the effectiveness of planning processes in the SAM region were identified. These include a lack of sufficient information to prepare comprehensive plans, difficulties in coordinating across institutions, challenges in establishing and monitoring key performance indicators (KPIs), and limited clarity on how to control implementation and ensure updates. These issues hinder the ability of States to create and execute plans that effectively address the evolving needs of the aviation sector.

To address these [challenges](#), the [aspirations](#) for the SAM region focus on aligning national plans with regional and global strategies, strengthening institutional coordination, and enhancing the tools and methodologies used for planning and monitoring. A driving purpose is to create a unified framework that empowers States to develop, implement, and update effective civil aviation plans, ensuring they remain relevant and impactful.

## [Strategic Guidelines](#)

Over the next decade, the SAM region will adopt the following [strategic guidelines](#) to address these [regional challenges](#) and achieve its [aspirations](#). Guided by this approach, the SAM region will focus on:

#### STRATEGIC GUIDELINE 4.1: Strengthen cross-sector benefits from aviation to the socioeconomic development of the Region.

A strong aviation sector drives economic prosperity and social well-being by boosting trade, tourism, attracting investments, creating jobs, and stimulating other economic sectors. It is essential to consolidate the understanding of aviation-related plans as dynamic processes that not only advance the sector itself but also contribute to broader national and regional development strategies. This guideline aims to strengthen the cross-sector benefits of aviation by encouraging stakeholders to develop, promote, and utilize information that clearly demonstrates the sector's role within the value chains of other industries. Additionally, it emphasizes the importance of active participation in the formulation of policies and plans across different sectors, which will reinforce aviation's contributions, foster stronger intersectoral collaboration, and maximize its economic impact. Furthermore, the institutional coordination should be strengthened by promoting structured collaboration mechanisms between civil aviation authorities and other relevant government entities. These mechanisms should facilitate the alignment of national aviation strategies with broader economic and infrastructure development goals, ensuring a coordinated and cross-sectoral approach to aviation planning.

#### STRATEGIC GUIDELINE 4.2: Promote the modernization and integration of regional and national plans.

As the aviation sector evolves, new technologies, shifting market dynamics, and rising expectations for environmental sustainability add to the existing demands of safety, security, capacity, and efficiency. Fragmented plans that focus solely on specific areas often limit the benefits of a comprehensive approach, reducing decision-makers' ability to fully grasp priorities and the impacts of their decisions—or lack thereof—on the actual implementation of these plans. While it is essential to keep national and regional plans aligned with the latest global provisions, it is also key to ensure that they reflect the most recent local developments. This guideline intends to promote continuous assessment and feedback to the planning processes and support their implementation, considering aviation's broader economic impacts and benefits, with long-term contributions that align with policy goals and meet evolving market expectations.





## STRATEGIC PILLAR 5: GOOD GOVERNANCE

***“We will promote good governance practices to strengthen our CAAs and ensure a transparent, participative, and accountable aviation regulatory environment in the States of our Region.”***

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To strengthen the [Governance pillar](#), the adoption and implementation of international best practices in public management can lead to significant improvements in the regulatory and State functions. This involves ensuring decision-making and governance structures that uphold the independence of regulators in their decision-making, preventing undue influence to preserve institutional trust, and enhancing accountability and transparency.

### [Regional Challenges and Aspirations](#)

Among the governance [challenges](#) faced by some CAAs in the SAM region include unplanned turnover among authorities and changes in middle management can hinder the continuity of policies and processes, while ongoing adjustments to internal structures require continuous efforts to maintain efficiency. Additionally, gaps in human resource planning disrupt the consolidation of specialized technical teams, and transition to new technologies, coupled with the need to incorporate professional profiles aligned with current management demands, posing opportunities for improvement. Furthermore, updating regulatory frameworks to effectively and sustainably promote compliance—beyond a strictly punitive approach—remains a key priority. Likewise, a modernized legal framework is needed to clearly define responsibilities and operational scope of the Civil Aviation Authority and other related authorities (such as the Accident Investigation Authority), ensuring alignment with broader State strategies. Finally, improving the management of administrative and operational processes will enable more efficient and effective standardization, certification, and oversight, thereby strengthening system performance and long-term sustainability.

In the face of these [challenges](#), the SAM region has outlined [aspirations](#) to build governance frameworks that promote institutional autonomy guaranteed by law, ensuring leadership continuity beyond political cycles, fostering transparency through public consultations and regulatory impact studies, and adopting advanced tools like artificial intelligence to enhance governance processes. These aspirations aim to create a governance framework that supports long-term policy implementation and strengthens the aviation sector’s ability to adapt to evolving global demands.

## Strategic Guidelines

Over the next decade, the SAM region will adopt the following **strategic guidelines** to address these **regional challenges** and achieve its **aspirations**. Guided by this approach, the SAM region will focus on:

### STRATEGIC GUIDELINE 5.1: Modernize the Legal and Regulatory Framework for Civil Aviation.

This guideline aims at the establishment of updated legal frameworks that strengthen institutionally the Civil Aviation Authorities and promote robust governance structures. Laws supporting the mandate cycle of senior officials, clearly outlining the responsibilities and delegation of authorities, and reinforcing the continuity of State policies are essential. Establishing legal mechanisms that safeguard institutional stability and policy continuity will help mitigate the impact of political transitions, ensuring long-term resilience and regulatory consistency. Leveraging the harmonization of the regional mechanisms and implementing best practices in the normative, certification and oversight processes will support a streamlined approach on the core regulatory State responsibilities and enhance compliance with international provisions. Likewise, ensuring adequate procedural frameworks will contribute to the continuous improvement and transparency of accident investigations.

### STRATEGIC GUIDELINE 5.2: Implement Best Governance Practices in the CAAs.

To fulfill their regulatory functions, Civil Aviation Authorities should have a clear mandate and role within the State, be protected from undue influence, maintain technical independence in decision-making, ensure accountability and transparency, engage effectively with aviation stakeholders, secure adequate funding, and continuously assess their performance over time. This guideline aims to promote best practices (such as e-governance tools for licensing, certification, and surveillance) and support their implementation.

### STRATEGIC GUIDELINE 5.3: Enhance management and oversight in safety and security.

Robust and systemic oversight frameworks ensure compliance with international standards, minimize risks, and foster proactive safety and security cultures. Strengthening governance, risk management, and regulatory mechanisms enhance operational resilience, and allow the sector to continuously improve its performance levels, as aviation continues to grow. By improving management and coordination in safety and security between authorities, industry, and other stakeholders, the Region can address emerging threats, reduce vulnerabilities, and align with ICAO's global safety and security objectives. Moreover, this guideline aims to establish clear policies and coordination mechanisms to ensure comprehensive assistance for aircraft accident victims and their families, as well as stakeholder engagement in crisis management.



# STRATEGIC PILLAR 6: INNOVATION

***“We will encourage and support innovation in the aviation industry by promoting research and development, the use of modern technologies and collaboration with stakeholders from the industry and academia.”***

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The **Innovation Pillar** represents a transformative opportunity for the South American (SAM) region to position itself as a global leader in aviation innovation. By fostering an environment that supports the rapid adoption of cutting-edge processes and technologies, the SAM region can enhance efficiency, sustainability, and competitiveness. This pillar emphasizes not only technological advancements but also process innovation and collaborative mechanisms to drive regional transformation through agile and efficient strategies. It underscores the importance of integrating innovation as an intrinsic element within aviation systems and structures, ensuring its alignment with the evolving needs of the industry.

## Regional Challenges and Aspirations

Several **challenges** hindering innovation in the SAM region were identified. Key obstacles include resistance to change, the misconception that innovation is solely technology-focused, reliance on prescriptive regulatory solutions, and the unidirectional hierarchical relationship between regulators and regulated entities. These barriers highlight the need for cultural and structural changes to support innovation.

Despite these **challenges**, the SAM region has significant potential to become a leader in aviation innovation. **Aspirations** were identified to overcome these barriers, including creating collaborative frameworks between governments, industry, and academia, developing a regional forum for sharing best practices and updated information, and integrating research and development into regulatory processes. These efforts aim to position the SAM region as an innovation-friendly environment, recognized for its forward-thinking approach to aviation development.

## Strategic Guidelines

Over the next decade, the SAM region will adopt the following **strategic guidelines** to address these **regional challenges** and achieve its **aspirations**. Guided by this approach, the SAM region will focus on:

### **STRATEGIC GUIDELINE 6.1: Identify, promote, and facilitate the implementation of innovative projects.**

Innovation fosters the development of cutting-edge solutions that enhance safety, efficiency, and sustainability across the sector. This guideline allows States to address unique challenges by adopting solutions and streamlining regulatory processes. By facilitating innovation, the SAM region can strengthen its competitiveness, adapt to global trends, and ensure the long-term resilience of its aviation sector while contributing to economic and social development.

### **STRATEGIC GUIDELINE 6.2: Enhance collaboration mechanisms between States, industry and academia to exchange knowledge and promote innovation.**

This guideline bridges the gap between research and practical application, enabling the understanding and development of cutting-edge solutions and processes tailored to the Region's challenges. It also promotes regional collaboration, encouraging the exchange of ideas and best practices among stakeholders. By fostering knowledge-sharing and partnerships, it supports workforce development, generates insights for the adoption of innovative solutions, and strengthens regional competitiveness by aligning academic research with industry needs—ensuring that innovation remains a driving force in the sector's growth and modernization.

### **STRATEGIC GUIDELINE 6.3: Increase the efficiency of States' regulatory processes through innovative approaches and the use of technology.**

Streamlined regulatory processes reduce administrative burdens, enhance decision-making, and improve compliance, creating a more agile and responsive aviation sector. By leveraging technology, such as digital platforms and automation, States can optimize resource allocation, ensure transparency, and adapt to meet emerging challenges, including sustainability and evolving industry needs. This guideline fosters collaboration among stakeholders, promotes regional harmonization, and aligns States with the best global practices.



# ICAO AND SAM REGIONAL STRATEGY

## REGIONAL LEVEL WITHIN A GLOBAL CONTEXT

The SAM Regional Strategy 2035 is aligned with the ICAO Strategic Plan 2026-2050 to ensure a cohesive approach to aviation development. It fosters regional integration, enhances connectivity, and promotes the adoption of global best practices. Ultimately, it ensures the SAM region remains competitive, resilient, and prepared to meet the long-term demands of the aviation sector.

The following table illustrates the alignment between ICAO's Strategic Goals outlined in the Strategic Plan 2026-2050 and the Strategic Pillars and Strategic Dimensions of the SAM Regional Strategy 2035.

Recognizing the diverse stakeholders in the aviation system—each with distinct roles, interests, and priorities—this strategy should serve not as a rigid roadmap but as a coordinated framework for addressing key priorities and advancing the regional commitment to a more connected South America.

Aligned with international provisions and regional strategic pillars, its implementation should focus on **leveraging collaboration and commitment** to ensure effective execution. The next steps involve developing **programs, projects, activities, indicators, and targets** for initiatives that have all the elements in place to deliver the expected outcomes.



**Table:** Alignment of the Regional strategic guidelines and the ICAO Strategic Goals.

SAM REGIONAL STRATEGY 2035		ICAO STRATEGIC PLAN 2026 - 2050					
		STRATEGIC GOALS					
STRATEGIC PILLAR	STRATEGIC GUIDELINES	Every flight is safe and secure	Aviation is environmentally sustainable	Aviation delivers seamless, accessible, and reliable mobility for all	No country left behind	The international civil aviation convention and other treaties, laws and regulations address all challenges	The economic development of air transport assures the delivery of economic prosperity and societal well-being for all
01: Competitiveness	1.1: Balance the operational capacity with demand and improve sector efficiency.						
	1.2: Advance liberalization, reduce economic barriers and leverage from regional integration.						
	1.3: Enhance synergy between civil aviation and related industries						
02: Environmental Sustainability	2.1: Systematically advocate for the opportunities in the Region enabled by the LTAG.						
	2.2: Establish strategic collaboration mechanisms to engage stakeholders in advancing on the LTAG.						
	2.3: Incentivize and support the deployment of sustainable initiatives and projects in aviation.						

SAM REGIONAL STRATEGY 2035		ICAO STRATEGIC PLAN 2026 - 2050					
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STRATEGIC PILLAR	STRATEGIC GUIDELINES	Every flight is safe and secure	Aviation is environmentally sustainable	Aviation delivers seamless, accessible, and reliable mobility for all	No country left behind	The international civil aviation convention and other treaties, laws and regulations address all challenges	The economic development of air transport assures the delivery of economic prosperity and societal well-being for all
03: Human Resources	3.1: Attract and develop human talent and skilled personnel for the aviation sector.						
	3.2: Adopt best practices on human talent management within CAAs.						
04: Effective Plans	4.1: Strengthen cross-sector partnerships for aviation-driven socioeconomic development.						
	4.2: Promote the modernization and integration of regional and national plans.						
05: Governance	5.1: Modernize the Legal and Regulatory Framework for Civil Aviation.						
	5.2: Implement Best Governance Practices in the CAAs.						
	5.3: Enhance the oversight and management of safety and security.						

SAM REGIONAL STRATEGY 2035		ICAO STRATEGIC PLAN 2026 - 2050					
		STRATEGIC GOALS					
STRATEGIC PILLAR	STRATEGIC GUIDELINES	Every flight is safe and secure	Aviation is environmentally sustainable	Aviation delivers seamless, accessible, and reliable mobility for all	No country left behind	The international civil aviation convention and other treaties, laws and regulations address all challenges	The economic development of air transport assures the delivery of economic prosperity and societal well-being for all
06: Innovation	6.1: Identify, promote, and facilitate the implementation of innovative projects.						
	6.2: Enhance collaboration mechanisms between States, industry and academia to exchange knowledge and promote innovation.						
	6.3: Increase the efficiency of States' regulatory processes through innovative approaches and the use of technology.						

