

This document is approved by the Virtual Meeting of Civil Aviation General Directors of the SAM Region and published by the ICAO South American Regional Office, Lima.



# STRATEGIC FRAMEWORK

in response to COVID-19 in SAM

REVISION 1

JUNE 2020

## **SAM STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19**

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## BACKGROUND

The industry of aviation has been strongly affected by the COVID-19 outbreak. The airlines, airports and their respective organizations, as well as other actors of the industry, have requested actions by the Governments to assist in reducing the effects of the crisis. Taking into account the multitude of situations and different requests, as well as the responses from the Governments of all the world, we foresee an important opportunity that could be added by the Member States and the industry (airlines, airports, air navigation service providers) to confront the current situation, as well as to create an environment for a quicker and harmonized response.

According to this assumption, the ICAO South American Regional Office organized a series of activities as part of the regional coordination efforts to confront together as a Region in a harmonized and organized manner, this outbreak. Among the activities, the Virtual Meeting of Civil Aviation Directors was carried out, concluding in the need to prepare the guidelines for a Regional Strategy for the Recovery Response of International Air Transport in the SAM Region. This document reflects the efforts of the working groups of the Member States, Industry and International Organizations intending to promote an orderly, harmonized, progressive and safe response.

It is important to emphasize that this document is presented as a strategic framework, compilation of best practices and experiences of this continually changing situation. It does not represent a regional plan nor compulsory activities or mandatory compliance. We recognize that each State has different realities, structures and plans, which may not adjust to all the contents of this document. However, being a document of common consensus, it is also recognized the importance of these differences being duly communicated, to measure their impact on the Region's complete response.

Copies of the reports of this and other virtual meetings can be obtained in the website prepared by ICAO SAM Regional Office at <https://www.icao.int/SAM/SECURITY-FACILITATION/COVID-19/Pages/default.aspx>

Copies of this strategy can be obtained at:

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<b>LIMA, PERU</b>		
E-mail	:	<a href="mailto:icaosam@icao.int">icaosam@icao.int</a>
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Address :		Apartado Postal 4127, Lima 100, Peru

Modifications and /or further amendments will be presented in the table of modifications and amendments.

## DOCUMENT CONTENT

The SAM Strategic Framework in response to COVID-19 consists of 5 chapters and 6 appendices as follows:

*Chapter 1 - Introduction* describes the background and methodology used to prepare the Strategic Framework. It presents the chronology of events from the Virtual Meetings of Directors General of Civil Aviation of the SAM States, the creation of the Strategic Group and the collaborative work carried out in preparing the document. This section can be reviewed in a complementary way with the reports of the virtual sessions that are available on the website of the SAM Regional Office.

*Chapter 2 - Response Strategy* presents the work areas that were used in the strategic exercise, which include the Challenges, Aspirations, Areas of Focus, Guiding Principles and the Activities that were selected by the Strategic Group.

*Chapter 3 - Phases of response to COVID-19* describes 4 proposed phases of crisis response, an immediate phase of the reaction, a phase of reactivation of air transport, a subsequent phase of recovery, ending with a phase of resilience. The phases, their definition and transition is a continuous work carried out by the Strategic Group with the support of the Secretariat.

*In Chapter 4 - Monitoring and Evaluation*, aspects such as the governance of activities are covered, from the global, regional and national point of view; the Communications Plan is also presented as a fundamental instrument to guarantee an organized and coordinated response. In addition, there is a section that explains in general lines the proposed methodology for monitoring and evaluating activities according to the strategic framework.

*In Chapter 5 - Implementation Strategy*, it is clarified that the implementation of the strategic framework is not a task of the regional group, but each Member State. States are not expected to apply these strategies prescriptively without regard to the local environment, but rather to serve as a reference to facilitate the application of national measures. Chapter 5 also states the Implementation Plan, which, despite being the power of each State, the Strategic Group has commissioned the preparation of a model to guide implementation.

The Strategic Framework includes 6 appendices that complement the body of the document. *Appendix A* is the list of participants in the strategic sessions, *Appendix B* is a summary of the sessions (complemented by the reports available on the ICAO SAM Office portal), *Appendix C* shows the analysis carried out by the Strategic Group and the Secretariat to select the first activities to be implemented, *Appendix D* shows the activity sheets, prepared according to project management principles, *Appendix E* presents the Communications Plan, which is a document in constant review, and *Appendix F* presents the Model Response Plan, which is being prepared under the direct review of the Strategic Group

The publication of amendments and corrections is regularly announced through State Letters to States and international organizations, as well as in ICAO website, which the users of the publications should consult. The blank boxes simplify the annotations.

## RECORD OF AMENDMENTS AND CORRIGENDUM

Amendment	Source	Subject	Date
Revision 1.0	Strategic group comments	Added a new section of "Content"; new acronyms; new section 4.3 on "Use of project management methodology to facilitate monitoring and evaluation"; new section 5.2 on "Technical groups in support of implementation"; multiple form corrections to improve the writing of the document.	01 June 2020

#### **ABBREVIATIONS AND ACRONYMS**

ACI-LAC	Airports Council International – Latin America and the Caribbean
IDB	Interamerican Development Bank
CANSO	Civil Air Navigation Services Organization
CAPSCA	ICAO cooperation Agreement to prevent the spread of Airborne transmissible diseases
LACAC	Latin American Civil Aviation Commission
COVID-19	Coronavirus Disease 2019
IATA	International Air Transport Association
IFALPA	International Federation of Air Line Pilots' Associations
ICAO	International Civil Aviation Organization
IOM	International Organization for Migration
WHO	World Health Organization
OPS	Operational Safety
PAHO	Pan American Health Organization
RASGPA	Regional Aviation Safety Group Pan-America
VM DGCA	Acronym for Virtual Meeting of SAM Directors General of Civil Aviation
SAM	South America
SRVSOP	Regional Safety Oversight Cooperation System
WTO	United Nations World Tourism Organization

**1. Chapter 1: Introduction**

**1.1 Background**

1.1.1 The aviation industry has been strongly affected by the COVID-19 outbreak. The airlines, airports and their respective organizations, as well as other industry actors, have requested actions by the Governments and ICAO, to assist in reducing the effects of the crisis.

1.1.2 A strategic framework developed jointly and collaboratively is necessary to attend the multitude of situations and different requests, as well as the responses of the Government of all the world and the collaboration commitment expressed by the Member States and the industry (airlines, airports, air navigation service providers, others) to confront the current situation and reach a quicker and harmonized response and also to avoid duplication and atomization of efforts. To address the current crisis, on Friday 24 April 2020, the first synchronous Virtual Meeting of Civil Aviation Directors of the SAM Region (VM/DGCA) was carried out, which was attended by thirteen States of the SAM Region, six international organizations and one aircraft manufacturer, totalling 50 participants.

1.1.3 The Meeting was carried out under a continuous concept using a Whatsapp group of directors. Previous to the synchronous meeting, three podcasts were made with the leaders of the Region, the States, LACAC and industry associations; also, Working Papers (WPs) was prepared by the Secretariat (ICAO) and presented for the discussions of the agenda items, in addition, several WPs were presented by Argentina, Colombia, Paraguay, ACI-LAC, IATA and LACAC. Information Papers (IPs) were presented by the RSOO Technical Committee, about their 2020 programme, and by CANSO sharing guidance documentation for Air Navigation Service Providers (ANSPs).

1.1.4 The Meeting highlighted the call for leadership from ICAO and supported the initiatives of the ICAO SAM Regional Office, and concluded in two main action points to work together in an orderly, informed and safely manner:

- a) The creation of a strategic working group on the guidelines for a regional recovery strategy that would address operational, sanitary, financial, communication areas and others that address the issues confronted by the Region. This work should be a collaborative effort among the States, industry, regional organizations, SRVSOP, in close coordination with CAPSCA and other international organizations.
- b) Request the RSOO Aviation Medicine Panel the development of a sanitary protocol regional and globally harmonized and in coordination with CAPSCA guidelines.

1.1.5 In accordance with these two points, the SAM Regional Office prepared working sessions together with the States' focal points, international organizations, and other interested parties to prepare the guidelines for a regional response strategy.

1.1.6 The working sessions were attended by more than 50 specialists, from 12 States of the Region and at least 7 international organizations, among which were ACI-LAC, ALTA, CANSO, IATA, IFALPA, the PAHO, and the Interamerican Development Bank (IDB).

1.1.7 The working sessions were carried out synchronously with a first part in plenary and then subdivided in 6 working groups, which carried out an analysis of the strategy based on the results of the deliberations of the Civil Aviation Directors, LACAC and industry associations, and on the Virtual Meeting of Directors of 24 April. During the sessions and with the support of collaboration software that provided shared digital blackboards, the teams analyzed the strategy focused in 6 areas:

- i. Challenges
- ii. Expectations
- iii. Focus areas
- iv. Guiding principles

- v. Activities
- vi. Results

1.1.8 Each of the teams, with the support of an ICAO SAM moderator, proposed different items in each one of the six areas, focusing on the activities and expected results, intending to accelerating the action.

1.1.9 The report of the working sessions can be found at the following link, <https://www.icao.int/SAM/SECURITY-FACILITATION/COVID-19/Pages/default.aspx>

1.1.10 The strategic framework presented in this document has been endorsed by the Virtual Meeting of Civil Aviation Directors of South America, which is composed of a high-level forum for crisis management (SAM Crisis COVID Management Team) (SAM C<sup>2</sup>MT). In view of the rapid evolution of the crisis and the constantly changing environment, validations to the strategic framework will be carried out in cycles not less than 14 calendar days and under the continuous business justification principle.

1.1.11 The actions being agreed, according to the different phases of the crisis, are listed in the section Activities of Chapter 2 of this document.

## **1.2 Development of the Strategy**

1.2.1 At the moment of the development of this document, some immediate actions are considered to be already implemented, and some that are within the initial crisis response activities are already included in the initiatives.

1.2.2 Through this document, guidelines for regional response strategies with scope in operational, health, financial, communication, and other areas that address the issues faced by Region will be integrated.

## **2. Chapter 2: Response Strategy**

This chapter presents the response strategy of the SAM Region, developed collaboratively among the different actors of the civil aviation system of the Region. It considers the feedback both of the SAM States and the Council as well as the global guides of the ICAO Secretariat.

### **2.1 Challenges**

2.1.1 The range of challenges identified, which should be addressed, is quite extensive, they extend to all the different civil aviation areas and ICAO Global and Regional Plans. The main challenges identified, which, as mentioned before, will not be the only ones to be addressed, are presented hereunder. New challenges could be incorporated into the process as long as progress or setbacks in the outbreak containment actions are achieved

#### ***Communication/Coordination***

2.1.2 Communication and coordination turn to be one of the main challenges to be addressed. When decisions taken, that could have been taken in a more collaborative way, are identified. This situation could be the result of gaps in States' communications and ICAO itself with the different parties interested or impacted by the decisions. Likewise, among the same States of the Region, there are improvement opportunities, with more clear and concise information and avoiding saturation to the recipient of the information. There are communications from different industry associations, States, ICAO Regional Office, ICAO Headquarters, as well as from multilateral organizations according to their mandates i.e. WHO, PAHO, IOM, WTO, etc. The information is perceived as abundant and disorganized.

2.1.3 Communicataions gaps are identified not only among the same civil aviation actors but also at a national level among the transports, health, tourism sectors.

2.1.4 The regional strategic framework also requires harmonization and coordination with the civil aviation global environment and of the outbreak itself.

2.1.5 Civil aviation is perceived to lose leadership with respect to the priority in public policies with an agenda that for obvious reasons, should prioritize the health sector and the protection of people's lives.

#### ***Changing environment/dynamism***

2.1.6 The environment is extremely dynamic, the assumptions with which actions are decided change from one week to another, this requires a change in the quickness of the response of all the civil aviation system, used to plan their improvements and global, regional and national plans in accordance with the natural response of the system and its complexity.

2.1.7 There is a high degree of uncertainty, which generates gears and counter gears as a result of the quickness with which the crisis was generated and the lack of understanding and information about the same evolution of the breakout. This uncertainty does not generate a favourable and stable environment for decision making and business continuity.

#### ***Generating user confidence***

2.1.8 A coordinated opening is important to generate reliable information on the phases in which each of the States of the Region is in relation to the evolution of the pandemic, reduce asymmetries and identify opportunities to generate international traffic. Restoring user trust is essential both for starting operations and for achieving sustainability for the entire civil aviation system.

#### ***Financial Sustainability / economic impact***

2.1.9 The Airlines are usually identified as the actor of the system most seriously impacted in their incomes, as well as the airport operators, in a region that for many years adopted airport licensing/concession models. However, not only airlines and airports suffer the economic impact of the crisis, but also air navigation services providers, which have obligations in the framework of the International Civil Aviation Convention and charge fees to recover the costs of the provision of these services and facilities and where the civil aviation Government system is financed. ICAO itself is not excluded from this financial crisis. The financial sustainability of all the civil aviation system is presented as an important challenge to be addressed. Today more than ever, the processes of regional harmonization and taking advantage of economies of scale make more economic sense.

2.1.10 There are variables such as trust between air transport- health, uncertainty, impact on sectors of the aviation supply chain, among others. They generate economic decisions, trends that can be potentiated or mitigated. Therefore we must identify all relevant variables and collaboratively suggest actions. This will give us clarity to boost demand, adapt services and modify regulations where appropriate, taking care of latent risks, such as those that would come from the resurgence of a new pandemic or if the current one revives, or if there is a failure in the processes of regional or global governance, or if there is a server error in aviation safety processes or lack of financing of civil aviation authorities as a consequence of the fiscal crisis of the States or other latent variables that require solidarity actions for the Directors of the region or ICAO.

#### ***Protocol Harmonization***

2.1.11 The need for harmonized health protocols, to reactivate international civil aviation and achieve international recognition of the measures is essential. These health protocols have to be aligned with the provisions of the health sector to strengthen trust with users.

#### ***Operational Safety and Aviation Security***

2.1.12 Finally, yet importantly, special attention needs to be paid to the safety and security aspects of aviation, provided the possibility of not identifying emerging dangers and threats and a false perception of a low level of risks.

2.1.13 The facilitation aspects have a great opportunity to face the crisis to promote the implementation of paperless and contactless technologies. However, this implies considering the different related actors, such as customs, migration, plant-health and airport operators.

## **2.2 Aspirations**

2.2.1 The aspirations of this strategic framework refer to what ideally we want to achieve, achieving effective and active coordination among all the different actors, not only in the civil aviation system but also in the health, migration, tourism sector and the sectors that dictate public policies that affect the continuity of international air operations, avoiding generating unnecessary loads for the user. The States and industry associations will favour the adoption of harmonized and coordinated measures to achieve recognition and acceptance of the measures taken between the States. Harmonization prevents users from having to assume certain protections in one State, others in another, creating an additional burden to all that will be for the user of air transport.

2.2.2 Communication is considered as a key factor for regional harmonization. Therefore, it is important that it be carried out in a coordinated and organized manner, guaranteeing the accessibility of information to interested parties.

2.2.3 Air transport users will be well informed about the health security of the international civil aviation system, minimizing the spread of information without any scientific basis on the risks of contagion. Scientific-based information on cabin air quality and risk reduction measures in the aviation system with the implementation of sanitary<sup>1</sup> corridors should be adequately communicated to air transport users to build trust.

2.2.4 The crisis is evolving rapidly; therefore, all the measures adopted by the civil aviation system will be timely and constantly reviewed according to the epidemiological phases. The activities to achieve the objective of this strategy will be implemented gradually and in an orderly manner.

2.2.5 It is considered that the reaction phase is already assumed regionally. Therefore, the immediate or short-term focus would be in the reactivation and recovery phases, leaving for the last and when it is already in a normal operating situation. This last phase will be the creation of resilience in the system incorporating the lessons learned.

2.2.6 States and industry associations will maintain an honest and open dialogue to strike the right balance between mitigating health risks and preserving the aviation business to ensure the financial sustainability of the international civil aviation system. It is expected that at some point, decisions must be made that negatively impact the income generation of service providers; however, through honest and collaborative dialogue, States and industry,

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<sup>1</sup> To facilitate the development of air operations and at the same time prevent the spread of COVID-19 and protect the health of crews, CAPSCA recommends the use of the "sanitary corridor" concept. This concept was developed with a risk-focused approach, taking into account safety management principles where the key is the use of "clean" crews, "clean" aircraft and "clean" airport facilities, and the transportation of a public user "clean". In this context, "clean" refers to the application of measures aimed at eliminating as much as possible the presence of COVID-19 in the air transport sector.

collaborative compromise solutions must be found.

2.2.7 The commitments and agreements reached within the framework of this strategy may help States and industry in their negotiations at the national level, both with their service providers and with the high levels of the definition of public policies and other economic sectors and on all with the health sector. The close communication that ICAO maintains with the WHO, IOM, and WTO is a guarantee of better acceptance of the measures adopted and harmonized within the framework of this regional strategy.

2.2.8 A single message should be maintained, both by civil aviation authorities, industry associations, the Regional Office and ICAO headquarters, as well as with the strategic directives produced by the Council of the Organization.

2.2.9 Harmonization, coordination, collaboration, as guiding principles, among others of this strategy, must also be respectful of the sovereign decisions taken by States, in a delicate balance between the importance of responding regionally to reactivate civil aviation and respond to the genuine national interests of a State.

### **2.3 Focus Areas**

2.3.1 The SAM COVID 19 regional strategy is based on the following focus areas, which could also be called Immediate Objectives or thematic axes. Still, to be consistent with the nomenclature used during the planning sessions, the term focus areas will be used.

- Orderly reactivation a
- Sanitary protocols
- Financial sustainability
- Communication strategy
- User trust



Figure 1: SAM focus areas for response to COVID-19

2.3.2 These focus areas will serve as axes for planning activities and expected outcomes under this strategy.

### **2.4 Guiding Principles**

2.4.1 As a result of the initial discussions to generate this strategic framework, the different actors of the region's civil aviation system expressed a series of values as virtues manifested to preserve throughout the initial reaction to the crisis, for the phase of resumption of operations, reactivation and subsequent construction of resilience in the system.

2.4.2 These values, named as guiding principles of the strategic framework, are essential to guarantee success in the implementation of the different actions that are determined to be necessary for each of the phases. The guiding principles may be obvious and easy to understand, however, at the moment when the legitimate interests

of the different actors may generate conflicts, the commitment of each sector to behave under these shared values, will be essential to guarantee the safe reactivation and orderly of air operations.

2.4.3 The guiding principles of the strategic framework for the reactivation and sustainability of international civil aviation in the SAM region are briefly described below

***Principle # 1 Collaboration***

2.4.4 That stakeholders in the aviation sector can work together with other organizations that may have different interests or mandates to achieve a common goal such as health, trade or tourism organizations. Effective collaboration requires developing skills of listening to different partners and lowering our defences as an association or organization. To collaborate effectively requires flexibility to listen in order to move with a common agenda actively.

***Principle # 2 Coordination***

2.4.5 Achieve the common objective of restarting, reactivating, and resilient civil aviation in the SAM region in an orderly, integrated and safe way, organizing the actions methodically, identifying resources and means, and joining efforts.

***Principle # 3 Continuous justification of measures***

2.4.6 All the actions that are identified within the focus areas and to achieve the aspirations of this strategic framework must be constantly reviewed, in periods of 14 calendar days, and justified, depending on the evolution of the pandemic and the health situation of each travel destination.

***Principle # 4 Effective communication***

2.4.7 Communication will flow accurately, concisely and reliably and in all directions, both internally and externally and without saturating the attention of the receivers.

***Principle # 5 Harmonization***

2.4.8 The measures adopted, because of the implementation of the activities, will favour regional and global harmonization, to facilitate the restart and recovery of operations.

***Principle # 6 Trust/Transparency***

2.4.9 The legitimate interests of each actor in the industry will be known and communicated in order to generate informed and productive dialogues based on mutual trust.

***Principle # 7 Innovation based on a cost/benefit study***

2.4.10 The great opportunities for innovation generated by the crisis should be considered on a positive cost/benefit ratio

***Principle # 8 Simplicity***

2.4.11 The current environment is volatile, uncertain, complex and ambiguous, creating conditions of extreme change for organizations and people. To reduce uncertainty and to manage the complexity of the different reactivation phases, activities that add value should be implemented with simple and viable solutions and decision-making processes.

*"Simplicity is the ultimate sophistication," Leonardo Da Vinci*

## 2.5 Activities

2.5.1 The activities that have been identified to achieve the aspirations of this strategy were submitted to analysis regarding the feasibility of its implementation and the impact that its implementation would generate. The following ten activities were selected. However, this only represents the initial initiatives. A detail of the process for selectin measures can be found in Appendix C. As the different phases of the crisis progress and depending on the evolution of the pandemic and the health situation in each State or travel destination, and under the principle of continued justification of the actions, they can and should be identified and propose other additional activities.

2.5.2 The ICAO SAM Regional Office, in line with the principles of collaboration, trust/transparency and effective communication, will always be attentive to receive from any actor in the civil aviation system. By the means it deems appropriate (phone, WhatsApp, email, Study Notes, meetings, etc.), any proposal for consideration by the strategic group, at any time and until the end of the resilience phase.

### Initial activities chart

#	Activities	Type	Prepared by	Review by	Approved by	Remarks
1.	Regional reactivation plan ordered by phases	Strategic	ICAO SAM	Strategic working group	RVDGAC	In process
2.	Sanitary protocols working group	Strategic / Tactical	Panel PEL/MED del SRVSOP	Strategic working group	RVDGAC	In process
3.	Communications plan	Strategic / Tactical	ICAO SAM	Strategic working group	RVDGAC	In process
4.	Innovation to exchange information and facilitate passenger transport (Improved Pax Information Exchange)	Strategic /	Task group (to be created)	To be determined	RVDGAC	Ready to start
5.	Mapping and optimization of processes and measures of capacity and efficiency Lado Aire (Set up a plan ensuring a seamless start at the airport level)	Tactical	Task group (to be created)	To be determined	RVDGAC	Ready to start
6.	Analyze the gradual reopening of commercial activities at the airport	Tactical	Task group (to be created)	To be determined	RVDGAC	Ready to start
7.	Harmonize practices of license extensions to aeronautical personnel	Tactical	ICAO SAM / SRVSOP	To be determined	RVDGAC	In process
8.	Mapping and optimization of processes and measures of capacity and efficiency Land	Tactical	Task group (to be created)	To be determined	RVDGAC	Ready to start

#	Activities	Type	Prepared by	Review by	Approved by	Remarks
	Side (Optimization of AVSEC processes, Facilitation, immigration and customs)					
9.	Cargo-only Operations Optimization (7th freedom and mixed cargo transportation with passengers))	Strategic / Tactical	LACAC	To be determined	RVDGAC	Ready to start
10	Safety risk map	Tactical	ICAO SAM / SRVSOP	To be determined	RVDGAC	In process

**3. Chapter 3: Response phases to COVID-19**

**3.1.1** World health authorities reiterate that four transmission scenarios characterize the pandemic so far, and anticipate that, according to current evidence, the most plausible epidemiological evolution of the pandemic that can be observed in the coming months could involve recurrent epidemics scattered waves with low-level transmission periods, which also include different transmission scenarios occurring simultaneously in non-contiguous areas within the same country.

**3.1.2** Therefore, and considering that at the time this document was prepared, there are no specific, safe and effective treatments and vaccines, the implementation of social distancing and travel-related measures (from now on also called "measures") may require adjustments, in any direction (either increase or decrease), taking into account the following:

- (i) The epidemiology and, in particular, the rate of spread of the SARS-CoV-2 virus, which causes COVID-19. This should be maintained at a level where new cases that require the use of health services do not exceed their capacity of the health services; and, ideally, at a sporadic case level and a cluster of cases, all from known or imported contacts;
- (ii) The capacity of the health system (public health and health services), in terms of workforce, infrastructure and technologies, to detect, isolate and treat cases regardless of their severity, as well as to identify, quarantine and attend to the needs of your contacts to break the transmission chains;
- (iii) The risks of amplification of the transmission of the SARS-CoV-2 virus in highly vulnerable environments;
- (iv) The existence of preventive measures at the workplace;
- (v) Based on the local, national and international epidemiological situation, as well as the saturation of health services at any given time, the ability to minimize the export and import of cases, including arrangements at entry points;
- (vi) The level of community commitment to accept and comply with changes in the measures in any direction.

**3.1.3** The impact on aviation due to the adoption of strict travel and social distancing measures requires public policies for a transition to less stringent measures that allow international civil aviation to regain some momentum, without precipitating a dramatic evolution of the pandemic

**3.1.4** Aware of this, and in line with the "*orderly reactivation*" focus area, the following phases of the reactivation could be considered. The first phase was the **immediate reaction** of the entire aviation system due to the closure of borders and air operations. This phase, at the time of developing this document, could be considered as its last stage to move to a **phase of restarting operations** strictly complying with the recommendations of the health authorities to generate the confidence of the travelling public, effectively managing transmission risks. Once this phase is over, international civil aviation must enter a **recovery phase**, until the levels before the health crisis is resumed. Finally, and with all the lessons learned, international civil aviation should work in a phase of **building resilience** in the system

**3.1.5** The beginning and end of each of the phases will be based on data and monitoring of international passenger traffic in accordance with the guidelines issued by ICAO headquarters.

**3.1.6** In line with the focus area of orderly reactivation, the SAM strategic framework includes some immediate actions and places more emphasis on the restart and recovery phases of operations.

3.1.7 It is important to highlight that most of the initiatives identified by the States in the first sessions are framed in the phases of restarting operations and recovery, the phase of building resilience in the civil aviation system would be framed within the area financial sustainability targeting system.

#### 4. Chapter 4: Monitoring and evaluation

##### 4.1 Governance of initiatives related to response to COVID-19

4.1.1 There are several initiatives at various levels, related to supporting response efforts for national and international air transport in the different ICAO Member States. For this reason, the ICAO Council created the *Council Aviation Recovery Task Force (CART)* intending to discuss the global strategy related to the response of civil aviation resulting from this pandemic. Similarly, the ICAO Secretariat has created the *Secretariat COVID-19 Emergency Program Group (SCEPG)*, formed by a multidisciplinary team that includes different sections of ICAO headquarters, ICAO Regional Offices and several experts in the theme.

4.1.2 At the regional level, the Virtual Meeting of Civil Aviation Directors is the high-level forum that is leading efforts to establish a strategy and measures aimed at the response of air transport in the Region. This group is being supported by the Secretariat (SAM Regional Office) and it has designated a working group (Strategic Working Group) formed by States and representatives of the industry, which is working on identifying the components of the problem, the aspirations, focus areas, guiding principles, and expected activities and outcomes. This group will be carried out with the support of various forums, such as the Technical Committee and expert panels of SRVSOP, CAPSCA focal points, RASGPA and others.

4.1.3 Finally, there is a National level, in which each State, depending completely on its local situation, will take regional inputs and feedback to the group of ideas and experiences for the continuous improvement of the measures. Each State has the power to select the measures it wishes to implement, modify or reject, however, it is expected that the States can preserve constant communication with regional groups so that harmonization of measures can be guaranteed as far as possible, in order to bring a more orderly response.

4.1.4 Global and regional forums require constant coordination to ensure harmonization and feedback. An outline of the interactions is shown below:

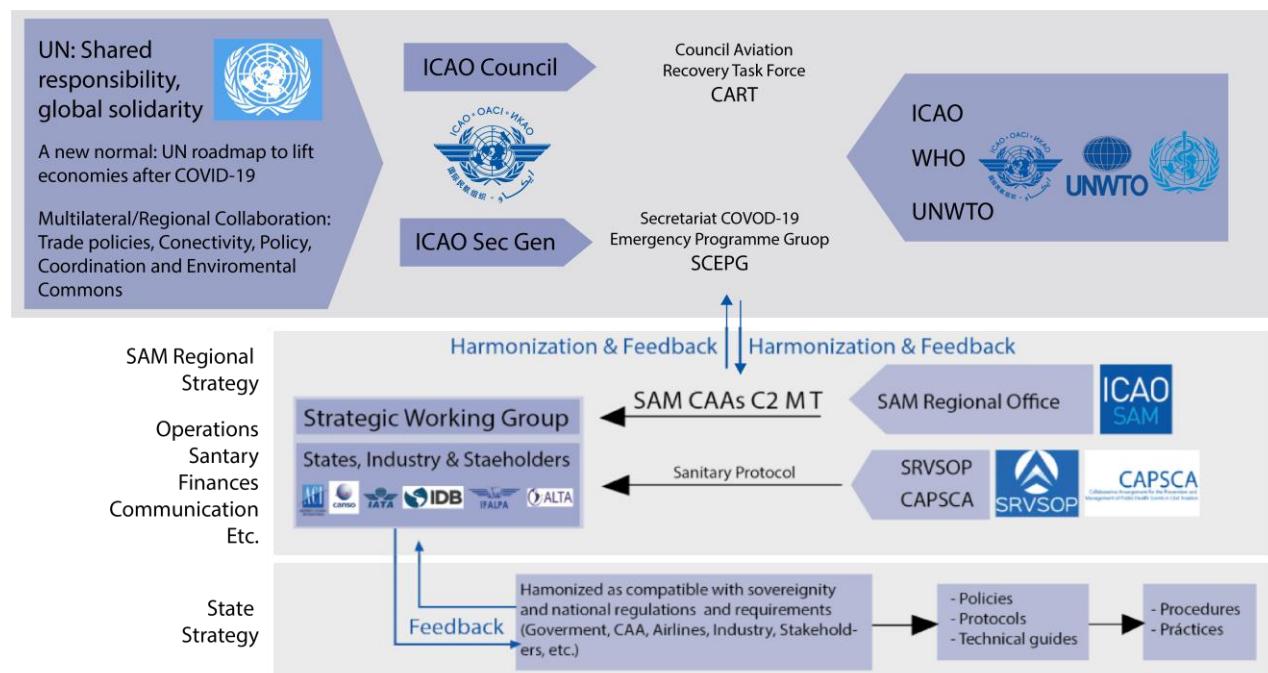


Figura 2: Governance framework

##### 4.2 Communications Plan

4.2.1 The SAM States have determined as a fundamental point that a correct communication strategy is defined to ensure that the benefits of the efforts of the States redound to all the travelling public. The correct identification of stakeholders and their active collaboration in evaluations for the corresponding decision-making have also been identified as important points to ensure that the work and efforts of SAM States and Industry have the expected impact.

4.2.2 For this reason, the Secretariat has prepared a Communication Plan, which is constantly updated as communication needs vary.

4.2.3 The Communications Plan is attached in [Appendix E](#) of this document.

### **4.3 Use of project management methodology to facilitate monitoring and evaluation**

4.3.1 To facilitate the monitoring and evaluation of the measures adopted regionally by both States and International Air Transport Industry and Organizations, the Secretariat has proposed activity forms that would follow a project methodology at the time they are executed.

4.3.2 The project methodology considers tools to facilitate the monitoring of the progress of both the activities and the international situation around the pandemic, in addition to facilitating continuous evaluation tools, so that the principle of continuous justification of activities, raised in section 1.1.10 and 2.5.1 of this document.

4.3.3 In accordance with the methodology, the Communications Plan will include all interested parties, including the frequency and means to be able to monitor and evaluate the activities. It should be noted that some activities will be monitored by the Project Managers of each activity, the Strategic Group and the Virtual Meeting of Directors of Civil Aviation of the SAM Region.

4.3.4 This monitoring, according to 1.1.10, has been stipulated to be carried out in terms not exceeding 14 calendar days. In addition, depending on the start of each defined phase (see 3.1.5), the deadlines could be modified with ad hoc reports.

## 5. Chapter 5: Implementation Strategy

### 5.1 Implementation Statements

5.1.1 The implementation strategy presented in this chapter aims to assist the Member States with a guide on how response measures could be implemented considering the regional scheme. However, it is important to highlight that each State could find itself in different phases of the pandemic, with different realities of its airline industry, different air services agreements with other States and very especially with different socio-economic realities.

5.1.2 This is why States are not expected to apply these strategies in a prescriptive manner without considering the local environment, but rather to serve as a reference to facilitate the application of national measures. In such a dynamic and changing environment, it is important for this strategy to be flexible and adaptable to the different realities and moments of response to this pandemic.

5.1.3 The implementation of this strategy depends on the actions of each of the Member States. The group bases its expectations on the States being able to harmonize and communicate their measures in a timely manner, so that both the industry and the travelling public receive a common message, reducing anxiety and increasing confidence in travelling safely.

### 5.2 Risk management and mitigation to control an affectation of air transport

5.2.1 During the implementation of the sector's response plans and activities to the pandemic, it is extremely important to carry out an analysis of those risks inherent in the implementation or non-implementation of the measures. After its identification, mitigating actions should be prepared to model various response scenarios.

5.2.2 This risk identification, management and mitigation aim to control a massive impact on air transport, the impact of which could have an even greater effect on confidence in air transport.

### 5.3 Technical groups in support of the implementation

5.3.1 Chapter 2 of this document presents a series of initial activities that were identified by the Strategic working group as necessary to facilitate the coordinated response of the Air Transport of the Region to the pandemic of COVID-19. These activities are aligned to the 5 focus areas chosen by the Strategic Group. However, to facilitate their implementation from the strategical-tactical and technical point of view, the following Technical "groups" have been defined to support the implementation of activities:

- (i) **Operational Safety Group:** includes all the areas of the aviation system that ensure Operational Safety and the Capacity and Efficiency of Air Transport in the Region. This includes, but is not limited to the areas of Personnel Licensing (PEL), Airworthiness (AIR), Aircraft Operations (OPS), Air Navigation Services (ANS / ATM), Aerodromes (AGA), Communications / Navigation (CNS), aeronautical information (AIM), among others. Currently, the safety aspects are being jointly addressed by the State SSPs, the SRVSOP at the regional level and the capacity and efficiency aspects by GREPECAS projects.
- (ii) **Sanitary measures group:** includes those technical areas of the civil aviation system directly involved in CAPSCA efforts, and also areas outside the civil aviation system such as WHO / PAHO. The SRVSOP Aviation Medicine Panel is currently addressing this point.
- (iii) **Aviation Security and Facilitation Group:** includes the technical areas involved with the aspects of aviation security and the facilitation of States. Due to its interdisciplinary nature, it could incorporate sectors such as immigration controls, customs, health, airlines and others. These measures are being observed regionally through the States' facilitation committees and the regional group AVSEC / FAL.

(iv) **Economic and Financial Group:** includes technical areas such as Air Transport, Legal, Development and economic sustainability, planning and others related to the aspects of rates and financial sustainability of the sector. The SAM Regional Office and CLAC are directly monitoring this activity.

5.3.2 To facilitate the identification of the groups involved in the activities indicated in section 2.5, a section for selecting the groups is included in the activity sheets.

#### **5.4 Response Plan**

5.4.1 The reactivation strategy involves coordination between the CAA as a contact between air transport and the health authorities. The role of the service provider against the response capacity in the reactivation plan, safeguarding security levels and efficiency in air navigation and taking into account that the entire national airspace system will be under the biosecurity protocols established for these services.

5.4.2 It is recommended that the preparation of response plans consider the ICAO Cooperation Agreement to Prevent the Spread of Airborne Communicable Diseases (CAPSCA) that serves as a link between the efforts of the aviation sector (ICAO) and the health sector (WHO / PAHO), to facilitate the relationship between the CCA and the Health Authorities.

5.4.3 To provide States with a clear guide with the steps to follow about the response of national and international air transport, a Model Response Plan will be presented in Appendix F [in preparation].

## **APPENDICES**

**APPENDIX A – List of Participants to the Sessions**

**APPENDIX B – Results from Session #1**

**APPENDIX C – Analysis of activities proposed by working groups**

**APPENDIX D – Activity Forms**

**APPENDIX E – Communications Plan**

**APPENDIX F – Reactivation Plan Model**

**APPENDIX A – List of Participants Sessions**  
**Session #1 – April 30th, 2020**

**ARGENTINA**

1. Diego Sebastián Idiart
2. María Cecilia Avezzano

**BOLIVIA**

3. Javier García Soruco

**BRASIL / BRAZIL**

4. Ana Paula Cunha Machado Cavalcante
5. Astor de Lima Aversa Neto

**CHILE**

6. César MacNamara Manriquez
7. Paula Glenia Marinkovic Casas
8. Martín Mackenna
9. Juan Carlos Casanova

**COLOMBIA**

10. Juan Carlos Salazar
11. Sergio Paris
12. Lina Marcela Morales Botero

**ECUADOR**

13. Anyelo Acosta Arroyo
14. Gonzalo Altamirano
15. Edgar Gallo

**GUYANA**

16. Saheed Sulaman

**PANAMA**

17. Gustavo De León

**PERÚ**

18. Manuel Augusto de Cossío Klüver
19. Patricia Durán
20. Fernando Torres
21. David Crovetto
22. Adolfo Medina
23. Verónica Pajuelo
24. Eliseo Salcedo

**UK CAA**

25. María Rueda

**VENEZUELA**

26. Daniela Caraballo Avellaneda

**ACI-LAC**

27. Rafael Echevarne
28. Francisco Medela

**ALTA**

29. Gonzalo Yelpo

**CANSO**

30. Javier Vanegas

**IATA**

31. José Antonio Ruiz

**IDB**

32. Reinaldo Fioravanti
33. Eduardo Café
34. Rafael Poveda

**IFALPA**

35. Daniel Bianco

**OPS**

36. Roberta Andraguetti

**OACI / ICAO**

37. Oscar Quesada Carboni
38. Nicholas Rallo
39. Verónica Chávez
40. Pablo Lampariello
41. Jorge Armoa
42. Fabio Salvatierra
43. Fernando Hermoza
44. Javier Puentे
45. Leonardo Boszczowski
46. Doaldo Navai
47. Roberto Sosa
48. María del Pilar Ariza
49. Murillo Boery
50. Ana María Díaz
51. José Peña
52. Tatiana Arbulú

**Session #2 – May 5th, 2020**

24. Jaime Binder

**ARGENTINA**

1. Diego Sebastián Idiart
2. María Cecilia Avezzano

**BOLIVIA**

3. Javier García Soruco

**BRASIL / BRAZIL**

4. Ana Paula Cunha Machado Cavalcante
5. Astor de Lima Aversa Neto
6. Leandro Monteiro de Souza Miranda

**CHILE**

7. Juan Carlos Casanova

**ESTADOS UNIDOS / UNITED STATES**

8. Claudia Bartolucci
9. Norma Campos

**GUYANA**

10. Saheed Sulaman

**PANAMA**

11. Gustavo De León

**PERÚ**

12. Roberto Seminario
13. Patricia Durán
14. Fernando Torres
15. Adolfo Medina
16. Verónica Pajuelo
17. Eliseo Salcedo
18. Eduardo Bazo

**VENEZUELA**

19. Daniela Caraballo Avellaneda

**ACI-LAC**

20. María Elena Sandoval

**AIRBUS**

21. Andreas Kohn

**ALTA**

22. Gonzalo Yelpo

**CANSO**

23. Javier Vanegas

**CLAC**

**EASA**

25. Laurent Gruz

**IDB**

26. Eduardo Café

**IFALPA**

27. Daniel Bianco

**OACI / ICAO**

28. Oscar Quesada Carboni
29. Marcelo Ureña
30. Verónica Chávez
31. Pablo Lampariello
32. Jorge Armoa
33. Fabio Salvatierra
34. Fernando Hermoza
35. Javier Puente
36. Leonardo Boszczowski
37. Doaldo Navai
38. Roberto Sosa
39. María del Pilar Ariza
40. Murillo Boery
41. Ana María Díaz
42. José Peña
43. Tatiana Arbulú

## APPENDIX B – Results of Session #1

**List of contributions taken from the Virtual Meeting of DGACs and from the States' focal points and participants (International Organizations, Industry) of Session #1.**

### Challenges to be addressed

- Uncoordinated decisions between stakeholders
- Weakness in communication with stakeholders
- Lack of coordination between States
- Loss of leadership due to prioritization of health decisions
- Regional vs Global environment
- Large amount of disorganized information
- Economic difficulty of aviation
- Operational Security
- Aviation security vs. Facilitation
- Recovery capacity of the Industry
- Uncontrolled opening
- Very DYNAMIC environment
- New Sanitary procedures
- Layoffs in the industry
- Lack of financial resources
- Uncertainty
- Difference in opening processes
- Public trust
- Asymmetry between States
- Lack of uniform guides
- Coordination with the health authorities of each State (G1)
- High level of uncertainty for quarantine removal (G3)
- Delay in implementing measures to reactivate the aviation system (G3)
- Mistrust of users in the mode of air transport, in the short term (G3)
- Limited coordination between States (G3)
- Lack of procedures and experience for a quick opening of the aeronautical industry (G3)

### Aspirations

- Active coordination between the parties
- Harmonized and coordinated measures
- Organized and accessible information
- SAFE environment for reactivation
- Retrieve trust of the user and entities
- Financial resources to avoid reducing services
- Expedited and on time solutions
- Unique, reliable communication platform
- Measures agreed between States have greater weight-value in national settings
- Active involvement of INDUSTRY
- Safe measures at a reasonable cost
- Active communication and validation with OMS
- A single message

- Effective measures and gradual implementation that allow the restoration of the aviation system (G3)

### **Focus Areas**

The following focus areas serve as a strategic framework for activities that tend to overcome identified challenges and achieve aspirations:

- Orderly reactivation
- Harmonized health protocols
- Financial sustainability
- Communication strategies
- User trust

### **Guiding Principles**

The strategic framework will be based on the following guiding principles:

- Collaboration
- Coordination
- Harmonization
- Communication
- Continuos business justification
- Transparency
- Simple measures
- Use of technology
- Trust
- Commitment
- Timely response
- Orderly reactivation, guaranteeing the safety and security of aviation

## APPENDIX C

### Analysis of activities proposed by working groups



### Introduction

As part of the conclusions of the second virtual session to analyze the SAM recovery strategy region in response to COVID-19, the Meeting requested the ICAO Secretariat to analyze the proposed activities, to determine a set of measures to be validated by the Strategic Group.

Next, the analysis performed is shown, based on the strategy's focus areas.

*Picture 1*

#### Focus Areas of the regional aviation recovery strategy in the SAM region





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**List of activities identified in the second virtual meeting for the development of the regional aviation recovery strategy**

The following activities were identified by the working teams during the second meeting:

1. Regional reactivation plan sorted by phases.
2. Working group to develop health protocols.
3. Development of the communication plan.
4. Implementation of a communication strategy that includes a Strategy to improve public confidence in the use of air transport.
5. Coordination and implementation of global and / or regional biosecurity measures (backed by scientific data).
6. Improved Passenger Information Exchange.
7. Implementation of migration and self-check -in Kiosks to facilitate social distancing
8. Slot management to spread flights across the day.
9. Set up a plan ensuring a seamless start at the airport level aligned with Montreal (airports with complete parking spaces/ hubs - safety and security).
10. Share information on expectations for the start of air operations, short and medium term (State and airlines).
11. Analyze the gradual reopening of commercial activities at the airport.
12. Harmonize practices of license extensions to aeronautical personnel.
13. Optimization of AVSEC processes, facilitation, immigration and customs involving the least contact between people.
14. Transport of mixed cargo with passenger transport / Optimization of mixed cargo services with passenger income.
15. Development a safety risks in the resume of operations.
16. Local database on recovery strategies.



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**Classification and integration of activities by Focus Area**

Table 1 below, shows the proposed integration of the activities proposed by the States and Industry, as well as their classification according to the focus areas agreed in the sessions:

**Table1**

#	Activities	Focus areas				
		Orderly reactivation	Financial Sustainability	Communication Strategy	Sanitary Protocols	Users Trust
1.	Regional reactivation plan sorted by phases	x	x	x	x	x
2.	Working group to develop health protocols	x			x	x
3.	Communication plan.	x		x	x	x
4.	Implementation of a communication strategy that includes a Strategy to improve public confidence in the use of air transport.	Merged with activity #3	Merged with activity #3	Merged with activity #3	Merged with activity #3	Merged with activity #3
5.	Coordination and implementation of global and / or regional biosecurity measures	Merged with activity #2	Merged with activity #2	Merged with activity #2	Merged with activity #2	Merged with activity #2
6.	Improved Passengers Information Exchange	x	x			x
7.	Implementation of migration and self-check (in Kiosks) to facilitate social distancing	Merged with activity #6	Merged with activity #6	Merged with activity #6	Merged with activity #6	Merged with activity #6
8.	Slot management spread flights across the day	Merged with activity #9	Merged with activity #9	Merged with activity #9	Merged with activity #9	Merged with activity #9
9.	<i>Set up a plan ensuring a seamless start at the airport level</i>	x	x	x		x
10.	Share information on expectations for the start of air operations, short and medium term	Merged with activity #3	Merged with activity #3	Merged with activity #3	Merged with activity #3	Merged with activity #3
11.	Analyze the gradual reopening of commercial activities at the airport	x	x	x	x	x



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#	Activities	Focus areas				
		Orderly reactivation	Financial Sustainability	Communication Strategy	Sanitary Protocols	Users Trust
12.	Harmonize practices of license extensions to aeronautical personnel	x	x	x		
13.	Mapping and optimization of processes and measures of capacity and efficiency Land Side (Optimization of AVSEC processes, Facilitation, immigration and customs)	x	x	x	x	x
14.	Cargo operation up to 7th freedom Optimization of mixed cargo services with passenger income		x			
15.	Map of safety risks	x		x		x
16.	Local database on recovery strategies	Merged with activity #3	Merged with activity #3	Merged with activity #3	Merged with activity #3	Merged with activity #3

**Measures already initiated by SAM Office**

To enhance the list of activities selected by the States and analyzed by the Secretariat, Table 2 shows those activities that were already being carried out by the SAM Regional Office and the SRVSOP:

**Table 2**

#	Activities	Focus areas				
		Orderly reactivation	Financial Sustainability	Communication Strategy	Sanitary Protocols	Users Trust
1.	Continuous Virtual Meeting of SAM Directors of Civil Aviation	x	x	x	x	x
2.	Publication of temporary differences on the ICAO portal	x		x		x
3.	SRVSOP – AIR Guide material	x				x
4.	SRVSOP – PEL Guide material	x				x
5.	SRVSOP – OPS Guide material	x				x
6.	SRVSOP – AGA Guide material	x				x
7.	SRVSOP – ANS Guide material	x				x
8.	ICAO SAM - AGA Guide material	x				x
9.	ICAO SAM COVID-19 site	x		x		x



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#	Activities	Focus areas				
		Orderly reactivation	Financial Sustainability	Communication Strategy	Sanitary Protocols	Users Trust
10.	SRVSOP Safety measures site	x		x		x
11.	Map of action plan by SAM States	x		x	x	
12.	Mutual recognition of safety functions within the framework of SRVSOP work programs	x	x	x		x
13.	Development of the Standardized Protocol on Sanitary Controls for the South American Region					
14.	Communication Plan for the SAM recovery Strategy	x		x		x



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**"Parking lot"**

Below, a list of those activities identified by the groups but which were not selected by them to be shown in plenary.

- Incorporate and link the plans with the Regional Operational Safety Plan
- Design a facilitation plan
- Guidance to guarantee capacity of ATS services
- Create a working group to monitor regulatory changes and harmonization
- Create an observatory of economic measures adopted by the States
- Use of biometric passports
- Gathering information on traffic and cargo recovery expectations from States
- Determine the cost of new post-COVID measures and decide who will bear the cost
- Monitoring System to know what happens with passenger 14 days after arrival
- Gathering information on traffic and cargo recovery expectations from States
- Standardized passenger form (common form for all States)
- DO and DON'T list: Example: Temperature measurement by airlines =DON'T/ Using mask in the flights=DO/ Standardized speeches regarding COVID in airports and in-flight.
- Promote and harmonize reprogramming schemes for issued and unused tickets.
- Passenger health protocols, airports, aircraft, ANS.

**Consolidated activities and working proposals**

After the analysis, Table 3 lists the consolidated activities with the proposal of participants for these activities, for analysis and comments by the Meeting.

**Table 3**

#	Consolidated activities	Nature	Prepare by	Reviewed by	Approved by	Comment
1.	Ordered regional reactivation by phases	Strategic	ICAO SAM	Group Strategic	RVDGAC	In progress
2.	Health Protocols working group	Strategic /Tactical	PEL/MED Panel SRVSOP	Group Strategic	RVDGAC	In progress
3.	Communication plan	Strategic /Tactical	ICAO SAM	Group Strategic	RVDGAC	In progress
4.	Improved exchange of passengers Information	Strategic	Task group (to be formed)	To be determined	RVDGAC	Ready to start
5.	Mapping and optimization of processes and measures of	Tactical	Task group (to be formed)	To be determined	RVDGAC	Ready to start



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#	Consolidated activities	Nature	Prepare by	Reviewed by	Approved by	Comment
	capacity and efficiency Air side <i>(Set up a plan ensuring a seamless start at the airport level)</i>					
6.	Analyze the gradual reopening of commercial activities at the airport.	Tactical	Task group (to be formed)	To be determined	RVDGAC	Ready to start
7.	Harmonize practices of license extensions to aeronautical personnel	Tactical	ICAO SAM / SRVSOP	To be determined	RVDGAC	In progress
8.	Mapping and optimization of processes and measures of capacity and efficiency Land Side (Optimization of AVSEC processes, Facilitation, immigration and customs)	Tactical	Task group (to be formed)	To be determined	RVDGAC	Ready to start
9.	Cargo operation up to 7th freedom Optimization of mixed cargo services with passenger income	Strategic /Tactical	LACAC	To be determined		Ready to start
10.	Map of safety risks	Tactical	ICAO SAM / SRVSOP	To be determined	RVDGAC	In progress

**APPENDIX D – Activity Form**

<b>ACTIVITY CODE:</b>	SAMCOVID19-001		
<b>ACTIVITY NAME:</b>	Regional reactivation plan structured by phases		
<b>DATE:</b> 12-May.-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input checked="" type="checkbox"/> Communication Strategies <input checked="" type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
<b>TECHNICAL AREAS</b>			
<input checked="" type="checkbox"/> SAFETY <input checked="" type="checkbox"/> PUBLIC HEALTH <input checked="" type="checkbox"/> SECURITY AND FACILITATION <input checked="" type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER:			
<b>PHASES</b>			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
Uncoordinated or disharmonized implementation recovery activities can significantly impact the industry operating in an international context and slow down and generate additional costs in the restart and recovery phases.			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
Prepare a document that serves as a reference for the States to implement local measures that, in a harmonized and orderly manner, help facilitate regional opening.			
<b>PRODUCT</b>	<b>EXPECTED RESULTS</b>		<b>IMPACT</b>
<ul style="list-style-type: none"> <li>Document with Strategic Framework endorsed by RVDGAC</li> </ul>	<ul style="list-style-type: none"> <li>Have a document that harmonizes the initiatives and expectations of States, Industry and Organizations</li> <li>Implementation by the States</li> </ul>		<ul style="list-style-type: none"> <li>High</li> </ul>
<b>IDENTIFIED RISKS</b>	<b>IMPACT</b>	<b>MITIGATION</b>	
1. Inflexible	MEDIUM: some States may not be able to adapt or reject it	Actively engage the concern parties through collaborative tools or processes	
2. Low approval from States or Industry	HIGH: if the document is not approved, it does not meet its objective	Use the escalation process	
<b>ACTIVITIES / TASKS</b>	<b>DELIVERABLES</b>	<b>RESPONSIBLE</b>	<b>DEADLINE</b>
1. Receive input from Strategic Sessions	List of inputs Meetings reports	Strategic Group	
2. Prepare draft strategy	Draft document	Secretariat	
3. Revisions	Draft document	Secretariat	
4. Last draft	RVDGAC Study Note	Secretariat	
5. Approval	RVDGAC Conclusion	RVDGAC	
6. Publication	ICAO web publication	Secretariat	
7. Nationwide implementation	States web publication	States	
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>States with published and communicated recovery plans</li> </ul>		
<b>STAKEHOLDERS</b>	Strategic Group, RVDGAC, Secretariat, States		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"> <li>Involve Stakeholders during their preparation</li> <li>Website publication</li> <li>Mailing to States through SL</li> </ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-002		
<b>ACTIVITY NAME:</b>	Health protocol working group		
<b>DATE:</b> May 14, 2020	<b>AUTHOR:</b> Ana María Díaz		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input type="checkbox"/> Financial sustainability <input type="checkbox"/> Communication Strategies <input checked="" type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
<b>TECHNICAL AREAS</b>			
<input type="checkbox"/> SAFETY <input checked="" type="checkbox"/> PUBLIC HEALTH <input type="checkbox"/> SECURITY AND FACILITATION <input type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER:			
<b>PHASES</b>			
<input type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input type="checkbox"/> RECOVERY <input type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
Need for the SAM Region to have standardized health control protocols, meeting the international organization's demands, to facilitate the reactivation of regional and world air transport in the States of the South American Region with speed and safety against COVID-19, within of a cooperative framework between the States and the industry, which facilitates its implementation and the notification of differences, if applicable.			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
Development of a Health Control Protocol by the SRVSOP Panel of Experts in Aeronautical Medicine agreed with the States and the industry.			
PRODUCT	EXPECTED RESULTS		IMPACT
<ul style="list-style-type: none"> <li>Sanitary control protocol endorsed by the industry and the States of the SAM Region.</li> </ul>	<ul style="list-style-type: none"> <li>Have a sanitary control protocol that allows the highest level of harmonization and implementation between States and industry.</li> </ul>		<ul style="list-style-type: none"> <li>High</li> </ul>
IDENTIFIED RISKS	IMPACT	MITIGATION	
1. Different approaches of the industry and the States in the sanitary control requirements	HIGH: It does not contribute to the Region States standardization and the revival of the industry	Participation of the industry, States and various actors (Health / Migrations), to reach a consensus that favors all those involved.	
2. Slow implementation by the States once approved.	HIGH: Implementation delay.	Implementation support	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
1. Proposal development by the SRVSOP MED Panel.	Panel validated proposal.	SRVSOP PEL Area	May 8
2. Submission of the Version 1 proposal to the industry to receive feedback.	General Coordinator's communication attaching proposal	SRVSOP Chief coordinator	May 12
3. A teleconference between the MED Panel and the industry to discuss improvement opportunities	Agreements summary for initial proposal modifications	MED PANEL / PEL CT Area / AVSEC/FAL Official	May 20
4. Development of the Version 2 proposal with the changes and delivery to the States and industry.	Version 2 Proposal and communication to States and industry	PANEL MED Chief Coordinator / SRVSOP PEL Area	May 26
5. Review of opportunities for improvement of the States by the Panel/industry.	Version 3 proposal	MED PANEL / SRVSOP PEL Area / AVSEC/FAL Official	June 5

6. Sending States final proposal for approval under express approval mechanism.	Communication and submission of final proposal (Version 3) to the States	SRVSOP Chief coordinator	June 9
7. State approval	Notification of State approval.	SRVSOP Chief coordinator	June 18
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>Number of States that have implemented the SRVSOP sanitary control protocol and reported differences, if any.</li> </ul>		
<b>STAKEHOLDERS</b>	PANEL MED, SRVSOP PEL Area, AVSEC / FAL Officer, RVDGAC, JG SRVSOP, Secretariat, States, industry.		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"> <li>Involve the MED Panel, industry and States in the development of the protocol.</li> <li>Coordination and notification of progress by email.</li> <li>Conducting teleconferences with stakeholders.</li> <li>Publication on the website of the progress and approved protocol.</li> <li>Sending to the States through communication from the General Coordinator.</li> </ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-003		
<b>ACTIVITY NAME:</b>	Communication Plan of the Strategic Framework for the Recovery of South American Aviation in Response to COVID-19.		
<b>DATE:</b> May 14, 2020	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input checked="" type="checkbox"/> Communication Strategies <input checked="" type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
<b>TECHNICAL AREAS</b>			
<input checked="" type="checkbox"/> SAFETY <input checked="" type="checkbox"/> PUBLIC HEALTH <input checked="" type="checkbox"/> SECURITY AND FACILITATION <input checked="" type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER:			
<b>PHASES</b>			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>The Strategic Aviation Recovery Framework addresses a broad segment of stakeholders, so it is essential to identify each of them, their role, and their relationships to adequately disseminate the information derived from the different activities of the Strategic Framework.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Development of the Communications Plan as a management framework that guarantees the effective communication of information in direct support of the Strategic Aviation Recovery framework that helps reduce uncertainty among all stakeholders, including users, technical personnel, and all organizations involved in the Strategic Framework.</p>			
PRODUCT	EXPECTED RESULTS	IMPACT	
<ul style="list-style-type: none"> <li>Strategic Recovery Framework</li> <li>Communications plan for the</li> </ul>	<ul style="list-style-type: none"> <li>Development of a communication plan to accompany the Strategic Recovery Framework, with the following objectives:</li> <li>Ensure the transmission of consistent, accurate and timely information to all interested parties;</li> <li>Ensure that confidential information is handled appropriately;</li> <li>Make sure to reach all interested parties that may be affected by the activities of the Regional Aviation Recovery Strategy in the SAM region.</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	
IDENTIFIED RISKS	IMPACT	MITIGATION	
1. A considerable number of Stakeholders	HIGH: All stakeholders may not be addressed with the relevant information from the Regional Strategic Recovery Framework.	<ul style="list-style-type: none"> <li>Follow-up of all the issued information generated as part of the Strategic Framework.</li> <li>Regular updating of the communication plan matrix.</li> </ul>	
2. A high volume of information to be canalized to stakeholders.	HIGH: Due to the high volume of information generated within the Regional Recovery framework, it would be necessary to select and prioritize the information	<ul style="list-style-type: none"> <li>Permanent communication with all Regional Recovery Strategy process owners.</li> <li>Establishment of information focal points in the region States.</li> </ul>	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
1. Development of meetings report	Meeting report	Secretariat	
2. National recovery plans	National recovery plans	States / Secretariat	
3. Regional Recovery Framework	Regional framework for regional recovery	Secretariat	

4. Safety and Security bulletins	Safety and Security bulletins	States / Secretariat	
5. Technical documents	Technical documents	Secretariat / States / Organizations	
6. Publications on social networks and other electronic sites	Meeting report	States / Secretariat	
7. Videos	Meeting report	States / Secretariat	
<b>INDICATORS</b>	<ul style="list-style-type: none"><li>• No indicators have been defined for the communication plan.</li></ul>		
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"><li>• Identified in the Communication Plan matrix.</li></ul>		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"><li>• N/A</li></ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-004		
<b>ACTIVITY NAME:</b>	Innovation to exchange information and facilitate passenger transport (Improved Pax Information Exchange)		
<b>DATE:</b> 14-May.-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
<b>TECHNICAL AREAS</b>			
<input checked="" type="checkbox"/> SAFETY <input checked="" type="checkbox"/> PUBLIC HEALTH <input checked="" type="checkbox"/> SECURITY & FACILITATION <input checked="" type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER: _____			
<b>PHASES</b>			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>With the new situation, there will be new needs and opportunities to share more information on passengers, including their state of health, information on the places where they have been, among other measures. However, given the large number of initiatives, it can generate investments in the States that may not be harmonized or interoperable with other States.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Establish a regional innovation observatory, which will explore the different technologies and initiatives available, will carry out preliminary cost / benefit analyzes, which will help guide States in which parameters they should consider in decision-making.</p>			
<b>PRODUCT</b>	<b>EXPECTED RESULTS</b>		<b>IMPACT</b>
<ul style="list-style-type: none"> <li>Working group and observatory of innovation in aviation in response to COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Have a list of initiatives with their respective preliminary analyzes.</li> <li>List of parameters that States must consider (for example interoperability, etc.)</li> </ul>		<ul style="list-style-type: none"> <li>Medium</li> </ul>
<b>IDENTIFIED RISKS</b>	<b>IMPACT</b>	<b>MITIGATION</b>	
1. Feeling of conflict of interest	HIGH	The analysis should, as far as possible, be based on technologies, not products.	
2. High cost of monitoring	MEDIUM	To be defined in the group.	
<b>ACTIVITIES / TASKS</b>	<b>DELIVERABLES</b>	<b>RESPONSIBLE</b>	<b>DEADLINE</b>
1. Activity Approval	Activity form	ICAO/RVDGAC	
2. Task group creation	Terms of reference	To be defined	
3. Meeting reports, strategy definition	Work methodology / strategy report	To be defined	
4. Observatory portal	Web portal	To be defined	
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li># of States with harmonized measures.</li> </ul>		
<b>STAKEHOLDERS</b>	Industry (ALTA, IATA, ACI, etc.), States, Strategic Group		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"> <li>Involve Stakeholders during their preparation</li> <li>Publication on website</li> </ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-005		
<b>ACTIVITY NAME:</b>	Mapping and optimization of processes and measures of capacity and efficiency Air Side		
<b>DATE:</b> 12-May.-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input checked="" type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
<b>TECHNICAL AREAS</b>			
<input checked="" type="checkbox"/> SAFETY <input type="checkbox"/> PUBLIC HEALTH <input type="checkbox"/> SECURITY & FACILITATION <input type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER: _____			
<b>PHASES</b>			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>The need for greater sanitary processes in the airport process will significantly affect the capacity / demand balance on the air side. Therefore, processes must be clearly mapped to measure the impact on air traffic management and the operational management of aircraft on platforms.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Using existing concepts such as A-CDM, integrate stakeholders to map the processes of each international aerodrome, so that they can be adjusted as new processes or sanitary protocols are introduced and thus mitigate their impact on operations of aircraft in the movement areas of the aerodrome (runways, taxiways and aprons).</p>			
<b>PRODUCT</b>	<b>EXPECTED RESULTS</b>	<b>IMPACT</b>	
<ul style="list-style-type: none"> <li>Guidance document for States / Airports in the application of A-CDM / ATFM concepts to map airport processes</li> </ul>	<ul style="list-style-type: none"> <li>That airports have a clear process based on collaboration for decision-making in the operation of aircraft, reducing uncertainty and possible delays.</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	
<b>IDENTIFIED RISKS</b>	<b>IMPACT</b>	<b>MITIGATION</b>	
1. Airports of different complexity make the analysis complex	MEDIUM	To be defined	
2. Confidentiality concerns	HIGH	Define means to protect information	
3. Lack of resources & know-how	HIGH	Industry to be evolved	
<b>ACTIVITIES / TASKS</b>	<b>DELIVERABLES</b>	<b>RESPONSIBLE</b>	<b>DEADLINE</b>
1. Activity approval	Activity form	ICAO/RVDGAC	
2. Task group creation	Terms of reference	To be defined	
3. Gathering information	First draft guide	To be defined	
4. Analysis/interactions	Different version guide	To be defined	
5. Guide document	Guide document	To be defined	
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>States with published and communicated recovery plans.</li> </ul>		
<b>STAKEHOLDERS</b>	Strategic Group, Industry, International Organizations, RVDGAC, Secretariat, States, WHO		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"> <li>Involve Stakeholders during their preparation</li> <li>Publication on website</li> </ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-006		
<b>ACTIVITY NAME:</b>	Analyse the gradual reopening of airport commercial activities		
<b>DATE:</b> 14-May.-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input checked="" type="checkbox"/> Communication Strategies <input checked="" type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
<input type="checkbox"/> SAFETY <input type="checkbox"/> PUBLIC HEALTH <input type="checkbox"/> SECURITY AND FACILITATION <input checked="" type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER:			
<b>PHASES</b>			
<input type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>The pandemic has severely impacted commercial activities at airports. With a view to reopening, businesses must identify measures to mitigate the impact of the "new normal," while providing a safe environment for passengers.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Prepare a document that serves as a reference for the States to implement local measures that, in a harmonized and orderly manner, serve to facilitate regional opening.</p>			
<b>PRODUCT</b>	<b>EXPECTED RESULTS</b>		<b>IMPACT</b>
<ul style="list-style-type: none"> <li>Guidance or regional policy in support of the reopening of airport business activities.</li> </ul>	<ul style="list-style-type: none"> <li>The same passenger experience in the commercial areas of the SAM region.</li> <li>The harmonized application increases user trust</li> </ul>		<ul style="list-style-type: none"> <li>High</li> </ul>
<b>IDENTIFIED RISKS</b>	<b>IMPACT</b>	<b>MITIGATION</b>	
1. Little agreement between States/Organizations	HIGH	Actively involve the interests parties through tools or collaborative processes	
2. Low approval of States and Industry	HIGH	Use the escalation process	
<b>ACTIVITIES / TASKS</b>	<b>DELIVERABLES</b>	<b>RESPONSIBLE</b>	<b>DEADLINE</b>
1. Activity approval	Activity form	ICAO/RVDGAC	
2. Task group creation	Terms of reference	To be determined	
3. Information collection	Guide document first draft	To be determined	
4. Analysis / iterations	Different versions of the guiding document	To be determined	
5. Guide document	Guide document	To be determined	
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>States / Airports that have adopted the guiding document as a reference</li> </ul>		
<b>STAKEHOLDERS</b>	Strategic group, RVDGAC, Secretariat, States, industry, commercial industry		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"> <li>Involve stakeholders during its preparation</li> <li>Publication in the webpage</li> </ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-007		
<b>ACTIVITY NAME:</b>	Harmonize the extension of aeronautical personnel licenses		
<b>DATE:</b> 14-May-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary Protocol <input type="checkbox"/> Users trust			
<b>TECHNICAL AREAS</b>			
<input checked="" type="checkbox"/> SAFETY <input type="checkbox"/> PUBLIC HEALTH <input type="checkbox"/> SECURITY AND FACILITATION <input type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER:			
<b>PHASES</b>			
<input type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input type="checkbox"/> RECOVERY <input type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>Physical distancing restrictions, workplace closures, and other preventive measures imposed by States to prevent or reduce the spread of the coronavirus have led to the unavailability of aeronautical medical examiners, limited attention from examining aeronautical medical centres, and restrictions on the movement of people. Therefore, States have had to extend the validity of medical certificates for aeronautical personnel with a view to facilitating operations under appropriate operational conditions during the COVID-19 pandemic.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Development of handbooks and guidance material for the CAA regarding risk management and extensions. In the same sense, development of advisory circulars (AC) models in order that States can provide guidance to their services providers.</p>			
<b>PRODUCT</b>	<b>EXPECTED RESULT</b>		<b>IMPACT</b>
<ul style="list-style-type: none"> <li>Operational documents endorsed by the RVDGAC</li> </ul>	<ul style="list-style-type: none"> <li>Count with guidance documents that will allow the harmonization of initiatives and expectative of the States, industry and organizations</li> <li>Implementation by the States</li> </ul>		<ul style="list-style-type: none"> <li>High</li> </ul>
<b>IDENTIFIED RISKS</b>	<b>IMPACT</b>	<b>MITIGATION</b>	
<ol style="list-style-type: none"> <li>Lack of understanding on how to manage risks, extensions, mitigations and operational considerations</li> <li>Slow implementation of the recommended tasks due to physical distancing</li> </ol>	<p>HIGH: Erroneous implementation by some States</p> <p>HIGH: Delay in the implementation</p>	<p>Briefings through virtual meetings</p> <p>Support to the implementation</p>	
<b>ACTIVITIES / TASKS</b>	<b>DELIVERABLES</b>	<b>RESPONSIBLE</b>	<b>DEADLINE</b>
<ol style="list-style-type: none"> <li>Development of the documents</li> <li>Virtual meetings and briefings</li> </ol>	<p>Handbooks and guidance material for the CAAs and ACs for the industry</p> <p>Guidance through power point presentations</p>	<p>SRVSOP PEL area</p> <p>SRVSOP PEL area</p>	<p>Up to the end of June</p> <p>Up to the end of June</p>
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>Number of States that have implemented mitigations and operational considerations based on risk analysis carried out.</li> </ul>		
<b>STAKEHOLDERS</b>	SRVSOP PEL area, RVDGAC, Secretariat, States		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"> <li>Involve groups and PEL and MED experts panels from the States in the preparation of the documents</li> <li>Publication in the web page</li> <li>Delivery to the States through the SRVSOP PEL specialist</li> </ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-008		
<b>ACTIVITY NAME:</b>	Mapping and optimization of processes and measures of capacity and efficiency Landside (Optimization of AVSEC, facilitation, migration and customs processes )		
<b>DATE:</b> 12-May.-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input type="checkbox"/> Financial sustainability <input checked="" type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
<b>TECHNICAL AREAS</b>			
<input type="checkbox"/> SAFETY <input type="checkbox"/> PUBLIC HEALTH <input checked="" type="checkbox"/> SECURITY AND FACILITATION <input type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER:			
<b>PHASES</b>			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>The implementation of air operations in a scenario where there are additional health security measures that include physical distancing and health procedures for disinfecting people and their belongings, and might implies in limiting existing processes on the air side of an airport.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Analysis of the main processes of an airport and proposals to optimize them against health protocols and restrictions of States resulting in flight limitations and the impact on ground-side processes (facilitation, AVSEC, migration, customs)</p>			
PRODUCT	EXPECTED RESULTS	IMPACT	
<ul style="list-style-type: none"> <li>Manual to be adopted by States validated by the AVSEC/FAL Regional Group and approved by RVDGAC.</li> </ul>	<ul style="list-style-type: none"> <li>Have a document that harmonizes the initiatives and expectations of States, Industry and Organizations</li> <li>Implementation of the manual by the States</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	
IDENTIFIED RISKS	IMPACT	MITIGATION	
1. Many entities involved in airport processes.	HIGH: If the entities do not follow the proposals, the project does not meet its objective.	Actively engage stakeholders through the National Facilitation and Security Committees.	
2. Lack of consensus in carrying out the analysis.	MEDIUM: If there is no consensus for the analysis, there may be resistance in the approval of the measures.	Establish a coordination mechanism that seeks to establish consensus and justify decisions.	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
1. Prepare a draft strategy	Proposal presentation	Secretariat	21/05
2. Working group meeting with States	Document draft	Secretariat	30/05
3. Meeting with AVSEC/FAL/RG members and observers (ICAO, LACAC, States and industry)	Document approval	Secretariat	12/06
4. Presentation of the proposal to RVDGAC	Working Paper presentation	Secretariat	26/06
5. Approval	RVDGAC Conclusion	RVDGAC	26/06
6. Publication of the Manual	Publication on the ICAO SAM website	Secretariat	30/06
7. National implementation by the States	Publication of the Manual by States and coordination in the	States	10/06

	National Facilitation and Security Committees		
<b>INDICATORS</b>	• Publication of Manual with good practices		
<b>STAKEHOLDERS</b>	AVSEC/FAL Regional Group, RVDGAC, Secretariat, States		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"><li>• Involve Stakeholders during the Manual's preparation;</li><li>• Publication on website;</li><li>• Delivery to States via State Letter.</li></ul>		

<b>ACTIVITY CODE:</b>	SAMCOVID19-009		
<b>ACTIVITY NAME:</b>	Air Cargo Transport Optimization		
<b>DATE:</b> 15-May.-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary protocol <input type="checkbox"/> User trust			
<b>TECHNICAL AREAS</b>			
<input type="checkbox"/> SAFETY <input type="checkbox"/> PUBLIC HEALTH <input type="checkbox"/> SAFETY AND FACILITATION <input checked="" type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER: _____			
<b>PHASES</b>			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>Cargo transportation has also been impacted by the effects of the COVID-19 outbreak. With the restrictions to the transportation of passengers, the quantity of combination flights (passengers and cargo) has abruptly decreased, together with the availability of cargo transportation in the belly of passenger flights. Therefore, it is necessary to have alternatives so as to support the demand for that service.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Monitor and support the development of initiatives for the optimization of air transportation of cargo. Among the current initiatives, LACAC is in contact with countries in the region regarding additional traffic rights (7<sup>th</sup> freedom) for cargo-only flights. Nevertheless, new initiatives may be evaluated in the future.</p>			
<b>PRODUCT</b>	<b>EXPECTED RESULTS</b>	<b>IMPACT</b>	
<ul style="list-style-type: none"> <li>The products of each initiative depend on its development. Nevertheless, one product is a report of the initiatives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate possible alternatives to optimize the supply of cargo transportation.</li> <li>Implementation by the States</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	
<b>IDENTIFIED RISKS</b>	<b>IMPACT</b>	<b>MITIGATION</b>	
1. Initiatives are not implemented	Possible limitations in the availability of services and restrictions to its transportation		
<b>ACTIVITIES / TASKS</b>	<b>DELIVERABLES</b>	<b>RESPONSIBLE</b>	<b>DEADLINE</b>
1. Report on the initiatives for the optimization of the availability of air cargo transportation	Report	Secretariat	
2. Proposals for the specific initiatives	According to the initiative	LACAC (depending on the initiative, there may be others)	
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>According to each initiative</li> </ul>		
<b>STAKEHOLDERS</b>	LACAC, Strategic Group, RVDGAC, Secretariat, States		

<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"><li>• Stakeholder involvement during the development</li><li>• Publish in the dedicated website</li></ul>
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<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"><li>• Stakeholder involvement during the development</li><li>• Publish in the dedicated website</li></ul>
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<b>ACTIVITY CODE:</b>	SAMCOVID19-010		
<b>ACTIVITY NAME</b>	Safety risks map		
<b>DATE:</b> 14-May.-20	<b>AUTHOR:</b> ICAO SAM		
<b>FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19</b>			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary Protocol <input type="checkbox"/> Users trust			
<b>TECHNICAL AREAS</b>			
<input checked="" type="checkbox"/> SAFETY <input type="checkbox"/> PUBLIC HEALTH <input type="checkbox"/> SECURITY AND FACILITATION <input type="checkbox"/> ECONOMIC AND FINANCIAL <input type="checkbox"/> OTHER: _____			
<b>PHASES</b>			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input type="checkbox"/> RESILIENCE			
<b>PROBLEM STATEMENT</b>			
<p>The restrictions of physical distancing, closure of workplaces and other preventive measures imposed by the States to prevent or reduce the spread of the coronavirus have led to the impossibility for the Civil Aviation Authorities (CAA) to renew certificates, licenses, authorizations and other approvals of aeronautical personnel, training centers, medical centers, maintenance organizations and aircraft, therefore, it has been necessary to grant exemptions to the requirements in order to facilitate operations in appropriate safety conditions during the COVID-19 pandemic.</p>			
<b>BRIEF DESCRIPTION OF THE ACTIVITY</b>			
<p>Development of handbooks, guidance material, and advisory circulars (AC) models to guide the CAAs and industry in safety risk management derived from the extensions issued by the States to the affected regulatory requirements</p>			
PRODUCT	EXPECTED RESULT	IMPACT	
<ul style="list-style-type: none"> <li>Operational documents endorsed by the RVDGAC</li> </ul>	<ul style="list-style-type: none"> <li>Count with guidance documents that will allow to provide direction and guide to the CAA and industry in the risk analysis process, so that they can manage the extensions to the requirements</li> <li>Implementation by the States</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	
IDENTIFIED RISKS	IMPACT	MITIGATION	
<ol style="list-style-type: none"> <li>Lack of understanding on how to carry out risk analysis related to the extension of requirements and how to apply mitigations and operational considerations</li> <li>Slow implementation of the recommended tasks due to physical distancing</li> </ol>	<p>HIGH: Erroneous implementation by some States</p>	<p>Briefings through virtual meetings</p> <p>Support to the implementation</p>	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
1. Development of the documents	Handbooks and guidance material for the CAAs and ACs for the industry	SRVSOP PEL, OPS, AIR, ANS and AGA areas	Up to the end of June
2. Virtual meetings and briefings	Guidance through power point presentations	SRVSOP PEL, OPS, AIR, ANS and AGA areas	Up to the end of June
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>Number of States that have implemented mitigations and operational considerations based on risk analysis carried out.</li> </ul>		

<b>STAKEHOLDERS</b>	SRVSOP PEL, OPS, AIR, ANS and AGA areas, RVDGAC, Secretariat, States
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"><li>• Involve groups and experts panels from the States in the preparation of the documents</li><li>• Publication in the web page</li><li>• Delivery to the States through the SRVSOP specialists</li></ul>

**APPENDIX E – Communications Plan**



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

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Prepared by: Secretariat  
Date: 01/Jun/2020  
Version No: 1.1



## Document change control

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The following is the document control for revisions of this documents:

Version Number	Date of Issue	Author(s)	Brief Description of Change
Version 1.0	May 2020		
Version 1.1	June 2020		
Version 1.2			

## Definition

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

Term	Definition



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## 1. Introduction

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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

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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

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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

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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

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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 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	

<b>ID</b>	<b>Element</b>	<b>Target Audience</b>	<b>Description</b>	<b>Frequency</b>	<b>Means</b>	<b>Authority to release</b>	<b>Comments</b>
		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	

***APPENDIX F - Reactivation Plan Model [UNDER PREPARATION]***

ACTIVITY CODE:	SAMCOVID19-011		
ACTIVITY NAME:	Reactivation Plan Model		
DATE: 12-May-20	AUTHOR: ICAO SAM		
FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19			
<input checked="" type="checkbox"/> Orderly reactivation <input checked="" type="checkbox"/> Financial sustainability <input checked="" type="checkbox"/> Communication Strategies <input checked="" type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
TECHNICAL AREAS			
<input checked="" type="checkbox"/> SAFETY OVERSIGHT <input type="checkbox"/> PUBLIC HEALTH <input type="checkbox"/> AVSEC/FAL <input type="checkbox"/> ECONOMY AND FINANCE			
OTHERS: _____			
PHASES (4R)			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
<p>According with the SAM Region's aviation response strategic framework to COVID-19, the need the States to have a model reactivation plan was identified, so that they have harmonized and coordinated steps for response and recovery.</p>			
BRIEF DESCRIPTION OF THE ACTIVITY			
<p>Prepare a document that serves as a reference for the States to implement local measures that, in a harmonized and orderly manner, serve to facilitate regional opening.</p>			
PRODUCT	EXPECTED RESULTS	IMPACT	
<ul style="list-style-type: none"> <li>Document with Plan Model support by CAA's Virtual Meeting (RVDGAC)</li> </ul>	<ul style="list-style-type: none"> <li>Have a document that harmonizes the initiatives and expectations of States, Industry and Organizations</li> <li>Implementation by States</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	
IDENTIFIED RISKS	IMPACT	MITIGATION	
1. Not very flexible	MEDIUM: some States may not be able to adapt or reject it	Actively involve stakeholders through collaborative tools or processes	
2. Low approval by States of Industry	HIGH: if the document is not approved, it does not reach the objective	Use escalation process	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
1. Receive inputs from Strategic Sessions	List of inputs. Meeting reports	Strategic Group	
2. Prepare draft of plan	Draft document	Secretariat	
3. Revisions	Draft document	Secretariat	
4. Final draft	Working paper to RVDGAC	Secretariat	
5. Approval	Conclusion RVDGAC	RVDGAC	
6. Publication	Publication ICAO web	Secretariat	

7. Implementation at the national level	Publication States web sites	States	
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>States with published and communicated recovery plans</li> </ul>		
<b>STAKEHOLDERS</b>	<i>Strategic Group, RVDGAC, Secretariat, States</i>		
<b>COMMUNICATION STRATEGIES</b>	<ul style="list-style-type: none"> <li>Involve Stakeholders during their preparation</li> <li>Publication on web site</li> <li>Sending to States by SL</li> </ul>		