Strategic Approach for Aviation Recovery in the NAM/CAR Regions

ICAO NACC Regional Office

STRATEGIC APPROACH FOR AVIATION RECOVERY IN THE
NORTH AMERICAN AND CARIBBEAN (NAM/CAR) REGIONS

FRAMEWORK FOR INTERNATIONAL AIR TRANSPORT RECOVERY IN THE NAM/CAR REGIONS IN
RESPONSE TO COVID-19

[DRAFT]

It is important to emphasize, that this document does not represent a legally binding, nor compulsory activities or mandatory compliance document. It does, however, represent the regions, intended to support ICAO's concepts as represented in the ICAO CART (Council's Aviation Recovery Task Force) results. We note that **"The work of the ICAO Council's Aviation Recovery Task Force (CART) is aimed at providing practical, aligned guidance to governments and industry operators in order to restart the international air transport sector and recover from the impacts of COVID-19 on a coordinated global basis."** We further note this document, as well as the Council`s document and associated measures, are living documents and as such will be updated as required given the dynamic circumstances of the COVID-19. The NACC Regional Office will be the depository of this document and its associated Appendixes and responsible for regional coordination with member States for future revisions. The document also represents a coordinate approach of best practices and inputs form States, Industry, International organizations and other users of a compilation of best practices and experiences of this situation, which constantly changes. We recognize the vast diversity of the NACC States and the complexity associated with standardization in such a diverse region. This document takes into account harmonized measures and protocols that can be implemented in throughout the Region and further coordinated with other regions. This document and associated appendices outline measures and protocols that when followed could be recognized by other States as providing an acceptable method for enhancing the health, safety, security, and other such needed implementation actions for restart of aviation in our Region.

> This document is approved by the Second North American, Central American and Caribbean (NACC) Directors of Civil Aviation COVID-19 Videoconference and published by ICAO NACC Regional Office, Mexico, Mexico City

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BACKGROUND

The industry of aviation has been strongly affected by the COVID-19 outbreak. From the onset of the coronavirus disease 2019 (COVID-19) crisis, the aviation system has faced ever-growing challenges. The airlines, airports and their respective organizations, as well as other actors of the industry, have requested actions by the Governments to assist in reducing the effects if the crisis. Taking into account the multitude of situations and different requests, as well as the responses from the Governments of all the world, we foresee an important opportunity to include the efforts of the Member States and the industry (airlines, airports, air navigation service providers) to confront the current situation, as well as to create an environment for an effective and harmonized recovery.

The ICAO NACC Region Office is complementing the existing measures and activities being provided to the States and Territories of the NAM/CAR Regions, has taken the leadership together with the States CAAs to agree on a harmonized, committed approach toward a single strategic approach for the States following the ICAO guidance and policies. This document sets out the commitment and agreement for such approach of the Member States, with a view to promote, follow-up and ensure the timely, ordered and harmonized aviation recovery approach.

It is important to emphasize, that this document is presented as a Strategic Approach, compilation of best practices and experiences of this situation, which constantly changes. It does not represent a regional plan nor compulsory activities or mandatory compliance. We recognize that each State has different realities, structures and plans, which may not adjust to all the contents of this document.

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

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

The blank boxes simplify the annotations.

RECORD OF AMENDMENTS AND CORRIGENDUM

AMENDMENT				CORRIGENDUM			
No.	Date applicable	Date of annotation	Registered by	No.	Date applicable	Date of annotation	Registered by

ABBREVIATIONS AND ACRONYMS

ACI-LAC	Airports Council International – Latin America and the Caribbean
CAA	Civil Aviation Authorities
CANSO	Civil Air Navigation Services Organization
CAPSCA	Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation
CART	ICAO Council Aviation Recovery Task Force
COVID-19	Coronavirus Disease 2019
CCRD	COVID-19 Contingency Related Differences
DCA	Directors General of Civil Aviation
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
IDB	Inter-American Development Bank
IFALPA	International Federation of Air Line Pilots' Associations
LACAC	Latin American Civil Aviation Commission
NACC	North American, Central American and Caribbean Regional Office
PAHO	Pan American Health Organization
PHC	Public Health Corridor
RASG-PA	Regional Aviation Safety Group Pan-America
SAM	South America
WHO	World Health Organization
UNWTO	United Nations World Tourism Organization

1. Introduction

1.1 Background

1.1.1   The aviation industry and air transport in general has been strongly affected by the COVID-19 outbreak. The airlines, airports, Air Navigation Service providers as well as other industry actors have requested actions by the Governments and ICAO, to assist in reducing the effects of the crisis. The entire community recognizes the urgent need to reduce the public health risk of the spread of COVID-19 by air transport and protect the health of air travellers and aviation personnel;

1.1.2   The NACC States/ Territories and the Aviation community has stressed the importance of:
a) ensuring that response actions and measures are based on science and facts;
b) engaging in cross-sector collaboration and the principles of multilateralism, strong international cooperation and coordination among all entities involved in the joint action against this public health emergency of international concern (PHEIC); and
c) providing reliable and timely information to aviation authorities, airlines and other aircraft operators, airports and the public to help control the further spread of the virus.

1.1.3   Under this critical conditions, the ICAO had reassured States and all Stake holders continue to support the aviation sector by working with Member States, and cooperating with the WHO and other relevant agencies of the United Nations system, and industry partners such as the International Air Transport Association (IATA) and Airports Council International (ACI); and will continue to closely monitor the situation, supports Member States in their response measures as appropriate, and stands ready to take further action as circumstances develop.

1.1.4   On June 1, 2020, the International Civil Aviation Organization (ICAO), through the Council Aviation Recovery Task Force (CART), has resolved to partner with its Member States, international and regional organizations, and industry to address these challenges and to provide global guidance for a safe, secure and sustainable restart and recovery of the aviation sector. Result of the CART an international approach for the Aviation restart and recovery has been proposed. Globally- and regionally-harmonized, mutually-accepted measures are essential. Such measures should be compatible with safety and security requirements; proportionate to the improvement of public health; flexible where possible to allow for a viable economic recovery; and safeguarded not to distort markets. Measures that impose costs or burdens on the industry must be carefully considered and justified by safety, public health, and confidence of passengers and crew.

1.1.5   In this regard, the NACC States and territories fully support the guidance provided by the ICAO Council and agreed that a strategic approach, developed in a jointly and collaborative way, is necessary to attend the multitude of situations and different requests, as well as the responses of the Governments and the collaboration commitment expressed by the Member States and the industry (airlines, airports, air navigation service providers, others) to confront the current situation and reach a quicker and harmonized recovery and also to avoid duplication and atomization of efforts. To this extend, on Thursday 4 June 2020, during the Second North American, Central American and Caribbean (NACC) Directors of Civil Aviation COVID-19 Videoconference, agreed in principles with this approach.

1.1.6   The Meeting highlighted the call for leadership from ICAO and supported the initiatives of the ICAO NACC Regional Office, and concluded in some main action points to work together in and

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orderly, informed and safely manner:

a) Support to the implementation of the Matrix on Restart and recovery of aviation operations related to AVSEC – Health Measures adopted by States during COVID-19

b) Approval of the Proposed Harmonized Protocol of Measures for the Restart and Recovery of Aviation in all other areas (Health, ANS, Safety & AGA)

c) The Director of the NACC Regional Office will continue coordination with his counterpart of the SAM Regional Office in order to synchronize actions and reach a NAM/CAR/SAM multi-regional agreement based on this Strategic approach

d) The Director of the NACC Regional Office will be available to present efforts made by States to other entities and international organizations so that the NAM/CAR States obtain external support if necessary and further fostering harmonization of the necessary measures for recovering aviation

1.2 Development of the Strategy Approach

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

2. The Aviation Recovery Strategic Approach

2.1   This chapter presents the aviation recovery strategy approach for the NAM/CAR Regions, developed in a collaborative manner among the different actors of the civil aviation system of the Region. It is based on the ICAO COUNCIL CART guidance, the feedback of NACC States/ Territories and the Council as well as the global guides of ICAO Secretariat.

Challenges

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

Communication/Coordination

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

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

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

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

Changing environment / dynamism

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

2.1.7   There is a high degree of uncertainty, product of the quickness with which the crisis was generated and the lack of understanding and information about the same evolution of the breakout. This uncertainty generates a favourable environment for decision making and business continuity.

Generating user confidence

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

Financial Sustainability / economic impact

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

The Diversity in the size and numbers of air operations in the NAM/CAR Regions

2.1.10   The NACC Regional Office is accredited to, and responsible for, working very closely with a diverse mix of 22 Contracting States and 19 Territories. Our member States range from the largest States with some of the world's largest and most complex aviation systems and economies as well as some of the smallest economies and less complex aviation systems. However, from the smallest to the largest no state is left behind in our commitment to assist and enhance the aviation standing of our States.

Protocol Harmonization

2.1.11   The need for harmonized protocols to reactivate international civil aviation and achieve international recognition of the measures is essential. These protocols, including health protocols, must observe the specially those recommendations of the health sector, to strengthen trust and build confidence of the flying public and all users.

2.1.12   Under the Appendix A and B, the harmonized protocols and measures are shown.

Operational Safety, Aviation Security and Facilitation

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

2.1.14   Compliance of facilitation standards will assist States in having a greater opportunity to face the crisis to promote the implementation of paperless and contactless technologies.

2.2   Aspirations

2.2.1   The aspirations of this Strategic Approach should achieve effective and active coordination among all the different actors, not only in the civil aviation system but also in the health, migration, tourism sector and the sectors that dictate public policies that affect the continuity of international air operations. The States and industry associations will favour the adoption of harmonized and coordinated measures to achieve recognition and acceptance of the measures taken between the States.

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

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

2.2.4   The crisis is evolving rapidly; therefore, all the measures adopted by the civil aviation system will be timely and constantly reviewed according to the epidemiological phases. The activities to achieve the objective of this strategy will be implemented gradually, and in an orderly manner, it is considered that the reaction phase is already assumed regionally, therefore, the immediate or short-term focus would be in the reactivation and recovery phases, leaving for Last and when you are already in a normal operating situation, the last phase, no less important, will be the creation of resilience in the system incorporating the lessons learned.

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

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

2.2.7   Following the single message submitted by ICAO on the strategic directives produced by the ICAO Council shall ensure a harmonized, effective, and ordered Aviation Restart and sustainable Recovery, by civil aviation authorities, industry and all Aviation Stakeholders.

2.2.8   The ICAO Council Aviation Restart/ Recovery Principles as guiding principles, along with this strategic Approach, must also be respectful of the sovereign decisions taken by States, in a delicate balance between the importance of responding regionally to reactivate civil aviation and respond to the genuine national interests of a State.

2.3   Focus Areas

2.3.1   The harmonized protocols and measures considered in this approach can be regrouped into four focus areas/categories:

   a)   Aviation safety-related measures
   - States may temporarily depart from ICAO Standards but must do so in a manner that does not compromise safety and security, and which is duly reported to ICAO. These departures should not be retained beyond the crisis:
     o   CCRD and other alleviations
     o   Handbook for CAAs on the Management of Aviation Safety Risks related to COVID-19 (Doc 10144)
     o   ICAO tools
     o   ICAO guidance

b)   Aviation public health-related measures

- States should establish public health procedures aligned with the guidance included in the document Take-off: Guidance for Air Travel through the COVID-19 Public Health Crisis.
- The necessity of these measures should be regularly reviewed. The measures which are no longer relevant should be discontinued when the need for their application has ceased to exist.
- Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA) programme
- Public Health Corridor (PHC)
- The guiding considerations for developing the Take-off document are to:
  o   Remain Focused on Fundamentals: Safety, Security and Efficiency;
  o   Promote Public Health and Confidence among Passengers, Aviation Workers, and the General Public; and
  o   Recognize Aviation as a Driver of Economic Recovery.

c)   Security and facilitation-related measures

- Member States should immediately establish a National Air Transport Facilitation Committee or equivalent, as required by Annex 9 to increase the national government level coordination, and systematically use the Passenger Health Locator Form as a reference. It is the State's responsibility to maintain security across all operations.
- An Implementation Package composed of standardized training and tools and similar assistance.
- ICAO guidance document, Aviation Security Contingency Plan during COVID-19.
- Manual on the Legal Aspects of Unruly and Disruptive Passengers (Doc 10117).

d)   Economic and financial measures

- These should be inclusive, targeted, proportionate, transparent, temporary and consistent with ICAO's policies, while striking an appropriate balance of interests without prejudice to fair competition.

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

2.4   Guiding Principles

2.4.1   Based on the ICAO Council guidance for the Aviation Restart/ Recovery, the NACC States/ Territories had agreed on the adoption of such directives for the harmonization of the whole implementation scheme and the joint work with all aviation actors and stake holders.

2.4.2   These guiding principles of the Strategic Approach are essential to guarantee success in the implementation of the different actions that are determined to be necessary. The guiding principles may be obvious and easy to understand, however, at the moment when the legitimate interests of the different actors may generate conflicts, the commitment of each sector to behave under these shared values, will be essential to guarantee the safe reactivation and orderly of air operations.

2.4.3   In this regard the NACC Strategic Approach is based on the following 10 principles for the Restart /Recovery of aviation in the NAM/CAR Regions:

1.   **Protect People: Harmonized but Flexible Measures.** States and industry need to work together to put in place harmonized or mutually accepted risk-based measures to protect passengers, crew, and other staff throughout the travel experience.

2.   **Work as One Aviation Team and Show Solidarity.** The respective plans of ICAO, States, international and regional organizations, and the industry should complement and support each other. While national and regional needs may require different approaches, States should harmonize responses to the extent possible, in line with ICAO's standards, plans and policies.

3.   **Ensure Essential Connectivity.** States and industry should maintain essential connectivity and global supply chains, especially to remote regions, isolated islands and other vulnerable States.

4.   **Actively Manage Safety-, Security- and Health-related Risks.** States and industry should use data-driven systemic approaches to manage the operational safety-, security-, and health-related risks in the restart and recovery phases, and adapt their measures accordingly.

5.   **Make Aviation Public Health Measures.** Work with Aviation Safety and Security Systems. Health measures must be carefully assessed to avoid negatively impacting aviation safety and/or security.

6.   **Strengthen Public Confidence.** States and industry need to work together, harmonizing practical measures and communicating clearly, to ensure passengers are willing to travel again.

7.   **Distinguish Restart from Recovery.** Restarting the industry and supporting its recovery are distinct phases which may require different approaches and temporary measures to mitigate evolving risks.

8.   **Support Financial Relief Strategies to Help the Aviation Industry.** States and financial institutions, consistent with their mandates, should consider the need to provide direct and/or indirect support in various proportionate and transparent ways. In doing so, they should safeguard fair competition and not distort markets or undermine diversity or access.

9.   **Ensure Sustainability.** Aviation is the business of connections and a driver of economic and social recovery. States and industry should strive to ensure the economic and environmental sustainability of the aviation sector.

10. **Learn Lessons to Improve Resilience.** As the world recovers, the lessons learned have to be used to make the aviation system stronger. A risk-based and gradual approach to restoring civil aviation shall always be included

2.5   **Activities**

2.5.1   For the implementation of the Aviation Recovery/Restart following the NACC Strategic Approach, an initial set of high level activities shall be conducted by the NACC States/ Territories, ICAO NACC Office and other Aviation stakeholders in close coordination with the CART 11 recommendations.

2.5.2   Rigorous follow-up to the recommendations and measures, as amended, and outlined by the ICAO CART will be required at all levels, local, national and international. The measures will also need to be adjusted to respond to the evolving situation. The CART Recommendations by the focus areas are as follows:

Aviation safety-related measures

> **Recommendation 1:**   During the global COVID-19 outbreak, Member States should continue updating COVID-19 Contingency Related Differences (CCRDs) in the Electronic Filing of Differences (EFOD) subsystem.
> **Recommendation 2:**   Member States should avoid retaining any COVID-19 related alleviation measures as soon as normal operations are resumed. Differences that remain after the contingency if any should be filed in the EFOD system.
> **Recommendation 3:**   Member States should expedite the development of guidance for safety management of new operations or operation change during this crisis.
> **Recommendation 4:**   Global and regional harmonization of procedures is essential to strengthen public and passenger confidence in air travel. To that end, Member States should establish aviation public health procedures aligned with the guidance in the Take-off: Guidance for Air Travel through the COVID-19 Public Health Crisis.
> **Recommendation 5:**   In order to support the fastest possible return to normal aviation operations, Member States should regularly review the necessity of continuing the application of risk mitigation measures as the risk of COVID-19 transmission diminishes; and measures which are no longer needed should be discontinued.

Security- and facilitation-related measures
> **Recommendation 6:**   Member States that have not done so should immediately establish a National Air Transport Facilitation Committee (or equivalent) as required by Annex 9 to increase national level cross-sectoral coordination.
> **Recommendation 7:**   Member States should systematically use a Passenger Health Locator Form to ensure identification and traceability of passengers to help limit the spread of the disease and resurgence of the pandemic.
> **Recommendation 8:**   While temporarily adapting their security-related measures, using the guidance provided, Member States should strengthen their oversight system to ensure these measures are consistently applied with the objective of protecting aviation against acts of unlawful interference.
> **Recommendation 9:**   Member States should take measures to ensure that relevant personnel are provided training to identify and manage unruly passenger situations related to non-respect of essential aviation public health and safety measures.

Economic and financial measures

Recommendation 10: Member States should consider appropriate extraordinary emergency measures to support financial viability and to maintain an adequate level of safe, secure and efficient operations, which should be inclusive, targeted, proportionate, transparent, temporary and consistent with ICAO's policies, while striking an appropriate balance among the respective interests without prejudice to fair competition and compromising safety, security and environmental performance.

Regular monitoring and sharing of experiences through ICAO

Recommendation 11: Member States should facilitate information-sharing and exchange on their actions and best practices by contributing to an ICAO database of measures.

2.5.3   The initial set of high level activities shall be conducted by the NACC States/ Territories ICAO NACC Office and other Aviation stakeholders:

INITIAL ACTIVITIES

&	Dfwlylwlhv	W|sh	Uhvsrqvlech	Uhp dunv
1.	Socialization of NACC Strategic Approach with Industry	Strategic	ICAO NACC/ Industry	Alignment of efforts - synergies
2.	Support to State on implementation of NACC Strategic Approach	Strategic	ICAO NACC/ States-Ministers	Alignment of efforts - synergies
3.	Review of Harmonized protocols	Implementation	PoCs of States/ Territories	Homogeneous and timely implementation
4.	Support by MCAAP Project for implementation matters	Implementation	MCAAP Project Members	Homogeneous and timely implementation
5.	Facilitation with non-government entities (ex. AIDB, etc.) for funds for State implementation	Implementation	OCAONACC	Homogeneous and timely implementation
6.	Effective Communications of NACC Strategic Approach agreement/ CART guidance- webinars and meetings	Implementation	ICAONACC and States	Effective awareness and ownership of recovery actions
7.	Implementation of harmonized Protocols/ AVSEC Matrix	Implementation	PoCs of States/ Territories	Homogeneous and timely implementation
8.	Safety Risk evaluation/ assessments	Implementation	PoCs of States/ Territories	Homogeneous and timely implementation
9.	Analysis of gradual and coordinate remove of Safety Differences (CCRD) - license extensions to aeronautical personnel, etc.	Monitoring	States	Homogeneous and timely implementation
10.	Timely and gradual elimination of travel restrictions and limitations to Air Navigation Services	Monitoring	States	Homogeneous and timely implementation
11.	Fostering of air transport solutions for humanitarian and State assistance flights	Implementation	ICAO NACC/ UNWFP/ States	Alignment of efforts - synergies

3   Monitoring and evaluation

3.1   Governance of initiatives related to recovery COVID-19

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

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

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

3.1.4   Global and regional forums require constant coordination to ensure harmonization and feedback. An outline of the interactions is shown below:
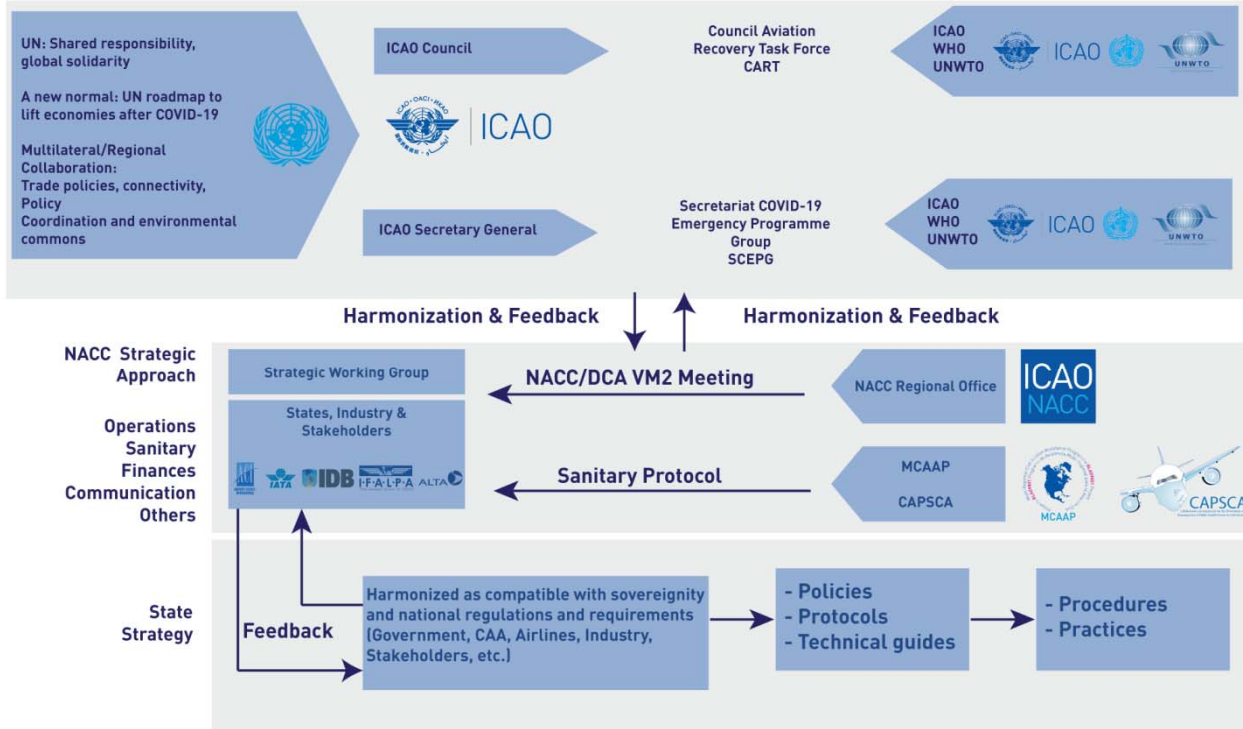
Figure 1: Governance Scheme

Under the Appendix C, the monitoring forms (PHC-1, PHC-2 and PHC-3, and other) and reporting forms are shown. This includes forms for identifying airspace opening, airports status, filings of differences, etc.

3.2 Communications Considerations

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

4 Implementation Strategy

4.1 Implementation Statements

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

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

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

APPENDIXES

APPENDIX A – Proposed Harmonized Protocol of Measures for the Restart and Recovery of Aviation in all other areas (Health, ANS, Safety & AGA)

APPENDIX B – Restart and recovery of aviation operations - AVSEC measures and Protocols adopted by States during COVID-19

APPENDIX C – Monitoring and reporting forms for the implementation