

**FINAL MINUTE**  
**ICAO VIRTUAL MEETING WITH THE PRESIDENT OF THE COUNCIL AND THE SECRETARY GENERAL OF**  
**ICAO FOR MINISTERS OF HEALTH, TOURISM AND TRANSPORTATION AND CIVIL AVIATION**  
**AUTHORITIES DIRECTORS GENERAL ON AVIATION RECOVERY IN THE NORTH AMERICAN, CENTRAL**  
**AMERICAN AND CARIBBEAN (NACC) STATES**

**28 and 29 October 2020**

**List of Participants:** Refer to **Attachment A**.

**Agenda:** Refer to **Attachment B**.

**Objectives:**

- to provide Ministers (States) in the region a high level forum to address other Ministers and ICAO on the States actions during the COVID-19 pandemic;
- Inform the role of ICAO, the updates on the mitigation actions in air transport for opening of borders and the assistance available to States from ICAO and financial institutions;
- follow-up to the implementation of the ICAO Council Aviation Recovery Taskforce (CART) mitigation and recovery measures; and
- exchange of perspectives of the different aviation stakeholders on aviation recovery to face current challenges and share best practices.

**SESSION 1: Meeting with Ministers - 28 October 2020**

**Opening**

- i. Mr. Melvin Cintron, Regional Director, ICAO NACC Regional Office, welcomed participants to this first Ministerial Meeting, highlighting the importance of high level participation from the States through their Ministers of Transport, Health and Tourism, and the opportunity to share the concerns and ideas on the implementation of measures and on aviation recovery matters with ICAO highest leadership, the President of the Council and the Secretary General.
- ii. Dr. Fang Liu, ICAO Secretary General, highlighted the steps taken to address the challenges helping national governments to find ways to keep critical cargo supply chains functioning and the many assistance and supporting tools and activities for States to implement the Council Aviation Recovery Task Force (CART) measures in this aviation recovery path.
- iii. Mr Salvatore Sciacchitano, President of the Council of ICAO, commented the serious threats to the very foundations of global air connectivity and scheduled commercial air services, the quick and timely support of the ICAO Council, and the rapid response with the establishment of the CART. He described the current activities and upcoming updates of the support to the States. The Council and Secretariat of ICAO are pursuing every avenue of global leadership and coordination to help countries address this pandemic and its impacts on global economic well-being, where the continued solidarity and consideration of these efforts will be important not only to the world of air transport, but to the societies' entire economic well-being going forward. More details on the opening remarks of the ICAO Secretary General and the President of the Council of ICAO are available in **Appendix C** to this minute.

## Discussions

The Meeting was conducted through presentations and open discussions with participants. Presentations, recording and other related documents may be found at the following link:

<https://icao.int/NACC/Pages/meetings-2020-DG4RDVConf.aspx>

### **Agenda Item 1: ICAO Council Aviation Recovery Taskforce (CART) Recommendations and NACC Strategic Approach Regarding the COVID-19 Pandemic**

1.1 Under P/01 ICAO provided an overview of the ICAO CART recommendations and the NACC Strategic COVID-19 Approach, sharing information regarding the activities that have been carrying out to support the region in its operations recovery due to the COVID-19, and highlighting the following points:

- The CART published 11 recommendations in the following areas: safety, public health, security and facilitation, economy and finance and data sharing. The implementation status of each recommendation can be consulted in the COVID-19 Response and Recovery Implementation Centre (CRRIC) database within the secure portal of ICAO. These recommendations are the baseline of the safety measures, the health corridor, security and facilitation and economic measures and data sharing between the diverse organizations and States.
- The ICAO NACC Regional Office has developed, based on the CART recommendations, guidance material and ICAO counts with the appropriate tools to support the States in the recovery process.
- ICAO is assuming a leadership role, providing mitigation tools that will help its Member States monitoring the measures, and providing training to experts of each State to use them appropriately.
- The ICAO NACC Regional Office reaffirms its commitment to work together with the States and the entire aviation community on this recovery process.



NAM/CAR COVID-19



### **Agenda Item 2: COVID-19–Related Aviation Recovery/Restart: High level Commitment and Coordination among all NACC State Civil Aviation Authorities**

#### **2.1 Overview of main challenges and concerns**

2.1.1 Under P/02, ICAO informed on the challenges and concerns faced by States when implementing the CART Recommendations and Guidelines as follows:

- general concerns on lack of resources (human and economic)
- public health-related concerns (lack of harmonization of policies, lack of guidance for testing, disinfection procedures, etc.) at airports, aircrafts, etc.
- safety-related concerns (alleviation management, risk mitigation, etc.)
- facilitation-related concerns
- security matters-related concerns (effective security oversight, etc.)

- economic and financial aspects to support aviation recovery.

2.1.2 It was recognized that in many States these challenges and concerns are common and that several of them could be mitigated or overcome with the support of and coordination with the State's high level authorities at the ministerial level and in coordination with all aviation stakeholders.

## 2.2 *Ministerial Discussion on the challenges/concerns regarding the implementation of CART's recommendations and exchange of lessons learned and best practices*

2.2.1 In order to update participants on the different perspectives on the impact of the COVID-19 pandemic on aviation and on the coordinated work accomplished by the different aviation partners for the restart and recovery of aviation in the region, diverse presentations and interventions were provided (**Appendix D** includes a more detailed explanation of these interventions ):

- a) Under P/11, Mr. Jeff Poole, Senior Vice president–Advocacy, World Travel and Tourism Council (WTTC) informed on the contribution of travel and tourism worldwide and regionally, emphasizing the global losses and those in the North American and Caribbean Regions due to the pandemic and shared the 100 million job recovery plan and the twelve commitments from the private sector. Finally, WTTC requested governments: a) a coordinated approach to open borders; b) implementation of international testing protocols; and c) replacement of general quarantine measures and apply these measures only on positive cases.
- b) Under P/16 Rev, PAHO/WHO explained the current epidemiological situation with the pandemic in the Americas, highlighting the good health responses from the States and the improvements to consider. PAHO also explained its perspective as the “new normal”, on what it will be based and what needs to be considered. Finally, PAHO shared its advice on what needs to be included for resuming non-essential international air traffic, recommending: a) risk assessment-driven approach, b) use of medical surgical masks; c) visual screening at airports; and d) health monitoring of incoming travellers for 14 days; while **not recommending**: a) quarantine of travellers; b) testing of travellers as condition may vary; and c) No other practices generating a false sense of security.
- c) AIRBUS commented on the importance of the aviation industry to continue demonstrating compliance with safety and sanitary measures, its support to the implementation of the CART and offered to provide advice and expertise on risk management to help the States.
- d) Under P/12, IATA mentioned that Latin-America is one of the hardest hit regions, by country restrictions and border closures for over 6 to 7 months, providing statistics of the losses (84 billion USD) and the cease of operation of more than 40 airlines around the world, causing a significant gap of connectivity within the region and the world. Under this scenario, IATA emphasized that more airlines may cease operations unless States start to reopen borders and remove quarantines. The recovery will take some time and the connectivity of 2019 would not be reached until 2024-2025 for international and 2023 for domestic operations. IATA suggested a balance between public health and economic recovery, and that governments take the leadership and the right measures that will stimulate a return of passengers. IATA supports the full implementation of CART measures, and it mentioned that passengers would not regain the confidence if we continue with restrictions and quarantines.

- e) Under P/17, the World Bank (WB) looked back on the impact of the pandemic on the air transport industry, emphasizing that aviation in Latin America is not recovering as elsewhere. WB considered that the current scenario imposes the need to establish criteria for government support to aviation, suggesting that the negative impact that the eventual loss of connectivity generated by the bankruptcy of an airline will have on the economy and that the economic viability of the airline in the post-pandemic scenario be also considered. The mode to support must be carefully chosen (grant, loan, nationalization, etc.).

***Agenda Item 3: Minister`s and Senior State Representatives interventions on State Support and Actions for Aviation Recovery/Restart in a Sustainable Manner under and post COVID-19 Outbreak Aviation Restart/Recovery/Resilience Activities***

3.1 Taking note of the different aviation partner`s perspective, the Ministers and Senior State Representatives intervened with their State support and actions for aviation recovery/restart (**Appendix E** shows a more detailed description of these interventions):

- Under P/14 Canada talked about the economic and public confidence impact on aviation due to the COVID-19 pandemic, explaining its four priority actions: a) to maintain essential supplies across Canada; b) to maintain aviation services and other essential services, such as energy, infrastructure, etc.; c) repatriation, to ensure that Canadian citizens returned to Canada; and d) to limit travel, in order to prevent and avoid the import and spread of the COVID-19 virus. Canada indicated the importance of risk mitigation actions that had had to be taken and emphasized the fact that States should work together, integrating government institutions and others with the aim of responding effectively to the pandemic.
- Through P/20, EASA informed on its responses to the pandemic with the EASA/ECDC Protocol and the Aviation Health Safety Protocol (AHSP), the publication of several guidelines to introduce new procedures and follows the evolution of the pandemic, the work with European States with the second wave of cases, the actions to bring back confidence, and the harmonization of European Union (EU) measures. EASA concluded that risk/Performance Based Oversight is more relevant than ever, Civil Aviation Authorities (CAAs) need to remain vigilant and adjust their processes to the “new normal” and that robustness and resilience of the safety management system are essential due to the heightened disruption induced by the COVID-19 crisis.
- Cuba recognized the work done by ICAO, its effort and support to States in this time of crisis. It also indicated that air transport, tourism and commerce, in general, have been some of the most affected sectors in that State due to COVID-19. Cuba shared its experience on preparation of the mitigation actions for the pandemic, which allowed Cuban airports to remain open for cargo, repatriation, medical coordination, and emergencies. Cuba has worked with internal entities of the country to develop certified sanitary protocols that ensure correct air operations.
- Dominica, being a State that promotes tourism, indicated that tourism in the State changed dramatically due to the COVID-19 pandemic. At the very beginning of the outbreak, Dominica started to prepare to face the virus; however, it was very affected because the most important industry is tourism and much people depends directly and indirectly on this economic activity. Dominica has started an operations reopening process on 15 June 2020, firstly domestically and furtherly internationally. Dominica, in collaboration with aviation, health and tourism has launched a tourism strategy called “Travel to Dominica and relax”, due to the fact that the State

must boost its economy. Protocols and health measures will continue working with all the State entities to face the challenges of the aviation industry. Dominica emphasized the importance of harmonization and standardization of the protocols to be used, and to support the measures established by ICAO and IATA.

- United States commented on the many actions taken to assure the continuity of aviation, by which activated a task force to answer to different aspects that aviation and other areas required, maintaining continuous and crossed communication among organizations and agencies for data sharing and developing the best procedures and to update action plans among others. At a very early stage, United States worked as part of the CART to develop of the first report of the group and is working with ICAO in the second report, which will have more information and the establishment of recommendations with updated information on the pandemics. United States has also developed the document “A way to recovery”, which presents information for the protections of the travellers to reduce infections without compromising aviation. Finally, United States indicated the need to recover aviation and the importance of a jointly collaboration to achieve this goal, face the challenges and assure that aviation will continue growing because working in this way we are more efficient and strong.
- Honduras established a recovery strategy based in four phases as fundamental axes on safety and biosecurity under ICAO and IATA guidelines. These phases consider a gradual reopening of airports, firstly with national operations and then with a controlled reopening of international operations. For the beginning of November, international operations are being opened with new schedules including operations on Sundays, increasing airline operations in this way.
- Mexico emphasized its joint analysis done with the ministries of health, economy and international affairs along with other institutions, which resulted in the fact that Mexico never closed its borders. The State commented on the benefits gained by this decision. Mexico continues monitoring the current situation in the country and in other countries and updating its procedures accordingly as shown in the different circulars that the State has issued to operators and stakeholders in the aviation system, communicating sanitization measures and emergency procedures among others. Mexico acknowledged the need to reopen aviation and other economic areas such as tourism, launching the campaign “Mexico flights safely” to boost the economy and to obtain positive results in aviation and tourism as well. Mexico informed on the negative impact in its operations, which were domestically reduced to 93%. Up to date, its operations have increased 50%; domestic tourism has also recovered gradually with international tourism.
- Trinidad and Tobago has worked hard in the development of procedures and in the implementation of the CART recommendations, coordinating all the implemented actions accordingly with the different organization of the States. Trinidad and Tobago is aware of the need to support these measures to reduce the virus transmission. Aviation reopening has been gradually carried out. Currently, a limited number of domestic and international flights have been allowed, as well as some cargo operations.
- For aviation, Barbados has worked on the procedures and establishment of transparent measure aiming to create resilience, increasing commitment, and joint work for the economy and State wellness.

3.2 Concluding Session 1, Ministers and other senior leaders were able to hear and better understand the leadership role that they play and that ICAO plays in aviation and, more importantly, the leadership role that the latter has been playing specifically regarding COVID-19 actions. Another concern noted was that of the possible second wave and the fact that some States seem to be already experiencing it. All agreed to build public confidence, as confidence in travel and tourism is something all must address. Regional collaboration is key for the successful recovery of the aviation in the region.

3.3 The Ministers thanked ICAO and identified: a) their own challenges in their States in balancing reopening of their aviation while assuring the health of their citizens, which they considered paramount; b) their knowledge of the importance of civil aviation; c) the active assistance and support of ICAO and its Regional NACC Office in the State implementation and monitoring; and d) the devastation that the pandemic has had on their economies and the many issues that need to be resolved. The Ministers understood the importance and the contributions that aviation can bring to the States and in principle agreed with the efforts being put forth by ICAO and the need to implement the CART recommendations, noting however that individual State needs must also be addressed as States struggle to rebuild their economies.

**Conclusion 1:** That, with the aim of a prompt and sustainable recovery of aviation and air transport sector, the NACC State Ministers of Transport, Health and Tourism present in this meeting agree to enhance the support through the State Civil Aviation Authority for expediting the decisions and actions needed to achieve this goal, following the ICAO CART suggested measures and ICAO guidance and assistance.

## *Session 2: Meetings with State CAA DGs and Senior Leaders - 29 October*

### *Opening*

- i. Mr. Melvin Cintron, Regional Director, ICAO NACC Regional Office, welcomed participants and provided an overview of the discussion done with the State Ministers during Session 1, emphasizing ICAO's commitment and support to States.
- ii. Dr. Fang Liu, ICAO Secretary General, expressed the importance of aviation in the Caribbean region as one of the main enablers of the economy, and of the negative impact of the current outbreak to aviation. The ICAO continuous support with the CART recommendations, the Implementation packages (I-PACKS), the Regional Office dedicated support and the Public Health Corridor (PHC) among some of the initiatives for helping the States were also commented. The partnership with industry with ACI and IATA and other partners support the verification of the proper implementation of the measures. Finally, she encouraged collaboration and mutual support between States and industry for the success and sustainable recovery of aviation.

***Agenda Item 4: Status of implementation under the NACC Strategic Approach following the Global Implementation Roadmap (GIR) and the COVID-19 Response and Recovery Implementation Centre (CRRIC) System***

***4.1 NACC Strategic Approach Activities supporting/assisting the implementation***

4.1.1 The Meeting was recalled on the regional agreement of the previous NACC Director General Meeting with the NACC Strategic Approach, as commented under P/01 and that its activities are consistent with the current ICAO CART measures, which are being currently implemented and reported through the ICAO CRRIC.

***4.2 States implementation status under CRRIC***

4.2.1 Under P/05Rev, ICAO recalled the ICAO CART recommendations and the Global Implementation Roadmap (GIR) designed to support, coordinate and monitor the implementation of CART recommendations and guidance by States and industry. The different ICAO NACC Regional Office activities in assistance to the States, like the ICAO NACC COVID-19 website, and the ICAO IPACKs were explained.

4.2.2 An update on the NACC State CART implementation status was presented. While most of the States report advances in the implementation of safety and security recommendations, the measures to support financial viability of the air transport sector are, in most cases, reported as in progress. Regarding the adoption of public health risk mitigation measures, 100% of the States require routine sanitation, regular cleaning of airport facilities and aircraft, and physical distance. The generic use of HEPA filters, self-sanitizing technologies and “one-stop” health screening arrangements are, however, far from being broadly adopted.

**Conclusion 2:** Considering the timely and objective State responses on their progress in the implementation of the CART measures, the States agree to continue their timely updates and reports to the ICAO CRRIC and sharing of best practices and lessons learned for the benefit of the other States and the Region in the aviation recovery.

***4.3 Industry support on the implementation***

4.3.1 The Inter-American Development Bank (IDB), provided an overview of the Bank's activities in support of aviation. As the main multilateral Bank focused in the Latin American and Caribbean regions, IDB has been working closely to its member States during the COVID-19, for both the immediate response and for the recovery of the economy. IADB is working with ICAO in a means to expedite the implementation of iPacks using the technical and financial support of the IDB. Another area of interest for IDB is related to understanding the impacts of the crisis in the management of the infrastructure, particularly for airport concessions, as well as to focus on green and sustainable practices and the use of technology to build it back safely and more efficient.

**Conclusion 3:** Opportunities with the Inter-American Development Bank (IDB): That States consider the many opportunities that have arisen due to the crisis to work in conjunction with IDB and try to deploy the best policies and the best practices.

4.3.2 Under P/17 and P/18, Banco Centroamericano de Integración Económica (BCIE) informed that it is a multilateral development bank that currently has 15 members, with the main role of offering credit

to the public sector (governments and organizations, such as COCESNA), the private sector (such as airlines, airport concessionaires, air navigation service providers) and the financial sector. BCIE presented a comparison between the air operations of September 2019 and September 2020, with their effects on the economy. For the BCIE, an open skies policy can benefit the resumption of countries' economic activities, with better ticket prices and favouring regional tourism. The BCIE also provided a USD350 million credit line for the recovery of its members' savings, valid until December 2020.

**Conclusion 4:** Opportunities with the Central American Bank for Economic Integration (BCIE) That, the governments of Central American States; Dominican Republic and other BCIE State Members consider the support offered by the BCIE in the recovery process of their economies in order to benefit aviation from this initiative.

4.3.3 Under P/23, ACI reported on the objectives and benefits of its Airport Health Accreditation (AHA) detailing the best practices achieved and the current number of members being benefitted from said accreditation.

4.3.4 Under P/22, PAHO/WHO expanded and detailed their first intervention of Session 1 particularly on its advice on the resuming of non-essential international air traffic and the need of taking a risk-based approach, risk mitigations and adequate risk Communication considerations.

4.3.5. Under P/10, ALTA showed the impact of the pandemic to aviation and economy, where it was estimated that the industry would reach the traffic levels of last year by 2025. ALTA urged States to take a balanced approach based on risk assessment, removing quarantines and adopting standardized pre-flight test requirements, re-opening borders, and admitting travellers of any nationality arriving through air travel.

4.3.6 Under P/13, CANSO commented on the impact of the pandemic to air operations and to Air Traffic Management (ATM), where Air Navigation Service Providers (ANSPs) are implementing contingency and business planning, reducing costs and updating their business model. At the national level, national contingency plans are implemented to ensure the services continuity. Highlighting the key challenges being considered, CANSO is working with ICAO and States to safeguard aviation and the vital role of ATM, providing guidance, in partnership with ATM suppliers to offer temporary free access to tools to assist ANSPs and other activities to support them.

4.3.7 Under P/07, TIACA emphasized the importance of ICAO leadership in aviation recovery and particularly in supporting air cargo transport, mentioning the COVID-19 Recovery Platform. The crisis generated by the pandemic ends up acting as an element to stimulate innovation, which, in the air cargo transportation sector, is reflected in the digitalization of the cargo journey (integrated database that allows all document processing without the need for physical documents). Currently, there are already models of digitized cloud-based data systems in use by airports in Europe that can serve as an example. The worldwide distribution of vaccines presents itself as the next major challenge for air cargo transport and there is a need to prepare for it.



**Conclusion 5:** Air Cargo Automation. That States and industry be aware of the importance of air cargo for the wellbeing of population and global trade and therefore, cargo terminals will seek to be prepared with automation and convenience of all the processes. Thus, in as much as possible, processes will be managed paperless.

4.3.8. Under P/21, IATA reported on restoring of passenger confidence, working with the governments to lift restrictions and harmonized operations, the global testing policy as an alternative for quarantine and additional government financial relief measures taking into consideration the lack of resources within the region. IATA reiterate the need for States to cooperate with each other to reopen borders

4.3.9. Under P/08, IFALPA commented on the key aspects they see concerning the aviation recovery matters, while highlighting that the speed of commerce, the economy, and the progress is directly affected by aviation, and if the situation continues; the overcoming of this stage will continue to be negatively affected. A factor to highlight is safety standards, proficiency levels and qualifications that will have to be closely monitored, because, although the industry is experiencing a reduction on available seat/miles and revenue, safety has to continue with a 100% level. Under **Appendix F**, a more detailed explanation of the industry interventions is provided.

#### **4.4** *Operational measures taken to manage risks during the restart and recovery of air operations*

4.4.1. Under P/04, ICAO informed on the current situation of air operations in the CAR Region, which together with the COVID-19 pandemic impact, also had to deal with the active hurricane season contingencies. ICAO recalled the different activities and guidance provided to the States to take adequate operational measures to manage risks during the restart and recovery of air operations:

- air traffic services provision guidance for operation in a covid-19 context, which compiles recommendations to be implemented by ANSPs
- several webinars and awareness sessions were conducted to raise awareness to address the current COVID-19 situation
- assistance for enhanced working procedures at the Air Traffic Control (ATC) environment
- guidance for ATS personnel wellbeing and for reactivation of ATC services
- assistance on measures to prepare reactivation of air operations
- guidelines to support Civil Aviation Authorities (CAAs) safety risk management decision-making process.

4.4.2 Under P/03, ICAO commented its current COVID-19-related initiatives, such as the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA) with the ICAO PHC concept to build confidence in restarting operations, ensuring continuous flight operations with minimal restrictions on aircraft operations, preventing the spread of COVID-19 through air travel; protection of the health and safety of crew and passengers, and a coordinated approach with harmonized procedures and requirements. ICAO also informed on other guidance material such as:

- guidance material for aerodrome certification, coordination and closure and the resumption of aerodrome operations in the context of COVID-19.
- checklist to facilitate the restart of a full or partial closure of the airfield, ensuring that safety, regularity and efficiency are maintained.

4.4.3 In this regard, the Meeting took note of the challenges faced during the restart and recovery of air operations:

- Implementation and update of control measures that can be sustained in the medium term
- Implementation and rehearsal of contingency plans for possible COVID-19 contagion
- Availability of competent and proficient personnel
- Continuation of the programmes of maintenance and update of infrastructure and equipment
- Lack of coordination with Public Health Authorities, aircraft operators, ANSPs, airfield operators, etc., to address the needs/concerns of all stakeholders, before initiating operations at an airfield.
- The resumption of operations after a full or partial closure of the airfield involves comprehensive preparatory checks to ensure safe and efficient aircraft operations.

**Conclusion 6:** Considering the need that States collectively support an harmonized reopening and restart of the air operations in the region, the NACC States agreed the support of the ICAO NACC Regional Office on a more coordinated and timely exchange of updates from each State, to enhance the coordination in the reopening of borders and the lifting of restrictions, particularly on the recent new outbreaks happening in the region.

#### *Agenda Item 5: Challenges and Concerns on the Implementation of the CART Recommendations by States and Aviation Stakeholders*

##### *5.1 Overview of main challenges and concerns*

5.1.1 Under P/06, and similarly to P/02, ICAO detailed the challenges and concerns faced by States when implementing the CART Recommendations and Guidelines, for introducing them for the discussion with the CAA Directors General.

##### *5.2 Panel discussion of the CART implementation challenges/concerns- exchange of best practices and lessons learned*

5.2.1 Following the Ministerial Meeting outcomes (Session 1), challenges and concerns on the implementation of the CART measures, and challenges faced during the restart and recovery of air operations, the State CAA Directors General shared their views and experience on the effective application of recovery measures, and foreseen follow-up actions:

- a) Under P/15, Canada explained the work carried out jointly with different government entities such as the Ministry of Transportation, Tourism, Health and many others, in addition to the integration of the different provinces of Canada to establish the implementation of standard measures among all. In addition to the internal work of Canada, this State developed measures jointly with the industry facilitating in this way a quick implementation of mitigation measures, sanitary measures and other measures that ensure effective reopening of operations. Canada

indicated that it believes in the implementation of long-term solutions, and that it is working closely with all organizations and industry to update measures whenever possible, establishing new measures and learning from experience to create resilience and a stronger aviation. Canada emphasized the importance of working together with all stakeholders, identifying the different roles/responsibilities of each organization and the importance to work together.

- b) United States stressed the importance of the coordination among government partners, which in their case was in principle FAA, TSA, Homeland Security, and Customs and Border Protection, but also includes in this COVID-19 crisis Public Health Authorities like the Centers for Disease Control and Prevention (CDC). Together they worked in the “Runaway to Recovery” (<https://www.transportation.gov/briefing-room/runway-recovery>), an informative document for airlines and airports to act effectively and mitigate the public health risks of Coronavirus. United States underlined the importance of the CART work for ensuring proper awareness of the States in managing the public health risk and looked forward to the second CART report. Now it is necessary to address hot topics like the PHC or “travel bubbles”, a concept developed within the CAPSCA programme, and continue developing guidance, which shall be practical, risk-based and consistent with the medical standards and operational realities. Moreover, the use of communication tools is critical for the success at individual, regional and global level, allowing implementation of a coordinated strategy in a phase manner able to bring back confidence and readiness of the multiple stakeholders in the system. “When we collaborate, we are more powerful force for aviation recovery”.
- c) Mexico also advocated for a broad coordination in order to improve the effectiveness of civil aviation stakeholders’ efforts. Mexico did not interrupt the air transport activity but they experimented, as the rest of the States, a significant decrease in number of flights and passengers transported. Mexico recalled on their recent launching of an integral communication campaign lead by a governmental agency, “*Mexico vuela seguro*”, aimed to share with the general public, the coordinated efforts and the measures implemented in order to recover user’s confidence. The campaign implies the signature of an agreement between airports, airlines, service providers and government entities for the use of two technological platforms: a compliance app/website, designed to verify the implementation of mandatory measures; and a confidence app/website for reporting the health questionnaire and give guidance to the users. Once the COVID-19 crisis is over, the apps will be used as a permanent communication tool for future public events.
- d) Costa Rica closed its air and sea borders on 18 March 2020, starting immediately a dialogue between the Ministry of Public Works and Transport, the Ministry of Health, and the Ministry of Tourism in order to cope with the national emergency caused by the COVID-19. While the sanitary protocols had been agreed upon among government entities, Costa Rica permitted cargo and repatriation flights at international airports under strict public health measures. The gradual opening for international flights started in August requiring medical insurance and a negative PCR test to passengers and, due to the low COVID-19 infection rate provided by the evidences, Costa Rica has decided to open completely its air borders on 1 November 2020, proven the validity of the PHC concept. States may have imposed mandatory public health measures as the use of facemasks, frequent hands washing and social distancing, but the communications should reach citizens and make them responsible of applying the measures independently of the environment they are.

- e) Trinidad and Tobago referred to the difficulties of less-developed States for financially support airlines. Governments are in a difficult position because other businesses and sectors that provide employment in the country are also demanding support. This is why initiatives like the voluntary salary cut of the Caribbean Airlines pilots to ensure the financial viability of the airline are so laudable. In Trinidad and Tobago, a parallel health system against the COVID-19 was prepared, treating infected persons in facilities totally separated from other hospital areas. The government was supported by sectorial committees in order to adopt public health protocols and restarting measures. After the lockdown of air borders in the Caribbean, allowing only cargo and repatriation flights, the air transport activity is gradually recovering allowing tourist flights again. This represents a serious challenge to the States because after stopping several months, airport staff (e.g. baggage handlers) and security staff need to recover their proficiency. Civil Aviation Authorities need therefore to be prepared for performing background checks, training and testing of airport staff, avoiding delays in the resumption of air operations.

5.2.2 As final comments from the Meeting, the States and all aviation stakeholders congratulated ICAO for organizing this event with the direct engagement from the State Ministers of Health, Transport and Tourism and its further dialogue with the State Directors General. The Meeting considered that the expected objectives we accomplished, and a better understanding and commitment were achieved to move forward in the implementation of the CART measures and for preparing for the new CART measures to be implemented shortly, seeking to enhance the inter-State and regional collaboration for a better aviation recovery/restart in the Region.

-----



North American, Central American and Caribbean Office (NACC)  
Oficina para Norteamérica, Centroamérica y Caribe (NACC)

---

#### APPENDIX/APÉNDICE A

### ICAO Virtual Meeting with the President of the Council and the Secretary General of ICAO for Ministers of Health, Tourism and Transportation and Civil Aviation Authorities Directors General on Aviation Recovery in the North American, Central American and Caribbean (NACC) States

### Reunión Virtual con el Presidente del Consejo y la Secretaria General de la OACI para Ministros/as de Salud, Transporte y Turismo y Directores Generales de Autoridades de Aviación Civil sobre recuperación de la aviación en los Estados de Norteamérica, Centroamérica y Caribe (NACC)

Zoom Meeting, 28 and 29 October 2020 / Reunión Zoom, 28 y 29 de octubre julio de 2020

---

#### LIST OF PARTICIPANTS/ LISTA DE PARTICIPANTES

##### ANTIGUA AND BARBUDA/ANTIGUA Y BARBUDA

1. Sir Robin Yearwood, Minister of Public Utilities, Civil Aviation Transportation and Energy
2. Hon. Molwyn Joseph, Minister of Health Wellness and the Environment
3. Hon. Charles Fernandez, Minister of Tourism and Investment
4. Brian Challenger
5. Edson Joseph
6. Peter Abraham
7. Cosmore Barnes

##### ARUBA

8. Crispin Romero, Minister of Transport
9. Anthony Kirchner

##### BARBADOS

10. Hon Lisa Cummins Minister of Tourism and International Transport
11. Francia Jordan
12. Tracey Forde Bailey

##### BELIZE/BELICE

13. Nigel Carter

##### BERMUDA/BERMUDAS

14. Jasmin Smith
15. Thomas Dunstan
16. Karolyn Darrell-Burgess
17. Aideen Ratteray Pryse

##### CANADA /CANADÁ

18. Nicholas Robinson
19. Patrick Juneau
20. Andrew Larsen
21. Shannon Wright
22. James Moriarity

##### CAYMAN ISLANDS/ISLAS CAIMANES

23. Richard Smith
24. Nicoela McCoy

#### **COSTA RICA**

25. Rodolfo Méndez Mata, Ministro de Obras Públicas y Transportes
26. Gustavo Segura, Ministro/Presidente, Instituto Costarricense de Turismo
27. Álvaro Vargas
28. Guillermo Hoppe
29. Luis Miranda
30. Fernando Zeledón
31. Karen Sánchez

#### **CUBA**

32. Ing. Eduardo Rodríguez, Ministro de Transporte
33. Dr. José Ángel Portal Miranda, Ministro de Salud Pública
34. Juan Carlos García Granda, Ministro del Turismo
35. Armando Daniel López
36. Mirta Crespo
37. Ivet Caballero López
38. Mercedes Vázquez

#### **DOMINICA**

39. Hon. Denise Charles, Minister for Tourism, International Transport and Maritime Initiatives
40. Lisa Valmond
41. Benoit Bardouille

#### **DOMINICAN REPUBLIC/REPÚBLICA DOMINICANA**

42. Ivelisse Acosta, Viceministra de Salud Colectiva
43. Román Caamaño
44. José Ernesto Marte
45. Carlos Febrillet
46. Carlos Veras
47. Héctor Porcella
48. Dionisio De la Rosa
49. Ivelisse Morey
50. Johann Estrada
51. Betty Castaing
52. Fernando Cruz
53. Juan Thomas

54. Bernarda Franco
55. Jose Luis Cruz
56. Jasmin Fabre
57. Paola Plá
58. Wilfredo Candelario
59. Camila Moya

#### **ECCAA**

60. Donald Mc. Pahil

#### **EL SALVADOR**

61. Jorge Alberto Puquirre

#### **FRANCE/FRANCIA**

62. Ravo Randria
63. Jean-Luc Bonnaire

#### **GUATEMALA**

64. Luis Javier Ramirez
65. César Rodas
66. Edy Payes
67. Andree Oliva
68. Mónica Bonilla

#### **HAITI/HAITÍ**

69. Olivier Philip Jean

#### **HONDURAS**

70. Fredy Díaz, Ministro de Defensa
71. Alba Flores, Ministra de Salud
72. Nicole Marrder Secretaria de Estado Secretaría de Turismo
73. Wilfredo Lobo
74. Roberto O'Connor
75. Heriberto Sierra
76. Paola Velásquez
77. Edwin Carranza
78. Armando Funez
79. Alana Colindres
80. José Matamoros
81. Laura Lainez
82. Zonia Reyes

**JAMAICA**

83. Nari Williams-Singh

**MEXICO/MÉXICO**

84. Carlos Morán – Subsecretario de  
Transportes  
85. Rodrigo Vásquez Colmenares  
86. Ricardo Neri  
87. Nicolás Cano

**NETHERLANDS/PAÍSES BAJOS**

88. Frederik Blaauw

**NICARAGUA**

89. Carlos Salazar  
90. Leónidas Duarte  
91. Carlos Gustavo Soto  
92. Ivette Alvarado

**SAINT KITTS AND NEVIS/SAN KITTS Y NEVIS**

93. Lindsay Grant, Minister of Tourism,  
Transport & Ports

**SAINT LUCIA/SANTA LUCÍA**

94. Guy Joseph Minister of Economic  
Development Transport and Civil Aviation  
95. Claudius Emmanuel  
96. Parker Ragnanan  
97. Eustace Cherry

**SAINT VINCENT AND THE GRENADINES/SAN VICENTE Y  
LAS GRANADINAS**

98. Andrea Best  
99. Augustus John  
100. Lyda Ollivierre

**SINT MAARTEN/SAN MARTÍN**

101. Louis Halley

**SPAIN/ESPAÑA**

102. Víctor Aguado

**TRINIDAD AND TOBAGO/TRINIDAD Y TABAGO**

103. Sonia Francis-Yearwood  
104. Francis Regis  
105. Anita Sohan  
106. Kingsley Herrera  
107. Naresh Nandram  
108. Osafo Fraser

**TURKS AND CAICOS ISLANDS/ISLAS TURCAS Y CAICOS**

109. Arthur Been, Deputy Secretary Ministry  
of Tourism  
110. Peter Forbes  
111. Keith Malcolm

**UNITED KINGDOM/REINO UNIDO**

112. Maria Boyle  
113. Mark Baker  
114. Justin Rothwell  
115. Marcus Doller

**UNITED STATES/ESTADOS UNIDOS**

116. Bailey Edwards  
117. Christopher Rocheleau  
118. David Burkholder  
119. Nicholas Reyes  
120. Lorrie Fussell

**ACI**

121. Luis Felipe de Oliveira  
122. Michael Rossell  
123. Rafael Echevarne  
124. Francisco Medela  
125. María Elena Sandoval

**AIRBUS**

126. Jean Brice Dumont  
127. Andreas Kohn  
128. Pierre Cardin

129. Santiago Saltos

#### **ALTA**

- 130. José Ricardo Botelho
- 131. Gonzalo Yelpo
- 132. Virginio Augusto Corrieri de Castro

#### **BCIE**

- 133. Sabino Escobedo
- 134. Randall Hooker
- 135. Melisa Fanconi
- 136. Nuzzly Diaz
- 137. Alba Lagos

#### **CANSO**

- 138. Javier Vanegas
- 139. Nico Voorbach

#### **CARICOM**

- 140. Evelyn Wayne
- 141. Pauline D. Yearwood
- 142. Desiree Field Ridley
- 143. Patricia Williams
- 144. Linda Wiltshire

#### **COCESNA**

- 145. Pablo Luna
- 146. Roger Pérez
- 147. Fernando Soto

#### **EASA**

- 148. Patrick Ky
- 149. Luc Tytgat
- 150. Laurent Gruz
- 151. Juan de Mata Morales

#### **IATA**

- 152. Peter Cerda
- 153. Lars Pottgiessl
- 154. Jose Antonio Ruiz
- 155. Michelle Vilchez

156. Sandra Pozos

#### **IDB/BID**

- 157. Reinaldo Fioravanti
- 158. Chris Persaud

#### **IFALPA**

159. Al Gaspari

#### **PAHO/ OPS**

- 160. Roberta Andraghetti
- 161. Cristian Morales

#### **TIACA**

162. Vladimir Zubkov

#### **WORLD BANK**

163. Charles Schlumberger

#### **WORLD TRAVEL & TOURISM COUNCIL (WTTC)**

164. Jeff Poole

#### **ICAO SECRETARIAT/SECRETARÍA DE LA OACI**

- 165. Salvatore Sciacchitano
- 166. Fang Liu
- 167. Melvin Cintron
- 168. Fabio Rabbani (Lima)
- 169. Silvia Gehrer(Paris)
- 170. Prosper Zo'o Minto'o (Dakar)
- 171. Mohamed Smaoui (Cairo)
- 172. Ya Jiarong
- 173. Oscar Quesada
- 174. Julio Siu
- 175. Ricardo Delgado
- 176. Jaime Calderón
- 177. Raúl Martínez
- 178. Luis Sánchez
- 179. Mayda Ávila
- 180. Eddian Méndez
- 181. José María Peral
- 182. Fernando Camargo



- 183. Marcelo Orellana
- 184. Rubén Martínez Lino

LIST OF PARTICIPANTS/LISTA DE PARTICIPANTES

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>ANTIGUA AND BARBUDA/ANTIGUA Y BARBUDA</b>		
<b>Sir Robin Yearwood</b> Minister of Public Utilities, Civil Aviation Transportation and Energy	Ministry of Public Utilities, Civil Aviation Transportation and Energy	E-mail
<b>Hon. Molwyn Joseph</b> Minister of Health Wellness and the Environment	Ministry of Health Wellness and the Environment	E-mail
<b>Hon. Charles Fernandez</b> Minister of Tourism and Investment	Ministry of Tourism and Investment	E-mail
<b>Ambassador Brian Challenger</b> Advisor to the Minister of Civil Aviation	Ministry of Public Utilities, Civil Aviation Transportation and Energy	E-mail
<b>Edson Joseph</b> Permanent Secretary	Government of Antigua and Barbuda	E-mail jedson84@gmail.com
<b>Peter Abraham</b> Oversight Officer	Government of Antigua and Barbuda	E-mail peter.abraham@ab.gov.ag;
<b>Cosmore Barnes</b> Deputy Oversight Officer- Ministry of Civil Aviation	Government of Antigua and Barbuda	E-mail
<b>ARUBA</b>		
<b>Crispin Romero</b> Minister of Transport	Government of Aruba	E-mail Chris.romero@gobierno.aw;
<b>Anthony Kirchner</b> Acting Director	Department of Civil Aviation	E-mail anthony.kirchner@dca.gov.aw;
<b>BARBADOS</b>		
<b>Lisa Cummins</b> Minister	Ministry of Tourism and International Transport	E-mail
<b>Francia Jordan</b> Permanent Secretary (ag)	Ministry of Tourism and International Transport	E-mail
<b>Tracey Forde Bailey</b> Director of Civil Aviation (ag)	Civil Aviation Department	E-mail civil.aviation@Barbados.gov.bb; Tracey.Forde-Bailey@barbados.gov.bb;
<b>BELIZE/BELICE</b>		
<b>Nigel Carter</b> Chief Operations Officer	Department of Civil Aviation	E-mail nigel.carter@civilaviation.gov.bz ;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>BERMUDA/BERMUDAS</b>		
<b>Jasmin Smith</b> A/Permanent Secretary	Ministry of Transport	E-mail jcsmith@gov.bm;
<b>Thomas Dunstan</b> Director General	Civil Aviation Authority	E-mail tdunstan@bcaa.bm;
<b>Karolyn Darrell-Burgess</b> Director of Safety Oversight	Civil Aviation Authority	E-mail <a href="mailto:kadburgess@bcaa.bm">kadburgess@bcaa.bm</a> ;
<b>Aideen Ratteray Pryse</b> Chief Strategy Officer	Ministry of Health	E-mail aratteraypryse@gov.bm;
<b>CANADA/CANADÁ</b>		
<b>Nicholas Robinson</b> Director General of Civil Aviation	Transport Canada Civil Aviation (TCCA)	E-mail nicholas.robinson@tc.gc.ca;
<b>Patrick Juneau</b> Director - Aviation Safety Policy and Intelligence	Transport Canada Civil Aviation (TCCA)	E-mail patrick.juneau@tc.gc.ca;
<b>Andrew Larsen</b> Chief, Technical Programs, Evaluation and Coordination	Transport Canada Civil Aviation (TCCA)	E-mail andrew.larsen@tc.gc.ca;
<b>Shannon Wright</b> Civil Aviation Safety Inspector - Technical Programs, Evaluation and Coordination	Transport Canada Civil Aviation (TCCA)	E-mail shannon.wright@tc.gc.ca;
<b>James Moriarity</b> Senior Advisor, International Aviation	Transport Canada Civil Aviation (TCCA)	E-mail james.moriarity@tc.gc.ca;
<b>CAYMAN ISLANDS/ISLAS CAIMANES</b>		
<b>Richard Smith</b> Director General of Civil Aviation	Civil Aviation Authority	E-mail civil.aviation@caacayman.com;
<b>Nicoela McCoy</b> Deputy Director-General	Civil Aviation Authority	E-mail Nikki.mccoy@caacayman.com;
<b>COSTA RICA</b>		
<b>Rodolfo Méndez Mata</b> Ministro de Obras Públicas y Transportes	Ministerio de Obras Públicas y Transportes	E-mail rodolfo.mendez@mopt.go.cr; rodomez75@gmail.com;
<b>Gustavo Segura</b> Ministro/Presidente Ejecutivo	Instituto Costarricense de Turismo	E-mail gustavo.segura@ict.go.cr;
<b>Álvaro Vargas</b> Director General	Dirección General de Aviación Civil	E-mail avargas@dgac.go.cr;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>Guillermo Hoppe</b> Representante de Costa Rica ante la OACI.	Misión de Costa Rica	Email: ghoppe@icao.int;
<b>Luis Miranda</b> Subdirector General	Dirección General de Aviación Civil	E-mail lmiranda@dgac.go.cr;
<b>Fernando Zeledón</b> NCCM	Dirección General de Aviación Civil	E-mail fzeledon@dgac.go.cr;
<b>Karen Sánchez</b> Asistente	Ministerio de Obras Públicas y Transportes	E-mail karen.sanchez@mopt.go.cr;
<b>CUBA</b>		
<b>Eduardo Rodríguez</b> Ministro de Transporte	Ministerio de Transporte	E-mail secretaria1.sc@nc.mitrans.gob.cu;
<b>José Ángel Portal Miranda</b> Ministro de Salud Pública	Ministerio de Salud Pública	E-mail ofmin@infomed.sld.cu;
<b>Juan Carlos García Granda</b> Ministro del Turismo	Ministerio de Turismo	E-mail jdespacho@mintur.gob.cu;
<b>Armando Daniel López</b> Presidente	Instituto de Aeronáutica Civil de Cuba	E-mail presidencia@iacc.avianet.cu;
<b>Mirta Crespo</b> Representante	Misión de Cuba ante la OACI	E-mail mcrespo@icao.int; Cuba@icao.int;
<b>Ivet Caballero López</b> Directora de Relaciones Internacionales	MITRANS	E-mail director.dri@nc.mitrans.gob.cu;
<b>Mercedes Vázquez</b> Directora de Transporte Aéreo y Relaciones Internacionales	IACC	E-mail mercedes.vazquez@iacc.avianet.cu;
<b>DOMINICA</b>		
<b>Denise Charles</b> Minister	Ministry of Tourism, International Transport and Maritime Initiatives	E-mail ministertourism@dominica.gov.dm;
<b>Lisa Valmond</b> Permanent Secretary	Ministry of Tourism, International Transport and Maritime Initiatives	E-mail pstourism@dominica.gov.dm;
<b>Benoit Bardouille</b> CEO	Ministry of Tourism, International Ports	E-mail ceo@daspa.dm;
<b>DOMINICAN REPUBLIC/REPÚBLICA DOMINICANA</b>		
<b>Ivelisse Acosta</b> Viceministra	Viceministerio de Salud Colectiva	E-mail ivelisse.acosta@ministeriodesalud.gob.do;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>Román Caamaño</b> Director General CEO	Instituto Dominicano de Aviación Civil (IDAC)	E-mail roman.caamano@idac.gov.do;
<b>José Ernesto Marte</b> Presidente	Junta de Aviación Civil (JAC)	E-mail <a href="mailto:jmarte@jac.gob.do">jmarte@jac.gob.do</a> ;
<b>Carlos Febrillet</b> Director General	Cuerpo Especializado en Seguridad Aeroportuaria y de la Aviación Civil (CESAC)	E-mail <a href="mailto:director@cesa.mil.do">director@cesa.mil.do</a> ;
<b>Carlos Veras</b> Ambassador, Permanent Representative	Council of ICAO	E-mail <a href="mailto:cveras@icao.int">cveras@icao.int</a> ;
<b>Héctor Porcella</b> Subdirector General	IDAC	E-mail <a href="mailto:hector.porcella@idac.gov.do">hector.porcella@idac.gov.do</a> ;
<b>Dionisio De la Rosa</b> Subdirector General	CESAC	E-mail <a href="mailto:dirohe7@hotmail.com">dirohe7@hotmail.com</a> ;
<b>Ivelisse Morey</b> Directora Médico	CESAC	E-mail <a href="mailto:draivelissemorey131023@hotmail.com">draivelissemorey131023@hotmail.com</a> ;
<b>Johann Estrada</b> Director de Vigilancia de la Seguridad Operacional SNA/AGA	IDAC	E-mail <a href="mailto:jestrada@idac.gov.do">jestrada@idac.gov.do</a> ;
<b>Betty Castaing</b> Directora de Planificación y Desarrollo	IDAC	E-mail <a href="mailto:bcastaing@idac.gov.do">bcastaing@idac.gov.do</a> ;
<b>Fernando Cruz</b> Director de Fiscalización	IDAC	E-mail <a href="mailto:fernando.cruz@idac.gov.do">fernando.cruz@idac.gov.do</a> ;
<b>Juan Thomas</b> Director	ASCA	E-mail: <a href="mailto:jthomas@asca.edu.do">jthomas@asca.edu.do</a> ;
<b>Bernarda Franco</b> Directora Legal	IDAC	E-mail <a href="mailto:bfranco@idac.gov.do">bfranco@idac.gov.do</a> ;
<b>Jose Luis Cruz</b> Director técnico de gestión de riesgos y atención a desastres	Ministerio de Salud Pública	E-mail <a href="mailto:jose.cruz@ministeriodesalud.gob.do">jose.cruz@ministeriodesalud.gob.do</a> ;
<b>Jasmín Fabré Jiménez</b> Encargada de Departamento Organismos, Convenios y Acuerdos Internacionales Dirección Legal	IDAC	E-mail <a href="mailto:jasmin.fabre@idac.gov.do">jasmin.fabre@idac.gov.do</a> ;
<b>Paola Plá</b> Encargada Departamento de Transporte Aéreo	Junta de Aviación Civil (JAC)	E-mail <a href="mailto:ppla@jac.gob.do">ppla@jac.gob.do</a> ;
<b>Wilfredo Caldelario</b> Supervisor General	CESAC	E-mail <a href="mailto:w.candelario@cesac.mil.do">w.candelario@cesac.mil.do</a> ;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>Camila Moya</b> Air Transport Advisor	Council of ICAO	E-mail cmoya@icao.int;
<b>ECCAA</b>		
<b>Donald McPhail</b> Director General of Civil Aviation	ECCAA	E-mail dmcphail@eccaa.aero;
<b>EL SALVADOR</b>		
<b>Jorge Alberto Puquirre</b> Director Ejecutivo	Autoridad de Aviación Civil	E-mail jpuquirre@aac.gob.sv;
<b>FRANCE/FRANCIA</b>		
<b>Ravo Randria</b> Director for international cooperation - Américas - Japan	DSAC	E-mail ravo.randria@aviation-civile.gouv.fr;
<b>Jean-Luc Bonnaire</b> Head of ATS	DGAC	E-mail jean-luc.bonnaire@aviation-civile.gouv.fr;
<b>GUATEMALA</b>		
<b>Luis Javier Ramirez</b> Administrador	DGAC	E-mail luisja.ramirezcabrera@gmail.com;
<b>César Rodas</b> Administrador	DGAC-AIMM	E-mail Cesarrodas02@gmail.com;
<b>Edy Payes</b> Gerente Aeroportuario	Aeropuerto Internacional La Aurora	E-mail: edy.payes@dgac.gob.gt;
<b>Monica Bonilla</b> Jefe del Centro de Operaciones de Emergencia AILA	DGAC	E-mail monica.bonilla@dgac.gob.gt;
<b>Andree Oliva</b> Aerodrome Inspector	DGAC	E-mail andree.oliva@dgac.gob.gt;
<b>Mónica Bonilla</b> Jefe de Operaciones de Emergencia	DGAC	E-mail monica.bonilla@dgac.gob.gt;
<b>HAITI</b>		
<b>Olivier Philip Jean</b> Directeur General de l'Aviation Civile	OFNAC	E-mail; olivier.p.jean@gmail.com;
<b>HONDURAS</b>		
<b>Fredy Díaz</b> Ministro de Defensa	Sedena	E-mail pameperez_16@hotmail.com;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>Alba Flores</b> Ministra de Salud	Secretaria de Salud	E-mail <a href="mailto:aconsuelof@yahoo.com">aconsuelof@yahoo.com</a> ;
<b>Nicole Marrder</b> Secretaria de Estado	Secretaría de Turismo	E-mail <a href="mailto:Nicole.marrder@iht.hn">Nicole.marrder@iht.hn</a> ;
<b>Wilfredo Lobo</b> Director Ejecutivo	Agencia Hondureña de Aeronáutica Civil (AHAC)	E-mail <a href="mailto:wlobo@ahac.gob.hn">wlobo@ahac.gob.hn</a> ; <a href="mailto:Willobo2013@gmail.com">Willobo2013@gmail.com</a> ;
<b>Roberto O'Connor</b> Sub-Director Técnico	AHAC	E-mail <a href="mailto:roconnor@ahac.gob.hn">roconnor@ahac.gob.hn</a> ;
<b>Heriberto Sierra</b> Jefe Del Departamento de Navegación Aérea	AHAC	E-mail <a href="mailto:hsierrapavon1@gmail.com">hsierrapavon1@gmail.com</a> ;
<b>Paola Velásquez</b> NCCM	AHAC	E-mail <a href="mailto:pvelasquez@ahac.gob.hn">pvelasquez@ahac.gob.hn</a> ;
<b>Edwin Carranza</b> División de Seguridad Aeroportuaria	AHAC	E-mail <a href="mailto:edwinmarinhn@yahoo.com">edwinmarinhn@yahoo.com</a> ;
<b>Armando Funez</b> Asesor de Despacho	Secretaría de Turismo	E-mail <a href="mailto:armando.funez.rah@gmail.com">armando.funez.rah@gmail.com</a> ;
<b>Alana Colindres</b> Jefe Nacional de Facilitación	AHAC	E-mail <a href="mailto:alanamarbella@yahoo.com">alanamarbella@yahoo.com</a> ;
<b>Laura Lainez</b> Subgerente de Mercadeo y Comunicación	Instituto Hondureño de Turismo	E-mail <a href="mailto:laura.lainez@iht.hn">laura.lainez@iht.hn</a> ;
<b>José Matamoros</b> Estándares de Vuelo	AHAC	E-mail <a href="mailto:jmatamoros@ahac.gob.hn">jmatamoros@ahac.gob.hn</a>
<b>Zonia Reyes</b> Asistente Técnica	Secretaria de Salud	E-mail <a href="mailto:zoniareyecruz@gmail.com">zoniareyecruz@gmail.com</a> ;
<b>JAMAICA</b>		
<b>Nari Williams-Singh</b> Director General of Civil Aviation	Civil Aviation Authority	E-mail <a href="mailto:nari.williams-singh@jcaa.gov.jm">nari.williams-singh@jcaa.gov.jm</a> ;
<b>MÉXICO</b>		
<b>Carlos Morán</b> Subsecretario de Transporte	Secretaría de Comunicaciones y Transporte	E-mail: <a href="mailto:carlos.moran@sct.gob.mx">carlos.moran@sct.gob.mx</a> ;
<b>Rodrigo Vásquez Colmenares</b> Director	Agencia Federal de Aviación Civil (AFAC)	E-mail: <a href="mailto:rodrigo.vasquez.vasquez@sct.gob.mx">rodrigo.vasquez.vasquez@sct.gob.mx</a> ;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>Ricardo Neri</b> Director General de Protección y Medicina preventiva en el transporte	Secretaría de Comunicaciones y Transporte	E-mail: Ricardo.neri@sct.gob.mx;
<b>Nicolás Cano</b> Director General De Desarrollo Regional	Secretaria De Turismo	E-mail ncanoibarra@yahoo.com.mx;
<b>NETHERLANDS/PAÍSES BAJOS</b>		
<b>Frederik Blaauw</b> Afdeling Luchtvaartveiligheid	Directie Luchtvaart	E-mail frederik.blaauw@minienw.nl;
<b>NICARAGUA</b>		
<b>Carlos Salazar</b> Director General	INAC	E-mail capcdsalazar@yahoo.com;
<b>Leónidas Duarte</b> Asesor Jurídico	INAC	E-mail leonidas@leonidasduarte.com;
<b>SAINT LUCIA/SANTA LUCÍA</b>		
<b>Guy Joseph</b> Minister	Ministry of Economic Development Transport and Civil Aviation	E-mail guyparts@hotmail.com;
<b>Claudius Emmanuel</b> Permanent Secretary	Ministry of Civil Aviation	E-mail cemmanuel@gosl.gov.lc;
<b>Parker Ragnanan</b> Chief Environmental Health Officer	Ministry of Health	E-mail ragnanan@gmail.com;
<b>Eustace Cherry</b> Chief Aviation Officer	Ministry of Civil Aviation	E-mail eustace.cherry@govt.lc;
<b>SAINT KITTS AND NEVIS/SAN KITTS Y NEVIS</b>		
<b>Lindsay Grant</b> Minister of Tourism, Transport & Ports	Ministry of Tourism, Transport & Ports	E-mail lindsay.grant@stkittstourism.kn;
<b>SAINT VINCENT AND THE GRENADINES/SAN VICENTE Y LAS GRANADINAS</b>		
<b>Andrea Best</b> Director of Airports (Ag)	Aviation Services Department Ministry of National Security	E-mail andreabest.airports@gmail.com;
<b>Augustus John</b> Civil Aviation Officer	Aviation Service Department	E-mail augustushjohn@gmail.com;
<b>SPAIN/ESPAÑA</b>		
<b>Víctor M. Aguado</b> Representante Permanente de España ante el Consejo de la OACI	Misión de España ante la OACI	E-mail Spain@icao.int;



Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>TRINIDAD AND TOBAGO/TRINIDAD Y TABAGO</b>		
<b>Sonia Francis-Yearwood</b> Permanent Secretary	Ministry of Works and Transport	E-mail syearwood@mowt.gov.tt;
<b>Francis Regis</b> Director General of Civil Aviation	Civil Aviation Authority	E-mail fregis@caa.gov.tt;
<b>Anita Sohan</b> Director, International Cooperation Desk	Ministry of Health	E-mail anita.sohan@health.gov.tt;
<b>Kingsley Herrera</b> Executive Manager Safety Regulation	Civil Aviation Authority	E-mail kherreira@caa.gov.tt;
<b>Naresh Nandram</b> Principal Medical Officer - Epidemiology	Ministry of Health	E-mail naresh.nandram@health.gov.tt;
<b>Osafo Fraser</b> County Medical Officer of Health, Port Health	Ministry of Health	E-mail osafo.fraser@gmail.com;
<b>TURKS AND CAICOS ISLANDS/ISLAS TURCAS Y CAICOS</b>		
<b>Arthur Been</b> Deputy Secretary Ministry of Tourism	TCIG	E-mail abeen@gov.tc;
<b>Peter Forbes</b> Managing Director	Civil Aviation Authority	E-mail pforbes.caa@tcicway.tc;
<b>Keith Malcolm</b> Airworthiness Inspector	Civil Aviation Authority	E-mail kei_doug@hotmail.com;
<b>UNITED KINGDOM/REINO UNIDO</b>		
<b>Maria Boyle</b> Chief Executive Officer	Air Safety Support International (ASSI)	E-mail maria.boyle@airsafety.aero;
<b>Mark Baker</b> Safety Development Manager	ASSI	E-mail mark.baker@airsafety.aero;
<b>Marcus Doller</b> International Liaison & Assurance Manager	ASSI	E-mail marcus.doller@airsafety.aero;
<b>Justin Rothwell</b>	ASSI	E-mail justin.rothwell@airsafety.aero;
<b>UNITED STATES/ESTADOS UNIDOS</b>		
<b>Bailey Edwards</b> Assistant Administrator for Policy, International Affairs, and Environment	Federal Aviation Administration	E-mail b.bailey.edwards@gmail.com;

<b>Name / Position Nombre / Puesto</b>	<b>Administration / Organization Administración / Organización</b>	<b>Telephone / E-mail Teléfono / Correo electrónico</b>
<b>Christopher Rocheleau</b> Deputy Assistant Administrator for Policy, International Affairs and Environment.	Federal Aviation Administration	E-mail <a href="mailto:chris.rocheleau@faa.gov">chris.rocheleau@faa.gov</a> ;
<b>David Burkholder</b> Deputy Director, International Affairs Office	Federal Aviation Administration	E-mail <a href="mailto:david.s.burkholder@faa.gov">david.s.burkholder@faa.gov</a> ;
<b>Nicholas Reyes</b> Director, Western Hemisphere, International Affairs	Federal Aviation Administration	E-mail <a href="mailto:nick.reyes@att.net">nick.reyes@att.net</a> ;
<b>Lorrie Fussell</b> Foreign Affairs Specialist	Federal Aviation Administration	E-mail <a href="mailto:lorrie.lopes@gmail.com">lorrie.lopes@gmail.com</a> ;
<b>Airports Council International (ACI)</b>		
<b>Luis Felipe de Oliveira</b> Director General	Airports Council International (ACI) World	E-mail <a href="mailto:lfoliveira@aci.aero">lfoliveira@aci.aero</a> ;
<b>Michael Rossell</b> Deputy Director General, External Affairs	Airports Council International (ACI) World	E-mail <a href="mailto:mrossell@aci.aero">mrossell@aci.aero</a> ;
<b>Rafael Echevarne</b> Director General	ACI-LAC	E-mail <a href="mailto:rechevarne@aci-lac.aero">rechevarne@aci-lac.aero</a> ;
<b>Francisco Medela</b> Industry Affairs Manager	ACI-LAC	E-mail <a href="mailto:fmedela@aci-lac.aero">fmedela@aci-lac.aero</a> ;
<b>María Elena Sandoval</b> Safety & Security	ACI-LAC	E-mail <a href="mailto:mesandoval@aci-lac.aero">mesandoval@aci-lac.aero</a> ;
<b>AIRBUS</b>		
<b>Jean Brice Dumont</b> Executive Vice President Engineering	Airbus	E-mail <a href="mailto:jean-brice.dumont@airbus.com">jean-brice.dumont@airbus.com</a> ;
<b>Andreas Kohn</b> Sr. Director Corporate and External Affairs	Airbus	E-mail <a href="mailto:andreas.kohn@airbus.com">andreas.kohn@airbus.com</a> ;
<b>Pierre Cardin</b> SVP Public Affairs / Head Of Public Affairs	Airbus Canada	E-mail <a href="mailto:pierre.cardin@airbus.com">pierre.cardin@airbus.com</a> ;
<b>Santiago Saltos</b> Regional Safety Director Latin America & Caribbean	Airbus	E-mail <a href="mailto:santiagosaltos@gmail.com">santiagosaltos@gmail.com</a> ;
<b>ALTA</b>		
<b>José Ricardo Botelho</b> CEO	ALTA	E-mail <a href="mailto:jrbotelho@alta.aero">jrbotelho@alta.aero</a> ;

<b>Name / Position Nombre / Puesto</b>	<b>Administration / Organization Administración / Organización</b>	<b>Telephone / E-mail Teléfono / Correo electrónico</b>
<b>Gonzalo Yelpo</b> Director Legal	ALTA	E-mail gyelpo@alta.aero;
<b>Virginio Corrieri</b> Head of Operations and Safety	ALTA	E-mail vcorrieri@alta.aero;
<b>BANCO CENTROAMERICANO DE INTEGRACIÓN ECONÓMICA BCIE</b>		
<b>Sabino Escobedo</b> Gerente del Sector Privado	BCIE	E-mail sescobedo@bcie.org;
<b>Randall Hooker</b> Ejecutivo	BCIE	E-mail hookerr@bcie.org;
<b>Melisa Fanconi</b> Jefe de Proyectos Regionales	BCIE	E-mail mgaitan@bcie.org;
<b>Nuzzly Diaz</b> Ejecutivo de Proyectos Regionales	BCIE	E-mail nuzzlydiaz@gmail.com;
<b>Alba Lagos</b> Analista de Proyectos Regionales	BCIE	E-mail albalagos22@hotmail.com;
<b>CANSO</b>		
<b>Javier A. Vanegas</b> Director Latin America and Caribbean Affairs	CANSO	E-mail javier.vanegas@canso.org; lamcar@canso.org;
<b>Nico Voorbach</b> Director ICAO Affairs.	CANSO	E-mail Nico.Voorbach@CANSO.org;
<b>CARICOM</b>		
<b>Evelyn Wayne</b> Director, Economic Policy and Development	CARICOM	E-mail Evelyn.wayne@caricom.org;
<b>Pauline D. Yearwood</b> Deputy Programme Manager, Transportation Directorate of Trade and Economic Integration	CARICOM Secretariat	E-mail pauline.yearwood@caricom.org o;
<b>Desiree Field Ridley</b> Adviser, CARICOM Single Market and Economy	CARICOM Secretariat	E-mail Desiree.fieldridley@caricom.org;
<b>Patricia Williams</b> Programme Manager, Project Management Office	CARICOM Secretariat	E-mail Patricia.williams@caricom.org;
<b>Linda Wiltshire</b> Senior Project Officer, Transportation	CARICOM Secretariat	E-mail Linda.wiltshire@caricom.org;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>COCESNA</b>		
<b>Pablo Luna</b> Coordinador SMS	COCESNA	E-mail pablo.luna@cocesna.org;
<b>Roger Pérez</b> Coordinador	ACNA	E-mail roger.perez@cocesna.org;
<b>Fernando Soto</b> ATFM Coordinator	COCESNA	E-mail fernando.soto@cocesna.org;
<b>EUROPEAN UNION AVIATION SAFETY AGENCY (EASA)</b>		
<b>Patrick Ky</b> Executive Director	European Union Aviation Safety Agency (EASA)	E-mail
<b>Luc Tytgat</b> Director Strategy and Safety Management	European Union Aviation Safety Agency (EASA)	E-mail Luc.TYTGAT@easa.europa.eu;
<b>Juan de Mata Morales</b> International Cooperation Regional Manager	European Union Aviation Safety Agency (EASA)	E-mail juan.morales@easa.europa.eu;
<b>Laurent Gruz</b> Representative to ICAO	European Union Aviation Safety Agency (EASA)	E-mail laurent.gruz@gmail.com;
<b>IATA</b>		
<b>Peter Cerda</b> Regional Vice President - The Americas	IATA	E-mail cerdap@iata.org;
<b>Lars Pottgiessl</b> Head, Business Development, The Americas	IATA	E-mail pottgiessl@iata.org;
<b>Jose Antonio Ruiz</b> Regional Director, Safety and Flight Operations	IATA	E-mail ruizjo@iata.org;
<b>Michelle Vilchez</b> Manager RVPO	IATA	E-mail vilchezm@iata.org;
<b>Sandra Pozos</b> Assistant Manager to RVP	IATA	E-mail pozos@iata.org;
<b>IADB/BID</b>		
	IDB	REINALDOF@iadb.org;
<b>IFALPA</b>		
<b>Al Gaspari</b> Executive Vice-President (CAR/NAM)	IFALPA	E-mail algaspari@ifalpa.org;

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>PAN AMERICAN HEALTH ORGANIZATION (PAHO)/ORGANIZACIÓN PANAMERICANA DE LA SALUD (OPS)</b>		
<b>Roberta Andraghetti</b> Advisor, International Health Regulations in the Department of Health Emergencies	PAHO	E-mail andragro@paho.org;
<b>Cristian Morales</b> Representante	PAHO	E-mail moralesc@paho.org;
<b>THE INTERNATIONAL AIR CARGO ASSOCIATION (TIACA )</b>		
<b>Vladimir Zubkov</b> Special Advisor Industry Affairs	TIACA	E-mail vzubkov@tiaca.org;
<b>WORLD BANK</b>		
<b>Charles Schlumberger</b> Lead Air Transport Specialist	World Bank	E-mail cschlumberger@worldbank.org;
<b>WORLD TRAVEL &amp; TOURISM COUNCIL (WTTC)</b>		
<b>Jeff Poole</b> Senior Vice President - Advocacy	WTTC	E-mail jeff.poole@wttc.org;
<b>ICAO/OACI</b>		
<b>Salvatore Sciacchitano</b> President of the Council of ICAO	ICAO Headquarters Sede de la OACI	E-mail: icao@icao.int;
<b>Fang Liu</b> Secretary General	ICAO Headquarters Sede de la OACI	E-mail: icao@icao.int
<b>Melvin Cintron</b> Regional Director Director Regional	North American, Central American and Caribbean Regional Office (NACC) Oficina Regional para Norteamérica, Centroamérica y Caribe (NACC)	E-mail icaonacc@icao.int;
<b>Prosper Zo'o Minto'o</b> Regional Director Director Regional	Western and Central African Regional Office (WACAF)	E-mail PZoomintoo@icao.int;
<b>Fabio Rabbani</b> Regional Director Director Regional	South American Regional Office (SAM) Oficina para Sudamérica (SAM)	E-mail icaosam@icao.int;
<b>Silvia Gehr</b> Regional Director Directora Regional	European and North Atlantic (EUR/NAT) Regional Office	E-mail sgehrer@paris.icao.int;
<b>Mohamed Smaoui</b> A/Regional Director Director Regional interino	Middle East (MID) Regional Office	E-mail msmaoui@icao.int
<b>Oscar Quesada</b> Deputy Regional Director Director Regional Adjunto	South American Regional Office (SAM) Oficina para Sudamérica (SAM)	E-mail icaosam@icao.int

Name / Position Nombre / Puesto	Administration / Organization Administración / Organización	Telephone / E-mail Teléfono / Correo electrónico
<b>Julio Siu</b> Deputy Regional Director Director Regional Adjunto	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:jsiu@icao.int">jsiu@icao.int</a> ;
<b>Ricardo Delgado</b> Regional Officer, Aviation Security and Facilitation Especialista Regional en Seguridad de la Aviación y Facilitación	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail: <a href="mailto:rdelgado@icao.int">rdelgado@icao.int</a> ;
<b>Jaime Calderón</b> Regional Officer, Aerodromes and Ground Aids Especialista Regional en Aeródromos y Ayudas Terrestres	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:jcalderon@icao.int">jcalderon@icao.int</a> ;
<b>Raúl Martínez</b> Regional Officer, Aeronautical Information Management Especialista Regional en Información Aeronáutica	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:rmartinez@icao.int">rmartinez@icao.int</a> ;
<b>Luis Sánchez</b> Regional Officer, Aeronautical Meteorology Especialista Regional, Meteorología Aeronáutica	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:lsanchez@icao.int">lsanchez@icao.int</a> ;
<b>Mayda Ávila</b> Regional Officer, Communications, Navigation and Surveillance Especialista Regional en Comunicaciones, Navegación y Vigilancia	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:mavila@icao.int">mavila@icao.int</a> ;
<b>Eddian Méndez</b> Regional Officer, Air Traffic Management and Search and Rescue Especialista Regional en Gestión del Tránsito Aéreo y Búsqueda y Salvamento	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:emendez@icao.int">emendez@icao.int</a> ;
<b>José María Peral</b> Regional Officer, Aviation Security and Facilitation Especialista Regional en Seguridad de la Aviación y Facilitación	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:jmperal@icao.int">jmperal@icao.int</a> ;
<b>Fernando Camargo</b> Regional Officer, Technical Assistance Especialista Regional en Asistencia Técnica	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:fcamargo@icao.int">fcamargo@icao.int</a> ;

<b>Name / Position</b> <b>Nombre / Puesto</b>	<b>Administration / Organization</b> <b>Administración / Organización</b>	<b>Telephone / E-mail</b> <b>Teléfono / Correo electrónico</b>
<b>Marcelo Orellana</b> Regional Officer, Flight Safety Especialista Regional en Implementación de Seguridad de Vuelo	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:morellana@icao.int">morellana@icao.int</a> ;
<b>Rubén Martínez Lino</b> Regional Officer, Accident Investigation and Prevention Especialista Regional en Investigación y Prevención de Accidentes	North American, Central American and Caribbean Office (NACC) Oficina para Norteamérica, Centroamérica y Caribe (NACC)	E-mail <a href="mailto:rgmlino@icao.int">rgmlino@icao.int</a> ;

**APPENDIX B**

**ICAO Virtual Meeting with the President of the Council and the Secretary General of ICAO for Ministers of Health, Tourism and Transportation and Civil Aviation Authorities Directors General on Aviation Recovery in the North American, Central American and Caribbean (NACC) States**

**Two On line sessions on 28 and 29 October 2020**

**REVISED PROVISIONAL AGENDA**

**SESSION 1 (MINISTERIAL)**

Zoom Platform, 28 October 2020, 13:30 EDT (UTC-4) / 11:30 CST (UTC-6)

Opening remarks ICAO

- NACC Regional Office Director
- Secretary General
- President of the Council

**1 ICAO Council Aviation Recovery Taskforce (CART) Recommendations and NACC Strategic Approach Regarding the COVID-19 Pandemic**

**2. COVID-19 –Related Aviation Recovery/Restart: High level Commitment and Coordination among all NACC State Civil Aviation Authorities**

2.1 Overview of main challenges and concerns

2.2 Ministerial Discussion on the challenges/concerns regarding the implementation of CART's recommendations and exchange of lessons learned and best practices

**3. Minister`s and Senior State Representatives interventions on State Support and Actions for Aviation Recovery/Restart in a Sustainable Manner under and post COVID-19 Outbreak Aviation Restart/Recovery/Resilience Activities**

Session 1 conclusions

-----



## SESSION 2 (Directors General and Senior Leaders)

### REVISED PROVISIONAL AGENDA

Zoom Platform, 29 October 2020, 13:30 EDT (UTC-4) / 11:30 CST (UTC-6)

#### Opening remarks ICAO

- NACC Regional Office Director
- Secretary General

#### Briefing of Session 1

- 4 Status of implementation under the NACC Strategic Approach following the Global Implementation Roadmap (GIR) and the COVID-19 Response and Recovery Implementation Centre (CRRIC) System
  - 4.1 NACC Strategic Approach Activities supporting/assisting the implementation
  - 4.2 States implementation status under CRRIC
  - 4.3 Industry support on the implementation
  - 4.4 Operational measures taken to manage risks during the restart and recovery of air operations
5. Challenges and Concerns on the Implementation of the CART Recommendations by States and Aviation Stakeholders
  - 5.1 Overview of main challenges and concerns
  - 5.2 Panel discussion of the CART implementation challenges/concerns- exchange of best practices and lessons learned

#### Closing remarks

-----

## **APPENDIX C OPENING REMARKS**

i. Dr. Fang Liu, ICAO Secretary General, expressed that, in addition to the actions taken by the ICAO Council at the onset of the pandemic, the ICAO Secretariat had also been taking steps to address the challenges helping national governments to find ways to keep critical cargo supply chains functioning so that food shelves could stay stocked, and medical supplies and personnel could get to where they were urgently needed. Actions were taken to maintain humanitarian and emergency air services and the early repatriation of hundreds of thousands of people stranded by COVID-19. ICAO also responded very rapidly, in league with the WHO, industry, and others, through the proprietary CAPSCA mechanism for pandemic health response in aviation. ICAO developed wide-ranging adaptation guidance and resources to support regulators and operators, and helped to define a risk-based Public Health Corridor (PHC) concept. ICAO's Regional Offices have been critical in ICAO's efforts to distribute them, monitor their results, and to provide States with tools to share local information and best practices. Overall, in this year it is expected that global airline passenger totals decline by some 2.8 billion domestic and international travellers. Latin American and Caribbean passengers have declined by roughly 85 million, translating to an over 60% decrease in capacity and financial losses in the area of 17 billion dollars. In North America, the capacity effects have been similar, with 120 million fewer passengers and losses of over 30 billion dollars recorded. The Secretary General emphasized concerns on ICAO's critical ongoing role in coordinating COVID-19 activities and responses globally, and the financial requirements faced in doing so. Therefore, she requested that States make every effort to pay their 2021 assessment on 1 January 2021, and States that have outstanding contributions for 2020 and prior year, to fulfil their financial obligations to ICAO as a matter of urgency.

ii. Mr Salvatore Sciacchitano, President of the Council of ICAO, mentioned that 2020 has confronted us with grave threats to the very foundations of global air connectivity and scheduled commercial air services. The impacts were quickly appreciated by the ICAO Council, and the rapid response was to establish the Aviation Recovery Task Force (CART), that produced the important 'Take-off' response and recovery Guidelines with now the new 'Phase II' version of its provisions. He urged States to follow this updated guidance to align their measures while upholding each State's prerogative to implement additional and/or alternative mitigation measures in accordance with their specific needs and circumstances. Collective, coordinated and devoted efforts of States and the industry to mitigate the risks through a combination of measures will be the key to the restart and recovery of aviation, and to strengthen public confidence in air travel, as the ultimate speed and effectiveness of the sector's recovery is highly dependent on the measures we pursue together being 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. The Council and Secretariat of ICAO are pursuing every avenue of global leadership and coordination available to them to help countries address this pandemic and its impacts on global economic well-being. Only each State commitments and actions will ultimately assure that aviation can effectively fulfil its role as an engine of economic recovery. Finally, the President mentioned that continued solidarity and consideration in these efforts would be important not only to the world of air transport, but to the societies' entire economic well-being going forward.

## **APPENDIX D**

### **Aviation Partners interventions**

#### **World Travel and Tourism Council (WTTC) intervention (P/11):**

The World Travel and Tourism Council (WTTC) presented the *Travel and Tourism Recovery in the NAM/CAR Regions*, and mentioned the importance that travel and tourism contribute with 330 million jobs translated into a 10.3% of contribution to the Global.

At the beginning of the pandemic, it was expected a reduction of the international global visitors arrival to 53% and to 34% of the domestic visitors. Currently the International visitors went down to 73% and 64% for domestic, and Travel Tourism GDP expected loss was calculated to 3435 Billion or 39%, today the loss reflects 5543 Billion or 62%, which shows the tremendous impact that COVID-19 pandemic affected to global economy.

The jobs related with Travel and Tourism in the North American Region was expected a loss of 11.4 Million or 44%, and currently the loss reach to 18.2 Million or 71%. Meaning a 955 Billion or 45% of GDP compared to the actual 1520 Billion loss or 71% of GDP.

In the same way, the jobs related with Travel and Tourism in the Caribbean Region expected a loss of 1.6 Million or 57% and currently the loss reach to 2.0 Million or 73%. %. Meaning a 34 Billion or 58% of GDP compared to the actual 44 Billion loss or 74%

WTTC also mentioned the 100 Million job recovery plan and the need from governments and private sector to commit with twelve suggested issues, like: implement and standardized global health and safety protocols across all industries and geographies, as well as cooperate with governments in their efforts to test for COVID-19 before departure, adopt innovative and digital technologies to enable seamless travel, flexibility for booking, promote more affordable products for domestic and international travel, cooperate with government to promote destinations, adapt business models to develop new products and solutions, reinforce the purchase of travel insurance that includes COVID-19, consistent and coordinated communication of information to travellers, training programmes to upskill personnel, reinforce sustainable practices, and continue to invest in crisis preparedness and resilience.

WTTC requested governments: a) a coordinated approach to open borders (standard international reports and indicators regarding risk assessment, up-to-date information for decision making); b) to implement international testing protocols (a coordinated approach for testing at origin (before departure), and defined testing type, process, timeframe, etc.); c) to replace general quarantine measures and apply these measures only with positive cases (to significantly reduce the negative impact in employment and the overall economy).

Conclusion: That Governments and the industry to commit to the 12 suggested recommendations for a 100 million job recovery plan.

### **PAHO/WHO intervention (P/16 Rev.)**

PAHO/WHO explained the Epidemiological situation on COVID-19 pandemic, as of 27 October 2020 at 10.00 CEST: Confirmed cases ~43,3 million (~20 million in Americas, 45.5%) Deaths ~1,2 million (625 thousand in Americas, 54%) and that the countries in the Americas with highest number of new cases in previous 24 hrs: United States, Argentina, Colombia, Canada.

COVID-19 pandemic: Lights and shadows of the national responses

- Leadership at the highest possible institutional level - Governance by health sector vs Facilitation by other sectors
- Rapid and complex decision making amid acute and dynamic uncertainties - Lockdowns and closure of borders
- Sustained activation of whole-of-government and whole-of-society response - Over time, magnification of geopolitical and internal political tensions
- Rapid mobilization of national resources (financial and human)
- Response coordination mechanisms overcoming any model anticipated in existing, documented arrangements
- Reactive, adaptive, and innovative actions, conducted over a short period - Potential to drive and shape a sustainable transformation.

The “foreseeable” future: Perfecting the “new normal”. Based on: Case detection, testing, isolation of cases; Contact tracing and quarantine of contacts; Personal protection and hygiene; Environmental hygiene; Social/physical distancing. The “foreseeable” future: Perfecting the “new normal” Striving to: Overcome social fatigue: Reactivate the economy; Apply public health measures in an increasingly targeted manner; Resuming non-essential international air traffic PAHO’s advice

- Risk assessment driven approach - Risk of international spread cannot be eliminated
- Use of medical surgical masks
- Visual screening at airports
- Health monitoring of incoming travellers for 14 days

What is not recommended:

- Quarantine of travellers
- testing of travellers as condition may vary
- Other practices generating false sense of security

### **AIRBUS**

AIRBUS intervened with comments on:

- The importance of the aviation industry to continue demonstrating compliance to the safety and sanitary measures.
- Domestic and international flights are drooping mainly due to boarder restrictions, as result the aviation industry is collapsing.
- Many studies shows there is almost no risk for traveling by plane thanks to the sanitary measures put in place between flights

- ICAO Regional Offices have played a key role in facilitating and monitoring the implementation of safety measures.
- AIRBUS supports the implementation of the CART
- AIRBUS will provide a new set of recommendation for the state's public health risk management strategies to reduce the translocation of the disease from one region to another, which eventually will remove the need of quarantine the passengers.
- AIRBUS offers to provide advice and their expertise in risk management to help the States
- Health corridors are been established amongst a number of States, where they agree to remove quarantines and replaced by adequate testing and tracking protocols.
- The aviation manufacturing industry makes their risk management expertise available to do a proper risk assessment and elaborate the safest way to operate.

**IATA (P/12)** mentioned that:

- Latin America is one of the hardest hit regions, by country restrictions and boarder closures for over 6 to 7 months.
- The difference in percentage of demand of traveling compared to October 2019 in some States:
  - ✓ Costa Rica 81%
  - ✓ Guatemala 70%
  - ✓ Caribbean 68%
  - ✓ Mexico 67%
- This year is expected 84 billion USD in loses for the aviation industry, 4 billion dollars in losses in Latin America.
- More than 40 airlines around the world have ceased operations
- Three out four of the largest airlines in our region have gone to chapter 11, causing significant gap of connectivity within the region and the world.
- With all the information we have, it is expected that more airlines to cease operations unless, we start to reopen of boarders and remove quarantines and receive help from the governments. Actually, 10 airlines in our region are on watch financially by IATA, in terms of survivability.
- The recovery will take some time and the connectivity we had in 2019 will not be reached until 2024-2025 for international and 2023 for domestic operations, depending on what occurs in the following months.
- In the mean time we can get a vaccine, is necessary to obtain a balance between public health and economic recovery, so we need governments to take the leadership and take the right measures that will stimulate a return of passengers.
- Not just the airlines, but also all the components of aviation ecosystem are suffering the same challenges (airports, ACI, etc.)
- Governments around the world are providing financial support to the airlines(160 billion usd), mostly North America, Europe and Asia Pacific, less than 1% of the global support is been given in Latin America, taking in to consideration the economic resources in our region, they can find different way to support the industry.
- The airlines only have 8 to 8.5 months of capacity to survive, so we have to make sure to restart operations without quarantine and other restrictions and with government support (financially or with the proper measures)
- Essential point for recovery: full implementation of CARTs, coordination between States and governments is critical, ensure the right level of capacity in the airports (they are 30 to 40% of their capacity, due to financial problems, lack of personnel for immigration, security, customs, ATM, etc.).

- Make sure we are correctly advocating with the health ministries, educating the ministries on the responsibility of the aviation industry has taken in the implementation of safety protocols.
- The industry realized that the testing is the main option/alternative against quarantines; the customer will not regain the confidence if we continue to put restrictions and quarantines.

### **World Bank (P/17)**

The World Bank looked back on the impact of the pandemic on the air transport industry, emphasizing that aviation in Latin America is not recovering as elsewhere.

The World Bank commented that the effort has been great in trying to save the airlines, noting that, in June, it was estimated that the average available resources of the airlines would guarantee about 8.5 months of operation, which means that the resources will run out by the end of 2020 if there is no additional support. An alternative would be for governments to support airlines, but it is necessary to take into account that it is not only aviation that is in crisis, with the need for government support to health, to different areas of the private sector, etc.

The World Bank therefore considers that the current scenario imposes the need to establish criteria for government support to aviation, suggesting that the negative impact that the eventual loss of connectivity generated by the bankruptcy of an airline will have on the economy and that the economic viability of the airline in the post-pandemic scenario is also considered. In cases considered viable for support, the mode of support must be carefully chosen (grant, loan, nationalization, liquidation & recreation).

For the airline survival, the World Bank suggested that direct government support for airline survival be limited to companies considered viable after the pandemic scenario, and in those cases where there is a risk of severe impact to connectivity and the economy. In other cases, this support should be provided by other means.

## **APPENDIX E**

### **States interventions**

#### **Canada (P/14)**

Canada thanked ICAO for organizing this type of events where States and organizations could share their experiences about COVID-19. Canada talked about the economic and public confidence impact in aviation due to the pandemic. Since the beginning of the pandemic, Canada tried to understand the virus and took actions to face it. Canada took four priority actions. One priority was to maintain essential supplies across Canada. Second priority was to maintain aviation services and other essential services, such as energy, infrastructure, etc. The third one was repatriation, to ensure that Canadian citizens returned to Canada. The last priority was to limit travel, in order to prevent and avoid the import and spread of the COVID-19 virus. Aviation is essential; for that reason, Canada indicated the importance of risk mitigation actions that had to be taken. Finally, Canada emphasized the fact that States should work together, integrating government institutions and others with the aim of responding effectively to the COVID-19 pandemic. It is a great challenge for aviation since, in addition to focusing on safety and aviation security, we must also focus on public health, but at this time, it is essential to develop adequate and effective responses.

#### **EASA (P/20) contribution to healthy return to aviation operations**

Mr. Laurent Gruz, EASA Representative upon ICAO, informed on:

- COVID-19: EASA first response and the EASA/ECDC Protocol
- COVID 19 pandemic took the world by surprise.
- EASA had a quick reaction to address the situation.
- It published several guidelines to introduce new procedures and it follows the evolution of the pandemic.
- EASA published a health safety protocol to restore public confidence in air transport and implemented a monitoring programme to ensure guidelines are properly applied.
- Currently, second wave of cases surging in Europe, with measures being taken by individual States to address the situation.
- Bringing back confidence
- Trying to bring back confidence it is essential to ensure safe and secure operations. Safe operations will bring people back to reduce complexity for operators and travellers
- Harmonization of European Union (EU) measures
- The Aviation Health Safety Protocol (AHSP) – a document defining measures to assure the health safety of air travellers and aviation personnel within the EU and worldwide. This document is being updated with a testing chapter, trying to remove quarantine by implementing testing.
- NO Compromise on safety - COVID-19 Risk Portfolio, Main categories of risks identified.
- We have to keep in mind to retake normally operation without compromising safety.
- Conclusions
  - Risk/Performance Based Oversight is more relevant than ever
  - National Civil Aviation Authorities (NCAAs) need to remain vigilant and adjust their processes to the “new normal”
  - Lack of adequate oversight identified as one of the top COVID-19 induced safety risks
  - Robustness and resilience of Safety Management System is essential due to the heighten disruption induced by the COVID-19 crisis
  - EASA support to increase coordination at international level.

## **Cuba**

Cuba recognized the work done by ICAO, for its effort and support to States in this time of crisis. It also indicated that air transport, tourism and commerce, in general, have been some of the most affected sectors in that State due to COVID-19. Since Cuba learned of the first cases of the disease, it prepared itself to avoid the collapse of services, which allowed Cuban airports to remain open for cargo, repatriation, medical coordination, and emergencies. Cuba has worked with internal entities of the country to develop certified sanitary protocols that ensure correct air operations. In tourist areas, the necessary measures have been developed to avoid contagion by COVID-19. All these measures have been developed with the aim of gradually returning to normality and, preserve human life as the main focus. According to the experience obtained by the State, nine out of the ten international airports are currently open for international operations. Finally, Cuba emphasized that in this environment of cooperation and in a harmonious search for viable solutions for the region not only in aviation, but also the harmony of States, Cuba is forced to denounce the aggressiveness of the economic and financial blockade imposed by the government of United States towards Cuba.

## **Dominica**

Dominica emphasized the importance of the meeting and of the participation of the State Ministers, especially the participation of health ministers, looking for a collaborative way of working taking into account the safety of the people. Dominica, being a State that promotes tourism, indicated that tourism in the State changed dramatically due to the COVID-19 pandemics. At the very beginning of the outbreak Dominica started to prepare to face the virus, however it was very affected because the most important industry is tourism and much people depends directly and indirectly from this economic activity. Inevitably, the first COVID-19 case appeared in March, by which Dominica worked hard and jointly with other organizations to find more favourable mechanisms to flatten the curve. Dominica has mitigation controls to avoid COVID-19 infections. In this regard, Dominica has started an operations reopening process on 15 June 2020, firstly domestically and furtherly internationally. Nonetheless, other areas have consequences due to the pandemics. Dominica, in collaboration with aviation, health and tourism has launched a tourism strategy called "Travel to Dominica and relax", due to the fact that the State must boost its economy. Protocols and health measures will continue, working with all the State entities to face the challenges of the aviation industry. Dominica emphasized the importance of harmonization and standardization of the protocols to be used, and to support the measures established by ICAO and IATA. The State indicated that it needs the reopening of aviation. Dominica needs direct flights and connections to allow Dominica reopening its economy again. Aviation requires its user to feel safety again.

United States

## **United States**

United States has faced unprecedented health and economic challenges due to the COVID-19 pandemics. Since the beginning of the outbreak, the State carried out many actions to assure the continuity of aviation, by which activated a task force to answer to different aspects that aviation and other areas required, maintaining continuous and crossed communication among organizations and agencies for data sharing, developing the best procedures, and to update action plans among others. At a very early stage, United States worked as part of the CART to develop of the first report of the group and is working with ICAO in the second report, which will have more information and the establishment of recommendations with updated information on the pandemics. The United States has also developed the document "A way to recovery", which presents information for the protections of the travellers to reduce infections without



compromising aviation. United States indicated the need to recover aviation and the importance of a jointly collaboration to achieve this goal, face the challenges and assure that aviation will continue growing because working in this way we are more efficient and stronger. In this regard, we need to share knowledge and experiences to support aviation recovery.

### **Honduras**

Honduras indicated that the COVID-19 pandemic has changed the world and that we need to reinvent us to face this new reality. Honduras established a recovery strategy based in four phases as fundamental axes on safety and biosecurity under ICAO and IATA guidelines. These phases consider a gradual reopening of airports, firstly with national operations and then with a controlled reopening of international operations. For the beginning of November, international operations are being opened with new schedules including operations on Sundays, increasing in this way airline operations.

### **Mexico**

Mexico carried out an analysis jointly with the ministries of health, economy and international affairs along with other institutions. As a result, frontiers were not closed. Mexico indicated that this decision was positive for the State because it allowed mobility were it was most necessary, specially to manage medic material and equipment, necessary in all the territory. Mexico indicated that this is a global crisis, and that the State continues monitoring the current situation of Mexico and other countries and updating its procedures accordingly with these data, which can be seen reflected in the diverse circulars that the State has issued to operators and stakeholders in the aviation system, communicating sanitization measures and emergency procedures among others, product of joint work among different entities of the States and aligned with public health authorities. Mexico recognised the need to reopen aviation and other economic areas such as tourism. In this regard, the campaign “Mexico flies safely” will be open to boost the economy and to obtain positive results in aviation and tourism as well. Mexico informed on the negative impact in its operations, which were reduced domestically to 93%. To date, its operations have increased 50%; domestic tourism has also recovered, as is the gradual case of international tourism. However, the State is highly concerned with the pandemic rebound in the world. Finally, Mexico celebrated this kind of events, in which experiences can be exchanged.

### **Trinidad and Tobago**

Trinidad and Tobago indicated that it is necessary to continue working with the contingency measures to ensure that the aviation sector operates adequately and to implement effective measures to ensure secure operations for the passengers. Trinidad and Tobago has worked hard in the development of procedures and the implementation of the CART recommendations, coordinating all the implemented actions in accordance with the different organizations of the State. Trinidad and Tobago is aware of the need to support these measures to reduce the virus transmission. Aviation reopening has been carried out gradually. Currently, a limited number of domestic and international flights have been allowed as well as some cargo operations.

## **Barbados**

Barbados has faced dramatic challenges in the last eight months, but the State requires stimulating the economy to carry out actions to consolidate its financial condition. COVID-19 pandemic impacted tourism activities since the second quarter of the year, affecting the supply chain, tourism and other related activities. As mitigation measures, the State closed its international frontiers, mitigation measures were published and implemented as well as other measures to protect the population, which have proved security and protection for all. Barbados does not have evidence of domestic transmission; the 99% of the cases are imported. In this regard, huge coordination and public health work has been carried out, implementing the needed measures to assure no-transmittal of the virus. For aviation, Barbados has worked in the procedures and establishment of transparent measure aiming to create resilience, increasing commitment, and jointly work for the economy and State wellness.

**APPENDIX F**  
**Industry interventions on Session 2**

**ALTA (P/10)** informed the following:

- 59.5% less pax. vs. January-August 2019
- ICF estimates the industry will reach the traffic levels of last year by 2025
- 6 million jobs and 110 billion dollars of contributions to the regional GDP are at risk
- The US department of defence determined the risk is almost non-existent by wearing a mask and with the filtration system of the airplanes (99.99% particles filtered)
- ALTA urges governments to take a balanced approach based on risk assessment, removing quarantines and adopting standardized pre-flight test requirements, re-opening borders, and admitting travellers of any nationality arriving through air travel.
- globally-consistent approach to testing international passengers as a more efficient alternative to quarantine measures, restoring confidence of travellers, as it will have a notorious beneficial impact in tourism and local economies, this process should be fast, practical, accurate, easy to use, and supported by health authorities.

**CANSO (P/13)** explained that:

- Air navigation services are part of the critical structure of services and Air Navigation Service Providers (ANSPs) have the mandate to maintain the operation, ensuring personnel health and safety for operations.
- Percent change in movements since 1 January 2020
- CANSO agreement with AIREON provides a clear picture of the number of operations in the NACC countries. We see a modest recovery, but still well below the pre-pandemics figures
- ANSPs are implementing contingency and business planning, reducing costs and updating their business model.
- At national level, national contingency plans are implemented to ensure the services continuity.

Key challenges

- Financial sustainability is key for ANSPs
- Losing revenue
- Falling traffic and deferrals of ATC charges are reducing revenue
- But we must maintain all airspace availability for the aircraft that are still flying
- Cost management
- Cost-containment measures are required across the industry
- But we must resist making cost reduction decisions now that will jeopardize the recovery when it comes

Financial Impact on ATM. Putting numbers in perspective, ICAO estimates 9 billion USD losses to ANSPs in the period of January – August 2020. Many ANSPs are cutting costs significantly by:

- Cease training
- Cancel or defer technology projects
- Staff layoffs and pay cuts
- Financing and loans

ANSPs planning for the new normal:

- Updating employee protection procedures to accommodate rising traffic levels and higher unit staffing
- Cost reduction
- Adjusting corporate strategies and investment plans giving lower traffic levels
- Looking for means to enhance resiliency and scalability of service

What is CANSO doing?

- Working with ICAO and States to safeguard aviation and the vital role of ATM
- Campaigning with industry partners and key stakeholders to secure support
- Advocating for the industry at a regional level
- Webinars, podcasts and online forums
- Guidance publications
- Fostering regional coordination on best practice
- Partnering with ATM suppliers to offer temporary free access to tools to assist ANSPs with unique issues related to the recovery

**TIACA (P/07)** emphasized the importance of ICAO leadership in aviation recovery and particularly in supporting air cargo transport, mentioning the COVID-19 Recovery Platform. The crisis generated by the pandemic ends up acting as an element to stimulate innovation that in the air cargo transportation sector is reflected in the digitalization of the cargo journey.

Cargo transportation by air involves several stakeholders (such as: shipper, transporter, freight forwarder, airline, customs broker, security, customs, ground handling agent, chamber of commerce, etc.) and the digitization of the cargo journey consists in the adoption of an integrated database that allows all document processing without the need for physical documents.

The digitization of processes related to air cargo transportation eliminates (or at least decreases) the flow of papers from hand to hand, consequently decreasing the risk of virus transmission, increasing the level of security in the handling of cargo, especially at airports.

Currently, there are already models of digitized cloud-based data systems in use by airports in Europe that can serve as an example.

The worldwide distribution of vaccines presents itself as the next major challenge for air cargo transport and there is a need to prepare for it.

**IATA (P/21)** reported on:

- restoring of passenger confidence
- work with the governments to lift restrictions and harmonized operations
- global testing policy as an alternative for quarantine (fast, accurate, affordable, scalable, easy to use)
- standard for health passport info

- additional government financial relief measures taking into consideration the lack of resources within the region
- governments around the world are providing financial support to the airlines(160 billion USD), mostly North America, Europe and Asia Pacific, less than 1% of the global support is been given in Latin America, taking in to consideration the economic resources in our region, they can find different way to support the industry
- Adherence to ICAO Protocols
- Governments need to cooperate with each other to reopen borders

**IFALPA** (P/08) informed that the speed of commerce, the economy, and the progress are directly affected by the aviation, if the situation continues; the overcoming of this stage will continue to be negatively affected. A factor that has to be highlighted is the safety standards, proficiency levels and qualifications will have to be closely monitored, because, although the industry is experiencing a reduction on available seat/miles and revenue, safety has to continue with 100% level.

The key aspects that IFALPA sees are:

- Maintaining the global standards as we return to a new normal, is imperative that safety is based in regulations which are going to continue to be enforced, enhanced and strengthened; qualifications cycles may have been temporarily addressed by the alleviations, but now we are facing the non-attended consequences, stacking by the backlog or catchup with this. Another critical factor to take into considerations is the proficiency levels.
- IFALPA believes that we need to strengthen SMS and rely on that to be able to address and identify the upcoming new safety issues that will appear due to the fact that the crews are not able to flight as they use to flight before
- IFALPA shares the believe that we have the opportunity to recover the confidence of the traveling public and the flight crew are in the enviable position to be able to do that
- IFALPA response team has created a plan, which is create sustainability in three aspects: Social, Financial and Environmental, these three aspects must be incorporated in the recovery of the international aviation.
- IFALPA believes in the power of involvement, and is part of the solution participating in CAPSCA, contributing with ICAO through the CART and QRGs; and it also believes that the SMS programs are critical to maintain a highest level of safety in aviation.

Similarly, IFALPA considers these as final tangible points:

- The COVID-19 has changed the operations and everyone's personal life
- It will take an extra time necessary for preparation of safe operation, is important to train for proficiency for flight crews and the use of SMS to be able to identify upcoming trends that may need to be mitigated as the aviation sector comes back to full speed and the economies of the countries recover
- Logistical issues to provide safe access to the crews of some countries and airlines that do not have access to simulators, so they have to travel to other states to be able to maintain the level of safety. It is a great opportunity to try the protected health corridors, to ensure that the flight crews have access to highest level in training and proficiency.