

ICAO BUSINESS PLAN 2008-2010



21 January 2008
(Version 4)



The ICAO Business Plan is designed to translate the Strategic Objectives of the Organization into action plans and ensure a link between planned activities, resources and performance assessment. The Business Plan is a living document and as such, might be subject to revisions to reflect the ongoing changes and emerging challenges of the Organization.

It is available on the ICAO-NET at (<http://www.icao.int/icaonet>).

TABLE OF CONTENTS

Chapter 1	Introduction.....	3
Chapter 2	Vision and Mission Statement and Strategic Objectives	6
Chapter 3	ICAO Strategic Profile.....	9
Chapter 4	High-level Indicators	15
Chapter 5	Action Plans Sheets	23
Chapter 6	Business Plan and Budget – Review Cycle and Flow Chart	100
Appendix	Tasks that will be deferred or will require another means of funding	103

CHAPTER 1

INTRODUCTION

1. BACKGROUND

1.1 The Business Plan is designed to translate the Strategic Objectives of the Organization into action plans and to ensure a link between planned activities, organizational cost and performance assessment. It integrates the activities of programmes of all Bureaux and Regional Offices and should allow for better resource allocation based on agreed priorities at Headquarters and Regional Offices.

1.2 The goal of implementing the Business Plan and associated budget is to attain a result-oriented, performance-based Organization and to introduce new working methods by ensuring the efficient and prudent use of limited resources. The Business Plan and the budget jointly provide the basis for a reporting framework that unites strategies, activities, funds, human resources and time frames into a coherent and effective means of monitoring and evaluating outcomes. By engaging staff at all levels in the performance improvement process, highlighting responsibilities, and by holding managers accountable for their performance and regularly measuring, monitoring and evaluating results, the Organization will strengthen accountability, demonstrate value for money and improve overall performance at the operational and strategic levels.

1.3 The Business Plan and budget preparation review cycle and the process of developing the ICAO Business Plan are illustrated in Chapter 6.

1.4 COMPONENTS OF THE BUSINESS PLAN FOR 2008-2010

1.5 **Strategic Objectives and Vision and Mission Statement:** These define the vision and mission statement and a set of organizational objectives. The objectives, in turn, determine long-term actions in order to achieve the vision and mission of the Organization. These fundamental documents, which had been approved by the Council for the current triennium (2005-2007), are also valid for the next triennium (2008-2010) and, as such, the Secretariat will continue to base its work on these approved organizational Strategic Objectives.

1.6 **Strategic Profile:** The profile will serve as a tool for the Secretariat by helping to determine the priorities in the implementation of the Business Plan. It includes, inter alia, “Strategic Positioning”, “Operational focus”, “Public Information”, “e-Strategy” and “Strategic Skills for Successful Implementation of Business Plan”.

1.7 **High-level Indicators:** They flow from the Vision and Mission Statement and allow the regular monitoring of international civil aviation performance.

1.8 **Action Plan:** The Action Plan is a planning and management tool that includes accountability details such as responsible Managers, monitoring dates, etc. As ICAO moves towards a results-based budget, the Action Plan, which in turn will be supported by detailed projects contained in the Operational Plans, is the tactical part of the Business Plan and the platform for allocation of resources. It identifies “Strategic Results” with related details such as issues and challenges, strategic approaches, expected outputs and key performance indicators (KPIs). The financial resources needed to implement the Action Plans proposed in the Business Plan 2008-2010 are shown in the Result-Based Budget. When working on

the sub-elements of the Strategic Objectives, the Secretariat observed that some key activities contribute to common outputs, which in turn are aligned to a limited set of overarching outcomes, now designated as “Strategic Results”. Consequently, while still consistent with the key activities, the Action Plans have been mapped to “Strategic Results”. In practical terms, this means that resources will be planned more effectively on the basis of each Strategic Objective and that efforts by the Secretariat will be more focused on resolving the major challenges facing the Organization through results-based planning and budgeting. The functional integration between different units of the Organization, and especially between Headquarters and Regional Offices, received special attention.

1.9 Operational Plan: This is a more detailed version of the Action Plan identified within the Business Plan. A series of critical tasks/strategic approaches identified in the Action Plan need to be accomplished in order to meet the Strategic Objectives of the Organization. These critical tasks will be further broken down into one or more contributing tasks that have to be carried out to complete the critical task concerned; these contributing tasks constitute what is known as the Operational Plan. Contributing tasks are sequential or parallel steps leading to a number of deliverables required to complete a critical task. Hence, each contributing task will have an output to be delivered at a specific (target) date. In this case, the output represents a contribution to the advancement of the project, such as a chapter for a manual, data for an analysis, etc. There is no limit to the number of contributing tasks required to complete a critical task. Also, contributing tasks may have subsidiary task within themselves.

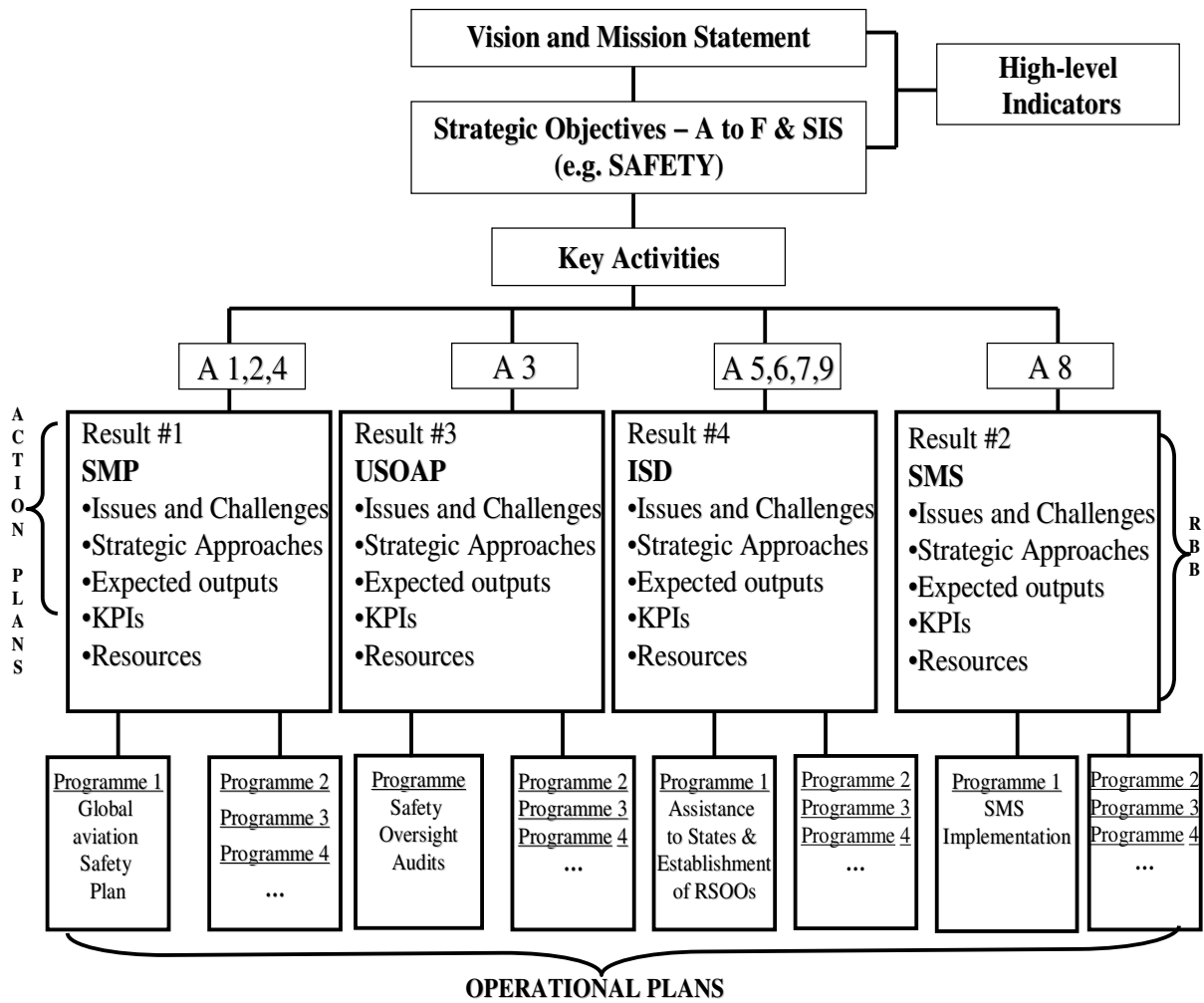
1.9.1 The objective of producing an Operational Plan is to provide management at the Bureau/Office level with a tool to plan and manage their programmes and to optimize the use of their resources during the triennium concerned. The Operational Plan will need to be dynamic in nature in order to be effective, and therefore would not require annual reviews. In terms of hierarchical order, the Operational Plan sits between the Action Plan and the detailed description of project implementation, such as those done through the use of project management techniques.

1.9.2 The Operational Plan shows, in addition to contributing tasks, an estimate of the resources required including the project leader and participant staff. The staff resources required should be identified in terms of the direct numbers of Professional (P) or General Service (GS) category staff required.

1.9.3 Because the Operational Plan, the subset of the Business Plan, will be used to manage the programmes and resources approved by the Assembly for a triennium, its main coverage should coincide with the budgetary cycle. However, it must also be recognized that not all critical tasks may conveniently start or end within the three-year cycle of an ICAO budget period. In these cases, when presenting a new project, it will be imperative that it cover all the necessary resources to carry out the critical tasks and identify the contributing steps and resources required during the budgetary cycles covered by the project. At the beginning of each triennium, the Operational Plan of each Bureau/Office will be populated with all the contributing tasks including those initiated during the previous budgetary cycle but were not completed.

1.9.4 In order to achieve a functionally integrated business planning environment that not only aligns the global and regional work programmes of the Organization towards common results, but that also enables a seamless interface between the line Bureaux and supporting offices (such as FIN and HRB), the Secretariat has developed an interactive online planning system. The primary function of this planning system is a tool that derives from the operational plans of the various organizational units of ICAO, and through which the functional integration of the work programmes of the Regional Offices and Headquarters is ensured.

Figure 1.1 Hierarchy of the business planning process



CHAPTER 2

VISION AND MISSION STATEMENT AND STRATEGIC OBJECTIVES

2. CONSOLIDATED VISION AND MISSION STATEMENT OF ICAO (approved by the Council (C-DEC 174/13) on 11 March 2005)

2.1 The International Civil Aviation Organization, a United Nations Specialized Agency, is the global forum for civil aviation.

2.2 ICAO works to achieve its vision of safe, secure and sustainable development of civil aviation through cooperation amongst its Member States.

2.3 STRATEGIC OBJECTIVES OF ICAO FOR 2005 2010 (approved by the Council on 17 December 2004 — C-DEC 173/13)

- A: Enhance global civil aviation safety
- B: Enhance global civil aviation security
- C: Minimize the adverse effect of global civil aviation on the environment
- D: Enhance the efficiency of aviation operations
- E: Maintain the continuity of aviation operations
- F: Strengthen law governing international civil aviation

2.3.1 Strategic Objective A: Safety — Enhance global civil aviation safety

Enhance global civil aviation safety through the following measures:

- 1) Identify and monitor existing types of safety risks to civil aviation and develop and implement an effective and relevant global response to emerging risks.
- 2) Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States.
- 3) Conduct aviation safety oversight audits to identify deficiencies and encourage their resolution by States.
- 4) Develop global remedial plans that target the root causes of deficiencies.
- 5) Assist States to resolve deficiencies through regional remedial plans and the establishment of safety oversight organizations at the regional or sub regional level.
- 6) Encourage the exchange of information between States to promote mutual confidence in the level of aviation safety between States and accelerate the improvement of safety oversight.
- 7) Promote the timely resolution of safety critical items identified by regional Planning and Implementation Groups (PIRGs).
- 8) Support the implementation of safety management systems across all safety related disciplines in all States.
- 9) Assist States to improve safety through technical cooperation programmes and by making critical needs known to donors and financial organizations.

2.3.2 **Strategic Objective B: Security – Enhance global civil aviation security**

Enhance the security of global civil aviation through the following measures:

- 1) Identify and monitor existing types of security threats to civil aviation and develop and implement an effective global and relevant response to emerging threats.
- 2) Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States.
- 3) Conduct aviation security audits to identify deficiencies and encourage their resolution by States.
- 4) Develop, adopt and promote new or amended measures to improve security for air travellers worldwide while promoting efficient border crossing procedures.
- 5) Develop and maintain aviation security training packages and e learning.
- 6) Encourage the exchange of information between States to promote mutual confidence in the level of aviation security between States.
- 7) Assist States in the training of all categories of personnel involved in implementing aviation security measures and strategies and, where appropriate, the certification of such personnel.
- 8) Assist States in addressing security related deficiencies through the aviation security mechanism and technical cooperation programmes.

2.3.3 **Strategic Objective C: Environmental Protection – Minimize the adverse effect of global civil aviation on the environment**

Minimize the adverse environmental effects of global civil aviation activity, notably aircraft noise and aircraft engine emissions, through the following measures:

- 1) Develop, adopt and promote new or amended measures to:
 - limit or reduce the number of people affected by significant aircraft noise;
 - limit or reduce the impact of aircraft engine emissions on local air quality; and
 - limit or reduce the impact of aviation greenhouse gas emissions on the global climate.
- 2) Cooperate with other international bodies and in particular the UN Framework Convention on Climate Change (UNFCCC) in addressing aviation's contribution to global climate change.

2.3.4 **Strategic Objective D: Efficiency – Enhance the efficiency of aviation operations**

Enhance the efficiency of aviation operations by addressing issues that limit the efficient development of global civil aviation through the following measures:

- 1) Develop, coordinate and implement air navigation plans that reduce operational unit costs, facilitate increased traffic (including persons and goods), and optimise the use of existing and emerging technologies.
- 2) Study trends, co-ordinate planning and develop guidance for States that supports the sustainable development of international civil aviation.
- 3) Develop guidance, facilitate and assist States in the process of liberalizing the economic regulation of international air transport, with appropriate safeguards.
- 4) Assist States to improve efficiency of aviation operations through technical cooperation programmes.

2.3.5 **Strategic Objective E: Continuity – Maintain the continuity of aviation operations**

Identify and manage threats to the continuity of air navigation through the following measures:

- 1) Assist States to resolve disagreements that create impediments to air navigation.
- 2) Respond quickly and positively to mitigate the effect of natural or human events that may disrupt air navigation.
- 3) Cooperate with other international organizations to prevent the spread of disease by air travellers.

2.3.6 **Strategic Objective F: Rule of Law – Strengthen law governing international civil aviation**

Maintain, develop and update international air law in light of evolving needs of the international civil aviation community by the following measures:

- 1) Prepare international air law instruments that support ICAO's Strategic Objectives and provide a forum to States to negotiate such instruments.
- 2) Encourage States to ratify international air law instruments.
- 3) Provide services for registration of aeronautical agreements and depositary functions for international air law instruments.
- 4) Provide mechanisms for the settlement of civil aviation disputes.
- 5) Provide model legislation for States.

2.3.7 **SUPPORTING IMPLEMENTATION STRATEGIES**

To implement its Strategic Objectives, the Organization will take the necessary steps to:

- 1) operate in a transparent manner and communicate effectively both externally and internally;
- 2) maintain the effectiveness and relevance of all documents and materials;
- 3) identify risk management and risk mitigation strategies as required;
- 4) continuously improve the effective use of its resources;
- 5) enhance the use of information and communication technology integrating it into its work processes at the earliest possible opportunity;
- 6) take into account the potential impacts on the environment of its practices and operations;
- 7) improve its use of diverse human resources in line with the best practices in the UN system; and
- 8) operate effectively with the highest standard of legal propriety.

Figure 1. Diagram showing the relationship between the Objectives and the Supporting Implementation Strategies

Safety	Security	Environment Protection	Efficiency	Continuity	Rule of Law
Supporting Implementation Strategies					

— — — — —

CHAPTER 3

ICAO STRATEGIC PROFILE*

3. STRATEGIC PROFILE

3.1 Basis for Strategic Profile

3.1.1 The six Strategic Objectives approved by the Council and described in Chapter 2 of the Business Plan, form the basis of the Strategic Profile that will enable the Organization to position itself vis-à-vis its primary audiences. The predominant driving forces are the Programmes and Services guided by Strategic Objectives and defined by budgetary limitations.

3.2 Strategic Positioning

3.2.1 The strategic positioning detailed below consists of two major thrusts: current tactical positions to defend and future tactical positions to achieve. They take into account efficiency and performance criteria linked to budgetary objectives.

3.3 Current tactical positions to defend

3.3.1 ICAO's ability to effectively execute its work rests on being recognized and accepted as the global authority on regulatory matters. Today, that position is being challenged in some areas and is in danger of being fragmented. Hence, the need to reaffirm ICAO's position is identified by the Senior Management Group in the following sectors:

- Leadership in the development, promotion, implementation and auditing of performance-based SARPs;
- ICAO's role as the institution facilitating and assisting its Contracting States and Territories in the implementation of Standards and Recommended Practices (SARPs), air navigation plans (ANPs) and ICAO's policies;
- ICAO's role as a promoter of global air transport policies that ensure a safe and efficient international civil aviation system;
- The ultimate venue for global crisis management in international civil aviation; main catalyst for the development and activation of contingency plans;
- ICAO's role in the development and diffusion of international air law and in the settlement of international civil aviation disputes;
- The constitutional role of ICAO as the central institution for global governance in civil aviation.

3.4 Future tactical positions to be achieved

3.4.1 Major changes in the world of aviation have created new challenges that require ICAO to reposition itself more specifically in four areas, namely safety, security, environmental protection and efficiency in air navigation. Accordingly, the following future tactical positions to be achieved have been identified to reflect the new reality:

* Approved by SMG in March 2007

- Leadership as the premier world organization in civil aviation
- Recognition as the global driver of safety management processes designed to achieve measurable results in aviation safety
- Promoter and coordinator of performance-based safety and security measures amongst States
- Global recognition as the leading international organization pursuing unified and coordinated measures to reduce civil aviation's impact on the environment
- Key driver of the implementation of harmonized ATM systems and promoter of performance-based efficiency improvements
- Pioneer in new and evolving developments in civil aviation

3.5 **Operational Focus**

3.5.1 The management team of ICAO has performed a systematic and realistic assessment of the resources of the Organization and has established corresponding priority choices in terms of programmes, services, products, customers, users and partners. These choices are presented in their summary format and will serve as priority guidelines for budgetary and operational decision-making. Paragraph 3.6 identifies the scope of programmes/services/products covering both current and future scenarios. Paragraph 3.7 examines the scope of customers/users/partners and also envelopes both current and future scenarios.

3.6 Scope of Programmes / Services / Products

MORE EMPHASIS	LESS EMPHASIS/ STATUS QUO
1. Safety: <ul style="list-style-type: none"> ▪ USOAP ▪ ISD ▪ SARPs implementation ▪ Remedial action to address safety deficiencies ▪ Training ▪ Performance monitoring ▪ Safety management ▪ Assistance to States 	1. Safety – SARPs development 2. Security – SARPs development 3. Requests from public
2. Security: <ul style="list-style-type: none"> ▪ USAP ▪ ISD ▪ SARPs implementation ▪ Remedial actions to address security deficiencies ▪ Training ▪ Performance monitoring ▪ Tools for border crossing ▪ Monitoring security threats ▪ Assistance to States 	
3. Environment: emissions and noise	
4. Efficiency: <ul style="list-style-type: none"> ▪ Global ATM operational concept ▪ SARPs implementation including Regional ANPs ▪ Rationalization of measures ▪ Operational enhancements ▪ Economic and institutional issues 	
5. Regional and subregional activities <ul style="list-style-type: none"> ▪ Establishment of regional and subregional safety and security oversight organization 	

3.6 (continued)

ANALYZE / DEVELOP	AVOID / MINIMIZE
The elements mentioned under “more emphasis” of “current scenario” will continue	Minimize ICAO activities in areas adequately covered by other international organizations
1. Safety: <ul style="list-style-type: none"> ▪ Effective monitoring of the level of oversight by State (including but not limited to USOAP) ▪ Better integration of the Regional Offices in the safety activities of ICAO ▪ Full alignment of safety initiative with the Global Aviation Safety Plan 	
2. Security: <ul style="list-style-type: none"> ▪ Implementation of cost-effective measures 	
3. Efficiency: <ul style="list-style-type: none"> ▪ Addressing the requirements of ATM operational concept 	
4. Effectiveness of ICAO: <ul style="list-style-type: none"> ▪ Extra-budgetary sources of funding ▪ New technologies and systems ▪ Enhanced mechanisms for strengthening the relationship with aviation partners ▪ Sales of publications ▪ Address privatization, groupings of States, industry, etc. ▪ Reduction in administrative costs and consider outsourcing translation 	
5. New emerging issues: <ul style="list-style-type: none"> ▪ New programmes/services to deal with groups of ANSPs or a multi-state ANSP ▪ Quantifying aviation impact on environment ▪ Development of long-term policies/goals on environment ▪ Consideration of environmental modelling and assessment capabilities 	
6. Electronic publications	
7. e-Commerce	

3.7 Scope of Customers / Users / Partners

MORE EMPHASIS	LESS EMPHASIS
<ul style="list-style-type: none"> ▪ State entities ▪ States /Territories ▪ Regional organizations ▪ PIRGs ▪ Financial institutions ▪ Aviation training institutes ▪ Aviation industries ▪ International organizations ▪ Regional civil aviation bodies 	<ul style="list-style-type: none"> ▪ Supporting regional civil aviation bodies with ICAO resources
ANALYZE / DEVELOP	TO MINIMIZE OR AVOID
<p>The elements mentioned under “more emphasis” of “current scenario” will continue</p> <ul style="list-style-type: none"> ▪ ANSPs ▪ Airports ▪ Low-cost (non IATA) carriers ▪ Non-State entities ▪ Traveling public ▪ Regional economic groups ▪ Other industry groups for funding ▪ Regional safety and security oversight organization 	<ul style="list-style-type: none"> ▪ Industry lobby groups ▪ Non-paying enquirers ▪ Commercial conferences

3.8 Public Information

3.8.1 Public perception of ICAO is a critical factor in the successful implementation of the six Strategic Objectives and the Business Plan. Perception, in turn, is largely based on the quantity and quality of information disseminated to the key audiences about the programmes, activities and positions of the Organization on current issues affecting global air transport.

3.8.2 To this end, the public information function within the Organization is being revitalized and reorganized in keeping with sound management practices and the greater use of information

technology. The Internet and electronic publications will become the preferred medium of communications with the outside world, supported by streamlined written communications focusing increasingly on the work of ICAO and its constituent parts, including the Regional Offices. Media relations will continue to be a dynamic element of public information practices. The new public information strategy fully supports the Organization's dual goal of reducing expenditures and increasing revenues.

3.9 e- Strategy

3.9.1 Through the Business Plan, ICAO fully embraces the implementation of information technology throughout the Organization. The new e-Strategy defines the use of digital and interactive technologies to achieve a more effective delivery of its information and documentation services as well as better organization and more efficient internal and external communication. E-Strategy gives life to the info-structure foreseen by the ICAO Information and Communication Technology Master Plan and builds a modern and efficient Organization for the maximum benefit of its Contracting States.

3.9.2 The underlining objective of e-Strategy is to make most of ICAO information and documentation services electronically available by 2010. This goal of the Strategic Profile can be achieved through five primary activities:

- a progressive movement to a new level of efficiency and effectiveness in the dissemination of information, in the form of an ICAO-NET, which becomes a comprehensive, one-stop on-line repository of all publications of the Organization, eventually eliminating the need for paper distribution;
- improvement in communication with the Contracting States and international organizations through the exclusive use of e-mail and web technologies, under a system that ensures total reliability and security;
- increase in revenue generation through current activities and the introduction of new saleable services, increase of the quality and the quantity of the information
- documentation offered for sales over the web (e-Commerce), and modernization of supporting activities. The guiding principles for the revenue-generation activities will be profitability, sustainability and efficiency;
- modernization of work processes and methods through improved use of modern information and telecommunication technology, particularly on the areas of work-flow streamlining, electronic availability of documentation for meetings, telecommuting, teleconferencing and remote translation.

3.10 Strategic skills for successful implementation of the Business Plan

3.10.1 The Business Plan, which was developed to support the implementation of the six Strategic Objectives, will prove productive to the extent that the Organization responds to the time-tested requirement of having the right people, with the right skills, to do the right thing, at the right place, at the right time.

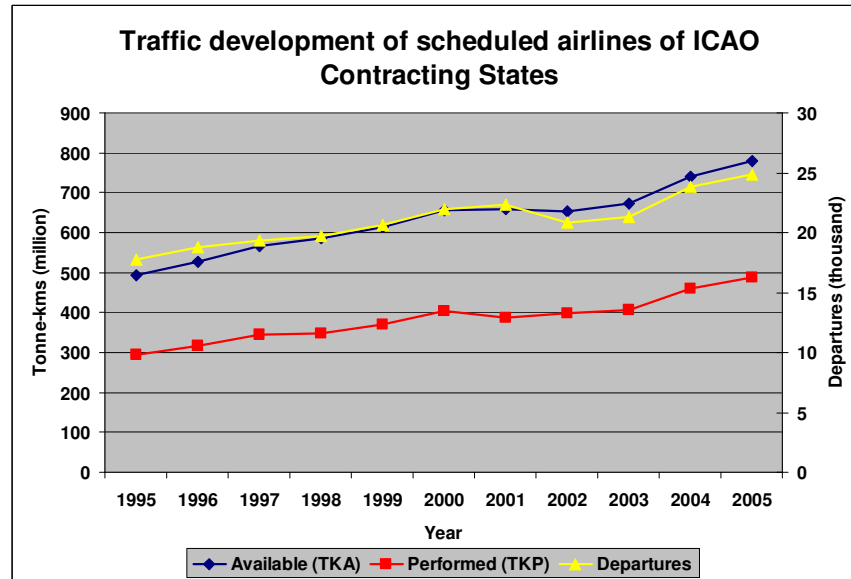
3.10.2 Accordingly, the Business Plan provides for the following essential sets of skills to be enhanced within the existing and future staff members of ICAO, in order to ensure optimum effectiveness in five key operational sectors: development of requirements-driven and results-oriented programmes, services and expertise; promotional activities; asset management; integration expertise; and organizational management.

CHAPTER 4

HIGH-LEVEL INDICATORS*

4.1 Aviation Context — Background Indicator

- Development in aviation capacity, traffic and in the number of departures of the scheduled airlines of ICAO Contracting States



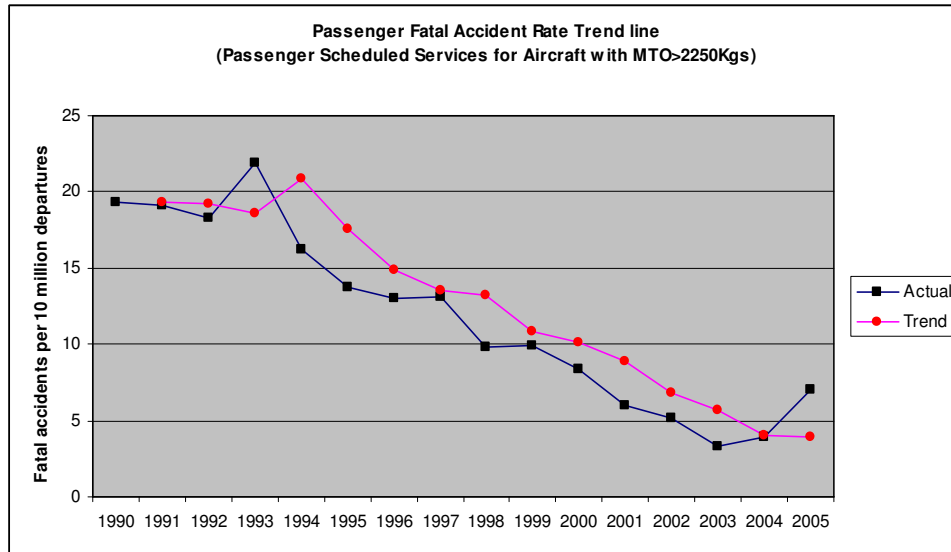
▪ *Explanation:*

- ♦ This component provides a view of the overall aviation context and thus relates to many high-level indicators. The chart above shows the development in capacity (tonne-kilometres available – TKA), traffic (tonne-kilometres performed – TKP) and in the number of departures of the scheduled airlines of ICAO Contracting States over the period 1995 – 2005. In terms of annual average change, TKA increased at 4.7 per cent, TKP at 5.2 per cent and the number of departures at 3.4 per cent per annum. These statistics provide the broad context relating to the development of civil aviation over 10 years.

* Source: C-WP/12814, Appendix D

4.2 Proposed high-level indicators for A – Safety

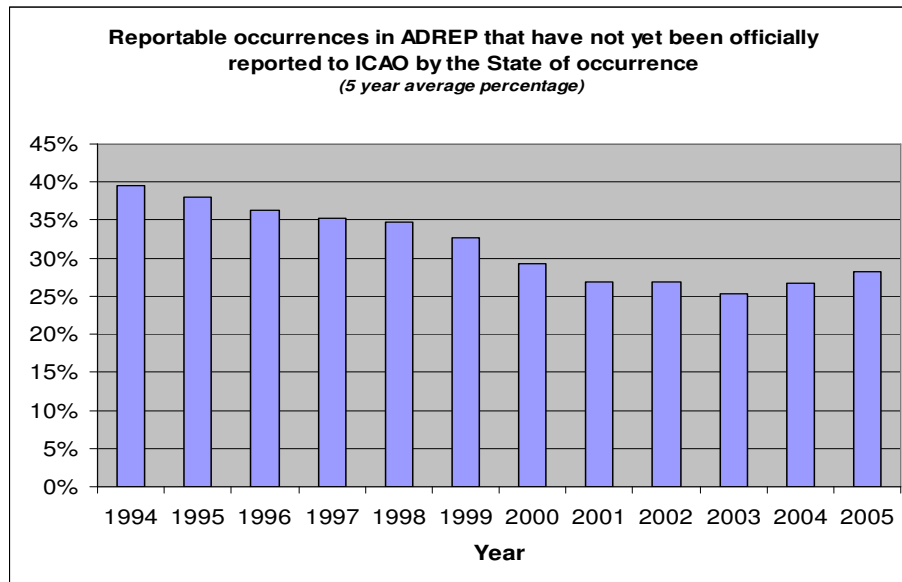
- #A1. Level of Safety: Fatal accident rate (per million departures)



▪ *Explanation:*

- ♦ ICAO has collected data for many years on fatal accident rate per departure for all air transport operations with aircraft maximum take-off mass (MTOW) over 2 250 kg. Data on fatal accidents are considered reliable with a more complete data set being reported to ICAO and/or available from other sources.
- ♦ The above trend has been generated for passenger scheduled services with operations by aircraft having MTOW over 2 250 kg and involved in passenger fatalities, the primary cause for which was “accidents” and not acts of unlawful interference.
- ♦ The trend line suggests an overall declining trend though not a linear one. The trend for the immediate future indicates that we can expect the accident rate and the number of accidents to be somewhat higher than 2004 but lower than 2005 levels.

- #A2. Global safety reporting culture (percentage of ICAO States notifying ICAO of accident/serious incident)

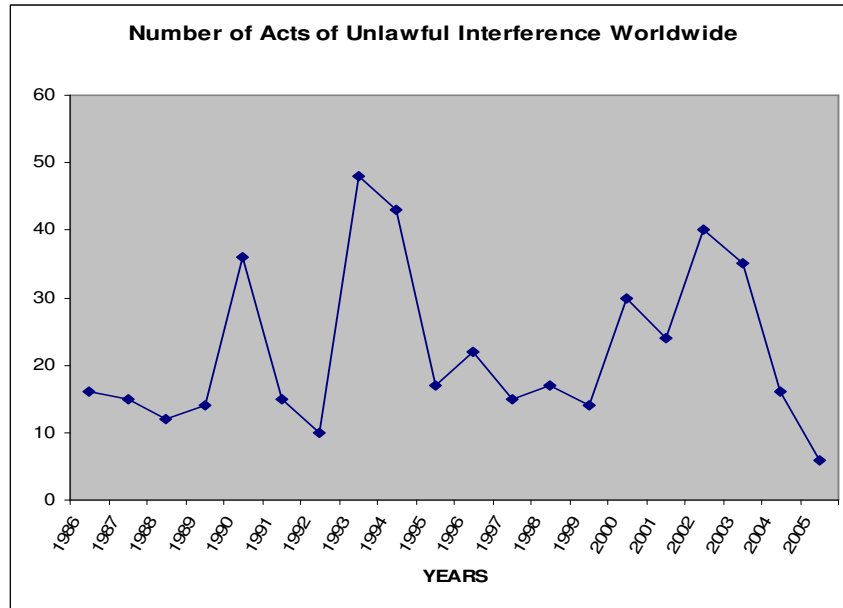


▪ *Explanation:*

- ♦ A reportable occurrence is one that qualifies as an accident or serious incident as per Annex 13 and involves a commercial or general aviation operated aircraft with a MTOW over 5 700 kg.
- ♦ ADREP records on reportable occurrences that have not been officially notified by the State of occurrence to ICAO have been derived through reliable industry sources such as Airclaims, Lloyds of London, or the Flight Safety Foundation's Aviation Safety Network.
- ♦ For the time period 1 January 1990 to 31 December 2004, ADREP has records on reportable occurrences in 156 Contracting States. Of these, 69 have more unofficial records in ADREP than officially notified ones.

4.3 Proposed high-level indicators for B – Security

- #B1. Number of acts of unlawful interference against civil aviation worldwide



- *Explanation:*

- ♦ A reduction of unlawful interference with civil aviation could indicate that States have developed an effective aviation security system to which ICAO contributes through the provision of assistance in training of personnel, the conduct of seminars and workshops and direct assistance to States in the establishment of a robust and sustainable aviation security system. Thus, although the reduction would be an indicator as to the performance of States, ICAO's performance can only be measured through the assessment of the quantity and quality of training provided and the number of aviation security officers trained. Therefore, reduction of acts of unlawful interference is indirectly linked to the assistance provided by ICAO, although ICAO does not have direct contribution to the outcome.

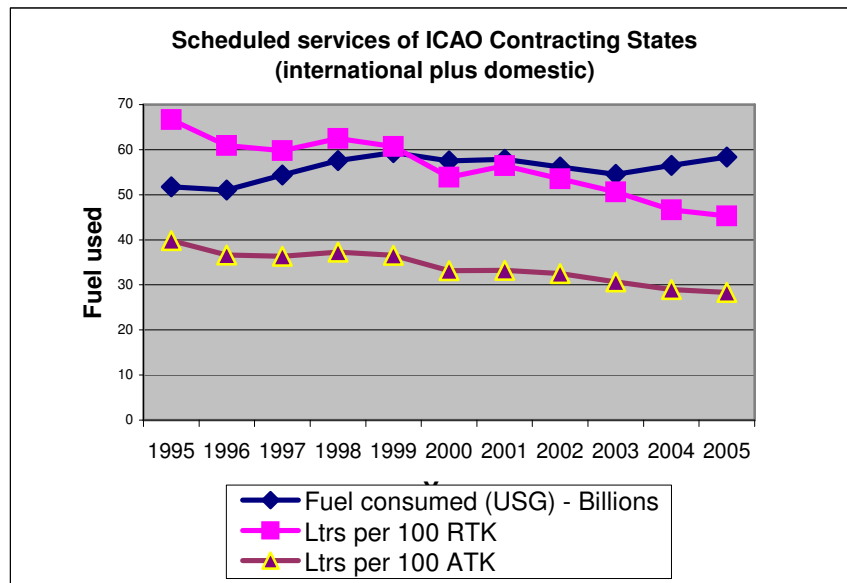
- #B2. Level of global implementation of international security standards

- *Explanation:*

- ♦ The level of implementation of the international security standards in all Contracting States is regularly evaluated through ICAO audits and provides an indication of the overall effectiveness of the global aviation security network. While responsibility for the security of civil aviation remains with States, ICAO contributes significantly to fostering higher levels of security by assuming a leadership role in the conduct of training, seminars and workshops, and the provision of on-site technical assistance in States. Due to the sensitive nature of security-related information, levels of compliance with the ICAO standards are only available on a restricted basis.

4.4 Proposed high-level indicators for C – Environment

- #C1. Tonnes of fuel burned (and CO₂ generated) per 100,000 RTK/ATK

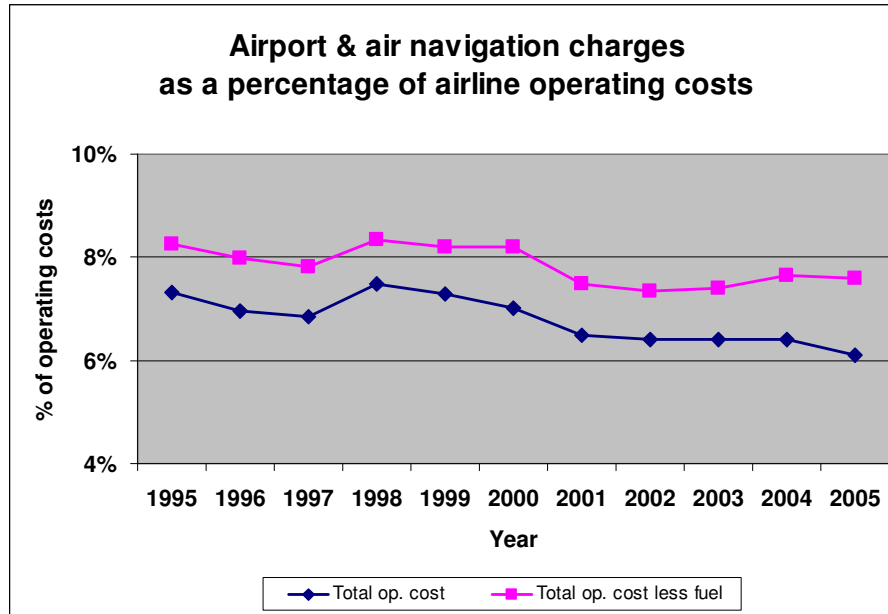


▪ *Explanation:*

- ♦ Aircraft engines emit a range of gaseous and particulate by-products (emissions) that contribute to various environmental impacts. Some emissions are related to components in the fuel, such as sulphur; some are related to the high-pressure, high-temperature oxidizing environment of the engine, such as oxides of nitrogen (NO_x); and some are simply by-products of the oxidation reaction that occurs in the combustion process itself, carbon dioxide (CO₂). Given this variability, there is no one measure that accurately quantifies the environmental impact of aircraft engine emissions. However, all emissions are correlated to some degree to the amount of fuel burned. Therefore, from a high-level perspective, tracking the change in fuel burn in absolute terms provides an indication of the change in the magnitude of the environmental impact of aviation emissions. Since carbon emissions are directly correlated to hydrocarbon fuel burn (unit of fuel X 3.16 = unit of CO₂), tracking fuel burn gives precisely the same relative perspective as tracking carbon emissions.

4.5 Proposed high-level indicators for D – Efficiency and Development

- #D1. Airport and air navigation services charges as a percentage of airline of operating costs



- *Explanation:*

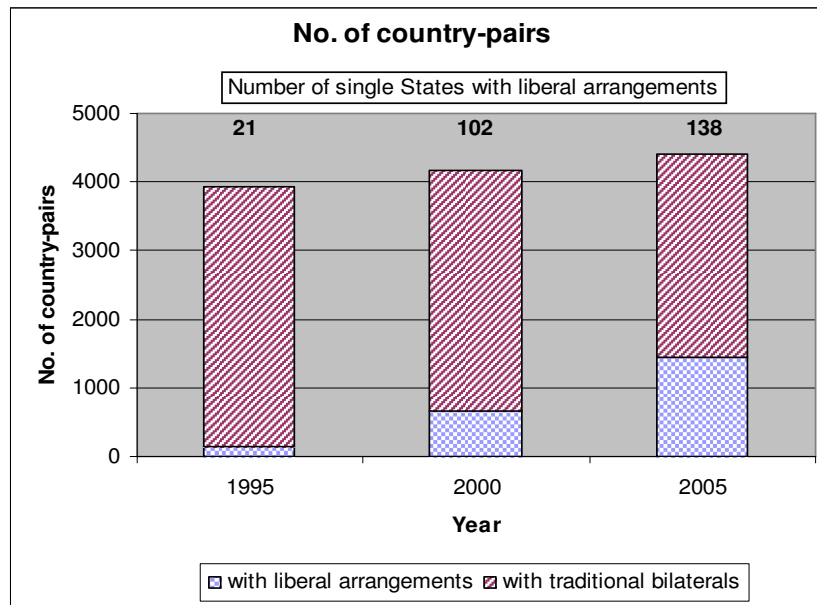
- ♦ This indicator illustrates the increased efficiency and improved cost-effectiveness in the provision and operation of airports and air navigation services, which is in its turn one of the results of the ongoing commercialization and privatization process of airports and air navigation services entities. It also reflects upon ICAO's leadership role in the economic field and the related policy and guidance material being kept updated and promoted by the Organization. However, it should be noted that the improvements in efficiency and cost-effectiveness of the service providers are relative to the improvements by air carriers, and the little change shown in the percentage of these costs in the total operating costs of air carriers (after excluding fuel costs) suggests that the change in efficiency and cost-effectiveness of airports and air navigation services entities is in line with the changes introduced by the air carriers themselves.

- #D2. Tonnes of fuel burned per 100,000 ATK

- *Explanation and data: (see HLI for the Environment).*

- ♦ Tracking the change in fuel burn on a rate basis (tonnes of fuel/100 000 RTK/ATK's) provides a picture of the relative change in fuel-efficiency in the commercial aviation sector. By following these two measures in a time series, it is possible to form a high-level perspective of how environmental effects of international aviation are changing over time. Since carbon emissions are directly correlated to fuel burn (unit of fuel X 3.16 = unit of CO₂), tracking fuel burn gives precisely the same relative perspective as tracking carbon emissions.

- #D3. Number and percentage of air transport conducted under liberal arrangement



- *Explanation:*

- ♦ Air transport agreements between and amongst States govern the operation of international air transport services in the world. Liberalized agreements reflect the changes in the economic regulatory environment. The data measure tracks the development of liberalization and can be used to assess the impact and extent of such liberalization on the efficient operation of air transport services.
- ♦ For example, as shown in the Table, during the last ten years, there has been a significant increase in the number of States which have accepted liberalized bilateral or multilateral arrangements. In terms of the impact or extent, in 2005, about 20 per cent of the country-pairs with non-stop passenger air services and almost half of the seat capacity offered* occurred between States which have embraced liberalization (compared with less than 4 per cent and about 20 per cent, respectively, in 1995). To create a more favourable economic regulatory environment for the sustainable development of air transport, there is a need for ICAO to promote, facilitate air transport liberalization, and assist States where needed, while at the same time ensuring that the safety and security are not compromised.

4.6 Indicators which do not have data currently available or may require special data collection

4.6.1 High-level indicators for A – Safety

- #A3. Level of implementation of the eight critical elements of a safety oversight system

- *Explanation:*

- ♦ This indicator could be in place as soon as ICAO has enough data to provide reliable information (likely in 2008/2009).

4.6.2 High-level indicator for C – Environment

- #C2. Number of residents in the vicinity of major airports exposed to noise at or above DNL 65 dB
 - *Explanation:*
 - ♦ People usually react to noises which disturb their daily activities. This “annoyance” depends on combined factors such as the intensity, frequency and duration of the noise and on the time of day where the noise is produced. Two factors influence the number of people affected by significant noise level around airports: the noise levels accrued from the operation of aircraft and the land–use planning and control which preclude encroachment at the vicinity of airports. In general, most land uses in the vicinity of airports are considered to be compatible with a day-night average sound level (DNL) that does not exceed 65 dB. To evaluate the impact of aircraft noise and its evolution over time, the number of people affected by significant aircraft noise is estimated as the number of people in the vicinity of major airports exposed to noise at or above DNL 65 dB.
 - ♦ Data on noise is currently obtained through the Committee on Aviation Environmental Protection (CAEP) process every 3 years. We can estimate noise exposure on the basis of a comprehensive modelling tool called MAGENTA.

- #C3. Distribution of aircraft in the in-service fleet by NO_x characteristics*
 - *Explanation:*
 - ♦ Different from CO₂, the production of NO_x is loosely correlated with fuel burn. NO_x is a reactive gas emitted from jet engines. The rate of NO_x formation is primarily a function of the combustion temperature, pressure ratio and dwell time of the air within the combustor. Engines are certified to specific standards which, inter alia, quantify the amount of NO_x produced within the LTO cycle. This indicator proposes to track the in-service fleet on the basis of the proportion of the fleet that is equipped with engines distinguished on the basis of the relative rate of production of NO_x. By tracking data in this way, a perspective about the relative change in the rate of NO_x formation can be formed.

4.6.3 High-level indicator for D – Efficiency and Development

- #D4. The number (percentage) of major international traffic flows wherein performance-based navigation operations are conducted
 - *Explanation:*
 - ♦ The above will be measured on the basis of implementation of required navigation performance (RNP) and area navigation (RNAV) route structures and reduced vertical separation minimum (RVSM), and appropriate infrastructure and supporting regulatory environment. N.B. This indicator could also be used for Efficiency and Development.

— — — — —

* Further work is required to define the NO_x performance characteristics and to obtain access to the privately held proprietary database.

CHAPTER 5

ACTION PLAN SHEETS

Explanatory notes on various terms of Action Plan sheet

Strategic Objective:	Refers to “the Strategic Objectives of the Organization for 2008-2010” and have been approved by the Council.
Key activity:	Pertains to the key activities or measures required to accomplish the Strategic Objectives of the Organization for 2008-2010 and have been approved by the Council.
Time frame:	Determines the period of validity of the action plans, i.e. the triennium 2008-2010.
Leader/Participants:	Identifies which Bureaux/Offices are involved for realizing a particular Result.
Champion:	Designates the person responsible for achieving a particular Strategic Objective. The main task of the champion is inter-Bureaux coordination for resolution of any differences. The champion is normally designated from the Bureau/Office that contributes the most to a particular Strategic Objective.
Strategic Result:	Refers to overall outcome that enable or facilitate the achievement of the Strategic Objective. There might be multiple results underpinning each Strategic Objective. Resources are allocated against each Strategic Result.
Issues and Challenges:	Provide a general overview of issues at stake.
Strategic Approaches:	Provide a short description of approach, in terms of critical tasks, towards achieving each one of the stated results.
Expected outputs:	Refer to deliverables emanating from and consistent with the Strategic Approaches.
Key Performance Indicators:	Refer to measurable indicators to assess, at the end of the triennium, whether the Organization has met its expected outputs and thus achieved the corresponding result.

ACTION PLAN FOR SAFETY

Strategic Objective A	Enhanced global aviation safety	Time frame: 2008-2010
Champion	D/ANB	
Key activity	<p>#A1 Identify and monitor existing types of safety risks to civil aviation and develop and implement an effective and relevant global response to emerging risks</p> <p>#A2 Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States</p> <p>#A4 Develop global remedial plans that target the root causes of deficiencies</p>	
Leader & Participants	ANB / ROs / ISD / SSA	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result A1	Enhanced resolution of safety issues by ICAO through implementation of a safety management process in ICAO	
Issues and Challenges	<ul style="list-style-type: none"> • While the global accident rate continues to decline, the rapid growth of traffic and the increasing number of stakeholders require a strategic shift within the safety programmes of ICAO in order to assist stakeholders with the maintenance of public confidence in the safety of civil aviation • The overarching vision of aviation safety is laid out in the Global Aviation Safety Plan (GASP) which recognizes the need for the development and implementation of effective strategies that have been coordinated with all stakeholders and through which the experience and best practices of individual stakeholders may be used for the benefit of all. This is achieved through the initiatives of the GASP, some of which are developed and delivered by ICAO • ICAO needs to optimize the use of its limited resources through: <ul style="list-style-type: none"> ▪ improved measurement of the safety benefit of ICAO actions ▪ an increase in the amount of available safety data ▪ objective analysis of the safety data ▪ effective prioritization of safety tasks based on the potential safety benefit ▪ provision of updated support to States and stakeholders to assist the implementation of safety-related provisions ▪ establishment of clear performance criteria for each ICAO safety action and of an effective monitoring system to ensure that the action is achieving its objectives 	
Strategic Approaches	<ul style="list-style-type: none"> • Use GASP, including best practices, as the framework for ICAO safety activities • Enhance the safety analysis function in ICAO, including the assessment of risk • Manage the global response to aviation safety risks • Maintain and improve cooperation and transparency with the industry and other stakeholders 	

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Expanded tools, processes and mechanisms for effective incident and accident investigation 	<ul style="list-style-type: none"> • Annual measurement of the percentage of reportable occurrences reported (2008, 2009, 2010) • amendments to annexes, and draft guidance material (GM): <ul style="list-style-type: none"> ▪ Annex 6 (2010) <ul style="list-style-type: none"> ♦ Subject: Carriage of Flight Recorders ▪ Annex 13 (2010) <ul style="list-style-type: none"> ♦ Subject: As required by the outcomes of AIG Divisional Meeting ▪ GM on accident/incident investigation (2008) ▪ GM on hazards at accident sites (2008) • AIG Divisional Meeting (2008) • AIG Divisional Meeting (2008) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 3 on AIG matters (by 2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
<ul style="list-style-type: none"> • Assessment of existing and emerging risks, based on the collection and analysis of data 	<ul style="list-style-type: none"> • Safety-trend briefing to the ANC (2008, 2009, 2010) • Implementation of the MOC with IATA (2008) • Agreement with EUROCONTROL on exchange of safety data, e.g. AIRPROX (2008) • Implementation of ADREP at the Regional Office (3 by 2010) • Amendment to annexes and PANS: <ul style="list-style-type: none"> ▪ Annex 13 (2010) <ul style="list-style-type: none"> ♦ Subject(s): ADREP System ▪ PANS-ATM (2009) <ul style="list-style-type: none"> ♦ Subject(s): Runway Incursion reporting • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 2/year on implementation of ADREP (by 2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Development and coordination of effective strategies and actions with all stakeholders, and of consistent regulatory oversight concerning: <ul style="list-style-type: none"> ▪ Global Aviation Safety Plan (GASP) 	<ul style="list-style-type: none"> • Annual review of the effectiveness of GASP including progress reports towards meeting safety targets (2008, 2009, 2010) • Report on the number of resolved safety-related deficiencies reported by PIRGs or identified by audits (2008, 2009, 2010) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 3 on GASP (by 2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
<ul style="list-style-type: none"> ▪ aerodrome certification; and ▪ aerodrome design and operational safety 	<ul style="list-style-type: none"> • Amendments to annexes, PANS, and draft GM: <ul style="list-style-type: none"> ▪ Draft amendment to Annex 14 (2010) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ Certification of aerodromes ~ Obstacle marking and lighting ~ RFFS at aerodromes covering: <ul style="list-style-type: none"> a) principal extinguishing agents; b) aerodrome categories for RFF; c) RFF provisions for heliports; d) response times in areas beyond movement areas; and e) staffing levels and requirements ♦ Annex 14 Vol. II: Heliports ▪ GM on certification of aerodromes (2010) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 3 on aerodrome certification (by 2010) ▪ joint training with ACI on aerodrome certification 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
<ul style="list-style-type: none"> • Hazardous meteorological conditions; and • Volcanic ash, radioactive debris and toxic chemical “clouds” 	<ul style="list-style-type: none"> • Amendments to annexes, PANS, and draft GM: <ul style="list-style-type: none"> ▪ Annex 3 (2010) <ul style="list-style-type: none"> ♦ Subject(s) <ul style="list-style-type: none"> ~ turbulence reporting/warnings ~ issuance of SIGMET ~ windshear warnings/alerts ~ international Airways volcano watch ▪ GM on aeronautical meteorology (2010) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 1 on volcanic ash (2010) ▪ 2 on SIGMET (2009, 2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> Planned operation of unmanned aerial systems (UAS) in non-segregated airspace 	<ul style="list-style-type: none"> Draft GM on UAS regulatory framework (2009) 	1
<ul style="list-style-type: none"> Medical fitness of licence holders 	<ul style="list-style-type: none"> Amendments to annexes, and draft GM: <ul style="list-style-type: none"> Annex 1 (2009) <ul style="list-style-type: none"> Subject(s): <ul style="list-style-type: none"> licence holder education detection of mental and drug/alcohol related problems GM on aviation medicine (2009) 	1 1
<ul style="list-style-type: none"> Valid and practical continuing airworthiness process; and Ozone depletion due to halon emission 	<ul style="list-style-type: none"> Regional seminars/workshops: <ul style="list-style-type: none"> 1 per year on aviation medicine (2010) Amendments to annexes, and draft GM: <ul style="list-style-type: none"> Annex 6 (2011) <ul style="list-style-type: none"> Subject(s): <ul style="list-style-type: none"> Rules, responsibilities and processes of operators Associated oversight responsibilities of the State Annex 8 (2011) <ul style="list-style-type: none"> Subject(s): <ul style="list-style-type: none"> as above for Annex 6 Halon GM on continuing airworthiness (2011) 	1 1 1
	<ul style="list-style-type: none"> Appropriate tools to assist States in maintaining effective continuing airworthiness programmes 	1
<ul style="list-style-type: none"> Transport of dangerous goods by air 	New tasks added stemming from the 36th Session of the Assembly (A36)	1
	<ul style="list-style-type: none"> Amendments to annexes and technical instructions (TI): <ul style="list-style-type: none"> Annex 18 (2008) TI on Dangerous Goods (2009) 	1 1
	<ul style="list-style-type: none"> Regional seminars/workshops: <ul style="list-style-type: none"> 1 on maintenance of dangerous goods expertise (by 2010) 	1

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected output	Key Performance Indicators	Priority* 1 and 2	
<ul style="list-style-type: none"> • Competency of civil aviation personnel in safety-critical areas; and • Language proficiency requirements 	<ul style="list-style-type: none"> • Amendments to annexes, PANS, and draft GM: <ul style="list-style-type: none"> ▪ Annex 1 (2009) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ competency of civil aviation personnel ▪ Annex 6 (2008)] <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ fatigue risk management ▪ PANS-Training (2010) ▪ GM on ICAO training policy and procedures (2008) ▪ GM on criteria for the qualification of flight simulators (2008) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>	
	<ul style="list-style-type: none"> • Mechanism to monitor implementation of language-proficiency requirements (2009) 	<p style="text-align: center;">1</p>	
	<ul style="list-style-type: none"> • Annual update of ICAO training directory (2008, 2009, 2010) 	<p style="text-align: center;">1</p>	
	<ul style="list-style-type: none"> • MPL Yearly Report 2009 and 2010¹ 	<p style="text-align: center;">1</p>	
	New tasks added stemming from the 36th Session of the Assembly (A36)		
	<ul style="list-style-type: none"> • Harmonized language testing criteria (2008) 	<p style="text-align: center;">1</p>	
	<ul style="list-style-type: none"> • Language Workshops: <ul style="list-style-type: none"> ▪ Asia and Pacific Region: Bangkok, Thailand, (2008) ▪ Middle East Region: Cairo, Egypt(2008) ▪ Western and Central African Region: Dakar, Senegal (2008) ▪ North American, Central American and Caribbean Region: Mexico City, Mexico (2008) ▪ Eastern and South African Region: Nairobi, Kenya (2008) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>	

¹ Funding for this task is still exposed to some risk, but the Secretariat is confident that the risk can be mitigated

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Harmonized procedures for the surveillance of foreign operators 	<ul style="list-style-type: none"> • Amendments to annexes, and draft GM: <ul style="list-style-type: none"> ▪ Annex 6 (2008) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ flag of convenience ~ surveillance of foreign operators ~ enhancement of the AOC available to States ▪ Annex 8 (2009) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ Flag of convenience ▪ GM on Certification and Surveillance of Air Operators (2009) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
	<ul style="list-style-type: none"> • Report on the implementation of a system to gather pertinent data pursuant to Article 21 (2008) 	<p style="text-align: center;">1</p>
	New tasks added stemming from the 36th Session of the Assembly (A36)	
	<ul style="list-style-type: none"> • Development and maintenance of an international register of AOCs¹ 	<p style="text-align: center;">1</p>
<ul style="list-style-type: none"> • Enhanced all weather flight operations 	<ul style="list-style-type: none"> • Amendments to annexes, and draft GM: <ul style="list-style-type: none"> ▪ Annex 6 (2009) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ synthetic Visions Systems (SVS) and Head-Up Display (HUD) ~ classification of approaches ▪ Annex 8 (2009) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ Synthetic Visions Systems (SVS) and Head-Up Display (HUD) ▪ PANS/OPS (2009) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ classification of approaches 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
	<ul style="list-style-type: none"> • GM on all weather flight operations (2010) 	<p style="text-align: center;">1</p>

¹ Funding for this task is still exposed to some risk, but the Secretariat is confident that the risk can be mitigated.

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Prevention of controlled flight into or towards terrain through: <ul style="list-style-type: none"> ▪ enhanced flight procedure design ▪ vertically guided approaches ▪ standardized symbology used on charts and flight-deck electronic chart displays ▪ availability of electronic terrain obstacle data 	<ul style="list-style-type: none"> • Amendments to annexes, PANS, and draft GM: <ul style="list-style-type: none"> ▪ Annex 4 (2010) <ul style="list-style-type: none"> ◆ Subject(s): <ul style="list-style-type: none"> ~ symbology used on charts and flight-deck electronic chart displays ~ charting of flight procedures ▪ Annex 6 (2008, 2009) <ul style="list-style-type: none"> ◆ Subject(s): <ul style="list-style-type: none"> ~ RNP APCH ~ helicopter approach ~ helicopter criteria for SBAS ~ Continuous Descent Arrival/Approach (CDA) ~ quality assurance of Flight Procedure Design Process ▪ PANS-OPS (2008) ▪ GM on procedure design quality assurance (2009) ▪ GM on RNP approaches requiring authorization (2008) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 6 on PBN (by 2008) ▪ 2 on electronic terrain and obstacle data (by 2008) 	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>
<ul style="list-style-type: none"> • Improved runway safety 	<ul style="list-style-type: none"> • Amendments to annexes, PANS, and draft GM: <ul style="list-style-type: none"> ▪ Draft amendment to Annex 14 (2010) <ul style="list-style-type: none"> ◆ Subject(s): <ul style="list-style-type: none"> ~ Visual Aids for A-SGMC and for prevention of runway incursion ~ runway surface friction measurement and reporting ~ Runway End Safety Area (RESA) ▪ GM on Runway Incursions (2010) 	<p>1</p> <p>1</p>

<p>Associated Programmes in Operational Plans</p>	<ul style="list-style-type: none"> • Global Aviation Safety Plan (GASP) • Safety data collection and processing • Safety data analysis and risk assessment • Hazard and risk management
--	---

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Strategic Objective A	Enhanced global aviation safety	Time frame: 2008-2010
Champion	D/ANB	
Key activity	#A8. Support the implementation of safety management systems across all safety-related disciplines in all States	
Leader & Participants	ANB / PCO / ROs	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result A2	Enhanced safety of international civil aviation through implementation of Safety Management System (SMS) in each Contracting State and the industry	
Issues and Challenges	<ul style="list-style-type: none"> • In many areas, the traditional approach to improving safety, whereby safety actions are initiated only after some triggering event, such as an accident, is no longer sufficient • It is therefore necessary to shift from a reactive to a proactive and predictive risk-based safety regime • The lines of accountability for safety monitoring and safety responses need to be clearly defined and should include all management levels • While compliance with Standards and Recommended Practices (SARPs) continues to be a cornerstone of international civil aviation safety, regulatory compliance alone is no longer sufficient to achieve the level of safety required to maintain public confidence in civil aviation • The issues and challenges facing ICAO in this regard are: <ul style="list-style-type: none"> ▪ lack of knowledge of safety management principles and lack of experience in implementing safety management systems (SMS) by States and other stakeholders ▪ need for States, or groups of States, to become self-sufficient in activities related to SMS, including the implementation thereof, by operators, aerodromes and air navigation service providers ▪ need to develop safety data collection, analysis and exchange capabilities within States ▪ need for States to develop measures to protect safety data from inappropriate use 	
Strategic Approaches	<ul style="list-style-type: none"> • Develop appropriate provisions and an outline of manageable series of steps for the implementation of SMS • Provide assistance to States and industry through global, regional and subregional efforts for a consistent, harmonized global approach to the concepts and implementation of SMS • Develop means for States to collect, analyse and exchange safety data collected through SMS, and network the SMS data with ICAO • Establish SMS training capacity at each Regional Office • Pursue the current evolutionary transition from prescriptive safety regulations (i.e. regulations that prescribe what the safety requirements are and how they are to be met) to performance-based safety regulations (i.e. regulations that specify the safety requirements to be met, but provide flexibility in terms of how they are met) 	

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Transition to a proactive and predictive risk-based safety regime 	<ul style="list-style-type: none"> • Annual report (2008, 2009, 2010) on the: <ul style="list-style-type: none"> ▪ percentage of States that have implemented safety programmes ▪ number of organization that have implemented SMS ▪ number of ICAO endorsed SMS instructors per region 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
	<ul style="list-style-type: none"> • Draft GM on SMS (2008) 	<p style="text-align: center;">1</p>
	<ul style="list-style-type: none"> • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 1 per region on SMS implementation (by 2010) ▪ joint training with Airports Council International (ACI) on SMS at Aerodromes ▪ 2 per year on ADREP (by 2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
	<ul style="list-style-type: none"> • 2 officers in each Regional Office trained as SMS trainers (2008) 	<p style="text-align: center;">1</p>
	Associated Programmes in Operational Plans	<ul style="list-style-type: none"> • Safety Management

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Strategic Objective A	Enhanced global aviation safety	Time frame: 2008-2010
Champion	D/ANB	
Key activity	#A3. Conduct aviation safety oversight audits to identify deficiencies and encourage their resolution by States	
Leader & Participants	SSA / ROs / TCB / ISD / ANB	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result A3	Enhanced oversight capabilities of States through the conduct of comprehensive safety oversight audits	
Issues and Challenges	<ul style="list-style-type: none"> • The Universal Safety Oversight Audit Programme (USOAP) has evolved over the last ten years from a voluntary confidential assessment programme to a mandatory comprehensive safety oversight audit programme encompassing 16 of the 18 ICAO Annexes. Audit reports are available to all Contracting States, and summarized information is available to the public. Mandatory safety oversight audits and the transparency of the audit results have demonstratively contributed to improving aviation safety around the world, placing a greater awareness on States of their obligations to implement ICAO provisions • The USOAP will continue emphasizing the elements that have been most effective in promoting the implementation of Standards and Recommended Practices SARPs and strengthening national safety oversight systems. These include: conducting mandatory safety oversight audits, training Civil Aviation Administration personnel on States' oversight responsibilities, and promotion a performance-based monitoring approach for optimum results • The Directors General of Civil Aviation (DGCAs) Conference held in March 2006 recommended that the transparency of the audit programme be increased by making available safety oversight audit results to the public, including a mechanism to identify significant safety concerns when performing an audit. These new activities amplify the importance for USOAP to adhere to its established principles and to maintain its quality system as called for in Assembly Resolution A35-6. In addition, the programme will continue to work with relevant Bureaux to address the issue of States that are not responding effectively to the audit process • Budgetary restrictions are likely to impact the availability of audit reports in all six ICAO languages, the reduction in the number of seminars and training courses, the reduction in audits completed as well as the communication of USOAP information to the public 	
Strategic Approaches	<ul style="list-style-type: none"> • Ensure the continued cooperation and participation of Contracting States in audit activities • Maintain public confidence in the safety of international civil aviation by identifying and addressing critical safety areas and providing timely and accurate data on the status of safety oversight • Encourage the implementation of the eight critical elements of a safety oversight system and enable the development of more effective safety provisions, guidance material and assistance • Provide the Assembly, Council, States, and the relevant Bureaux and Offices within the Secretariat with objective data on the level of States' oversight capabilities as a foundation for devising effective remedial 	

	<p>assistance strategies and priorities, and developing provisions and guidance material for the safety of international civil aviation</p> <ul style="list-style-type: none">• Maintain ISO 9001-2000 certification of USOAP• Support the Audit Results Review Board (ARRB) in addressing the issue of States that are not responding effectively to the audit process
--	--

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Evaluation of the level of States' safety oversight capabilities through regular and comprehensive audits 	<ul style="list-style-type: none"> • All Contracting States audited, with the audit cycle to be completed by 2010¹ <ul style="list-style-type: none"> ▪ 40 audits in 2008 ▪ 40 audits in 2009 ▪ 35 audits in 2010 	1
	<ul style="list-style-type: none"> • State Aviation Activity Questionnaires (SAAQ) submitted by States and reviewed by SSA.¹ <ul style="list-style-type: none"> ▪ 40 SAAQ reviewed 2008 ▪ 40 SAAQ reviewed 2009 ▪ 35 SAAQ reviewed 2010 	1
	<ul style="list-style-type: none"> • Compliance Checklists (CCs) submitted by States identifying levels of implementation of ICAO Annex provisions and reviewed by SSA.¹ <ul style="list-style-type: none"> ▪ 40 CCs reviewed 2008 ▪ 40 CCs reviewed 2009 ▪ 35 CCs reviewed 2010 	1
	<ul style="list-style-type: none"> • Final Safety Oversight Audit Reports produced and provided to audited States and simultaneously published on a secure website accessible to all Contracting States.¹ <ul style="list-style-type: none"> ▪ 40 audit reports 2008 ▪ 40 audit reports 2009 ▪ 35 audit reports 2010² 	
	<ul style="list-style-type: none"> • Report on State audit results and statistical data residing in the Audit Findings and Differences Database (AFDD) made available to Contracting States on the secure website in accordance with Assembly Resolution A35-6 (2008-2009-1010). (Due to limited funds for translation purposes, Final Safety Oversight Audit Reports for audits conducted in French or Spanish will no longer be translated into English. Consequently, they will only be posted in the corresponding audit language.) 	1
	<ul style="list-style-type: none"> • Published graphical results of a State's level of implementation of the eight critical elements on the ICAO public website, including any subsequent updates provided by the State.¹ <ul style="list-style-type: none"> ▪ 40 State audit results published 2008 ▪ 40 State audit results published 2009 ▪ 35 State audit results published 2010 	1

¹ Reductions in the travel budget might have an impact on the number of audit missions that can be completed by the end of the audit cycle in 2010.

² Due to the normal audit process, some final safety oversight audit reports will only be completed and published in 2011.

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected output	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> Evaluation of the progress made by States on the level of implementation of the eight critical elements of a safety oversight system 	<ul style="list-style-type: none"> Corrective action plans (CAPs) submitted by States for review, including comments on the audit reports.¹ <ul style="list-style-type: none"> 40 CAPs reviewed 2008 40 CAPs reviewed 2009 35 CAPs reviewed 2010² 	1
	<ul style="list-style-type: none"> Report on the levels of improvement as determined by monitoring the level of implementation of State corrective action plans in coordination with the Regional Offices and through correspondence with States (2008, 2009, 2010) 	1
	<ul style="list-style-type: none"> Report on the Referrals to the ARRB, as necessary, on States not responding effectively to the audit process (2008, 2009, 2010) 	1
Comprehensive analysis and reporting of audit results on State, regional and global levels	<ul style="list-style-type: none"> Report on the limited statistical data provided to other ICAO Bureaux, Offices, regional and international entities, as applicable, as well as Contracting States to provide a foundation for remedial assistance strategies and training activities (2008, 2009, 2010) 	1
Application of harmonized, objective and consistent criteria for evaluating States' safety oversight capabilities	<ul style="list-style-type: none"> Report on the deliverables achieved through maintaining ISO-9001-2000 certification of the SOA Section (2008, 2009, 2010) 	1
	<ul style="list-style-type: none"> Report on the number of approved auditors (2008, 2009, 2010) 	1
	<ul style="list-style-type: none"> State audit feedback forms that provide for the continuous improvement of the USOAP.¹ <ul style="list-style-type: none"> 32 feedback forms reviewed 2008 32 feedback forms reviewed 2009 30 feedback forms reviewed 2010 	1
	<ul style="list-style-type: none"> Mission reports completed by team leaders and team members that provide feedback on technical and administrative aspects of the audit process¹ <ul style="list-style-type: none"> 40 mission reports completed 2008 40 mission reports completed 2010 35 mission reports completed 2010 	

¹ Reductions in the travel budget might have an impact on the number of audit missions that can be completed by the end of the audit cycle in 2010.

² Due to the normal audit process, some final safety oversight audit reports will only be completed and published in 2011.

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected output	Key Performance Indicators	Priority* 1 and 2
	<ul style="list-style-type: none"> Report on the continuous improvement of auditor training courses and seminars/workshops provided to Contracting States (2008, 2009, 2010) 	1
	<ul style="list-style-type: none"> Report on the continuous improvement of auditor training courses and seminars/workshops provided to Contracting States (2008, 2009, 2010) 	1
<ul style="list-style-type: none"> Evaluation of the adequacy and sufficiency of ICAO SARPs and guidance material 	<ul style="list-style-type: none"> Report on the number of SARPs and guidance material identified through the audits that require review <ul style="list-style-type: none"> evaluation conducted once per year 	1
<ul style="list-style-type: none"> Seminars and training to support implementation 	<ul style="list-style-type: none"> One safety oversight seminar/workshops conducted, aimed at assisting States, and number of experts trained per year 	1
	<ul style="list-style-type: none"> Report on number of approved auditors 	1
	<ul style="list-style-type: none"> Report on the number of auditor training courses conducted in order to maintain an adequate number of approved auditors located throughout the ICAO regions, sufficient to support the programme (2008, 2009, 2010) 	1
<ul style="list-style-type: none"> Evaluation of the effectiveness of ICAO assistance programmes 	<ul style="list-style-type: none"> Report on the average level of compliance in audited States that have been provided assistance through ICAO programmes (2008, 2009, 2010) 	1
<ul style="list-style-type: none"> Establishment of appropriate cooperative arrangements with international and regional entities, conducting audits, to ensure efficiencies and best use of resources 	<ul style="list-style-type: none"> Report on the number of cooperative arrangements with international and regional entities and efficiencies achieved as a result (2008, 2009, 2010) 	1
<ul style="list-style-type: none"> Preparatory work for the application of a continuous monitoring approach for USOAP beyond 2010 	<ul style="list-style-type: none"> Report on options by mid-2009. Finalization of work by mid -010. 	1
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> Safety Oversight Audit 	

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Strategic Objective A	Enhanced global aviation safety	Time frame: 2008-2010
Champion	D/ANB	
Key activity	<p>#A5. Assist States to resolve deficiencies through regional remedial plans and the establishment of safety oversight organizations at the regional or subregional level</p> <p>#A6. Encourage the exchange of information between States to promote mutual confidence in the level of aviation safety between States and accelerate the improvement of safety oversight</p> <p>#A7. Promote the timely resolution of safety-critical items identified by regional planning and implementation groups (PIRGs)</p>	
Leader & Participants	ISD / SSA / PCO / ROs / TCB	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result A4	Enhanced resolution of safety deficiencies through coordinated assistance to States and sharing of safety information	
Issues and Challenges	<ul style="list-style-type: none"> • A number of States continue to experience difficulties in implementing Standards and Recommended Practices (SARPs) and maintaining adequate levels of safety oversight. A limited number of these States authorize aviation activities, which are not commensurate with their safety oversight capability and which, for the most part, take place in other States • A number of Contracting States do not have a level of activity that is sufficient to sustain, on their own, an effective oversight system. • Assistance to States is often done in an uncoordinated way leading to duplication of efforts, and assistance projects typically have very few measurable goals • Critical safety information, that may have an impact on the safety of international civil aviation, is not always shared between States and other stakeholders • The Directors General of Civil Aviation (DGCA's) Conference held in March 2006 recommended that the transparency of the audit programme be increased by making safety oversight audit results available to the public, including a mechanism to identify significant safety concerns when performing an audit • In many areas of regional cooperation, States do not utilize the possibility of sharing and pooling human and financial resources to produce economies of scale leading to increased sustainability, efficiency and effectiveness of their safety oversight. In addition, only a few States have been able to take the opportunity to harmonize their regulatory frameworks • Some States that had obtained assistance from various consultants or consulting organizations have not seen the levels of improvement expected 	

	<ul style="list-style-type: none"> • The ISD – Safety database (including the FSIX) needs to be established as the central repository and focal point for collecting, sharing and exchanging safety information • USOAP audits represent static snapshots of the safety oversight situation in States at the time they were carried out. The USOAP data, therefore, needs to be supplemented by additional sources of more dynamic data • A number of States fail to provide critical safety information and to disclose USOAP audit results • States need access to results of the USOAP audits and other safety-related information in order to make informed determinations and take actions, when necessary, to preserve safety • Some States fail to correct unsafe conditions despite USOAP recommendations and/or assistance provided
Strategic Approaches	<ul style="list-style-type: none"> • Address the safety oversight and safety-related air navigation deficiencies identified through USOAP reports and PIRGs, respectively • Develop partnership alliances with industry and other stakeholders to support efforts aimed at resolving safety deficiencies, while maintaining cooperation and transparency • Support the Audit Results Review Board (ARRB) in addressing the issue of States that are not responding effectively to the audit process • Coordinate and facilitate direct assistance to States with respect to strengthening their safety oversight capabilities and assisting the development and implementation of ICAO safety oversight action plans. Assistance can be provided, as required, with respect to the technical aspects of aviation-safety related projects throughout all the stages of a project life-cycle from initiation through to closing of a project • Enable the establishment and operation of regional safety oversight systems, to include regional safety oversight organizations (RSOOs) and other subregional and regional systems such as the cooperative development of operational safety and continuing airworthiness programmes (COSCAPs). • Exercise responsibility for the technical aspects of COSCAPs • Promote, develop and facilitate, through an integrated approach, the implementation of regional and subregional plans, programmes and other initiatives in collaboration with Contracting States, regional and subregional safety bodies and industry partners, for the establishment of safety oversight capabilities • Broaden the ISD-Safety Database (including the FSIX) to enable the collection of data from the USOAP reports and more dynamic data from other sources • Disseminate value-added safety information and data products • Enable and promote access to critical safety-related information in order to facilitate State and regional follow-up on identified deficiencies • Make appropriate information available on the aviation safety assistance being provided globally

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> Facilitate the establishment and operation of regional safety oversight systems, to include support for the technical aspects of the COSCAPs 	<ul style="list-style-type: none"> Annual Report (2008, 2009 and 2010) on: <ul style="list-style-type: none"> regional safety oversight systems established and/or under implementation; and technical support provided to COSCAPs 	1
<ul style="list-style-type: none"> Coordinate and facilitate direct assistance to States 	<ul style="list-style-type: none"> Annual Report (2008, 2009 and 2010) on: <ul style="list-style-type: none"> safety oversight plans and programmes and projects prepared and reviewed assistance programmes prepared, reviewed and, if required, evaluated project proposals formulated for those States that are referred to the ARRB GSI training courses enabled 	1 1 1 1
<ul style="list-style-type: none"> Facilitate the establishment of cooperative arrangements with international and regional entities to ensure efficiencies and optimum use of resources. 	<ul style="list-style-type: none"> Annual Report (2008, 2009 and 2010) on: <ul style="list-style-type: none"> implementation of regional and subregional assistance programmes, plans projects to include the Comprehensive Regional Safety Plan for Africa.¹ 	1
<ul style="list-style-type: none"> Develop and maintain partnerships for matching donors with requirements 	<ul style="list-style-type: none"> Annual Report (2008, 2009 and 2010) on: <ul style="list-style-type: none"> partnerships established projects identified for donor funding 	1
<ul style="list-style-type: none"> Analyse and exchange safety information 	<ul style="list-style-type: none"> Annual Report (2008, 2009 and 2010) on: <ul style="list-style-type: none"> enhancements to the FSIX number of States and stakeholders using the FSIX 	1 1
<ul style="list-style-type: none"> Promote transparency through the sharing of critical safety information, enabling access to information provided by States on aircraft on their registers 	<ul style="list-style-type: none"> Annual Report (2008, 2009 and 2010) on: <ul style="list-style-type: none"> number of safety oversight audit reports other safety critical information posted on the FSIX 	1
<ul style="list-style-type: none"> Develop and maintain global assistance database in cooperation with other stakeholders 	<ul style="list-style-type: none"> Database developed and made available to States by the end of 2008.¹ Annual Report (2008, 2009 and 2010) on global safety oversight and infrastructure deficiencies, including projects aimed at resolving such deficiencies.¹ 	1 1

¹ Funding for this task is still exposed to some risk, but the Secretariat is confident that the risk can be mitigated.

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> Develop and conduct, in collaboration with other ICAO Bureaux and Offices, regional aviation safety conferences aiming at establishing regional cooperation for aviation safety in support of regional safety oversight systems 		
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> Regional safety oversight systems and assistance to States Safety information analysis and exchange Transparency and sharing of critical safety information 	

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

ACTION PLAN FOR SECURITY

Strategic Objective B	Enhanced global aviation security	Time frame: 2008-2010
Champion	D/ATB	
Key activity	<p>#B1. Identify and monitor existing types of security threats to civil aviation and develop and implement an effective and relevant global response to emerging threats</p> <p>#B2. Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States</p> <p>#B5. Develop and maintain aviation security training packages and e-learning</p> <p>#B6. Encourage the exchange of information between States to promote mutual confidence in the level of aviation security between States</p> <p>#B7. Assist States in the training of all categories of personnel involved in the implementation of aviation security measures and strategies and, where appropriate, the certification of such personnel</p> <p>#B8. Assist States in addressing security-related deficiencies through the aviation security mechanism and technical co-operation programmes</p>	
Leader & Participants	ATB / ISD / ROs	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result B1	Enhanced implementation of ICAO security standards through effective security management and assistance	
Issues and Challenges	<ul style="list-style-type: none"> • There is a need to minimize the number of incidents of unlawful interference and other security related events with civil aviation • Global threats to aviation security continue to become more complex, organized and technologically sophisticated, requiring new and cooperative approaches to countering them • Efficient management of high volumes of air passenger and cargo traffic calls for innovative security management measures and systems to maintain the efficiency of air transport operations • Security management measures and systems developed at ICAO and adopted by States must be globally interoperable • Many Contracting States lack sufficient capacity and require assistance in order to meet the standards of a global aviation security system • A number of States continue to experience difficulties in implementing Standards and Recommended Practices (SARPs) and maintaining adequate levels of security oversight • Assistance to States is often done in an uncoordinated way leading to duplication of efforts and assistance projects typically have very few measurable goals • In many areas of regional cooperation, States do not utilize the possibility of sharing and pooling human and financial resources to produce economies of scale leading to increased sustainability, efficiency and effectiveness of their security oversight. In addition, only a few States have been able to take the opportunity to harmonize their regulatory frameworks 	

	<ul style="list-style-type: none"> • The ISD-Security database needs to be established as the central repository and focal point for collecting, sharing and exchanging security information since it relates to the provision of global assistance • Some States fail to correct deficient security conditions in spite of Universal Security Audit Programme (USAP) recommendations and/or assistance provided
Strategic Approaches	<ul style="list-style-type: none"> • Maintain currency and relevance of Annex 17 and promote its worldwide implementation through seminars/workshops and participation in meetings and conferences • Enable States to have ready access to data and vital information on unlawful interference as well as to global trends, based on analysis of acts of unlawful interference • Make recommendations in response to new and emerging threats • Develop and maintain ICAO guidance material that take into account new and emerging threats, technological changes and the requirements of new-generation aircraft and airports for more effective security management • Develop an electronic library providing links to appropriate information on aviation security and facilitation subject matter available at ICAO (Convention and Annex provisions, guidance material, etc.) • Address the security-related deficiencies identified through the USAP process • Develop partnership alliances with industry and willing partners to support efforts aimed at resolving security deficiencies • Support the Audit Results Review Board (ARRB) in addressing the issue of those States that are not responding effectively to the audit process • Develop ICAO training programmes to provide States with updated training material that take into account emerging threats, technological changes and the requirements of new generation aircraft and airports for more effective security management • Develop an electronic database with appropriate information on aviation security assistance being provided globally • Enable the establishment and operation of regional security oversight systems to include regional security committees and other subregional and regional systems such as CASPs and COSCAPs-Security. • Exercise responsibility for the technical aspects of CASPs and COSCAPs-Security • Foster capacity-building and promote development of sustainable aviation security programmes at the regional level as well as coordinate the provision of support to States to remedy identified aviation security deficiencies

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> Amendments to Annex 17 as necessary, with timely introduction of provisions to counter new or emerging threats to civil aviation. Maintain updated information on implementation of Annex 17 	<ul style="list-style-type: none"> Amendment 12 of Annex 17 presented to Council for adoption by the end of 2009 Per cent analysis completed of differences to Annex 17 SARPs, target 100% by the end of 2010 Convey information to States on status of implementation of Annex 17 including Amendment 12 on annual basis with completion by 31 December 2010
<ul style="list-style-type: none"> Updated Security Manual for Safeguarding Civil Aviation Against Acts of Unlawful Interference (Doc 8973) 	<ul style="list-style-type: none"> Update of the Seventh Edition (2007) of Doc 8973 by 31 December 2010
<ul style="list-style-type: none"> Development and maintenance of the ICAO training programme (aviation security training packages –ASTPS and AVSEC Managers e-learning) 	<ul style="list-style-type: none"> Update of core ASTPs¹ (format and content by end -2008) New packages² (1 in 2009, 1 in 2010) E-learning update (2008 and 2010) with Amendment 12 of Annex 17)
<ul style="list-style-type: none"> Electronic library and associated database 	<ul style="list-style-type: none"> The electronic library and associated database developed and made available to States and other users by the end of 2009
<ul style="list-style-type: none"> Promotion of the implementation of Annex 17 provisions taking into account regional concerns 	<ul style="list-style-type: none"> Two seminars/workshops a year to promote the implementation of Annex 17 provisions One regional conference each year in support of the Global Aviation Safety Initiative (GASI) An international aviation security conference to be held every alternate year starting in October 2007
<ul style="list-style-type: none"> Enable the establishment and management, of regional security oversight systems, to include exercising responsibility for the technical aspects of the CASPs and COSCAPs-Security 	<ul style="list-style-type: none"> Report to Council (2008, 2009 and 2010) on: <ul style="list-style-type: none"> regional security oversight systems established and/or effectively implemented technical support provided to the CASPs and COSCAPs-Security
<ul style="list-style-type: none"> Coordinate, facilitate and, where applicable, provide direct assistance to States 	<ul style="list-style-type: none"> Report to Council (2008, 2009 and 2010) on: <ul style="list-style-type: none"> security oversight plans, programmes and projects approved and implemented assistance programmes implemented project proposals formulated for those States referred to the ARRB

¹ Core ASTPs: Basic, Instructors, Crisis Management, Cargo and Airlines

² New packages : LAGs/STEBs and Facilitation

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> Establish appropriate cooperative arrangements with international and regional entities to ensure efficiencies and optimum use of resources 	<ul style="list-style-type: none"> Report to Council (2008, 2009 and 2010) on: <ul style="list-style-type: none"> implementation of regional and subregional assistance plans partnerships established and projects funded by donors cooperative arrangements with international and regional entities and efficiencies achieved as a result
<ul style="list-style-type: none"> Develop and maintain a coordinated and expanded framework to match donors with requirements 	<ul style="list-style-type: none"> Template for a Memorandum of Understanding between ICAO and donors finalized by the first quarter of 2008. Report (2008, 2009 and 2010) on the implementation of the framework for matching donors with requirements
<ul style="list-style-type: none"> Monitor the effectiveness of ICAO assistance programmes aimed at the rectification of security deficiencies identified through USAP audits 	<ul style="list-style-type: none"> Report (2008, 2009 and 2010) on the progress made in the resolution of security deficiencies identified through the USAP audits: <ul style="list-style-type: none"> AVSEC quality assurance system used to assess the suitability and sustainability of assistance implemented mission reports completed presenting information on technical aspects of assistance provided
<ul style="list-style-type: none"> Coordinate, facilitate and, as applicable, provide AVSEC training, seminars and workshops 	<ul style="list-style-type: none"> Report to Council (2008, 2009, 2010) on: <ul style="list-style-type: none"> number of security seminar/workshops conducted number of approved subject matter experts number of appropriately qualified instructors certified
<ul style="list-style-type: none"> Develop new and update Aviation Security Standardized Training Packages (ASTPs), and hold workshops according to established schedule 	<ul style="list-style-type: none"> New standardized training packages developed (average 2 per year) Existing ASTPs updated Two workshops conducted per year
<ul style="list-style-type: none"> Develop and maintain a global assistance database in cooperation with other stakeholders 	<ul style="list-style-type: none"> The electronic database developed and made available to States by the end of 2008
<ul style="list-style-type: none"> Develop and conduct regional aviation security conferences aiming at establishing regional cooperation for aviation security under the Global Aviation Security Initiative (GASI) 	<ul style="list-style-type: none"> One Regional Aviation Security Conference per year in support of GASI
<ul style="list-style-type: none"> Respond to assistance requests from States on the basis of USAP findings to help remedy identified deficiencies by developing AVSEC implementation support packages 	<ul style="list-style-type: none"> AVSEC specific mission packages to provide appropriate and sustainable support to States Conduct quality assurance missions on the assistance to States, to verify sustainability and success

Associated Programmes in Operational Plans	<ul style="list-style-type: none">•
---	---

Strategic Objective B	Enhanced global aviation security	Time frame: 2008-2010
Champion	D/ATB	
Key activity	<p>#B1. Identify and monitor existing types of security threats to civil aviation and develop and implement an effective global and relevant response to emerging threats</p> <p>#B4. Develop, adopt and promote new or amended measures to improve security for air travellers worldwide while promoting efficient border-crossing procedures</p> <p>#B6. Encourage the exchange of information between States to promote mutual confidence in the level of aviation security between States</p>	
Leader & Participants	ATB / Regional Offices	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result B2	Enhanced compliance with facilitation standards concerning border-crossing, including those relating to Machine Readable Travel Documents (MRTDs)	
Issues and Challenges	<ul style="list-style-type: none"> • Identity theft, illegal migration, trafficking and smuggling, and international health emergencies continue to pose major challenges worldwide to national security programmes and call for improved measures for security of travel documents, cargo and passengers • Ever-increasing volumes of air passenger and cargo traffic in a dangerous world call for upgraded measures and systems to manage the security challenges in border controls and airport processes, in order to maintain the efficiency of air transport operations • Regarding travel document security, many States lack sufficient capacity to bring their systems and documents up to ICAO Standards and require assistance 	
Strategic Approaches	<ul style="list-style-type: none"> • Increase the coverage, range and quality of manuals and guidance materials related to security and facilitation. Ensure that States have tools necessary to enhance security while facilitating border formalities • Maintain currency and relevance of Annex 9 to promote its level of implementation through the adoption of SARPs • Maintain currency of Doc 9303, Parts 1, 2, and 3, (specifications for MRTDs) and related systems to promote its implementation and assist States to implement ICAO-standard MRTDs and to improve their existing travel document issuance systems, including the provision of technical support for the development of Public Key Directory (PKD)-related provisions • Endeavour to ensure that security systems and travel documents developed in ICAO for adoption by States are standardized and globally interoperable 	

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> • Guidance materials made available to States to implement security and facilitation standards 	<ul style="list-style-type: none"> • New FAL manual to be made available by the end of 2008
<ul style="list-style-type: none"> • Tools for States to determine level and progress of implementation of Annex 9 and MRTD standards 	<ul style="list-style-type: none"> • Annex 9 SARPs relevant to aviation security to be included in aviation security audits, by end 2008
<ul style="list-style-type: none"> • Assistance related to MRTDs to States requesting it 	<ul style="list-style-type: none"> • Ten States provided with assistance each year
<ul style="list-style-type: none"> • Workshops on MRTDs and biometrics 	<ul style="list-style-type: none"> • Two workshops in Regions each year
<ul style="list-style-type: none"> • Up-to-date specifications to issue modern, secure travel and identity documents 	<ul style="list-style-type: none"> • Specifications for e-Visas to be developed in 2008 with implementation of machine readable passports (MRP) specifications occurring by the end of 2010
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •

Strategic Objective B	Enhanced global aviation security	Time frame: 2008-2010
Champion	D/ATB	
Key activity	#B3. Conduct aviation security audits to identify deficiencies and encourage their resolution by States	
Leader & Participants	SSA / ROs / TCB / ISD	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result B3	Enhanced oversight capabilities of States and improved airport security through the conduct of aviation security audits	
Issues and Challenges	<ul style="list-style-type: none"> • Operational since 2002, the ICAO Universal Security Audit Programme (USAP) is on a five-year cycle with the initial audits of all Contracting States expected to be completed by December 2007. Audit follow-up visits are also being conducted in the second year following the date of an initial audit in order to validate the implementation of State corrective action plans • Commencing 2008, a second cycle of audits will be initiated under the USAP in accordance with principles agreed upon by the Council. This includes the introduction of a scheduling/frequency model to help determine the priority of the audits and frequency of visits to States, and an increased emphasis on a State's capability to provide appropriate national oversight of its aviation security activities. In this regard, a flexible "two-tier approach" for the conduct of future audits will be introduced whereby the scope of the audits will be adjusted to the prevailing oversight situation in each audited State. In addition, the Council directed that future audits under the USAP be expanded to include the relevant security-related provisions of Annex 9 – <i>Facilitation</i> 	
Strategic Approaches	<ul style="list-style-type: none"> • Ensure the continued cooperation and participation of Contracting States in audit activities • Develop a scheduling/frequency model and standardized audit methodology for security oversight audits and for expansion of the programme to include relevant security-related provisions of Annex 9 • Provide recommendations to States on achieving better implementation and global harmonization of aviation security measures • Provide the Assembly, Council, States and relevant Bureaux and Offices within the Secretariat with data on the level of compliance with ICAO security Standards, as a foundation for developing effective remedial assistance strategies and priorities, and developing provisions and guidance material for the security of international civil aviation • Achieve ISO-9001-2000 certification of the USAP • Support the Audit Results Review Board (ARRB) in addressing the issue of States that are not responding effectively to the audit process 	

Expected output*	Key Performance Indicators
<ul style="list-style-type: none"> Evaluation of the level of implementation of ICAO security standards in all Contracting States 	<ul style="list-style-type: none"> Number of States audited Number of audit reports submitted to States Levels of implementation of ICAO security Standards
<ul style="list-style-type: none"> Evaluation of the progress made by States in correcting deficiencies identified through the audits 	<ul style="list-style-type: none"> Number of corrective action plans submitted by States for review Number of audit follow-up visits conducted to verify implementation, in coordination with the Regional Offices Levels of improvement in the implementation of ICAO security Standards Referrals to the ARRB, as necessary, on States not responding effectively to the audit process
<ul style="list-style-type: none"> Comprehensive analysis of levels of implementation of ICAO security standards at State, regional and global levels 	<ul style="list-style-type: none"> Statistical data used to drive remedial assistance projects and to prioritize the review of SARPs and guidance material
<ul style="list-style-type: none"> Application of harmonized, objective and consistent criteria for evaluating State compliance 	<ul style="list-style-type: none"> Application of quality assurance measures Number of certified auditors and continuous improvement of auditor training materials Development of standardized audit methodology State audit feedback forms that provide for the continuous improvement of USAP Mission reports completed by team leaders and team members that provide feedback on technical and administrative aspects of the audit process
<ul style="list-style-type: none"> Training to support implementation 	<ul style="list-style-type: none"> Number of certified auditors Number of auditor training courses conducted in order to maintain a roster of certified auditors located throughout the ICAO regions, sufficient to support the programme
<ul style="list-style-type: none"> Evaluation of the adequacy and sufficiency of ICAO security-related Standards and Recommended Practices (SARPs) and guidance material 	<ul style="list-style-type: none"> Number of SARPs and guidance material identified through the audits that require review
<ul style="list-style-type: none"> Evaluation of the effectiveness of ICAO assistance programmes 	<ul style="list-style-type: none"> Average level of compliance in audited States that have been provided assistance through ICAO programmes

* The expected outputs and related Key Performance Indicators are based on the assumption that all suggested voluntary contributions to the Aviation Security Plan of Action will be received.

<p style="text-align: center;">Expected output*</p> <ul style="list-style-type: none"> Establishment of appropriate cooperative arrangements with international and regional entities to ensure efficiencies and best use of resources 	<p style="text-align: center;">Key Performance Indicators</p> <ul style="list-style-type: none"> Number of cooperative arrangements with international and regional entities and efficiencies achieved as a result
<p>Associated Programmes in Operational Plans</p>	<ul style="list-style-type: none">

* The expected outputs and related Key Performance Indicators are based on the assumption that all suggested voluntary contributions to the Aviation Security Plan of Action will be received.

ACTION PLAN FOR ENVIRONMENT

Strategic Objective C	Environmental protection – Minimize the adverse effect of global civil aviation on the environment	Timeframe: 2008-2010
Champion	D/ATB	
Key activity	#C1. Develop, adopt and promote new or amended measures to: <ul style="list-style-type: none"> ▪ limit or reduce the number of people affected by significant aircraft noise ▪ limit or reduce the impact of aircraft engine emissions on local air quality ▪ limit or reduce the impact of aviation greenhouse gas emissions on the global climate 	
Leader & Participants	ATB / TCB	
Performance Monitoring & Reporting Date – According to operational plans		
Strategic Result C1	The environmental effects of aviation are properly identified and reasonably quantified, and appropriate measures to address these effects are developed	
Issues and Challenges	<ul style="list-style-type: none"> • Demand for air travel is driving traffic growth globally and a need to maintain an appropriate balance between the increase in air transport and environment protection is required. While technological progress continues, the rate of traffic growth might result in a net increase in aviation emissions and aircraft noise • The increasing awareness of climate change is motivating the public to demand that authorities take appropriate action. Airports are recognized as potential sources of air pollutants and community noise to which the public reacts • Individual States have different views on how to address aviation environmental matters. A need to find a way to accommodate and harmonize them towards worldwide approaches is necessary • Although research is increasing, there are no viable substitutes to date for commercial aviation fuel that will reduce emissions. For a large proportion of commercial air traffic, there is no viable alternative transport mode • The quality, accuracy and availability of aviation environmental data needs to be improved 	
Strategic Approaches	<ul style="list-style-type: none"> • Promote a better understanding of the environmental effects of aviation • Develop appropriate Standards and Recommended Practices (SARPs), guidance and policy recommendations • Disseminate information on ICAO’s work in the field of aviation environmental protection, including estimates of future impacts • Facilitate the dissemination and exchange of environmental aspects of aviation and the sustainable development of air transport • Enhance the collection, generation, analysis, harmonization, exchange and dissemination of aviation-related environmental data 	

Expected output	Key Performance Indicators
<ul style="list-style-type: none"> • Quantification of International aviation's contribution to environmental effects, e.g.: <ul style="list-style-type: none"> ▪ climate effects ▪ community noise ▪ local air quality 	<ul style="list-style-type: none"> • Assessments to assure quantification are initiated in the CAEP/8round – February 2010.
<ul style="list-style-type: none"> • Up-to-date SARPs maintained in Annex 16 to reflect technological developments, which improve environmental performance 	<ul style="list-style-type: none"> • Standards that address aircraft noise and engine emissions are modified to reflect CAEP developments. • Proposed amendments to Annex 16, Volumes I and II are envisaged for applicability on 20 November 2008. • New SARPs to be proposed by March 2010.
<ul style="list-style-type: none"> • Access to data describing and quantifying the environmental effects of global aviation and to information on possible measures to address them 	<ul style="list-style-type: none"> • Existing information regarding aviation's environmental effects and guidance on possible measures and best practice to address them are disseminated timely. • Publications scheduled for mid-year 2008, 2009 and 2010. • ICAO to host an international environmental symposium in spring 2010. • ICAO environmental report published in summer 2010.
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •

Strategic Objective C	Environmental protection – Minimize the adverse effect of global civil aviation on the environment	Time frame: 2008-2010
Champion	D/ATB	
Key activity	#C2. Cooperate with other international bodies and, in particular, the United Nations Framework Convention on Climate Change (UNFCCC) in addressing aviation’s contribution to global climate	
Leader & Participants	ATB	
Performance Monitoring & Reporting Date – According to operational plans		
Strategic Result C2	ICAO is recognized as the leader organization in addressing environmental issues related to international aviation	
Issues and Challenges	<ul style="list-style-type: none"> • ICAO leadership on aviation environmental protection issues requires cooperation with and active and authoritative participation in various international environmental fora. In particular, ICAO must maintain a close harmonious relationship with the Intergovernmental Panel on Climate Change (IPCC) and other organizations involved in the definition of aviation’s contributions to environmental problems. Also, many organizations are involved in policy-making in this field, for example, the UNFCCC, that has the broad mandate of addressing climate change on a global basis, which requires active ICAO participation to assure that such policies will take into account a proper representation of aviation requirements • International aviation is recognized as one of the fastest growing sectors consuming fossil fuels. Therefore, although currently a small contributor of about 3% of total man-made CO₂, it is expected to grow in relation to other sources, which are stable or declining. The scientific uncertainty that affects understanding in several key areas limits the ability to accurately estimate aviation impacts on climate. Reliable information on the state of science, dedicated research and technology prospects, is needed to help the understanding of aviation’s impact on climate change and the development of possible means of addressing it 	
Strategic Approaches	<ul style="list-style-type: none"> • Collaborate with other organizations on environmental issues to which global aviation contributes, assuring accurate comprehension of the unique nature of aviation, its capabilities and limitations, the role it plays in the global economy and the leadership of ICAO in this regard • Obtain the necessary scientific information in cooperation with States, international organizations and scientific bodies to enable ICAO to substantiate its work in the field of aviation environmental protection • Encourage research on aviation’s impact on the environment in specific scientific areas where knowledge is still limited and high uncertainty exists, such as the impact of aviation contrails on cirrus clouds • Participate in the activities of the IPCC, and in particular in its work related with aviation contribution to climate change by providing relevant aviation-related information and data, as necessary • Provide updated information on ICAO’s activities and relevant aviation data to the main fora of the UN and, in particular, to meetings related with the UNFCCC process • Develop relevant aviation environmental indicators that can be used in 	

	<p>other UN fora</p> <ul style="list-style-type: none"> Facilitate the dialogue within the aviation community on measures to address aviation's impact on climate change
--	---

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> Active and facilitation role in meetings related with the UNFCCC process 	<ul style="list-style-type: none"> ICAO contributions are finalized, approved and provided to the meetings accordingly Results of the meetings and analysis of implications to ICAO will be prepared and communicated within 2 weeks of their being officially communicated
<ul style="list-style-type: none"> Review, produce, provide and disseminate information and reports dealing with the environmental impact of aviation 	<ul style="list-style-type: none"> IPCC reports and assessments scheduled in compliance with the IPCC process Guidelines for reporting aviation emissions developed by March 2010
<ul style="list-style-type: none"> Develop methodologies and tools to assess aviation's impact on the environment 	<ul style="list-style-type: none"> Framework for interdependencies reviewed by 1 June 2010 Fuel consumption information by 1 September 2010 Three-year noise and emissions trends by 1 September 2010
<ul style="list-style-type: none"> Consult and exchange views with the aviation community 	<ul style="list-style-type: none"> Updated information shared on the web Relevant materials are posted within 2 weeks of final production
Associated Programmes in Operational Plans	<ul style="list-style-type: none">

ACTION PLAN FOR EFFICIENCY

Strategic Objective D	Enhance the efficiency of aviation operations	Time frame: 2008-2010
Champion	D/ANB	
Key activity	#D1. Develop, coordinate and implement air navigation plans that reduce operational unit costs, facilitate increased traffic (including persons and goods), and optimize the use of existing and emerging technologies	
Leader & Participants	ANB / PCO / ROs / TCB	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result D1	Operational services in support of a performance-based air navigation system (PBANS)	
Issues and Challenges	<ul style="list-style-type: none"> • Public expectations and demand coupled with the traffic growth are increasing pressures on the air navigation system to, inter alia, put more aircraft in the skies, reduce delay, be environmentally sustainable, and minimize operational costs, and to do so safely • In order to assist States and regions, ICAO developed the global air traffic management (ATM) operational concept which reflects a global vision of an integrated, harmonized and interoperable PBANS up to and beyond 2025 • This vision is supported by the Global Air Navigation Plan (GANP), which recognizes that near-term performance gains could be achieved through more effective planning and implementation of existing technologies, procedures and capabilities • It is contingent on ICAO and other stakeholders to ensure the consistent delivery of the GANP and its set of common and harmonized initiatives to States and regional planners. ICAO must continue to strive for global consensus and provide guidance on solutions that will, inter alia, address the introduction of new types of aircraft, and the expanded use of aircraft capabilities, thereby continuing the transition towards the global ATM operational concept 	
Strategic Approaches	<ul style="list-style-type: none"> • Coordinate a technical work programme that facilitates a uniform transition to the air navigation system envisioned in the concept • Promote implementation of a PBANS as a means of addressing environmental issues, which emphasises best overall outcomes • Enhance the integration of global and regional work programmes • Identify traffic problems and inefficiencies • Provide technical assistance in the implementation of planned improvements for the coordinated development of air and ground capacities • Maintain and update global provisions to support uniformity and interoperability • Collect and analyse data to develop Standards, Recommended Practices (SARPs), guidance material, and regional plans to support the implementation of the ATM operational concept components • Improve system efficiency through the sharing of information and the development of global collaborative decision-making 	

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Improved aerodrome efficiency and capacity 	<ul style="list-style-type: none"> • Report on the percentage of aerodromes compliant with facilities and services implemented as required in the air navigation plans (ANP)/facilities and services implementation documents (FASID) (baseline 2009) • Amendments to annexes, and draft guidance material (GM): <ul style="list-style-type: none"> ▪ draft amendment to Annex 14 (2010) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ Aerodrome Design Specification – Code F ~ comprehensive review of Chapter 3: Physical Characteristics ~ use of LED technology for visual aids ▪ GM on aerodrome design (2010) ▪ GM on aerodrome services (2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
<ul style="list-style-type: none"> • More optimized airspace and route structure that improves efficiency and contributes to the protection of the environment through: <ul style="list-style-type: none"> ▪ development of civil/military agreements leading to an increase in airspace available for civil use ▪ global availability of reduced vertical separation minimum (RVSM) ▪ use of PBANS ▪ introduction of data link and other technologies to enable reduced separation 	<ul style="list-style-type: none"> • Amendments to annexes, PANS, and draft GM: <ul style="list-style-type: none"> ▪ Annex 2 (2009) <ul style="list-style-type: none"> ♦ Subject: Improved metric/feet equivalency tables ▪ Annex 6 (2009)] <ul style="list-style-type: none"> ♦ Subject: Harmonized provisions on PBN ▪ draft amendment to Annex 10 (2010) <ul style="list-style-type: none"> ♦ Subject: Required Communication Performance (RCP) ▪ PANS-ATM (2009) ▪ PANS-OPS (2008) ▪ GM on regional monitoring agencies (2008) ▪ GM on civil/military cooperation completed (2009) ▪ GM on controller-pilot data link communications (CPDLC) (2008). • Model civil/military agreement (2008). • Harmonization of flight level systems included in PIRG programmes (2008). • Definition of airspace requirements by PIRGs for each major traffic flow and terminal airspace (2008). • Global implementation of: <ul style="list-style-type: none"> ▪ reduced vertical separation minimum (RVSM) (2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected outputs	Key Performance Indicators	Priority* 1 and 2
	<ul style="list-style-type: none"> ▪ area navigation (RNAV), and required navigation performance (RNP) route structures in en-route air space (2010) ▪ RNAV and RNP standard instrument departures (SIDs), standard terminal arrival routes (STARs) in terminal airspace (2010) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 2 on civil/military cooperation (2009) ▪ 6 on PBN (by 2008) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
	New tasks added stemming from the 36th Session of the Assembly (A36)	
	<ul style="list-style-type: none"> • Assessment only, of future work on requirements for wake turbulence prevention and indication systems (2009) (A36) 	<p style="text-align: center;">1</p>
<ul style="list-style-type: none"> • Optimized and effective demand and capacity balancing on a regional basis through the efficient exchange of information 	<ul style="list-style-type: none"> • Amendments to annexes, PANS, and draft GM: <ul style="list-style-type: none"> ▪ Annex 3 (2010) <ul style="list-style-type: none"> ♦ use of the Internet for the exchange of MET information ▪ draft amendment to PANS-ATM (2010) ▪ GM on collaborative-decision making (2010) ▪ GM on ADS-C (2009) ▪ GM on performance (2010) ▪ GM on ATFM (2010) • Regional implementation plans for: <ul style="list-style-type: none"> ▪ CPDLC and ADS-C (2009) ▪ air traffic flow management systems (2010) 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> • Aerodrome design and operations • Airspace organization and management • Airspace user operations • Conflict management • Demand and capacity balancing • Traffic synchronization 	

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Strategic Objective D	Enhance the efficiency of aviation operations	Time frame: 2008-2010
Champion	D/ANB	
Key activity	#D1. Develop, coordinate and implement air navigation plans (ANPs) that reduce operational unit costs, facilitate increased traffic (including persons and goods), and optimize the use of existing and emerging technologies	
Leader & Participants	ANB / PCO / ROs / TCB	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result D2	Technology and infrastructure in support of a Performance-based Air Navigation System (PBANS)	
Issues and Challenges	<ul style="list-style-type: none"> • Significant near-term efficiency and environmental gains may be achieved by the deployment of new technologies such as: <ul style="list-style-type: none"> ▪ replacement of expensive infrastructure through the use of new technologies while maintaining or exceeding the existing level of performance ▪ development of new procedures that take advantage of aircraft capabilities ▪ shift from a static paper-based information system to a real-time paperless information environment ▪ development and implementation of more accurate weather forecasts • Some States and stakeholders, however, are reluctant to implement existing infrastructure options for which global provisions are lacking • Other impediments to implementation include: <ul style="list-style-type: none"> ▪ legal and institutional issues concerning intellectual property; and ▪ clear guidance on how to match requirements with cost-effective solutions • New technologies and systems that are expected to be developed and deployed within the next 10 years should be addressed at the global level to ensure interoperability and seamlessness • The radio frequency spectrum is a finite resource that is continually being encroached upon by non-aeronautical services. Therefore, an aeronautical spectrum usage and allocation plan need to be validated and sustained 	
Strategic Approaches	<ul style="list-style-type: none"> • Align infrastructure requirements to support the transition towards a PBANS and focus the work programmes on the following key infrastructure components: ATM service delivery management; communications; delivery of meteorological information; navigation; situational awareness and aeronautical information management, including the transition from paper-based information provision to a globally interoperable and fully digital environment • Identify and resolve gaps in the requirement for harmonized provisions and guidance material related to the key infrastructure components • Provide assistance in the implementation of planned global and regional facilities and services in order to improve the air navigation services (ANS) infrastructure. • Take advantage of aircraft capabilities and technological development • Promote the use of the internet and the replacement of outdated and costly infrastructure 	

	<ul style="list-style-type: none">• Address legal and institutional issues related to the ownership of information that may constrain development of digital systems
--	--

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Deployment of technology and infrastructure to support the operational requirements by: <ul style="list-style-type: none"> ▪ implementation of ATN internet protocols (ATN/IP) ▪ future communication infrastructure ▪ support for GNSS CAT II operations ▪ consolidation of surveillance-related provisions 	<ul style="list-style-type: none"> • Report on the percentage of CNS infrastructure that has been implemented as required in the air navigation plans (ANP)/ facilities and services implementation documents (FASID) (baseline 2009) 	1
	<ul style="list-style-type: none"> • Amendments to annexes, and draft guidance material (GM): <ul style="list-style-type: none"> ▪ Annex 10 (2008, 2009, 2010) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ GBAS CAT II ~ new GNSS signals and constellations available to support higher levels of performance and mitigate GNSS vulnerabilities ~ conventional navigation provisions reflect requirements and best practices ~ airborne surveillance ~ collision avoidance ~ multilateration systems ▪ GM on ATN/IP (2008) ▪ GM on GBAS CAT II (2010) ▪ GM on GNSS (2010) ▪ GM on situational awareness (2010) 	1
	<ul style="list-style-type: none"> • RF pollution study (2009) 	1
	<ul style="list-style-type: none"> • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 5 on CNS technology and infrastructure (by 2010). 	1
	<ul style="list-style-type: none"> • Report on spectrum allocations following the completion of the International Telecommunication Union (ITU) World Radio Conference (WRC) 2007 (2008) • Approval of ICAO position for WRC-11 (2008) • Draft GM on radio frequencies (2009) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 6 on Spectrum (by 2010). 	1
<ul style="list-style-type: none"> • Adequate spectrum to support existing and planned operational capabilities 		

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> • Availability of meteorological information in support of a seamless global ATM system through the: <ul style="list-style-type: none"> ▪ implementation of, and enhancements to, the world area forecast system (WAFS) ▪ assurance of a uniform global approach for the implementation of table-driven operational meteorological (OPMET) messages ▪ improvements to the usability of observing, reporting and forecasting of meteorological conditions at the aerodrome and in the terminal area ▪ enhancements to the level of implementation of MET facilities and services through continuous cooperation with the World Meteorological Organization (WMO) 	<ul style="list-style-type: none"> • Report on the percentage of MET facilities compliant with facilities and services implemented as required in the air navigation plans (ANP)/facilities and services implementation documents (FASID) (baseline 2009) • Amendments to annexes, and draft guidance material (GM): <ul style="list-style-type: none"> ▪ Annex 3 (2010) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ WAFS ~ codes for OPMET ~ aerodrome meteorological observations and forecasts ▪ GM related to aeronautical MET (2010) • Regional seminars/workshops: <ul style="list-style-type: none"> ▪ 4 on new meteorological codes (by 2010) • Updated ICAO provisions harmonized with WMO regulatory material (2010) in accordance with the Working Arrangements between ICAO and WMO 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
<ul style="list-style-type: none"> • Availability of real-time accredited and quality assured aeronautical information (AI) to any ATM users in a globally interoperable and fully digital environment through: <ul style="list-style-type: none"> ▪ development of a strategic roadmap to support the transition from AIS to aeronautical information management (AIM) ▪ development of appropriate presentation of aeronautical information to the end user including electronic AIPs and charts ▪ assurance of a uniform global approach for the provision of AI through increased use of the internet 	<ul style="list-style-type: none"> • Survey to determine the number of States supporting the roadmap for the transition from AIS to AIM (2008) • Symposium on legal and institutional issues (2008) • Baseline measurement of the number of States that have implemented WGS-84, QMS, and electronic terrain and obstacle data requirements (2008) • Amendments to annexes, and draft GM: <ul style="list-style-type: none"> ▪ Annex 4 (2010) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ dynamic electronic charts for cockpit display ▪ Annex 15 (2010) <ul style="list-style-type: none"> ♦ Subject(s): <ul style="list-style-type: none"> ~ standard aeronautical information conceptual model ~ standard aeronautical information exchange model, digital and other 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> ▪ increased implementation of WGS-84, quality management systems (QMS), and electronic terrain and obstacle data 	<p style="text-align: center;">requirements for transition from AIS to AIM</p> <ul style="list-style-type: none"> ▪ GM on transition to AIM (2008) ▪ GM to support the digital requirements (2010) ▪ ICAO approved/registered aeronautical information, indicators, codes and designators¹: <ul style="list-style-type: none"> ◆ Doc 8585 ◆ Doc 8643 ◆ Doc 7910 ◆ 5-letter name codes ◆ service for satellite-based augmentation system (SBAS) channel assignment. 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p>
<ul style="list-style-type: none"> • Enhance search and rescue response effectiveness 	<ul style="list-style-type: none"> • Amendments to annexes, and draft GM: <ul style="list-style-type: none"> ▪ Annex 12 (2010) 	<p style="text-align: center;">1</p>
<p>Associated Programmes in Operational Plans</p>	<ul style="list-style-type: none"> • Aeronautical Information Management (AIM) • Aeronautical radio spectrum • Meteorological information • Required communication infrastructure • Required navigation infrastructure • Situational awareness • Search and rescue • Air traffic management (ATM) service delivery management 	

¹ Funding for this task is still exposed to some risk, but the Secretariat is confident that the risk can be mitigated

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Strategic Objective D	Enhance the efficiency of aviation operations	Time frame: 2008-2010
Champion	D/ANB	
Key activity	#D1. Develop, coordinate and implement air navigation plans that reduce operational unit costs, facilitate increased traffic (including persons and goods), and optimize the use of existing and emerging technologies	
Leader & Participants	ANB / PCO / ROs / TCB	
Performance Monitoring & Reporting Date – According to operational plans		
Strategic Result D3	Implementation framework in support of the transition to the operational concept	
Issues and Challenges	<ul style="list-style-type: none"> • In the near-term, most regions will be able to meet their performance requirements through the implementation of existing technologies and procedures. Many States and regional planners, however, are not aware of all the options available to them, and have not been given sufficient guidance and support in the selection, planning and implementation of them • States and regions also face the challenge of ensuring that they implement improvements to their air transport systems that are consistent with the transition to the global air traffic management (ATM_ operational concept • Furthermore effective implementation is currently impeded by the lack of knowledge of the level of the implementation of air navigation facilities and services as required by the air navigation plans (ANP)/facilities and services implementation documents (FASID) • The planning framework must therefore evolve into a more transparent and flexible one • Recent experience in the implementation of reduced vertical separation minimum (RVSM) which is estimated by the industry to be saving millions of dollars, shows that, when improvements are tied to measurable efficiency gains (based on a proper cost/benefit analysis) and actively supported by planning and implementation regional groups (PIRGs) and ICAO at the global and regional levels, there is a greater likelihood of success 	
Strategic Approaches	<ul style="list-style-type: none"> • Develop and maintain the Global Air Navigation Plan (GANP) to address new initiatives • Develop and maintain the regional ANP/FASIDs to reflect the current status and future implementation plans • Provide direct support to States and regions in the implementation of the ANP/FASIDs • Develop and maintain an air navigation integrated programme (ANIP) that aligns resources with priorities, based on what is needed 	

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> Updated Global Air Navigation Plan 	<ul style="list-style-type: none"> Draft version to of the next edition of the GANP (2010) 	1
<ul style="list-style-type: none"> Updated regional air navigation plans 	<ul style="list-style-type: none"> PIRG meetings: 	
	<ul style="list-style-type: none"> APANPIRG (2008, 2009, 2010) 	1
	<ul style="list-style-type: none"> APIRG (2009, 2010) 	1
	<ul style="list-style-type: none"> EANPG (2008, 2009, 2010) 	1
	<ul style="list-style-type: none"> GREPECAS (2008, 2010) 	1
	<ul style="list-style-type: none"> MIDANPIRG (2008, 2010) 	1
	<ul style="list-style-type: none"> NAT SPG (2008, 2009, 2010) 	1
<ul style="list-style-type: none"> Harmonization of ATM systems 	<ul style="list-style-type: none"> PIRG reports to ANC (2008, 2009, 2010) 	1
	<ul style="list-style-type: none"> Annual report on the level of implementation (2007, 2008, 2009) 	1
<ul style="list-style-type: none"> Revised ANP structure and format 	<ul style="list-style-type: none"> Global forum on NextGen/SESAR (2008, 2010) 	1
<ul style="list-style-type: none"> Maintenance and update of PANS and operational guidance 	<ul style="list-style-type: none"> Electronic ANP rollout commenced (2008)¹ 	1
	<ul style="list-style-type: none"> new structure, including harmonized ANP tables, is available to States (2009)¹ 	1
	<ul style="list-style-type: none"> ANP/GIS database is online (2008)¹ 	1
	<ul style="list-style-type: none"> online training for air navigation planning database/GIS use is available (2008)¹ 	1
<ul style="list-style-type: none"> Maintenance and update of PANS and operational guidance 	<ul style="list-style-type: none"> Amendments to PANS-ATM (2009) 	1

Associated Programmes in Operational Plans	<ul style="list-style-type: none"> Global Air Navigation Plan Air Navigation Integrated Programme Electronic air navigation plan database and interactive online planning tools to be developed
---	--

¹ Funding for this task is still exposed to some risk, but the Secretariat is confident that the risk can be mitigated.

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Strategic Objective D	Enhance the efficiency of aviation operations	Time frame: 2008-2010
Champion	D/ANB	
Key activity	<p>#D2. Study trends, coordinate planning and develop guidance for States that support the sustainable development of international civil aviation</p> <p>#D3. Develop guidance, facilitate and assist States in the process of liberalizing the economic regulation of international air transport, with appropriate safeguards</p>	
Leader & Participants	ATB / ROs / TCB / ANB	
Performance Monitoring & Reporting Date – According to operational plans		
Strategic Result D4	Liberalization of air transport regulation and efficiency of infrastructure	
Issues and Challenges	<ul style="list-style-type: none"> • The present trends in the air transport industry and the evolution of the regulatory framework, with globalization, liberalization and regional air services agreements, will increase the demand on ICAO's leadership role in supporting States in the air transport liberalization process. There is a particular need to enhance the awareness of States and the industry regarding the relationship between liberalization and safety and security responsibilities. At the same time, the increasing interest and involvement of other international bodies in air transport, such as the World Trade Organization (WTO), may challenge the leadership role of ICAO • With the commercialization and privatization of airports and air navigation services, there is a risk of less awareness of ICAO's policies and guidance material in the economic field, which may lead to diverging approaches to user charges and taxation and may make it more difficult for some States to fulfil their obligations under the Chicago Convention • The increased efficiency and improved cost-effectiveness accomplished by the airline industry and the consequential pressure to achieve similar improvements by airports and air navigation services providers (ANSPs) under Article 44 of the Convention will make it necessary for ICAO to continue to develop and provide guidance to States on key aspects associated with efficient infrastructure management • The implementation of the future air traffic management (ATM) operational concept will require the availability of a uniform policy on route charges • Budget restrictions will affect service and support to States including seminars, workshops and training courses, and the production of relevant guidance material 	
Strategic Approaches	<ul style="list-style-type: none"> • Follow major developments of liberalization, provide guidance and address key issues related to the economic regulation of air transport that have an impact on the efficient and orderly development of international civil aviation • Improve and promote ICAO's policies on user charges and related economic guidance material, based on experiences from the commercialization and privatization process of airports and ANSPs • Monitor compliance with Articles 15 and 24 of the Chicago Convention and the application of ICAO's policies on user charges and taxation of international air transport 	

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> General reports and/or guidance material on key regulatory issues, such as safety/security aspects, ownership and control, competition rules, bloc negotiations, and consumer interests 	<ul style="list-style-type: none"> One report on key regulatory issues in 4th quarter 2008, 2009 and 2010 	1
<ul style="list-style-type: none"> Reports on industry and regulatory trends and development 	<ul style="list-style-type: none"> Status report on industry and regulatory trends in 1st quarter 2008, 2009 and 2010 	1
<ul style="list-style-type: none"> Conclusions and recommendations of the Economic Conference (CEANS) held in September 2008 	<ul style="list-style-type: none"> Policy guidance in Doc 9082 presented to the Council by December 2008 	1
<ul style="list-style-type: none"> Revised policy and guidance material for airports and ANSPs, including on economic regulation, performance management, cooperation between providers/users, and environmental protection 	<ul style="list-style-type: none"> Revised guidance material in the manuals Doc 9562 and Doc 9161 developed by December 2010 	1
<ul style="list-style-type: none"> Current databases of States' implementation of ICAO's policies on charges and taxation 	<ul style="list-style-type: none"> Database for charges updated by December 2008 and database for taxation by December 2010 	1
<ul style="list-style-type: none"> Guidance and limited support as relates to air transport economic matters provided to States, planning and implementation regional groups (PIRGs) 	<ul style="list-style-type: none"> Complete response to requests from States, 70% within 30 days, 100% completion within 120 days 	2

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

Expected outputs	Key Performance Indicators	Priority* 1 and 2
New tasks added stemming from the 36th Session of the Assembly (A36)		
<ul style="list-style-type: none"> Study the pros and cons of different avenues for liberalization (not initially covered by Regular Program Budget but may be done within available resources) 	<ul style="list-style-type: none"> Report on the study, conclusions and/or recommendations 	2
<ul style="list-style-type: none"> Develop global quantitative indicators for evaluating the degree of liberalization (not initially covered by Regular Program Budget, but may be undertaken within available resources) 	<ul style="list-style-type: none"> Guidance material on global indicators for liberalization 	2

Associated Programmes in Operational Plans	<ul style="list-style-type: none"> Develop guidance, facilitate and assist States in the process of liberalizing the economic regulation of international air transport, with appropriate safeguards. Monitor, analyse and develop guidance on trade-in-services issues. Facilitate economic liberalization through enhancement of States' capacity with economic policy studies and guidance material. Assist States through analysis and dissemination of information on relevant regulatory developments and issues. Study feasibility of a global marketplace for exchange of market access. Facilitate tourism and aviation trade through the elimination of double and multiple taxation on international air transport by the implementation of ICAO's policies on taxation. Assist States in implementing liberalization through seminars and ad hoc advice.
---	---

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

ACTION PLAN FOR CONTINUITY

Strategic Objective E	Maintain the continuity of aviation operations	Time frame: 2008-2010
Champion	C/PCO	
Key activity	#E1. Assist States in resolving disagreements that create impediments to air navigation #E2. Respond quickly and positively to mitigate the effect of natural or human events that may disrupt air navigation #E3. Cooperate with other international organizations to prevent the spread of disease by air travellers	
Leader & Participants	PCO / ROs / ANB	
Performance Monitoring & Reporting Date – According to operational plans		
Strategic Result E1	Prevention and minimization of disruptions to aviation operations	
Issues and Challenges	<ul style="list-style-type: none"> • Resolution of disagreements that create impediments to air navigation • Mitigation of the effect of natural or human events that may disrupt international aviation operations • Prevention of the spread of serious communicable diseases by air transport, in cooperation with other international organizations 	
Strategic Approaches	<ul style="list-style-type: none"> • Promote and facilitate implementation of harmonized regional air navigation plans • Develop a catalogue of potential natural and human events that may result in disruption of air navigation • Support planning and implementation regional groups (PIRGs) in establishment of regional contingency plans in coordination with States • Assist States in structuring a model national contingency plan and encourage States to utilize it in the formulation of their contingency plans • Optimize the provision of relevant meteorological information • Identify, with the assistance of other international organizations, serious communicable diseases with the potential to spread by means of air transport • Exchange information with States and other international organizations on the subject of such diseases and develop guidelines to assist States with preparedness planning • Monitor progress of States in implementing measures to help prevent the spread of communicable diseases by air transport 	

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> Harmonized regional air navigation plans 	<ul style="list-style-type: none"> Increased per cent of regional air navigation disagreements for which resolution is successful – establish trend baseline
<ul style="list-style-type: none"> Model national contingency plan 	<ul style="list-style-type: none"> Increased per cent of States developed national contingency plans – establish trend baseline
<ul style="list-style-type: none"> Guidance material on prevention of spread of communicable diseases by air transport 	<ul style="list-style-type: none"> % completion of plan to develop guidance material – target 100% by 2009
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> COMDIS

ACTION PLAN FOR LAW

Strategic Objective F	Strengthen law governing international civil aviation	Time frame: 2008-2010
Champion	D/LEB	
Key activity	<p>#F1. Prepare international air law instruments that support ICAO's Strategic Objectives and provide a forum to States to negotiate such instruments</p> <p>#F2. Encourage States to ratify international air law instruments</p> <p>#F3. Provide services for registration of aeronautical agreements and depositary functions for international air law instruments</p> <p>#F4. Provide mechanisms for the settlement of civil aviation disputes.</p> <p>#F5. Provide model legislation for States</p>	
Leader & Participants	LEB / ROs / TCB	
Performance Monitoring & Reporting Date – According to operational plans		
Strategic Result F1	Preparation and promotion of ratification of international air law instruments, depositary and dispute-settlement functions related thereto, registration of aeronautical agreements and preparation of model legislation	
Issues and Challenges	<ul style="list-style-type: none"> • The way in which ICAO seeks to promote a wide range of international air law instruments and influence national laws and regulations pertaining to civil aviation has an impact on the development of civil aviation in a safe and orderly manner and on the effectiveness of air transport systems • The increasing complexity of international relations among States and between States and intergovernmental organizations, new developments in their relations with the private sector and the evolving trend to economic liberalization and privatization of activities related to States' responsibilities arising out of international air law instruments put additional pressure on the Organization 	
Strategic Approaches	<ul style="list-style-type: none"> • To maximize the positive impact of international air law instruments and national laws and regulations on the development of civil aviation and air transport systems by developing and updating international air law instruments in light of the evolving needs of the international civil aviation community. To encourage the ratification of international air law instruments by States • Make readily available up-to-date information to States and interested private parties on registration of aeronautical agreements and depositary actions related to international air law instruments • Facilitate the settlement of civil aviation disputes and to minimize the potential for disagreements between States concerning civil aviation issues • Promote the harmonization of national laws and regulations by providing guidance 	

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> • Draft international air law instruments, in accordance with the findings and deliberations of the Legal Committee and other intervening bodies of ICAO, and facilitation of their adoption 	<ul style="list-style-type: none"> • International law instruments developed in accordance with the work programme of the Organization in the legal field
<ul style="list-style-type: none"> • Data compiled and disseminated on registration of aeronautical agreements and depositary actions related to international air law instruments 	<ul style="list-style-type: none"> • Data posted for dissemination within one month of receipt
<ul style="list-style-type: none"> • Civil aviation disputes between States are prevented or mediated. 	<ul style="list-style-type: none"> • % of disputes that are resolved between the States through diplomatic mediation • % of civil aviation disputes brought before ICAO during the triennium for which the resolution is successful
<ul style="list-style-type: none"> • National civil aviation laws and regulations are harmonized through facilitation 	<ul style="list-style-type: none"> • % of requests for legal guidance entertained
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •

ACTION PLANS FOR SUPPORTING IMPLEMENTATION STRATEGIES

PROGRAMME SUPPORT		
Champion	D/ADB	Time frame: 2008-2010
Key activity	#2. Maintain the effectiveness and relevance of all documents and materials	
Leader & Participants	LPB / ACS	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result SIS-1: Assembly and Council Secretariat; Language and Publications		
Issues and Challenges	<ul style="list-style-type: none"> • Plan, supervise and coordinate support relating to Council meetings, involving the preparation of decisions, minutes and action sheets; provide verbatim transcripts for these meetings; and prepare other Council documentation and reports • Provide adequate language services related to translation, interpretation, publications, in times of budget restraints. • Ensure timely issuance of working papers for the Governing Bodies (i.e. Council, ANC, Committees) and meetings on the basis of simultaneous distribution in the six ICAO languages • Improve the use of Arabic and Chinese within appropriated resources. • Increase percentage of outsourcing of translation without compromising quality and timeliness. Although all external contractors will be subject to testing for quality, due to limited internal resources, outsourced documentation will be published as received (no internal revision or editing will be possible) • Budget restrictions will reduce internal translation capacity by 50%. Strict implementation of the length of working papers will have to be enforced • Governing Bodies may prioritize their work programme and reduce their yearly requirements for interpretation and translation by one third. Only in this case, provision of language services to the Governing Bodies could be handled by the reduced level of internal language resources at the current level of quality, timeliness and confidentiality • Budget reductions in LPB will result in the outsourcing of 60% of the total demand for translation services as opposed to 25% in the 2005-2007 triennium. This will affect the production of documentation for Governing Bodies, ICAO meetings, and programme activities • Internal translation capacity is reduced by 50%. In order to maintain the same level of quality and timeliness, documentation for the Governing Bodies could be handled by internal language resources if the Governing Bodies reduce their yearly requirements for interpretation and translation by one third and be limited to: 126 sittings of interpretation of three hours each, instead of the current 189; and 4 700 pages for translation of new text, instead of the current 7 100 pages. Within this reduced level of resources, it is only under this arrangement that the above targets could be achieved • It will entail strict implementation of the length of working papers to a 4-page limit, which is in accordance with the approved Council guidelines for the preparation of Council documentation (C-WP/12683, C-DEC 178/9), with the exception of amendments to Annexes and PANS, 	

	<p>Programme Budget and related financial documents. For papers exceeding the 4-page limit, Appendices will not be translated</p> <ul style="list-style-type: none"> • Reduced level of language resources will result in interpretation services for meetings being restricted to eight 3-hour sittings spread over a 5-day period, without increasing the number of meetings held during the year, and the translation of documentation for meetings and communications to States being outsourced with the challenges and risks described below: <ul style="list-style-type: none"> ▪ <i>Timeliness</i>: Strict adherence to deadlines for submission of final versions of documentation. (i.e. 4-page maximum, submitted 7 working days before date of distribution; 15-page maximum, in exceptional cases, submitted 12 working days before date of distribution.). The timely delivery of documentation to States will have to be ensured by external contractors. Although all necessary measures will be taken by ICAO to ensure timely delivery of services by external contractors, it still presents a risk outside the Secretariat's control ▪ <i>Quality</i>: Although all external contractors will be subject to testing for quality due to limited resources, outsourced documentation will be published as received (no internal revision or editing will be possible) ▪ <i>Confidentiality</i>: Confidential material cannot be outsourced; therefore, it will have to be done in-house at the expense of other activities
Strategic Approaches	<ul style="list-style-type: none"> • Enhance the use of information and communication technology integrating it into work processes at the earliest opportunity • Promote new working methods such as telework, computer-assisted translation, voice-recognition, etc • Increase percentage of outsourcing and off-shoring of translation without degradation in quality and timeliness • Disseminate information on the policies and activities of the Council and Assembly by maintaining records of proceedings, decisions taken and resolutions adopted; monitor their implementation by providing a link between the Council and the appropriate Offices of the Secretariat • Comply with new deadlines introduced in the 2006 revised Rules of Procedure for the Council • Improve efficiency, productivity and quality standards without increasing costs or human resources

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> • Issuance of Council-related decisions, minutes and action sheets 	<ul style="list-style-type: none"> • 2008 & 2009: <ul style="list-style-type: none"> ▪ Minutes = 600 pages ▪ Decisions = 200 pages ▪ Action sheets = 200 pages; ▪ C-WP's 100 pages ▪ SG and PRES correspondence = 50 pages • 2010: <ul style="list-style-type: none"> ▪ Minutes = 700 pages ▪ Decisions = 220 pages ▪ Action Sheets = 200 pages ▪ C-WP's 100 pages ▪ SG and PRES correspondence = 150 pages ▪ Assembly WP's = 150 pages
<ul style="list-style-type: none"> • Preparation of verbatim transcripts for meetings of the Council and for meetings of other bodies, as requested 	Completion of transcripts within the established time frame: <ul style="list-style-type: none"> ▪ 2008 = 1,620 pages ▪ 2009 = 1,620 pages ▪ 2010 = 2,000 pages
<ul style="list-style-type: none"> • Preparation of WPs and other documents and reports 	<ul style="list-style-type: none"> • Submission of documentation and reports by the date requested • All documents completed within the established deadlines according to meeting schedule(s) for Governing Bodies and other ICAO meetings
<ul style="list-style-type: none"> • Translation of working papers for the Governing Bodies, meetings and saleable publications in the six languages of the Organization • Interpretation into/from the six languages of the Organization for the Governing Bodies and other meetings 	<ul style="list-style-type: none"> • Meetings of Governing Bodies and other meetings are provided with high-quality translation and interpretation services, as required • 25 500 translation page units (TPUs) per year with a ratio 40% internal/60% outsourced: <ul style="list-style-type: none"> ▪ 7 100 TPUs for Governing Bodies ▪ 6 100 TPUs for other ICAO meetings ▪ 12 300 TPUs for Programme activities • Translation and printing provided in most cost effective way leading to administrative cost savings • 1 990 staff days of interpretation annually for three-hour sittings not exceeding eight sittings over a 5-day period: <ul style="list-style-type: none"> ▪ 890 for Governing Bodies ▪ 1 100 for other ICAO meetings
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •

PROGRAMME SUPPORT	
Champion	C/EPO Time frame: 2008-2010
Key activity	#1. Operate in a transparent manner and communicate effectively both externally and internally
Leader & Participants	EPO
Performance Monitoring & Reporting Date – According to operational plans	
Strategic Results SIS-2: External Relations	
Issues and Challenges	<ul style="list-style-type: none"> • The ICAO Business Plan stresses that the Organization’s ability to effectively carry out its mandate rests in part on being recognized and accepted as the global authority on regulatory matters • Requests for information and services from an ever-wider range of external and internal sources, often with tight deadlines, are increasing • Limited staff resources need to constantly improve and refine their work methods, particularly through the use of information technology and other cost effective means, to efficiently respond to the growing number of requests and promote the organization • Due to budgetary limitations there will be an impact on Familiarization Courses
Strategic Approaches	<ul style="list-style-type: none"> • Promote amongst all stakeholders knowledge about and understanding of the six strategic objectives of the Organization, its initiatives, programmes and activities • Maintain contact with information sources inside and outside the Organization to ensure access to relevant and up-to-date information, including contact information on national civil aviation administrations • Maintain close coordination and cooperation with the United Nations system with a view to avoiding duplication, ensuring consistency between activities and programmes of the system, while ensuring that ICAO policies, expertise and interests are duly taken into account by the appropriate bodies • Identify and exploit new, innovative and cost reducing communications channels

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> • Awareness among all targeted audiences of ICAO programmes, activities and issues 	<ul style="list-style-type: none"> • Number of requests for ICAO’s participation/viewpoint in various international fora and meetings. • Number of requests from outside groups, including the news media, for information and visits.
<ul style="list-style-type: none"> • Roll-out of a Public Information strategy 	<ul style="list-style-type: none"> • % implementation against plan of Public Information strategy – target completion 2009

Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •
---	---

MANAGEMENT & ADMINISTRATION		
Champion	D/ADB	Time frame: 2008-2010
SIS	#1. Operate in a transparent manner and communicate effectively both externally and internally #3. Identify risk management and risk mitigation strategies as required #4. Continuously improve the effective use of its resources #5. Enhance the use of information and communication technology integrating it into its work processes at the earliest possible opportunity #7. Improve its use of diverse human resources in line with the best practices in the United Nations system #8. Operate effectively with the highest standard of legal propriety	
Leader & Participants	OSG & all Bureaux and Offices	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result SIS-3: Executive Management		
Issues and Challenges	<ul style="list-style-type: none"> • Trade-off between the request for increase in budget in order to meet the results stated in the Business Plan and the need to limit budget growth. • At the 2005 World Summit, leaders committed themselves to strengthening the UN through a series of management reforms. Member States made pledges to support: <ul style="list-style-type: none"> ▪ leadership ▪ people ▪ accountability ▪ information and communications technologies ▪ results-based management and budgeting (RBM and RBB) ▪ improved transparency and increased ethics ▪ more rigorous monitoring, evaluation and oversight • Focus on delivery of core services 	
Strategic Approaches	<ul style="list-style-type: none"> • Provide support and advice to the Council in their budget deliberations • Promote and implement the UN Management Reform initiatives at ICAO 	

Expected Outputs
<ul style="list-style-type: none"> • Sustainable funding for the next trimester
<ul style="list-style-type: none"> • The UN Management Reforms in place in ICAO, including the ICAO Business Plan

Key Performance Indicators
<ul style="list-style-type: none"> • Requested budget for 2008-2010 approved by the Assembly
<ul style="list-style-type: none"> • ICAO is seen as an employer of choice in the UN • Managers are held to account for achieving results in the Business Plan • Furthering of business intelligence at ICAO • Results-based Management and Budgeting (RBM and RBB) in place in support of the Business Plan • Transparent performance reporting across programme, support and administration are in place

Associated Programmes in Operational Plans	<ul style="list-style-type: none">•
---	---

MANAGEMENT & ADMINISTRATION		
Champion	C/FIN	Time frame: 2008-2010
SIS	#4. Continuously improve the effective use of its resources #5. Enhance the use of information and communication technology integrating it into its work processes at the earliest possible opportunity	
Leader & Participants	FIN	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Results SIS-4: Budget and Financial Management		
Issues and Challenges	<ul style="list-style-type: none"> • Sound internal controls need to be in place to promote accountability and minimize the risk of fraud. Controls need to be balanced to provide managers with the flexibility requires to deal with unforeseen circumstances that might affect their ability to achieve planned results • Budgeting at ICAO is transitioning from input-based to results-based in order to more clearly tie the financial requirements of the Organization to specified results. There is a need for improved exchange-rate protection to be achieved within budget appropriation • The Organization’s transition to new accounting standards (IPSAS) will have implications on how receivables and expenditures are accounted for, and on the way the Budget is presented and prepared • There is an urgent need for a robust Enterprise Resource Planning (ERP) system that supports all of these requirements • Risks linked to exchange rate fluctuations, even with the move to Canadian dollar accounting 	
Strategic Approaches	<ul style="list-style-type: none"> • Develop and roll-out an ERP (IRIS) to replace existing legacy systems • Ensure compliance to IPSAS accounting standards • Update relevant policies and regulations to support efficient and effective financial operations, a sound accountability framework, for all sources of funds and at all levels of the Organization • Minimize financial risk to the Organization by providing accurate and timely financial reporting. Shift from a US dollar Budget to a Canadian dollar Budget 	

Expected outputs	Key Performance Indicators	Priority* 1 and 2
<ul style="list-style-type: none"> Provide timely and accurate financial reporting for the Organization 	<ul style="list-style-type: none"> Annual Financial Statements issued on time, with an unqualified opinion of the External Auditors 	1
<ul style="list-style-type: none"> ERP (IPSAS) implementation 	<ul style="list-style-type: none"> Reports for Assembly, Council and Committees produced on time 	1
<ul style="list-style-type: none"> Implementation of the ERP (IRIS) management information system 	<ul style="list-style-type: none"> IPSAS standards fully implemented by 2009 Implementation of the core Financial modules by end of 2008 Phase 1 and Phase 2 complete by end of 2010 	2
<ul style="list-style-type: none"> Financial regulations, policies and procedures 	<ul style="list-style-type: none"> Financial Regulations and Rules are kept up to date. 100% by January 2010 	1
<ul style="list-style-type: none"> Payroll 	<ul style="list-style-type: none"> The Ancillary Revenue Generating Fund (ARGF) and other funds have proper operating procedures. 100% by February 2008 	1
<ul style="list-style-type: none"> Effective use of financial resources 	<ul style="list-style-type: none"> Control framework in IRIS is documented. 	2
<ul style="list-style-type: none"> Improved protection from exchange rate fluctuations 	<ul style="list-style-type: none"> 5% reduction in payroll errors compared to previous triennium 	1
<ul style="list-style-type: none"> Effective use of financial resources 	<ul style="list-style-type: none"> Cash receipts and expenditures meet Budget targets 	1
<ul style="list-style-type: none"> Improved protection from exchange rate fluctuations 	<ul style="list-style-type: none"> 2011-2013 Budget document prepared in time for Council and Assembly approval 	1
<ul style="list-style-type: none"> Improved protection from exchange rate fluctuations 	<ul style="list-style-type: none"> Budget expenditures in compliance with Financial Regulations and do not exceed annual appropriations approved by the Council 	1
<ul style="list-style-type: none"> Improved protection from exchange rate fluctuations 	<ul style="list-style-type: none"> Budget in Canadian dollars deployed 	1
New tasks added stemming from the 36th Session of the Assembly (A36)		
<ul style="list-style-type: none"> Implementation of Canadian dollar accounting 	<ul style="list-style-type: none"> 2008 Financial Statements issued in Canadian dollars IRIS system modified to meet this need Assessments and arrears converted and managed in Canadian dollars 	1
<ul style="list-style-type: none"> Implementation of a Canadian dollar payroll 	<ul style="list-style-type: none"> IRIS project amended to meet this need 	1
<ul style="list-style-type: none"> Further mitigation of exchange risk 	<ul style="list-style-type: none"> Review of assessment methodologies to minimize exchange risk exposure 	1
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> 	

* Priority 1: Tasks that are to be funded as a priority

Priority 2: Tasks that would be recommended for displacement should further adjustments become necessary

MANAGEMENT & ADMINISTRATION		
Champion	D/ADB	Time frame: 2008-2010
SIS	#7. Improve its use of diverse human resources (HR) in line with the best practices in the United Nations (UN) system.	
Leader & Participants	HRB	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Results SIS-5: Human Resources Development		
Issues and Challenges	<ul style="list-style-type: none"> • Identify staff competencies and skills for the next triennium • Enhance career opportunities for staff • Improve efficiency of HRB work processes and information delivery • In line with the United Nations Human Resources Management reform efforts, pursue the simplification and harmonization of approaches to human resources management, including proposed reforms to the pay and benefits system 	
Strategic Approaches	<ul style="list-style-type: none"> • Improve people-management capabilities, processes and systems to meet current and future human resources needs of the Organization by aligning recruitment, performance management, staff development and succession planning strategies • Automate HR functions through the development and implementation of a new Integrated Human Resources Management system, as part of the Enterprise Resource Planning (ERP) • Prepare a comprehensive review of business processes and policies to provide advice and managerial support for HR functions at all levels at ICAO, paying attention to their responsiveness to the Organization's goals and priorities as well as to the needs of staff • Provide strategic advice on Human Resources Management to the Secretary General, senior management, the Working Group on Human Resources and the Council, and ensure effective HR contribution to the ICAO Business Plan as well as policy formulation and development • Budgetary constraints will affect: quality and timeliness of services; development and implementation of new initiatives; support to managers on HR matters; and HRB's ability to advance strategic actions requested by ICAO's Governing Bodies. 	

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> Selected components of integrated competency framework developed and implemented Integrated Competency Framework implemented 	<ul style="list-style-type: none"> Per cent development/implementation of competency framework for recruitment, performance management and staff development activities by 2010
<ul style="list-style-type: none"> Competency-based recruitment and succession planning strategy and timely recruitment of Professional and Higher Category posts, taking into account Equitable Geographical Representation (EGR) and gender 	<ul style="list-style-type: none"> Identification of future skills and competencies during 2008-2010 triennium for implementation in 2011-2013 triennium Per cent posts subject to EGR filled by external candidates each year recruited from un-represented and below desirable level States (target is 50%) Per cent of women represented in Professional and higher category posts
<ul style="list-style-type: none"> HR information management system enhanced 	<ul style="list-style-type: none"> Completion of integrated HR management module – target 100% by 2010
<ul style="list-style-type: none"> Performance and Competency Enhancement (PACE) system and organization-wide strategy for staff and career development implemented 	<ul style="list-style-type: none"> Completion rate for PACE improved to over 80%; over 90% and close to 100% by 31 December 2008, 2009 and 2010, respectively Completion of organizational learning and training needs assessment and training programme established for the triennium Completion of group (occupational) learning and development of action plans in response to requirements identified annually in PACE reports
<ul style="list-style-type: none"> Provision of high quality HR services at Headquarters and Regional Offices 	<ul style="list-style-type: none"> Employee satisfaction survey conducted by 30 June 2010
Associated Programmes in Operational Plans	<ul style="list-style-type: none">

MANAGEMENT & ADMINISTRATION		
Champion	D/ADB	Time frame: 2008-2010
SIS	#5. Enhance the use of information and communication technology (ICT) integrating it into its work processes at the earliest possible opportunity.	
Leader & Participants	ICT	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result SIS-6: Information Technology		
Issues and Challenges	<ul style="list-style-type: none"> • Challenges in setting up and maintaining the required physical infrastructure, and others related to the changes in the organizational culture that will be needed in order for collaboration, knowledge-sharing and consolidation to take place effectively <ul style="list-style-type: none"> ▪ Challenges include ways: to address inequities in information systems areas of the Organization; to create a uniform knowledge environment with common information exchange standards; to enable and empower communities of practice to create, share and apply knowledge more efficiently and effectively; and to improve the Organization's own system for delivery of the information needed for the effective and efficient management and administration of its programmes, including the Regional Offices ▪ In the above context, issues of security (protection) and assurance (reliability and stability) of networks and related infrastructure are important ▪ The planned IT cuts will affect the ICAO mission, unless proper management of resources is in place to mitigate the risk. The Electronic Records Management System (ERMS) will not be implemented ▪ Challenges will be faced in setting up and maintaining the physical infrastructure ICAO requires ▪ To reduce IT costs, there will be heavy reliance on outsourcing. While resources to fund outsourcing of IT activities will be centrally managed by ICT, there will be a need to mitigate those risks that are associated to outsourcing with respect to the quality, timeliness of services provided as well as to the identification of the competency mix currently provided by existing IT staff who will be terminated 	
Strategic Approaches	<ul style="list-style-type: none"> • Formulate policies, strategies and standards to ensure that data and information captured, generated and shared are validated, of high quality and readily accessible. • Establish an Organization-wide governance mechanism to guide and monitor strategic ICT plans, with phased development and delivery systems. • Develop and support consolidation of all ICAO systems within ICT. • Provide effective support to ensure an efficient infrastructure and collaborative environment, including communications systems, applications, user training and computer security. • Promote innovation in collaborative workspaces to further integrate learning systems, work processes and information technology. 	

	<ul style="list-style-type: none"> • Transform legacy applications to modern platforms in a safe, secure, fast and cost-effective manner with the implementation of the ERP solutions and other Best practices opportunities.
--	--

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> • Industry standards are used to unify information management and technology architecture at ICAO 	<ul style="list-style-type: none"> • Key documents used by the Organization for decision-making that are captured, organized and stored electronically – target 100% by January 2009 • Degree of commonality of standards for information and communication infrastructure across all ICAO locations – target 100% by January 2009
<ul style="list-style-type: none"> • IT decision-making structure in place to meet the business requirements for guiding ICT investments 	<ul style="list-style-type: none"> • Establish corporate governance for all IT systems by the end of 2007
<ul style="list-style-type: none"> • Cost-effective provision of existing technologies to the Organization 	<ul style="list-style-type: none"> • Consolidate all systems and their support under ICT by the end of 2007
<ul style="list-style-type: none"> • Alignment of the Organization's information management (IM) strategy and IT to its Business Plan 	<ul style="list-style-type: none"> • Proportion of staff who contribute to and benefit from corporate systems – target 100% by January 2009
<ul style="list-style-type: none"> • ERP implemented and all staff provided access to the internet 	<ul style="list-style-type: none"> • Fully operational ERP – target 100% by January 2009

Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •
---	---

MANAGEMENT & ADMINISTRATION		
Champion	D/ADB	Time frame: 2008-2010
SIS	#2. Maintain the effectiveness and relevance of all documents and materials. #4. Continuously improve the effective use of its resources.	
Leader & Participants	ADB	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Results SIS-7: Office of D/ADB — Infrastructure		
Issues and Challenges	<ul style="list-style-type: none"> • Achieve further progress in the planning, development, supervision and coordination of administrative support within the framework of results-based management strategies • Ensure the greatest efficiency and effectiveness in facilitating the operations of the Organization by providing essential programme and administrative support. • Maintain transparency and good governance in ADB using improved processes for planning, budgeting, monitoring and reporting, and programme evaluation • Improve use of diverse human resources in line with the best practices in the United Nations system, including expeditious recruitment, career development and training, and performance assessment, with the aim of maintaining a truly international Secretariat of the highest calibre • Improve information management and communications with States, as well as within the Secretariat, including more widespread use of electronic transmission • Improve efficiency, productivity and quality standards while working within budgetary constraints • Enhance transparency in ADB • Ensure compliance with recommendations of both internal and external audit reports • Manage and coordinate the provision of timely and cost-effective office services support; telephone systems; internal distribution; inventory control; building administration and security facilities • Liaise with the Host Government at Montreal Headquarters (HQ) on all facility-related matters and management of leases for resident Delegations, and manage all facilities rental operations, including leases and the Organization's contingency-related activities • Manage records and mail service efficiently and effectively • Provide efficient, effective, and secure web portal with ICAO information and documentation restricted to Contracting States and international organizations • Collect ICAO publications, information, books, periodicals and documents on aviation and allied subjects and make them available to the Secretariat, National Delegations and meetings' participants 	

Strategic Approaches	<ul style="list-style-type: none"> • Implement Supporting Implementation Strategies and facilitate the achievement of the Strategic Objectives of the Organization • Implement fully functional, Organization-wide mechanisms for results-based management and effective administration, based on the ICAO Business Plan and Supporting Strategies • Apply best practices in all aspects of general management at all organizational levels, in support of ICAO's leadership role in international civil aviation • Provide administrative support to the Assembly, Council and all Bureaux and Offices of the Secretariat in the areas of Human Resources (HR), Language and Publications (LPB), Conference and Offices Services (COS) Registry, Distribution and Sales (RDS), Assembly and Council Secretariat (ACS), Information and Communications Technology (ICT), and Web, Library and Archives (WLA) • Improve efficiency, productivity and quality standards while working within budgetary constraints • Align the resource management plan with the Strategic Objectives of the Organization without increasing costs or human resources • Plan and develop action plans to achieve operational objectives in HR management, ICT, quality management and services to Contracting States • Explore new revenue-generating activities • Disseminate systematically and promptly. information on the policies and activities of the Organization • Improve inventory and fixed assets management procedures for HQ as well as for Regional Offices • Improve office services, including: stationery management; office space management; telephone/fax systems; and security operations • Increase effectiveness of the State letter system through wider utilization of electronic means for communication with Member States • Maintain and further develop ICAO public website as a main source of free ICAO-related information and documentation for the general public
-----------------------------	---

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> A culture of results-based management practices introduced at all levels of the Organization 	<ul style="list-style-type: none"> Number of staff at all organizational levels trained in results-based management principles
<ul style="list-style-type: none"> Uniform and consistent processes for planning, budgeting, monitoring, reporting and evaluating programmes operating at all levels of the Organization 	<ul style="list-style-type: none"> Efficient and effective work plans established for all work areas of the Organization
<ul style="list-style-type: none"> Inventory 	<ul style="list-style-type: none"> Completion of new inventory management system – Target 100% by 2008
<ul style="list-style-type: none"> Automation of office equipment 	<ul style="list-style-type: none"> Completion of centralization of office digital senders to replace fax machines, and reduction of communication expenditures by 2008 40% reduction of the volume of paper files by 2010
<ul style="list-style-type: none"> Reduction of printed materials and improved transparency of the status of Standards and Recommended Practices (SARPs) and ICAO policies 	<ul style="list-style-type: none"> 25% reduction of printed pages by 2010; wider implementation of SARPs and ICAO policies
<ul style="list-style-type: none"> Improved safety of personnel 	<ul style="list-style-type: none"> Proper screening of personnel and material entering the building ICAO will be carrying out a comprehensive security and threat assessment review by the Government of Canada before the end of August 2007 to identify areas of access to the HQ premises which need improvement
<ul style="list-style-type: none"> Documentation related to ICAO Governing Bodies available on the ICAO-NET 	<ul style="list-style-type: none"> All relevant Council, ANC, ATC, JSC, FIC, UIC, and TCC] documentation available on the ICAO-NET as soon as made electronically available
<ul style="list-style-type: none"> Maintained Library catalogue, internal and an on-line version 	<ul style="list-style-type: none"> Increased number of entered records and maintenance of the existing ones Efficient reference and referral services to civil aviation information and documentation resources(around 300 enquiries annually)
<ul style="list-style-type: none"> Archive management 	<ul style="list-style-type: none"> Basic ICAO publications available in the archival collection 100% by the end of each calendar year
<ul style="list-style-type: none"> Up-to-date collection of ICAO State letters (e.g. circular, individual, e-Bulletin) available on the ICAO-NET with email notification system in place 	<ul style="list-style-type: none"> State letters, in all languages available on the ICAO-NET as soon as signed and made available

Associated Programmes in Operational Plans	•
---	---

MANAGEMENT & ADMINISTRATION		
Champion	C/EAO	Time frame: 2008-2010
SIS	#3. Identify risk management and risk mitigation strategies, as required #1. Operate in a transparent manner and communicate effectively, both externally and internally	
Leader& Participants	EAO	
Performance Monitoring & Reporting Date – According to operational plans		
Strategic Result SIS-8: Oversight and Evaluation		
Issues and Challenges	<ul style="list-style-type: none"> • With the implementation of the Organization’s Business Plan, results-based management, new accounting standards (IPSAS) and an enhanced management information system, ICAO needs to assure Contracting States that a system of cost-effective internal controls and accountability has been established to ensure compliance with policies, regulations, rules and administrative directives • It is essential that the Organization provide performance assessment, evaluation and follow-up to provide necessary feedback to support sound governance and to build programme improvements 	
Strategic Approaches	<ul style="list-style-type: none"> • Ensure that a system of cost-effective internal controls have been established at all levels of the Organization for compliance with policies, regulations, rules and administrative directives; and accountability for the proper, efficient and economic use of resources, consistent with organizational objectives and applicable best practices • Promote the efficient and effective management of the Organization’s programmes and activities with due regard to the risks and their mitigation and to the efficient use of resources consistent with the overall objectives of the Organization and the established policy framework. Improve the capacity of managers to identify and manage risks • Encourage the implementation of an Organization-wide evaluation framework aimed at assessing the relevance, results and impact of programmes against the Business Plan and integrating the results thereof in future programme formulation and planning, resource allocation and management processes. Assure the Secretary General, Council and Contracting States by the use of in-depth evaluations and follow up of Regular Programme and technical co-operation activities concerning the achievement of objectives as well as effectiveness and efficiency of programmes • Enhance the implementation of best practices and lessons learned 	

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> Independent reports and recommendations of risk-based audits, evaluations, management reviews, performance assessments to the Secretary General, Council and Senior Management Group with a view to attaining greater compliance with established policies, regulations rules and procedures 	<ul style="list-style-type: none"> 100% completion of planned oversight, evaluation, audit and review activities against annual plans, with appropriate recommendations for implementation by management within the resources provided
<ul style="list-style-type: none"> An Organization-wide risk management framework, aimed at assessing the risks and their impact on programmes and integrating risk mitigation strategies into programme formulation and planning 	<ul style="list-style-type: none"> Per cent implementation of Risk Management policy and process against implementation plan and their use by managers in their planning and reporting of operations. Full implementation targeted by the end of 2009
<ul style="list-style-type: none"> Follow up on the status of implementation of recommendations of EAO 	<ul style="list-style-type: none"> Increase percentage of implementation of recommendations of evaluation, audit and review activities undertaken each year. Targeted implementation of 100% of accepted/applicable recommendations within 2 years of reporting status
<ul style="list-style-type: none"> Certification of annual Financial Statements for ECAC 	<ul style="list-style-type: none"> Certification within time requirements each year
Associated Programmes in Operational Plans	<ul style="list-style-type: none">

MANAGEMENT & ADMINISTRATION		
Champion	D/LEB	Time frame: 2008-2010
SIS	#8. Operate effectively with the highest standard of legal propriety	
Leader & Participants	LEB	
Performance Monitoring & Reporting Date — According to operational plans		
Strategic Result SIS-9: Legal Services		
Issues and Challenges	<ul style="list-style-type: none"> • ICAO, as a complex business like many others, has to contract for goods and services and provide space, security and safety for its employees. The challenge is that these activities require legal support both in establishing the initial contractual basis and, on occasion, defend ICAO from liabilities or charges before the courts • The complex environment in which ICAO operates requires LEB to provide legal advice to substantive Bureaux which work on matters directly related to the Organization’s Strategic Objectives • Increased litigation arising from ICAO’s downsizing • Budget constraints will affect volume and timeliness of legal services provided 	
Strategic Approaches	<ul style="list-style-type: none"> • Review and advise on contractual matters of significance and advise, as requested, on all others matters • Advise ICAO’s senior management of their legal obligations regarding any actions taken by ICAO • Facilitate the settlement of civil disputes and to minimize the potential for disagreements between ICAO and other stakeholders 	

Expected outputs
<ul style="list-style-type: none"> • All formal documentation has a legal basis for the action proposed within
<ul style="list-style-type: none"> • Civil disputes between ICAO and stakeholders mediated

Key Performance Indicators
<ul style="list-style-type: none"> • All policy, contracts and written agreements submitted to LEB for internal management of ICAO, are based on the rule of law applicable in Montreal
<ul style="list-style-type: none"> • 70% of disputes that are resolved between ICAO and the other parties through mediation

Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •
---	---

ACTION PLANS FOR EXTRA BUDGETARY ACTIVITIES

Strategic Results ARGF-1: The Ancillary Revenue Generating Fund (ARGF)		
Champion	DD/ATB	Time frame: 2008-2010
Leader & Participants	LPB	
Performance Monitoring & Reporting Date – According to operational plans		
Issues and Challenges	<ul style="list-style-type: none"> • The ARGF has been created to consolidate revenues from ICAO’s current revenue-generating activities, strengthen these revenue streams and manage costs effectively • The goal of the ARGF is to maximize revenue-generation opportunities from activities that do not directly contribute to ICAO’s Strategic Objectives • One expected outcome over time is to contain the increase in assessments from ICAO Contracting States • Develop business opportunities and partnerships that are aligned to support, and more effectively promote, ICAO’s regular programme activities • Determine and put in place the required governance framework to optimize results • Identify and allocate all costs which are directly related to revenue-generating activities • Manage all ARGF revenue and costs more effectively • Establish benchmarks for revenue and costs in each product area • Maximize internal synergies and develop new revenue-generating opportunities • Prioritize areas of development and assess risks • Protect ICAO’s intellectual property and manage the ICAO brand • Maximize licensing and partnership opportunities 	
Strategic Approaches	<ul style="list-style-type: none"> • Periodicals, publications, special reports, ICAO Journal, agenda: <ul style="list-style-type: none"> ▪ Strengthen and coordinate marketing and promotional activities through a structured product management approach ▪ Expand sales of electronic publications (CD-ROMS, ASTPs and plan the conversion of traditional publications to enhanced electronic applications ▪ Implement renewal processes and develop more subscription-based publications to increase customer loyalty ▪ Improve use of ICAO website (ICAO eShop) to increase sales of ICAO publications ▪ Review the positioning of the ICAO Journal and overall editorial strategy ▪ Maximize advertising sales efforts for the ICAO Journal, special reports and websites ▪ Increase advertising revenues of the ICAO Journal and reduce the deficit ▪ Optimally utilize ICAO media to promote and increase visibility of Regular Programme (RP) activities • Events and symposia: 	

	<ul style="list-style-type: none"> ▪ Manage, coordinate and support the delivery of high quality events that are closely linked to our RP activities ▪ Ensure the necessary resources and support framework to promote events ▪ Maximize revenue generation through innovative sponsorship programs ▪ Strengthen proven and already implemented solutions ▪ Develop and implement tools to facilitate event management for managers • Printing: <ul style="list-style-type: none"> ▪ Provide high quality profitable printing services to internal and external clients ▪ Improve processes, reduce costs and improve margins on external printing contracts • Licensing and Partnerships: <ul style="list-style-type: none"> ▪ Manage current agreements and ensure maximum visibility and promotion of services ▪ Identify and develop new opportunities to licence ICAO information and data ▪ Ensure that the ICAO intellectual property is protected • Training: <ul style="list-style-type: none"> ▪ Continue to support development of training courses that enhance ICAO RP activities ▪ Develop training courses and materials in areas that will maximize return on investment • Conference services: <ul style="list-style-type: none"> ▪ Manage and deliver high quality profitable conference services ▪ Ensure that all support services for events are up-to-date, of the highest quality and adapted to clients requirements. ▪ Provide highest quality customer service available • Dangerous goods (DG) <ul style="list-style-type: none"> ▪ Manage and expand the portfolio of (TI) Dangerous Goods products and services. ▪ Deliver to market the ICAO/OAG online DG data service. ▪ Develop business initiatives and partnerships with key industry DG data users.
--	---

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> Review pricing policy for top-selling publications and revise sales agents commission rates 	<ul style="list-style-type: none"> Increase revenues by raising prices, and reduce costs by reducing sales agent commissions
<ul style="list-style-type: none"> Implement new promotional efforts, renewal programs and sales tactics 	<ul style="list-style-type: none"> Increase number of copies sold and total revenue. Increase number of customers and loyalty
<ul style="list-style-type: none"> Reduce number of traditionally printed publications and convert to electronic versions Launch new e-products 	<ul style="list-style-type: none"> Overall reduction of printing and distribution costs
<ul style="list-style-type: none"> Reduce the journal deficit while enhancing editorial impact 	<ul style="list-style-type: none"> Increase the ICAO Journal advertising revenues, and reduce costs
<ul style="list-style-type: none"> Increase revenue-generating opportunities from special reports and editions 	<ul style="list-style-type: none"> Develop special reports and editions to reinforce ICAO events and special activities
<ul style="list-style-type: none"> Develop relationships with key industry partners and develop partnerships to maximize their visibility through ICAO media opportunities 	<ul style="list-style-type: none"> Increase advertising revenue for ICAO media Reduce ICAO's dependency on outsourcing of advertising sales
<ul style="list-style-type: none"> Develop, promote and deliver high quality events and symposia to our different constituencies 	<ul style="list-style-type: none"> Maintain and increase revenues from events and symposia Maximize sales from sponsorship programs and exhibitor space
<ul style="list-style-type: none"> Ensure that event managers are satisfied with support activities for the delivery of their events 	<ul style="list-style-type: none"> Put in place the necessary framework to manage event activities and increase revenues
<ul style="list-style-type: none"> Provide printing services to respond and meet all requirements of the Organization 	<ul style="list-style-type: none"> Deliver high quality printing jobs on a timely and cost-effective basis. Ensure optimal customer service
<ul style="list-style-type: none"> Expand external printing services to reduce overall printing section costs without adding new resources 	<ul style="list-style-type: none"> Contract external printing jobs which provide optimal profit margins Implement methods and tools to improve revenues and reduce costs

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> • Manage current licensing agreements and ensure that, at renewal of contracts, revenues increase for ICAO • Identify new licensing and partnership opportunities 	<ul style="list-style-type: none"> • Develop, on a yearly basis, new licensing and partnership opportunities that generate revenue • Collaborate with partners to enhance current partnerships and develop new services
<ul style="list-style-type: none"> • Deliver high quality conference services to internal and external clients 	<ul style="list-style-type: none"> • Deliver high quality support and customer service without increasing costs • Ensure that support tools are up-to-date and respond to clients requirements
<ul style="list-style-type: none"> • Continue to grow current training programs and develop new ones in a cost-effective manner 	<ul style="list-style-type: none"> • Increase revenue from existing training programs and implement a plan increase revenues from this area
<p>Associated Programmes in Operational Plans</p>	<ul style="list-style-type: none"> •

Strategic Result TC-1: The Technical Co-operation Bureau		
Champion	D/TCB	Time frame: 2008-2010
Leader & Participants	TCB & all Bureaux and Offices	
Performance Monitoring & Reporting Date — According to operational plans		
Issues and Challenges	<ul style="list-style-type: none"> • Contracting States increasingly call upon ICAO to assist them with the implementation of Standards and Recommended Practices (SARPs) and Air Navigation Plans (ANPs), as well as in the development of their civil aviation infrastructure and human resources, and expect, as do other stakeholders such as funding institutions and donors, expedient and effective project management and reporting as well as detailed and real-time information on project activities and finances • In accordance with ICAO Financial Regulations, the ICAO Technical Co-operation Bureau (TCB) is self-financing through cost recovery • In view of the nature of the Technical Co-operation Programme, TCB requires operational flexibility to deal with issues such as the volatility in demand for technical support, resulting in variances in the Programme size over the years • The basic cost structure for the bureau includes expenditures related to, inter alia, a core staff necessary to cope with a minimum Programme, as well as staff and other costs of the Regular Programme providing services to TCB. Additional temporary staff are hired, as required, based on the programme size 	
Strategic Approaches	<ul style="list-style-type: none"> • In order to meet its Strategic Objectives, within the framework of the Technical Cooperation Programme, ICAO continues to: <ul style="list-style-type: none"> ▪ assist States in their achievement of self-sufficiency in the field of civil aviation ▪ provide assistance in the implementation of ICAO SARPs and in the effective implementation of remedial actions for deficiencies identified ▪ liaise with States as well as with regional and subregional organizations for the provision of technical cooperation including assisting in negotiations for project financing ▪ endeavour to achieve the involvement of a greater number of States requiring technical assistance in regional/subregional technical co-operation projects implemented by ICAO ▪ endeavour to expand the Technical Co-operation Programme on a worldwide basis for a decrease in the gap between the Programme size of the four geographical areas in the TCB 	

Expected Outputs	Key Performance Indicators
<ul style="list-style-type: none"> • TCB is responsive to the requirements of developing countries 	<ul style="list-style-type: none"> • Level of satisfaction of the developing countries with the services provided by TCB
<ul style="list-style-type: none"> • Technical Co-operation Programme implementation maximized 	<ul style="list-style-type: none"> • % increase of actual implementation compared with the approved Programme
<ul style="list-style-type: none"> • Balance in the Programme size by geographical region 	<ul style="list-style-type: none"> • % increase in the Programme size of the Africa, Asia Pacific, and the Europe and Middle East Regions
<ul style="list-style-type: none"> • Funding obtained from non-traditional sources 	<ul style="list-style-type: none"> • % increase in funds provided from non-traditional sources
<ul style="list-style-type: none"> • Technical co-operation activities based on the principle of cost recovery 	<ul style="list-style-type: none"> • Balance between income and expenditures in year-end results
Associated Programmes in Operational Plans	<ul style="list-style-type: none"> •

Strategic Result JF-1: Joint Financing Activities		
Champion	D/ATB	Time frame: 2008-2010
Leader & Participants	ATB & ROs	
Performance Monitoring & Reporting Date — According to operational plans		
Issues and Challenges	<ul style="list-style-type: none"> • Application of Chapter XV of the Convention and the possible development of additional joint financing or other cooperative arrangements in addressing the provision, maintenance and financing of air navigation facilities and services • Administering and updating the existing joint financing arrangements (DEN/ICE Agreements, Height Monitoring System Joint Financing Arrangement and Satellite Distribution System (SADIS) Agreement) • Familiarizing States and PIRGs with the joint financing concept as a means of financing air navigation facilities and services • Promoting new applications of the joint financing concept in situations where technical, economical and/or political reasons may warrant such types of multinational arrangements 	
Strategic Approaches	<ul style="list-style-type: none"> • Respond to technical and economic changes affecting the Joint Financing arrangements such as introduction of additional elements of CNS/ATM and substantial fluctuations in traffic • Update and develop the existing guidance material in the Joint Financing field • Provide all necessary assistance and individual advice to the States and PIRGs on Joint Financing matters, including evaluations, draft agreements, etc. 	

Expected outputs	Key Performance Indicators
<ul style="list-style-type: none"> • Provide effective administration of the Danish and Icelandic Joint Financing Agreements and update these and their Annexes as needed 	<ul style="list-style-type: none"> • Meet annual deadlines as per Treaty obligations and the satisfaction of the Contracting Governments, the provider States, the users, the Members of the ICAO Council and the Joint Support Committee
<ul style="list-style-type: none"> • Administer efficiently the Arrangement on the Joint Financing of the North Atlantic Height Monitoring System and update this Arrangement as needed 	<ul style="list-style-type: none"> • Ensure the satisfaction of the Contracting Governments and the users
<ul style="list-style-type: none"> • Provide effective support services for the administration of the Agreement on the Sharing of Costs of the SADIS relating to air navigation , on a cost-recovery basis 	<ul style="list-style-type: none"> • Ensure the satisfaction of the Contracting Governments concerned, including the provider State, and the percentage of collection on time of the SADIS cost shares from the Parties to the Agreement
<ul style="list-style-type: none"> • Provide necessary information and technical support within and outside ICAO (in particular Contracting States and planning and implementation groups (PIRGs) on issues related to the joint financing of air navigation facilities 	<ul style="list-style-type: none"> • Ensure the satisfaction of the recipients of such information and technical support as reflected by their comments, and the possible new applications of the joint financing concept
<p>Associated Programmes in Operational Plans</p>	<ul style="list-style-type: none"> •

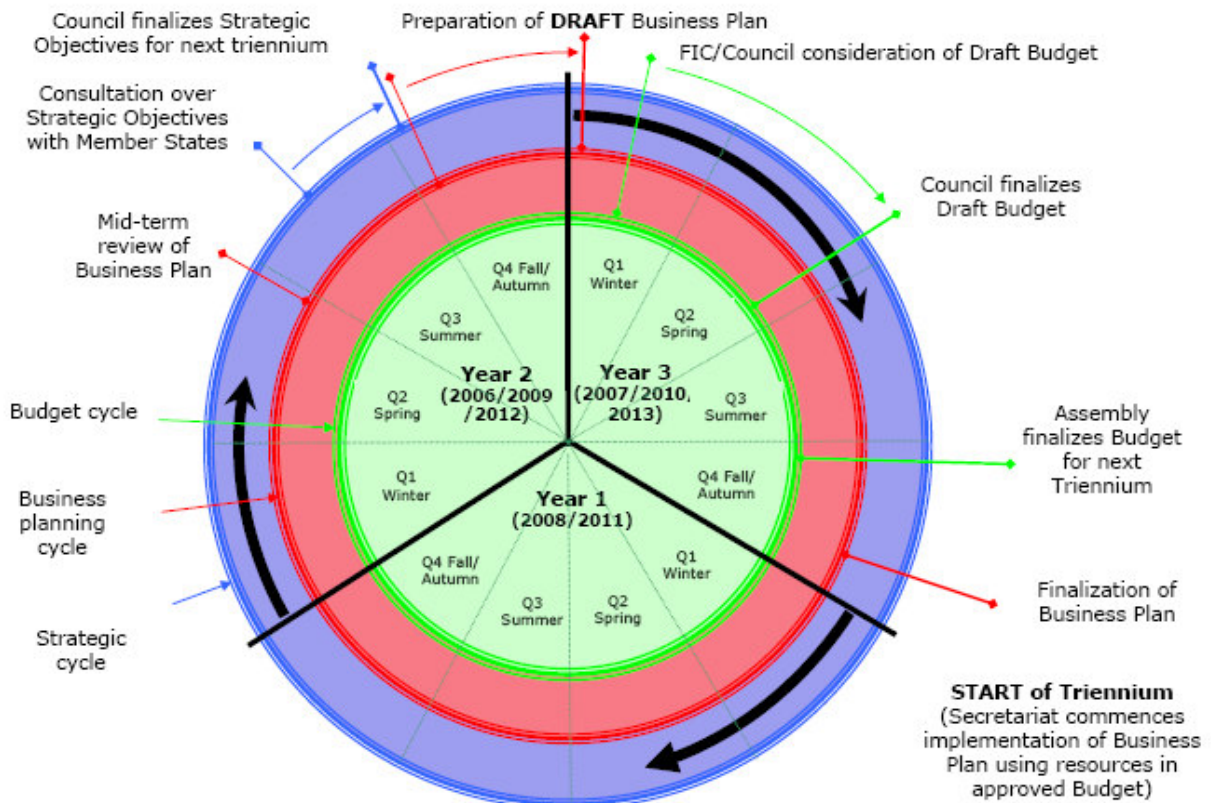
CHAPTER 6

BUSINESS PLAN AND BUDGET REVIEW CYCLE AND FLOW CHART

6.1 In a triennium, the Business Plan is first developed in such a way that it envelopes all of the critical tasks that cover the key activities leading to achieving the Strategic Objectives of the Organization. Subsequently, the Budget is formulated to ensure the availability of resources for undertaking the tasks of the Business Plan. Continuous linkage is maintained between these two processes.

6.2 Figure 6.1 below explains the relationship in the review cycle of the Business Plan and the Budget preparation. Table 6 explains the timing and method of developments in the Business Plan and Budget.

Figure 6.1. Business Plan and Budget preparation review cycle*



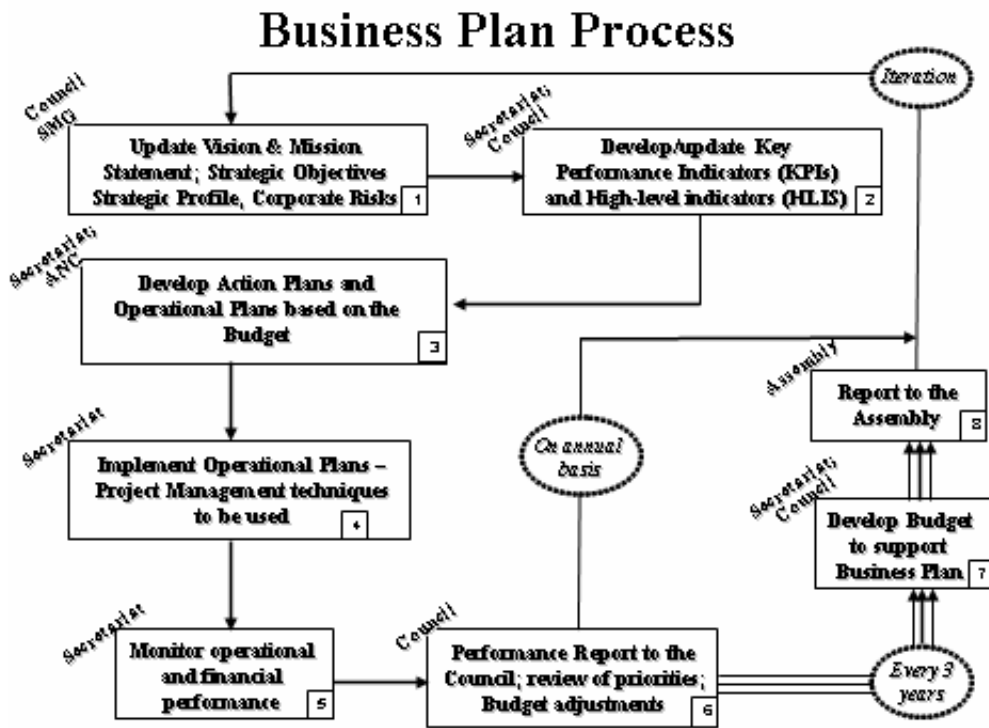
* Sources: SG memorandum 1975/07, Attachment B dated 13 December 2007, C-DEC 180/3 and C-WP/12814

Table 6 Timing and method of the Business Plan and Budget development

Time (by year & quarter)	Action
Year preceding an Assembly Year (2006/2009/2012 etc) (Year 2 of Triennium)	
• Spring Quarter	Mid-term review of Business Plan
• Summer Quarter	Consultation over Strategic Objectives with Member States
• Fall/Autumn Quarter	1. Council finalizes Strategic Objectives for next triennium (Committee Phase) 2. Secretariat commences preparation of DRAFT Business Plan (Committee Phase)
Assembly Year (2007/2010/2013 etc) (Year 3 of Triennium)	
• Winter Quarter	1. Secretariat finalizes DRAFT Business Plan for next triennium (Committee Phase) 2. Secretariat proposes DRAFT budget & Council/FIC commence consideration of both documents (Council Phase)
• Spring Quarter	Council finalizes Draft Budget for Assembly
• Fall Quarter	1. Assembly considers and approves FINAL budget for next triennium 2. Council approves FINAL Business Plan for next triennium (to take into account decisions by the Assembly) (Council Phase)
Year following an Assembly Year (2008/2011, etc) (Year 1 of Triennium)	
• Winter Quarter	Secretariat commences implementation of the approved Business Plan using resources in approved Budget

6.3 The development of the Business Plan comprises a number of steps and requires input from the Secretariat as well as Governing Bodies. The flow chart at Figure 6.2 explains the process involved in preparing the Business Plan of the Organization.

Figure 6.2 Business Plan Process



* Sources: SG memorandum 1975/07 Attachment B dated 13 December 2007, C-DEC 180/3 and C-WP/12814

APPENDIX
TASKS THAT WILL BE DEFERRED OR
WILL REQUIRE ANOTHER MEANS OF FUNDING

STRATEGIC RESULTS	EXPECTED OUTPUTS	KEY PERFORMANCE INDICATORS
<p style="text-align: center;">Strategic Result A1</p> <p>Enhanced resolution of safety issues by ICAO through implementation of a safety management process in ICAO</p>		<p>Review of ICAO Annex provisions structure and development process, including safety critical Standards (from: A36)</p>
		<p>Analysis of bird strike data</p>
		<p>Work on the topic of developing SARPs on passenger and crew health</p>
		<p>Assessment regarding establishment of database to share airworthiness information (A36)</p>
		<ul style="list-style-type: none"> • Report to Council on possibility to amend Annex 1 to include language proficiency transition plans (2008) (A36). • Report to Council on the concept of establishing licensing requirements for ATSEP (2009) (A36) • GM on approval of training organizations
		<ul style="list-style-type: none"> • ICAO Collision risk model
<p style="text-align: center;">Strategic Result A4</p> <p>Enhanced resolution of safety deficiencies through coordinated assistance to States and sharing of safety information</p>		<ul style="list-style-type: none"> • One aviation safety conference per year in support of regional safety oversight systems
<p style="text-align: center;">Strategic Result D1</p> <p>Operational services in support of a performance-based air navigation system (PBANS)</p>		<ul style="list-style-type: none"> • Development of code letter G SARPs
		<ul style="list-style-type: none"> • Develop separation criteria for airborne separations assurance functions
		<ul style="list-style-type: none"> • Guidance material on D-FIS (D-ATIS, D-VOLMET) (delayed beyond 2010). • PANS provisions on tailored arrivals
<p style="text-align: center;">Strategic Result D2</p> <p>Technology and infrastructure in support of a Performance-based Air Navigation System (PBANS)</p>		<ul style="list-style-type: none"> • GM on voice over IP (VoIP) • GM on GBAS CAT III • GM on Multilateration systems
		<ul style="list-style-type: none"> • Update to the IAMSAR (Search and Rescue Manual) • Work on joint RCCs

STRATEGIC RESULTS	EXPECTED OUTPUTS	KEY PERFORMANCE INDICATORS
<p>Strategic Result D3 Implementation framework in support of the transition to the operational concept</p>		Safety assessment of PANS-ATM provisions on LAHSO
<p>Strategic Result D4 Liberalization of air transport regulation and efficiency of infrastructure</p>	Review whether there is a continued need for ICAO CRS Code of Conduct and related model clauses (requested by A36-15, but not covered in Regular Program Budget)	Conclusion of the review and Council Decision
<p>Strategic Result SIS 4 Budget and financial management</p>	Implementation of the ERP (IRIS) management information system	Customized reporting in IRIS
	Financial reports issued to Managers	Customized monthly financial reports issued by 5th day of each month
	Funds of the Organization actively managed to maintain the required cash flow and maximize investment potential	Investment earnings compared to Bank of Canada's 10-year bond average

— END —