



*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**

(Lima, Peru, 22 May 2020)

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**Agenda Item 2: Exchange of information on the current situation and progress of the States for the restarting of operations**

**ICAO COLLABORATIVE LEADERSHIP FOR RECONNECTING THE HEMISPHERE**

(Presented by AEROCIVIL Colombia)

**SUMMARY**

This working paper requests ICAO, in its leadership role, to call upon all stakeholders that may contribute to the collaborative development of an air transport reactivation plan, pursuant to the strategic objective related to the economic development of air transport, in order to facilitate the reactivation stage of civil aviation among States and territories of the hemisphere.

**1. INTRODUCTION**

1.1 Pursuant to ICAO strategic objectives—safety, air navigation capacity and efficiency, security and facilitation, economic development of air transport and environmental protection--, and in view of the current situation, this working paper underlines the objective related to the economic development of air transport, aimed at promoting a sound and cost-effective aviation system, giving priority to the strategic need for ICAO to play a leadership role in harmonising the air transport framework, focusing on economic policies and support activities.

1.2 This need to prioritise ICAO leadership led the 40<sup>th</sup> Assembly to approve a set of instruments to realise the long-term vision of liberalising international air transport, defining tasks for getting a better understanding of the benefits of liberalisation and the difficulties derived from hindering market opening and access both for passenger and cargo services, which become more relevant in the current context.

1.3 At that same time, the Industry High-level Group (IHLG), made up by ICAO, Airports Council International (ACI), the Civil Air Navigation Services Organization (CANSO), the International Air Transport Association (IATA) and the International Coordinating Council of Aerospace Industries Associations (ICCAIA) met to promote and safeguard the socioeconomic benefits of air transport, showing that success is the result of joint effort.

1.4 It is also true that reconstruction endeavours are fundamental and require much participatory work. In this sense, collaborative leadership guarantees a future built by all together, through

a pact for the benefit of aviation in the hemisphere and its critical role in the post-COVID-19 stage, based on a common vision, aligned with the aforementioned ICAO strategic objectives.

1.5 Leadership, understood as the ability to mediate between civil aviation stakeholders, is vital for strengthening the resolve to work for a common goal in these circumstances, which is restarting air transport operations. This leadership will be accepted by the civil aviation community if we offer a work structure accompanied by a long-term vision in anticipation of events, sharing opportunities and persevering in our objective; leadership based on the power of appeal that brings together the various actors to pursue a common vision.

## 2. DISCUSSION

2.1 Collaborative leadership requires encouraging the participation of each representative of the productive chain of air transport services, proactively helping collective intelligence to take steps towards a common approach.

2.2 In the hemisphere or in the CAR and SAM Regions, there are several organisations that are leaders in specific areas of the sector: IATA, representing the airlines; ALTA, doing the same with the chain that adds value to air transport services; ACI/LAC in representation of airports, most of them operating under a franchise; CANSO and other important multinational or regional associations willing to contribute to the solution, where each part of the chain has already developed a vision to address the specific problem of that link of the productive chain.

2.3 However, we need a more systematic plan, that is, a new collaborative leadership model, maybe less hierarchical, creating a myriad of collaborators to help address the problem in a more open and systematic manner, focusing on demand, services and air transport regulation in the hemisphere following the COVID-19 crisis.

2.4 Exercising this collaborative leadership, in March 2020, Mr. Salvatore Sciacchitano, president of the ICAO Council, referred to the appeal made by the Council to the States and financial institutions to find the best way to support the stakeholders of the sector--airlines, airports, air navigation service providers, manufacturers--, without affecting fair competition and preserving transparency. He also noted that the recovery of the global economy after the pandemic would only be possible through urgent implementation of effective public policies and strategies in the aviation sector.

2.5 This implementation of public policies and strategies will only take place under a new work model that promotes collective innovation, coordination of efforts, understanding that specific measures may mitigate individual impacts, but will not solve the absence of demand and of potential future growth. Accordingly, it is fundamental to develop a document containing a reactivation plan that understands our route network, existing air service agreements between States, the financial health of the civil aviation system, and builds upon stakeholder initiatives to generate demand.

2.6 The assurance that we can forge the future based on this approach and that this future can be better for everybody thanks to aviation calls for a collaborative aeronautical community, in which ICAO, as representative of the authorities, is called upon to act and develop the proposed document.

2.7 Based on the foregoing, an appeal is made to collaborative leadership, since aviation recovery will be a challenge to be faced by all stakeholders under one single vision, aimed at promoting demand and adapting services and regulations to facilitate operations.

2.8 This will permit the transition to a proposal-based or reconstruction stage, recognising that things will not spontaneously go back to what we they were prior to the end of 2019. Aviation stakeholders

must acknowledge this and develop a common vision of the scenario, the impacts and their mitigations, strategies and collaborative efforts, to be achieved only by adjusting the vision of each part of the chain and facilitating dialogue among them, health authorities, the industry, airports and, of course, civil aviation authorities, in order to achieve a strategic reactivation document.

3. **SUGGESTED ACTION**

3.1 The Virtual Meeting of General Directors of Civil Aviation of the SAM States is invited to:

- a) take note of the information contained in this working paper;
- b) highlight the value of the ICAO strategic objective related to the economic development of air transport, in furthering the development of a sound and economically feasible aviation system; and
- c) recognise the importance of collaborative leadership for rallying all the actors of the productive chain around a hemispheric reactivation plan.