

RAAC/17



**INTERNATIONAL CIVIL AVIATION ORGANIZATION
South American Regional Office**

SEVENTEENTH MEETING OF CIVIL AVIATION AUTHORITIES

RAAC/17

**SUMMARY OF FACE TO FACE PHASE OF RAAC/17 - STRATEGIC
EXERCISES**

(Santiago, Chile, April, 11 to 14, 2023)

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HISTORY OF THE MEETING

ii-1 PLACE AND DURATION OF THE MEETING

The face to face Phase of the Seventeenth Meeting of Civil Aviation Authorities of the South American Region was held in the city of Santiago, Chile, on April 11 to 14, 2023.

ii-2 OPENING CEREMONY AND OTHER MATTERS

Mr. Juan Carlos Salazar, Secretary General of the International Civil Aviation Organization (ICAO), thanked the participants for their presence and referred to the importance of civil aviation in driving economic and social development, both nationally and regionally. He stressed that the aviation sector is essential in connecting people, cultures, and economies and catalyzes trade and tourism. He emphasized that an important lesson learned from the COVID-19 pandemic is the crucial role of civil aviation authorities.

Mr. Salazar also highlighted the priorities in regional aviation related to innovation, resilience, governance, planning efficiency, and competitiveness, all hand in hand with the need to protect the environment.

General of Aviation Raul Jorquera Conrads, Director General of Civil Aeronautics of Chile, addressed the participants highlighting the importance of this meeting for Chile, especially as it was held at the National Aeronautical and Space Museum of Chile.

The following authorities were present at the head table:

- Honorable Mr. Ambassador Felipe Cousiño Donoso
- Brigadier General Gaetano Battagliese, DINACIA URUGUAY, President of the CLAC
- Mr. Martin Mackenna, Secretary of the Civil Aviation Board of Chile.
- Mr. Jaime Binder, Secretary of the Latin American Civil Aviation Commission (CLAC)
- Mr. Jorge Vargas, Director of Technical Cooperation Bureau, OACI
- Mr. Julio Siu, Regional Director of ICAO's North, Central America, and Caribbean Office.

ii-3 ORGANISATION, OFFICERS AND SECRETARIAT

In the face-to-face phase of the meeting, a report of the discussions of the asynchronous phase was presented, and a numbered round table session was organized where seats were pre-assigned to facilitate the execution of the strategic exercise. The instructions for the exercise were described in briefing note #5, published on the event's website.

Mr. Fabio Rabbani, Regional Director of the ICAO South American Regional Office, served as Meeting Secretary. The following ICAO South American Regional Office officers served as exercise facilitators:

| | |
|-------------------|---|
| Oscar Quesada | Deputy Regional Director |
| Verónica Chávez | Technical Assistance Officer |
| Pablo Lampariello | Aviation Security and Facilitation Regional Officer |
| Jorge Armoa | Aeronautical Information Management and Aeronautical Meteorology Regional Officer |
| Fabio Salvatierra | Aerodromes and Ground Aids Regional Officer |
| Javier Puente | Safety Implementation Regional Officer |
| Diego da Silva | Air Transport Regional Expert |

The Meeting also thanked the sponsors EMPIC and SEABURY for their collaboration in relation to their activities in the field of safety oversight support systems and for the exhibition of their products to the participants of the event.

ii-4 **WORKING LANGUAGES**

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

ii-5 **AGENDA**

The following Agenda was adopted:

Agenda Item 1B: Review of the matters of the asynchronous phase

Agenda Item 2B: Regional strategy towards 2035 – Exercise of the Air Transport Strategic Planning for the SAM Region.

Agenda Item 3B: Regional strategy towards 2035 - Exercise for the establishment of strategies of the SAM Region with respect to CORSIA and Sustainable Aviation Fuels (SAF).

ii-6 **ATTENDANCE**

The Meeting was attended by nine States from the SAM Region, one Territory from the MAR Region, one State from the NAM/CAR Region, as well as nine International Organizations and two Industry sponsors, for a total of 91 participants. The list of attendees appears on the page iii-1.

ii-7 **LIST OF CONCLUSIONS**

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

LISTA DE PARTICIPANTES / LIST OF PARTICIPANTS**ARGENTINA**

1. Paola Viviana Tamburelli
2. María Florencia Dovichi
3. Fernando Martín Bravo

BOLIVIA

4. José Iván García Terceros
5. Pauline McKenzie Medina
6. Wendy Mercado Beltrán

BRASIL / BRAZIL

7. Tiago Pereira
8. Marcela Anselmi
9. Alcides Teixeira Barbacovi
10. Ricardo Elias Cosendey
11. André Gustavo Fernandez Pecanha

CHILE

12. Raúl Jorquera Conrads
13. Alfredo Castillo
14. Alberto Mena
15. César Mac-Namara
16. Claudio Pandolfi
17. Carlos Tabilo
18. David Dueñas
19. Juan Carlos Rojas
20. Martín Mackenna
21. Juan Carlos Casanova
22. Sebastián Flores
23. Rodolfo Donoso Pinilla
24. Sybil Bitreras Mondaca
25. Iovani Edmunds Hernández
26. Romina Altamirano

ESTADOS UNIDOS / UNITED STATES

27. Nicholas Reyes
28. Robert Ruiz
29. Claudio Bartolucci
30. Daniel Williams*
31. Monica Ditzel Cleaves - TSA

FRENCH ANTILLES-GUYANE

32. Patrick Pezzetta
33. Randria Ravo

GUYANA

34. Egbert Field
35. Rickford Samaroo

36. Abraham Dorris

PANAMA

37. Carlos Von Seidlitz

PARAGUAY

38. Félix Kanazawa
39. Ángel Espínola
40. Hugo Zalazar

URUGUAY

41. Gaetano Battagliese Palladino
42. Alejandro Trujillo

VENEZUELA

43. Juan Manuel Teixeira Díaz
44. Víctor Palacios García
45. Daniela Caraballo Avellaneda

ACI-LAC

46. Rafael Echevarne
47. Francisco Medela
48. Ary Bertolino Rodrigues

AIRBUS

49. Guillaume Gressin *
50. Frederic Eychenne *
51. Merlin León

ALTA

52. José Ricardo Pataro Botelho
53. Jaime Escobar *

BID

54. Cristian Navas

BOEING

55. Mike Snover
56. Alvimar de Lucena
57. Fabio Catani
58. Otávio Cavalett *

CANSO

59. Javier Vanegas

CLAC/LACAC

60. Jaime Binder

EASA

- 61. Eleonora Italia
- 62. José Manuel Quevedo Moreno
- 63. Alfonso Arroyo Fernández
- 64. Inmaculada Gómez Jiménez *

EMPIC GmbH

- 65. Dennis Poetz
- 66. César Jiménez Dávalos

HONYWELL

- 67. André Defaveri
- 68. Andrés de la Cadena

IATA

- 69. Peter Cerda
- 70. Pedro de la Fuente *
- 71. Alejandro Restrepo
- 72. Julio de Souza Pereira
- 73. Gabriela Peralta
- 74. Diego Vergara
- 75. Soledad Morgado

IBAC

- 76. Kurt Edwards
- 77. Daniel Devraignes

SEABURY SOLUTIONS

- 78. Emilio Manuel Roché
- 79. Tomas Bruno

OACI / ICAO

- 80. Juan Carlos Salazar
- 81. Fabio Rahnemay Rabbani
- 82. Jorge Vargas
- 83. Michael Gill
- 84. Julio Siu
- 85. Oscar Quesada Carboni
- 86. Verónica Chávez
- 87. Pablo Lampariello
- 88. Jorge Armoa
- 89. Fabio Salvatierra
- 90. Javier Puente
- 91. Diego Pereira da Silva

Agenda Item 1B: Review of the matters of the asynchronous phase

1.1 Under this agenda item, the Secretariat informed on the progress made in the asynchronous phase which registered as of to date, more than 400 comments on the 51 working papers and 16 information papers.

1.2 It was informed that considering that some States had indicated during the asynchronous phase that they would need more time to review notes, the Secretariat proposed to the Face-to-Face Meeting Phase to extend the asynchronous period until April 21 so that a draft final report could be available by April 28, 2023. The Meeting agreed on this proposal.

1.3 Details of the results of this phase can be found in the asynchronous phase report.

Agenda Item 2B: Regional strategy towards 2035 – Exercise of the Air Transport Strategic Planning for the SAM Region

2.1 Under this agenda item, the Secretariat carried out a strategic exercise, following the instructions indicated in Information Paper #5. During the exercise, members of the Secretariat supported as facilitators by registering the results of the discussions on the collaborative platform "MURAL" under the link attached below:

<https://app.mural.co/t/icaosam1014/m/samro2778/1681134109858/8222ce30ca9303859ecc8a5c31e433bf311110ba?sender=mariza0466>

2.2 A summary of the results of this exercise is included in Appendix “A” to this Agenda Item.

Strategic Exercise on Competitiveness

RAAC/17

Santiago, Chile, April 12, 2023

Mr. Michael Gill (Director of the ICAO Bureau of Legal Affairs and External Relations) introduced the topic to be discussed and offered an introduction on the importance of air transport for a State as a driver of economic and social development and pointed out the great challenges that affect the competitiveness of civil aviation in South America.

The working groups contributed actions and goals for the next 5, 10 and 15 years, exchanging ideas on the subject of competitiveness of international air transport in the SAM region to incorporate in the one that the Secretariat will use in the preparation of a Strategic Plan for the transformation of South America.

For part of the exercise, the Civil Aviation Authorities identified opportunities to improve the competitiveness of the SAM region considering, among other aspects:

- Investment in infrastructure;
- Market liberalization policies;
- Taxes and fees;
- Improved connectivity; and
- Incentives for investment.

These aspects served as central axes in the discussions to evaluate the best actions, in order to offer States a better business environment, improve airport and air navigation infrastructure to allow improvements in connectivity and competitiveness in the region.

To face the challenges encountered, the opportunities for improvement to increase the competitiveness proposed:

- a) Review and improve the multilateral and bilateral Air Services Agreement for the promotion of greater liberalization and market access to the air transport, achieving the future implementation of open skies and an integrated market;
- b) Generate better air navigation and infrastructure management in order to lower operational costs in the SAM region;
- c) Analyze the policy of subsidies and prices of aviation fuels to make them more competitive compared to other regions of the world, implementing a fleet renewal policy for more modern and sustainable aircraft;
- d) Review long-term projections in the different realities in terms of growth and business models and also a diagnosis of the capacity of the land and air side in order to establish a better investment plan in the States;
- e) Strengthen competition defense agencies and institutions, developing a regional regulatory framework that ensures equality of competition between countries and airlines;
- f) Better management of a plan to improve the facilitation of passenger transit (One-Stop Security) between the interested countries, improving connectivity and strengthening the aviation security systems of the States of the SAM Region and from other Regions;
- g) Intensify public-private partnerships for a better development of airport infrastructure;
- h) Continue supporting and improving the harmonization of safety regulations at the regional level under the SRVSOP, as a strategy to promote greater connectivity; and
- i) Create a State policy for the reduction of charges and taxes in order to reduce barriers for "doing business", thus attracting low cost airline services (LCC) to the market;

Last but not least, it stands out finally, it was discussed that within the framework of the process to improve the competitiveness of the SAM region,, it is important to achieve sustainable and environmentally

friendly growth that does not translate only into operating costs and also to plan in the long term (with revisions) the needs for growth and infrastructure modernization under the Civil Aviation Master Plan (CAMP).

Strategic Exercise on Innovation

RAAC/17

Santiago, Chile, April 11, 2023

Mr. Jorge Vargas (ICAO Technical Cooperation Bureau Director) gave an introduction on the main initiatives and activities promoted by ICAO in terms of Innovation. He also highlighted that the region has the opportunity to play a global leadership role in terms of innovation, especially in the area of process innovation, promoting regional transformation through agile and increasingly efficient mechanisms.

The working groups raised proposals, in the short, medium and long term, to be considered in the development of the regional strategy, in such a way that, as part of its transformation process, the SAM region is recognized for its friendly environment towards the innovation.

As part of the exercise, the main obstacles that must be overcome so that the region can adapt and prepare in a timely and efficient manner for the arrival of innovation were identified. These obstacles include:

- Resistance to change
- The paradigm that innovation refers only to technology
- Overreliance on prescriptive regulatory solutions
- The unidirectional hierarchical relationship between the regulator and the regulated

To address these barriers, the members of the teams analyzed a series of transformational measures that States could consider on their way to becoming true agents of change and promoters of innovation. After considering the advantages and disadvantages of each proposal, the groups agreed to suggest the following actions, as the strategic axes on which to work in the coming years:

- Adequate planning of human and financial resources, including the need for qualification and training of personnel, which allow the States an appropriate management of internal and external innovation;
- Implementation of collaborative processes between the State, industry, and service providers, to explore and agree on regulatory alternatives that allow the rapid incorporation of innovative solutions, while guaranteeing an adequate level of protection for users;
- Creation of a regional forum on innovation, which facilitates the dissemination, exchange, and access to updated information related to innovation, including regulatory developments, new technologies, best practices, and other information that facilitates updating of the States and the main stakeholders;
- Creation of cooperative environments between the State and the academic sector, so that the research and development process becomes an integral component within the tasks of regulation, facilitation (promotion) and supervision of innovation.

Finally, they discussed the importance to assess the real need and the impact that creating a new department within the State structure would imply, for the management of innovation activities, since it could imply the introduction of more bureaucracy and create new silos or bottlenecks. Alternatively, it was suggested to work to make innovation an intrinsic element in existing structures, and thus help it become part of the organizations' DNA.

Strategic Exercise on Plans effectiveness

RAAC/17

Santiago, Chile, April 13, 2023

Mr. Alfredo Castillo, on behalf of Mr. Raul Jorquera, DGAC of Chile, introduced the topic to be discussed. He explained, in general terms, the procedures that are applied for the preparation of the National Plans related to the different areas of aviation, in Chile, in addition to indicating the interaction of the Ministries and other institutions for the preparation, application, and review of said Plans.

Also, he mentioned the difficulties encountered during their preparation and application. It was highlighted that the States intend to align their Plans with the Regional and Global Plans and ICAO recommendations. The presentation included questions to provoke conversation and discussions at the dialogue tables.

The tables contributed proposed actions to improve air transport in the next 5, 10, and 15 years, intending that the Secretariat has a tool to use in preparing a Strategic Plan for the transformation of Civil Aviation in the SAM Region. The contributions of the States, Associations, and the Industry present are summarized below:

- The working groups recognize the importance of working in a coordinated manner within the institutions and coordinating with the States at the regional level. However, in this process, they face the following challenges:
 - a) Lack of information to prepare work plans for the different areas.
 - b) Difficulty coordinating with the different institutions involved in airport passenger management.
 - c) Difficulty in establishing fundamental indicators (KPIs) for these plans.
 - d) Difficulty in monitoring progress on the proposed goals.
 - e) Difficulty in implementing and achieving the goals proposed in the Plans.
 - f) Lack of clear ideas to monitoring the implementation and updating of the plans.
- Suggested actions to address these challenges:
 - a) High-Level Involvement in National Air Transport Development Plans;
 - b) Request external assistance (TCB) for the development of a strategic plan;;
 - c) Align National Development Plans to the Aviation Strategic Plan.;
 - d) Develop regional indicators to be included in the Plans.;
 - e) Identify tools and/or procedures to monitor these indicators and the degree of implementation of the Plans.;
 - f) Work jointly, within the State and at the regional level, to identify deviations (triggers) for the revision and updating of the Plans.;
 - g) Work on the standardization of the format of the National Plans at the Regional level;;
 - h) Promote the awareness of governments on the importance of designing a Civil Aviation and Air Transport Master Plan in the States.

Strategic Exercise on Governance

RAAC/17

Santiago, Chile, April 13, 2023

Mr. Thiago Sousa Pereira introduced this activity to the meeting and offered an introduction to the scheme and experience in Brazil regarding the Governance of its entire system for civil aviation. In this introduction, he focused on what was stated by the OECD "Good governance is a fundamental element for the performance of regulators, including civil aviation authorities," and the symbiosis between governance processes and management processes. Some processes that the AAC can implement were raised, such as:

- Evidence-based decision making
- Technical independence and operational autonomy
- Financial autonomy
- Leadership rules: • Recruitment and selection of top-leadership • Fixed mandates • Post-employment restrictions
- Performance assessments and reporting them to society and main stakeholders

After reaffirming those above, the working groups raised proposals, in the short, medium and long term, to be considered in developing the Strategic Plan for the transformation of South America.

To avoid the loss of capacity of the authorities in the short term was identified:

- Need to achieve institutional autonomy guaranteed by law – Independence of high-level staff.
- The period of the aeronautical authority is not linked to the period of the Government.
- For good governance, management stability and political direction are necessary. Therefore, it is necessary to balance the technical, operational and political aspects for the best development and performance of the aviation sector.
 - Decision-making process that has evidence and technical/operational support and, to the extent possible agreed upon
 - Strengthen meritocracy and the administrative career path: clearly defined career plans, job descriptions, and functions, including stability and generational changes.
 - Apoyo político de continuidad en las autoridades permitiendo hacer los relevos operacionales con el back-up adecuado
- Political support for continuity in the authorities, allowing for operational replacements with the appropriate backup,
- Promote the strengthening of the AACs with the government transparency authorities,
- Transparency: implementation of regulatory impact studies and public consultation.
- Promote independent budget sources linked to performance (i.e. passenger fees)
- Disseminate the results on ACC Governance of the SAM Region based on the OECD and UNDP Material; and independent governance models.
- Administrative and operational staff needs to understand governance undertaking.

To strengthen the governance of the authorities in the medium and long term:

- Reinforce the continuation of State policies through established government plans.
- Advance in the level of institutional maturity of our authorities.
- Governance structures and their responsibilities must be clearly defined,

- Governance staff should be aligned with strategic and managerial direction rather than operational issues.
- Governance: Policy and legislation should define the scope of influence and control.
- OECD phase two study released
- Use of artificial intelligence to transform and improve governance processes.
- Analyze the creation of an Agency similar to the SRVSOP for AVSEC (SRVSEC)
- Strengthen governance in regional organizations (ICAO/CLAC) supporting States in training and recruitment plans.

Strategic Exercise on Human Resources

RAAC/17

Santiago, Chile, April 11, 2023

Mr. Gaetano Battagliese (Director of DINACIA) introduced the topic to be discussed and explained the experience and challenges faced by his administration in the recruitment, retention, and replenishment of human resources.

The roundtables contributed actions and goals for the next 5, 10, and 15 years that the Secretariat will use to prepare a Strategic Plan for the transformation of South America. The contributions from the roundtables delineate the following vectors to be considered in strategic planning:

- Civil Aviation Authorities can improve the identification of their staffing needs by considering, among other aspects:
 - o air traffic projection.
 - o entry of disruptive technologies for the next 5, 10, and 15 years.
 - o Country development strategy vs. CAMP
- This projection will serve as a fundamental tool to evaluate the number of professionals for each area of aviation to be able to offer the services that the CAAs are mandated by law to provide.
- The challenges for the recruitment and retention of qualified aviation personnel identified by the roundtables were as follows:
 - a) Strengthening or creating Offices, Managements, or Superintendence of Human Resources or Human Talents of the Civil Aviation Authorities. Opportunities for improvement in the knowledge of aviation were identified, which generates a barrier for the projection of aviation professionals;
 - b) Legislation for hiring public servants generates rigidity for hiring professional staff due to salary ceilings, lack of differentiation of technical scales for the aviation area, and in some cases, budget cuts. (This topic is associated with the governance axis).
 - c) Policies to reduce the State apparatus are independent of the specialized nature of aviation and the difficulties in replacing talent, slowing down the recruitment of new professionals to replace personnel who retire due to retirement or move to the industry.
State policies related to the horizontal movement of professionals from one institution to another to reduce the State apparatus impact the CAAs' search for professionals and the learning curve of personnel recruited under this figure. (This theme is associated with the governance axis).
 - d) Withdrawal of trained professionals to move to the industry due to offers of better jobs (this topic is associated with the governance axis).
- Actions that could be implemented for the above-mentioned challenges are as follows:
 - a) Strengthening of the planning processes for the projection of the Aeronautical Authorities to previously determined deadlines;
 - b) Career plans to improve job security for professionals;
 - c) Promote recognition and incentives for professional aviation personnel to generate a pleasant work environment;

-
- d) Create space to generate interest in children and young people in aviation-related professions.
Example:
- Air Shows
 - Aviation Academies
 - Informative talks
 - Workshops and meetings on aviation topics in schools and colleges, where the whole range of professionals related to aviation could be presented.
- e) Promote collaborative schemes among the States, generating banks of professionals that could support one or more States in tasks that could benefit from these schemes.
- f) Prepare staff expansion projects to be submitted to the Ministry of Finance or the Ministry of Economy to have funding lines to increase salaries; Promote the financial management independence of the Civil Aviation Authorities to manage their resources (governance);
- g) ICAO Technical Cooperation has transitory mechanisms to support the recruitment of human resources while the State is improving its mechanisms for hiring professionals with high salary expectations and/or in accordance to their capabilities.

Strategic Exercise on CORSIA, LTAG and SAF**RAAC/17****Santiago, Chile, April 12, 2023**

Mr. Martin Mackenna, Secretary General of the Civil Aviation Board of Chile, introduced the topic to be discussed. He explained the initiatives undertaken by ICAO for the protection of the environment and the responsibilities of States to support these initiatives, as well as the CO₂ Emission Reduction Action Plan (ERAP), the CO₂ Offset and Reduction Scheme for International Aviation (CORSIA) and the Long Term Aspirational Goals (LTAG) and mainly about Sustainable Aviation Fuels (SAF). The presentation included a series of questions to provoke conversation.

The topic of CORSIA generated many discussions, considering that the SAM Region has the lowest percentage of adherence to the scheme.

Regarding the LTAGs and the SAF, acknowledgments were expressed for the SAF Seminar two days earlier, which helped to enrich the discussion with more ownership during the strategic exercise.

The working groups contributed with actions and goals for the next 5, 10, and 15 years that will help prepare a Strategic Plan for the transformation of aviation in South America. The contributions of the roundtables delineate the following vectors to be considered in strategic planning:

- The Civil Aviation Authorities, in a high percentage, maintain reservations to join CORSIA scheme for the following reasons:
 - High-level government policies are advising against joining the CORSIA.
 - Surplus carbon credits that fail to be capitalized.
 - A certain degree of ignorance about the scheme and its requirements in the Authority itself and in the governmental bodies involved (Ministry of Foreign Affairs, Ministry of the Environment).
 - Doubts about possible cost overruns for air operators.
 - Lack of agencies verifying CO₂ emission reports.
- Concerning Sustainable Aviation Fuels (SAF), it was recognized that the South American Region could be the leader in SAF production. However, some barriers must be removed with all stakeholders to make SAF production a reality.
- The challenges to joining the CORSIA can be summarized as follows:
 - a) Trained personnel to manage the information that would be generated by the scheme and for monitoring compliance with regulations;
 - b) A mechanism needs to be designed to negotiate surplus carbon credits within the CORSIA scheme;
 - c) Sensitization of high-level authorities in some States on the desirability of joining the CORSIA is required;
 - d) Remaining in the scheme once it has entered the voluntary phase.
- The following challenges were identified about SAF:
 - a) Absence of public-private forums for the promotion of legislation on SAF production and use;

- b) It is necessary to prepare regulations for the production of SAF;
- c) Insufficient infrastructure for the distribution of SAF at aerodromme;
- d) Lack of predictability related to the protection of species and products that could be used for the production of SAF;
- e) Ensuring the sustainability of the production of SAF.

➤ Among the actions that could be implemented for the above challenges, the following stand out::

1- CORSIA

- a) Promote CORSIA dissemination talks and workshops in the Authority and among the institutions involved in the State to generate more excellent knowledge and awareness of the scheme.
- b) Promote training on the scheme and the ISO Standards mentioned in Annex 16, Vol. IV - CORSIA, in the States, which the South American Regional Office of ICAO could also organize.
- c) Promote, with the Management Systems Certification Agencies, the inclusion of sustainable business lines in their business portfolios to create capacities to certify CO2 emissions reports;
- d) Promote, with air and aerodrome operators, the inclusion of clean energy mechanisms to support their operations, thereby reducing CO2 emissions and ensuring lower offsets.
- e) Promote the preparation of electronic tools to manage emissions reports submitted by air operators.

2- SAF

- a) Promote spaces for the exchange of scientific and legal information on the production of SAF;
- b) Promote, with the corresponding authorities, the preparation of regulations and legislation for the production of SAF that allow investors to have predictability and security for their investment;
- c) Generate incentives for air operators to use SAF;
- d) Manage financing lines for infrastructure projects for the production, distribution, and use of SAF;
- e) Support scientific research on the production of SAF.