INTERNATIONAL CIVIL AVIATION ORGANIZATION
South American Regional Office

EIGHTEENTH MEETING OF CIVIL AVIATION AUTHORITIES

RAAC/18

REPORT OF THE ASYNCHRONOUS PHASE

(Virtual, 7 February to 14 March 2025)

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HISTORY OF THE MEETING

ii-1 PLACE AND DURATION OF THE MEETING

In order to provide more room for bilateral or multilateral meetings among the various participants, RAAC/18 work sessions were scheduled in a mixed format, with an initial asynchronous phase, during which the respective working papers (WPs) and information papers (IPs) were posted for analysis and comments by the Directors of Civil Aviation prior to the face-to-face session.

The asynchronous phase took place between 7 and 14 March 2025 and the in-person phase was held from 24 to 26 February 2025, at the Meliá Jardim Europa Hotel, in the city of Sao Paulo, Brazil.

ii-2 ORGANISATION, OFFICERS AND SECRETARIAT

During the asynchronous session, the States and organisations reviewed and discussed the various working papers posted prior to the in-person meeting. This took place in a collaborative environment that allowed for remote, transparent and flexible feedback. The Regional Office provided a virtual platform for the exchange and discussion of the working papers.

ii-3 WORKING LANGUAGES

The working and documentation languages of the Meeting were English and Spanish.

ii-4 AGENDA

The following agenda was adopted:

Agenda Item 1A: Follow-up on RAAC/17

Agenda Item 2A: Competitiveness

Agenda Item 3A: Environment

Agenda Item 4A: Human resources

Agenda Item 5A: Plan effectiveness

Agenda Item 6A: Governance

Agenda Item 7A: Innovation

Agenda Item 8A: Other matters

ii-5 ATTENDANCE

The virtual phase of the Meeting was attended by 26 delegates from thirteen States and one Territory of the SAM Region, one State of the NACC Region, and six international organisations. It should be noted that, being an asynchronous virtual phase, there was broader participation of States/organisations in the review and discussion of working papers. Given the potential involvement of various experts from States/organisations and in order to maintain an orderly interaction, States were requested to designate the minimum number of focal points per participating State/organisation. The list of focal points is shown on page iii-1.

ii-6 LIST OF CONCLUSIONS

LIST OF FOCAL POINTS ASSIGNED TO THE ASYNCHRONOUS PHASE OF RAAC/18

ARGENTINA
1. Maria Julia Cordero
2. Federico Pécile

BOLIVIA
3. Wenddy Mercado

BRASIL / BRAZIL
4. Diego Pereira da Silva – ANAC
5. Luiz Felipe Thomaz Gomes Araujo – DECEA

CHILE
6. Patricia de Andraca

COLOMBIA
7. Olga Beatriz Martínez Mariño

ECUADOR
8. Diego Antonio Castro Larrea

ESTADOS UNIDOS / UNITED STATES
9. Courtney Canales - FAA
10. Monica Ditzel - TSA

FRENCH GUIANA
11. Ravo Randria

GUYANA
12. Abraham Dorris

PANAMA
13. Fabio Salvatierra

PARAGUAY
14. José Luis Chávez
15. Daniel Baez Argaña

PERU
16. Verónica Pajuelo

SURINAM/SURINAME
17. Brian de Souza

URUGUAY
18. Julio Danzov

VENEZUELA
19. Lenin Sequeira

BOEING
20. Alvimar de Lucena Costa Junior

CANSO
21. Javier Vanegas

EASA
22. Alfonso Arroyo
23. Eleonora Italia

IATA
24. Julie Mailhot

IBAC
25. Kurt Edwards

IFALPA
26. Sebastian Curras-Barrios

ICAO NACC
27. Christopher Barks

ICAO SAM
28. Fabio Rabbani
29. Oscar Quesada
30. Jorge Armoa
31. Fernando Hermoza
32. Roberto Sosa
33. Javier Puente
34. Leonardo Boszczowski

Agenda Item 1A: Follow-up on RAAC/17

1.1 Under this agenda item, the following papers were presented:

- *WP/02 – Follow-up to RAAC conclusions, Secretariat*
- *WP/03 – Presentation of the draft "SAM Regional Strategy 2035", Secretariat*
- *IP/16 – Progress in the implementation of the conclusions of RAAC/17, Colombia*
- *IP/21 – Follow-up to the implementation of capacity and efficiency improvements to air navigation – SYGC, Guyana*
- *IP/22 – Guyana's experience with the ICAO USOAP-CMA audit activities and lessons learned - Guyana*

NE/02 – Follow up to RAAC conclusions

1.2 The Meeting reviewed WP/02 containing an update of the conclusions of past meetings. It was noted that conclusions 11/01, 12/04 13/05, 14/01, 15/01/, 15/02, 15/06, 15/07, 16/01, 16/02/, 16/03, 16/05 and 17/05 were considered as finalised, Conclusion 16/5 superseded 15/5, Conclusion 17/01 superseded 16/01, Conclusion 17/02 superseded 16/06 and Conclusion 17/04 superseded 15/03. Conclusions 17/01, 17/02, 17/03, 17/04, 17/06, 17/11 and 17/12 remained valid.

1.3 During the face-to-face session, the Secretariat submitted a proposal to consider Conclusion 9/5 as finalised, requesting Chile and Peru to follow up on the exchange of radar data in the Pacific area, on the boundary between the two States. The Meeting was also requested to transfer Conclusions 16/04, 17/07, 17/08, 17/09 and 17/10 to the AVSEC/FAL regional group, and consider them as finalised. To this end, *Conclusion RAAC18/01-Review of conclusions of past meetings* was presented (see Appendix B to this report).

WP/03 – Presentation of the draft "SAM Regional Strategy 2035"

1.4 In this working paper, the Secretariat presented the 'SAM Regional Strategy 2035', produced through collaborative consultation among States, regional and international organisations, and industry stakeholders, to address the challenges of aviation in South America, while promoting sustainability and growth.

1.5 In summary, the "SAM Regional Strategy 2035" was developed based on the following key references:

- ✓ The "ICAO Strategic Plan 2026-2050";
- ✓ The 2018 Declaration to promote connectivity through the development and sustainability of air transport in the Pan American Region (Vision 2020-2035);
- ✓ The "Declaration for the transformation of the civil aviation of the South American Region" adopted by the RAAC/17 meeting; and
- ✓ The results of RAAC/17, held in 2023, where ICAO, States and international organisations identified key regional challenges and aspirations for the coming years, structured in six strategic pillars:
  a) Governance
  b) Human resources
  c) Innovation
  d) Competitiveness
  e) Plan effectiveness
  f) Environment

1.6 During the RAAC/18 asynchronous phase, interest was expressed by some States in considering the incorporation of the guidelines of the 'SAM Regional Strategy 2035' into their respective aviation policies. In particular, the relevance of issues such as governance, innovation and environment was highlighted as fundamental pillars for the modernisation of the sector in the Region.

1.7 It was acknowledged that the strategy was the result of a broad regional consultation process, in which various civil aviation authorities in the SAM Region had been actively involved. Note was also taken of the alignment of the strategy with the new ICAO Strategic Plan 2026-2050, in whose development the Region had played a significant part. It was highlighted that the strategy addressed key priorities, including the necessary balance between economic growth and environmental sustainability.

1.8 It was agreed that the challenges contemplated in the six strategic pillars were cross-cutting and shared by all States in the Region. In this regard, it was noted that the search for joint solutions would facilitate the achievement of common aspirations. Attention was also drawn to the problem of specialised human capital, highlighting the shortage of technical profiles and the difficulties for retaining them in the sector.

1.9 The "SAM Regional Strategy 2035" received broad support as a guiding framework for the future development of civil aviation in the Region. While there was general agreement with the strategic guidelines presented, a specific reservation was noted with regard to Guideline 2.3, which envisaged the CORSIA mechanism as a possible tool to encourage sustainable initiatives. Nevertheless, the general spirit of the proposal was supported, and *Conclusion RAAC18/02-Strategic Planning in the SAM Region* was approved (see Appendix B to this report).

IP/16 – Progress in the implementation of the conclusions of RAAC/17

1.11 Information was presented on progress in relation to action taken in key areas such as safety, facilitation, environmental sustainability, cybersecurity, gender inclusion, and development of the UAS/RPAS sector, in accordance with items 1A and 4A of the final report of the Seventeenth Meeting of Civil Aviation Authorities of the South American Region (RAAC/17). This information was made available to the Secretariat through an information paper.

1.12 The participants took note of progress made in the aforementioned areas, recognising the usefulness of sharing experiences as an input for the continuous improvement of civil aviation in the Region.

IP/21 – Follow-up to the implementation of capacity and efficiency improvements to air navigation – SYGC

1.13 Information was shared on initiatives to modernise air navigation services and infrastructure, underlining the importance of optimising the capacity and efficiency of operations in order to strengthen regional and international connectivity. Actions aimed at improving terminal airspace (TMA), and training of air traffic control personnel (ATCO) were highlighted. Progress was also noted in meteorological services (MET), aeronautical information (AIM) and search and rescue services (SAR), which were identified as key areas for the sustained development of air traffic management (ATM). The continued strengthening of ATFM planning was recommended in order to anticipate and manage imbalances between demand and capacity in the medium term.

IP/22 – Experience with the ICAO USOAP-CMA audit activities and lessons learned

1.14 A review of regional experience in USOAP-CMA audits was presented, with emphasis on the challenges faced during the preparation and execution of the process. It was noted that, in contexts where full-scope audits had not been conducted for long periods, even highly trained teams could lack recent practical experience. The transition to the Continuous Monitoring Approach (CMA) and the use of the On-line Platform (OLF) had introduced new elements that posed additional challenges, especially in contexts with outdated self-assessments.

1.15 The audit had underlined the need for institutional strengthening of civil aviation authorities and technical capacity building. The establishment of robust mechanisms for policy development, revision of guidance materials and ongoing training of staff, including their training as subject matter experts and auditors, was identified as a priority. It was recommended that ICAO continue to offer training and technical assistance programmes within the framework of USOAP-CMA and SSPIA, and that the exchange of experiences be encouraged through cooperative programmes with a view to developing practical audit skills. The importance of audit teams having a comprehensive and multidisciplinary understanding of audit protocols was also stressed, in order to avoid individual interpretations that could affect the assessment of compliance with ICAO SARPs.

Agenda Item 2A: Competitiveness

2.1 Under this agenda item, the following papers were presented:

- *WP/04 – Single sky in South America - Argentina, Brazil, Chile, Paraguay, and Uruguay*
- *WP/29 - Repatriation of airlines' overseas revenues, IATA*
- *WP/32 – Impact of cross-border agreements on competitiveness – Regions: North America, Central America, the Caribbean, and South America without borders, Colombia*
- *WP/33 – Proposal for the implementation of a data observatory for the SAM Region, Colombia*
- *WP/56 – Airport and ANSP regulation, IATA*
- *WP/61 – Unilateral OSS implementation by Panama – Lessons learned, Panama*
- *IP/04 – Economic oversight capacity building, Secretariat*
- *IP/05 – Aviation competitiveness in Latin America and the Caribbean, ALTA*

WP/04 – Single sky in South America

2.2 Despite progress made in the liberalisation of air transport and the regional efforts led by mechanisms such as the LACAC and the SRVSOP, there were still challenges linked to the lack of effective integration and to regulatory differences among States. In this context, the possibility of moving towards the creation of a Single South American Sky was raised, taking as a reference experiences from other Regions, aimed at harmonising regulations, facilitating the movement of people and goods, reducing costs, enhancing safety levels and projecting a more integrated and competitive regional identity.

2.3 Within the framework of the Brasilia Consensus (2023), it was proposed that a regional technical group be set up within the scope of the Infrastructure and Transport Network, charged with developing a multilateral agreement and supplementary protocols on market access, facilitation, safety, security, protection of passenger rights, infrastructure development and sustainability, including the use of sustainable aviation fuels (SAFs). It was proposed that this process be carried out gradually, capitalising on the progress made by existing instruments such as MASA/LACAC and the SRVSOP, and that it include the active participation of industry.

2.4 Broad support was expressed for the objectives of the Single South American Sky, highlighting its potential to strengthen safety, operational efficiency and regional economic development. At the same time, note was taken of the importance of ensuring that any agreement fully respected the principles of sovereignty and national security. A progressive implementation was recommended, with the coordinated involvement of civil aviation authorities and ministries of foreign affairs, and it was suggested that the exchange of good practices in governance and safety be encouraged.

2.5 The convenience was also highlighted of extending the integrating vision to other strategic sub-regions, such as the Caribbean and Central America, in view of their operational and commercial links with South America. The creation of a common regulatory framework to facilitate regional integration was suggested, taking into account aspects such as the management of franchised airports. The drafting of a specific multilateral agreement on passenger rights was also proposed, and the importance of harmonising the use of sustainable fuels in the Region was highlighted.

WP/29 – Repatriation of airlines' overseas revenues

2.6 It was noted that, in certain economic contexts, airlines had difficulties to repatriate revenues generated from ticket sales in local currency as a result of foreign exchange restrictions and foreign currency shortages. This situation has resulted in the accumulation of blocked funds, which compromised the sustainability of air operations and limited the potential of air transport as a catalyst for economic development and connectivity.

2.7 In this regard, States were called upon to recognise the strategic value of air transport, to prioritise the sector's access to foreign currency and to work proactively with airlines to resolve difficulties associated with the repatriation of funds. It was also urged that clauses be included in bilateral air service agreements to facilitate this process. Some authorities had already taken steps in this direction, reporting on the inclusion of relevant provisions in their existing agreements.

WP/32 – Impact of cross-border agreements on competitiveness – Towards a region without borders

2.8 Cross-border air transport, understood as that which connects cities located in border integration zones, has been the subject of specific agreements establishing preferential conditions to strengthen regional connectivity. These conditions include the application of fares and rates similar to those for domestic flights, the exemption of departure taxes for domestic passengers, and the provision of airports close to border areas. This approach has helped to facilitate the movement of people and goods, while strengthening economic, social and cultural links in historically less-integrated regions.

2.9 Beyond bilateral agreements, there were multilateral frameworks that sought to harmonise air transport policies and expand sub-regional connectivity. Instruments such as those established by regional organisations promote new air services, reduce bureaucratic burden, and encourage the development of cross-border markets. It was proposed to strengthen these mechanisms through concrete actions, such as the systematic collection of passenger and cargo data, the development of model clauses for future bilateral agreements, and the consolidation of a harmonised legal framework. It was also recommended to coordinate these initiatives with relevant regional bodies, as part of a broader strategy for the transformation of civil aviation in South America.

2.10 There was general recognition of the potential of the cross-border air transport initiative, accompanied by comments aimed at enriching its scope. It was deemed advisable to continue the discussion under the framework of LACAC, and note was taken of the importance of integrating these efforts into a broader framework of regional policy and regulatory integration. Positive experiences were also shared on airport binationality schemes and agreements that considered flights from neighbouring areas as domestic services, paving the way for innovative models of air integration.

2.11 It was noted that cross-border agreements could be an effective tool for socio-economic development of traditionally-marginalised regions. However, it was underlined that their effectiveness depended on enabling conditions such as an appropriate infrastructure, adequate connectivity and promotion strategies. In this regard, supplementary measures were recommended, including information campaigns, inter-institutional coordination and the involvement of the private sector, with a view to ensuring the effective and sustainable implementation of these agreements.

WP/33 – Proposal for the implementation of a data observatory for the SAM Region

2.12 Efficient and coordinated aeronautical data management had been identified as a key factor to improve safety and air traffic efficiency in the SAM Region. In the absence of a centralised regional platform, the creation of a data observatory to collect, analyse and display information in real time was proposed. This tool sought to facilitate evidence-based decision-making, promote technical cooperation among States, standardise data management and align regional efforts with the ICAO Strategic Plan 2026-2050. The incorporation of advanced technologies, such as big data and artificial intelligence, was envisaged to boost predictive analytics and environmental monitoring.

2.13 The observatory would operate under a governance model that respected the autonomy of each State and guaranteed the protection of information through compliance with international cybersecurity standards. Its integration with global platforms such as iSTARS, ICAO Data+ and CARSAMMA, and its operation under the oversight of a regional technical committee were envisaged. The importance of training staff in data analysis and artificial intelligence was highlighted, and the need to establish key performance indicators (KPIs) to assess the impact of the observatory on the safety, efficiency and sustainability of the regional air system was raised.

2.14 Broad support was expressed for the observatory initiative, recognising its potential to strengthen decision-making and enhance safety levels in the Region. Emphasis was placed on the need to guarantee the financial sustainability of the project, ensure effective data protection mechanisms and promote regional collaboration on training. It was also suggested to avoid duplication, recommending that the observatory should be specific to the SAM Region, managed by the ICAO Regional Office, and that it should have appropriate access and control filters for sensitive information.

IP/04 – Economic oversight capacity-building
WP/56 – Regulation of airports and air navigation service providers (ANSPs)

2.15 The importance of establishing sound, transparent and independent regulatory frameworks was reasserted as a key element to maximise the economic potential of air transport and to ensure competitive, sustainable and predictable markets. In this context, note was taken of a regional workshop organised by ICAO in May 2024 to strengthen the economic oversight capacities of civil aviation authorities, promote the effective implementation of policies on airport charges, air navigation services and taxation, in line with the principles of Document 9082: non-discrimination, cost-relatedness, transparency, and consultation with users. Although these principles were widely known, their practical implementation remained a challenge. In this regard, States were encouraged to designate focal points and to take concrete steps to improve their regulatory frameworks.

2.16 Note was also taken of the need for economic regulatory authorities to have organisational and financial autonomy, adequate resources and the power to intervene on issues related to the setting of charges, quality of service and investment plans. It was noted that certain experiences in the Region, particularly in concession schemes, had raised concerns about practices that contravened ICAO principles, such as the imposition of charges without consultation processes, unjustified cross-subsidies or concessions with disproportionate terms. In this regard, it was recommended to tailor the degree of regulation to the market power of service providers, to guarantee consultation processes in the face of structural changes, and to consider the guidelines developed by specialised stakeholders such as IATA and Deloitte. Finally, States were urged to ensure the separation of regulatory and operational functions, as well as to strengthen oversight mechanisms to prevent abusive practices and strengthen the governance of the sector.

WP/61 – Unilateral implementation of One-Stop Security (OSS) by Panama: Lessons learned

2.17 A regional experience on the implementation of the One-Stop Security (OSS) model was presented, highlighting its contribution to operational efficiency and enhanced security levels in air transport. Note was taken of the value of the OSS approach in avoiding unnecessary duplication of security controls, optimising procedures and improving inter-agency coordination. Benefits observed included the simplification of processes, the strengthening of facilitation and a positive impact on the competitiveness of the aviation sector.

2.18 In the process of continuous improvement, the need to gradually align the OSS model with international guidelines and best practices promoted by ICAO was recognised. In this sense, a new scheme based on memoranda of understanding (MoUs) was being adopted, replacing the pledges and letters of commitment previously used. This enhancement, based on ICAO guidance material, aimed to strengthen the technical basis of the model, facilitate its integration and ensure more effective implementation of security measures. Note was taken of the importance of moving towards regional harmonisation of OSS processes, through cooperation among authorities and the exchange of experiences.

2.19 Comments were made to express appreciation for the progress made in the implementation of the OSS model, highlighting its positive impact on operational efficiency, security and regional competitiveness. The commitment to the continuous improvement of the model and its alignment with international standards was endorsed. The importance of promoting a collaborative vision among States was also emphasised, aimed at harmonising procedures and maximising the benefits of OSS across the Region, through a more coordinated, interoperable and efficient approach.

IP/05 – Aviation competitiveness in Latin America and the Caribbean

2.20 Air transport remained a key driver of economic growth, connectivity and regional integration in Latin America and the Caribbean. However, its competitiveness was affected by structural challenges, including high operating costs, infrastructure limitations and unfavourable fiscal frameworks. According to the Competitiveness Index developed by ALTA and Amadeus, marked differences persisted among the States of the Region in these three pillars. It was noted, for example, that fuel costs, on average, accounted for more than 37% of operating costs, being high even in places with local production. Airport infrastructure also showed significant inequalities, with congestion and underinvestment issues in several strategic markets.

2.21 Furthermore, it was noted that taxes and charges levied on air transport were excessive in certain contexts, even doubling the base price of the ticket, which had a direct impact on accessibility and demand. To improve the regional competitiveness of the sector, actions were recommended to reduce operating costs, modernise and expand airport infrastructure, rationalise taxes in line with ICAO policies and guidelines, and strengthen regional collaboration and ongoing dialogue between States and industry. The adoption of these measures would contribute to greater connectivity, sustainable economic development and the alignment of the sector with the strategic sustainability objectives promoted by ICAO.

Agenda Item 3A: Environment

3.1 Under this agenda item, the following papers were presented:

- *WP/05 – Progress in implementing SAF policies in the SAM Region, IATA*
- *WP/06 – Support to capacity-building on the environment in the SAM Region, EASA*
- *WP/07 – Follow-up to the environment pillar of the RAAC/17 Declaration, Secretariat*
- *WP/08 – Route to sustainability in Latin America and the Caribbean, ALTA*
- *WP/11 – Cooperation among South American States for the implementation of CORSIA MRV and ACT-SAF, Secretariat*
- *WP/27 – Development of a French Sustainable Aviation Fuel (SAF) policy as an example of a CAAF roadmap implementation enabler, France*
- *WP/34 - Colombia drives the development of sustainable aviation fuels (SAFs) toward the decarbonisation of air transport, Colombia*
- *WP/35 – Regional cooperation in response to disasters, Colombia*
- *IP/03 – The importance of a global and robust sustainable aviation fuel (SAF) accounting framework and update on the IATA SAF registry, IATA*
- *IP/06 - AIRBUS support for the SAF development in the SAM Region, more particularly in contributing to the ICAO ACT-SAF feasibility studies, Airbus*

WP/05 – Progress in implementing SAF policies in the SAM Region

3.2 The Meeting was presented with an industry perspective on ongoing actions for the implementation of Sustainable Aviation Fuel (SAF) policies in Latin America, highlighting the importance of these initiatives as part of the path towards decarbonisation and the achievement of net-zero emissions in the aviation sector.

3.3 It was recommended that progress be made in the adoption of concrete measures to encourage the development of the SAF industry in the Region, including the establishment of incentive policies, the strengthening of knowledge-sharing, and the encouragement of international collaboration.

3.4 Significant challenges in the production and deployment of SAF were identified, such as low availability in the face of growing demand, the need for regulatory frameworks and support policies to expedite their development, and the lack of appropriate infrastructure and adequate political backing.

3.5 The Meeting took note of regional initiatives already underway to foster decarbonisation, recognising efforts to establish regulatory frameworks, promote renewable energies and generate ecosystems conducive to the development of sustainable fuels.

3.6 It was concluded that the formulation of consistent public policies would be crucial in the energy transition of the aviation sector, underlining the need for effective and sustained collaboration between governments and industry to achieve global sustainability goals.

3.7 During the asynchronous phase, there was broad support for the paper presented, with comments and clarifications from some participants. The main points of consensus included the following:

- ✓ The value of an incentive strategy for energy transition and promotion of SAF production.
- ✓ The importance of knowledge-sharing tailored to local conditions.
- ✓ The role of international cooperation and incentive policies in emission reduction.
- ✓ The need for feasibility studies to assess the potential of SAFs in different contexts.
- ✓ The promotion of sustainable products from the agricultural sector and their insertion in domestic markets.
- ✓ Creating conditions for investment through appropriate public policies.
- ✓ The promotion of a regional SAF ecosystem, matching markets with capacities.

WP/06 – Support to environmental capacity-building in the SAM Region

3.8 A report was presented on activities in support of environmental capacity-building in the SAM Region, highlighting ongoing international cooperation efforts.

3.9 The importance of global cooperation to address environmental challenges in aviation was highlighted. In this context, it was reported that more than EUR 30 million had been allocated over the last decade to support environmental projects, particularly in relation to the development of SAFs, the implementation of CORSIA, and the drafting of national action plans for the reduction of CO2 emissions.

3.10 Among the main capacity-building activities carried out in the Region, the following were mentioned:

- ✓ Technical support to environmental protection projects in aviation.
- ✓ Assistance for the implementation of CORSIA.
- ✓ Support for the drafting of State action plans (SAPs) for emission reduction.
- ✓ Conduction of workshops on SAFs and their environmental benefits.
- ✓ Safety-oriented training on wildlife management at airports.

3.11 The Meeting highlighted that such cooperation initiatives were critical for advancing environmental sustainability goals, particularly the 5% reduction of SAF-related CO2 emissions by 2030 and the goal of net-zero emissions by 2050. It was noted that coordination and effective collaboration were key elements for maximising the impact of these actions.

3.12 During the asynchronous phase, participants expressed their support to the paper presented and recognised the assistance provided. The significance of ongoing efforts was highlighted, especially those aimed at strengthening cooperation and standardisation of resources within the context of global decarbonisation goals.

3.13 Finally, it was noted that international initiatives in support of the implementation of CORSIA commitments were appreciated, provided they remained aligned with the principles and guidelines established by ICAO.

WP/07 – Follow-up to the Environment Pillar of the RAAC/17 Declaration

3.14 The Secretariat briefed the Meeting on progress regarding follow-up to the Environment Pillar set out in the RAAC/17 Declaration.

3.15 It was noted that action taken by ICAO, in coordination with industry and States, had driven various initiatives related to environmental protection. These included capacity-building activities for the implementation of sustainable aviation fuels (SAFs), the provision of guidelines for updating State action plans to reduce CO_2 emissions, technical and economic feasibility studies, and the establishment of technical roundtables to analyse the SAF ecosystem.

3.16 As part of this process, the Secretariat had identified a number of challenges that continued to hinder the implementation of ICAO-driven decarbonisation initiatives, including:

- ✓ Regulatory and economic barriers affecting project development.
- ✓ Reservations about voluntary accession to CORSIA.
- ✓ Need for accredited bodies for the certification of CO_2 emissions.

3.17 During the asynchronous phase, the States provided information on ongoing initiatives aligned with the Environment Pillar, and expressed their support to the contents of the working paper.

3.18 Support was also expressed to the actions suggested by the Secretariat, and it was therefore agreed to keep Conclusion RAAC/17-04 valid.

3.19 In the context of the ACT-SAF programme, the participating States expressed their interest in receiving support from international entities, industry, or other authorities for the conduction of SAF-related feasibility studies. The Secretariat would continue to promote accession to the programme and would seek support to increase the number of feasibility studies, with four to six new studies in the coming years, in addition to the four already underway.

3.20 Finally, the Meeting agreed to move forward in the definition of short- and medium-term actions aligned with both the ICAO Global Plan and the Regional Strategy for the Decarbonisation of Aviation, with a view to strengthening the sustainability of the regional aviation system.

WP/08 – Route to sustainability in Latin America and the Caribbean

3.21 A report was submitted on the status of air transport in Latin america and the Caribbean, and on the necessary steps to pursue sustainability and reach the decarbonisation objectives of the sector. The document highlighted the importance of adopting a multidisciplinary approach to reduce CO_2 emissions without jeopardising accessibility and affordability of air transport.

3.22 It was noted that aviation in the Region had a high growth potential, significantly contributing to gross domestic product (GDP) and employment. However, it faced structural challenges related to environmental sustainability.

3.23 The main challenges that were identified included:

- ✓ Climate change, with the resulting increase in the frequency and intensity of extreme meteorological events affecting infrastructure and operations.
- ✓ CO_2 emissions, accounting for 4.8% of global aviation emissions and a projected annual growth of 0.9% until 2050.

3.24 The financial requirements to reach decarbonisation objectives were estimated, projecting investments in the order of USD 5.3 billion for aircraft operators and USD 1.45 billion for fuel providers.

Of that total, it was estimated that the Region would require between USD 240,000 and USD 318,000 million during the 2020-2050 period.

3.25 It was noted that these costs might be partially transferred to air fares, affecting ticket prices, due to an increase in the operational costs of the sector.

3.26 The Meeting was presented with some key action proposals that could be fostered by States to facilitate the transition to a sustainable aviation, including the following:

- ✓ Promote multiple paths towards decarbonization, through operational enhancements and the development of emerging technologies.
- ✓ Establish regulatory frameworks that promote investment and emission offsetting schemes.
- ✓ Ensure sustainable growth, by promoting the development of SAFs as an employment and economic driver.
- ✓ Create collaborative funds to finance SAF-related innovative projects.
- ✓ Encourage investment in infrastructure for the production, storage and distribution of SAFs.
- ✓ Create a regulatory environment that facilitates international trade of SAFs and expedites investment processes.
- ✓ Support innovation in sustainable raw materials.
- ✓ Integrate renewable energy sources into the SAF production chain.

3.27 These measures were aimed at reducing emissions in the sector, strengthening aviation competitiveness and ensuring long-term sustainable growth.

3.28 During the asynchronous phase, it was noted that the suggested road to sustainability was aligned with ICAO strategic initiatives. It was deemed that the guiding principles contained in the proposal were a sound basis for regional discussions. However, the need was highlighted to address these guidelines at the appropriate discussion fora, where national specificities could be addressed before reaching a consensus about measures to be applied at regional level.

WP/11 – Regional cooperation for the implementation of CORSIA MRV and ACT-SAF

3.29 The Meeting was presented with a proposal for the establishment of cooperation procedures among Latin American States to strengthen the implementation of monitoring, reporting, and verification (MRV) systems within the CORSIA framework, and to promote the ICAO ACT-SAF programme.

3.30 This proposal was mainly aimed at:

- ✓ Strengthening regional cooperation, by promoting collaboration for the development of effective MRV systems and the use of sustainable aviation fuels (SAFs).
- ✓ Developing technical capabilities to support States in the implementation of MRV and the establishment of policies for SAF production and use.

3.31 Some of the recommended actions were:

- ✓ Expedite the exchange of information and experiences to improve the effectiveness of MRV systems.
- ✓ Implement pilot projects to validate the technical and economic feasibility of SAFs.

- ✓ Seek funding and technical assistance to support national actions concerning MRV and SAFs.

3.32 It was noted that these measures would help reduce greenhouse gas emissions, improve aviation sustainability, and reduce reliance on fossil fuels. However, challenges were also noted, such as the absence of suitable infrastructure and the need to establish regulatory frameworks that favoured SAF adoption and MRV implementation.

3.33 The Meeting acknowledged the strategic value of this technical cooperation and expressed its support to the proposal, highlighting that it would facilitate energy transition in the sector.

3.34 It was suggested that States identify their specific needs in relation to MRV and ACT-SAF, and establish technical cooperation agreements between civil aviation authorities for the exchange of best practices.

3.34 The Meeting also agreed on the need to conduct national studies on the technical, agricultural, financial, logistic, and regulatory requirements for the development of sustainable decarbonisation policies. The Meeting also supported the conduction of a diagnostic survey on the level of MRV implementation within the context of CORSIA.

WP/27 – Development of a national SAF policy to be used as a reference for the implementation of CAAF/3

3.35 The Meeting was presented with an example of a roadmap for the implementation of a frame of reference for SAFs and other forms of clean energy, pursuant to CAAF/3, based on a recent experience in the development of a national policy on sustainable aviation fuels.

3.36 The key elements of this policy were as follows:

- ✓ Overall objective: Comply with Resolution A41-21 and achieve net-zero carbon emissions by 2050.
- ✓ Dual approach: Encourage SAF demand through blend mandates, while supporting the development of a national supply chain.
- ✓ Progressive blend mandates, stepping up targets until 2050.
- ✓ Industrial support: Public instruments to foster production, encouraging and supporting investment.
- ✓ Training: Technical support to the ICAO ACT-SAF programme for developing countries.

3.37 Information was provided on additional actions aligned with this policy:

- ✓ Integration with the European regulatory framework through the *ReFuelEU Aviation* regulation.
- ✓ Calls for projects concerning technical studies (*FEED*) and infrastructure development with significant funding.
- ✓ Contributions to feasibility studies and capacity-building in third countries through the ACT-SAF programme.

3.38 During the asynchronous phase, partial support was given to this experience. Note was taken of the importance of establishing public policies for SAF development, but it was noted that the

Region should consolidate its capabilities before implementing blend mandates in order to preserve the competitiveness of the sector.

3.39 It was agreed that each State should define its own policies for the implementation of CAAF/3 agreements, taking into account its own specific circumstances. Likewise, note was taken of the importance of giving technological and regulatory incentives to raw materials, identifying the most environmentally-efficient paths.

3.40 Note was taken of the need for each State to assess its objectives for 2050, including the conduction of feasibility studies to establish concrete and attainable goals.

3.41 Finally, information was provided on an invitation to participate in a regional forum on SAF, as an opportunity to strengthen regional cooperation and further develop the sustainable fuel industry in the continent.

WP/34 – Promoting the development of sustainable aviation fuels (SAFs) in the SAM Region

3.42 The Meeting was briefed on a national initiative to promote the development of sustainable aviation fuels (SAFs) as part of a strategy to help decarbonise air transport and pursue the goal of net-zero emissions by 2050.

3.43 Under this initiative, information was provided on technical developments driven by a national energy supply company, which had started industrial trials in a regional refinery, producing up to 32,000 barrels of jet fuel co-processed with vegetable oils. It planned to continue with this line of production with a view to sustained operation starting in 2028.

3.44 Although it was noted that the fuel being produced did not meet all the technical criteria defined for SAF, it was considered as a significant milestone towards the industrialisation of sustainable processes. The initiative included active collaboration between the energy sector and national aircraft operators, to assess the commercial viability of the product and its impact on emission reduction.

3.45 As part of the effort to consolidate regional cooperation in this area, an invitation was extended to participate in a Pan-American meeting on SAF, organised under the umbrella of a regional aviation event to be held in 2025.

3.46 During the asynchronous phase, States expressed great interest in this experience, highlighting its value as a case study applicable to similar contexts in the SAM Region.

3.47 It was noted that the geographic and productive conditions of the Region offered common opportunities to replicate this experience, especially through feasibility studies for setting technical and regulatory objectives tailored to local realities.

3.48 The possibility of developing SAFs using locally available raw materials was appreciated, in line with the goals of the Paris Agreement and the energy transition plans adopted by several States. However, note was taken of challenges related to infrastructure and regulatory frameworks.

3.50 The proposal was made to share the technical and regulatory results of the national experience with other States in the Region, and to explore possible cooperation agreements to take advantage of installed capacities and promote the joint development of SAF solutions.

WP/35 – Regional cooperation in response to disasters

3.51 A proposal was made for the Meeting to consider adopting a regional cooperation approach to improve disaster response capacity in the SAM Region.

3.52 Note was taken of the effectiveness of aircraft in rapid response operations in face of natural or man-made disasters, such as forest fires or earthquakes. Reference was made to recent positive experiences in several countries of the continent in 2024 and 2025.

3.53 However, operational obstacles that hindered a quick response were identified, particularly related to entry and exit procedures for aircraft, crews and emergency equipment.

3.54 The need for information systems that allowed rapid and reliable access to data on available resources and inter-State support mechanisms was also highlighted.

3.55 As a solution, the creation of a regulatory and legal framework to facilitate the cross-border movement of aircraft and personnel in case of emergency was proposed. The establishment of international cooperation mechanisms was also suggested to ensure effective and timely assistance in case of disasters.

3.56 The Meeting underlined the importance of simplified procedures and regional coordination mechanisms to improve collective emergency response capacity, in line with solidary cooperation principles.

3.57 During the consultation process, overall support was given to the initiative. However, it was noted that there was already a regional memorandum of understanding on aerial work in case of disasters, developed within the framework of LACAC. This instrument was open for signature by States, and had been adopted by several countries in the SAM Region.

IP/03 – The importance of a global and robust sustainable aviation fuel (SAF) accounting framework and update on the IATA SAF registry

3.58 The Meeting was presented with an analysis of the importance of establishing a global, transparent and harmonised accounting framework for sustainable aviation fuels (SAFs), along with updates on the IATA SAF Registry.

3.59 It was noted that a robust accounting framework was essential for the following reasons:

- ✓ Significant reduction of emissions: The use of SAFs could reduce greenhouse gas emissions by up to 80% compared to conventional fuel.
- ✓ Environmental integrity: A transparent global system prevented double counting, facilitated monitoring and increased stakeholder trust.
- ✓ Traceability and reporting: Effective mechanisms were needed to track and report the sustainability attributes of SAFs, especially when blended with conventional fuels.

3.60 IATA announced the creation of a SAF registry, aimed at expediting adoption through an authorised accounting system and reporting of emission reductions.

3.61 This registry was supported by airlines, national authorities, aircraft manufacturers, and fuel producers. Consultations and technical workshops had been held to define its operational requirements.

3.62 The registry would be free of charge for the first two years and would facilitate transactions linked to regulatory frameworks such as CORSIA, supporting regulatory compliance and traceability of reduced emissions.

3.63 IATA proposed the establishment of public policies to support the creation of this accounting framework, supplemented by national and international regulatory frameworks.

3.64 It was also noted that a harmonised accounting system could help overcome geographical barriers faced by SAF producers and promote economic benefits associated with local production of raw materials.

3.65 The need to adopt a standard approach to SAF accounting to ensure transparency, efficiency and environmental credibility was underlined.

3.66 States took note of the information presented and agreed to discuss the proposal in the relevant regional fora, with a view to considering its adoption in accordance with national realities and capabilities.

IP/06 – Industry support to SAF development in the SAM Region

3.67 The Meeting was presented with the report of an aircraft manufacturer on its global and regional initiatives in support of the development of sustainable aviation fuels (SAFs) in the SAM Region.

3.68 It was noted that the corporate goal was to achieve a blend with at least 30% SAF for its operations by 2030. In addition, test flights were being conducted with 100% SAF to assess their impact on emissions and the atmosphere.

3.69 The company was cooperating with airlines, airports, SAF producers, and research institutions to expedite the development of a global SAF ecosystem. Regionally, it had supported regulatory frameworks and feasibility studies in several Latin American countries.

3.70 In the SAM Region, it was supporting feasibility studies in three States, with an estimated duration of 18 months and results expected in 2025 and 2026.

3.71 The commitment to the goal of decarbonisation by 2050 was reasserted, in line with commitments under the ICAO framework. The company would continue to foster cooperation among regulators, operators and suppliers to improve availability of SAFs in the Region.

3.72 The strategic importance of the ACT-SAF programme was highlighted as a key tool for achieving long-term sustainability goals. In this regard, it reasserted the commitment to the development and use of SAFs in support of sustainable regional aviation growth.

3.73 The Meeting took note of the information submitted, recognising the technical and financial support provided for the conduction of feasibility studies that contributed to the development of sustainable solutions in the SAM Region.

Conclusions

3.74 The Meeting recognised that the SAM Region had made significant progress in environmental protection, especially in relation to the transition to a more sustainable aviation.

3.75 Recognition was given to the support given by industry and international partnerships in key areas such as the drafting of State action plans (SAPs), the establishment of thematic roundtables on SAFs, the conduction of feasibility studies, and the design of roadmaps for the decarbonisation of the sector.

3.76 The Meeting urged agencies and strategic partners to continue providing technical and financial support to the SAM Region in order to advance the goals set out in the Global framework for SAF, LCAF and other aviation cleaner energies. The conduction of four to six new SAF feasibility studies, in addition to the four already underway, was highlighted as a regional goal to support the aspirations of States already participating in the ACT-SAF programme.

Agenda Item 4A: Human resources

4.1 Under this agenda item, the following papers were presented:

- *WP/09 – Strengthening of civil aviation training centres of civil aviation authorities, Secretariat*
- *WP/12 – Human resource management, Secretariat*
- *WP/22 – Pilot project for the approval of a MEL, ALTA*
- *WP/23 – New trends in human resources for aviation: The role of artificial intelligence in human resource management, EASA*
- *WP/24 – Improving the efficacy of ICAO's capacity development and implementation support activities, Secretariat*
- *WP/26 – Human resources for aviation - Staff planning and resizing practices, France*
- *WP/36 - Cooperation and knowledge management as a pillar for the productive transformation of the aeronautical sector, Colombia*
- *WP/37 – From words to action: Promoting gender equality in aviation, Colombia*
- *WP/38 – Relationship between occupational safety and health programmes and the SMS, Colombia*
- *WP/49 – Promoting sustainable development in civil aviation: The "Wings For All" programme, Brazil*
- *WP/58 – Building measurement capacity and regional observatory for the promotion of gender equality, Chile*
- *IP/07 – Training of managers. LACAC/Singapore*
- *IP/23 – Human resource action plans, Guyana*

WP/09 – Strengthening civil aviation training centres of civil aviation authorities

4.2 The Secretariat submitted a proposal for the strengthening of civil aviation training centres (CATCs) of civil aviation authorities. The document proposed key areas and actions to optimise the operation of CATCs, ensuring training of professionals based on high-quality standards to meet the emerging challenges in international aviation.

4.3 The Secretariat proposed to the Meeting that CATCs implement the following actions:

a) Study programme update:
   - ✓ Incorporation of new technologies and competency-based approaches.
   - ✓ Adaptation of programmes to ICAO amendments and new documents.

b) Infrastructure and resources:
   - ✓ Modernisation of facilities and simulators.
   - ✓ Development of online learning platforms and digital libraries.

c) Faculty:
   - ✓ Certification and continuing professional development programmes.
   - ✓ Promoting the exchange of experience among trainers.

d) Collaboration with industry: Partnerships for internships, research projects and job pools.

e) Accreditation and certification:
   - ✓ International accreditations to ensure high global standards.
   - ✓ The Meeting noted that these enhancements would allow CATCs to train the next generation of aviation professionals, promoting safety, efficiency and innovation in the industry.

4.4 The Meeting, in its asynchronous phase, underlined the proposed actions, and expressed its agreement. It was also noted that some States had started implementing these measures, through concrete actions to achieve continuous improvement of CATC management and to increase the quality of the graduates of the courses and workshops delivered by CATCs.

4.5 The Meeting also recognised the urgent need to train new trainers for courses that strengthened oversight capacity associated with USOAP and USAP. It also recommended the creation of regional key performance indicators (KPIs) for CATCs.

WP/12 – Human resource management

4.6 This working paper contained an initial analysis of human resource management in civil aviation administrations, based on the latest information collected during the assistance activities and continuous improvement programme of the Office, with a view to identifying areas for improvement and activities to improve resource management in the CAAs of the Region.

4.7 The analysis revealed a deterioration in Critical Element 4 (CE 4) on Qualification and Training of Technical Staff, despite a regional average of 69.29% in the Effectiveness Index (EI) according to USOAP. To address this, a work plan was proposed and adjusted during the face-to-face meeting, which included the need to generate a regional forum for HR experts from the administrations. The proposed plan included:

- **Awareness-raising on HR management and its impact on safety:**
  - ✓ Seminars for DGCAs and CAA managers.
  - ✓ Short videos on the subject.

- **Regional HR forum:**
  - ✓ Comprising HR staff of the administrations and those responsible for the ORG area *vis-à-vis* USOAP.
  - ✓ Exchange of HR-related information and best practices.
  - ✓ Training in planning, HR management, continued competence, and training of legal-technical staff of administrations.

- **Development of a Guide on HR Management in CAAs:**
  - ✓ Methodology for determining the number of technical staff and good practices.
  - ✓ Development and maintenance of CAA staff competencies, including a safety personnel job description guide.
  - ✓ Personnel planning, including a succession management and mentoring policy to ensure knowledge transfer.
  - ✓ Training manual model guide, with the corresponding training programmes, applicable to all audit areas. It should include a support system to keep staff training up-to-date according to a defined periodicity and identified OJT tasks. This guide should emphasise that authorities should have their own training unit to customise courses to their regulations and procedures.

- **Implementation of an on-the-job training programme:** where standard training programmes are in place.

4.8 Support by SRVSOP and collaboration with EASA through the EULAC project were highlighted. However, additional support was required to ensure the bilingual implementation of these activities and their long-term sustainability. It was suggested that maintenance of the project be entrusted to an RSOO or embraced by the Regional Office as a regional programme.

4.9 While the SRVSOP could support some of these activities, additional support would be required to ensure that all activities were conducted in English and Spanish, accommodating the needs of all States in the Region, including those States that were not members of the SRVSOP.

4.10 Furthermore, the aforementioned activities would need to be maintained over time, that is, training and awareness-raising activities should take place every 3 years, and the HR Management Guide required that it be maintained over time and updated based on best practices. To this end, that maintenance of the project would need to be entrusted to an RSOO or embraced by the Regional Office as a regional programme.

4.11 Furthermore, the need for CAAs to adopt innovative methodologies, such as risk-based oversight (RBO), was highlighted, although their regional implementation had been limited despite support and training provided by the SRVSOP.

4.12 The Meeting expressed its support for these initiatives and the proposed plan. It stressed the importance of:

- ✓ Human talent planning and skill development.
- ✓ Creating training manuals and programmes.
- ✓ The need to make aviation careers more attractive to young people.
- ✓ Revisiting age requirements for some aviation positions.

4.13 Regarding the need to attract new talent to the sector, a specific proposal was put forward suggesting a revision of the minimum age requirements for entry to certain aeronautical professions, such as pilots and air traffic controllers (ATC). This proposal, referred to in IP/23, noted that, in some States, secondary school graduates completed their studies between the ages of 16 and 17. However, current requirements--such as the minimum age of 21 to enter ATC training programmes--could act as a barrier to entry, discouraging young people *vis-à-vis* more immediate and attractive career options in other industries. In this context, it was recommended that the technical and regulatory rationale of such requirements be assessed, and to consider the possibility of adapting them to facilitate early entry to aeronautical careers, without compromising safety standards and the required competence criteria.

WP/22 – Pilot project for the approval of a MEL, ALTA

4.14 This working paper, submitted by the Latin American Air Transport Association (ALTA), contained a project proposal for the simultaneous approval of a revised minimum equipment list (MEL) for an operator with multiple AOCs in different States, operating aircraft under an interchange agreement, as a way to bring greater efficiency and dynamism to operational approval processes involving air operators with multiple air operator certificates (AOCs) from different States.

4.15 The paper described the opportunities resulting from regulatory harmonisation in the Region, and the need to identify and implement mechanisms to facilitate the operation of air operators with

multiple AOCs, also called cross-border, which accounted for about 50% of traffic in South America.

4.16 Many comments were received in support of the proposal. However, it was noted that there were some aspects that needed to be addressed before, such as the need for a specific regional agreement to facilitate horizontal cooperation between the States involved, and the identification of appropriate communication channels to allow for a practical and timely exchange of information.

4.17 In general, States were in favour of promoting activities to strengthen regulatory harmonisation, and agreed on the need to explore new ways to address the challenges and opportunities presented by this type of operation.

WP/23 – New trends in human resources for aviation: The role of artificial intelligence in human resource management

4.18 The Meeting took note of the information presented in this working paper regarding artificial intelligence (AI), a revolutionary development in aviation, but whose application in human resource management required careful consideration of benefits and risks, especially in a high security sector. It was crucial for civil aviation authorities (CAAs) to be informed about AI tools, their applications and practical outcomes.

4.19 The incorporation of AI should prioritise ethical values and fundamental rights, aligned with national regulations. For example, a European Union AI Law and the Charter of Fundamental Rights have been developed in Europe. It is essential to maintain human oversight, ensure privacy and security, and address psychological impact. Furthermore, the application of AI should ensure the comfort and trust of workers and be accompanied by clear ethical guidelines and training support for those involved in making decisions with the support of these new technologies.

4.20 In order to strengthen the capacity of national civil aviation authorities to effectively comply with ICAO standards and recommended practices (SARPs), it was recognised that there was a crucial need to implement robust management systems that included up-to-date human resource processes adapted to industry innovations. In this context, artificial intelligence (AI) emerged as a disruptive paradigm with the potential to optimise various disciplines, from recruitment and selection to training and career development.

4.21 In order for civil aviation authorities to effectively leverage AI in human resource management, EASA proposed a specialised workshop. This workshop would provide HR managers with tools to integrate AI in an ethical and safe way, optimising key processes, such as recruitment and training.

4.21 In this context, the workshop proposal of EASA was accepted. States agreed on the need to start exploring how AI would be integrated into HR management in aviation, following ethical and safety principles. They highlighted the potential of AI, but warned about its risks, calling for a responsible and supervised implementation (see also 2.12, 7.15, 7.16, and 7.39 on aspects related to the introduction of AI).

WP/24 – Improving the efficacy of ICAO's capacity development and implementation support activities

4.22 In WP/24, the Secretariat proposed procedures for improving the efficacy of ICAO's capacity-building and implementation support activities.

4.23 The objective of the proposal was to increase the efficacy of ICAO's capacity-building and implementation support activities. The Secretariat informed about the portfolio of courses, projects and other actions to achieve this objective. namely:

- ✓ **Course development**: ICAO had developed and delivered more than 2,000 training courses to nearly 28,000 participants since 2022.
- ✓ **Capacity-building projects**: More than 300 capacity-building projects had been carried out in over 140 countries.
- ✓ **Needs assessment**: Implementation of a more formal, data-driven process to identify and prioritise the needs of member States.
- ✓ **Prioritisation:** Adoption of an objective, data-driven prioritisation model to maximise the benefits of implementation support activities.
- ✓ **Donor engagement:** Donor mapping strategy to align technical, political and social priorities with known deficiency areas.

4.24 In addition, the Secretariat noted that ICAO fostered capacity-building through concrete actions that involved:

- ✓ **Training:** ICAO had devoted significant resources to assist member States in overcoming technical challenges through training programmes.
- ✓ **Prioritisation model:** Assessment of technical assistance and resource mobilisation proposals using a five-factor scoring system.
- ✓ **Fund-raising:** Resource mobilisation activities that had generated more than $25 million in the current triennium.
- ✓ **Training opportunities:** Assessment of training needs in the SAM Region, with a focus on improving States' internal training capacity.

4.25 During the asynchronous phase, States supported the proposal, since improved needs assessment, project prioritisation and donor engagement made ICAO support more efficient and aligned with States' challenges. Furthermore, the expansion of training tools such as iPacks and GAT strengthened technical capacity, promoting greater safety and sustainable development in aviation, especially in the SAM Region.

WP/36 – Cooperation and knowledge management as a pillar for the productive transformation of the aeronautical sector

4.26 This working paper contained information on the results of the workshop "Organisational Efficiency - Human Resource Resizing Practices" (Lima, Peru, 12-14 August), held under the auspices of the EU LAC PPP II Project in coordination with the SRVSOP and the ICAO Regional Offices; and offered a second HR workshop. This initial workshop served as a forum for the exchange of practices and the definition of key points of reference, such as the optimisation of the number of inspectors based on the volume of aviation operations in each country.

4.27 Despite the limited regional participation, the workshop proved to be highly productive, offering a valuable forum for discussion. To capitalise on this success and extend its benefits to all States in the Region, the working paper proposed the conduction of a second workshop aimed at:

- Broadening regional participation, ensuring an equitable distribution of knowledge.
- Establishing a regional staffing point of reference.
- Explore the use of iSTARS 4.0 (icao.int) as a reference tool.

4.28 In this regard, the challenges in identifying and maintaining human resources in civil aviation were recognised, emphasising the need for continuous training and adaptation to the dynamics of the sector. Thus, the Meeting approved the conduction of this second workshop, appreciating the proposal.

WP/36 – Cooperation and knowledge management as a pillar for the productive transformation of the aeronautical sector

4.29 Next, this paper was presented that focused on cooperation and knowledge management as a pillar for the productive transformation of the sector. The aeronautical sector, a key sector in the global economy, was facing challenges such as sustainability and the integration of new technologies. To meet these challenges, strategic knowledge management and international cooperation were required. The transfer of experiences and technologies, as demonstrated in the airspace clusters in Mexico and Colombia's Strategic Aviation Plan 2030, was crucial.

4.30 Knowledge management, including the acquisition, implementation and standardisation of information, strengthened technological capabilities and reduced reliance on traditional sectors. Initiatives such as Colombia's National Qualification Framework showed how collaboration among academia, industry and government could foster labour mobility and professionalisation.

4.31 International cooperation facilitated access to advanced technologies, funding and best practices, driving innovation and efficiency. Joint R&D&I (research, development and innovation) projects, global innovation networks and capacity-building programmes were essential to address challenges such as cybersecurity and artificial intelligence.

4.32 Therefore, the paper proposed to foster cooperation and knowledge management in the Region, develop technology transfer projects, and create a regional platform to finance innovation projects and a regional qualification framework through ICAO to strengthen the aeronautical sector at regional level.

4.33 The need to strengthen international cooperation and knowledge management in the aviation sector was widely recognised by States, who stressed its importance in addressing technological and innovation challenges.

4.34 The commitment expressed by France to continue to support regional initiatives through cooperation and the funding of training programmes through the National Civil Aviation Academy (ENAC) was met with appreciation.

4.35 During the discussion, the importance of sharing knowledge and technology was highlighted, and additional information was requested on the implementation of aeronautical think tanks as possible tools for institutional and technical innovation.

4.36 A national experience was shared concerning the development of a national qualification framework, successfully implemented through collaboration among academia, industry and government authorities. It was suggested that this experience could serve as a model for the SAM Region, noting that the creation of a regional qualification framework could be a significant contribution to the strategic management of human talent.

4.37 The urgent need to advance in the transformation of the aeronautical sector was emphasised, taking advantage of the potential of new technologies to optimise knowledge management and capacity-building. The positive impact that this process could have on the regional socio-economic sphere was also highlighted.

4.38 Support was expressed for the proposal on the qualification framework, which was considered to be aligned with ongoing strategic innovation projects, including those under the SRVSOP.

4.39 Support was expressed for cooperation and knowledge management initiatives, while underlining the need for a detailed assessment of the associated financial commitments, taking into account possible budgetary constraints.

4.40 As a whole, the States agreed on the importance of strengthening international cooperation and technical exchange as fundamental pillars to promote innovation, the development of human capital, and efficiency in the regional aeronautical sector. In this regard, it was considered necessary to carry out a preliminary analysis to define possible implementation mechanisms, estimate the resources required, and submit the proposal to the States for consideration at a later stage.

WP/37 – From words to action: Promoting gender equality in aviation

4.41 A working paper was presented on the importance of promoting gender equality in the aviation sector and modernising training processes as a key element for strengthening human capital. Note was taken of initiatives aimed at closing gender gaps and fostering inclusive participation in technical, operational and leadership roles, such as the implementation of specialised lectureships and training programmes for young women. These actions were aligned with Sustainable Development Goals (SDGs) 4 and 5, and contributed to the consolidation of a more competitive, diverse and equitable aviation sector.

4.42 In this regard, it was noted that, despite progress, gender gaps persisted globally, with low female participation in technical and leadership roles. Initiatives such as the Equity Chair and the Women´s Seedbed sought to reduce this gap. International cooperation and the exchange of good practices were essential. Accordingly, the paper proposed:

- Implementing educational programmes on equity.
- Strengthening women's mentoring and leadership.
- Broadening of programmes such as the Women's Seedbeds.
- Developing gender equality indicators and inclusion audits.
- Fostering of international partnerships.
- Encouraging the recruitment of women.
- Prioritising inclusive policies in ICAO and its member States.

4.43 In this regard, States expressed their acknowledgment of, and support for, initiatives aimed at promoting gender equality in the aviation sector. The work carried out by ICAO through resolutions and programmes such as the Gender Equality Programme, whose objective was to achieve a 50-50 participation by 2030, was highlighted. Likewise, the inter-agency collaboration with the International Labour Organisation (ILO) and the efforts made by LACAC in this area were recognised as part of a regional agenda for a more inclusive and representative aviation.

4.44 Emphasis was placed on:

- The need for making progress in the Region in terms of closing gender gaps.
- The importance of implementing concrete actions to encourage female participation in leadership roles and technical areas.
- The creation of gender equality indicators, not only to measure the gap, but also to identify its causes.
- The need to pay attention to the funding of this type of projects.

WP/38 – Relationship between occupational safety and health programmes and the SMS

4.45 A working paper was presented on the integration of occupational safety and health (OSH) programmes with the safety management system (SMS), with a special focus on air traffic control personnel. The proposal sought to address human factors from both a preventive and reactive perspective, promoting occupational well-being and, at the same time, strengthening safety.

4.46 The proposal envisaged an integrating model in which action plans were coordinated between the two systems. Under this scheme, the SMS would have the function of identifying needs and risks, while the OSH system would execute the corresponding interventions and record their results. It was recommended that this model be implemented gradually, supported by institutional commitment and structured methodologies, estimating measurable enhancements in safety culture within three to four years.

4.47 During the discussion, it was noted that integration between labour security and safety management systems could generate benefits in terms of both personnel well-being and aviation security. At the same time, it was recognised that such integration represented a significant challenge, as it required both systems to have reached a sufficient degree of consolidation and institutional maturity.

4.48 Note was taken of the content of the proposal, pointing out that the issue warranted a more in-depth technical analysis and that it should be addressed in an appropriate context. It was noted that, in some operational environments, the tools currently available in the SMS were still considered sufficient to address human factor-related risks, and that any integration should be carefully assessed.

WP/49 – Promoting sustainable development in civil aviation: The "Wings for All" programme

4.49 A national initiative aimed at fostering the sustainable growth of the aviation workforce through the promotion of diversity, inclusion and equity was presented. The programme, called 'Wings for All', was aligned with the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs), with a focus on inclusive education, gender equality, and social and economic integration.

4.50 The programme addressed structural challenges related to the growth of the sector, including the increasing demand for skilled professionals, the under-representation of traditionally under-represented groups--especially women and low-income individuals--and the high costs associated with technical training. In response, the initiative aimed to:

- ✓ Promote an inclusive organisational culture and eliminate discriminatory practices.
- ✓ Increase the participation of women and economically-vulnerable individuals.
- ✓ Broaden the supply of qualified professionals.
- ✓ Strengthen the national aeronautical training network.

4.51 Among the main actions implemented were scholarship programmes, mentoring schemes, inclusive training, accessibility-related awards, projects to promote youth participation, and strategic alliances with key actors in the sector.

4.52 The initiative was recognised as an example of how targeted policies could contribute to overcoming systemic barriers and promote a more equitable and representative civil aviation. In this context, it was proposed that States explore opportunities for regional cooperation aimed at improving diversity and inclusion in the sector. It was also suggested to disseminate the 'Wings for All' experience through official ICAO channels, and to encourage member States to develop similar programmes, tailored to their respective national context and social priorities.

WP/58 – Building measurement capacity and regional observatory for the promotion of gender equality

4.53 This working paper reported that civil aviation, a strategic sector for the economy and cultural exchange, faced significant gender inequality. At global and regional level, female participation was low in technical and leadership roles. This inequality was perpetuated by structural and cultural factors, such as lack of mentoring, restricted access to scholarships, and gender stereotypes.

4.54 International organisations such as ICAO and IATA had implemented initiatives to close these gaps, such as the '25by2025' initiative. However, in South America, female participation was particularly low, and the lack of gender-disaggregated data hindered the design of effective policies.

4.55 A proposal was presented aimed at mainstreaming a gender perspective in all phases of policy planning and implementation in aviation, through a coordinated regional approach to optimise resources and facilitate the exchange of best practices. Concrete experiences were shared on institutional developments, such as the establishment of specific policies and specialised gender equality units in some civil aviation authorities. The proposal envisaged, among other actions, the development of comparable national indicators, the strengthening of synergies with other regional groups, the creation of key performance indicators (KPIs), and the establishment of a regional observatory to monitor progress and promote good practices. It was also recommended that the Secretariat prepare draft terms of reference for such an observatory, including the designation of national focal points.

4.56 The proposal received ample support. The importance of structured and sustainable mechanisms for the collection and analysis of data on air transport and gender equality in the SAM Region was highlighted. In this regard, the Meeting expressed the will to support the development of analytical tools and to facilitate the designation of focal points to contribute to the continuous monitoring of progress in this area.

4.57 States also stressed the importance of clearly defining the parameters and scope of the observatory to ensure its effectiveness; and highlighted the relevance of the exchange of good practices and the creation of the observatory to foster the advancement of women in the regional aviation sector. In this sense, the Meeting approved *Conclusion RAAC18/03-Creation of an observatory for the promotion of gender equality* (see Appendix B to this report).

IP/23 – Human resource action plans

4.58 This information paper was presented to highlight common challenges faced by States in the area of safety oversight, including limited availability of human resources, the need to strengthen training programmes, lack of adequate guidance materials, and budgetary constraints. A recent experience

was shared in preparation for a USOAP audit scheduled for June 2024, in which these challenges were addressed through the implementation of specific actions aimed at strengthening safety oversight. Some of the key preparatory actions were identified as follows:

- ✓ **Review the organisational structure**: Adapt the structure to facilitate recruitment and training of staff.
- ✓ **Calculate staffing**: Determine staffing needs to meet the growing demand for oversight.
- ✓ **Strengthen the legal framework**: Review legislation to ensure adequate authority is granted to oversight personnel.
- ✓ **Improve guidance material**: Update manuals and guides to clarify procedures and responsibilities.
- ✓ **Restructure the training policy**: Establish minimum qualification requirements and provide initial, ongoing and on-the-job training (OJT).
- ✓ **Train and develop human resources**: Close training gaps and improve the skills of oversight personnel.
- ✓ **Emphasise coordination**: Foster interdepartmental cooperation and retention of skilled personnel.

4.59 The overall objective was to achieve a robust oversight system with trained and competent personnel, improving their level of compliance.

Agenda Item 5A: Plan effectiveness

5.1 Under this agenda item, the following papers were presented:

- *WP/13 –Regional coordination for the development of civil aviation master plans (CAMPs), Secretariat*
- *WP/15 – Event risk classification/safety performance indicator (ERC/SPI) workshop, Airbus*
- *WP/16 – Strategy for the final push for aerodrome certification in the SAM Region, Secretariat*
- *WP/18 – Actions to develop Volume III of the CAR/SAM Regional air navigation plan, Secretariat*
- *WP/28 – State safety programmes (SSPs), a key enabler of safety improvement, France*
- *WP/39 – Aviation cybersecurity strategy, Colombia*
- *WP/40 – Strengthening cybersecurity in civil aviation: A collaborative work plan for the protection of civil aviation, Colombia*
- *WP/52 – Cybersecurity in civil aviation and regional cooperation in South America, Brazil*
- *WP/55 – Presentation of the CEPLAN methodology for its application in the development of civil aviation master plans in the Region, Peru*
- *IP/09 – Risk-based oversight, SRVSOP*
- *IP/24 – Progress made on the national air navigation plan (PNNA) of Venezuela, Venezuela*
- *IP/26 – Technical cooperation projects implemented by EASA in Latin America and the Caribbean, EASA*

WP/13 – Regional coordination for the development of civil aviation master plans (CAMPs)

5.2 The Secretariat proposed the Meeting to address the importance of developing and implementing a civil aviation master plan (CAMP) in the States of the SAM Region.

5.3 The Secretariat underlined that the main objectives of a CAMP were:

- ✓ Long-term planning: Allow States to anticipate and manage the future growth of civil aviation.
- ✓ Sustainable development: Ensure that aviation growth is sustainable, taking into account economic, social and environmental aspects.
- ✓ Safety and efficiency: Improve safety and optimise the use of resources.

5.4 The Secretariat informed the Meeting that, in order to have a CAMP, a State-level analysis had to be conducted, covering the following items:

- ✓ Status analysis: Assess the status of the civil aviation system.
- ✓ Demand forecast: Estimate the future growth of air traffic.
- ✓ Definition of vision and objectives: Establish a long-term vision and strategic objectives.
- ✓ Strategies and actions: Identify strategies and actions needed to achieve the objectives.
- ✓ Regulatory framework: Review and update the regulatory framework.

- ✓ Monitoring and evaluation mechanisms: Establish indicators and mechanisms to measure progress.

5.5 The Secretariat also informed the Meeting that the preparation and approval of a CAMP had benefits associated with it, which were related to:

- ✓ Funding: Facilitating the procurement of funding for civil aviation projects.
- ✓ Regional cooperation: Promoting cooperation and exchange of experiences among States.
- ✓ Economic growth: Supporting economic growth through the development of civil aviation.

5.6 States expressed support for the proposal. However, they stressed that States should not be forced to adopt a specific model such as CAMP. Each State should be free to carry out its planning according to its own reality, ensuring flexibility when defining objectives and strategies aligned to its needs and capabilities.

WP/15 – Event risk classification/Safety performance indicator (ERC/SPI) workshop

5.7 This working paper addressed the need for States to collect safety information, classify risks and develop indicators for proper monitoring, as part of their safety obligations. Accordingly, the manufacturer made available to States in the Region a free workshop focused on Event Risk Classification and Safety Performance Indicators (ERC/SPI).

5.8 The paper received ample support during the discussion, securing the participation of at least 9 States from the Region. The event would take place in Lima in the second half of 2025.

WP/16 – Strategy for the final push for aerodrome certification in the SAM Region

5.9 The Meeting took note of the working paper presented by the Secretariat, which proposed a regional strategy to achieve 80% certification of international aerodromes by the end of 2026 and 100% by 2027. In this context, stakeholders were invited to actively contribute to its implementation, in a joint effort to strengthen safety in the Region.

5.10 During the exchange of information, relevant experiences were shared regarding progress made, challenges faced, and plans underway in the field of aerodrome certification. Positive evolution was observed in some cases, as well as requests to be more flexible with deadlines, particularly under exceptional circumstances.

5.11 The Meeting recognised the importance of the strategy presented, as well as the commitment shown by civil aviation authorities in the gradual achievement of the established objectives. Note was taken of the need to strengthen regional cooperation through the exchange of information, best practices and resources, reaffirming the principle of technical solidarity. In this regard, ICAO, through its Regional Office and with the support of the SRVSOP, would continue to provide technical assistance, training programmes and regulatory guidance to facilitate the achievement of certification goals.

WP/18 – Actions to develop Volume III of the CAR/SAM Regional Air Navigation Plan

5.12 This working paper addressed the actions needed to develop Volume III of the CAR/SAM

Regional Air Navigation Plan, focusing on the implementation of GREPECAS conclusions and decisions. Difficulties in organising, processing and managing data to obtain key performance indicators (KPIs) were analysed.

5.13 The Meeting identified actions that SAM States should encourage to advance in the development and consolidation of Volume III of the CAR/SAM RANP and in the management of their national air navigation plan (NANP):

- ✓ Participation: Prioritise the participation of multidisciplinary teams in activities programmed by the Secretariat and comply with GREPECAS conclusions and decisions. Promote collaborative work among States.
- ✓ Stable technical teams: Appoint and maintain technical teams within the civil aviation authority, including experts in regulation, ANS provision, statistics, technical support and IT.
- ✓ State focal point: Designate a focal point to facilitate communication with the Secretariat and coordinate the training of national teams.
- ✓ Dissemination of GANP concepts: Involve all relevant stakeholders in RANP and NANP planning, ensuring the dissemination of GANP concepts.
- ✓ Collaboration for KPIs: Establish collaboration mechanisms between the multidisciplinary team and the entities that manage the data needed for the calculation of KPIs.
- ✓ Regulatory framework for KPIs: Define a regulatory framework and maintenance processes for the publication and regular updating of national KPIs.
- ✓ Cost-benefit analysis: Strengthen the conduction of cost-benefit analyses in decision-making on air navigation enhancements.
- ✓ Evaluation of additional activities: Evaluate and implement other activities necessary to meet the strategic objectives of the GANP.

WP/28 - State safety programme (SSP), a key enabler of safety improvement

5.14 WP/28 underlined the importance of implementing the State safety programme (SSP) as a key factor to improve safety in the Region. In the paper, France shared its experience in the implementation of the SSP based on the sound methodology developed in this field in France. Assistance in the identification of threats or hazards, in the establishment of strategic objectives and indicators, as well as in the creation of a reliable safety event reporting system required careful adaptation of one national aviation context to another.

5.15 During the comment period, States supported the content of the paper, especially regarding the importance of exchanging good practices and experiences in SSP implementation.

WP/39 – Aviation cybersecurity strategy

5.16 The Meeting took note of the working paper highlighting the need to develop a regional civil aviation cybersecurity strategy, in view of the increased number of cyber threats affecting the critical infrastructure of the sector. It was noted that, while process and system digitisation had generated significant operational benefits, it had also given rise to new vulnerabilities that required a coordinated and timely response.

5.17 The proposal envisaged the design of a comprehensive strategy aligned with the ICAO regulatory framework, in particular with the provisions of Annex 17, and inspired by international best practices. This strategy would be structured around three main axes: institutional strengthening, regional cooperation, and capacity-building. Note was taken of the need to establish sustainable mechanisms for information exchange, mutual technical assistance, and to include cybersecurity as an essential component of national civil aviation security plans.

5.18 The Meeting expressed its support to the initiative, stressing the importance of having a regional approach that included, among other elements, regulatory strengthening, personnel training, improvement of technological infrastructure, and international cooperation. The Meeting also acknowledged that the proposed approach was consistent with the guidance discussed in the context of ICAO panels, reaffirming the common interest to move forward in a harmonised manner in the face of emerging cybersecurity challenges.

WP/40 – Strengthening cybersecurity in civil aviation: A collaborative work plan for the protection of civil aviation

5.19 The Meeting took note of the working paper outlining the need to strengthen cybersecurity in civil aviation through a collaborative approach involving all actors in the aviation ecosystem. It was noted that cyber threats could have a significant impact not only on aviation security and safety, but also on the sustainability of air transport and the confidence of the public and stakeholders of the sector.

5.20 The proposal contemplated the development of a collaborative work plan aimed at moving towards a comprehensive regional cybersecurity model. Suggested elements included the definition of a regional cooperation architecture, the systematic exchange of best practices, the strengthening of technical capabilities, and the development of common protocols for the prevention of, and response to, cyber events. It was recommended that such efforts be aligned with the global strategies promoted by ICAO and be based on existing international regulatory frameworks.

5.21 The Meeting expressed interest in the proposed approach and agreed on the importance of promoting coordinated actions at the regional level to address cybersecurity challenges. It was also noted that several national initiatives were already underway, including regulatory measures, public policies, and inter-institutional coordination mechanisms. It was noted that some specific aspects of the proposal would require further technical analysis, particularly those related to the adoption of common regulatory frameworks, taking into account the organisational diversity in the Region. Finally, it was underlined that the establishment of a regional frame of reference would contribute to capacity-building and would be consistent with ICAO guidance and recommendations.

WP/52 – Cybersecurity in civil aviation and regional cooperation in South America

5.22 The Meeting took note of the working paper that listed actions taken on cybersecurity in civil aviation, highlighting the importance of inter-agency coordination and regional cooperation. Joint efforts by aviation authorities, defence agencies, and specialised IT entities for the development of a cohesive national strategy were highlighted, as well as the value of sharing information with regional and international organisations. These integrated approaches were seen as good practices that could contribute to strengthening cyber resilience in the Region.

5.23 The document highlighted the importance of integrating cybersecurity into national civil aviation security plans and of promoting policy harmonisation in the Region. It was noted that coordination between the public and private sectors, as well as among different State agencies, was essential for an

adequate response to cyber threats. The paper also proposed the use of regional mechanisms, such as the AVSEC/FAL Group, to foster technical and operational cooperation in this area.

5.24 Comments expressed support for the proposal, highlighting the importance of establishing a regional network for the exchange of information on cyber threats, vulnerabilities and incidents. Note was taken of the advisability of aligning actions with international best practices and of advancing in regional agreements that allowed sharing of cybersecurity regulatory frameworks, processes, and capabilities. Reference was also made to the commitments made at the Fourteenth Air Navigation Conference (AN-Conf/14), particularly on the need to develop an oversight framework adapted to the regional reality. It was also deemed relevant to use existing mechanisms such as the AVSEC/FAL Regional Group to coordinate efforts and support the implementation of actions in this area.

WP/55 – Presentation of the CEPLAN methodology for its application in the development of civil aviation mater plans in the Region

5.25 The Meeting took note of the working paper outlining the application of a national strategic planning methodology for the drafting of a civil aviation master plan, with the assistance of ICAO. It was noted that this methodology allowed the document to be structured in a strategic manner, with a result-oriented approach and aligned with both the State's strategic management instruments and ICAO's regional and global plans.

5.26 The Meeting recognised the value of the experience presented, noting that it could be used as a reference for strategic planning in other national contexts. Interest was also expressed in learning more about the methodology applied, considering its potential as a model for harmonising national plans with the international strategic frameworks of the sector.

IP/09 – Risk-based oversight

5.27 In this paper, the SRVSOP referred to the importance of risk-based surveillance (RBS) in safety oversight, enabling civil aviation authorities (CAAs) to prioritise oversight in areas of highest risk. It also described the progress made by the SRVSOP in this area.

IP/24 – Progress made on the national air navigation plan (PNNA) of Venezuela

5.28 In this information paper, Venezuela reported on progress in the development of the National Air Navigation Plan (PNNA), 2024-2032. This plan focused on improving the efficiency, sustainability and capacity of the country's air navigation services. It applied the six-step methodology for performance-based planning, in alignment with the Global Air Navigation Plan. The PNNA was being developed by a multidisciplinary team, which facilitated enhancements and development in areas such as airports, airspace, technological platforms, and air operations. In addition, UAS air traffic management (UTM) strategies were being implemented and cybersecurity aspects were being addressed.

IP/26 – Technical cooperation projects implemented by EASA in Latin America and the Caribbean

5.29 This information paper described the work being carried out through the technical cooperation projects of the European Aviation Safety Agency (EASA) in the Latin American and Caribbean Region. The purpose of these initiatives was to improve the safety, sustainability and connectivity of civil aviation, in alignment with regional and global aviation objectives. EASA welcomed coordination with

civil aviation authorities and regional and international organisations to support the efficient and effective implementation of international standards.

5.30 The Meeting took note of the information on the projects implemented by the European Aviation Safety Agency (EASA), in collaboration with civil aviation authorities and regional and international organisations, aimed at promoting compliance with global standards and addressing challenges specific to the recipient Regions. Two main initiatives were highlighted: the EU-LAC partnership project (EU LAC PPP II), focusing on strengthening institutional relations and promoting harmonised practices, and the EU-CORSIA project, aimed at supporting the implementation of the ICAO CORSIA in Caribbean States.

5.31 The EU LAC APP II project, foreseen to last from 2022 to 2025 and with a budget of 4 million euros, followed on a from previous cooperation initiative and included activities with a number of States in the Region and regional organisations. This project had facilitated the conduction of technical discussions, workshops, and training courses in key areas such as aerodrome certification, air navigation, aviation medicine, and environmental management.

5.32 In parallel, the EU-CORSIA project, with an allocation of 5 million euros, had provided technical support to sixteen Caribbean States for the implementation of CORSIA, contributing to the strengthening of their capabilities through the accreditation of verification bodies and the drafting of climate action plans at State level.

Agenda Item 6A: Governance

6.1 Under this agenda item, the following papers were presented:

- *WP/19 – Results of the continuous improvement programme –Regional priorities, Secretariat*
- *WP/20 – Governance improvement: Development of OECD guidance material and best practices in regulatory governance – ANAC/Brazil, Secretariat*
- *WP/41 – Strong, seamless and cohesive governance, with a unified vision as a key factor for the growth of civil aviation, Colombia*
- *IP/12 – Ratification of international treaties, Secretariat*
- *IP/13 – Support to air transport in Suriname, IADB*

NE/19 – Results of the continuous improvement programme – Regional priorities

6.2 In this working paper, the Secretariat presented the results of the implementation of the continuous improvement programme in the SAM Region, including the priorities identified, summarised as follows:

a) Updating of laws and regulations to reflect the latest amendments to ICAO standards and recommended practices
b) Human resource management – Calculation and adequate staffing of inspectors
c) Human resource management – Qualification of inspectors
d) Air operator certification process management
e) Management of oversight in all relevant areas
f) Timely resolution of safety issues

6.3 When discussing this paper, it was noted that it was necessary to connect the needs of States with the solutions available in other States or those that could be offered by international organisations and industry, highlighting the role of the Regional Office in providing the appropriate means to make the needs and solutions visible, and to provide both parties a communication mechanism to connect in a timely manner.

WP/20 –Governance improvement: Development of OECD guidance material and best practices in regulatory governance – ANAC/Brazil *and* ***WP/41 - Strong, seamless and cohesive governance, with a unified vision as a key factor for the growth of civil aviation***

6.4 Effective governance in civil aviation authorities is key to ensuring transparent, independent and efficient regulatory frameworks. At the request of ICAO, the OECD applied its governance indicators in the NAM/CAR and SAM Regions, identifying strengths and opportunities for improvement in terms of independence, accountability and transparency. As a result, a second phase of the project was proposed, focusing on the drafting of a practical guide based on international best practices, with recommendations adapted to the context of each State to strengthen their institutional and regulatory structures.

6.5 The experience of the Brazilian civil aviation authority (ANAC) was highlighted as a model of governance, due to its legal autonomy, robust accountability and public participation mechanisms, regulatory planning, continuous monitoring, and responsive regulations. These practices strengthen legitimacy, regulatory quality and evidence-based decision-making. States were encouraged to participate

in the second phase of the project, supporting its implementation and contributing to a more harmonised, resilient and sustainable regional regulatory environment. The estimated investment was 210,000 euros.

6.6 The Meeting noted the general recognition given to the importance of strengthening of governance in civil aviation authorities, and the value assigned to the objectives of the second phase of the joint ICAO/OECD project. Note was taken of the interest of various parties to actively participate in the development of a practical guide consolidating good regulatory practices and assessment systems, aimed at continuous improvement of the sector. In this sense, the Meeting underlined the need for a more detailed assessment of the financial aspects of the project, including its budget and expected benefits.

6.7 Likewise, the Meeting reasserted its support for the fundamental principles of the project, particularly with regard to strengthening regulatory frameworks to promote sustainable growth in air transport. It was noted that the analyses conducted by the OECD on governance in many civil aviation authorities in the Americas had identified key elements, such as financial and operational autonomy, technical leadership, and accountability mechanisms, as fundamental pillars for strengthening institutional trust and sector performance.

6.8 These elements prevented conflicts of interest and supported the formulation of evidence-based policies aligned with national strategic objectives. The importance of improving recruitment processes, strategic human talent planning, and the use of long-term public policy tools to advance the sustainable development goals (SDGs) was also highlighted.

6.9 Finally, it was noted that the separate strategies for the CAR and SAM Regions could lead to coordination problems, and it was recommended that steps be taken towards more integrated governance schemes for the Americas to improve connectivity, efficiency and regional coherence. Suggested actions included convening regional meetings, adopting governance indicators defined by the OECD, and strengthening spaces for dialogue aimed at developing integrated policy frameworks.

IP/12 – Ratification of international treaties and agreements

6.10 During the RAAC/17 meeting, SAM States were invited to ratify six key international air law treaties, highlighting their importance for strengthening the legal framework of civil aviation. Since then, ICAO has actively promoted the ratification of these treaties through bilateral meetings, monitoring the progress made by States, and offering specialised courses, such as the International Air Law Course and the Aviation Liability and Insurance Course. Despite some progress--like ratification by Panama in 2025--a low level of accession persisted, especially in instruments related to emerging threats, such as cyberattacks and disruptive passengers.

6.11 The paper proposed concrete measures to encourage ratification, including the designation of focal points in each State, the use of a tracking matrix to report progress, and participation in the ICAO Treaty Event in 2025, where the deposit of instruments would be facilitated. The Meeting underlined the active role that Directors General of Civil Aviation could play as champions of the process, and States were encouraged to take advantage of the training resources offered by ICAO to strengthen their legal capacities in the field.

IP/13 - Institutional strengthening in Suriname

6.12 In this paper, the Inter-American Development Bank announced that it had approved a loan of USD 25 million to improve the country's air transport sector. The purpose of this loan was to strengthen

compliance with international safety and security standards, and improve the quality and resilience of airport infrastructure.

Agenda Item 7A: Innovation

7.1 Under this agenda item, the following papers were presented:

- *WP/10 – Synergy and cooperation in advanced air mobility, Brazil*
- *WP/14 – Prototype for expediting effective implementation (EI) of the SSP, Chile*
- *WP/42 – Implementation of a digital control tower at the Bahia Solano airport as a pilot initiative for air traffic modernisation in Colombia, Colombia*
- *WP/43 – Optimisation of the management of large height deviations (LHDs) in the CAR/SAM Regions with reduced vertical separation minima (RVSM), Colombia*
- *WP/44 – The impact of artificial intelligence on the aeronautical sector, Colombia*
- *WP/50 – Promoting the safety of small general aviation aircraft using alternative strategies for product regulation, Brazil*
- *WP/51 – Implementation of the electronic licence – Brazilian EPL solution, Brazil*
- *WP/54 – Innovation in security mechanisms applied to aviation inspectors´ credentials, Peru*
- *WP/59 – Implementation of a cybersecurity management system in aviation through the creation of a methodological guide, Chile*
- *WP/60 – Proposal of a methodology for the development of an online management platform for the SAM Regional Office, Chile*
- *IP/17 – The EASA regulatory framework in support of the development of innovative aerial services in Europe, EASA*
- *IP/20 – EASA approach to artificial intelligence in aviation, EASA*
- *IP/25 – Advances of the unmanned aircraft operations work area, Venezuela*

WP/10 – Synergy and cooperation in advanced air mobility

7.2 This working paper highlighted the challenges involved in the introduction of Advanced Air Mobility (AAM) and its disruptive technologies. It also underlined the need to implement strategies that promote synergy and collaboration through information-sharing and transparency in AAM initiatives, new developments, and activities in the SAM Region.

7.3 The crucial importance of international cooperation among SAM States for the safe and sustainable development of AAM was highlighted. Given its emerging nature, AAM presented challenges and opportunities that transcended national borders. Lack of coordination could lead to incompatibilities and hinder regional growth. It was therefore proposed that States share information on their AAM initiatives, developments, and activities, and that ICAO facilitate its dissemination through seminars, regional workshops and other forms of information exchange, involving authorities, industry and service providers.

7.4 Accordingly, several States expressed support for this initiative, recognising AAM as a technological, mobility, economic and tourism opportunity. The need for legislation, coordination and promotion of projects was emphasised. Information exchange and collaboration with initiatives such as Eve Air Mobility and regulators such as ANAC, FAA, EASA and CAA China were suggested.

7.5 Experiences with the implementation of Advanced Air Mobility (AAM) were shared, highlighting initiatives aimed at developing roadmaps and national plans with the involvement of the public and private sectors. The Meeting underlined the importance of establishing collaborative mechanisms for

the exchange of knowledge and best practices, as well as the convenience of defining effective channels to facilitate the flow of technical information among civil aviation authorities in the Region.

7.6 In general, there was support for regional cooperation and synergy in AAM, recognising cross-border challenges that required effective international coordination, given that while AAM offered significant opportunities, it also posed challenges that transcended national borders.

WP/14 – Prototype for expediting effective implementation (EI) of the SSP

7.7 The Meeting took note of the working paper describing the common challenges to the effective implementation of the State Safety Programme (SSP), as set out in Annex 19 to the Convention on International Civil Aviation, especially as a result of the technical complexity of said regulatory framework. In this sense, a proposal was made to prioritise the implementation of Component 2 of the SSP, focusing efforts on the management of operational risk associated with high-risk categories, such as runway excursions (RE) and runway incursions (RI).

7.8 The proposal was well received by the Meeting, reflecting consensus on the value of approaches that allowed for gradual implementation of the SSP. Note was taken of the importance of having solutions adaptable to the capacities and context of each State, and of the need for caution when considering common mechanisms, recognising the structural and operational diversity that existed in the Region.

WP/42 – Implementation of a digital control tower at the Bahia Solano airport, as a pilot initiative for air traffic modernisation in Colombia

7.9 The Meeting took note of WP/42, containing a pilot initiative for the implementation of a digital control tower at an airport located in a coastal area of the Region. The idea was for this experience to serve as a reference for future applications of this technology, proposing the standardisation of a regulatory and strategic framework that included the training of air traffic control personnel, as well as the assessment of operational and environmental impacts. The paper underlined that the inclusion of digital towers, both local and remote, could significantly contribute to enhance efficiency and safety at aerodromes with reduced levels of operation, in accordance with ICAO standards and guidance. It was also noted that this technology could optimise air traffic management by reducing infrastructure and maintenance costs, providing flexibility to adapt to the future needs of the regional aeronautical system, and strengthening surveillance and risk mitigation with high levels of safety.

7.10 During the analysis of the proposal, the Meeting highlighted its innovative nature and its alignment with international trends and ICAO guidelines, recognising benefits such as cost reduction, operational efficiency, and environmental sustainability. However, it was deemed necessary to further analyse its technical and economic feasibility, including cost estimates, funding models, and specific requirements, such as bandwidth for real-time transmission, data redundancy, cybersecurity, and training of the personnel involved.

7.11 The Meeting appreciated the information shared, including previous experiences in the implementation of digital towers, and highlighted the need for any initiative of this nature to be carefully assessed in accordance with the relevant operational, technical and regulatory context. The importance of continued sharing of practical experiences in this area was reasserted, in order to move forward in a

coordinated and evidence-based manner towards the incorporation of innovative technologies into air traffic management in the Region.

WP/43 – Optimisation of the management of large height deviations (LHDs) in the CAR/SAM Regions with reduced vertical separation minima (RVSM)

7.12 When discussing WP/43, the management of large height deviations (LHD) in RVSM airspace in the CAR/SAM Regions was addressed, highlighting their impact on air traffic safety and efficiency. It was recognised that reporting automation and the application of a cascading risk assessment model could improve pattern identification, facilitate the prioritisation of corrective actions and optimise strategic decision-making. It was also noted that reliance on manual processes was limiting the timely detection of incidents and that the incorporation of the FDS system, together with a structured risk assessment model, could represent a significant step forward in the traceability and management of these events.

7.13 The gradual incorporation of technological tools and the strengthening of the training of personnel in charge was encouraged, with a view to strengthening institutional capabilities in safety and improving the effectiveness of mitigation mechanisms in the Region.

7.14 Some participants pointed out that, in order to maximise the benefits of this proposal, it would be appropriate to continue its analysis in the specialised technical fora already established, in close coordination with the Regional Offices. This assessment would improve the quality and consistency of LHD reports sent to the relevant monitoring body, thus fostering a more effective management of RVSM airspace.

WP/44 – Impact of artificial intelligence on the aeronautical sector

7.15 A working paper was presented underlining the transformative potential of artificial intelligence (AI) in the context of civil aviation, highlighting its application in areas such as air traffic management, predictive maintenance, and safety enhancement. It was noted that the use of AI allowed for the optimisation of processes through real-time analysis of large volumes of data, contributing to greater operational efficiency and risk reduction. Emerging challenges such as ethical implications, risks associated with excessive automation and, the need to redefine the interaction between human operators and automated systems were also highlighted. The proposal included the updating of training programmes and the development of regulatory frameworks to enable safe and responsible implementation in line with ICAO recommendations.

7.16 During the exchange of views, consensus was reached on the importance of the subject, reaffirming the need to address the integration of artificial intelligence into civil aviation in a systematic and collaborative manner. A more in-depth technical and regulatory analysis in regional spaces was encouraged, with a view to fostering a gradual adoption that supported innovation without compromising the safety and sustainability of the sector (see 2.12, 4.18 t 4.21, and 7.39).

WP/50 – Promoting the safety of small general aviation aircraft using alternative strategies for product regulation

7.17 Within the context of regulatory developments related to light sport aircraft, recent experiences were shared on the use of internationally-recognised consensus standards, developed jointly with industry and foreign authorities. Instead of the traditional type and production certification processes, this approach allowed for the issuance of airworthiness certificates based on the manufacturer's statement of compliance, supported by technical documentation. This strategy, referred to as 'regulated self-regulation', had proven effective in reducing regulatory costs and expediting processes, while maintaining acceptable levels of safety. Its potential to foster growth in the general aviation sector was also identified, especially in developing economies. However, the lack of harmonisation in approval procedures among States remained a challenge, limiting international trade in these aircraft.

7.18 In order to move towards greater regulatory consistency, it was proposed to set up a working group under the coordination of the ICAO Regional Office, charged with analysing the model in question, identifying technical barriers to trade, and generating proposals, including possible modifications to SARPs or existing guidance material. The initiative was well received, acknowledging its strategic value in strengthening the interoperability and competitiveness of the regional aviation sector through flexible and coordinated regulatory solutions.

WP/51 – Implementation of the electronic licence – Brazilian WPL solution

7.19 The implementation of the electronic licence for civil aviation professionals was addressed within the context of a national experience describing the development and integration of an electronic personnel licence (EPL). This technological solution sought to optimise the issuance of licences, reduce the operational burden for the appropriate authorities, and make aeronautical personnel management more efficient. The feasibility of the system was underpinned by administrative centralisation and the availability of structured licensing databases and platforms.

7.20 It was noted that the EPL had been designed in accordance with ICAO Annex 1 and integrated with State digital platforms to ensure the authenticity and traceability of information through mechanisms such as QR codes. The system architecture was envisaged to be scalable and adaptable to other administrations in the SAM Region, provided that compatible infrastructures and regulatory frameworks aligned with international requirements were in place.

7.21 Benefits identified included data interoperability, instant verification of qualifications, reduction of administrative processes, and improved document control. In this context, it was suggested that regional feasibility studies, led by existing cooperation mechanisms, be conducted in order to assess a possible coordinated adoption of e-licensing in the Region, based on successful experiences.

7.22 Other relevant experiences were shared on the use of proprietary digital platforms to manage and verify aeronautical licences, highlighting the benefits in terms of efficiency, interoperability, and integration. It was also proposed to explore more advanced solutions, such as decentralised registration technologies, to strengthen cross-border validation processes and facilitate regional digital convergence.

7.23 Interest was also expressed in exploring alternatives to expedite the transition to digital licensing systems, while ensuring the security, integrity and reliability of processes.

7.24 The initiative received general support, recognising its potential to further institutional strengthening for the management of aeronautical personnel. However, the need for prior legal and technical analyses was underlined, considering aspects such as regulatory harmonisation, the results of safety oversight audits, and the technological capabilities of each administration. It was agreed that any move towards regional implementation should be preceded by relevant feasibility studies.

WP/54 – Innovation in security mechanisms applied to aviation inspectors´ credentials

7.25 A recent experience was shared on the implementation of digital mechanisms to strengthen the security and authentication of technical staff through the use of QR codes on inspectors' credentials. This measure, adopted as part of the efforts to modernise personnel management, supplemented traditional documentary security elements--such as holograms and physical validation--, providing technological capabilities that allowed for real-time verification of the identity and functional status of inspectors during the exercise of their duties.

7.26 The technological solution described responded to the need to strengthen secure identification in restricted-access areas within aeronautical facilities, in accordance with ICAO standards and recommended practices (SARPs). Through electronic scanning, key information linked to the credential holder, such as name, position, document validity, and functional status, was instantly accessed, allowing for efficient validation and reducing the risk of impersonation.

7.27 For its implementation, regulatory procedures had been established to regulate the issuance, use, return, and handling in case of loss or theft of credentials. In this context, the Meeting was invited to consider the adoption of similar mechanisms to strengthen document security in other aviation authorities of the SAM Region. It was also proposed to explore opportunities for regional harmonisation in the design and validation of electronic credentials.

7.28 During the discussion of the initiative, the importance of having a robust cybersecurity infrastructure in place to support the operation of these technological solutions was highlighted. It was underlined that any measures aimed at electronic identification should take into account the associated cyber risks and required adequate safeguards to ensure data integrity and confidentiality.

7.29 It was also recognised that the proposal contributed to the fulfilment of safety oversight obligations, especially within the framework of the Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP CMA), and could serve as a reference to strengthen access and authentication controls in the aeronautical environment. Interest was expressed in analysing the feasibility of its implementation at regional level, in line with the principles of safety, data protection and interoperability.

WP/59 – Implementation of a cybersecurity management system in aviation, through the creation of a methodological guide

7.30 A proposal was submitted for the development of a methodological guide to support the implementation of cybersecurity management systems in the civil aviation sector. The initiative aimed to provide a structured tool for the appropriate authorities to strengthen technical, organisational and regulatory capabilities in line with applicable international standards and practices.

7.31 The proposal positioned cybersecurity as an essential element within the broader security framework, suggesting its integration into existing management systems. The methodological guide would

include components such as risk identification and assessment, assignment of responsibilities, establishment of continuous monitoring processes, training programmes, and continuous improvement mechanisms. It was also considered that this tool could be useful at the regional level, contributing to the development of collective cybersecurity capabilities in the SAM region.

7.32 During the analysis of the proposal, the development of a methodological guide as a practical tool to facilitate cyber risk management in the aviation environment was considered positive. It was recognised that such an initiative would supplement the efforts led by ICAO at the global level, in particular those made by the Cybersecurity Panel (CYSECP) and its Threat and Risk Working Group (TFP/THR WG), where progress was being made in the development of methodologies and guidance material. In this regard, regional coordination was encouraged as a means to facilitate technical exchange among authorities, foster synergies with global initiatives, and contribute, from a regional perspective, to the strengthening of the international cybersecurity strategy.

WP/60 – Proposal of a methodology for the development of an online management platform for the SAM Regional Office

7.33 The Meeting took note of a methodological proposal aimed at developing a regional digital platform for online management of work plans derived from technical assistance provided by the South American (SAM) Regional Office, as well as of corrective action plans (CAPs) resulting from the Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP CMA) audits. This initiative fell under the SAM Safety Plan (SAMSP) and the continuous improvement programme that sought to strengthen civil aviation systems in the States of the Region.

7.34 Within the framework of technical assistance activities, an experience was presented on the implementation of a national digital platform aimed at automated follow-up of work plans and corrective actions. This tool allowed for real-time traceability of action taken, thus facilitating management, review, and control of progress in safety matters.

7.35 A proposal was made to assess the possibility of developing a digital tool for regional application, using as a reference the existing experiences. This platform would enable standardised processes, improved efficiency in the follow-up of CAPs, and stronger continuous monitoring mechanisms in the SAM Region. The Meeting was invited to consider the feasibility of its implementation as part of the regional efforts to improve safety management.

7.36 During the analysis of this proposal, the Meeting recognised the potential added value of a regional digital solution, while pointing out several areas that required attention. Note was taken of the importance of avoiding duplication of efforts with existing platforms, such as ICAO OLF, and it was suggested to explore the possibility of further developing the latter to incorporate additional functionalities, with the support of emerging technologies. Mention was also made that it would be advisable for any additional tool to be considered as supplementary and voluntary in nature.

7.37 The Meeting agreed on the need to improve traceability and efficiency in the management of corrective action plans, recognising that any possible regional platform could specifically focus on this component, avoiding redundance. The Meeting underlined the need to conduct a detailed study of the technical and operational feasibility of the proposal before making any decision on its development and implementation.

IP/17 – EASA regulatory framework in support of the development of innovative aerial services in Europe

7.38 This working paper, presented by EASA, reported on the development of the European regulatory framework to enable a safe and sustainable introduction of innovative aerial services (IAS) and innovative air mobility (IAM), including operations with unmanned aircraft (UAS) and vertical take-off and landing (VTOL) vehicles. The document described the existing regulations, the new technical and operational rules, as well as initiatives such as the "IAM Hub" to facilitate the collaborative implementation of these technologies in Europe, addressing safety, sustainability, user acceptance, and international harmonisation aspects.

IP/20 – EASA approach to artificial intelligence in aviation

7.39 The information paper presented the EASA approach to incorporation of artificial intelligence (AI) into aviation in a safe, ethical, and efficient manner, based on a regulatory framework focused on trust, transparency and human supervision. In its Roadmap 2.0, the Agency established levels of AI integration, from assistance to advanced automation, and developed guidelines for gradual implementation. Furthermore, it promoted collaboration with authorities, industry and research institutions, aligning its efforts with European legislation in order to ensure that AI contributed to the safe and sustainable development of the aeronautical sector.

IP/25 – Advances of the unmanned aircraft operations work area

7.40 The Meeting took note of a national experience related to the creation of a specialised unit for the management of unmanned aircraft operations, established in response to the exponential growth of unmanned aircraft activities. This structure was focused on the certification of operators, the issuance of domestic and international operation authorisations, the monitoring of activities, and the development of regulatory frameworks to ensure a safe and sustainable evolution of this operational modality.

7.41 Since its creation, this unit had dealt with a significant volume of certifications and authorisations, thus highlighting its key role in the management of unmanned aircraft activities. The paper underlined the importance of strengthening institutional capacity and of considering the development of regional strategies to promote regulatory harmonisation, technical cooperation, and consolidation of surveillance mechanisms tailored to the technological evolution of the sector, in accordance with ICAO guidance.

Agenda Item 8A: Other matters

8.1 Under this agenda item, the following papers were presented:

- *WP/25 – Support for AIM and the process of digitalisation and automation of aeronautical information in the SAM Region, Secretariat*
- *WP/30 – Moving towards multilateralism of accessibility measures, IATA*
- *WP/31 – Data protection and international carriage by air – Outcomes from the 39th Session of the ICAO Legal Committee and subsequent Council decision, IATA*
- *WP/45 – International Air and Space Fair – F-AIR Colombia 2025, Colombia*
- *WP/46 – Aeronautical information security strategy for ADS-B, Colombia*
- *WP/47 – Integration of efforts to mitigate the risk associated with the use of airspace to cause harm using unmanned aircraft systems, Colombia*
- *WP/48 – The process of transitioning international standards to national regulations – Impact on safety, Colombia*
- *WP/53 – Subsidised flight programme – Breaking isolation, Peru*
- *WP/57 – Strategy for maintaining acceptable effective implementation (EI), Ecuador*
- *IP/18 - Effective safety promotion and communication, EASA*
- *IP/19 – Enhancing cybersecurity through collaboration: The European Union´s approach to cybersecurity, EASA*
- *IP/27 – ICAO financing priorities for 2025, Secretariat*

WP/25 – Support for AIM and the process of digitalisation and automation of aeronautical information in the SAM Region

8.2 The Meeting took note of WP/25, which highlighted the need to continue supporting AIS-to-AIM transition in order to promote safety, efficiency, and sustainability of global aviation. It also described one of the significant regional challenges for the transition to AIM, specifically that related to aeronautical information digitalisation, automation, and availability in interoperable formats to enable integrated processes.

8.3 Note was taken of the content of the working paper and the importance of the actions proposed in section 4.1. The Meeting expressed its support to the initiatives presented therein, underlining the importance to continue fostering measures that will strengthen regional cooperation and contribute to the attainment of the strategic objectives set by ICAO.

WP/30 – Moving towards multilateralism of accessibility measures

8.4 Persons with disabilities constitute a growing and essential segment of air transport, which significantly contributes to the revenues of the sector and highlights the need for inclusive travel solutions. With more than 1.3 billion people worldwide with some form of disability, international frameworks, such as the UN Convention on the rights of persons with disabilities (CRPD), demand equal access to transportation and related services. Accordingly, ICAO Resolution A41-15 charged the ICAO Council with developing a strategic framework on accessibility, aligned with global initiatives to ensure freedom of movement and the rights of all passengers with disabilities.

8.5 The regulatory landscape was expected to grow as more countries incorporated the CRPD into their national legislation. ICAO, IATA and ACI have advanced a coordinated global approach, even at the 2024 Symposium on Accessibility, held in Montreal. The event emphasised the importance of facilitation to enhance the travel experience of persons with disabilities and informed about the creation of a strategic guide by the ICAO Working Group on Accessible Aviation. The document requested the Assembly to support this strategy, which sought to guide States and stakeholders in improving accessibility in international civil aviation.

WP/31 – Data protection and international carriage by air – Outcomes from the 39th Session of the ICAO Legal Committee and subsequent Council decision

8.6 Airlines are responsible for protecting the personal data of more than 12 million daily passengers, complying with more than 140 data protection laws throughout the world. These laws, often inconsistent and of extraterritorial application, were not designed taking into account the operational realities of international air transport. The global nature of air transport requires that passenger data be shared with multiple entities, including airlines, airports, and border authorities. This generates challenges, especially when the legal requirements of one country are in conflict with those of another country, as experienced during the COVID-19 pandemic. Despite their commitment to data protection, airlines face growing risks, including financial sanctions and licensing issues, due to legal inconsistencies.

8.7 IATA urged ICAO to address these issues through the establishment of a multidisciplinary group to review the intersection between international air transport and national laws on data privacy. This group was to include legal, privacy and facilitation experts, as well as representatives of international organisations. The proposal received ample support, including from Latin American States, and was endorsed by the ICAO Council in September 2024. However, the group had not been established yet. The Meeting was invited to take note of the document and propose qualified candidates to participate in the future working group on data protection and international air transport.

WP/45 – International Air and Space Fair – F-AIR Colombia 2025

8.8 In this working paper, Colombia extended an invitation to all States, civil authorities and enterprises of the aeronautical and airspace sector to participate at the XII International Air and Space Fair – Colombia (F-AIR COLOMBIA 2025), to be held on 9-13 July 2025 at the José María Córdova airport in Rionegro, Antioquia.

WP/46 – Aeronautical information security strategy for ADS-B

8.9 A working paper was submitted on ADS-B (automatic dependent surveillance–broadcast) technology, highlighting its significant contribution to air traffic management modernisation through the provision of accurate, real-time data, thus improving airspace efficiency. However, it was noted that, given the absence of encryption mechanisms in its original design, this technology was vulnerable to cyber threats and risks associated to data privacy.

8.10 In order to mitigate such risks, the following measures were proposed:

- ✓ The integration of collaborative and non-collaborative surveillance sources to improve the resilience of the system;
- ✓ The adoption of advanced cybersecurity practices, including the use of big data and artificial intelligence for detecting anomalies;
- ✓ The development of regulatory frameworks to regulate public and private use of ADS-B data, safeguarding information privacy.

8.11 The Meeting also recognised the need to upgrade surveillance data analysis and display technologies, incorporating tools based on big data and artificial intelligence for automated monitoring of the quality of data generated by ADS-B.

8.12 It should be noted that these issues were addressed at 14th Air Navigation Conference (AN-Conf/14), which adopted Recommendation 4.2/1, currently under review by the Council for consideration at the 42nd Session of the Assembly. More information is available in the corresponding report: https://www.icao.int/Meetings/anconf14/Pages/Yellow-Cover-Report.aspx .

8.13 It was noted that issues related to personal data protection and security of information generated by surveillance technologies, such as ADS-B, should be addressed by legal fora that specialised in civil aviation. In this regard, the Meeting highlighted the usefulness of national regulatory frameworks on personal data protection as a reference for the development of good practices at a regional level. Visit: https://www.impo.com.uy/bases/leyes/18331-2008

WP/47 – Integration of efforts to mitigate the risk associated with the use of airspace to cause harm using unmanned aircraft systems

8.14 A proposal was submitted for the ICAO South American Regional Office to foster the development of standards and recommended practices (SARPs) on the safe management and use of airspace, with emphasis on the integration of regional efforts. The initiative responded to the growing concern for the misuse of unmanned aircraft systems (UAS) for hostile purposes, including acts of unlawful interference. In this regard, it was proposed that ICAO regional planning groups define harmonised criteria to mitigate these risks and strengthen airspace protection.

8.15 The proposal contemplated four key strategies:

- ✓ Regulation of UAS production according to their operating capabilities
- ✓ Standardisation of sale and registration processes
- ✓ Airspace access control using detection and neutralisation technologies
- ✓ International cooperation for the exchange of relevant security information.

8.16 Note was taken of existing regulatory experiences that addressed UAS production control, including regulatory frameworks based on operating capabilities and recent developments related to innovative aerial mobility (IAM) centres, as well as digital tools for reporting events and incidents involving UAS. It was noted that these initiatives could contribute to the development of a common database to facilitate traceability and management of risks associated to these operations.

8.17 During the discussions, the Meeting acknowledged the need to establish a common, standard framework to facilitate regulatory harmonisation in the SAM Region, taking into account existing

experiences. Although several States already had national regulations in place, it was deemed important to move towards a coordinated approach to facilitate interoperability, effective control, and airspace protection.

8.18 Information was shared on different regulatory and operational initiatives already implemented, including UAS traffic management (UTM) systems, exclusion zones, mandatory drone registration, geofencing, electronic identification mechanisms, and anti-drone technologies. These experiences reflected significant progress, but also highlighted the need to continue strengthening institutional capabilities and legal frameworks to effectively address emerging challenges.

8.19 The Secretariat, in turn, underlined that, although the use of unmanned aircraft offered opportunities for innovation, their use for hostile purposes had unique features, including a psychological impact unlike that of manned aircraft. In this regard, an appeal was made to find a balance between promoting technological innovation and safeguarding security, promoting a structured and risk-based regional approach.

WP/48 – The process of transitioning international standards to national regulations – Impact on safety

8.20 A working paper was submitted that analysed the process of amendment of aeronautical standards and regulations, with a comprehensive assessment of its impact on the timely issuance of national regulations. The need for consistency and proactivity when adapting regulations was underlined, making sure that regulatory frameworks properly reflected technical developments and the specific needs of the SAM Region. The document suggested that deficiencies in these processes could have implications similar to those observed in the so-called “organisational accidents” in the provision of services, affecting safety at different levels.

8.21 The analysis highlighted the benefits of standardisation through the Latin American Regulations (LARs), like, for example, regulatory harmonisation and the advancement of more equitable conditions for stakeholders in the sector. However, challenges persisted, such as delays in regulatory adaptation and publication of regulations, which in some cases required independent efforts to maintain alignment with international standards.

8.22 To address these challenges, the proposal was made to establish more dynamic and efficient mechanisms to expedite the incorporation of international standards into national regulations, fostering more consistency among ICAO Annexes, regional frameworks, and the regulations of each State. The initiative also advocated for a more agile adoption of SARPs, in order to improve the effectiveness of the regulatory process and foster timely compliance with international commitments.

8.23 During the discussion, it was noted that harmonisation with LARs had contributed to an increase in SARPs implementation rates in the SAM Region. In this regard, it was suggested that the SRVSOP should assess if the identified challenges were specific or widespread, based on a participatory analysis by existing internal processes, such as panels, focal points, and general meetings. The convenience of conducting a cost-benefit analysis as an input for possible enhancements was also noted.

8.24 Mention was also made of the importance of respecting the regulatory sovereignty of each State and its authority to define regulatory implementation timelines, taking into account the national context. It was noted that regional differences, in some cases, could facilitate the identification of differences with respect to international standards, provided there was a continuing technical commitment at the global standardisation fora. Accordingly, the proposal was made to increase regional participation in ICAO panels as a way of impinging on international regulatory development.

8.25 There was general support to the need to strengthen regional harmonisation mechanisms. The suggestion was made to consolidate SRVSOP technical capabilities by bringing in experienced professionals from participating States in order to expedite the amendment process and ensure timely access to harmonised documentation and implementation guides.

WP/53 – Subsidised flight programme – Breaking isolation

8.26 An information paper was submitted on the implementation of a Subsidised Flight Programme as part of a national air connectivity policy aimed at social development and integration of geographically isolated regions. This initiative, applied in various areas with land or river transport constraints, had given communities access to significantly reduced air tariffs, shortening travel time and facilitating access to essential services, educational opportunities, and economic activities. In 2024, the programme had allowed more than 26,000 passengers to travel on more than 1,190 flights, achieving high user satisfaction.

8.27 In the face of an emergency caused by a water crisis affecting traditional connectivity by river, note was taken of the adaptive capacity of the programme by means of legal adjustments that enabled a temporary increase in the frequency and capacity of subsidised flights. This timely response allowed for continued essential connectivity in a critical context, consolidating the programme as a strategic tool for territorial integration and emergency response.

8.28 The Meeting recognised the value of this type of initiatives in regional contexts where terrain posed similar connectivity challenges. The experience showed the potential for subsidised flight programmes to strengthen territorial cohesion, reduce social gaps, and offer sustainable transportation alternatives for places with difficult access.

8.29 The exchange of experiences and good practices on this issue was encouraged, together with a joint analysis of similar schemes that could be adapted to the different national realities. The consolidation of regional data on connectivity in remote areas was also proposed in order to promote synergies, identify opportunities for cooperation, and strengthen State capacity to design and implement inclusive air transport solutions.

WP/57 – Strategy for maintaining acceptable effective implementation (EI)

8.30 During the discussion of this working paper, the importance of Critical Element 3 (CE-3) was stressed as a cross-cutting component directly impinging on the performance of the technical areas of civil aviation authorities. It was noted that a reduction in the efficacy of CE-3 could have a domino effect on other elements of the system, especially on the availability and sustainability of institutional resources. In this sense, it was suggested that a more systematic follow-up of the ORG protocol within the context of USOAP activities could provide useful evidence of the operational sustainability of authorities and help justify a proper allocation of resources. However, note was also taken of the importance of carefully assessing the cost-benefit ratio and the resources needed for a possible extended implementation of this proposal.

8.31 The recommendation was made for this issue to be addressed at the relevant technical fora, ensuring its alignment with USOAP objectives and priorities. The Meeting also expressed support for the analysis presented and for the need to continue strengthening the assessment and follow-up of organisational factors directly affecting the effective oversight capabilities of national civil aviation systems.

IP/18 – Effective safety promotion and communication

8.32 IP/18 underlined the importance of strengthening safety promotion and communication as the fourth pillar of the safety management system (SMS), in accordance with ICAO Annex 19. The paper proposed a strategic approach--based on marketing techniques and corporate narrative--for designing effective campaigns that would reach aviation personnel, promote a positive safety culture, and support the implementation of regulatory changes. It also underlined the need to have the necessary resources, special skills, and tools for clear, compelling, and effective communication.

IP/19 – Enhancing cybersecurity through collaboration: The European Union's approach to cybersecurity

8.33 The paper described the approach adopted by the European Union to strengthen cybersecurity in civil aviation. It focused on the regulatory framework of Part IS (Information Security), which set forth requirements for risk management, data protection, response to incidents, and continuous training of personnel.

8.34 The paper underlined international cooperation initiatives, such as the European Centre for Cybersecurity in Aviation (ECCSA) and the European Strategic Coordination Platform (ESCP), established to facilitate the exchange of information on threats, vulnerabilities, and best practices. EASA was also participating actively in the development of the ICAO Trust Framework, with a view to promoting a harmonised and secure approach to the exchange of information among States.

8.35 The Agency underlined the importance of fostering the exchange of information between Regions in order to improve threat detection, standardise security practices, optimise resources, and strengthen international cooperation. In this regard, the conduction of a regional workshop in Latin America and the Caribbean was announced for the second half of 2025, under project EU-LAC APP II, with the purpose of sharing the European experience in aeronautical cybersecurity, including challenges, threats, and regulatory solutions.

IP/27 – ICAO financing priorities for 2025

8.36 In this paper, the Secretariat presented "ICAO Financing Priorities for 2025" to the General Directors of Civil Aviation of the SAM Region.

APPENDIX A TO THE REPORT OF RAAC/18

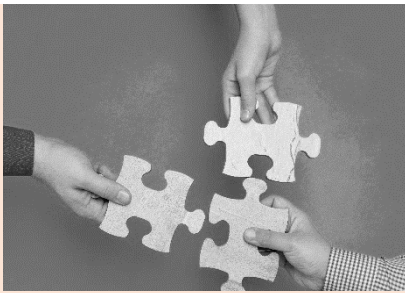
SAM Regional Strategy 2035

SAM Regional Strategy 2035

TRANSFORMING THE CIVIL AVIATION OF SOUTH AMERICA

ICAO SAM REGIONAL OFFICE

ICAO LIMA



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 which 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 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."***

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

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 passengers and businesses alike. Leveraging from overarching agreements that strengthen cooperation among member States, promote collaborative regional mechanisms ensuring aligned policies and infrastructure development. It 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 facilitation, 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_2 Emissions (LTAG), which will leverage 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 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 alike can enhance significantly 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."***

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

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 gender can equally identify opportunities for their development in the sector and engaging individuals that may not initially consider aviation as a path towards professional fulfilment, including those coming 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."***

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

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."***

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

To strengthen the Governance pillar, the adoption and implementation of international best practices in public management can drive 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 strictly punitive approach— remain 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 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 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 from 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 to 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 (like for example 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 be able 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 at clear policies and coordination mechanisms to ensure comprehensive assistance for aircraft accident victims and their families and stakeholder engagement in crisis management.

STRATEGIC PILLAR 6: INNOVATION

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

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

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 insight 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** to address key priorities and advance 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 of the sector.						
	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.						

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

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**
	5.2: Implement Best Governance Practices in the CAAs.						
	5.3: Enhance the oversight and management of safety and security.						
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.						

LIST OF CONCLUSIONS OF RAAC/18

CONCLUSION RAAC18/01	**REVIEW OF CONCLUSIONS FROM PREVIOUS MEETINGS**
What: Considering that conclusions are the primary mechanism to follow up on actions derived from the RAACs, and that keeping them updated through appropriate follow-up is the responsibility of the Secretariat in conjunction with the States of the Region, the following is proposed: a) That the Meeting endorse the proposal of the Secretariat to consider Conclusion 9/5 as finalised, provided Chile and Peru follow up on it with regard to the exchange of radar data on the boundary in the Pacific zone. b) That Conclusions 16/04, 17/07, 17/08, 17/09 and 17/10 be referred to the AVSEC/FAL Regional group	**Expected impact:** ☐ Political / Global ☐ Inter-regional ☐ Economic ☐ Environmental ☒ Technical/Operational
Why: • To keep track of conclusions through an efficient management and monitoring mechanism • The AVSEC/FAL Group is the main coordinator of AVSEC/FAL activities in the SAM Region	
When: N/A	**Status:** ☐ Valid / ☐ Superseded / ☒ Completed
Who: ☐ Coordinators ☒ States ☒ ICAO Secretariat ☐ ICAO HQ ☐ Other:	

CONCLUSION RAAC18/02	**STRATEGIC PLANNING IN THE SAM REGION**
What: That a) States, international organisations and industry in the SAM Region approve the "SAM Regional Strategy 2035" (Appendix A to this report); b) The Secretariat presents a mechanism for performance measurement and assessment of programmes, projects, and initiatives guided by the approved SAM Regional Strategy 2035, contingent upon the availability of supporting resources and the commitment required for effective implementation. This mechanism should include objectives, targets, and indicators (extension of Conclusion RAAC17/01).	**Expected impact:** ☒ Political / Global ☒ Inter-regional ☒ Economic ☒ Environmental ☒ Technical/Operational
Why:	

In order to monitor the progress of the strategic vision, assess its performance, and identify areas that require priority attention in the coming years, it is important to consider the Region's priority strategic guidelines, as defined in the "SAM Regional Strategy 2035".		
When:	a) Immediately b) RAAC/19	**Status:** ☒ Valid / ☐ Superseded / ☒ Completed
Who:	☐ Coordinators ☒ States ☒ ICAO Secretariat ☐ ICAO HQ ☒ Other: International organisations and industry	

CONCLUSION RAAC18/03	**CREATION OF A REGIONAL OBSERVATORY FOR THE PROMOTION OF GENDER EQUALITY**
What: a) That the Secretariat start arrangements to establish an *ad hoc* regional group to develop the terms of reference of the Regional Observatory for the Promotion of Gender Equality. b) That the *ad hoc* regional group draft the aforementioned terms of reference and submit them to States for consideration at the next RAAC for approval.	**Expected impact:** ☒ Political / Global ☐ Inter-regional ☒ Economic ☐ Environmental ☐ Technical/Operational
Why: • To measure female participation in technical and leadership roles in the aviation industry • To broaden the base of personnel entering the aviation sector	
When: Report on progress before the next RAAC	**Status:** ☒ Valid / ☐ Superseded / ☐ Completed
Who: ☐ Coordinators ☒ States ☒ ICAO Secretariat ☒ ICAO HQ ☐ Other:	

INTERNATIONAL CIVIL AVIATION ORGANIZATION
South American Regional Office

EIGHTEENTH MEETING OF CIVIL AVIATION AUTHORITIES

RAAC/18

SUMMARY OF THE IN-PERSON SESSION OF RAAC/18

(Sao Paulo, Brazil, 24 to 26 February 2025)

The designation employed and the presentation of material in this publication do not imply the expression of any opinion on the part of ICAO concerning the legal status of any country, territory, city or area, or of its authorities, or the delimitation of its frontiers or boundaries.

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HISTORY OF THE MEETING

ii-1 PLACE AND DURATION OF THE MEETING

The in-person phase of the Eighteenth Meeting of Civil Aviation Authorities (RAAC/18) of the South American Region was held in the city of Sao Paulo, Brazil, on 24-26 February 2024, under the sponsorship of the National Civil Aviation Agency (ANAC).

ii-2 INAUGURAL CEREMONY AND OTHER MATTERS

The Meeting was officially inaugurated by Mr. Roberto José Silveira Honorato, Acting President Director of the National Civil Aviation Agency of Brazil, who welcomed the participants. He highlighted the essential role of aviation as a driver of economic and social development in South America, underlining the importance of air connectivity to overcome geographical and logistical barriers. He also highlighted the contribution of ICAO and the SRVSOP to the harmonisation of regulations and enhancement of safety standards.

Next, Air Lieutenant Brigadier Mauricio Augusto Silveira de Medeiros, Director General of the Brazilian Airspace Control Department, also addressed a message to the Meeting. He stressed the importance of the Meeting for advancing the implementation of the Regional Strategy for the Transformation of Civil Aviation in the SAM Region. He reaffirmed the collective commitment to safety, sustainability and efficiency of regional air transport, guided by the six strategic pillars: Competitiveness, Governance, Human Resource Management, Environment, Plan Effectiveness and Innovation. He expressed the hope that the Meeting would strengthen institutional ties and generate sustainable and innovative solutions.

Mr. Christopher Barks, Regional Director of the ICAO Office for North America, Central America and the Caribbean, then greeted the participants stating that aviation was undergoing a transformation towards sustainability, innovation and collaboration and that RAAC/18 was fostering concrete and regional actions for a safer, more resilient aviation aligned with ICAO global objectives, highlighting cooperation among States, Regional Offices and industry as the key to success.

Mr. Fabio Rabbani, Regional Director of the ICAO South American Office, highlighted the strong spirit of cooperation that defined the South American Region, and expressed a especial recognition to the government of Brazil for its hospitality. Under the theme **“United in action, towards a more connected South America”**, he made an appeal to acknowledge that air transport was not an end in itself, but a powerful tool to bring people together, strengthen businesses and promote socio-economic development. He noted that significant connectivity gaps, economic constraints and challenges in the affordability of services still persisted, preventing citizens and businesses from taking full advantage of the benefits of aviation.

He also recalled the vision defined by the Ministers in 2018, the RAAC/17 commitments, and the recent approval of the 2050 Strategic Plan by the ICAO Council, consolidating a shared vision of a safe, sustainable and truly connected aviation. However, he insisted that a clear vision was not enough: sound strategies, tangible action plans and proactive collaboration were required. Strengthening communication, clarifying priorities and establishing effective mechanisms were key steps to generate concrete benefits. As Saint-Exupéry said, “the future is not found, it is built’, and that was precisely the objective of this regional Meeting.

Mr. Juan Carlos Salazar, Secretary General of the International Civil Aviation Organization (ICAO), expressed his appreciation to the National Civil Aviation Agency of Brazil for its hospitality and excellent organisation of the event. He highlighted the adoption of the ICAO Strategic Plan 2026-2050, aimed at achieving a more accessible, sustainable, safe, and secure air transport worldwide.

Mr. Salazar also emphasised that ICAO's mission was to lead international civil aviation as a key driver of social and economic development, stressing that the new vision of the Organisation was based on three fundamental goals, zero fatalities in international aviation, net-zero carbon emissions by 2050 and a thriving and connected air transport system that left no country behind.

ii-3 ORGANISATION, OFFICERS AND SECRETARIAT

Mr. Fabio Rabbani, Regional Director of the ICAO South American Office, acted as Secretary of the Meeting, supported by the following officers of the ICAO South American Regional Office:

Oscar Quesada	Deputy Regional Director
Verónica Chávez	Technical Assistance Officer
Jorge Armoa	Regional Officer, Aeronautical Information Management and Aeronautical Meteorology
Javier Puente	Regional Officer, Safety Implementation
Roberto Sosa	Regional Officer, Air Traffic Management and Search and Rescue
Rodrigo Ribeiro	Regional Officer, Aerodromes and Ground Aids
Diogo Arbigaus	Regional Expert, Air Transport

The Meeting acknowledged the cooperation of the sponsors ABEAR, AIREON, ALTA, EMBRAER, FREQUENTIS, SEABURY and SITA, with regard to their activities in the field of safety oversight support systems and for the exhibition of their products to the participants of the event.

ii-4 WORKING LANGUAGES

The working and documentation languages of the Meeting were English and Spanish.

ii-5 AGENDA

The following agenda was adopted:

Day 1 – Monday 24 February 2025

- Signing of agreements
- Review of asynchronous phase matters
  - Current situation and priorities
  - Follow-up to RAAC17 conclusions
  - Presentation of agreements reached
  - Approval of the strategic document

- Panel 1 – How to facilitate collaboration?
  Discussion on how to bring visibility to needs and opportunities for support, as well as how to facilitate and promote collaboration in the Region.

Day 2 – Tuesday 25 February 2025

- Innovation
  Non-technology-related innovation in the current regional context
  Presentation and interactive question and answer session

- Human resources

  Exchange on the challenges of human resource management

- Regulatory efficiency
  Impact of regulatory harmonisation on safety oversight – Presentation and interactive question and answer session

- Panel 2 - Environment
  Challenges and opportunities in implementing LTAG and the global reference framework for SAF, LCAF and other forms of clean energy approved by CAAF/3

Day 3 – 26 February 2025

- Panel 3 – Competitiveness
  Discussion on best practices to boost competitiveness in the Region

ii-6 ATTENDANCE

The Meeting was attended by twelve States from the SAM Region, two States from the NACC Region, one State from the APAC Region and two States from the EUR Region, as well as fifteen international organisations and three industry sponsors, making a total of 133 participants. The list of participants appears in the attachment to this report.

ii-7 LIST OF CONCLUSIONS

The list of conclusions is presented in the report of the asynchronous phase of the Meeting.

ii-8 LIST OF PARTICIPANTS

The list of participants is shown on page iii-1.

Eighteenth Meeting of Civil Aviation Authorities of the South American Region (RAAC/18)
Decimoctava Reunión de Autoridades de Aviación Civil de la Región Sudamericana (RAAC/18)

LIST OF PARTICIPANTS / LISTA DE PARTICIPANTES

Name / Nombre	Last Names / Apellidos	Official Position or Title / Cargo o Título Oficial	Country and/or Organization you represent | País y/u organización que usted representa
Filipe	Pereira dos Reis	Senior Advisor	ACI-LAC
Gilberto	Peralta	President	Airbus
Guillaume	Gressin	Vice President International Business Airbus Latin America	Airbus
Rodolfo	Quevedo	Regional Safety Director, Americas	Airbus
Tarcisio	Soares	International & Strategy Manager	Airbus
Leandro	Brasil	Head to Communications	Airbus
Gonçalo	Pimentel	SAF Business Developer - Latam	Airbus
Sara	Vieira SantAna da Cruz	Assessora de imprensa	Airbus
José Ricardo	Botelho	Executive Director & CEO	ALTA - Latin American Air Transport
Milena Maria	Fajardo Villada	Directora de Combustible y Sostenibilidad	ALTA
Paulo	Ferreira Costa	Legal Director	ALTA
Liliam	Possas	Communications Analyst	ALTA
María Julia	Cordero	Administradora Nacional	Argentina - ANAC
Federico	Pécile	Jefe de la Unidad de Planificación y Control de Gestión	Argentina - ANAC
Mohammad Mahabub	Ullah	Director of Operations, UNEP	Bangladesh and United Nations Environment Programme
Md Mazharul	Islam	Chief Executive Officer (CEO), UNEP BD	Bangladesh and United Nations Environment Programme, UNEP
Landon	Loomis	President Boeing Latin Americas & Caribbean	Boeing
Mike	Snover	Director Global Safety and Regulatory	Boeing
Alvimar	Lucena	Regulatory Affairs Specialist	Boeing
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Wenddy Adriana	Mercado Beltrán	Inspector de Operaciones	Bolivia - DGAC
Hugo	Peñaranda Ramirez	Director de Transporte Aéreo	Bolivia - DGAC
Flavio	Pires	Director General	ABAG - Associación Brasilera de Aviación General (ABAG)
Tiago	Sousa Pereira	Director	Brasil - ANAC
Roberto José	Silveira Honorato	Director-presidente substituto da Agencia Nacional de Aviación Civil	Brasil - ANAC
Mariana	Olivieri Caixeta Altoe	Head of Personnel Licensing Departm.	Brasil - ANAC
Marcelo	de Souza Carneiro Lima	Head of International Affairs	Brasil - ANAC
Marcelo	Bernardes	Head of Department of Governance and Environment	Brasil - ANAC
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Claudio	Beschizza Ianelli	Department of Intelligence and General Inspectorate	Brasil - ANAC
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Ana	Benevides	Chief of Staff/Jefe de Gabinete	Brasil - ANAC
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Adriano	Pinto de Miranda	Director	Brasil - ANAC
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Sérgio	Bastos	Deputy of the Department of Airspace Control	Brasil - DECEA

Name / Nombre	Last Names / Apellidos	Official Position or Title / Cargo o Título Oficial	Country and/or Organization you represent | País y/u organización que usted representa
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REPORT OF THE IN-PERSON SESSION OF THE MEETING OF CIVIL AVIATION AUTHORITIES

RAAC/18

(Sao Paulo, Brazil, 24 to 26 February 2025)

1. ORGANISATION OF THE IN-PERSON PHASE

1.1 During the RAAC/18 in-person session, different panels and spaces for discussion and exchange were established with the participation of States, international organisations and the industry, in order to look into some fundamental aspects related to the regional strategy.

1.2 The conclusions of previous meetings of civil aviation authorities were also reviewed to determine their current status.

2. STATUS OF PREVIOUS CONCLUSIONS

2.1 The Meeting reviewed WP/02, containing an update of conclusions from previous meetings, of which 11/01, 12/04 13/05, 14/01, 15/01/, 15/02, 15/06, 15/07, 16/01, 16/02/, 16/03, 16/05 and 17/05 were considered as completed. Conclusion 16/5 superseded 15/5, Conclusion 17/01 superseded 16/01, Conclusion 17/02 superseded 16/06 and Conclusion 17/04 superseded 15/03. Conclusions 17/01, 17/02, 17/03, 17/04, 17/06, 17/11 and 17/12 remained valid.

2.2 During the in-person session, the Secretariat proposed to the Meeting that Conclusion 9/5 be considered as finalised, requesting Chile and Peru to follow up on it regarding the exchange of radar data in the Pacific area, on the boundary between the two States. It was also requested that Conclusions 16/04, 17/07, 17/08, 17/09 and 17/10 be referred to the AVSEC/FAL Regional group, and be considered as completed. Accordingly, *Conclusion RAAC18/01-Review of Conclusions from previous meetings* was submitted (see Appendix B to the report of the Asynchronous Phase).

3. SUMMARY OF PANEL DISCUSIONS

3.1 How to facilitate collaboration? (Day 1)

3.1.1 The panel on collaboration was attended by ICAO, Brazil, Uruguay, Airbus, Boeing, and EASA. The panel explored the opportunities and challenges concerning collaboration in the Region. Mechanisms were discussed for connecting the priority needs of States quickly and efficiently with other States, international organisations and members of industry that were in a position to offer solutions and help to meet those needs.

3.1.2 The panel recognised that regional collaboration was a necessity that required the support and commitment of all stakeholders.

3.1.3 The Region agreed to explore mechanisms that would allow aid to reach States in a timely manner.

3.2 Non-technology-related innovation in the current regional context (Day 2)

3.2.1 This panel addressed non-technological innovation in regional aviation, emphasising five key principles: innovation meant doing something completely different; value was measured by the benefit to society; solutions had to be functional and elegant; it was necessary to lose the fear of failure; and never stop evolving.

3.2.2 The Secretariat noted that innovation had to be unique and provide real value. It showed possible examples, such as predictive surveillance with artificial intelligence, data management with blockchain, remote inspections with augmented reality, and adaptive learning systems for inspectors.

3.2.3 An experience was shared of digital transformation in aeronautical licence management, consisting of the migration from licences in physical format to a comprehensive electronic system. This solution incorporated advanced security functionalities, such as biometrics, facial recognition, and QR codes for data authentication. Likewise, a comprehensive digital platform ("Super App") was presented that centralised multiple services in a single interface, facilitating user interaction with civil aviation systems and improving administrative efficiency through personalised experiences and automated processes.

3.2.4 The panel concluded that, in order to achieve the objectives of the Regional Strategy 2035, it was essential to abandon traditional paradigms and adopt innovative approaches that would completely transform existing processes, emphasising the importance of "thinking outside the box".

3.3 Human resources (Day 2)

3.3.1 Discussions highlighted common challenges such as the difficulty of competing with private sector salaries, the retirement of experienced staff, and the need for new technical competencies.

3.3.1 The evolution of human resource management towards a strategic role within the aeronautical sector was highlighted, recognising that new generations increasingly prioritised social incentives, such as a sense of purpose, job flexibility, and professional development opportunities over strictly economic rewards. In this regard, experiences were shared on the challenges associated with the retention of technical talent, including migration to other sectors, which had led to the implementation of institutional modernisation processes through digitalisation. The need to update regulatory frameworks and organisational structures to respond effectively to new operational realities, such as those associated with unmanned aircraft operations, was also highlighted. Finally, initiatives aimed at attracting and retaining young talent were presented, including collaboration agreements with student and academic associations, within the framework of a comprehensive vision of human capital sustainability in civil aviation.

3.3.2 Several authorities and industry representatives also intervened to share good practices and specific initiatives in their respective fields. Strategies such as retention plans, regional qualification frameworks, collaboration between training centres, and labour flexibility were proposed.

3.3.3 In conclusion, emphasis was made on the need for actions to improve human resource management in aviation authorities, addressing existing and future needs. A regional forum with human resources personnel and organisational managers was proposed to address common problems and facilitate the mobility of specialists, involving the education sector.

3.4 Regulatory efficiency (Day 2)

3.4.1 The panel noted that, by 2035, Latin America would exceed 1 billion passengers, requiring 2,500 new aircraft and 80,000 experts, without a commensurate increase in the size of authorities. This required greater regulatory efficiency and regional collaboration.

3.4.2. During the exchange of experiences on Universal Safety Oversight Audit Programme (USOAP) audits, a number of common challenges faced in the Region were identified, such as complex or outdated regulatory frameworks, and misperceptions equating regulatory harmonisation with loss of national regulatory identity.

3.4.3. In contrast, it was noted that regulatory harmonisation brought tangible benefits, including mutual recognition of organisations, optimisation of training processes, standardisation of oversight criteria, sharing of technical resources, and adoption of a common technical language, which facilitated regional cooperation and enhanced efficiency levels.

3.4.4 The experience was also shared of an administration that, after comprehensively adopting the Latin American Aviation Regulations (LARs), managed to significantly improve its performance in the effective implementation of international standards, and expedite their insertion in cooperation mechanisms and multilateral agreements.

3.4.5 The industry pointed to the challenge faced by cross-border operators in having to approve the same manuals in multiple States, and proposed a simultaneous approval process.

3.4.2 The panel concluded that regulatory harmonisation represented a strategic solution to address aviation growth with limited resources. Regulatory efficiency not only optimised processes, but also boosted regional competitiveness, and it was essential to take advantage of existing collaborative mechanisms to further aeronautical development in the Region.

3.5 Environment (Day 2)

3.5.1 The panel addressed the challenges and opportunities for decarbonisation of aviation and the development of sustainable fuels (SAF). Note was taken of significant developments in airspace optimisation as a contribution to environmental sustainability. In particular, an implementation experience was presented that had led to a reduction of approximately 180,000 tonnes of CO_2 emissions per year in an area with high operational density.

3.5.2 Various initiatives related to the development and use of sustainable aviation fuels (SAF) were also shared. Note was taken of the implementation of national programmes for the promotion of cleaner aviation operations, the adoption of legislative frameworks that set mandatory medium-term SAF adoption targets, as well as the allocation of public resources to promote these transitions.

3.5.3 Action plans for the development of SAF at the national level were also presented, describing technical challenges related to the certification of local raw materials. In this regard, regional events aimed at promoting collaboration and knowledge-sharing on this subject were announced.

3.5.4 From the industrial side, the commitment to energy transition in air transport was reaffirmed, underlining the goal of achieving 100% SAF-based operations by 2030. However, it was noted that, so far, no production project had advanced to the final investment decision stage.

3.5.5 Regional and international organisations highlighted the sector's concerns about the operational cost and availability of SAF and carbon credits under CORSIA. In this regard, the importance of fiscal incentives and public policies to facilitate the adoption of these solutions was underlined.

3.5.7 Challenges were also identified regarding training of technical staff, as well as the need to adapt the specialised language of the aviation sector to improve coordination with other government entities involved in the development and implementation of SAF policies.

3.5.8 Finally, the panel agreed that regional cooperation was essential to address the challenges associated with SAF development, production and implementation, given that no administration could address these challenges in isolation.

3.6 Competitiveness (Day 3)

3.6.1 The panel addressed the challenges and opportunities for improving the competitiveness of regional civil aviation, taking into account the economic strategies contained in the strategic plan 2050 and the SAM regional strategy.

3.6.2 Experiences were shared on air transport liberalisation processes aimed at improving the competitiveness of the sector through policy and regulatory reforms. Measures adopted included updating legal frameworks, eliminating administrative barriers to the entry of new operators, making ground services more flexible, and implementing modern mechanisms for the allocation of airport capacity.

3.6.3 It was noted that effective liberalisation of air transport should involve not only open sky agreements, but also the gradual adoption of higher freedoms of the air, including the ninth freedom. This approach would allow for greater regional integration and would particularly benefit airports located outside the main traffic hubs.

3.6.4 A proposal was submitted to move towards deeper regional integration, inspired by international experiences, treating flights within the Region as domestic operations. This initiative sought to reduce operational barriers by simplifying migration and customs controls, relying on digital technologies and harmonised procedures.

3.6.5 The importance of having long-term strategic plans for airport infrastructure was also underlined as a tool to identify gaps and organise the development of the airport system based on projected demand and regional integration objectives.

3.6.6 Experiences were also shared regarding the modernisation of national civil aviation laws, aimed at simplifying operational processes and promoting efficiency, while upholding the State´s responsibility for the management of essential services such as air navigation. The participation of the private sector in the management of airports under concession schemes was viewed positively.

3.6.7 Finally, a warning was given about the possible economic effects of implementing Phase 2 of CORSIA, particularly with regard to the acquisition of carbon credits. A call was made to promote regional public policies that encouraged local investment in emission reduction projects, in order to avoid the flight of financial resources to other Regions.

3.6.8 The panel concluded that there was a favourable environment for liberalisation in the Region, with opportunities to take advantage of initiatives such as the Brasilia Consensus and to explore possible negotiations as a regional bloc with the European Union and the United States.

APPENDIX A TO THE IN-PERSON REPORT OF THE RAAC/18

SIGNATURE OF THE AGREEMENT

TO JOIN THE

ACT-SAF PROGRAMME

Bolivia and Paraguay join the ACT-SAF Program to promote sustainable aviation

Bolivia and Paraguay have taken an important step towards aviation sustainability by joining the ACT-SAF Program under the framework of the Eighteenth Meeting of Directors General of Civil Aviation of the ICAO South American Region (RAAC/18). This decision reflects the commitment of both States to reducing carbon emissions and promoting greener practices in the aviation sector.

Bolivia and Paraguay, by joining this initiative, reaffirm their dedication to the protection of the environment and the reduction of CO2 emissions from international civil aviation.

Bolivia and Paraguay are committed to addressing aviation's environmental challenges and share the vision of a world where aviation and sustainability coexist harmoniously.

What is the ACT-SAF Program?

It is an ICAO initiative for Sustainable Aviation Fuel Assistance, Capacity Building and Instruction (ACT-SAF) of the International Civil Aviation Organization (ICAO).

Benefits for Bolivia and Paraguay

The ACT-SAF program will allow the aforementioned States to access valuable resources, specialized training and opportunities for collaboration with other States and stakeholders to drive innovation and the implementation of clean technologies that will transform aviation into a greener and more efficient sector.

Joining the ACT-SAF Program offers Bolivia and Paraguay a number of benefits, including:

Access to knowledge and technology: The program facilitates the exchange of knowledge and best practices on the production, distribution, and use of SAF.

Technical and financial support: ICAO and other international agencies provide technical and financial assistance for the development of SAF projects in member countries.

Strengthening national capacity: The program contributes to strengthening Paraguay's technical and regulatory capacity in sustainable aviation.

Contribution to sustainability goals: Adherence to the program allows Paraguay to advance in meeting its international commitments on climate change and sustainable development.

Next steps for Bolivia and Paraguay

The adhesion of Bolivia and Paraguay to the ACT-SAF Program is an important step towards a more sustainable future for aviation in the country. With the support of ICAO and the cooperation of other countries, Bolivia and Paraguay will be able to advance in the adoption of SAF and contribute to the reduction of carbon emissions in the aeronautical sector.

Importantly, regional cooperation is critical to overcoming technical and regulatory barriers, allowing for a more homogeneous adoption of these initiatives.