

FROM ICAO iPACK TO NATIONAL IMPLEMENTATION

Aruba's AAASF Implementation Journey

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AAASF Workshop

Assistance to Aircraft Accident Victims
and their Families

DATES

19–21 October 2026

VENUE

ICAO NACC Regional Office

Mexico City, Mexico



This event is organized under the auspices of the Government of Spain

Aruba at a Glance

2025 tourism and aviation — a small island with global connections

110,625

POPULATION

Year-end 2025 estimate

3,019,046

TOURIST MOVEMENTS

2025 TOURIST inbound + outbound

3.34 million

PASSENGER MOVEMENTS

2025 inbound + outbound

29,702

AIRCRAFT MOVEMENTS

2025 working tracking data



ONE
INTERNATIONAL
AIRPORT

Queen Beatrix (AUA / TNCA)



Crew excluded.



Why AAVF Matters for Aruba

Reasons why family assistance matters especially for Aruba.

TOURISM & TRUST

Families first. Trust follows.

Tourism is vital to Aruba. MH370 demonstrated why preparations for family assistance cannot begin after an accident. They must be established beforehand. Family support sustains trust.

FAMILIES ABROAD

Most travellers are visitors

Over 90% of 2025 passenger movements were in the TOURIST category. After an accident, families abroad may need travel, lodging, verified updates and assistance in Aruba.

Our priority: support families compassionately—whether in Aruba or abroad.

What the ICAO iPack Brought to Aruba



Six practical outcomes to guide Aruba's national family assistance work.

01 UNDERSTAND ICAO EXPECTATIONS

ICAO helped us understand the importance of establishing a National Family Assistance Plan and the applicable requirements.

02 IDENTIFY & ENGAGE STAKEHOLDERS

We identified the key national stakeholders who needed to be involved in developing and implementing the plan.

03 TRAIN OUR PEOPLE

ICAO provided specialized AAVF training for DCAA, CMO, Aruba Airport Authority, Social Affairs and the Aircraft Accident Board.

04 ACCESS AN ICAO EXPERT

Direct access to an ICAO AAVF subject-matter expert for practical guidance.

05 IDENTIFY GAPS

Reviewed existing arrangements and identified needs relating to legislation, facilities, procedures and coordination.

06 CREATE A ROADMAP

A structured path for Aruba to develop and implement its National Family Assistance Plan.

ICAO provided guidance and expertise. Aruba is responsible for national implementation.

Where Aruba Started

Not starting from zero — building on existing national capacity.

ALREADY IN PLACE

- **National crisis-management structure**
- **Aircraft Accident Disaster Response Plan**
- **Airport and Airlines emergency plan**

NEEDED TO BE FORMALIZED

- National Family Assistance Plan (NFAP)
- Legal basis and defined responsibilities
- Airline / Airport integration and facilities
- NFAP Operational Response Plan (CMO)
- Training, exercises and continuous improvement

Our central decision: integrate family assistance into Aruba's existing response structure.

One Project - Two Perspectives - One National Plan.

Why DCAA and CMO are working together

DCAA | THE REQUIREMENT

- **ICAO Framework**
Annex 9, Doc 9998 and Doc 9973
- **Aviation Policy & Oversight**
Including airline and airport family assistance arrangements



CMO | THE RESPONSE

- **National Crisis Management**
Existing national crisis-management structure
- **Multi-Agency Response**
Coordination of national response agencies



ARUBA NATIONAL FAMILY ASSISTANCE PLAN (NFAP)

Aruba's National Family Assistance Plan: Draft 7

The plan is written, reviewed with partners, and ready for legal review.

01

DRAFT VERSION 7

Aruba has prepared a working draft of the NFAP.

02

REVIEWED WITH PARTNERS

DCAA, CMO, Aruba Airport Authority, Department of Social Affairs + ICAO expert.

03

BASED ON ICAO MATERIALS

We used ICAO example plans and guidance documents.

ARUBA'S DRAFT • VERSION 7



Ministerial Decree National Family Assistance Plan (NFAP)

PART I - GENERAL PROVISIONS

1. Purpose

This Policy establishes the National Family Assistance Plan (NFAP) of Aruba and sets out the framework for the provision of timely, coordinated, and compassionate assistance to aircraft accident victims and their families (AAAF).

The NFAP defines the roles and responsibilities of State authorities, the airport operator, and air operators to ensure structured coordination, effective information management, and the protection of the rights and dignity of affected persons.

This Policy is established by Ministerial Decree and is developed in accordance with ICAO Annex 9, ICAO Annex 13, ICAO Doc 9998, ICAO Doc 9973, the Montreal Convention 1999, and applicable national legislation.

The operational response arrangements required to implement this Policy shall be incorporated into, and maintained through, the national aircraft accident response plan (Rampbestrijdingsplan Luchtvaartongevallen) under the responsibility of the Crisis Management Office Aruba (CMO).

2. Applicability

This NFAP applies to any aircraft accident occurring within the territory of Aruba, including its territorial waters and airspace.

NEXT: SEND TO GOVERNMENT'S LEGAL DEPARTMENT FOR REVIEW & APPROVAL

Airport & Airlines: Preparing for Family Assistance

Work is also underway at the airport and with airlines.

AIRPORT

AEP UPDATE

Aerodrome Emergency Plan is being updated

A draft family-assistance chapter is prepared.

Family reception areas

Airport support

Coordination with CMO

AIRLINES

FAMILY PLANS

DCAA requested airline Family Assistance Plans

Airlines operating to Aruba are submitting their plans.

Several received

Follow-ups ongoing

Aruba Airlines: draft FAP v1.0

ONE GOAL: READY TO ASSIST VICTIMS AND THEIR FAMILIES

CMO: Aruba's Crisis Management Office

What CMO is and how it supports Aruba's national crisis system.

WHAT IS CMO? Aruba's office for national crisis preparedness and coordination.

PLAN & PREPARE

Before a crisis

Supports national crisis plans, preparedness and readiness.

CONNECT AGENCIES

Teams and clusters

Helps coordinate crisis teams, operational clusters and responders.

ENABLE RESPONSE

National Centre (LCC)

Maintains coordination facilities and supports information flow.

ADVISE & IMPROVE

Government and services

Advises leaders and supports training, exercises and recovery.

AAAVF LINK | Turning national family-assistance policy into a coordinated response.



CMO: Family Assistance in the Aircraft Accident Response Plan

From the draft national policy to practical response procedures, facilities and information flows.

**AIRCRAFT ACCIDENT
RESPONSE PLAN**

+

**DEDICATED AAVF
OPERATIONAL
PROCEDURES**

**INTEGRATED
NATIONAL
RESPONSE**

ACTIVATION

Decision-making and
agency mobilisation

FAMILY SUPPORT

Family reception, centre
and aftercare

VERIFIED INFORMATION

Manifest, victim data and
family briefings

PLAN ALIGNMENT

Airline, airport and public-
service procedures



FAMILY ASSISTANCE CENTRE — CURRENT & PREFERRED OPTIONS

CURRENT: Centro di Betico Croes (sports hall) would serve as the FAC if needed now.

PREFERRED: A hotel-based FAC; CMO is discussing a formal agreement with Aruba hotels.

CMO: Progress to Date

Work undertaken: policy development, operational preparation and stakeholder coordination.

POLICY & FRAMEWORK

- Draft NFAP policy framework prepared
- Proposed legal provisions developed
- DCAA and CMO roles mapped in the draft
- National response linked to NFAP policy

OPERATIONAL DRAFTING

- CMO Operational Response Plan drafted
- Aircraft Accident Response Plan reviewed
- Activation and family support scoped
- Manifest and information needs identified

STAKEHOLDER ACTIONS

- 29 May: NFAP briefing with crisis clusters
- ATA / AHATA consulted on FAC options
- Sports hall identified for FAC use
- Discussions opened with Aruba hotels

CMO: The Road Ahead | 2026–2027

Next milestones: facilities, operational readiness, exercises and formal approval.

2026

FAC & OPERATIONS

Pursue hotel FAC agreement and backup; refine operational procedures.

AIRLINE BRIEFING · 18 NOV

Present the NFAP to airlines; align airport, agencies and information sharing.

2027

APR

Finalise the CMO Operational Response Plan

MAY

Full-scale AAVF training and exercise

JUN

Evaluate training and address identified gaps

SEP

Submit NFAP and Operational Plan for government approval

All dates are planned targets; a hotel agreement, exercise and formal approval remain pending.



Lessons for National Implementation

What Aruba would tell other States — policy must lead to operational readiness

1

Make it a national project

Family assistance extends beyond the civil aviation authority.

2

Engage crisis management early

Operational coordination must be designed from the beginning.

3

Use what already exists

Avoid parallel command structures and disconnected plans.

4

Develop policy and operations together

Law, responsibilities, facilities and information must fit.

5

A document is not readiness

Train, exercise, evaluate and keep improving.

The iPack's value: KNOWLEDGE • GUIDANCE • STRUCTURE • MOMENTUM

Thank You

