



International
Civil Aviation
Organization

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de l'aviation civile
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Organización
de Aviación Civil
Internacional

Международная
организация
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منظمة الطيران
المدني الدولي

国际民用
航空组织

Ref.: LT 2/3.1.1 – SA309-2024

Lima, 3 September 2024

To: Mr. Yves Tatibouet, Regional Director of Civil Aviation Authority (DSAC) for French Antilles and French Guiana
Mr. Francis Preux, Director, French West Indies and French Guiana, Air Navigation Services
Lt. Col. Egbert Field, Director General, Guyana Civil Aviation Authority
H.E. Uraiqit H. Ramsaran, Minister of Transport, Communication and Tourism, Suriname

Subject: **Eighteenth Meeting of Civil Aviation Authorities of the SAM Region (RAAC/18)**
(Brazil, 24 to 26 February, 2025)

Action

Required: **Save the date**
Appoint a Focal Point by September 20, 2024

Dear Sir/Madam:

I wish to inform you that the Eighteenth Meeting of Civil Aviation Authorities of the SAM Region (RAAC/18) is scheduled to take place from 24 to 26 February 2025 in Brazil, thanks to the kind invitation of the Brazilian civil aviation authorities.

The RAAC/18 will focus on following up on the strategic exercise conducted during RAAC/17, agreeing on metrics and goals for the progress of agreement implementation. It will also monitor the regional situation and its priorities, review conclusions adopted by previous RAAC meetings, consider initiatives for the development and sustainability of air transport in the region, and provide information on environmental activities. Finally, it will be a good opportunity to discuss issues related to the 42nd Session of the ICAO General Assembly in 2025.

Please find attached to this letter the Report of the Seventeenth Meeting of Civil Aviation Authorities of the South American Region (RAAC/17), the “Declaration for the Transformation of Civil Aviation in the South American Region” and the summary of the strategic exercises developed as part of the RAAC/17 in-person session.

In order to initiate the planning and organization activities of RAAC/18, I kindly request that your organization designate a Focal Point and send their contact information, by completing the following form, before September 20, 2024: <https://forms.office.com/r/UBVtdwddib>

I will appreciate your saving the date of the meeting in your agenda and consider the participation of your organization. The event will be carried out in English and Spanish with simultaneous interpretation services.

The documentation related with the RAAC/18, as well as confirmation of the city and venue where it will be held, will be published in ICAO's SAM Regional Office website, <https://www.icao.int/SAM/Pages/MeetingsDocumentation.aspx?m=2025-RAAC18&t=1>, as soon as available.

Accept, Sir/Madam, the assurances of my highest consideration.



Fabio Faizi Rahnemay Rabbani
Regional Director
ICAO South American Regional Office
Lima

cc: Mr. Patrick Pezzeta, Deputy Director, Antilles-Guyane, French Antilles
Mr. Alain Kerhascoet, Head of French Guiana Air Control Centre Cayenne-Félix Eboué Airport, Head of the Aircraft Search and Rescue RCC
Mr. Frederic Danlouox, Deputy Director, French West Indies and French Guiana ANS
Mr. Damien Cazé, Director General of Civil Aviation, France
Mrs. Estrea Noordzee, Permanent Secretary, Directorate of Transport, Suriname
Mrs. Cindy Toemin, Acting Head of Civil Aviation Department, Suriname
Mr. Brian de Souza, Director a.i, Civil Aviation Safety Authority Suriname, CASAS, Suriname
Mr. Marcus Doller, Air Safety Support Intl. (ASSI), United Kingdom
Mr. Bruce D'Ancey, Policy Specialist, Flight Ops, Air Safety Support International (ASSI), United Kingdom
ICAO EUR/NAT (*For retransmission to DGAC France*)
ICAORD, Mexico



ICAO

**INTERNATIONAL CIVIL AVIATION ORGANIZATION
SOUTH AMERICAN REGIONAL OFFICE**

**REPORT ON THE SEVENTEENTH
MEETING OF CIVIL AVIATION AUTHORITIES
OF THE SOUTH AMERICAN REGION
(RAAC17)**



**ASYNCHRONOUS SESSIONS:
Virtual: 16 February to 21 April 2023
FACE-TO-FACE SESSIONS:
Santiago, Chile: 11 to 14 April 2023**

RAAC/17



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

**SEVENTEENTH MEETING OF CIVIL AVIATION
AUTHORITIES OF THE SAM REGION**

RAAC/17

REPORT OF THE ASYNCHRONOUS PHASE

(Virtual, from 16 February to 21 April 2023)

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of ICAO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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HISTORY OF THE MEETING

ii-1 PLACE AND DURATION OF THE MEETING

To provide more space for bilateral or multilateral meetings among the various attendees, while allowing the Directors of Civil Aviation to conduct a strategic exercise and assess the course of regional aviation after the pandemic, aligned with the IWAF/4 Declaration and with a view to the future (2035), the Meeting was divided into two phases:

- An asynchronous virtual phase held from February 16, 2023 to April 21, 2023.
- A face-to-face phase that took place from April 11 to 14, 2023 and was held at the facilities of the National Aeronautical and Space Museum of Chile.

ii-2 OPENING CEREMONY AND OTHER MATTERS

The asynchronous session was a phase of the Meeting in which States and Organizations were able to review and comment on the different working papers proposed prior to the face-to-face Meeting. This took place in a collaborative environment that allowed for remote, transparent, and flexible feedback. The Regional Office prepared a virtual platform that allowed the exchange and dialogue on the working papers, so that after the asynchronous phase, it prepared a summary of these exchanges that was presented to the face-to-face phase of the RAAC17 to reach agreements.

The details to access and interact in the platform are included in information paper NI/04.

ii-3 WORKING LANGUAGES

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

ii-4 AGENDA

The following agenda was adopted:

- | | |
|-----------------|--|
| Agenda Item 1A: | Current situation and regional priorities |
| Agenda Item 2A: | Follow up to conclusions adopted in previous RACC meetings |
| Agenda Item 3A: | Ratification of international air law treaties |
| Agenda Item 4A: | Initiatives for the Development and sustainability of air transport in the Region (Declaration to promote Connectivity through the Development and Sustainability of Air Transport in the Pan American Region – Vision 2020-2035 and goals of the A41) |
| Agenda Item 5A: | Other business |

ii-5 ATTENDANCE

The Virtual Phase Meeting was attended by 31 delegates from twelve States and one territory from the SAM Region, one State from the NAAC Region, as well as from International Organizations. The participation of the States/Organizations in the review and comments of the working papers was much broader. Given the potential involvement of various specialists within the States/Organizations and to maintain order in the interactions, the States/Organizations were asked to designate the minimum number of focal points per participating State/Organization. The list of focal points appears on page iii-1

ii-6 LIST OF CONCLUSIONES

N°	Title	Page
RAAC17/01	MECHANISM FOR MEASUREMENT AND EVALUATION OF THE STRATEGIC PLANNING PERFORMANCE IN THE SAM REGION	1A-3
RAAC17/02	APPROVAL OF THE CONTINUOUS IMPROVEMENT PROGRAMME TO STRENGTHEN CIVIL AVIATION SYSTEMS OF SAM STATES	1A-4
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LIST OF PARTICIPANTS**ARGENTINA**

1. Paola Tamburelli
2. Romina Minotti

BOLIVIA

3. Wendy Mercado

BRASIL / BRAZIL

4. Jorge Avila – DECEA
5. Ricardo Cosendey – DECEA
6. Marcela Braga Anselmi - ANAC

CHILE

7. Patricia de Andraca

ECUADOR

8. Bolivar Rosales

ESTADOS UNIDOS / UNITED STATES

9. Courtney Canales - FAA
10. Monica Ditzel - TSA

FRENCH GUIANA

11. Ravo Randria

GUYANA

12. Abraham Dorris

PANAMA

13. Carlos Von Seidlitz

PARAGUAY

14. Hugo Zalazar

PERÚ

15. Jorge Dupuich

SURINAME

16. Brian de Souza

URUGUAY

17. Gaetano Battagliese
18. Virginia Silvera

VENEZUELA

19. Daniela Caraballo

CANSO

20. Javier Vanegas

IATA

21. Julio Pereira

IBAC

22. Kurt Edwards

OACI / ICAO

23. Marcelo Ureña
24. Pablo Lampariello
25. Jorge Armoa
26. Fabio Salvatierra
27. Fernando Hermoza
28. Roberto Sosa
29. Francisco Almeida
30. Leonardo Boszczowski
31. Diego da Silva

Agenda Item 1A: Current situation and regional priorities

1.1 Under this agenda item, the following working papers were presented:

- *WP/02 – Regional Air Transport Situation and Forecast – Connectivity and Competitiveness, Secretariat*
- *WP/03 – Strategic Planning Performance Measurement and evaluation mechanism in the SAM Region, Secretariat*
- *WP/04 – Follow up to the implementation of Safety improvements in the SAM States, Secretariat*
- *WP/05 – Follow-up to the implementation of capacity and efficiency improvements to Air Navigation in the SAM States, Secretariat*
- *WP/08 - Follow-up to the implementation of Aviation Environmental Sustainability of the SAM States, Secretariat*
- *WP/12 - Follow up to SAM Regional Projects, Secretariat*
- *WP/13 - Implementation of ICAO Doc 9082 Policies, Secretariat*
- *WP/15 - Green ATM Accreditation Programme – Operational Support Measures for Green Aviation, CANSO*
- *WP/20 - CANSO ATFM Data Exchange Network for The Americas (Cadena) Advancements*
- *WP/21 - Goals and policies of the United States related to sustainable aviation fuels, United States*
- *WP/22 - Development of guidance material for Key Performance Indicators (KPI) applicable to national air navigation plans, Argentina*
- *WP/27 - The opportunities of RAAC authorities for the effectiveness of the ICAO 2023-2025 business plan, Chile*
- *WP/28 - Implementation of PBN (performance based navigation) in Ecuador, its current status and the need to seek new strategies, Ecuador*
- *WP/29 – Implementation of PBCS to support air navigation services in oceanic and/or remote airspaces, Chile*
- *WP/31 - Evaluate technical document on cybersecurity for civil aviation, Chile*
- *WP/32 – Postulation of the Bolivarian Republic of Venezuela as the main communications center for the retransmission of messages from South America to Europe, Venezuela*
- *WP/33 - Chilean experience in relation to the anonymous flight safety reporting system (SARSEV), Chile*
- *WP/34 - Advances in the Regional and Global Evolution of Unmanned Aviation and the need to establish UAS/RPAS Organizations in the States to manage the implementation of these operations, Secretariat*
- *WP/36 – Evolving Travel Facilitation & Passenger Services in the Region, IATA*
- *WP/39 – Recognition of Equivalence, IATA*
- *WP/40 – Adoption of Space-Based ADS-B Technology Based on a Business Case Analysis, IATA*
- *WP/41 - Addressing the rise in Unruly & Disruptive Passenger Incidents On board Flights, IATA*
- *WP/43 - Charges for Airport and Air Navigation Services, IATA*
- *WP/44 – Airport Efficiency Program, IATA*
- *WP/45 – ATFM Strategy for SAM Region, IATA*
- *WP/46 – DCT Routing Strategy for SAM Region, IATA*
- *WP/47 – Follow-up on the implementation of environmental sustainability improvements in aviation in the SAM States, Venezuela*
- *WP/48 - Argentina's Experience with USOAP AMC Activities and Lessons Learned from the Process, Argentina*

- *WP/50 - Wildlife Risk Mitigation Strategies, IATA*
- *IP/03 - Approval of the CAR/SAM Regional Air Navigation Plan Vol. III Initial version, Secretariat*
- *IP/09 - Progress on the proposed improvement process for the update of ATS operational letters of agreement, Argentina*
- *IP/10 - Optimization of longitudinal separation for aircraft in continental airspace, Argentina*
- *IP/11 - Continued optimization of Chile's continental airspace, Chile*
- *IP/12 - Actions taken and planned by Chile to reduce emissions through airspace optimization, Chile*
- *IP/13 - Actions taken by the Chilean in the global campaign to improve NOTAMs, Chile*
- *IP/14 - SRVSOP-OACI trial certification process of the - El Loa Calama aerodrome year 2020-2022, Chile*

WP/02 – Regional Air Transport Situation and Forecast – Connectivity and Competitiveness, Secretariat

1.2 This working paper considered different aspects related to the situation and projection of air transport, connectivity, and aviation growth in the SAM Region and also the importance for States to strengthen their cooperation with ICAO in the collection and submission of statistical data.

1.3 In addition, the working paper presented the benefits of air transport liberalization in the Region, as well as the possible actions that governments should take (through ICAO) to promote and support the strong recovery process observed in the SAM Region.

1.4 In this regard, the States noted the importance of ICAO's long-term vision for the liberalization of international air transport, which guarantees the principle of equality of opportunity for States.

1.5 Likewise, they stressed the challenge of seeking the best strategies in coordination with the industry for the recovery of air transport in order to make greater connectivity feasible and jointly prepare them for possible events that could again affect aviation.

1.6 Chile mentioned the importance of the working paper and the fact that its content provides essential elements of analysis to appreciate the air transport situation in the Region, however, it questioned some points of this paper regarding its content. For example, the lack of emphasis on cargo and the inconsistency of the value of the oil price that has dropped lately. In addition, it was mentioned about the recovery of air transport in the Latin American Region that has slowed down in the year 2023 and the lack of mention to the value of statistics.

1.7 IATA presented working paper 51 on the economic perspective and value of aviation that complements what is included in this paper.

WP/03 – Strategic Planning Performance Measurement and evaluation mechanism in the SAM Region

1.8 The proposal of this working paper was well received by the States. During the asynchronous phase of the Meeting, the 8 States that commented on the working paper, intended to express their agreement with the content, and recognized the importance of having the means to measure the progress of strategic planning implementation.

1.9 To this end, the Meeting agreed on the following Conclusion:

CONCLUSION RAAC17/01	MECHANISM FOR MEASUREMENT AND EVALUATION OF THE STRATEGIC PLANNING PERFORMANCE IN THE SAM REGION	
<p>What:</p> <p>Prepare a Mechanism for measuring and evaluating the performance of strategic planning in the SAM Region, which includes objectives, goals and indicators for:</p> <ul style="list-style-type: none"> a) Governance (including human resource management); b) Innovation; c) Competitiveness; d) Effectiveness of plans; and e) Environment 	<p>Expected Impact:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Political/Global <input type="checkbox"/> Interregional <input type="checkbox"/> Economical <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical 	
<p>Why: To develop the capacity to monitor the progress of the strategic vision, evaluate its performance, and identify areas that require priority attention in the coming years.</p>		
<p>When: To be presented for consideration at the RAAC/18 Meeting.</p>		
<p>Who: ICAO South American Regional Office</p>		

WP/04 – Follow up to the implementation of Safety improvements in the SAM States

1.10 Through this working paper, the Secretariat informed the States on the follow-up to the implementation of safety improvements in the SAM States, based on the guidelines established in the 2019-2022 Edition of the SAM Region Safety Plan (SAMSP).

1.11 The States took note on the performance of the SAM Region in the Effective Implementation (EI) of the eight (8) critical elements of a safety oversight system. On this issue, States were informed that the extension of time frames between audits, as well as the impacts of the COVID-19 pandemic, may be affecting the commitment of some States to make continuous improvement.

1.12 In this regard, and in order to support States to improve their EI and achieve 95% EI by 2030 (Goal 2 of GASP and SAMSP), the SAM Office proposed the RAAC/17 to implement a *Continuous Improvement Programme to Strengthen Civil Aviation Systems of SAM States*, which is presented as **Appendix A** to this part of the report.

1.13 During the analysis of the continuous improvement programme, eleven (11) of the thirteen (13) SAM States expressed their support to the programme with the following considerations:

- One State requested to consider virtual or remote assistance; that planning be at the request of the affected State and that the dates stated in **Appendix A** be considered tentative;
- Another State requested that confidentiality of information be included in the proposed conclusion; and
- Two States requested that the dates of the on-site technical assistance visits be agreed in advance between the Secretariat and these States.

1.14 The dates for on-site technical assistance visits for 2023 were also coordinated with the States, and the confidential nature of the reports of these missions between the State and ICAO was emphasized.

1.15 Once RAAC/17 analyzed in the asynchronous phase the **effective implementation improvement (IE) component of the eight critical elements** of WP/04, the Meeting agreed on the following conclusion:

CONCLUSION RAAC17/02		APPROVAL OF THE CONTINUOUS IMPROVEMENT PROGRAMME TO STRENGTHEN CIVIL AVIATION SYSTEMS OF SAM STATES	
What		Expected Impact:	
a) Approve the Continuous Improvement Program to Strengthen Civil Aviation Systems of SAM States, in accordance with Appendix A of this part of the report; b) finish coordinating on the dates of the on-site technical assistance visits with those States that requested them; c) encourage the participation of States that have not yet commented on the continuous improvement program to participate in the programme; d) continue keeping the confidentiality of the mission reports of the Regional Office to the States; e) ratify States commitment to follow up on the agreed work plan for the improvement of their civil aviation systems.		<input type="checkbox"/> Political/Global <input type="checkbox"/> Interregional <input type="checkbox"/> Economical <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical	
Why: To enable the SAM States to strengthen their civil aviation systems and achieve the goals established in the SAMSP; National Aviation Safety Plans (NASPs); Regional Air Navigation Plan Vol. III and National Air Navigation Plans of the SAM States that are intended to achieve the implementation of the Basic Building Blocks (BBBs).			
When: Since the approval		Status: <input checked="" type="checkbox"/> Valid <input type="checkbox"/> Invalid <input type="checkbox"/> Finalized	
Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> Secretariat <input type="checkbox"/> Other (Please specify):			

1.16 Regarding the **SSP/SMS implementation** component of WP/04, States noted that the holistic implementation of SSP has become a major challenge for SAM States and that it was critical to understand the benefits of implementing an SSP within the structures of each State's aviation agencies and that the integration and collaboration of these agencies and safety management personnel is key to the effective implementation of SSP and SMS.

1.17 States also noted the importance of integrating accident and incident investigation (AIG) bodies within the SSP structure so that States can exercise their functions efficiently in safety management. In addition, AIGs, embedded within Civil Aviation Authorities, deserve attention, support and to be structured in accordance with international standards so that they can proactively fulfill their roles in accident investigation and safety risk management.

1.18 Considering that the SAMSP regional goals call for States to reach the level of maturity “exists”, by 2025 and “exists and is effective”, by 2028, to be in place and effective by 2028, RAAC/17 agreed to approve the following conclusion:

CONCLUSION RAAC17/03		COMMITMENT TO SUPPORT THE IMPLEMENTATION OF THE SSP/SMS IN THE STATES OF THE SAM REGION	
What:		Expected Impact:	
a) To continue the implementation of the SSP/SMS in the States of the SAM Region; b) to strengthen the AIG agencies that are still within the structure of the CAAs; and c) to support the linkage of the independent AIG agencies with the SSP, in accordance with the analysis made in Paragraph 1.16 of this part of the report.		<input type="checkbox"/> Political/Global <input type="checkbox"/> Interregional <input type="checkbox"/> Economical <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical	
Why: To achieve the goals established in the GASP and SAMSP, taking into account the challenges observed in paragraph 1.5 of this part of the report. To enable States to meet the SSP goals of the SAMSP and manage their civil aviation systems in an efficient, robust and safety risk management-based manner, contributing to the continuous improvement and sustainment of their safety oversight systems.			
When: <i>Since the approval of the conclusion</i>		Status:	
		<input checked="" type="checkbox"/> Valid <input type="checkbox"/> Invalid <input type="checkbox"/> Finalized	
Who: <input checked="" type="checkbox"/> States <input type="checkbox"/> Secretariat <input type="checkbox"/> Other (Specify):			

WP/05 – Follow-up to the implementation of capacity and efficiency improvements to Air Navigation in the SAM States

Includes references to:

- WP28 – Ecuador**
- WP/29 – Chile**
- IP/03 - Secretariat**
- IP/10 - Argentina**
- IP/11 – Chile**
- IP/15 – EASA**

1.19 Working paper (WP/05) "Monitoring the implementation of capacity and efficiency improvements to air navigation in SAM states", exposes the progress of the implementation of improvements in Capacity and Efficiency for Air Navigation, in the topics of ATM and CNS platform, as well as AIM/MET information support, and implementation of improvements in Aerodromes.

1.20 The current priorities of the SAM Region to support air navigation capacity and efficiency initiatives were listed, in the context of the recovery of Aviation after the pandemic, including:

- a) Strengthening flight procedure design (IFPD) services and airspace planning. Promotion of the implementation of the PBN;
- b) strengthening of ATS services, in terms of aircraft separation, direct routing and UPR routes and the safety framework, through the following enablers:
 - i. Implementation of the AIDC and the AMHS. Management of Flight Plans. Interoperability;

- ii. Availability of CNS systems that ensure ATS surveillance coverage, including Radar/ADS B data sharing initiatives, for the adjacent airspace between the FIR's, as well as improvements in pilot-controller communications; and
 - iii. Enactment of ATS Contingency Plans.
- c) promotion of the ATFM Operations Plan and implementation of ATFM services, according to the Phases of the Regional Guide;
 - d) optimization of the AIM, implementation of the electronic AIP and planning for the enablers of the SWIM concept;
 - e) availability of equipment and software for receiving images and meteorological products for AMO and MWO. Implementation of the OPMET exchange and application of the IWXXM. Implementation of QMS in the MET; and
 - f) capabilities building in the States regarding national planning on airport use, aligned with their CAMP and regional goals. Initiatives in selected airports, to implement the A-CDM in a harmonized and scalable manner.

1.21 In addition, the WP/28 paper presented by Ecuador highlights the importance of promoting PBN operations in the field of general aviation, as well as the implementation in domestic airports that is already being developed in some States.

1.22 In turn, Papers IP/11 and WP/29 by Chile and IP/10 by Argentina, coincide in highlighting the initiatives for the optimization of airspace, optimized separation of aircraft and the implementation of PBN, recognizing their contribution to capacity and efficiency.

1.23 IP/15 presented by EASA reported on the support that has been received through the EU LAC APP II project, for the implementation of PBN in the Region.

1.24 Likewise, IP/03 lists the challenges of the Region to adopt performance-based planning within the framework of the ANP CAR/SAM Regional Plan, Volume III, and the need to continue generating strengths in the management of KPI indicators of the GANP.

1.25 The efficiency in services and airspaces contributes directly to the recovery of aviation in the Region, in face of the difficult global economic context. Improvements in efficiency and capacity are crucial to drive the restoration of air connectivity in the Region, in line with the commitments of the Declaration of Fortaleza, Brazil.

1.26 The Meeting endorsed the list of priorities identified and ratified its commitment to the development of GREPECAS projects, and its support for the working groups that carry out improvements for the capacity and efficiency of air navigation. It was urged to continue working in an integrated and cooperative manner with the industry and stakeholders.

WP/08 - Follow-up to the implementation of Aviation Environmental Sustainability of the SAM State

1.27 The Secretariat presented WP/08 concerning the environmental sustainability of aviation in the SAM Region. States, in their comments and feedback, indicated support for the proposed working paper and the proposed Conclusion (see paragraph 2.14 of the WP/08) but with reservations about observing the sovereignty of States and not compromising with the environment.

1.28 The principles of State sovereignty are preserved at the highest level of the legal instruments of ICAO (Article 1 of the Convention on International Civil Aviation) and the United Nations (Article 2 of the Letter of the United Nations); therefore, all actions and commitments of States are always circumscribed by these principles. The Secretariat is mindful of the sovereignty of States in making

decisions to support ICAO initiatives and commitments, as well as the methodology it considers applying to bring its actions in line with their national legislation and State policies related to the environment.

1.29 The Secretariat will work closely with States to establish the best strategies to comply with the ICAO SARPs related to the Environment, and as indicated in the previous paragraph, always respecting the sovereignty and autonomy of the States to draw up their own plans to support ICAO in fulfilling its commitment to the protection of the Environment, but aware that climate change does not respect borders and affects the entire planet equally, therefore international collaboration and commitment to the environment are fundamental values to confront the main challenge faced by humanity.

CONCLUSION RAAC17/04		STRATEGIC PLAN FOR THE ENVIRONMENTAL SUSTAINABILITY VISION OF CIVIL AVIATION IN THE SAM REGION	
That:		Expected impact:	
a) A Strategic Plan for the SAM Region is established, with the support of the Secretariat, which mitigates the effects of aviation on the environment and turns it into a sustainable, resilient and environmentally friendly activity; b) the States of the SAM Region constantly review their Action Plans for the Reduction of CO ² Emissions from civil aviation, and update them every three years; c) States, that have not yet done so, should be urged to join CORSIA; d) a Strategic Plan is prepared to support research, implementation and use of renewable energy at the airports; e) support is given to the research into the production of sustainable aviation fuels and their use in aircraft; f) the Secretariat is requested to support States in the preparation of strategic plans for aviation environmental sustainability and resilience.		<input checked="" type="checkbox"/> Political / Global <input type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input checked="" type="checkbox"/> Environmental <input checked="" type="checkbox"/> Technical/Operational	
Why: It is necessary to design actions that help aviation to be resilient and sustainable with the environment.			
When: To report progress in RAAC/18		Status: <input checked="" type="checkbox"/> Valid <input type="checkbox"/> Invalid <input type="checkbox"/> Finalized	
Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input type="checkbox"/> ICAO Secretariat <input type="checkbox"/> ICAO HQ <input checked="" type="checkbox"/> Other (Specify): Industry			

WP/12 - Follow up to SAM Regional Projects

1.30 The Meeting took note of the activities and progress of the three regional projects managed by the Regional SAM Office:

- RLA/99/901 - Regional Safety Oversight Cooperation System (SRVSOP);
- RLA/03/901 - REDDIG Management System and Satellite Segment Administration;

- RLA/06/901 - Assistance for the implementation of a regional ATM system considering the ATM operational concept and the corresponding Communications, Navigation and Surveillance (CNS) technology support.

1.31 It was noted that during 2016 and 2017 the three regional projects had a budget implementation of around 90% and an implementation of activities of more than 90%; through them, as of 30 September: 217 assistance missions were organized; in training activities there was a participation of around 1892 people; 680 participants to working meetings; with a total of 236 fellowships issued.

1.32 The evaluations carried out on the level of satisfaction in these three projects maintained an average of 4 out of a maximum of 5, which indicates that the Member States of the Region are satisfied with the performance and objectives of these projects. In addition, Paraguay expressed its satisfaction with how these projects collaborate in the various air navigation implementations.

1.33 These projects are useful tools for the Region that support activities to improve air navigation and safety and are therefore fundamental to achieving the objectives and goals of the regional priorities in these areas.

WP/13 - Implementation of ICAO Doc 9082 Policies

1.34 This working paper highlighted the importance of ICAO Doc 9082, which presents the principles for defining fares, including the mechanism for recovering costs of facilities and service provision from airports and navigation providers and addressed the challenges faced by airlines in the Americas in relation to the review of user charges by airports and navigation service providers.

1.35 In addition, this paper presented the status of implementation of these ICAO policies in South America and highlighted the benefits of implementing the policies, principles and provisions outlined in Doc 9082 and proposed that the Region prioritize their implementation.

1.36 The States took note of the study presented on the status of implementation of the policies of the ICAO document in the SAM Region and supported its contents highlighting the importance of the fee policy to obtain competitive conditions, boosting local and regional growth. On the other hand, Brazil has mentioned that it understands the difficulties in increasing the level of adherence, mainly in view of the need to reconcile with other regional objectives, in particular the maintenance of loss-making aerodromes.

1.37 Finally, IATA supported this working paper on user charges that also presented the working paper 43 that complements what is included in this one, on compliance with document 9082.

WP/15 - Green ATM Accreditation Programme – Operational Support Measures for Green Aviation

1.38 CANSO has presented the Green Accreditation Program for Air Navigation Service Providers. States commented that this is an excellent initiative but that it would be essential to have additional information on the program's structure.

1.39 CANSO has informed that the CANSO Green ATM program has unique objectives and indicators that apply to all equally and not per country. Four categories are evaluated: governance, infrastructure, ATM improvements, and other elements.

1.40 CANSO has offered the development of a virtual workshop explaining the benefits and clarifying any doubts States may have regarding the program.

WP/20 - CANSO ATFM Data Exchange Network for The Americas (Cadena) Advancements

1.41 It was informed that CANSO is supporting the harmonized implementation at a global level of air traffic flow management (ATFM) based on the principles of collaborative decision making (CDM). CANSO's CADENA initiative provides regional cross-border ATFM communications and a seamless operational atmosphere incorporating operational procedures and methods. The implementation of a networked ATFM at the regional level requires the establishment of CDM methods between participating air navigation service providers (ANSPs) and stakeholders at the regional and international levels.

WP/21 - Goals and policies of the United States related to sustainable aviation fuels, United States

1.42 The United States has reported on its policies and objectives related to developing and deploying sustainable aviation fuels (SAF) in the United States and the Aviation Climate Action Plan (ACAP).

1.43 The working paper reports on the U.S. SAF policy, the action plan to achieve net zero by 2050, and how academia collaborates with particular studies by geographic area.

1.44 The States have mentioned that it is essential to identify all the opportunities for the development and production of SAF both in the Region and outside it, considering of vital importance the alliances with developed countries whose expertise can help us to achieve the aspirational goal assumed.

1.45 The States have welcomed the information on the ASCEN project, which has resulted in analytical tools and data to understand the environmental and economic benefits that could be derived from the development of SAF supply chains. It was emphasized that Colombia and Ecuador are part of the ASCEN Project and could participate in monitoring the results of Project 93 and study similar research projects in the SAM Region.

WP/22 - Development of guidance material for Key Performance Indicators (KPI) applicable to national air navigation plans

1.46 Through this working paper, Argentina requested to instruct the GREPECAS and RASG-PA Groups to prepare guidance material for developing indicators applicable to national air navigation plans.

1.47 In addition, the paper requests that the Regional Office, in coordination with GREPECAS, organize dissemination and training activities for the States on the applications available on the iSTARS platform, particularly the Regional Portal. It was agreed to accept the proposal of WP/22 of Argentina.

WP/27 - The opportunities of RAAC authorities for the effectiveness of the ICAO 2023-2025 business plan

1.48 Working paper WP/27, submitted by Chile, summarizes important aspects of the new ICAO Business Plan for the period 2023-2025, where it highlights that ICAO in times of Post Pandemic and to "reconnect the world" requires adapting to the emerging needs of States and innovations in the industry. It mentions that States do not have specific tasks to accomplish in the ICAO Business Plan 2023-2025, but they do have an opportunity.

1.49 States have a major responsibility in the ICAO Business Plan 2023-2025 in determining their own needs, their own gaps and their resource constraints; but more important is the identification of

common regional needs, gaps and regional constraints that impede common development. This is an opportunity for States that is in turn crucial to the effectiveness of the ICAO Business Plan 2023-2025. States can take concrete actions to contribute to the success of the Plan.

1.50 States commented in favour and in support to working paper WP/27.

WP/28 - Implementation of PBN (performance based navigation) in Ecuador, its current status and the need to seek new strategies

1.51 This working paper prepared by Ecuador on the PBN, is addressed in the Secretariat's discussion of WP/05.

WP/29 – Implementation of PBCS to support air navigation services in oceanic and/or remote airspaces

1.52 This working paper, presented by Chile, proposes the implementation of Performance-Based Communication and Surveillance (PBCS) in oceanic and/or remote airspaces, with a regional approach, aiming to increase the efficiency and capacity of the airspace; and the harmonization of capabilities of SAM States with the neighboring regions. In addition, it addresses the development and implementation of the PBCS concept, including a summary of the resolutions and conclusions taken in the different ICAO forums during the last 20 years, recognizing that this implementation must involve all interested parties, including the Regulatory Authority, air navigation service providers, operators, communication and surveillance service providers and aircraft manufacturers. It concludes by emphasizing that coordinated work among all interested parties is necessary to implement the PBCS concept in the SAM Region.

1.53 The Meeting took note of the information, mentioning that in the South Atlantic airspace, there are already initiatives for the implementation of PBCS by the States that composed the SAT Group, including Brazil; likewise, in a regional implementation approach, the role of the regional monitoring agency - CARSAMMA would be essential, for an efficient implementation. CARSAMMA has exposed in several forums its capabilities to assume tasks related to the PBCS and has established lines of collaboration with the PARMO agency of the Pacific Ocean; therefore, it is an indispensable stakeholder in implementing the PBCS at the regional level. The Meeting recognized the leadership and experience of Chile as a member of the implementation group of the South Pacific - ISPACG that is promoting the PBCS and Brazil as part of the SAT; and called the SAM States to take advantage of these experiences to create synergies that promote the PBCS in the Region

WP/31 - Evaluate technical document on cybersecurity for civil aviation

1.54 This working paper presented by Chile, submitted to the RAAC/17 a proposal for a technical document containing the general cybersecurity fundamentals on the basis of which networks and systems used for the provision of regulated aeronautical services must be designed, installed and operated in a secure manner, to serve as a guide for SAM States to establish a regulatory framework on this matter.

1.55 During the asynchronous Meeting, the support for the Working Paper in relation to cyberattacks was evident, showing the willingness of different actors to collaborate in the documentation and policies developed by the Chilean State.

1.56 CANSO emphasized that cyber-attacks have become a growing threat worldwide, as a result of the increase in digitization and interconnectivity systems and the role of ICAO in addressing this emerging threat through resolution A39-19 "Addressing cybersecurity in civil aviation" during the 39th

ICAO Assembly. In this sense, CANSO has promised to support the works that are agreed upon, even sharing the guide in Spanish.: [Air Traffic Management Cybersecurity Policy Template - CANSO](#).

1.57 The importance of developing regulatory frameworks on the matter was highlighted, but it was also emphasized that each State must have the necessary flexibility for its application. In this context, it is recommended that the Working Paper be presented to the ICAO Cybersecurity Expert Panel, of which Chile is a member, thus demonstrating the commitment and cooperation between different nations and organizations in the fight against cyberattacks and the protection of civil aviation.

1.58 After the discussions and comments of the States, it was agreed to adopt the following conclusion:

CONCLUSION RAAC17/05	CREATION OF A GUIDE ON PROVISIONS AGAINST CYBER ATTACKS AND INTERFERENCE, TO INCLUDE IN NATIONAL CIVIL AVIATION SECURITY PLANS (NCASP) AND OTHER RELEVANT NATIONAL PROGRAMMES	
That:		Expected impact:
a) A State's task force coordinated by the Secretariat develops a guide on cybersecurity aspects, based on the technical document on cybersecurity for aviation presented by Chile, and others that the task force consider pertinent; and		<input type="checkbox"/> Political / Global
b) adoption or harmonization of these provisions in national plans and other relevant programmes.		<input checked="" type="checkbox"/> Inter-regional
		<input checked="" type="checkbox"/> Economic
		<input type="checkbox"/> Environmental
		<input checked="" type="checkbox"/> Technical/Operational
Why: For SAM States to have tools in their national aviation security plans to address and mitigate the threat of cyber-attacks against civil aviation and protect critical systems, including hardware and software, for the benefit of the traveling public.		
When: Before RAAC/18	Status:	
	<input checked="" type="checkbox"/> Valid	
	<input type="checkbox"/> Invalid	
	<input type="checkbox"/> Finalized	
Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input checked="" type="checkbox"/> ICAO HQ <input type="checkbox"/> Other:		

WP/32 – Postulation of the Bolivarian Republic of Venezuela as the main acknowledged center for the retransmission of messages from South America to Europe

1.59 Venezuela presented this working paper informing that on February 23, 2023, the AMHS (P1) interconnection, between the AMHS COM centers of Caracas and Madrid was established as operational. In the working paper presented, Venezuela postulate to be the main COM Center for the retransmission of messages from the SAM Region to EUR Region.

1.60 In this regard, the Meeting noted that, in the period from April 24 to 27, 2023, the Fourth Workshop/Meeting of Supervisors/Operators of AMHS COM Centers of the SAM Region (COM/AMHS/4) will be held at the Regional Office in Lima, which will address, among other issues, the routing of aeronautical messages (intraregional and interregional).

WP/33 - Chilean experience in relation to the anonymous flight safety reporting system (SARSEV)

1.61 Through this working paper, Chile presents its experience with the Anonymous System for Flight Safety Reporting (SARSEV).

1.62 The Meeting that ICAO has raised the need for mandatory and voluntary reports and that with respect to the latter, there is the possibility of confidential reports, which protect the identity of the reporter. However, in Chilean jurisprudence this is not possible since all the information contained in these reports, administered by the State in accordance with Chilean law, is public and could be used for legal proceedings. This hinders the process of receiving reports, since people do not want to be exposed by evidencing situations that affect Operational Safety, which could lead to retaliation against them. For this reason, Chile has implemented the proactive SARSEV system since 2010.

1.63 The Meeting took note of this strategy for SAM States' consideration and to analyze the feasibility and convenience of a system in which the SAM States could jointly participate.

1.64 Chile informed that they could share the details of operation if any State would like to implement a similar system.

WP/34 - Advances in the Regional and Global Evolution of Unmanned Aviation and the need to establish UAS/RPAS Organizations in SAM States to manage the implementation of these operations

1.65 Regarding WP/34, eleven (11) States supported and considered as paramount the creation within the organization (CAA) of an unmanned aviation entity with enough competent inspectors and investigators to drive national regulatory development, certifications, authorizations, risk-based surveillance and safety management system for UAS/RPAS operations.

1.66 The Meeting also considered that the suggested structure should be evaluated on a case-by-case basis by States, considering their current civil aviation governance structure.

1.67 The Secretariat explained that the proposal of an agency in charge of the UAS/RPAS should be assessed depending on the size and complexity of UAS/RPAS operations, always defining and controlling the necessary competencies for the required personnel and alternatively establish the units or areas in charge of the implementation of these operations, immersed in the current structures of the safety agencies and of the design and production agencies for those States that envisage being design and production States.

1.68 Regarding the competencies of the UAS/RPAS inspectors, the Secretariat informed that these are contemplated in Section 8 of the UAS CONOPS planning of the SAM Region and therefore the State that asked the question proposed the creation of a regional project so that the region can advance in all the tasks contemplated in the UAS CONOPS by 2023.

1.69 Welcoming the State's proposal, the SAM Office developed and submitted a project to obtain the necessary funds to support the States in the short term activities and the initiation of the medium term activities of the UAS CONOPS. The project will consist of four sub-projects that will allow for the development of regulations; guidance material for UAS/RPAS inspectors and industry; profiles, roles (functions and responsibilities) and competencies for UAS/RPAS inspectors; instructional programs and plans; and training courses for UAS/RPAS inspectors. This project was designed to address beyond visual line of sight (BVLOS) operations in the specific category; emerging operations with manned electric vertical take-off and landing (eVTOL) aircraft; emerging autonomous cargo operations with small aircraft; and finally will initiate the regulatory development of the first LAR RPAS based on the RPAS standards and recommended methods of the various related Annexes.

1.70 The Meeting also noted that the training to be provided to UAS/RPAS inspectors should include Accident Investigation Authorities (AIA) investigators to acquire the necessary skills in investigating UAS/RPAS related occurrences.

1.71 The Meeting, in analyzing WP/34 presented by the Secretariat, agreed on the need to create functions and processes and allocate the necessary resources to address the needs to incorporate UAS/RPAS effectively and safely and for AIGs to provide training to their investigators in UAS/RPAS accident and incident investigation and adopted the following conclusion:

CONCLUSION RAAC17/06		RESOURCES ALLOCATION FOR UAS/RPAS PROCESSES IN CIVIL AVIATION ADMINISTRATIONS AND ACCIDENT AND INCIDENT INVESTIGATION AUTHORITIES OF SAM STATES	
What:		Expected Impact:	
a) Budget resources in the CAAs and AIGs to strengthen the processes associated with UAS/RPAS; and b) Ensure training for UAS/RPAS accident and incident investigation investigators.		<input type="checkbox"/> Political/Global <input type="checkbox"/> Interregional <input type="checkbox"/> Economical <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical	
Why: To enable States to regulate UAS/RPAS operations, grant authorizations and certifications, and conduct risk-based surveillance (RBS) and unmanned aviation accident and incident investigations.			
When: <i>Upon approval of the recommendation</i>		Status:	
		<input checked="" type="checkbox"/> Valid <input type="checkbox"/> Invalid <input type="checkbox"/> Finalized	
Who: <input checked="" type="checkbox"/> States <input type="checkbox"/> Secretariat <input type="checkbox"/> Other (Specify):			

WP/36 – Evolving Travel Facilitation & Passenger Services in the Region

1.72 This working paper presents the current situation in the air travel industry in the Region of the Americas, focusing on recovery and the impact on airport infrastructure. As traffic exceeds 2019 levels, the pressure on services such as immigration, customs, and security increases, evidencing staff shortages and lengthy, manual processes at some airports. IATA suggests the evolution of regulatory frameworks and the application of modern technologies to improve the effectiveness, efficiency, and safety of air transport. In addition, it urges governments to adopt solutions in the short and medium term, guaranteeing the scheduling of adequate personnel and reviewing their regulatory frameworks to allow the evolution of processes and improve the passenger experience in the Region.

1.73 During the asynchronous Meeting, various States and organizations expressed their support for the IATA Working Paper, recognizing the need to urgently review and make available the necessary personnel for immigration, security and customs processes at airports. The importance of reviewing and developing current passenger processing procedures, including the regulatory framework, and implementing technological solutions to improve the passenger experience and strengthen national security was highlighted. However, it was mentioned that the States have sovereignty to decide on the increase of their airport personnel, considering that this solution might not be viable for all due to economic difficulties and costs involved.

1.74 The Meeting supported the adoption of technological instruments, such as biometric solutions and API and PNR systems to streamline processes and improve the experience in air transport. However, there were comments regarding the importance of considering commercial reality, the study of

costs and benefits, and ensuring fair, adequate, transparent, and equitable competition when implementing such solutions.

1.75 The Secretariat emphasized that Annex 9 – *Facilitation* already establishes the need for implementation of API and PNR systems, supported by an appropriate legal and administrative framework. The SAM Regional Office committed to supporting the States and IATA in activities aligned with the proposals of the working paper.

1.76 After the discussions and comments of the States, the adoption of the following conclusion was proposed to the Meeting:

CONCLUSION RAAC 17/07	UTILIZATION OF THE AVSEC/FAL/RG GROUP AND/OR RELATED SEMINARS TO ADDRESS FACILITATION ISSUES WITH ALL STAKEHOLDERS (MIGRATION, CUSTOMS, POLICE, AVSEC/FAL, INDUSTRY)	
<p>What?:</p> <p>a) The Secretariat to consider involving United Nations multilateral organizations related to facilitation (Customs, Migration, Public Health), States and Industry Organizations (Airports and Airlines) to deal with the Facilitation issue;</p> <p>b) this group should review the current immigration, security, and customs process provisions in place in the SAM States, as well as the use of Risk Based Passenger Screening Differentiation and the implementation of biometrics-based technological solutions; and</p> <p>c) the Secretariat to request the SAM States to assign a focal point in the CAAs (focal points or facilitation PoCs) to serve as the State point of contact for obtaining points of contact in each of the entities involved at the national level.</p>	<p>Expected impact:</p> <p><input checked="" type="checkbox"/> Political / Global</p> <p><input type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Technical/Operational</p>	
<p>Why:</p> <p>a) to identify opportunities for improvement to efficiently address growing demand and service levels.</p> <p>b) to improve the passenger experience and strengthen homeland security;</p> <p>c) to take steps to:</p> <ul style="list-style-type: none"> • decongest immigration, customs, and security areas at various airports in the Region, • enable more accurate, faster processing, • a better passenger experience, and • more effective allocation of staff <p>d) to prepare for the increase in the number of passengers, raising the level of security and improving the travel experience for passengers in the Region.</p>		
<p>When: Before RAAC/18</p>	<p>Status:</p> <p><input checked="" type="checkbox"/> Valid</p> <p><input type="checkbox"/> Invalida</p> <p><input type="checkbox"/> Finalized</p>	
<p>Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input checked="" type="checkbox"/> ICAO HQ <input type="checkbox"/> Other:</p>		

WP/39 – Recognition of Equivalence

1.77 The objective of this working paper is to stress the importance and challenges for the implementation of a recognition of equivalence programme. For that purpose, States need to consider within the planning and development of such programmes the particularities of the Region, as well as the need for the support and recognition of third-party States so to capture all benefits of a RoE Programme.

1.78 During the asynchronous discussion, working paper WP/39 had four (4) comments supporting its content and one (1) expressing reservation. It should be noted that the topic proposed by the RoE Programme has the same concept as that discussed in WP/17, so there may have been more positions that are favourable to the development of the topic due to its advantages and for a better passenger experience. An analysis of working paper ***WP/17 - Strategy for the Implementation of the One Stop Security Concept (OSS)*** can be found under the report on Agenda Item 4A.

WP/40 – Adoption of Space-Based ADS-B Technology Based on a Business Case Analysis

1.79 With respect to this working paper, submitted by IATA, the Meeting was informed that for the implementation of ADS-B surveillance by an air navigation service provider (ANSP), there are two possibilities: implementation of an ANSP's own (ground) infrastructure or contracting the services of a certified surveillance information provider, which has implemented an infrastructure by means of low orbit satellites.

1.80 The Meeting also noted that, at present, in remote oceanic areas there are two possibilities available: ADS-C (contract) and ADS-B (broadcast), the former being a data link position reporting technique (updating information every 10 to 15 minutes); on the contrary, ADS-B is an effective aeronautical surveillance technique, providing information updates in seconds.

1.81 Two situations may occur in the case of adoption of ADS-B Satellite by an ANSP responsible for an oceanic remote area: no increase in the tariff for the provision of air navigation services or an increase in the tariff by the ANSP, which should be guided by the provisions of Doc 9082.

1.82 Considering that, according to IATA, "[Jet fuel represents almost 30% of the airline's operating expenses.](#)" ([IATA - Fuel](#)), and "[Total user charges for air navigation and airport services share 5-6% of the airline's total cost.](#)" ([IATA - Air Navigation Service Charges](#)), it is interesting for airlines and other aircraft operators to provide surveillance by ADS-B Satellite, even with an increase in the tariff, for having conditions to perform more direct flights, with better occupation of airspace, allowing fuel savings in air operations and less emission of gases into the atmosphere, in addition to increasing the operational safety of air operations.

WP/41 - Addressing the rise in Unruly & Disruptive Passenger Incidents On board Flights

1.83 This working paper from IATA mentions that post-pandemic recovery in civil aviation brought an even larger increase in disruptive incidents on flights. South America has shown leadership in adopting measures in this regard, but to face this threat it is necessary for States to ratify the **Montreal Protocol 2014** and take additional urgent actions to improve security and guarantee a smooth experience for passengers and protect the public. crew.

1.84 During the asynchronous Meeting, Uruguay's approval, and adherence to the agreement in 2018 was mentioned, and the importance of complementing criminal proceedings with civil and administrative sanctions was highlighted, in accordance with ICAO Manual Doc. 10117. Some participants did not provide comments, while others requested more time for in-depth analysis. In general, there was

support for the Working Paper and it was suggested that the adoption of sanction measures could be carried out through changes in the penal code, the development of awareness campaigns, and the inclusion of detailed references on unacceptable behaviors and their consequences in the conditions of carriage of air operators.

1.85 The Secretariat thanked IATA for addressing the issue of disruptive passengers in WP41 and recalled that the AVSEC/FAL Regional Group has discussed the matter, and that a workshop was held last November in coordination with LACAC where experiences were shared and identified key areas that require attention. In relation to the Montreal Protocol of 2014, the Secretariat encouraged States that have not yet ratified it to do so as soon as possible, highlighting its importance in strengthening international cooperation in preventing and punishing illegal and disruptive acts on board aircraft.

1.86 The Regional Office reiterated its commitment to support States in the implementation of legislation and administrative sanctions regime, following the guidelines established in the Manual on the legal aspects of the behavior of unruly or disruptive passengers (Doc. 10117). The list of States that have signed or ratified the Protocol was presented as an attachment to the comments on the electronic platform of the Meeting.

1.87 After the discussions and comments of the States, the adoption of the following conclusion was proposed to the Meeting:

CONCLUSION RAAC 17/08		UNRULY PASSENGERS	
That:		Expected impact:	
a) The Montreal Protocol 2014 (MP14) is ratified; b) criminal prosecutions be complemented with a civil and administrative penalties regime, as outlined in ICAO Manual Doc. 10117; and c) travellers to ensure of being aware of unruly and prohibited conducts on-board flights and the legal and other sanctions that are in place as per Standard 6.45 in Annex 9- <i>Facilitation</i> .		<input checked="" type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Technical/Operational	
Why:			
a) To reduce the number of incidents related to disruptive and/or disruptive passengers on flights. b) To deter disruptive and disruptive behaviour on flights. c) To eliminate jurisdictional gaps. d) To ensure that enforcement mechanisms are in place that are appropriate to the severity of disruptive and disruptive passenger incidents.			
When: At short and medium term		Status:	
		<input checked="" type="checkbox"/> Valid <input type="checkbox"/> Invalid <input type="checkbox"/> Finalized	
Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input type="checkbox"/> ICAO Secretariat <input type="checkbox"/> ICAO HQ <input type="checkbox"/> Other:			

WP/43 - Charges for Airport and Air Navigation Services

1.88 When analyzing WP/43, the Meeting agreed with the diagnosis that adherence to the key pricing principles is partial and understand the difficulties in increasing the level of adherence, mainly in

view of the need to reconcile with other regional objectives, in particular the maintenance of loss-making aerodromes.

1.89 Brazil expressed its reservations with the action suggested in paragraph b) of this working paper. ANAC Brazil assesses that the increase in airport charges to recover losses at airports, including those resulting from the COVID-19 pandemic, is in line with the principle of cost-based pricing.

WP/44 – Airport Efficiency Program

1.90 Through this working paper, IATA presented a proposal to implement an Airport Efficiency Program with the aim of optimizing the use of airport infrastructure, as well as enhancing the benefits of the implementation of new airspace concepts enroute and TMA. A number of concepts/tools for this purpose were exposed, among others, reduction of track occupancy time, reduced separation minimums, omnidirectional departures, etc.

WP/45 – ATFM Strategy for SAM Region

1.91 Through this paper, IATA outlined the strategic vision for the implementation of the ATFM service for the SAM Region. The need to include ATFM mechanisms to facilitate coordination and response in cases of degradations affecting ATS capacity was highlighted. CANSO endorsed the paper presented and expressed the support by the CADENA initiative (see details in WP/20) during a recent event in a FIR. The States outlined the studies and initiatives being developed by the Working Groups, including the implementation of the cross-border ATFM and the development of an ATFM Portal. It was emphasized that ATFM implementation must be interoperable and requires a collaborative and joint work environment between States, ANSPs, airlines and industry.

WP/46 – DCT Routing Strategy for SAM Region

1.92 This working paper presented a proposed Direct Routing Strategy (DCT) for the SAM Region, based on elements of the GANP listed FRTO B0/1 and FRTO B1/1, applying the implementation of Strategic Direct Routing (SDS) and/or User Preferred Routes (UPR) as a transition to achieve Free Route Airspace (FRA). The work being developed by the CIIFRA Group (CANSO-IATA-ICAO) and the contribution of the implementation to the reduction of CO2 emissions was highlighted. A set of objectives for the period 2023-2027 was proposed, and risks and challenges in this implementation were pointed out. The Meeting endorsed the deployment of the FRTO module in the planning contained in Volume III of the CAR/SAM ANP.

WP/47 – Follow-up on the implementation of environmental sustainability improvements in aviation in the SAM States

1.93 Venezuela, through this working paper, recommended that the States work together to develop technological innovations that reduce CO2 emissions in favor of international environmental sustainability.

1.94 It mainly suggested promoting actions to facilitate access to new technologies and promoting the exchange of good practices and experiences that contribute to improving efficiency in reducing CO2 emissions.

1.95 The States supported the recommendation included in the working paper and expressed their willingness to work together through exchanging knowledge on environmental better practices in aviation that seek to promote sustainable and environmentally friendly aviation.

WP/48 - Argentina's Experience with USOAP CMA Activities and Lessons Learned from the Process

1.96 Through this working paper, Argentina presented information on their experience in the last USOAP CMA audit activity. In addition, it was highlighted the importance of the training and education of Subject Matter Specialists (SMEs) and auditors to improve the performance of the States in the USOAP CMA activities and to support the achievement of the objectives and goals of the SAMSP.

1.97 The Meeting noted that Argentina received an ICAO USOAP Continuous Monitoring Approach (CMA) Audit from 22 June to 4 July, 2022 for the ORG, LEG, OPS, AIR, AIG, AGA and ANS areas, and from 2 to 10 August, 2022 for the OPS area, and that subsequently an ICAO Coordinated Validation Mission (ICVM) was carried out from 13 to 17 February, 2023.

1.98 On the preparation of the audit, it was commented that a remote assistance from the SAM Regional Office in 2016 had been included, as well as the involvement of that Office throughout the whole process of self-assessment of the Protocol Questions, formulation and implementation of measures aimed at resolving the non-conformities detected in the self-assessment phase.

1.99 At the end of the first stage of the total audit, which ended on July 4, 2022, it was noted that the auditors' comments provided invaluable feedback regarding compliance with SARPs, PANS, documents, and other ICAO guidance texts, especially with respect to the criteria for interpretation of the PQs and their respective guidance.

1.100 Regarding the training of SMEs and training of experts and auditors to strengthen the capacities of the State and to strengthen the USOAP CMA, Argentina commented that the experience gained in the above-mentioned activities shows that in order to strengthen the capacities of the State before a USOAP CMA activity it is essential to train personnel, not only through courses and workshops, but also in technical assistance activities to third States and even in Audits and ICVM, in which they intervene as SMEs or as qualified USOAP auditors. The experience of going through one or more audit activities is irreplaceable in terms of training experts.

WP/50 - Wildlife Risk Mitigation Strategies

1.101 IATA presented, through this working paper, its concern regarding wildlife impact events, especially birds, in the Region, and suggests some actions to be taken. Both the States and the Secretariat support IATA's initiatives to comprehensively address such issues, especially considering that these are Annex 14, Vol. I requirements in the form of a National Avian Hazard Committee, and local airport committees. These matters are auditable under the USOAP CMA programme, however, not all States have these committees in place effectively.

1.102 The Secretariat took note of the suggestions to address the issue, especially using the RASG-PA as a forum to address them and as indicated by Brazil, suggest that they be addressed under the SSP context.

IP/03 - Approval of the CAR/SAM Regional Air Navigation Plan Vol. III Initial version

1.103 The Secretariat informed the Meeting of the process of preparation of Volume III of the Regional Air Navigation Plan CAR/SAM (e-ANP CAR/SAM), as well as the approval of version "0" of the same document, at the Twentieth Meeting of the Regional Planning and Execution Group of the Caribbean and South American Regions (GREPECAS/20).

1.104 The Meeting took note of the information and invited the States to provide their contributions to feed the referred volume of the e-ANP CAR/SAM.

IP/09 - Progress on the proposed improvement process for the update of ATS operational letters of agreement

1.105 In this information paper, Argentina reported the level of progress regarding a proposal to improve and standardize the Letters of Agreement for Air Traffic Services (LOA ATS).

IP/10 - Optimization of longitudinal separation for aircraft in continental airspace

1.106 Argentina prepared an information paper on improving the longitudinal separation of aircraft and their enablers. The paper is addressed in the Secretariat's analysis of WP/05.

IP/11 - Continued optimization of Chile's continental airspace

1.107 The paper prepared by Chile on PBN implementation in the en-route segment, including the navigation specification RNP2, is addressed in the Secretariat's analysis of WP/05.

IP/12 - Actions taken and planned by Chile to reduce emissions through airspace optimization

1.108 This information paper presents the initiatives for the benefit of the environment in Chile, implementing the AMAN/DMAN and PBN departures/arrivals at Santiago Airport, eight RNP AR procedures to improve accessibility in airports, as well as the improvement of the *transition level* in TMAs, applying a 10,000 ft. parameter.

IP/13 - Actions taken by the Chilean in the global campaign to improve NOTAMs

1.109 Chile informed on the actions carried out in the context of the Global NOTAM Campaign. It was informed that they had implemented a goal of management associated to systematic reviews to continuously monitor and maintain quality and verify that the deadlines for publication of NOTAMs are met.

1.110 The States acknowledged the work done by Chile for the reduction of old and very old NOTAMs and recalled that during the PIRG Report to the Air Navigation Commission, the SAM Region was recognized as the best performer in supporting the campaign.

IP/14 - SRVSOP-OACI trial certification process of the Calama El Loa aerodrome year 2020-2022

1.111 Through this information paper, Chile presented to the Meeting its experience of working together with a team of multinational inspectors from the SRVSOP and ICAO in the certification process of the El Loa de Calama aerodrome in the years 2020-2022, which resulted in great benefits for the State, the airport and the SRVSOP.

APPENDIX A

CONTINUOUS IMPROVEMENT PROGRAMME TO STRENGTHEN CIVIL AVIATION SYSTEMS OF SAM STATES

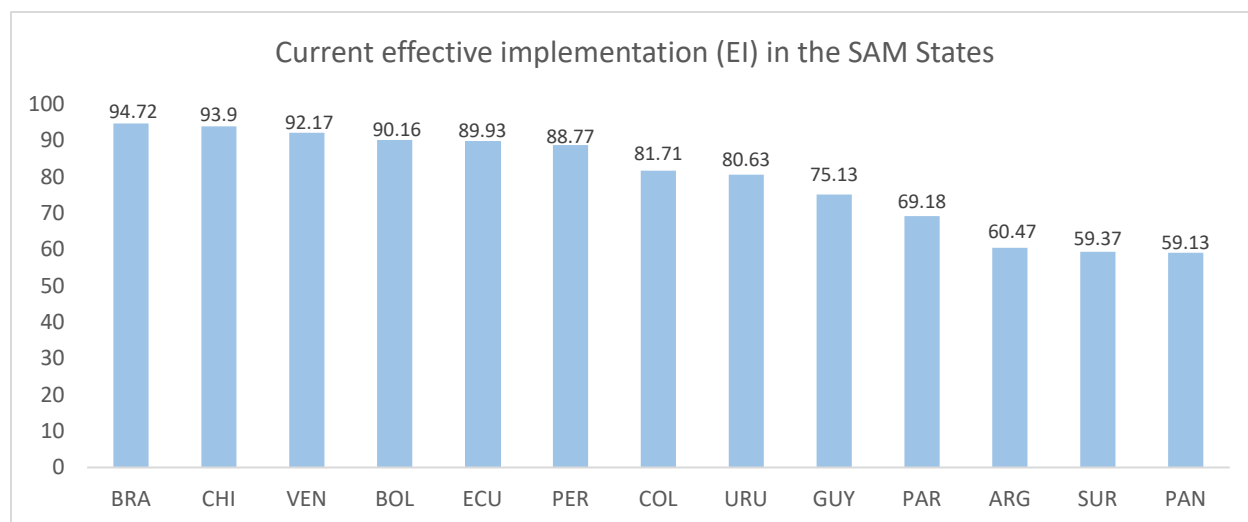
1. Introduction

Goal 2 of the Global Aviation Safety Plan (GASP) and the SAM Region Safety Plan (SAMSP), Edition 2023-2025, calls on all States to strengthen their safety oversight capabilities in accordance with the following milestones concerning effective implementation (EI): 75% by 2024; 85% by 2026 and **95% by 2030**.

This goal is aimed at individual States and seeks to strengthen their safety oversight capabilities. It also calls on States to make progress in the implementation of the eight critical elements (CE) and to address the institutional challenges they face in the implementation of a safety oversight system.

In order to support SAM States in strengthening their civil aviation and safety oversight systems, it is necessary to implement a continuous improvement programme so that States may gradually achieve EI goals within the established timeframe. For those States that have already achieved the set targets, the programme would give them the opportunity to verify the sustainability of their civil aviation and safety oversight systems over time.

The figure below shows the EI status of the eight (8) CEs in SAM States.



In order for SAM States to have clear guidance on where to direct their efforts and resources and gradually achieve Goal 2 and its associated SAMSP targets, the table below shows progressive milestones.

EI improvement indicators and targets

States with effective implementation (EI):	% improvement of effective implementation (EI)				
	2022	2024	2026	2028	2030
Below 65% Group 1	EI = 70%	EI = 75%	EI = 85%	EI = 90%	EI = 95%
Between 65 and 74.99% Group 2	EI = 75%	EI = 80%	EI = 85%	EI = 90%	EI = 95%
Between 75 and 80% Group 3	EI = 80%	EI = 85%	EI = 90%	EI = 95%	EI = 95%
Above 80% Group 4	EI = 85%	EI = 90%	EI = 95%	EI = 95%	EI = 95%

2. Objective

The objective of this programme is to provide ongoing technical assistance to SAM States to help them strengthen their civil aviation and safety oversight systems and achieve the targets set out in the GASP and SAMSP.

3. Scope

The programme is primarily geared to those States that have difficulty in implementing an effective civil aviation and safety oversight system and need support to achieve the GASP and SAMSP goals. However, this programme is also recommended for States that have achieved GASP and SAMSP goals but have not received a full audit under the Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) for more than 5 years.

The programme will cover the protocol questions (PQs) of the USOAP CMA, but may be extended to the PQs of the SSP through the maturity level matrices.

4. Phases of the programme

The programme comprises the following phases:

Phase 1	<p>High-level commitment of States</p> <ul style="list-style-type: none"> Establishment of a strategy to achieve Goal 2 and its associated GASP and SAMSP targets. High-level meetings - Director General (DG) level or, if requested by the DG, ministerial level Increased interaction between the technical areas of the States and the SAM Office
Phase 2	<p>Technical assistance missions for the corresponding analysis</p> <ul style="list-style-type: none"> On-site missions to analyse the protocol questions (PQs) in all audit areas Reporting

Phase 3	Development of the work plan <ul style="list-style-type: none"> • Joint development of the work plan: SAM States/experts • Submission of the work plan by the States
Phase 4	Implementation and follow-up of the work plan <ul style="list-style-type: none"> • Implementation of the work plan by States • Virtual follow-up of the work plan by the SAM Office using the PRO SAM 001 methodology
Phase 5	Sustainability of civil aviation and safety systems <ul style="list-style-type: none"> • Implementation of a system that allows States to sustain civil aviation and safety systems over time

PRO SAM 001: Procedure to monitor and support the completion of corrective action plan (CAPs) and the review of priority protocol questions (PPQs) of SAM States

5. Description of phases

Phase 1: High-level commitment of States

The strategy proposed in this programme aims to provide concrete solutions to States' problems in order to develop a sustainable air transport system with all the appropriate elements for its proper functioning, such as primary aeronautical legislation, specific operating regulations, infrastructure, procedures, qualified and competent human resources, risk-based oversight activities, and resolution of safety issues. However, successful implementation requires political will and commitment from States.

The first Phase of this programme is normally under the direct responsibility of the Regional Director of the ICAO South American Office, due to its motivation in fostering political will and commitment at the highest level of governments, in support of the Director General of the Civil Aviation Authority of each State. Therefore, this Phase seeks a high-level commitment from SAM States as an essential element to ensure success and also to determine which States require (or not) the assistance of the SAM Office and have (or do not have) the political will and commitment to provide resources to their civil aviation administrations and thus be able to prioritise technical assistance.

Phase 2: Technical assistance missions for the corresponding analysis

Face-to-face technical assistance missions will be scheduled in order to conduct the corresponding analysis of the situation in each State, and be able to design a support strategy.

Phase 3: Development of the work plan

The work plan will be developed by State experts together with the experts in charge of technical assistance.

The development of the work plan will allow the SAM Office and States to determine the level of effort and resources required for its implementation.

Phase 4: Implementation and follow-up of the work plan

The implementation of the work plan is key to the success of the programme and thus the commitment of the States will be sought for this phase of the programme.

The follow-up of the work plan will be carried out by the SAM Office through PRO SAM 001.

Phase 5: Sustainability of civil aviation and safety systems

Once the work plan has been completed, States must ensure the sustainability of what has been achieved. To this end, the implementation of a system to maintain the levels of effective implementation achieved over time will be recommended.

6. Mission schedule and start of the programme

The mission schedule is based on the current USOAP CMA audit cycle of each State and its EI percentage. Accordingly, States with a longer cycle and lower EI would receive the first technical assistance missions.

2023			
State	Type and date of last audit Audit cycle	% effective implementation (EI)	Tentative date for the technical assistance mission and start of the programme
1. Venezuela	<ul style="list-style-type: none"> CSA: January 2009 More than 14 years 	92.17	24 - 28 april
2. Paraguay	<ul style="list-style-type: none"> CSA: May 2009 More than 13 years 	69.18	31 july - 04 august
3. Guyana	<ul style="list-style-type: none"> CSA: February 2007 More than 16 years 	75.13	06 - 10 november

2024			
State	Type and date of last audit Audit cycle	% effective implementation (EI)	Tentative date for the technical assistance mission and start of the programme
4. Panama	<ul style="list-style-type: none"> CMA: August 2015 More than 7 years 	59.13	19 - 23 february
5. Uruguay	<ul style="list-style-type: none"> CSA: December 2008 More than 14 years 	80.63	06 - 10 may
6. Chile	<ul style="list-style-type: none"> CSA: May 2008 More than 14 years 	93.9	12 - 16 august
7. Colombia	<ul style="list-style-type: none"> CSA: June 2017 and April/May 2022 More than 5 years in LEG, ORG, PEL, OPS, AIR, ANS Nearly one (1) year in AIG and AGA 	81.71	11 - 15 november

2025			
State	Type and date of last audit Audit cycle	% effective implementation (EI)	Tentative date for the technical assistance mission and start of the programme
8. *Suriname	<ul style="list-style-type: none"> • CSA: December 2009 • More than 13 years 	59.37	10 - 14 february
9. Peru	<ul style="list-style-type: none"> • CMA: October 2014 • More than 8 years 	88.77	12 - 16 may
10. Bolivia	<ul style="list-style-type: none"> • CMA: October 2019 • More than 3 years 	90.16	11 - 15 august

- Although ***Suriname** has an audit cycle of more than 13 years, it was scheduled for the technical assistance mission in 2025 as it has just started a regional technical assistance project to strengthen its civil aviation system with the participation of the SAM Office and ICAO Headquarters.
- **Argentina** has not been considered for technical assistance missions because it received a CMA audit in June/July 2022 and an ICVM on 13-17 February 2023. At present, it is developing and implementing its CAPs. However, an on-site mission is recommended when it notifies the completion of its CAPs in order to subsequently start the virtual CAP follow-up programme using the PRO SAM 001 methodology.
- **Brazil** and **Ecuador** have not been considered either for technical assistance missions as they will receive CMA audits in June and September of this year, respectively. In addition, Brazil will receive an SSP initial assessment (SSPIA) in May this year. For the aforementioned States, it is proposed to use the information from the respective audits to continue the virtual follow-up of the CAPs, using the PRO SAM 001 methodology.

Documentation

For on-site technical assistance missions and for virtual follow-up through PRO SAM 001, the 2020 USOAP CMA audit protocols will be used.

Methodology

On-site missions will be announced through an official State letter from the SAM Office one month in advance, once this programme has been approved. The letter will be accompanied by the plan of activities indicating the composition of the mission team and the details of the experts, including their name and e-mail address.

Teams for face-to-face technical assistance missions will consist of experts from all audit areas. Team leaders will be designated to coordinate mission planning and activities with the national continuous monitoring coordinators (NCMCs) of the States.

The missions will have an opening and a closing session. The opening session will provide information on the activities to be carried out, while the closing session will present the results of the mission, recommendations and next steps to be taken.

In the face-to-face missions, the experts will review the PQs with their counterparts and request objective evidence for each issue being reviewed, and may at the same time offer recommendations for the improvement of the PQs, *e.g.* to improve requirements, procedures, programmes, mechanisms, equipment, systems, etc.

Once the work plan has been submitted by the States, follow-up will take place virtually using the PRO SAM 001 methodology, which consists of holding monthly virtual meetings to analyse the progress made by the States in completing the work plan.

Relationship between this programme and ICAO USOAP CMA activities

The results of this programme will bear no relationship with the USOAP CMA.

To avoid conflicts with USOAP CMA activities, the experts in charge of technical assistance missions will not issue judgmental values or ratings on PQ compliance, such as satisfactory or unsatisfactory, but will instead offer only recommendations for improvement of the issues observed.

The information generated on the basis of this programme will be confidential and for the use between the State and ICAO.

Brief description of PRO SAM 001: Procedure to monitor and support the completion of corrective action plans (CAPs) and the review of priority protocol questions (PPQ) of SAM States

The PRO SAM 001 is a SAM Office procedure that was developed to support States in completing their CAPs and reviewing priority protocol questions (PPQs). To this end, States were divided into four (4) groups. Each group is supervised by a regional officer with safety functions and qualified in USOAP CMA activities.

Monthly meetings are normally scheduled for States to present their progress, either on the CAPs or on the self-assessment of priority protocol questions (PPQs).

During the monthly meetings, the needs of States are identified and technical assistance activities in specific areas are coordinated.

Once the situation in each State is known through on-site technical assistance missions, and the respective work plan is submitted, PRO SAM 001 would serve as a tool for Phase 4 on implementation and follow-up of the work plan.

If necessary, face-to-face follow-up missions could be scheduled by mutual agreement between the SAM Office and the States to verify progress and provide on-site assistance.

Agenda Item 2A: Follow up to conclusions adopted in previous RACC meetings

2.1 Under this agenda item, the following working paper was presented:

- *WP/09 – Follow up to the conclusions adopted by previous RAAC meetings*

WP/09 – Follow up to the conclusions adopted by previous RAAC meetings

2.2 The Meeting reviewed the 19 valid conclusions up to the RAAC/16 Meeting, considering the following five conclusions as completed: 11/1, 13/5, 15/4, 16/2 and 16/3. As part of the review, Conclusion 16/5 was considered superseded by 15/5.

2.3 After reviewing by the Meeting, fourteen conclusions were considered still valid: 9/5, 11/1, 12/4, 12/9, 14/1, 15/1, 15/2, 15/3, 15/6, 15/7, 16/1, 16/4, 16/5 and 16/6.

2.4 It is important to mention that the Meeting recommended reviewing the target date for valid conclusions, since some of them, although they remained valid, the date had already expired. Following this recommendation, all target dates have been reviewed and updated according to the conclusion progress. To show these changes, a revised WP/09 was published, where in the Appendix the changes recommended by the Meeting are shown.

APPENDIX A

REVIEW OF RAAC VALID, COMPLETED OR SUPERSEDED CONCLUSIONS

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
9/5 A, B	EXCHANGE OF SECONDARY RADAR DATA	That the SAM States assign high priority to the exchange of SSR radar data among adjacent ATC units and develop the necessary bilateral agreements on this matter.	MoUs were established and signed between Argentina-Brazil, Argentina-Uruguay, Argentina-Chile, Brazil- Uruguay, Brazil-Venezuela and Brazil-Peru for the exchange of surveillance and flight plan data in order to increase safety of air traffic control in transfer areas between adjacent ACCs. These MoUs were established between 2010 and 2012. So far, out of the activities contemplated in these MoUs, the radar data exchange between Argentina and Uruguay has been implemented and put into operation, and positive radar data exchange tests have been carried out between Brazil and Venezuela (2015) and between Argentina and Chile (October 2017). The implementation of radar data with Brazil was interrupted because it was not	ICAO Regional Office	Valid	Exchange of SSR radar data implemented	Dec 2018

ICAO Strategic Objectives:*A: Safety**B: Capacity and efficiency**C: Safety and facilitation**D: Economic development**E: Environmental protection*

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
			possible to use the asterix 62/63 protocol required by Brazil. Argentina and Peru resumed coordination with Brazil in November 2017 for the implementation of radar data interconnection using the asterix 62/63 protocol in view of the fact that their systems were already capable of processing and transmitting those protocols.				
11/1 A, B	GRADUAL IMPLEMENTATION OF GNSS TECHNOLOGY	That the SAM States gradually implement GNSS technology in keeping with regional PBN implementation programmes and their respective national plan.	<p>SAM States have started GNSS implementation in support to en-route, terminal and non-precision approach navigation procedures (RNAV 5, RNP APCH, RNP APC AR).</p> <p>Brazil has implemented a GBAS system, currently on pre-operational phase.</p> <p>States will comply with goals established in ICAO Assembly Resolution A37/11 regarding APV procedures.</p>	Civil aviation authorities	Valid Completed	<p>GNSS implementation.</p> <p>En route GNSS; from 162 upper airspace regional routes, 108 have been implemented with RNAV specification, completing 67% implemented (7% over considered in the Declaration of Bogota)</p> <p>A37/11 GNSS (APV) 83.7% implemented. Declaration of Bogota goal was 100% of implementation by December 2016. A37/11 is expected to be implemented</p>	Dec 2019

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
						<p>for December 2019.</p> <p>The implementation is carried out through the PBN Roadmap 2022 -2026, approved by SAMIG27. For 224 instrument runway thresholds at international airports in the SAM region, the implementation of resolution A37/11 for APV is 90.6%. Additionally, At domestic airports and, when required, on visual flight runways, there is progress in implementing PBN. 140 of 160 regional routes in the upper airspace have an RNAV specification reaching 87.5%. Tasks for GBAS use in Argentina and Brazil included Ionosphere tests and studies. The operational phase has yet to be reached. The</p>	

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
						activities were suspended due to the prioritization of post-pandemic needs.	
12/4 A, B	STRATEGY FOR THE INSTITUTIONALIZATION OF REDDIG AND SRVSOP	That, with the aim of giving continuity to the implementation of the Air Navigation and Safety Organization, the activities taken under consideration in the strategy shown in Appendix A be implemented.	The activities in the strategy will be considered at the RLA/03/901 (REDDIG) and RLA/99/901 (SRVSOP) RCC meetings. Meanwhile, States have agreed that the coordination of the indicated projects continue through ICAO. Project document RLA/03/901 (REDDIG), Version S, approved ICAO management until 2023. Likewise with project RLA/99/901 (SRVSOP), Version S, approved ICAO management until 2021.	ICAO, States	Valid	Strategy for the institutionalization of REDDIG and SRVSOP	Dec 2021
12/9 A, E	REGIONAL CONTINGENCY PLAN TO ADDRESS NATURAL DISASTERS AND/OR CATASTROPHIC EVENTS	That ICAO, in cooperation and coordination with the States of the South American Region, develop a Regional Contingency Plan to address natural disasters and/or catastrophic events, with a view to minimizing the impact on civil aviation and restore the operation of air navigation and airport services as soon as possible.	A guide to support the Region in the event of a volcanic ash contingency has been approved. The regional contingency plan has not been completed. A draft has been prepared, but considering that Assembly 39 has issued Resolution A39-24: Strategy on disaster risk reduction and response mechanisms in aviation, which requests the Council and the Secretariat to establish a crisis response policy and a disaster risk reduction strategy in aviation; it	ICAO	Valid	Regional contingency plan to address natural disasters and/or catastrophic events. During the Workshop/Meeting on ATS Contingency Plans, 19 to 23 March 2018, the draft guidance material for a Contingency Plan to address natural disasters and/or	Dec 2019 Jul 2025

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
			<p>was decided to wait for the results of the work in HQ in this regard.</p> <p>2023 Update: In May 2022, ICAO Headquarters published Guidance Material on Airport Preparedness for Effective Humanitarian Assistance and Disaster Response in response to the A39-24 requirement; however, such document is only available in English.</p> <p>For SAM States to better understand the scope of this document, the Regional Office organized a virtual event (seminar) on the guide to be developed in the first semester of 2023. As a next step, the ICAO SAM Office and Member States will develop a regional guide adjusted to the global guide and consider other existing plans.</p>			<p>catastrophic events was presented. A Contingency Coordination Group for the South American Region (CCT SAM) Group was established to support the preparation of the referred guidance material.</p>	
13/5 A, B, E	<p>SAM PERFORMANCE-BASED NAVIGATION IMPLEMENTATION PLAN (SAM PBIP) AS ALIGNED WITH THE ASBU</p>	<p>That the States of the ICAO South American Region and the international organizations involved:</p> <p>a) approve the SAM performance-based navigation implementation plan (SAM PBIP) as aligned with the ASBU for its regional application, as shown in</p>	<p>Approved the SAM Performance-Based Navigation Implementation Plan (SAM PBIP) aligned with ASBU</p> <p>Follow up so that States complete the update of the national air navigation plans to be aligned with ASBU.</p>	States	<p>a) Completed</p> <p>b) Valid</p> <p>So far Brazil, Chile, Colombia and Venezuela have developed their national plans</p>	<p>SAM Performance-Based Navigation Implementation Plan (SAM PBIP) aligned with ASBU approved.</p> <p>Performance-based air navigation national plans to be</p>	<p>a) Completed</p> <p>b) December 2019</p>

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		<p>Appendix A to Agenda Item 4 of the RAAC/13 meeting; and</p> <p>b) encourage those States that have not done so yet to amend their national performance-based air navigation plans in accordance with the guidelines contained in the aforementioned SAM PBIP.</p>	<p>Workshops on the preparation of the National Air Navigation Plan have been carried out in the Plurinational State of Bolivia, Guyana and Suriname to support their preparation.</p>		<p>aligned with ASBU</p> <p>b) Completed</p>	<p>aligned with SAM PBIP</p>	
<p>14-1 A</p>	<p>IMPROVE THE EFFICIENCY IN THE CERTIFICATION AND OVERSIGHT OF APPROVED MAINTENANCE ORGANIZATION</p>	<p>That actions be initiated through SRVSOP, for the identification of efficiencies among FAA, EASA and the SRVSOP in the processes of certification and oversight of approved maintenance organizations, thus avoiding duplication of efforts</p>	<p>During the Fourth Air Navigation and Flight Safety Directors Meeting (AN&FS/4), the FAA from United States of America, expressed interest in attending as observer, to the multinational certifications or surveillance inspections that the SRVSOP carries out in the OMA's of the South American Region to understand the process. On this respect, the Meeting agreed to allow the participation of the FAA in the certification or surveillance tasks in the multinational framework of the SRVSOP.</p>	<p>States of the SRVSOP</p>	<p>Valid</p>	<ul style="list-style-type: none"> On 28 May 2018 the FAA Senior Representative, Mr. Leandro Friedman, was informed on the dates for multinational renewals of the 4 OMA's certified on a multinational basis, so that they could schedule the participation of FAA inspectors. On 29 May 2018, the FAA Senior Representative, Mr. Leandro Friedman, was informed about two organizations (one from Bolivia and another from Colombia) that have requested multinational 	<p>December 2018</p>

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
						certification. When the beginning of Phase 2 is confirmed, the FAA Representative will be informed, for them to participate in the certification processes of the referred OMA's.	
15/1	FULFILMENT OF THE COMMITMENT REGARDING LAR HARMONISATION	That SRVSOP member States make the necessary efforts to meet the deadlines established by the General Board for LAR harmonization, and present their results to the JG/31 meeting.	During this year a tool has been implemented to follow up LAR harmonization, thus, SRVSOP States are verifying their national regulations vs. the LAR corresponding to Personnel Licensing and Airworthiness. Starting January 2019, the Operations regulations will be ready for verification.	States	Valid	Harmonization of SRVSOP States' national regulations and procedures harmonized.	December 2018
15/2 A, B, C	PREPARATION FOR SUBSEQUENT ICAO ASSEMBLY SESSIONS AND INTERNATIONAL EVENTS, AND ACTIONS AND FOLLOW-UP TO THE RESULTS OBTAINED AT THESE EVENTS	That SAM States: a) continue participating actively at subsequent ICAO Assembly sessions and international events (conferences, symposia, and meetings); b) prepare, duly in advance, working papers in coordination with all the States of the Region, the ICAO SAM Office, and LACAC to achieve the coordination of support with all American States and	In the safety area, the WPs were prepared together with SAM States for the AN-Conf/13. A working group for the implementation of the UPRT in South America has been established; the USOAP CMA working group for the standardized implementation of the standards in force of related Annexes, which have not yet been implemented by the States, was also established.	States	Valid	Presentation of WPs prepared at a regional basis and presented together with SAM States.	All

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		<p>other regions worldwide for subsequent ICAO Assembly sessions and other international events;</p> <p>c) fulfil the actions specified in outstanding ICAO Assembly resolutions, described in Doc 10075 https://www.icao.int/Meetings/a39/Documents/Resolutions/10075_es.pdf;</p> <p>d) analyses and respond to the letters of the ICAO Regional Secretariat, especially those concerning proposals of adoption or amendment of annexes or documents, in a joint manner, under the coordination of the Secretariat, in order to adopt, to the extent possible, a regional stance.</p>	Active participation of SRVSOP experts panels in the analysis of the proposals for amendment of the Annexes, prior to their approval.				
15/3	ACTION PLANS FOR CO ₂ REDUCTION AND ACCESSION TO THE CORSIA SCHEME	<p>That, in order to contribute to the global ICAO goals in relation to environmental protection, SAM States:</p> <p>a) continue cooperating with ICAO for a better understanding of the effects of emissions from international aviation on the climate;</p> <p>b) consider, if they have not done it yet, the adoption of measures aimed at protecting the environment from emissions</p>	<ul style="list-style-type: none"> - Follow up letters have been sent to States - A Technical Assistance workshop was carried out in Peru. - Follow up to CORSIA implementation was made through teleconferences. - Technical support regarding CORSIA was provided to Bolivia and Uruguay, with the support of Spain arranged by HQ and attended by the Regional Office. 	States	Valid	SAM States with action plans on the reduction of CO ₂ emissions approved. States have associated to CORSIA plan.	December 2018

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		<p>from international aviation, and develop their action plans for submission to the Secretariat before June 2018;</p> <p>c) consider the development of capacities and the inclusion of MRV systems, emission units, and registration systems into their national regulations to prepare the State for accession to the CORSIA scheme;</p> <p>d) contemplate accession to the CORSIA scheme in its first phase, or when the State considers that emission measurement, registration, and reporting systems have evolved enough; and</p> <p>e) support the objectives of the SAM Plan related to environmental protection.</p>	<p>- Paraguay has submitted their Action Plan for the reduction of CO² emissions.</p> <p>2023 update:</p> <p>a) States are cooperating with ICAO Environmental Protection initiatives, implementing actions that reduce CO2 emissions and supporting ACT-CORSIA and ACT-SAF initiatives;</p> <p>b) Twelve (12) of the 13 States have submitted their State Action Plans for the Reduction of CO2 Emissions from International Civil Aviation (SAP). The Plans must be updated every three years, two of the States still need to update them.</p> <p>c) Only one State still needs to prepare a regulation related to Annex 16, Vol. IV-CORSIA.</p> <p>d) States of the SAM Region have adhered to CORSIA.</p> <p>e) It was not carried out because the SAM Plan has not been approved.</p>				

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
15/4	ALIGNMENT OF THE AVSEC/FAL/RG STRATEGIC PLAN WITH THE GAsEP	That the Secretariat coordinate the necessary actions for aligning the AVSEC/FAL/RG Strategic Plan with the GAsEP, and present it at the AVSEC/FAL/RG/8 meeting.	A Workshop on the “Alignment of the AVSEC/FAL/RG Strategic Plan with the Global Plan for Aviation Security (GAsEP)” was carried out in the month of May 2018 in Lima; the GAsEP Regional Plan was presented and approved by the AVSEC/FAL/RG/8 Meeting.	Secretariat	Completed	AVSEC/FAL Regional Group Strategic Plan aligned to GAsEP.	May 2018
15/5	IMPLEMENTATION OF OSS	That the Authorities continue striving to implement OSS, taking into account that it is a useful and necessary tool for improving connectivity, and present their results at the AVSEC/FAL/RG/8 meeting.	Activities have begun to reach an OSS regional agreement, which involve common regulations and procedures, besides a standardized training. For further details see WP/08.	States	Valid Superseded by Conclusion 16/5	Implementation of an OSS regional agreement.	December 2019
15/6	STRENGTHENING CAA COMPETENCIES IN THE CONCEPT OF ECONOMIC ASSESSMENT OF ANSPs AND AERODROME OPERATORS	That the Secretariat: a) start activities for the development of the strategy for strengthening the competencies of civil aviation administrations in the concept of economic assessment of air navigation service providers (ANSPs) and aerodrome operators and present a preliminary document by mid-2018; b) for the development of the strategy, conduct an analysis of the current status of implementation of the guides	The Secretariat is coordinating the availability of an expert through another ICAO Regional Office, which organized this type of workshop in 2018, in order that the following tasks could be carried out for the SAM Region in 2019: 1. Collection of information, best practices and analysis of the current situation in the first half of 2019. 2. Activity (seminar or workshop to be determined) to strengthen CAA competencies regarding the economic assessment of Air Navigation Service Providers-ANSP and	Secretariat	Valid	Analysis of the current situation and activity to strengthen CAA competencies.	December 2019 Dec 2024

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		<p>contained in Doc 9082 in the States;</p> <p>c) carry out this activity with a collaborative approach and with the support of all the States of the Region, through the designation of the corresponding focal points by 31 January 2018, the LACAC Secretariat and IATA.</p>	<p>aerodromes operators in the second half of 2019.</p>				
15/7	<p>ACTION TO BE TAKEN FOR THE APPROVAL OF THE REGIONAL PLAN FOR THE SUSTAINABILITY OF AIR TRANSPORT IN THE SAM REGION AND THE DECLARATION OF IMPLEMENTATION</p>	<p>In order to develop a regional plan for the sustainability of air transport in the SAM Region and a declaration of implementation, the Directors General of Civil Aviation of the SAM Region:</p> <p>a) support the four axes of the proposal of a Regional plan for the sustainability of air transport in the SAM Region: connectivity, safety, institutional building, and environmental protection, which are aligned with ICAO strategic objectives and with the sustainable development goals of the United Nations;</p> <p>b) undertake to designate during the first quarter of 2018 focal points to be part of a group that, together with the ICAO Secretariat, the LACAC Secretariat, and representatives of interested international organizations, would analyse</p>	<p>During the first half of 2018 the SAM Plan Focal Points Group was established, conducting from May to August, three virtual meetings with the group.</p> <p>In relation to the analysis of the axes of the SAM PLAN, the FFPPs form a group of specialists, by axis, in charge of the analysis of said axis.</p> <p>The safety axis of the SAM Plan has been prepared with the specialists of the safety working group, reaching an agreement on its contents.</p> <p>The institutional strengthening axis intends to hold its first virtual meeting by the end of November, in which the working plan to obtain the conclusions by mid-2019 should be outlined.</p> <p>More detail about what has been done in these conclusions can be found in WP/03.</p>	Secretariat States	Valid	<p>Regional Plan for the Sustainability of Air Transport in the South American Region</p> <p>During the IWAF/4 the “DECLARATION TO PROMOTE CONNECTIVITY THROUGH THE DEVELOPMENT AND SUSTAINABILITY OF AIR TRANSPORT IN THE PAN-AMERICAN REGION – VISION 2020-2035” was issued, reflecting the vision of the proposal of the Regional Plan for the Sustainability of Air Transport in</p>	December 2019

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		<p>the scope of the plan in each of its axes, identify the experts that would be required for the drafting of the plan in its different axes, and establish a timetable for conducting the activities of the plan;</p> <p>c) undertake to carry out the activities defined by the group that may be required for the drafting of the aforementioned plan and its respective declaration; and</p> <p>d) undertake to participate in the teleconferences and the required face-to-face meetings.</p>				the South American Region, and the commitment of the States to support the implementation of the development of the national and regional action plans required for the implementation of such vision.	
16/01	DRAFTING OF THE DRAFT REGIONAL PLAN FOR THE SUSTAINABILITY OF AIR TRANSPORT IN THE SAM REGION, BY AXIS	<p>Recognizing that each State has full and exclusive sovereignty of the airspace over its territory, in order to develop the draft Regional Plan for the sustainability of air transport in the SAM Region, the following must be accomplished:</p> <p>a) Maintain the denomination “Draft Plan” until such time that this Meeting approves the final text;</p> <p>b) Ensure the active participation of each team of experts of the States in the activities concerning the four axes of the draft plan</p>		Secretariat States	Valid		Before 2020

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
16/02	APPROVAL OF THE SAFETY AXIS OF THE DRAFT REGIONAL PLAN FOR THE SUSTAINABILITY OF AIR TRANSPORT IN THE SAM REGION	South American States approve the safety axis of the Draft Regional Plan for the sustainability of air transport in the SAM Region – SAM Safety Plan.	Approval of the safety axis of the Draft of the Regional Plan for the Sustainability of Air Transport in the SAM Region – SAM Region Safety Plan.	Secretariat States	Valid		December 7 th 2018
16/03	IMPLEMENTATION OF AN/CONF-13 RECOMMENDATIONS	<p>SAM States:</p> <p>a) Take the necessary steps to implement the actions recommended in the areas of air navigation and safety; and</p> <p>b) Cooperate with ICAO in the development of documents related to the GANP, GASP and other manuals, in order to enhance such documents by taking into account regional requirements;</p> <p>the Secretariat:</p> <p>c) follow-up on the action taken by the States within the framework of AN/Conf-13 recommendations;</p> <p>d) take the necessary steps to organise regional seminars as recommended by the AN/Conf-13 in the different</p>	<ul style="list-style-type: none"> • SSP is in Development • The National Air Navigation Plans are in Development, aligned to the GANP • Regional Seminars have been developed. • The recommendations of the thirteenth navigation conference have been carried out. • The PIRG has considered the Regional Air Navigation Plan recommendations. 	Secretariat States	Completed		Before RAAC 17

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		<p>areas of air navigation and safety;</p> <p>e) provide technical assistance for the development of national plans and their alignment with regional plans, global plans, and the UN sustainable development goals; and</p> <p>f) coordinate actions with the PIRG (GREPECAS) for the implementation of AN/Conf-13 recommendations.</p>					
16/04	SUPPORT TO GASEP IMPLEMENTATION ACTIVITIES IN THE REGION	<p>That South American States be urged to:</p> <p>a) continue assigning experts and sharing experiences and requirements to align the Strategic Plan of the Regional Group with GASEP guidelines and objectives, with a view to strengthening international cooperation in the area of aviation security, including the harmonisation of aviation security principles, approaches and measures; exchange of information; innovation and better use of aviation security technology; as well as training and institutional strength in aviation security;</p>	<p>a) Support the updating of the Terms of Reference of the AVSEC/FAL Regional Group considering the GASEP, especially its Roadmap, as the primary material for the identification of aviation security actions and projects;</p> <p>b) Help ensure that the GASEP remains relevant, its priorities address new and existing threats, and it continues to be a useful tool to support Member States' efforts to achieve full implementation of Annex 17;</p> <p>c) Collaborate with the development of proposals and/or methodologies for measuring results through the</p>	Secretariat States	Valid		<p>Before RAAC 17</p> <p>Dec 2025</p>

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		<p>b) continue supporting the Task Force on the Regional Aviation Security Plan, in order to follow-up on its alignment with the regional requirements, and the implementation of the GAsEP to meet its objectives; and</p> <p>c) assign human resources to the drafting of AVSEC standard regulations (LAR) in the SAM Region, in order to promote compliance with the GAsEP key priority outcomes while increasing cooperation and support among States.</p>	<p>AVSEC/FAL Regional Group; and</p> <p>d) Propose that States actively participate in the GAsEP review process by contributing proposals and/or methodologies for measuring results through the AVSEC/FAL Regional Group.</p>				
16/05	FOLLOW-UP TO OSS IMPLEMENTATION	<p>a) South American States are urged to support OSS implementation in their States to facilitate passenger flow at their airports and improve connectivity among the States of the Region;</p> <p>b) The Secretariat</p> <p>i. coordinate with the Secretariat of the Latin American Civil Aviation Commission (LACAC) for GEPEJTA to review the draft agreement among States for the implementation of OSS and of the recommendations, for its signature; and</p>	<p>That States:</p> <p>a) consider that the recognition of the equivalence of security measures applied in another State means an equivalent application of the results of the application of Annex 17, and not that the security measures must be identical;</p> <p>b) recognize the importance of formal acceptance and approval by States for the implementation of OSS agreements;</p> <p>c) consider the importance of applying the OSS concept to facilitate passenger transit in the region and improve connectivity, and involve the</p>	Secretariat States	Valid5	<p>Colombia and Peru signed the One-Stop Security agreement in which the terms and conditions to recognize aviation security systems were established. During 2022, validation visits were carried out within the framework of said agreement. The states are evaluating possible operational impacts of the agreement's implementation.</p> <p>Brazil has signed an</p>	Before 2035

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		ii. coordinate the development of a project within the AVSEC/FAL/RG, applying acceptable methodologies that include: <ul style="list-style-type: none"> a. the drafting of standard AVSEC regulations (LAR) b. best practices for OSS implementation among States. 	industry and the Regional Office to support the prioritization of the airports chosen for the establishment of agreements; and <ul style="list-style-type: none"> d) participate in events promoted by ICAO to promote the implementation of the OSS. 			agreement with Uruguay and Spain to recognize their aviation security systems and is still implementing them. Panama has carried out validation visits to recognize the security systems of several States with direct flights to the Tocumen airport. As in other ICAO Regions, the Secretariat plans to develop a Regional Seminar on OSS.	
16/06	APPROVAL OF THE CREATION OF THE SAM STATES' WORKING GROUP TO SUPPORT STATES IN THE DEVELOPMENT OF ICAO USOAP CMA ACTIVITIES	<ul style="list-style-type: none"> a) The creation of the SAM States' working group is approved to support States in the development of USOAP CMA activities; the objective of this group is to follow-up on the action taken for gradual improvement of EI and on USOAP CMA activities agreed by States in the Memorandum of Understanding (MOU) subscribed with ICAO. b) The activities developed by the working group are supported in order to assist 	Follow-up on the progress of the working group of SAM States to support States in the development of ICAO USOAP CMA activities	Secretariat States	Valid		Until 2030

Concl./ Dec. Strategic Objective	Title of Conclusion/ Decision	Text of Conclusion/Decision	Follow-up Action	To be initiated by	Status	Deliverable	Target date
		States in the compliance of the objective and the goals established in the safety axis related with gradual improvement of EI.					

Agenda Item 3A: Ratification of International Air Law Treaties

3.1 Under this agenda item, the following papers were presented:

- *WP/10 – Ratification of International Air Law Treaties, Secretariat*
- *IP/16 - Guidance on Sustainable Aviation Fuels (SAF) Promotion Policies*

WP/10 – Ratification of International Air Law Treaties, Secretariat

3.2 This working paper highlighted the benefits of some international air law treaties and urged those States in the South American Region (SAM) that have not ratified these treaties to do so.

3.3 To this end, summaries of the provisions and benefits of six international air law instruments were provided, as well as information regarding the ratification process and an overview of the resources available to assist States with ratification.

3.4 In this regard, States noted the importance of ratifications of international treaties for the development of air transport in the Region, particularly those instruments related to the Chicago Convention, and urged all to adhere. The States also emphasized that they are involved in the ratification process of these treaties, following the legal legislative process in their countries.

3.5 IATA has also played a key role in promoting the ratification of the Montreal Convention of 1999, and the Montreal Protocol of 2014 in the region. IATA supported this WP in relation to these two international treaties.

IP/16 - Guidance on Sustainable Aviation Fuels (SAF) Promotion Policies

3.6 EASA presented two information papers on EASA's activities related to SAF as well as guidance material on Sustainable Aviation Fuels Promotion Policies.

3.7 The Meeting thanked EASA for sharing their experiences and guidance and indicated that they will be useful tools for States in designing the strategy and policy on Production and Use of SAF.

Agenda Item 4A: Initiatives for the Development and sustainability of air transport in the Region (Declaration to promote Connectivity through the Development and Sustainability of Air Transport in the Pan American Region – Vision 2020-2035 and goals of the A41)

4.1 Under this agenda item, the following working paper was presented:

- *WP/06 - Aviation Security Activities, Secretariat*
- *WP/07 - Air Transport Facilitation, Secretariat*
- *WP/11 - Summary of the A41 resolutions for the SAM Region, Secretariat*
- *WP/14 – PBN implementation in France: a return of experience, France*
- *WP/17 – Strategy for the Implementation of the One Stop Security Concept (OSS), Secretariat*
- *WP/18 - Commitment to promote Gender Equality and Women’s Development in Aviation, Uruguay*
- *WP/19 - CAPSCA Programme in Air Transport, Secretariat*
- *WP/23 – Promotion of CORSIA scheme verification bodies in the SAM Region, Argentina*
- *WP/24 – Promotion of projects for the development of sustainable aviation fuels, Argentina*
- *WP/25 - Implementing the light-sport aircraft category as a means of a safe and sustainable development of the small aircraft industry in the SAM Region, Brazil*
- *WP/26 – Approval of a standardized model relating to implementation of electronic license, Brazil*
- *WP/30 – Chile's experience in the development and implementation of the Civil Aviation Master Plan (CAMP), Chile*
- *WP/37 - The Industry Position on Environmental Taxes, IATA*
- *WP/38 - Member States’ Role in Supporting the Energy Transition to Sustainable Aviation Fuels (SAF), IATA*
- *WP/42 – Mixed Passenger Terminal Concept, IATA*
- *WP/49 – Development of Regionally Harmonized Standards and Provisions for the Safe and Efficient Integration of UAS and New Entrants, IATA*

WP/06 – Aviation Security Activities

4.2 This working paper, presents relevant information on the Aviation security (AVSEC) activities in the SAM Region that competent authorities in these areas should consider in order to comply with the provisions of Annex 17 – Security. Its objective is to encourage the States of the Region to consider and promote Aviation Security in the recovery of International Civil Aviation after the Pandemic and to update its Strategic Plan aligning it with the roadmap (living document) of the GASeP. The issues analysed in the Working Paper were the following:

- ICAO Assistance: Aviation Security Improvement Plan (ASIP) and iPack
- ICAO/LACAC AVSEC/FAL Regional Group
- Enhance Regional Coordination for the implementation of GASeP
- Promote the exchange of voluntary reports between the industry and the aeronautical authority, as a tool for quality control and OSS and SeMS implementation
- Future approach for the digitization of Air Cargo
- One-stop security (OSS)

4.3 Taking into account that this working paper (WP06) addresses various activities related to aviation security, the asynchronous discussion on this paper generated a number of supportive comments from the States. These included: support to facilitation of air transport, strengthening of professional capacity in the different States, support through the contribution of States' experts for the implementation and improvement of the activities, support to the One Stop Security (OSS), remarks on the GAsEP as a framework rather than the primary focus of security requirements, and endorsement of the USAP audit programme.

4.4 After the discussions and comments from the States, the adoption of the following conclusion was proposed:

CONCLUSION RAAC 17/09	ACTIVITIES ON AVIATION SECURITY	
<p>That:</p> <p>a) Contribution with the Implementation of ASIPs be continued with experts in horizontal assistance missions.</p> <p>b) continuation of the ASIP is requested and, if necessary, request a new ASIP.</p> <p>c) participation in the Meetings of the AVSEC/FAL/RG/ICAO/LACAC Regional Group increases contributing with their experts in the Regional Group working groups.</p> <p>d) digitalization of air cargo in coordination with other entities is promoted within the States.</p> <p>e) experts support continues for updating the reference framework presented by the GAsEP;</p> <p>f) an SeMS implementation in States is concluded, looking for mechanisms, through contributions from ISD-SEC and/or through regional technical cooperation; and</p> <p>g) the efforts for the implementation of the One stop security (OSS) in the Region continue, participating in the validation processes.</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Technical/Operational</p>	
<p>Why:</p> <ul style="list-style-type: none"> • To build the capacity of AVSEC personnel. • To improve safety, competitiveness and efficiency in international trade through air transport. • To strengthen international security collaboration. • To ensure the strength of security controls, improving the efficiency of air operations in the SAM Region. 		
<p>When: To report progress before the next RAAC/18</p>	<p>Status:</p> <p><input checked="" type="checkbox"/> Valid</p> <p><input type="checkbox"/> Invalid</p> <p><input type="checkbox"/> Finalized</p>	
<p>Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input checked="" type="checkbox"/> ICAO HQ <input type="checkbox"/> Other:</p>		

WP/07 – Air Transport Facilitation

4.5 This working paper presents aspects of facilitation in the context of the recovery from COVID-19 and the conclusions of the High-Level Conference on COVID-19 (HLCC 2021) and associated outcomes of the Forty-first Session of ICAO Assembly (A41). Its objective is to encourage the States of the Region to consider and promote facilitation within the framework of air transport as a fundamental tool for the recovery of International Civil Aviation. The following were the issues analysed in this working paper:

- Post-COVID-19 pandemic facilitation operational measures
- Step up national coordination and international cooperation
- Foster digital data sharing to facilitate seamless, contactless processes during the COVID-19 pandemic and beyond
- Future approaches to manage sustainable health-related facilitation measures that enhance passenger experience and promote implementation monitoring
- Public Health Corridor – PHC

4.6 Discussion during the asynchronous phase received comments in line with the actions carried out by States at international conferences on facilitation, particularly at the High Level Conference on COVID-19 (HLCC 2021). The States demonstrated their commitment to collaborate to advance the actions suggested by the Working Paper. The relevance of CAPSCA as a coordinating entity for initiatives, such as the implementation of PHC, was highlighted. In addition, the need to develop training programmes for facilitation experts was emphasized.

4.7 The Meeting took note of the importance of facilitation for State’s coping during and after the COVID-19 pandemic. After the discussions and comments from the States, the adoption of the conclusion proposed in the working paper is proposed:

CONCLUSION RAAC 17/10	AIR TRANSPORT FACILITATION	
<p>That:</p> <p>a) States should strengthen the area of facilitation, especially the effective implementation of NATFP and NATFC;</p> <p>b) the FAL functions in the organizational charts of the CAAs are strengthened, and develop training programs in Facilitation for relevant personnel, taking advantage of the ICAO Facilitation Courses;</p> <p>c) FAL measures are harmonized in the States of the SAM Region in light of the results of the High-Level Conference on COVID-19;</p> <p>d) passenger data exchange systems are implemented, in coordination with relevant authorities;</p> <p>e) participation in the CAPSCA Group is encouraged, and collaborate in the development of a strategy to implement the recommendations of the CART, especially the implementation of PHC among the States, in conjunction with the recommendations of the Public Health Authorities in their States, the</p>	<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Technical/Operational</p>	

recommendations of the High-Level Conference on COVID-19, and with the ICAO Electronic Bulletin - EB 2023/6, of 16 January 2023; and f) advantage is taken of the benefits of iPacks on PHC and FAL.	
Why: <ul style="list-style-type: none"> • To improve the implementation of Annex 9 Standards on Facilitation. • To improve risk management for aviation security with minimal inconvenience to passengers and for the release of goods. • To achieve resilience to public health events. 	
When: At a short and medium term	Status: <input checked="" type="checkbox"/> Valid <input type="checkbox"/> Invalid <input type="checkbox"/> Finalized
Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input checked="" type="checkbox"/> ICAO HQ <input type="checkbox"/> Other:	

WP/11 - Summary of the A41 resolutions for the SAM Region

4.8 The Secretariat has presented the Resolutions of the 41st ICAO Assembly that could generate action requirements for the States of the SAM Region.

4.9 The States welcomed the working paper and indicated that it presents an overview of relevant results of the 41st ICAO Assembly, which should be considered by the Member States according to the reality of each one of them.

WP/14 – PBN implementation in France: a return of experience

4.10 This working paper details cases of operational safety incidents due to human error in the altimetry setting during the execution of Baro VNAV approaches. In that sense, a mitigation option is proposed for these incidents, through the implementation of satellite-based augmentation - SBAS, which simultaneously provides lateral guidance and vertical guidance to execute precision landings. It was remarked that SBAS is a cost-efficient alternative to ground-based augmentation - GBAS, because it avoids the costs of installation and certification of stations at the airport.

4.11 It was reported that, in the SAM Region, research and trials have been carried out regarding SBAS and GBAS, however, it has not been possible to declare the viability of this technology to be applied in PBN precision approach procedures. In 2016, the Seminar/workshop for the implementation of infrastructure to support PBN and GNSS precision approach was held at the SAM Regional Office. The Summary of this event presents conclusions and recommendations on the studies carried out so far, in the following link:

<https://www.icao.int/SAM/Pages/MeetingsDocumentation.aspx?m=2016-GBAS&t=1>

4.12 The Meeting agreed that the information presented was very relevant. ICAO's EURNAT European Aviation System Planning Group (EASPG) has decided to prepare an ICAO OPS EUR Bulletin on the vulnerabilities of Baro VNAV approaches. The Meeting recommended that the Technical Groups of the SAM Region be informed about the aforementioned Bulletin, and begin the collection of background

information on safety occurrences generated by the incorrect altimetry setting for PBN operations, and even for conventional operations.

WP/17 - Strategy for the implementation of the One Stop Security Concept (OSS)

4.13 This working paper presents the importance and challenges for the implementation of the One Stop Security (OSS) concept in the Region, as part of the strategy contained in the Declaration to promote connectivity through the development and sustainability of air transport in the Pan-American Region for the years 2020-2035. The reduction of costs associated with the security inspection of transfer passengers and their luggage and the reduction of the minimum connection time at airports are essential for the competitiveness and development of air transport in the Region.

4.14 During the asynchronous meeting, it was noted that equivalent measures need not be prescriptively identical. In addition, it was considered that the meetings of the AVSEC/FAL Regional Group were an adequate space to discuss this topic and the search for data in each State was supported for a better evaluation of the potential implementation of the Programme. Panama's experience in terms of unilateral agreements was mentioned and the importance of compliance with the guidelines for recognition of equivalence in security measures was emphasized, such as the formalization of a MoU, validation processes and constant collaboration between States. The advantages of the programme and the important need to provide economic resources to allow the participation of the States in the OSS were also underlined, as well as the need to seek its implementation in the shortest possible time.

4.15 In conclusion, it was agreed to continue working together to advance in the development and implementation of the programme, with the aim of improving aviation security in the Region.

4.16 The United States noted that they had the authorization to implement six OSS programmes and were evaluating airports in the Region as possible candidates. Likewise, they reinforced the benefits of OSS and the need for a robust implementation of Annex 17. In addition, they offered to share their experience on the subject with the Region.

WP/18 - Commitment to promote Gender Equality and Women's Development in Aviation

4.17 This working paper presents a study carried out by ICAO SAM and Dinacia Uruguay, in collaboration with INUMET, Puertas del Sur and DINACIA, focused on analysing gender equality in the Uruguayan aviation sector. The initiative seeks to comply with UN Sustainable Development Goal 5, which promotes gender equality and the empowerment of women and girls, with a goal of 50-50 balance in professional and leadership positions by 2030 and monitors the Conclusion GREPECAS/20/09. Using UN Women's WEP gender gap analysis tool, policies and practices related to leadership, workplace and community were assessed. The results indicated that DINACIA and INUMET are in the initial stages of recognizing the importance of gender equality, while the Airport Concessionaire reached an intermediate level in progress towards gender equality.

4.18 The comments made at the asynchronous meeting on the Working Paper presented by Uruguay show general support for the initiative. They highlight the importance of having an express commitment from senior management to achieve gender equality in the aviation sector, both nominally and qualitatively. Countries like the United States, Chile and Venezuela support projects that promote gender equality in aviation and applaud Uruguay's efforts in this regard, showing their willingness to collaborate on the subject.

CONCLUSION RAAC 17/11		PROMOTION OF GENDER EQUALITY AND WOMEN'S DEVELOPMENT IN AVIATION	
That: SAM States, in support of the gender equality policies, be committed to: a) Consult the relevant resources to strengthen the approach that guarantees non-discrimination and equal opportunities b) Review the results for a team to discuss strengths and opportunities, develop an action plan and start generating a Gender KPI.		Expected impact: <input checked="" type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input type="checkbox"/> Technical/Operational	
Why: Promote gender equality and women's development by supporting UN Sustainable Development Goal 5.			
When: To be reported in the next RAAC		Status: <input checked="" type="checkbox"/> Valid <input type="checkbox"/> Invalid <input type="checkbox"/> Finalized	
Who: <input type="checkbox"/> Coordinator <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input checked="" type="checkbox"/> ICAO HQ <input type="checkbox"/> Other:			

WP/19 – CAPSCA Programme in Air Transport

4.19 This working paper presents to the Meeting the importance of the exchange of information and collaboration with the public health authorities to strengthen health security in the States. In addition, efforts to control public health threats require all stakeholders to adapt to new challenges to continuously improve respective coordination and collaboration, taking into account the conclusions of the High Level Conference on COVID-19 (HLCC). 2021).

4.20 Its objective is to encourage the States of the Region to consider and promote the activities of the ICAO CAPSCA Programme in the framework of air transport as a fundamental tool for the recovery of international civil aviation.

WP/23 – Promotion of CORSIA scheme verification bodies in the SAM Region

4.21 Argentina has submitted the working paper related to the concern, shared with all States, about the non-existence of CO2 emission reporting verification agencies in the SAM Region.

4.22 The States appreciated the working paper and agreed that the non-existence of verification bodies to verify annual emission reports of air operators, as established in Part II, Chapter 2, 2.4.1.1, of Annex 16, Vol. IV - CORSIA generates an additional cost to air operators.

4.23 The proposal to establish Working Groups to address this situation is welcomed by States. Also, a State has mentioned that Civil Aviation Authorities could establish verification systems to supplement this requirement.

4.24 The Secretariat has clarified that, concerning the establishment of Working Groups to address the issue of Certifying Agencies, it should be considered, in the States, to establish, first of all, a link with the Management Systems Certifying Agencies and work in strategic alliances so that these Agencies establish sustainable lines of business, and with that purpose, to be able to have professionals qualified in the certification of emissions reports in accordance with the ISO 14064-3:20061 standard and the relevant requirements of Appendix 6, Section 3 of Annex 16, Vol. IV - CORSIA.

4.25 Additionally, about the proposal that Civil Aviation Authorities establish verification systems to meet this requirement, the Secretariat highlighted that to install verification systems and replace the requirement of verification by a certifying agency, the first step is that States must include this process in their national regulation of Annex 16, Vol. IV - CORSIA. In addition, ICAO must be notified of this difference concerning the Reference Annex, published on the e-FOD platform, and reflected in the State's AIP in Section GEN 1.7 and mention the alternative methods the State will apply to comply with this requirement.

WP/24 – Promotion of projects for the development of sustainable aviation fuels

4.26 The Secretariat thanks for the working paper presented by Argentina. About the proposal, the States expressed their support for having a space to disseminate the science, technology, and regulations on the production and use of SAF.

4.27 The Secretariat informed the States that the ICAO Environment Office, through the ACT-SAF Program, carries out a monthly webinar program to disseminate the technical aspects related to SAF. The Region could promote these identical webinars for the States and generate virtual forums to share factors related to SAF regulations and technology.

4.28 In addition, strategic alliances can be established with industry and the States to promote technical visits to SAF production plants and companies that create the production technology.

WP/25 - Implementing the light-sport aircraft category as a means of a safe and sustainable development of the small aircraft industry in the SAM Region

4.29 Under this agenda item, the following working paper was presented: WP/25 - Implementing the light sport aircraft category as a means of a safe and sustainable development of the small aircraft industry in the SAM Region.

4.30 The proposal of the working paper, related to the importance of promoting the implementation of the light sport aircraft category in the regulatory framework of the SAM States and the cooperation needed at the international level to reduce technical barriers to international trade in the SAM Region, was well received by the States.

4.31 During the asynchronous phase of the Meeting, comments were received from France, USA, Guyana, Uruguay and Venezuela, supporting Brazil's initiative.

4.32 The progress that can be made towards regional harmonization, on the subject of the working paper, would bring potential benefits to the SAM Region, promoting international trade, industry development and global safety, cost reduction, easier fleet renewal with safer aircraft, and the reduction of regulatory barriers to industry development.

WP/26 – Approval of a standardized model relating to implementation of electronic license

4.33 Through this working paper, Brazil informed the Meeting about the implementation of an electronic version of the licenses issued to Brazilian civil aviation professionals and the feasibility of sharing this solution with the States of the ICAO SAM Region, ensuring an optimized use of their resources and a faster way of exchanging technical information related to licenses by each State. In this regard, Brazil proposed a conclusion for the consideration of the SAM States.

4.34 On this matter, the SAM Office together with the Operations Section at ICAO Headquarters have organized a one (1) hour webinar to be held during the week of May 8 of this year. The following topics will be addressed *in the webinar*:

- ✓ Current and future EPL tools based on the provisional solution;
- ✓ State of the long-term solution: What does it contain and what does not; and
- ✓ What would be needed in terms of data to be shared according to the current proposal for the long-term solution.

WP/30 – Chile's experience in the development and implementation of the Civil Aviation Master Plan (CAMP)

4.35 The Meeting noted the information presented by Chile in working paper (WP/30) regarding the experience in the development and implementation of the Civil Aviation Master Plan. The WP identifies the main objectives of the Master Plan, highlighting four fundamental axes: 1) Air Connectivity, 2) Operational Safety, 3) Institutional Strengthening, and 4) Environmental Protection. The experience shared by Chile on the challenges and opportunities for improvement identified in the development of the civil aviation Master Plan is of great value for other States of the SAM Region, as was recognized by the Meeting.

WP/37 – The Industry Position on Environmental Taxes

4.36 IATA proposed to the States through this working paper, to promote the non-proliferation of Environmental Taxes.

4.37 The States indicated that ICAO promoted the CORSIA scheme, in order to avoid different measures for environmental protection,

4.38 States are aware of the impact of new taxes or fees on the costs of air operations and that a high percentage of these costs are transferred to airline tickets, which could discourage air transport. For this reason, they agree that it is advisable to prevent the creation of taxes.

4.39 However, States are also aware that it is within the power of national governments to create new taxes on commercial and economic activities, including aviation.

4.40 Additionally, domestic aviation is excluded from the scope of CORSIA, and IATA is requested to clarify whether the proposal is for international aviation or includes domestic flights.

WP/38 - Member States' Role in Supporting the Energy Transition to Sustainable Aviation Fuels (SAF)

4.41 IATA, through this working paper, has presented the aviation industry's view on the actions needed for member states to develop Sustainable Aviation Fuels policies.

4.42 States have indicated that there is a need for innovative policies to develop and deploy SAFs and that there are challenges to developing and deploying SAFs and procedures to drive their advancement.

4.43 However, the States have indicated that no actions can be defined concerning the study note because they refer to paragraphs 3.3, 3.4, and 3.5, which do not contain.

WP/42 – Mixed Passenger Terminal Concept

4.44 This working paper, presented by IATA, proposes a shift of paradigm to accommodate a mix of outgoing passengers, both national and international, using the same infrastructure as the passenger terminal and allowing significant CAPEX and OPEX savings for the airports, with impacts on airport charges.

4.45 In this sense, IATA proposes that States have a holistic vision of passenger processing requirements and the use of technology for the control and identification of passengers, as can be seen in airports in the United States and Mexico.

4.46 During the asynchronous discussion, it was mentioned that the WP should be studied in more detail and with all the areas involved to obtain more information, and the importance of separating national and international flights in different terminals was also highlighted. The Secretariat takes note of these points of view and will include them in the final report.

WP/49 – Development of Regionally Harmonized Standards and Provisions for the Safe and Efficient Integration of UAS and New Entrants

4.47 This working paper, presented by IATA, highlights that the rapid proliferation of UAS for commercial use requires safe and efficient integration of existing operational airspace. There is also a need to develop standards that allow states to establish harmonized standards. Industry can contribute to this process building.

4.48 It was reported that the SAM Region is already pushing the integration and harmonization of regulations for UAS and RPAS. The harmonization of requirements for operations with electric vertical take-off/landing (eVTOL) aircraft will also be considered within the set of Latin American Regulations (LAR).

4.49 With the support of the State and SRVSOP focal points, the first editions of the Operations Concepts (CONOPS) for Unmanned Aircraft Systems (UAS) and UAS Air Traffic Management (UTM) have been developed, as well as the LAR UAS 100 and 101 covering UAS operations for the open category. The LAR UAS 102 for UAS operations in the specific category is currently under development.

Agenda Item 5A: Other business

5.1 Under this agenda item, the following working paper was presented:

- *WP/16 – Comprehensive Air Traffic System Global Council (CATS Global Council), CANSO*
- *WP/35 – Advancing Accessibility for all, IATA*
- *WP/51 - Economic Outlook and the Value of Aviation, IATA*
- *IP/07 – Initial Concept of Operations for an Info-Centric National Airspace System. United States*
- *IP/08 - Electronic Flight Bag Training Initiative for the ICAO South American Region, United States*

WP/16 – Comprehensive Air Traffic System Global Council (CATS Global Council)

5.2 CANSO presented this working paper on the roadmap drawn up by the Global Council of the "Complete Air Traffic System" (CATS) that sets out key activities to achieve the Future Skies Vision by 2045. The Secretariat highlighted that the Global Air Navigation Plan (GANP) is the ICAO's modernization plan for air traffic management. The Executive Committee of the 41st Assembly expressed in its Report (ICAO Doc 10183) the invitation to Industry to submit the contents of the aforementioned Roadmap through the appropriate ICAO mechanisms for the update of the GANP.

WP/35 - Advancing accessibility for all

5.3 IATA presented this working paper on the growing importance of people with disabilities and the elderly in the demand for air travel. The United Nations Convention on the Rights of Persons with Disabilities (CRPD) and the need for international cooperation to improve accessibility in transport, including people with disabilities and the elderly. IATA supports ICAO and its member states in the development of policies for more accessible air transport and requests a specific work programme based on the resolution adopted at the 41st Assembly, which promotes a coherent regulatory approach in global accessibility.

5.4 During the asynchronous phase of RAAC/17, the participants expressed their support for collaboration between States, industry and associations of persons with disabilities to improve air travel conditions for persons with disabilities in all countries, including developing countries. The importance of recognizing the needs of different passengers, especially those with disabilities and/or limited mobility was highlighted, and States were urged to comply with the accessibility standards set out in Annex 9. Some countries, such as Peru, mentioned their legislation in support of inclusion and accessibility. Participants also supported the development of a dedicated work programme to generate globally recognized regulatory guidance on accessible air transport, driving a consistent regulatory approach to global accessibility.

CONCLUSION RAAC 17/12		INCLUSION AND REDUCTION OF BARRIERS TO AIR TRANSPORT FOR PERSONS WITH DISABILITIES AND THE ELDERLY	
That: SAM States conduct the following activities: a) Foster collaboration between States, industry, and disability associations to improve the air travel conditions of persons with disabilities in every country, including developing countries; and b) a robust and long-term accessibility strategy and work plan be developed and established in the States..		Expected impact: <input checked="" type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Technical/Operational	
Why: To reduce barriers for people with disabilities and the elderly and prepare for the increase in passengers in these conditions in the coming years.			
When: At short and medium term		Status: In process	
Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input checked="" type="checkbox"/> ICAO HQ <input type="checkbox"/> Other:			

WP/51 – Economic Outlook and the Value of Aviation

5.5 This working paper showed an economic overview, the current situation, the projection of air transport connectivity and aviation growth in the SAM Region, as well as the possible actions that governments should take (through ICAO) to promote and support the strong recovery process observed in the SAM Region.

5.6 In this way, the States supported the working paper and took note of the information. They also stressed the challenge of seeking the best strategies in coordination with the industry for the recovery of air transport in order to make greater connectivity feasible and jointly prepare them for possible events that may again affect aviation.

IP/07 – Initial Concept of Operations for an Info-Centric National Airspace System. United States

5.7 This paper presented the Federal Aviation Administration’s (FAA) concept document describing future operations in the United States (U.S.) National Airspace System (NAS) titled “Initial Concept of Operations for an Info-Centric National Airspace System.” This vision builds upon the Next Generation Air Transportation System (NextGen) to enhance current capabilities and facilitate new and novel operations. A key operational principle of the FAA Info-Centric NAS vision is to “globally harmonize services and operations of the Info-Centric NAS.” Detailed documentation is available, in the following links:

<https://www.faa.gov/about/officeorg/headquartersoffices/ang/charting-aviations-future-operations-info-centric-national>

<https://www.faa.gov/about/officeorg/headquartersoffices/ang/icn-conOps>

IP/08 - Electronic Flight Bag Training Initiative for the ICAO South American Region, United

5.8 Through this information paper and a video, the United States of America informed RAAC/17 that its Federal Aviation Administration (FAA) and the ICAO South American Regional Office (SAM) partnered to provide specialized electronic flight bag (EFB) training to safety inspectors in the SAM Region and that this approach can serve as a model for future technical training in the Region.

5.9 In December 2022, the FAA began training nineteen (19) aviation safety inspectors (ASIs) from twelve (12) Civil Aviation Authorities (CAAs) in South America: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Panama, Paraguay, Peru, Suriname and Uruguay.

5.10 The ICAO SAM office organized EFB seminars on January 18 and 25, 2023. The seminars began with a presentation that reflected the training course to include EFB functionality, technical feature requirements and the role of the ASI in authorizations. It also included best practices, lessons learned and FAA operational experiences. A total of 19 ASIs completed the online training and participated in the webinars.

5.11 The EFB training course delivered provided technical expertise to the SAM ASIs as part of their continuing professional development. It can be considered as practical on-the-job training (OJT) Level 1. It is the responsibility of the inspector's CAAs to link this FAA training to the CAA's own regulatory system through practical OJT Levels 2 and 3.

5.12 The SAM Office expressed its appreciation for the support provided by the FAA to the SAM Region States and kindly requested to continue this partnership in the interest of improving safety in South America.

5.13 Currently, the SAM Office and the FAA are organizing the delivery of the following Governmental Safety Inspector (GSI) virtual courses in English language to be scheduled starting in October 2023:

- GSI Air Service Operator Certification GSI Course;
- GSI Airworthiness GSI Course;
- GSI Personnel Licensing Course; and
- GSI Air Cargo Certification Course.

RAAC/17



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

SEVENTEENTH MEETING OF CIVIL AVIATION AUTHORITIES

RAAC/17

**FINAL REPORT OF THE FACE TO FACE PHASE OF RAAC/17 -
STRATEGIC EXERCISES**

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

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of ICAO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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HISTORY OF THE MEETING

ii-1 PLACE AND DURATION OF THE MEETING

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

ii-2 OPENING CEREMONY AND OTHER MATTERS

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

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

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

The following authorities were present at the head table:

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

ii-3 ORGANISATION, OFFICERS AND SECRETARIAT

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

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

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

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

ii-4 **WORKING LANGUAGES**

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

ii-5 **AGENDA**

The following Agenda was adopted:

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

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

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

ii-6 **ATTENDANCE**

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

ii-7 **LIST OF CONCLUSIONS**

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

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

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

BOLIVIA

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

BRASIL / BRAZIL

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

CHILE

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

ESTADOS UNIDOS / UNITED STATES

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

FRENCH ANTILLES-GUYANE

32. Patrick Pezzetta
33. Randria Ravo

GUYANA

34. Egbert Field
35. Rickford Samaroo

36. Abraham Dorris

PANAMA

37. Carlos Von Seidlitz

PARAGUAY

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

URUGUAY

41. Gaetano Battagliese Palladino
42. Alejandro Trujillo

VENEZUELA

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

ACI-LAC

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

AIRBUS

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

ALTA

52. José Ricardo Pataro Botelho
53. Jaime Escobar

BID

54. Cristian Navas

BOEING

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

CANSO

59. Javier Vanegas

CLAC/LACAC

60. Jaime Binder

EASA

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

EMPIC GmbH

- 65. Dennis Poetz
- 66. César Jiménez Dávalos

HONYWELL

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

IATA

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

IBAC

- 76. Kurt Edwards
- 77. Daniel Devraignes

SEABURY SOLUTIONS

- 78. Emilio Manuel Roché
- 79. Tomas Bruno

OACI / ICAO

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

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

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

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

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

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

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

https://www.icao.int/SAM/Documents/2023-RAAC17/MURAL%20RAAC17_2023-04-18_13-43-34.pdf

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

Strategic Exercise on Competitiveness

RAAC/17

Santiago, Chile, April 12, 2023

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

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

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

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

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

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

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

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

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

Strategic Exercise on Innovation

RAAC/17

Santiago, Chile, April 11, 2023

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

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

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

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

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

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

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

Strategic Exercise on Plans effectiveness

RAAC/17

Santiago, Chile, April 13, 2023

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

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

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

- The working groups recognize the importance of working in a coordinated manner within the institutions and coordinating with the States at the regional level. However, in this process, they face the following challenges:
 - a) Lack of information to prepare work plans for the different areas.
 - b) Difficulty coordinating with the different institutions involved in airport passenger management.
 - c) Difficulty in establishing fundamental indicators (KPIs) for these plans.
 - d) Difficulty in monitoring progress on the proposed goals.
 - e) Difficulty in implementing and achieving the goals proposed in the Plans.
 - f) Lack of clear ideas to monitoring the implementation and updating of the plans.

- Suggested actions to address these challenges:
 - a) High-Level Involvement in National Air Transport Development Plans;
 - b) Request external assistance (TCB) for the development of a strategic plan;;
 - c) Align National Development Plans to the Aviation Strategic Plan.;
 - d) Develop regional indicators to be included in the Plans.;
 - e) Identify tools and/or procedures to monitor these indicators and the degree of implementation of the Plans.;
 - f) Work jointly, within the State and at the regional level, to identify deviations (triggers) for the revision and updating of the Plans.;
 - g) Work on the standardization of the format of the National Plans at the Regional level;;
 - h) Promote the awareness of governments on the importance of designing a Civil Aviation and Air Transport Master Plan in the States.

Strategic Exercise on Governance

RAAC/17

Santiago, Chile, April 13, 2023

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

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

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

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

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

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

- Reinforce the continuation of State policies through established government plans.
- Advance in the level of institutional maturity of our authorities.
- Governance structures and their responsibilities must be clearly defined,
- Governance staff should be aligned with strategic and managerial direction rather than operational issues.
- Governance: Policy and legislation should define the scope of influence and control.

- OECD phase two study released
- Use of artificial intelligence to transform and improve governance processes.
- Analyze the creation of an Agency similar to the SRVSOP for AVSEC (SRVSEC)
- Strengthen governance in regional organizations (ICAO/CLAC) supporting States in training and recruitment plans.

Strategic Exercise on Human Resources

RAAC/17

Santiago, Chile, April 11, 2023

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

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

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

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

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

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

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

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

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

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

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

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

1- CORSIA

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

2- SAF

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

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

3.1 Agenda item 3B was addressed under agenda item 2B, since the strategy setting exercise of the SAM Region with regard to CORSIA and Sustainable Aviation Fuels (SAF) was worked the under strategic exercise in agenda item 2B.



DECLARATION FOR THE TRANSFORMATION OF THE CIVIL AVIATION OF THE SOUTH AMERICAN REGION

Santiago, Chile - 14 April 2023

We, the Civil Aviation Authorities (CAAs) of the South American Region, FAA, EASA, Industry Associations, and partners aircraft manufacturers, gathered here in the city of Santiago, Chile, to carry out a strategic exercise that provided transformational directives to ensure the sustainable growth and development of the aviation industry as an effective instrument for the promotion of the social and economic development of our Region. To achieve this, we focused our discussions on the following six pillars: competitiveness, environmental sustainability, human resources, effectiveness of aviation plans, governance of CAAs and innovation.

After this exercise and discussions around these six pillars, and within the framework of the Declaration to promote connectivity through the Development and Sustainability of Air Transport in the Pan-American Region (Fortaleza, Brazil 2018), the Seventeenth Meeting of Directors of Civil Aviation of the South American Region (RAAC/17):

DECLARES the following commitments:

1. We will work to foster a competitive environment that encourages new players and promotes investments, innovation, affordability, and better services for our aviation sector, enhancing its efficiency, safety, and security.
2. We will be the champions in our governments and organizations in promoting the integration of efforts between States, Industry and Academia to develop vanguard policies and initiatives to promote the Long-Term Aspirational Goal (LTAG) and the development, production and use of sustainable fuels and technologies.
3. We value our people as a key element for the continuous development of the aviation industry and we will invest in their development to enhance their skills and expertise, and at the same time open the doors for the next generation of women and men aviation professionals.
4. We will strive to develop and implement effective plans and policies that promote the growth and development of the aviation industry while ensuring integration with the other economic sectors that have aviation as a part of their value chain.
5. We will promote good governance practices to strengthen our CAAs and ensure a transparent, participative, and accountable aviation regulatory environment in the States of our Region.
6. We will encourage and support innovation in the aviation industry by promoting the research and development, the use of modern technologies and collaboration with stakeholders from the industry and academia.

We are committed to these pillars and will collaborate with all stakeholders to achieve our shared goals of a safe, secure, efficient, sustainable, and thriving aviation industry in South America.

The Civil Aviation Authorities Directors and industry partners highlighted the following:

Argentina – Lic. Paola Tamburelli, National Administrator, ANAC

“We had the opportunity to meet in this inspiring National Museum of Aeronautics and Space, to ratify our regional commitment and to discuss fraternally about the present and future of civil aviation.

We assume the challenge of taking the necessary actions to ensure a safe, competitive, and sustainable aviation that is a true engine for the transformation of South America.

We have the experience, the commitment, and the human resources to leave our mark on global aviation”.

Bolivia – Eng. José Iván García Terceros, Executive Director, DGCA

“Airlift squadrons profess, “Being Together is a Beginning, Staying Together is an Achievement, and Working Together is Success in Our Purposes”.

Working as a Region is a challenge for the global decarbonization of the aviation industry. We have the potential in the Region to make it sustainable with our capability to produce Sustainable Aviation Fuels (SAF) fuels.

The search for Leadership in the SAM Region is a process of continuous improvement in which we must all be actors”.

Brazil – Mr. Tiago Sousa Pereira, Director-President, ANAC

“The development of aviation in South America requires strong and independent governance from the regulatory authorities, which allows them to plan and execute consistent, effective, and sustainable actions in the long term. Therefore, it is concluded that it is necessary for the Region to advance in the level of institutional maturity of the authorities that guarantees stability, autonomy, and accountability”.

Brazil – Ten. Brig. do Ar Alcides Teixeira Barbacovi, Director General, DECEA and President, CERNAI

“On behalf of DECEA, Department of Airspace Control of the Brazilian Air Force, by participating in the 17th RAAC, I thank you for the opportunity provided by ICAO Lima to exchange knowledge, experiences and discuss good management and strategic planning practices with the authorities of civil aviation. This Meeting will certainly contribute to the civil aviation sector, further preparing our staff, improving connectivity, and promoting innovation. From it, we will be able to adopt concrete actions for the operation of aircraft in a more sustainable way.

At the end, we will be regionally strengthened and focused on the search for an increasingly complete aeronautical service. We congratulate you on the initiative in preparing a regional strategic plan, in view of the challenges ahead”.

Chile - General Aviation Raúl Jorquera Conrads, Director General, DGAC

“The message or motto for this Meeting is to let us transform South America and I want us to stay with that spirit.

Let us transform South America is the message that ICAO wants to promote in this South American Meeting for the development of civil aviation. Let us transform South America, is to work as a team to see what the current situation of our respective countries is and what are the regional priorities, such as the ratification of international aviation law treaties and above all, initiatives for the development and sustainability of air transport in the Region”.

Chile – Mr. Martín Mackenna Rueda, Secretary General, Civil Aviation Board

"First of all, I want to thank the ICAO SAM Regional Office and the DGAC of Chile for their impeccable organization of RAAC/17, as well as highlighting the contribution of the authorities and organizations that participated in this activity, where, among other aspects of the agenda, I would like to highlight the LTAG/SAF Seminar and the innovative strategic planning exercise that took place in the framework of this Meeting.

I invite all of us who participate in RAAC/17 to continue tackling together the main challenges of the aeronautical sector in our Region. One of these is the de-carbonization of air transport, to which we are all committed through the LTAG that we agreed on at the 41st ICAO Assembly. Each State must contribute to this goal of net zero emissions by 2050 and collaborative work between us is essential to achieve it.

On the other hand, we must make progress in being more competitive to become an increasingly accessible mode of transport and to fully recover from the COVID-19 pandemic, for which, it is essential to reach agreements between the authorities that allow efficiency and dynamism to the sector. All the above, without leaving aside the most important asset of aviation, which is safety".

Guyana - Lt. Col. Egbert Field, Director General, Guyana Civil Aviation Authority

"The future is here, and we cannot afford to wait. The old approach of doing business will not propel us into this new era of innovation, environmental and human resource issues, etc. This is, therefore, a unique opportunity to formulate an approach which will bring renewed energy and ideas to meet the challenges which will arise from this rapidly expanding sector.

The new format of this RAAC/17 Meeting, in my opinion, therefore, sets the correct platform for this transformation of the aviation industry in South America. By amalgamating the ideas, suggestions, and experiences of the people in various sectors of the industry, we can transform South America - a change is going to come!"

Panama - Mr. Carlos Von Seidlitz, Director, Air Transport, CAA

"The RAAC/17 experience has been highly enriching. The participation of the actors in the energy sector has been very interesting and has allowed us to make visible the industry's investment in the region, and in sister countries where alternative, fewer polluting fuels are produced. These efforts bring us closer to the regional path towards the 2050 goals on emissions. Panama appreciates the effort of the Regional Office to organize such a dynamic and interesting Meeting, which will be key to the transformation of SAM Region".

Paraguay – Mr. Felix Kanasawa, President DINAC

"On behalf of the Paraguayan State, I would like to thank the hospitality and cordiality of the General Directorate of Civil Aeronautics of Chile for welcoming us and for carrying out this Meeting of Civil Aviation Authorities of the SAM Region.

Also, highlight the support of the ICAO SAM Regional Office in such an outstanding event where authorities from different States and industry representatives focus on facing the present in order to build a sustainable future of aviation contributing to the development of SAF as well as the challenges arising from technological innovation and update aeronautical regulations in order to guarantee the efficiency, effectiveness and safety of operations.

Also note that, with the commitment, collaboration and support of all sectors, we will be able to TRANSFORM SOUTH AMERICA".

Venezuela - M/G Juan Manuel Teixeira Díaz, President, INAC

“Today's world faces us with great challenges that call us to join efforts to achieve a more just society and a more efficient, sustainable, safe and competitive air transport, therefore, hand in hand with ICAO SAM, let us build air bridges to unite our people, let us promote mechanisms to achieve union in diversity, cooperation and South American integration; only together we will achieve the South American transformation.

We would like to take this opportunity to thank the SAM Regional Office, its technical team and members of the DGAC for their hospitality, effort and high professional level in carrying out this activity”.

ACI LAC – Mr. Francisco Medela Alonso, Industry Affairs Director

“We appreciate the invitation of the ICAO SAM regional office to participate in the annual Meeting of Directors of Civil Aviation of the Region.

We positively highlight the strategic planning exercise that encourages participation and exchange of experiences between the different states. We appreciate the efforts to increase the productivity of these sessions”.

CANSO – Sr. Javier Vanegas – Director, Latin America and Caribbean Affairs

“The RAAC/17 was conducted in a very dynamic and efficient manner, involving the civil aviation directors, making merit to its motto "Transforming South America". The format for defining the future of aviation in the South American Region was an initiative that I am sure will continue and be set as the basis for future meetings.”

EASA – Mr. Alfonso Arroyo Fernández, Representative for Latin America and Caribbean**Ms. Eleonora Italia, International Cooperation Officer**

“Our first experience at RAAC17 was extremely positive as we witnessed a very professional collaboration and open dialogue among States and organizations of the Region. We agree with the importance of the six strategic exercises which conclusion showed a highly harmonized approach. EASA, as a RSOO, shares the importance recognized to the regional approach and is continuously available to strengthen the partnership and to share practices with ICAO SAM Office, the SRVSOP, LACAC and their Member States”.

FAA – Mr. Nicholas Reyes, Western Hemisphere Regional Director

“I wish to congratulate you on a highly productive, dynamic, and visionary Meeting. I hope this is the beginning of a movement to evolve the protocol of ICAO SAM meetings, and that it expands to the NACC region, and other regions. The format used is initiative-taking and creative. He kept the participants involved in all the planned activities. I look forward to seeing the results of the work done during the week”.

RAAC/17



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

SEVENTEENTH MEETING OF CIVIL AVIATION AUTHORITIES

RAAC/17

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

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

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of ICAO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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HISTORY OF THE MEETING

ii-1 PLACE AND DURATION OF THE MEETING

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

ii-2 OPENING CEREMONY AND OTHER MATTERS

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

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

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

The following authorities were present at the head table:

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

ii-3 ORGANISATION, OFFICERS AND SECRETARIAT

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

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

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

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

ii-4 **WORKING LANGUAGES**

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

ii-5 **AGENDA**

The following Agenda was adopted:

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

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

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

ii-6 **ATTENDANCE**

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

ii-7 **LIST OF CONCLUSIONS**

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

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

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

BOLIVIA

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

BRASIL / BRAZIL

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

CHILE

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

ESTADOS UNIDOS / UNITED STATES

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

FRENCH ANTILLES-GUYANE

32. Patrick Pezzetta
33. Randria Ravo

GUYANA

34. Egbert Field
35. Rickford Samaroo

36. Abraham Dorris

PANAMA

37. Carlos Von Seidlitz

PARAGUAY

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

URUGUAY

41. Gaetano Battagliese Palladino
42. Alejandro Trujillo

VENEZUELA

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

ACI-LAC

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

AIRBUS

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

ALTA

52. José Ricardo Pataro Botelho
53. Jaime Escobar *

BID

54. Cristian Navas

BOEING

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

CANSO

59. Javier Vanegas

CLAC/LACAC

60. Jaime Binder

EASA

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

EMPIC GmbH

- 65. Dennis Poetz
- 66. César Jiménez Dávalos

HONYWELL

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

IATA

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

IBAC

- 76. Kurt Edwards
- 77. Daniel Devraignes

SEABURY SOLUTIONS

- 78. Emilio Manuel Roché
- 79. Tomas Bruno

OACI / ICAO

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

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

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

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

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

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

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

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

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

Strategic Exercise on Competitiveness

RAAC/17

Santiago, Chile, April 12, 2023

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

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

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

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

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

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

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

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

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

Strategic Exercise on Innovation

RAAC/17

Santiago, Chile, April 11, 2023

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

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

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

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

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

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

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

Strategic Exercise on Plans effectiveness

RAAC/17

Santiago, Chile, April 13, 2023

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

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

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

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

Strategic Exercise on Governance

RAAC/17

Santiago, Chile, April 13, 2023

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

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

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

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

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

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

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

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

Strategic Exercise on Human Resources

RAAC/17

Santiago, Chile, April 11, 2023

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

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

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

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

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

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

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

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

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

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

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

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

1- CORSIA

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

2- SAF

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