APPENDIX E – Communications Plan

COMMUNICATIONS PLAN FOR THE SOUTH AMERICAN AVIATION STRATEGY IN RESPONSE TO COVID-19

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Definition

The following are definitions, terms, and abbreviations used in this document:

Term	Definition

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1. Introduction

The first meeting for the development of the Aviation Recovery Strategy for the South American region was held online on April 29th, 2020, in response to the conclusion of the extraordinary SAM Region Directors meeting (DGCA SAM RAAC/17), held online on April 24th, 2020, for the Region's Response to COVID-19.

The RAAC/17 requested the implementation of a strategic working group to develop the guidelines for a regional recovery strategy, including the collaborative effort among States, industry, regional organizations, SRVSOP, and in close coordination with CAPSCA and other international organizations.

During the first virtual meeting for the development of the SAM Region Aviation Recovery Strategy, the working group identified the need for the implementation of a Communications Plan as a management framework that guarantees the effective communication of information in direct support to the recovery strategy, helping to reduce the level of uncertainty among all stakeholders including passengers, crews, and all organizations involved in the aeronautical activity.

This communications plan identifies who will receive the information, how it would be transmitted, what type of information, who is responsible for communicating it, and the frequency, among other essential elements of the strategy.

The project management principles have been considered for the development of the communication plan so that the document would be updated in each of the regional Aviation Recovery Strategy phases.

2. Scope

This document addresses:

a) Stakeholder management: Identify all the stakeholders that may be affected by the aviation recovery strategy in the SAM region, including the analysis of communications and planning requirements according to their needs.

b) Communication planning: Identification of the stakeholder's communication and information needs (who needs what information, when, the form, the means, and how to receive input and feedback).

c) Information distribution: Identification of the means to distribute the information (how the information will be distributed to all stakeholders).

3. Communication objectives

The main objective of the Regional Aviation Recovery Strategy is the safe, efficient, and orderly restoration of air transport, thereby reducing the level of uncertainty, improving the

confidence of the user, and complying with the sanitary requirements are essential elements of the Strategy. Effective communication with all stakeholders is critical to achieve these elements.

The Communication Plan support the regional Strategy with the following objectives:

i. Ensure the transmission of consistent, accurate and updated information to all stakeholders;
ii. Ensure sensitive information is appropriately managed;
iii. Ensure to reach all stakeholders that may be affected by the activities of the Regional Aviation Recovery Strategy in the SAM region.
iv. Generate the necessary tranquility and confidence in air transport users as a safe way to travel, despite the existence of a global health emergency due to the presence of COVID-19.
v. Encourage an increase in the number of passengers that move by air, through an adequate communication strategy that provides reliable information on biosafety conditions and protocols that are applied in air transport.

4. Communication strategy

This section identifies all the elements that impact in the exchange of information within the SAM Regional Aviation Recovery Strategy:

4.1 Stakeholders

The Recovery Regional Strategy addresses a broad segment of stakeholders, so it is essential to identify each of them and their role and their relationships to implement an organized, efficient, and focused communication plan.

The stakeholder's different roles would impact the communication strategy. Within this Communications Plan, we identify two primary roles:

- Strategic/Tactical: Related to planning, decision making, or other technical aspects to the Aviation Recovery Strategy in the South American region.

- General Public: Users of air transport and aviation services.

Depending on each stakeholder's role, the products, communication channels, and the updating frequency would be determined and established in the communication matrix. The critical stakeholders identified for this plan:

Table I – Stakeholders

Stakeholders	Comments
SAM States Civil Aviation Authorities	
ACI	
AIRBUS	
ALTA	
Boeing	

CANSO	
EASA	
IATA	
IFATCA	
IFALPA	
ANSP	
ICAO	
Other civil aviation authorities	
WHO	
Other United Nations agencies	
Governmental organizations	
LACAC	
IADB	
Airport Operators	
Public	

4.2   Communication channels

Communication channels are the "delivery mechanism" for information sharing and feedback from stakeholders. The different communication channels would allow information to reach all stakeholders.

As part of the Regional Strategy, electronic channels would be prioritized to reduce the risk of contagion of COVID-19; likewise, for the expedite and efficient exchange of information. The following channels have been identified:

Table II – Communication channels

Channel	Comments
Website	
Electronic documents	Including letters, protocols, guides, among others
E-mail	
Social networks	
Telecom	
Presentations	
Videos	

4.3   Feedback

Feedback is essential to ensure and asses the ongoing effectiveness of communication within the Regional Recovery Strategy, so it is vital to establish the appropriate mechanisms to capture and respond to comments, suggestions, and recommendations generated as part of the Recovery Strategy. The following mechanisms are proposed

a)   E-mail
b)   Social networks

4.4 Key elements and communication frequency

As part of the communications plan, the critical communication elements have been identified; likewise, the frequency in which these communication elements would be delivered (shown in Table III):

Table III – Communication key elements and delivery frequency

Element	Delivery	Method of delivery
Meeting reports	Five days after each meeting	Electronic
National recovery plans	After each update	Electronic
Security bulletins	As necessary	Electronic
Technical documents	As necessary	Electronic
Publications on social networks and other electronic sites	As necessary	Electronic
Videos	As necessary	Electronic
Others		

5. Communication Matrix

The following matrix identifies the audience, the type of communication to be delivered, the frequency, responsibility and method for delivering the information.

ID	Element	Target Audience	Description	Frequency	Means	Authority to release	Comments
1	Meeting reports	Technical Staff related to the Regional Strategy	Executive summary of each meeting.	Five days after each meeting	Electronic	Regional Director SAM Office	
2	National recovery plans	Technical Staff related to the Regional Strategy. General Public.	National plan developed by each SAM State regarding recovery as part of the COVID-19 emergency	After each update	Electronic	Civil Aviation Authority of SAM Region	
3	Regional Recovery Strategy	Technical Staff related to the Regional Strategy	Regional strategy for the reestablishment of air transport in the SAM Region	After each update	Electronic	Regional Director SAM Office	
4	Safety and Security Bulletins	Aeronautical technical personnel. Technical Staff related to the Regional Strategy.	Document developed to cover specific l safety, aviation security or facilitation topics, developed within the framework of the Regional Strategy.	As necessary	Electronic	Regional Director SAM Office	
5	Technical documents	Aeronautical technical personnel.	Document developed to cover technical issues including those related to health protocols developed within the	As necessary	Electronic	Regional Director SAM Office / Civil Aviation Authority of SAM Region	

ID	Element	Target Audience	Description	Frequency	Means	Authority to release	Comments
		Technical Staff related to the Regional Strategy.	framework of the Regional Strategy.				
6	Publications on social networks and other electronic sites	Aeronautical technical personnel. Technical Staff related to the Regional Strategy.	Publications on social networks related to Regional Recovery Strategy.	As necessary	Electronic	Regional Deputy Director SAM Office	
7	Videos	Aeronautical technical personnel. Technical Staff related to the Regional Strategy. General Public	Publications on social networks related to Regional Recovery Strategy.	As necessary	Electronic	Regional Deputy Director SAM Office	