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| **Project Name:** | Toolbox of aviation recovery measures to COVID19 | | |
| **Date:** | 16/04/2020 | **Area of interest:** Other | Version: 5.1 en |
| **Author:** | ICAO SAM Air Transport RO | | |
| **Project Sponsors:** | ICAO SAM | | |
| **Owner:** | SAM States | | |
| **Client:** | The aviation industry, States and aviation associations in the SAM region | | |
| **Document ID:** | | | |
| **Document link:** | | | |

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## 1. Executive Summary

The aviation industry has been strongly affected by the COVID-19 outbreak. Airlines, airports and their respective organizations, as well as other players in the industry, have requested actions from governments to help minimize the effects of the crisis. Considering the multitude of different situations and requests, as well as of the responses from governments around the world, we foresee an important opportunity to aggregate efforts of both the States and the industry (airlines, airports, air navigation service providers, others) to face the current situation, as well as to create an environment for a faster recovery.
With a comprehensive set of recovery measures (toolbox), the States and the Industry will have important decision-making elements that they may consider when establishing their own responses to the aviation system needs, to minimize the impacts to the system and speed up the recovery of the sector once the outbreak is over.

## 2. Problem / Opportunity Statement

The outbreak of COVID-19 has imposed a new reality to air transport. Air cargo transport remains a key option to carry not only cargo in general but more specifically medical supplies and other basic items to maintain the ability of the countries to fight the outbreak and to keep fundamental activities working. However, passenger transport has been directly affected, and the decrease in demand affects not only airlines, but also the civil aviation supply chain: airports, air navigation service providers and many other stakeholders.

Since the aviation system has numerous elements, there are many different types of actions being discussed. A collaborative approach for focusing efforts could help the stakeholders in knowing and understanding different initiatives and their impacts. Therefore, the industry and the States would have more elements to adopt the initiatives more suited for their specific needs, and make implementation faster and easier, reducing the impacts and allowing a faster recovery of the aviation system. ICAO, with its articulating role and network approach to deploy expertise, tools and resources, provides an adequate environment for this initiative.

In addition to the short term measures, that may be adopted for faster results on the recovery of air transport from the effects of the COVID-19 outbreak, many initiatives that are not short term could also be presented, paving the way for consistent recovery and growth. Examples could include facilitation, harmonization of regulatory measures (standard setting, certification and oversight), improvements in charging schemes for airports and air navigation services, economic measures, among many others.

## 3. Expected Benefits

The expected benefits are:

- Raising awareness of the situation faced by each part the air transport system resulting from the COVID-19 outbreak.
- Gathering lessons learnt and information about the most recent initiatives in the field, to provide a comprehensive view of what is being done to overcome the current situation
- Providing decision-making elements and information so States and Industry may consider when establishing their own responses to the aviation system needs, to minimize the impacts to the aviation industry and speed up the recovery of the sector once the outbreak is over.

## 4. Project Objectives

This Project aims to gather efforts and attention to the air transport sector challenges in the region and produce a compiled regional basket of measures for recovery (toolbox) based on inputs from States, international organizations, aviation industry and other stakeholders within 30-45 days from the start of the project. States would have then one additional source of decision-making elements to adopt their own initiatives more suited for their specific needs, and make more informed decisions, avoiding unnecessary delays implementing measures for the recovery of the aviation system.

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## 5. Scope Statement / Project deliverables

The deliverable of this project is a basket of measures (toolbox), developed in a collaborative manner by civil aviation stakeholders that can be applied by SAM States to help minimize the effects of the COVID-19 outbreak for the whole aviation system.

## 6. Critical Success Factors

The critical success factors of this initiative are the support of States, airlines, airports and all other stakeholders to bring valuable input to the project by virtual means (Synchronically and/or asynchronically), as well as the support of all stakeholders for implementing them, including multilateral financial international organizations.

## 7. Budget / Costs / Funding

There are no major costs foreseen for this project (apart from salary), since most interaction will be through the internet with representatives of the participating parties.

## 8. Stakeholder / Communications Plan

Key organizations would be ICAO, States, LACAC, international organizations representing parts of the aviation system (airlines, airports, ANSPs, etc.) and international finance organizations interested in the project (such as IDB)

Other individuals/organizations may have interest in the results, such as other UN Agencies (for example WHO and UNDP), the public and others.

## 9. High Level Milestone/Stages Schedule

| # | Major Project Phases / Milestones | Completion Date |
|---|---|---|
| | Online meeting with high level decision makers to present the project and appoint focal points | (tbd) Week 1 from go ahead |
| | Create an online repository of the project documents and means to gather participation | (tbd) Week 1 from go-ahead |
| | Evaluate, organize and compile contributions | (tbd) Weeks 2/3 from go-ahead |
| | Round of consultations with focal points | (tbd) Week 4 from go-ahead |
| | Make the compilation of measures available through the online tool | (tbd) Week 5 after go-ahead |
| | Second event with high level decision makers to share the results of the project | (tbd) Week 6 after go-ahead |

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## 10. Acceptance Criteria

The project must be ready on time, as:

- The results of the plan should be already in place once the outbreak situation improves (if a solution is found via vaccine, control of new cases, etc.).
- Aviation industry (Airlines, airports, etc.) would benefit from the results as soon as possible.

Project should be endorsed by the majority of SAM States

## 11. Risk Management Plan

| ID | Description | Probability | Impact | PxI* | Mitigation | Status |
|---|---|---|---|---|---|---|
| 1 | Lack of interest from States | 1 | 3 | 3 | *Due diligence and explain properly the project's benefits.* | Identified |
| 2 | The implementation of measures may be seen by States or by the industry as inadequate or in disagreement with national policies | 2 | 3 | 6 | *Clarify that the objective of the project is to provide decision-making elements to serve as a toolbox, that each State/organization, within their competences, may consider when establishing their own responses* | Identified |

## 12. Project Team Organization

*Who will be involved in managing the project and how will they interface?*

| **Project Sponsor:** | **Role:** | **Responsible for:** |
|---|---|---|
| ICAO SAM RD | | Commission project |
| **Project Manager:** | **Role:** | **Responsible for:** |
| ICAO SAM DRD | | Approve plans<br>Authorize deviations<br>Approve stages<br>Communicate |
| **Team Member:** | **Role:** | **Responsible for:** |
| ICAM SAM Team | | Handle project tasks |
| | | |
| | | |

## 13. Project Control Procedures

Project will be controlled through the expected results and through feedback to the project manager at least once a week