



International Civil Aviation Organization
South American Regional Office

Second Virtual Meeting of Civil Aviation General Directors of the South American Region on the Response to COVID-19

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PROPOSED STRATEGIC FRAMEWORK FOR THE RECOVERY OF INTERNATIONAL AIR TRANSPORT IN THE SAM REGION IN RESPONSE TO COVID-19

(Prepared by Secretariat)

SUMMARY

This working paper presents the proposal for a Strategic Framework for the Recovery of International Air Transport in the SAM Region as a result of the work of the Strategic Group made up of focal points from the SAM States, International Organizations and the ICAO Secretariat.

1. INTRODUCTION

1.1 The last Virtual Meeting of Directors General of Civil Aviation (RVDGAC) of the SAM Region concluded in two main action points to work together in an orderly, informed and safe way:

- a. The creation of a strategic working group on the guidelines for a regional recovery strategy that includes operational, health, financial, communication and other areas that address the issues faced by the Region. This work should be a collaborative effort between States, industry, regional organizations, SRVSOP, in close coordination with CAPSCA and other international organizations.
- b. Request the SRVSOP Aviation Medicine Panel to develop a health protocol, regionally and globally harmonized and in coordination with the CAPSCA guidelines.

1.2 Based on these two points, the SAM Regional Office prepared working sessions in conjunction with focal points assigned by States, International Organizations and other interested parties, to prepare the guidelines for a regional recovery strategy.

1.3 The working sessions had the participation of more than 50 specialists, from 12 States of the Region and at least 7 international organizations, including ACI-LAC, ALTA, CANSO, IATA, IFALPA, PAHO, and the Inter-American Bank of Development (IDB)

1.4 The working sessions were held synchronously with a first part in plenary and then it was subdivided into 6 working groups, which carried out an analysis of the strategy based on the results of the deliberations of the Directors of Civil Aviation, CLAC and industry associations and the Virtual Directors Meeting on April 24. During the sessions and with the help of collaboration software that provides shared whiteboards, the teams analyzed the strategy, focusing on 6 areas:

- Challenges
- Aspirations
- Focus areas
- Guiding principles
- Activities
- Results

1.5 Each of the groups, with the support of an ICAO SAM moderator, proposed different items in each of the six areas, focusing on the activities and expected results, with a view to accelerating action.

1.6 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>

2. ANALYSIS

2.1 The Strategic Framework is presented in its first version with five chapters:

1. Chapter 1: Introduction
2. Chapter 2: Recovery Strategy
3. Chapter 3: Phases of response to COVID-19
4. Chapter 4: Monitoring and evaluation
5. Chapter 5: Implementation Strategy

2.2 In addition, 6 appendices to the document are included, including explanatory appendices to the process of developing the first draft of the framework, and especially **Appendix D** shows a list of selected activities from the strategic exercise carried out in the two sessions of the strategic group, which frame the activities that would be carried out by States and International Organizations in conjunction with the ICAO SAM Office to support States in an orderly and harmonized recovery.

2.3 Also in **Appendix C** those activities that are being carried out by the Regional Office are included, except that neither the activities carried out by the SAM Office nor the activities selected by the Strategic Group are the only activities to be carried out, given the changing condition of the current situation.

2.4 The first draft of the Strategic Framework was circulated to the focal points assigned by States and International Organizations in the Strategic Group for comments. As of the revision date of this working paper (May 21), a total of 84 comments have been received from at least 5 States and 2 international organizations, which will be reviewed for incorporation and improvements to the document.

3. **SUGGESTED ACTION**

3.1 It is suggested to the virtual Meeting of General Directors of Civil Aviation of the SAM States:

- a) take note of the information presented in this working paper and its attachment A ;
- b) comment on the documents presented; and
- c) adopt the following conclusion:

CONCLUSION RV / DGAC XXX	
ENDORISING THE STRATEGIC FRAMEWORK FOR THE RECOVERY OF INTERNATIONAL AIR TRANSPORT IN THE SAM REGION IN RESPONSE TO COVID-19 AND INITIATING PROPOSED ACTIVITIES	
<p>Than: In order to harmonize the efforts of States, Industry and International Organizations in a coordinated, collaborative environment, with a view to an orderly response for the benefit of the traveling public, the Virtual Meeting of Directors of Civil Aviation of the SAM Region and the associations of industry endorse this Strategic Framework.</p> <p>The rapid evolution of the crisis and the constant environment of change are recognized, which may require frequent validations of the strategic framework in cycles of no less than 14 days and under the principle of continuous justification of actions. (Continous Business Justification PRINCE2 ®).</p>	<p>Expected impact:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Political / Global <input type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Technical / Operational
<p>For what : To continue generating the social and economic benefits of air transport with an effective, orderly, timely, coordinated, harmonized response at national, regional and global levels and to avoid the dispersion of efforts.</p>	
When: immediately	Status: active
<p>Who : <input checked="" type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> Secretariat ICAO <input type="checkbox"/> ICAO Headquarters <input checked="" type="checkbox"/> Others: SAM Strategic Group COVID19</p>	

ATTACHMENT A to Working Paper #03 –

**PROPOSED STRATEGIC FRAMEWORK FOR THE RECOVERY OF INTERNATIONAL AIR
TRANSPORT IN THE SAM REGION IN RESPONSE TO COVID-19**

**STRATEGIC FRAMEWORK FOR INTERNATIONAL AIR TRANSPORT RECOVERY IN THE
SAM REGION IN RESPONSE TO COVID-19**

[DRAFT]

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

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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 to include the efforts of 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 recovery.

According with 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 of International Air Transport in the SAM Region. This document sets out the efforts of the working groups of the Member States, Industry and International Organizations with a view to promote and ordered and harmonized recovery.

It is important to emphasize, that this document is presented as a strategic framework, compilation of best practices and experiences of this situation, which constantly changes. 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.

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

ABBREVIATIONS AND ACRONYMS

ACI-LAC	Airports Council International – Latin America and the Caribbean
IDB	Interamerican Development Bank
CANSO	Civil Air Navigation Services Organization
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
WHO	World Health Organization
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
UNWTO	United Nations World Tourism Organization

DRAFT

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 in a jointly and collaborative way, is necessary to attend the multitude of situations and different requests, as well as the responses of the Governments 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 recovery 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) were 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, SAM Regional Office prepared working sessions together with the States' focal points, international organizations and other interested parties, to prepare the guidelines of a regional recovery 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 in a synchronous manner 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 a collaboration software that provided shared digital blackboards, the teams made an analysis of 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 groups, with the support of an ICAO SAM moderator, proposed different items in each one of the six areas, focusing in the activities and expected results, with a view to accelerate 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 C²MT). 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 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.

2. Chapter 2: Recovery Strategy

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

2.1 Challenges

2.1.1 The range of challenges identified, which should be addressed, is very wide and extends to all the different civil aviation areas and to 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 to the process as long as progress or setbacks in the outbreak containment actions are achieved

Communication/Coordination

2.1.2 Communication and coordination turns 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 with their own mandates i.e. WHO, PAHO, IOM, WTO, etc. The information es 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 in respect to the priority in public policies with an agenda that for obvious reasons should prioritize the health sector and the protection of people lives.

Changing environment / dynamism

2.1.6 The environment is extremely variable, 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, product 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 generates a favourable environment for decision making and business continuity.

Generating user confidence

2.1.8 An uncontrolled opening, when sanitary conditions allow, could generate risks both in the health sector and in safety and create false expectations in the travellers or increase the loss of confidence of the users. Reliable information on the phases in which each State of the Region is in respect of the evolution of the outbreak, is required to reduce the asymmetries and to be able to identify opportunities to generate international traffic. Recover the confidence of the users is essential both at the beginning of the operations as well as to reach the sustainability of all the 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 to 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.

Protocol Harmonization

2.1.10 The need for harmonized health protocols to reactivate international civil aviation and achieve international recognition of the measures is essential. These health protocols must observe the recommendations of the health sector, to strengthen trust with users.

Operational Safety and Aviation Security

2.1.11 Finally yet importantly, special attention needs to be paid to the safety and security aspects of aviation, where a false perception of a low level of risk can be generated.

2.1.12 The facilitation aspects have a great opportunity to face the crisis to promote the implementation of paperless and contactless technologies.

2.2 Aspirations

2.2.1 The aspirations of this strategic framework should achieve 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. The States and industry associations will favor the adoption of harmonized and coordinated measures to achieve recognition and acceptance of the measures taken between the States.

2.2.2 Communication as a key factor for regional harmonization and coordination will be well organized, valid, and accessible.

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 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, 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 Last and when you are already in a normal operating situation, the last phase, no less important, will be the creation of resilience in the system incorporating the lessons learned.

2.2.5 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, collaborative compromise solutions must be found.

2.2.6 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.

2.2.7 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.

2.2.8 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

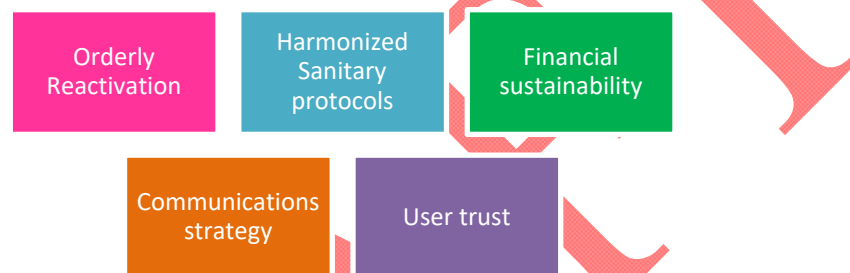


Figure 1: SAM focus areas for response to COVID-19

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 Work together with other organizations that may have different interests or mandates to achieve a common goal. Effective collaboration requires developing skills of listening to different partners

and lowering our defenses 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 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 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, consistently 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 prevent 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 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 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. 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	Character	Prepare	Revise	Approves activity	Remarks
1.	Regional reactivation plan ordered by phases	Strategic	ICAOSAM	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	ICAOSAM	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 Side (Optimization of AVSEC processes, Facilitation, immigration and customs)	Tactical	Task group (to be created)	To be determined	RVDGAC	Ready to start
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 there are four transmission scenarios that 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 do not exceed the capacity of the health services; and, ideally, at a sporadic case level and 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 opening*” 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 stages 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 recovery, 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.

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4. Chapter 4: Monitoring and evaluation

4.1 Governance of initiatives related to recovery COVID-19

4.1.1 There are several initiatives at various levels, related to supporting recovery 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 recovery of civil aviation resulting from this pandemic. Similarly, the ICAO Secretariat has created the *Secretariat COVID-19 Emergency Programme 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 recovering 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 recovery.

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

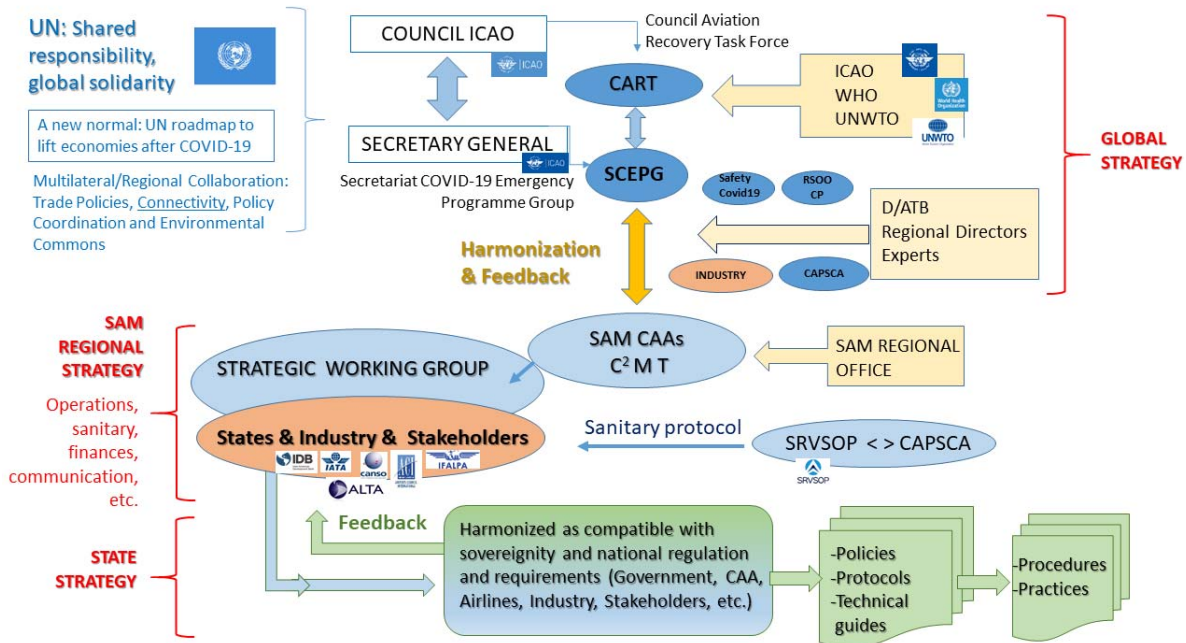


Figura 2: esquema de gobernanza

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.

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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, 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 Reactivation Plan

5.2.1 The reactivation strategy involves coordination between the CAA as a contact between air transport and the health authorities, and 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

5.2.2 The implementation will incorporate several elements, among which the application of the measures can be mentioned.

5.2.3 To provide States with a clear guide with the steps to follow to reactivate national and international air transport, a Model Reactivation Plan will be presented in [Appendix F \[in preparation\]](#)

APPENDIXES

- 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**

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**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 Puente
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

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. Maria Elena Sandoval

AIRBUS

21. Andreas Kohn

ALTA

22. Gonzalo Yelpo

CANSO

23. Javier Vanegas

CLAC

24. Jaime Binder

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
- Continuous business justification
- Transparency
- Simple measures
- Use of technology
- Trust
- Commitment
- Timely response
- Orderly reactivation, guaranteeing the safety and security of aviation

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APPENDIX C

Analysis of activities proposed by working groups



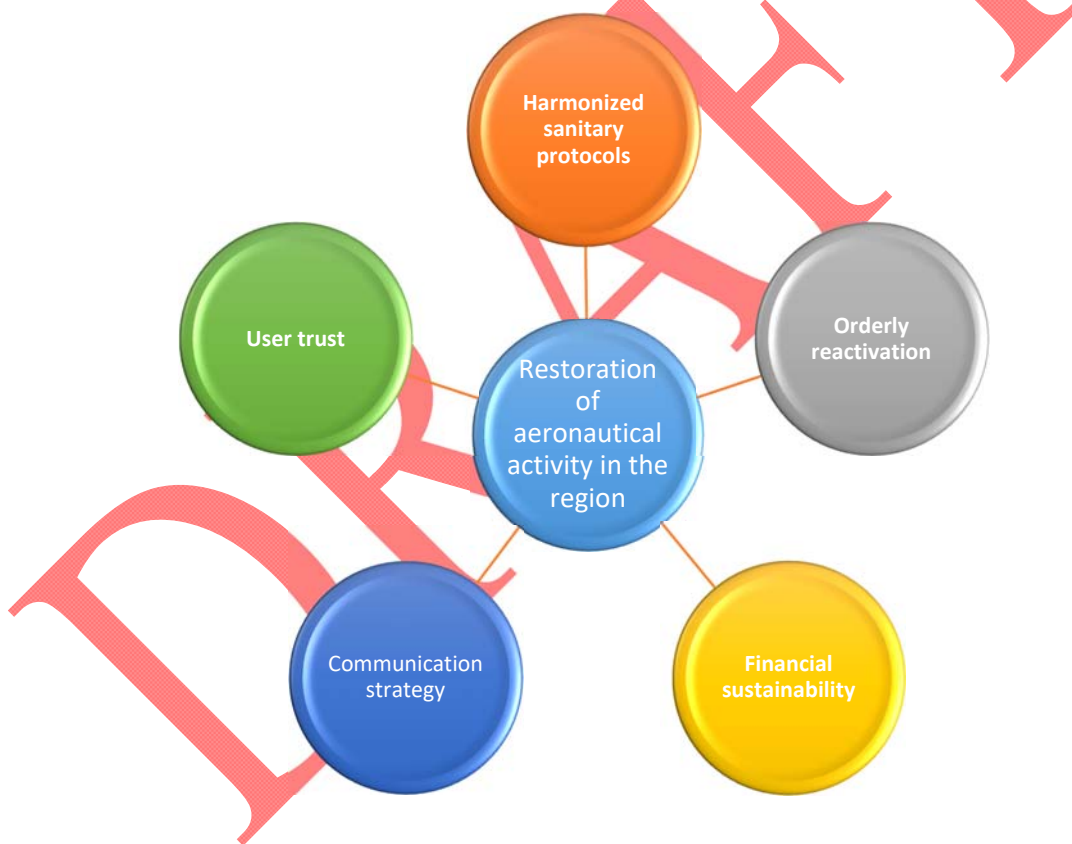
Introduction

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





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.



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
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



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 South American Regional Office
**Follow-up to Virtual Session #2 – Analysis of the Regional Strategy
 Recovery post COVID -19**

#	Activities	Focus areas				
		Orderly reactivation	Financial Sustainability	Communication Strategy	Sanitary Protocols	Users Trust
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
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



“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 capacity and efficiency Air side	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
	<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

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APPENDIX D – Activity Form

SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:	SAMCOVID19-001		
ACTIVITY NAME:	Regional reactivation plan structured by phases		
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"/> GEN <input type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input type="checkbox"/> AGA/AOP <input type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
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.			
BRIEF DESCRIPTION OF THE ACTIVITY			
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.			
PRODUCT	EXPECTED RESULTS	IMPACT	
<ul style="list-style-type: none"> Document with Strategic Framework endorsed by RVDGAC 	<ul style="list-style-type: none"> Have a document that harmonizes the initiatives and expectations of States, Industry and Organizations 	<ul style="list-style-type: none"> High 	
IDENTIFIED RISKS	IMPACT	MITIGATION	
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	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
1. Receive input from Strategic Sessions	List of inputs Meeting 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	State	
INDICATORS	<ul style="list-style-type: none"> States with published and communicated recovery plans 		
STAKEHOLDERS	Strategic Group, RVDGAC, Secretariat, States		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> Involve Stakeholders during their preparation Website publication Mailing to States through SL 		

SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:		SAMCOVID19-002	
ACTIVITY NAME:		Health protocol working group	
DATE: May 14, 2020		AUTHOR: Ana María Díaz	
FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19			
<input checked="" type="checkbox"/> Orderly reactivation		<input type="checkbox"/> Financial sustainability	
<input checked="" type="checkbox"/> Sanitary protocol		<input type="checkbox"/> Communication Strategies	
		<input checked="" type="checkbox"/> User trust	
TECHNICAL AREAS			
<input type="checkbox"/> GEN <input checked="" type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input type="checkbox"/> AGA/AOP <input type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input type="checkbox"/> RECOVERY <input type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
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.			
BRIEF DESCRIPTION OF THE ACTIVITY			
Development of a Health Control Protocol by the SRVSOP Panel of Experts in Aeronautical Medicine agreed with the States and the industry for its immediate approval and implementation.			
PRODUCT		EXPECTED RESULTS	
<ul style="list-style-type: none"> Sanitary control protocol endorsed by the industry and the States of the SAM Region. 		<ul style="list-style-type: none"> Have a sanitary control protocol that allows the highest level of harmonization and implementation between States and industry. 	
		<ul style="list-style-type: none"> High 	
IDENTIFIED RISKS		IMPACT	
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	
2. Slow implementation by the States once approved.		HIGH: Implementation delay.	
		Participation of the industry, States and various actors (Health / Migrations), to reach a consensus that favors all those involved.	
		Implementation support	
ACTIVITIES / TASKS		DELIVERABLES	
1. Proposal development by the SRVSOP MED Panel.		Panel validated proposal.	
2. Submission of the Version 1 proposal to the industry to receive feedback.		General Coordinator's communication attaching proposal	
3. A teleconference between the MED Panel and the industry to discuss improvement opportunities		Agreements summary for initial proposal modifications	
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	
5. Review of opportunities for improvement of the States by the Panel/industry.		Version 3 proposal	
6. Sending States final proposal for approval under express approval mechanism.		Communication and submission of final proposal (Version 3) to the States	
		SRVSOP PEL Area	
		May 8	
		SRVSOP Chief coordinator	
		May 12	
		MED PANEL / PEL CT Area / AVSEC/FAL Official	
		May 20	
		PANEL MED Chief Coordinator / SRVSOP PEL Area	
		May 26	
		MED PANEL / SRVSOP PEL Area / AVSEC/FAL Official	
		June 5	
		SRVSOP Chief coordinator	
		June 9	

SAM Strategic Framework in response to COVID-19

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

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SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:		SAMCOVID19-003		
ACTIVITY NAME:		Communication Plan of the Strategic Framework for the Recovery of South American Aviation in Response to COVID-19.		
DATE: May 14, 2020		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"/> GEN <input checked="" type="checkbox"/> PEL/MED <input checked="" type="checkbox"/> OPS <input checked="" type="checkbox"/> AIR <input checked="" type="checkbox"/> AIG <input checked="" type="checkbox"/> ANS/ATM <input checked="" type="checkbox"/> AGA/AOP <input checked="" type="checkbox"/> AVSEC/FAL <input checked="" type="checkbox"/> DEV				
<input type="checkbox"/> OTHER: _____				
PHASES				
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE				
PROBLEM STATEMENT				
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.				
BRIEF DESCRIPTION OF THE ACTIVITY				
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.				
PRODUCT		EXPECTED RESULTS	IMPACT	
<ul style="list-style-type: none"> Strategic Recovery Framework Communications plan for the 		<ul style="list-style-type: none"> Development of a communication plan to accompany the Strategic Recovery Framework, with the following objectives: <ul style="list-style-type: none"> Ensure the transmission of consistent, accurate and timely information to all interested parties; Ensure that confidential information is handled appropriately; Make sure to reach all interested parties that may be affected by the activities of the Regional Aviation Recovery Strategy in the SAM region. 	<ul style="list-style-type: none"> High 	
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"> Follow-up of all the issued information generated as part of the Strategic Framework. Regular updating of the communication plan matrix. 	
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"> Permanent communication with all Regional Recovery Strategy process owners. Establishment of information focal points in the region States. 	
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	

SAM Strategic Framework in response to COVID-19

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	
INDICATORS	<ul style="list-style-type: none"> No indicators have been defined for the communication plan. 		
STAKEHOLDERS	<ul style="list-style-type: none"> Identified in the Communication Plan matrix. 		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> N/A 		

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SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:	SAMCOVID19-004		
ACTIVITY NAME:	Innovation to exchange information and facilitate passenger transport (Improved Pax Information Exchange)		
DATE: 14-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 type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
TECHNICAL AREAS			
<input checked="" type="checkbox"/> GEN <input type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input type="checkbox"/> AGA/AOP <input type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
<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>			
BRIEF DESCRIPTION OF THE ACTIVITY			
<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>			
PRODUCT	EXPECTED RESULTS		IMPACT
<ul style="list-style-type: none"> Working group and observatory of innovation in aviation in response to COVID-19 	<ul style="list-style-type: none"> Have a list of initiatives with their respective preliminary analyzes. List of parameters that States must consider (for example interoperability, etc.) 		<ul style="list-style-type: none"> Medium
IDENTIFIED RISKS	IMPACT	MITIGATION	
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.	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
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	
INDICATORS	<ul style="list-style-type: none"> # of States with harmonized measures. 		
STAKEHOLDERS	Industry (ALTA, IATA, ACI, etc.), States, Strategic Group		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> Involve Stakeholders during their preparation Publication on website 		

SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:	SAMCOVID19-005		
ACTIVITY NAME:	Mapping and optimization of processes and measures of capacity and efficiency Air Side		
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 type="checkbox"/> Sanitary protocol <input checked="" type="checkbox"/> User trust			
TECHNICAL AREAS			
<input checked="" type="checkbox"/> GEN <input type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input checked="" type="checkbox"/> ANS/ATM <input checked="" type="checkbox"/> AGA/AOP <input checked="" type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
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.			
BRIEF DESCRIPTION OF THE ACTIVITY			
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).			
PRODUCT	EXPECTED RESULTS	IMPACT	
<ul style="list-style-type: none"> Guidance document for States / Airports in the application of A-CDM / ATFM concepts to map airport processes 	<ul style="list-style-type: none"> That airports have a clear process based on collaboration for decision-making in the operation of aircraft, reducing uncertainty and possible delays. 	<ul style="list-style-type: none"> High 	
IDENTIFIED RISKS	IMPACT	MITIGATION	
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	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
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	
INDICATORS	<ul style="list-style-type: none"> States with published and communicated recovery plans. 		
STAKEHOLDERS	Strategic Group, Industry, International Organizations, RVDGAC, Secretariat, States, WHO		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> Involve Stakeholders during their preparation Publication on website 		

SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:	SAMCOVID19-006		
ACTIVITY NAME:	Analyse the gradual reopening of airport commercial activities		
DATE: 14-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"/> GEN <input checked="" type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input checked="" type="checkbox"/> AGA/AOP <input checked="" type="checkbox"/> AVSEC/FAL <input checked="" type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
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.			
BRIEF DESCRIPTION OF THE ACTIVITY			
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.			
PRODUCT	EXPECTED RESULTS		IMPACT
<ul style="list-style-type: none"> Guidance or regional policy in support of the reopening of airport business activities. 	<ul style="list-style-type: none"> The same passenger experience in the commercial areas of the SAM region. The harmonized application increases user trust 		<ul style="list-style-type: none"> High
IDENTIFIED RISKS	IMPACT	MITIGATION	
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	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
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	
INDICATORS	<ul style="list-style-type: none"> States / Airports that have adopted the guiding document as a reference 		
STAKEHOLDERS	Strategic group, RVDGAC, Secretariat, States, industry, commercial industry		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> Involve stakeholders during its preparation Publication in the webpage 		

SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:	SAMCOVID19-007		
ACTIVITY NAME:	Harmonize the extension of aeronautical personnel licenses		
DATE: 14-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 type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary Protocol <input type="checkbox"/> Users trust			
TECHNICAL AREAS			
<input type="checkbox"/> GEN <input checked="" type="checkbox"/> PEL/MED <input checked="" type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input type="checkbox"/> AGA/AOP <input type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input type="checkbox"/> RECUPERATION <input type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
<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 centers, 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>			
BRIEF DESCRIPTION OF THE ACTIVITY			
<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>			
PRODUCT	EXPECTED RESULT	IMPACT	
<ul style="list-style-type: none"> Operational documents endorsed by the RVDGAC 	<ul style="list-style-type: none"> Count with guidance documents that will allow the harmonization of initiatives and expectative of the States, industry and organizations Implementation by the States 	<ul style="list-style-type: none"> High 	
IDENTIFIED RISKS	IMPACT	MITIGATION	
1. Lack of understanding on how to manage risks, extensions, mitigations and operational considerations	HIGH: Erroneous implementation by some States	Briefings through virtual meetings	
2. Slow implementation of the recommended tasks due to physical distancing	HIGH: Delay in the implementation	Support to the implementation	
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
1. Development of the documents	Handbooks and guidance material for the CAAs and ACs for the industry	SRVSOP PEL area	Up to the end of June
2. Virtual meetings and briefings	Guidance through power point presentations	SRVSOP PEL area	Up to the end of June
INDICATORS	<ul style="list-style-type: none"> Number of States that have implemented mitigations and operational considerations based on risk analysis carried out. 		
STAKEHOLDERS	SRVSOP PEL area, RVDGAC, Secretariat, States		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> Involve groups and PEL and MED experts panels from the States in the preparation of the documents Publication in the web page Delivery to the States through the SRVSOP PEL specialist 		

SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:		SAMCOVID19-008	
ACTIVITY NAME:		Mapping and optimization of processes and measures of capacity and efficiency Landside (Optimization of AVSEC, facilitation, migration and customs processes)	
DATE: 12-May.-20		AUTHOR: ICAO SAM	
FOCUS AREAS OF STRATEGIC FRAMEWORK IN RESPONSE TO COVID-19			
<input checked="" type="checkbox"/> Orderly reactivation		<input type="checkbox"/> Financial sustainability	
<input type="checkbox"/> Sanitary protocol		<input checked="" type="checkbox"/> User trust	
TECHNICAL AREAS			
<input checked="" type="checkbox"/> GEN <input type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input type="checkbox"/> AGA/AOP <input checked="" type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
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.			
BRIEF DESCRIPTION OF THE ACTIVITY			
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)			
PRODUCT		EXPECTED RESULTS	
<ul style="list-style-type: none"> Manual to be adopted by States validated by the AVSEC/FAL Regional Group and approved by RVDGAC. 		<ul style="list-style-type: none"> Have a document that harmonizes the initiatives and expectations of States, Industry and Organizations Implementation of the manual by the States 	
IMPACT		<ul style="list-style-type: none"> High 	
IDENTIFIED RISKS		IMPACT	
1. Many entities involved in airport processes.		HIGH: If the entities do not follow the proposals, the project does not meet its objective.	
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.	
MITIGATION		Actively engage stakeholders through the National Facilitation and Security Committees.	
Establish a coordination mechanism that seeks to establish consensus and justify decisions.			
ACTIVITIES / TASKS		DELIVERABLES	
1. Prepare a draft strategy		Proposal presentation	
2. Working group meeting with States		Document draft	
3. Meeting with AVSEC/FAL/RG members and observers (ICAO, LACAC, States and industry)		Document approval	
4. Presentation of the proposal to RVDGAC		Working Paper presentation	
5. Approval		RVDGAC Conclusion	
6. Publication of the Manual		Publication on the ICAO SAM website	
7. National implementation by the States		Publication of the Manual by States and coordination in the	
		RESPONSIBLE	
		Secretariat	
		Secretariat	
		Secretariat	
		Secretariat	
		RVDGAC	
		Secretariat	
		States	
		DEADLINE	
		21/05	
		30/05	
		12/06	
		26/06	
		26/06	
		30/06	
		10/06	

SAM Strategic Framework in response to COVID-19

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

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SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:	SAMCOVID19-009		
ACTIVITY NAME:	Cargo Transportation Optimization		
DATE: 15-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 type="checkbox"/> Communication Strategies <input type="checkbox"/> Sanitary protocol <input type="checkbox"/> User trust			
TECHNICAL AREAS			
<input checked="" type="checkbox"/> GEN <input type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input type="checkbox"/> AGA/AOP <input type="checkbox"/> AVSEC/FAL <input checked="" type="checkbox"/> DEV <input type="checkbox"/> OTHER: _____			
PHASES			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
<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>			
BRIEF DESCRIPTION OF THE ACTIVITY			
<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 (7th freedom) for cargo-only flights. Nevertheless, new initiatives may be evaluated in the future.</p>			
PRODUCT	EXPECTED RESULTS	IMPACT	
<ul style="list-style-type: none"> The products of each initiative depend on its development. Nevertheless, one product is a report of the initiatives of the project. 	<ul style="list-style-type: none"> Evaluate possible alternatives to optimize the supply of cargo transportation. Implementation by the States 	<ul style="list-style-type: none"> High 	
IDENTIFIED RISKS	IMPACT	MITIGATION	
1. Initiatives are not implemented	Possible limitations in the availability of services and restrictions to its transportation		
ACTIVITIES / TASKS	DELIVERABLES	RESPONSIBLE	DEADLINE
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)	
INDICATORS	<ul style="list-style-type: none"> According to each initiative 		
STAKEHOLDERS	LACAC, Strategic Group, RVDGAC, Secretariat, States		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> Stakeholder involvement during the development Publish in the dedicated website 		

SAM Strategic Framework in response to COVID-19

ACTIVITY CODE:		SAMCOVID19-010	
ACTIVITY NAME		Safety risks map	
DATE: 14-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 type="checkbox"/> Sanitary Protocol		<input type="checkbox"/> Communication Strategies	
		<input type="checkbox"/> Users trust	
TECHNICAL AREAS			
<input type="checkbox"/> GEN <input checked="" type="checkbox"/> PEL/MED <input checked="" type="checkbox"/> OPS <input checked="" type="checkbox"/> AIR <input checked="" type="checkbox"/> AIG <input checked="" type="checkbox"/> ANS/ATM <input checked="" type="checkbox"/> AGA/AOP <input type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV			
<input type="checkbox"/> OTHER: _____			
PHASES			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECUPERATION <input type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
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.			
BRIEF DESCRIPTION OF THE ACTIVITY			
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			
PRODUCT		EXPECTED RESULT	
<ul style="list-style-type: none"> Operational documents endorsed by the RVDGAC 		<ul style="list-style-type: none"> 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 Implementation by the States 	
IMPACT		<ul style="list-style-type: none"> High 	
IDENTIFIED RISKS		IMPACT	
1. Lack of understanding on how to carry out risk analysis related to the extension of requirements and how to apply mitigations and operational considerations		HIGH: Erroneous implementation by some States	
2. Slow implementation of the recommended tasks due to physical distancing		HIGH: Delay in the implementation	
MITIGATION		Briefings through virtual meetings	
		Support to the implementation	
ACTIVITIES / TASKS		DELIVERABLES	
1. Development of the documents		Handbooks and guidance material for the CAAs and ACs for the industry	
2. Virtual meetings and briefings		Guidance through power point presentations	
		RESPONSIBLE	
		SRVSOP PEL, OPS, AIR, ANS and AGA areas	
		DEADLINE	
		Up to the end of June	
INDICATORS		<ul style="list-style-type: none"> Number of States that have implemented mitigations and operational considerations based on risk analysis carried out. 	
STAKEHOLDERS		SRVSOP PEL, OPS, AIR, ANS and AGA areas, RVDGAC, Secretariat, States	
COMMUNICATION STRATEGIES		<ul style="list-style-type: none"> Involve groups and experts panels from the States in the preparation of the documents Publication in the web page Delivery to the States through the SRVSOP specialists 	

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APPENDIX E – Communication Plan



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

Prepared by: Secretariat
Date: /2020
Version No: Draft v1.0

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Document change control

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			
Version 1.2			

Definition

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

Term	Definition

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2.	SCOPE.....	ERROR! BOOKMARK NOT DEFINED.
3.	COMMUNICATION OBJECTIVES	ERROR! BOOKMARK NOT DEFINED.
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5.	COMMUNICATION MATRIX.....	4

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1. Introduction

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

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

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

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

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

2. Scope

This document addresses:

- a) **Stakeholder management:** Identify all the stakeholders that may be affected by the aviation recovery strategy in the SAM region, including the analysis of communications and planning requirements according to their needs.
- b) **Communication planning:** Identification of the stakeholder's communication and information needs (who needs what information, when, the form, the means, and how to receive input and feedback).
- c) **Information distribution:** Identification of the means to distribute the information (how the information will be distributed to all stakeholders).

3. Communication objectives

The main objective of the Regional Aviation Recovery Strategy is the safe, efficient, and orderly restoration of air transport, thereby reducing the level of uncertainty, improving the confidence of the user, and complying with the sanitary requirements are essential elements of the Strategy. Effective communication with all stakeholders is critical to achieve these elements.

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

- i. Ensure the transmission of consistent, accurate and updated information to all stakeholders;
- ii. Ensure sensitive information is appropriately managed;
- iii. Ensure to reach all stakeholders that may be affected by the activities of the Regional Aviation Recovery Strategy in the SAM region.

4. Communication strategy

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

4.1 Stakeholders

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

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

- Strategic/Tactical: Related to planning, decision making, or other technical aspects to the Aviation Recovery Strategy in the South American region.
- General Public: Users of air transport and aviation services.

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

Table I – Stakeholders

Stakeholders	Comments
SAM States Civil Aviation Authorities	
ACI	
AIRBUS	
ALTA	
Boeing	
CANSO	
IATA	
IFATCA	
IFALPA	
ANSP	
ICAO	
Other civil aviation authorities	
WHO	
Other United Nations agencies	
Governmental organizations	
LACAC	
IADB	
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 assess the ongoing effectiveness of communication within the Regional Recovery Strategy, so it is vital to establish the appropriate mechanisms to capture and respond to comments, suggestions, and recommendations generated as part of the Recovery Strategy. The following mechanisms are proposed:

- a) E-mail
- b) Social networks

4.4 Key elements and communication frequency

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

Table III – Communication key elements and delivery frequency

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

5. Communication Matrix

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

ID	Element	Target Audience	Description	Frequency	Channel	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 I 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. Technical Staff related to the Regional Strategy.	Document developed to cover technical issues including those related to health protocols developed within the framework of the Regional Strategy.	As necessary	Electronic	Regional Director SAM Office / Civil Aviation Authority of SAM Region	

ID	Element	Target Audience	Description	Frequency	Channel	Authority to release	Comments
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	

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APPENDIX F – Reactivation Plan Model [UNDER PREPARATION]

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SAM Strategic Framework in response to COVID-19

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"/> GEN <input type="checkbox"/> PEL/MED <input type="checkbox"/> OPS <input type="checkbox"/> AIR <input type="checkbox"/> AIG <input type="checkbox"/> ANS/ATM <input type="checkbox"/> AGA/AOP <input type="checkbox"/> AVSEC/FAL <input type="checkbox"/> DEV <input type="checkbox"/> OTRO: _____			
PHASES (4R)			
<input checked="" type="checkbox"/> REACTION <input checked="" type="checkbox"/> RESTART <input checked="" type="checkbox"/> RECOVERY <input checked="" type="checkbox"/> RESILIENCE			
PROBLEM STATEMENT			
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.			
BRIEF DESCRIPTION OF THE ACTIVITY			
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.			
PRODUCT	EXPECTED RESULTS		IMPACT
<ul style="list-style-type: none"> Document with Plan Model support by CAA's Virtual Meeting (RVDGAC) 	<ul style="list-style-type: none"> Have a document that harmonizes the initiatives and expectations of States, Industry and Organizations Implementation by States 		<ul style="list-style-type: none"> High
IDENTIFIED RISKS	IMPACT	MITIGATION	
1. Not very flexible	MEDIUM: some Sates 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	
INDICATORS	<ul style="list-style-type: none"> States with published and communicated recovery plans 		
STAKEHOLDERS	Strategic Group, RVDGAC, Secretariat, States		
COMMUNICATION STRATEGIES	<ul style="list-style-type: none"> Involve Stakeholders during their preparation Publication on web site Sending to States by SL 		