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INTERNATIONAL CIVIL AVIATION ORGANIZATION



DELIVERING ON SUSTAINABILITY

PREVIEWING ICAO'S SIXTH AIR TRANSPORT CONFERENCE, 18-22 MARCH 2013

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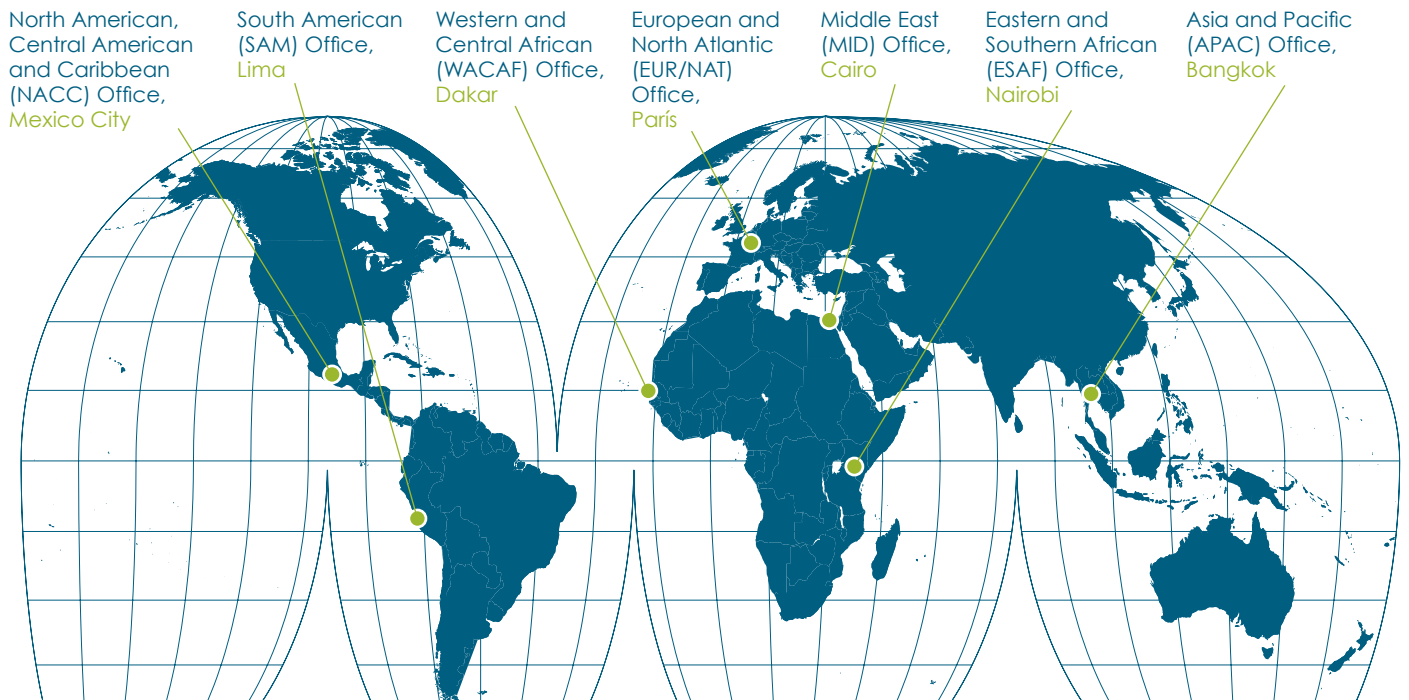
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Raymond Benjamin, *ICAO Secretary General*

DELIVERING OUR SUSTAINABLE AIR TRANSPORT FUTURE

 This issue includes a comprehensive preview of ICAO's 6th Air Transport Conference (ATConf/6), to be held at our Headquarters in Montréal in March 2013. In addition, brief interviews on the main policy goals of this event are included, featuring high-level input from the United Nations World Tourism Organization (UNWTO), IATA, ACI and CANSO.

Since 1994, ICAO Air Transport Conferences have been held approximately once every decade. They focus on high-priority policy issues informing global economic and regulatory frameworks applicable to international civil aviation. Over the past decade, scheduled passenger traffic has increased by more than 70% and is expected to more than double by the year 2030. Our theme for our March 2013 event will therefore be the "Sustainability of Air Transport", stressing the fact that aviation's operational, environmental and economic challenges are now more closely interrelated.

This theme also highlights that any proposed solutions in these domains cannot be made in isolation: we cannot continue to provide global societies and businesses with an effective air transport network unless issues relating to operational safety and capacity, environmental responsibility and economic viability are resolved on a complementary basis.

A good example of this is demonstrated by the fact that ICAO's recently-completed 12th Air Navigation Conference, which established agreement on a revised Global Air Navigation Plan to manage our capacity and modernization challenges over the next 15 years, brought to light important policy questions relating to aviation economics and related financial challenges.

Accordingly, these matters, which include questions on financing our air navigation system modernization and expansion, as well as encouraging more rapid onboard equipment improvements by global air carriers, will be discussed and moved forward at ATConf/6 in advance of our triennial Assembly in September and October of 2013.

The primary objectives for the 800+ ATConf/6 participants ICAO is expecting will be to develop regulatory frameworks covering areas such as market access, airline ownership and control, taxation and consumer (passenger) protection.

They will also be tasked with proposing an action plan to establish a more harmonized and comprehensive global regulatory system, including the encouragement of more multilateral agreements to improve overall air transport access and sustainability.

Aiding them in these discussions will be a special one-day pre-Conference Symposium which ICAO is holding to debate and explore these issues in greater detail and from a wide range of public and private-sector perspectives. Symposium sessions

The primary objectives for the 800+ ATConf/6 participants ICAO is expecting will be to develop regulatory frameworks covering areas such as market access, airline ownership and control, taxation and consumer (passenger) protection.

include a special CEO panel and specific discussions on air transport: freedom to do business; end-users; taxation and levies; and regulatory framework modernization.

Outcomes from our last event of this nature, ATConf/5 held in 2003, included the establishment of ICAO's very successful Air Services Negotiation Conferences (ICAN), proposals to conduct a secretariat study on the safety and security aspects of liberalization which has since led to amendments to Annex 6, two Template Air Services Agreements (TASAs) which have been of invaluable assistance to many of our Member States in the ensuing years, and the initiation of an Essential Tourism and Development scheme in cooperation with the UNWTO.

I am very confident that, with its ambitious agenda, ATConf/6 will deliver similarly impressive results that will help our sector proceed on a more sustainable and prosperous basis for the foreseeable future. I strongly encourage anyone with an interest in these areas to attend this unique and once-a-decade air transport event. ■

SAFEGUARDING THE SUSTAINABILITY OF AIR TRANSPORT

 The collective challenge for the coming Sixth Worldwide Air Transport Conference (ATConf/6) in Montréal (18 – 22 March 2013), will be to develop guidelines and an action plan for a global regulatory framework supporting improved air transport economic sustainability.

This framework will include areas such as air carrier ownership and control, market access, consumer protection, fair competition and taxation, while focusing on the best means of implementation.

“ATConf/6 will review major developments in the air transport industry and progress in regulatory changes since the last Air Transport Conference (ATConf/5, 24-29 March 2003),” said Dr. Boubacar Djibo, Director, ICAO Air Transport Bureau. “This will cover such areas as airline alliances, consolidation and cooperative arrangements, low cost carrier models, airline economics and viability, and some major challenges facing the industry such as the negative effects of fuel price volatility.”

“The Conference will also receive reports on progress in other areas of ICAO’s work (e.g. aviation safety, security and environment) that may have economic implications on air transport development, as well as consider funding and financing of infrastructure and economic regulation,” he added.

Nearly 70 years after the Chicago conference, the aviation community is being presented with an historic opportunity at ATConf/6 to acknowledge current limitations and explore practical measures that will modernize the global regulatory regime for the efficient and sustainable development of international air transport – as per the Chicago Convention preamble.



BOUBACAR DJIBO
Director, ICAO Air
Transport Bureau

“There are a number of possible options to facilitate further liberalization of market access in respect of traffic rights,” stressed Djibo.

Though it’s true that the liberalization of market access can be achieved through unilateral, bilateral, regional and multilateral approaches, ICAO is currently promoting the development of a specific

multilateral instrument to facilitate market access expansion. This could take the form of an international agreement under which parties commit to remove restrictions on core Freedoms of the Air (e.g., First to Fifth/Sixth Freedoms or also to Seventh Freedoms).

The development of this liberalization instrument would benefit from past experience with Open Skies Agreements (OSAs), regional liberalization arrangements, and plurilateral or multilateral agreements. In light of the disparity in State needs and circumstances, such an agreement could be designed for signature by the ‘willing and ready’ parties initially, for instance, by States already having OSAs with each other, and remain open for accession by any ready parties subsequently.

“Such an undertaking will require substantial work over consecutive stages by ICAO, including further study and consultation with experts and States, especially on the specific coverage and provisions,” noted Djibo. “While the task is challenging, the prospect of achieving the goal has become more encouraging in that there is increasing and widespread acceptance of market access liberalization, evidenced by the large number of liberal or open-skies type agreements currently managing our skies, including regional, plurilateral and multilateral variants.”

A recent survey of States revealed that 85% of respondents support ICAO taking this type of initiative. The eventual solution would represent an historical step taken by the aviation community as it seeks to create a more efficient and effective global regulatory regime for the sustainable development of international air transport.

To help present a summary of industry perspectives leading up to this important event, the *ICAO Journal* asked the leaders of Airports Council International (ACI), the Civil Air Navigation Services Organisation (CANSO), the International Air Transport Association (IATA), and the United Nations World Tourism Organization (UNWTO) to share their views on three key questions relating to ATConf/6.

Angela Gittens, Director General, ACI, **Jeff Poole**, Director General, CANSO, **Tony Tyler**, Director General and CEO of IATA, and **Taleb Rifai**, Secretary-General of the UNWTO, provided their inputs below.

FROM YOUR PERSPECTIVE, WHAT ARE THE KEY CHALLENGES AFFECTING THE DEVELOPMENT OF AIR TRANSPORT IN 2013 (E.G. MARKET ACCESS, CARRIER OWNERSHIP, CONSUMER PROTECTION, COMPETITION, LIBERALIZATION, FINANCING OF AVIATION INFRASTRUCTURE ETC.)?



ANGELA GITTENS
Director General, ACI

ACI, ANGELA GITTENS

Sustainable development for air transport can mean different things to different people: some think of it as the balance between economic, social and environmental effects; others regard it as a focus on the regulatory and financial elements which dictate how an airline, airport, or air navigation service provider might do business.

In practice, industry recognizes that all of these factors have a huge influence on how, and under what conditions, the industry might develop. The nature of airport infrastructure is characterized by being sizeable, both physically and financially, lumpy and ongoing. Airports are long-term capital commitments that, once built, have little or no alternative use. Therefore, in an increasingly liberalized and competitive aviation environment, it is a major risk for any airport to undertake multi-billion investments when there is no certainty that today's airlines will be operating tomorrow. They therefore, at the very least, need to have a regulatory environment that brings stability to the industry and the opportunity to earn a steady rate of return in order to cover both their capital and running costs.

The key challenge for airports is handling uncertainty: in terms of passenger and cargo growth (or reduction); in terms of where airlines choose to establish their routes; and, as to how governments and other regulatory authorities might behave in response to issues such as climate change, passenger rights, volcanic eruptions or severe weather.

The right economic regulatory incentives must be in place in order to ensure the much needed investments in airport infrastructure, particularly in those States where there is increasing reliance on the private sector to secure these much needed investments and in many states. Private sector participation can be found in different countries around the world.

For example, 25 airport companies are listed on stock exchanges, of which five companies are Chinese, three are Mexican and two are from Southeast Asia, with the balance of airport companies being in Australasia and Europe. Despite the positive reaction of the market, many airports around the world are still viewed by their government as simply infrastructure providers. Government regulations need to evolve along with airports which increasingly are diversified businesses. Indeed, commercial revenues now represent almost half of the industry's total revenues. Commercial

ATConf/6: KEY ISSUES AND RELATED REGULATORY FRAMEWORK

Market access: Issues relating to the exchange of commercial rights — primarily beyond Third and Fourth Freedoms, more flexibility for all cargo services, liberalization of auxiliary services (e.g. ground handling); regional or plurilateral approaches, prospects for multilateralism, airline capacity and airport access issues, including slot allocation and night-flight restrictions.

Air carrier ownership and control: Issues relating to the relaxation of rules for airline designation and authorization — moving beyond national ownership and control requirement; foreign investment in national airlines, and regulatory arrangements to facilitate airline access to international capital markets.

Consumer protection: Issues relating to consumer protection, air passenger rights, and related regulatory approaches and industry practices (including conditions of carriage, industry commitments, and airline insolvency); airline price transparency; development of ICAO guidance material, and compatibility or harmonization of regulatory approaches.

Fair competition: Issues relating to avoidance of unfair competitive practices; impact of industry consolidation and concentration; the effect of economic regulatory frameworks on the airline industry; compatibility or harmonization in application of competition laws/rules.

Safeguards: Issues relating to sustainable and effective participation of all States, particularly developing countries, in air transport; assurance of services; and avoidance of unilateral action impinging on air transport.

revenues can also be considered among other sources of funding by airport operators to finance new investment, to pursue new business opportunities or to remunerate airport stakeholders, but decisions of this nature should be left to the discretion of the airport operator.



JEFF POOLE
Director General,
CANSO

CANSO, JEFF POOLE

The policy and regulatory framework has an impact on global ATM performance.

For air transport to be sustainable it must simultaneously and continuously contribute to socio-economic welfare while reducing its adverse effects on society and the environment. From the air traffic management (ATM) perspective, it means providing the necessary capacity in a safe, efficient and environmentally-friendly manner.

New technologies, operational concepts and procedures in ATM, and improved airspace design, offer solutions. However, ATM

today remains utterly fragmented and this fragmentation impacts on safety, efficiency, capacity and has adverse effects on the environment. ATM performance is compromised. In some parts of the world, airspace capacity and ATM efficiency are constrained due to fragmentation of the airspace, poor airspace design and the lack of a flexible use of the airspace, especially due to the lack of civil-military coordination.

ATM efficiency is also constrained due to regulatory authorities not keeping pace with developments in technology and operational concepts, and not having the expertise to conduct safety assessments and grant operations approvals. We must now ensure that the institutional and regulatory framework of the future will help ATM realise its full potential.



IATA, TONY TYLER

Aviation is a catalyst for growth and development. In 2013 we expect some 3 billion people and nearly 40 million tonnes of cargo to travel by air. The impact of this activity is broad. A recent study by Oxford Economics confirmed that aviation supports 57 million jobs and some \$2.2 trillion in economic activity. That is equal to 3.5% of the world's GDP.

TONY TYLER
Director General
and CEO, IATA

The benefits of aviation do not stop there. Annually, airlines transport over \$5.3 trillion of goods. When measured by value, that's over 35% of goods traded internationally. Over half of international tourists arrive by air. And, on top of that, we must remember that connectivity drives inbound investment. All this generates jobs, drives growth, raises living standards, alleviates poverty and increases the tax base for governments.

We should be proud of the positive impact that aviation has delivered. In just over a century aviation-enabled connectivity has become engrained into the fabric of how our planet lives and works together. And the full potential of this industry has yet to be achieved. But there are limiting factors—many of which fall within the remit of governments. To unleash aviation's full potential we need:

- A tax regime that does not kill growth.
- Regulation that facilitates growth.
- And infrastructure that can efficiently accommodate growth.

Excessive taxation dampens growth—with a knock-on effect on jobs and the broader economy. And if governments are not convinced by the negative impacts of taxation, they should see the positive impact of a low tax regime. Hong Kong, Singapore, South Korea and the United Arab Emirates are among the countries building their economies around connectivity. The result is a virtuous circle. They are great markets for airlines. Businesses prosper from connectivity. And governments reap the benefits of increased employment and a stronger tax base.

Unfortunately, too many governments still see aviation as a cash cow to be milked for taxes. They have much more to gain by seeing the industry as a powerful economic work horse driving long-term growth, job creation and trade.

Regulation can also be a challenge. Sensible regulation that increases safety or enhances competitiveness is good. But too often even the best intended new regulation has unintended and damaging consequences. Passenger rights legislation is a good example. Everybody wants passengers to get to their destination without incident—including the airlines, the passengers themselves and the governments involved. But uncoordinated regulation in an international environment can have some negative consequences.

For example, if I am denied boarding by a European carrier departing from a US airport, connecting at a point in the EU en route to a non-EU State, the passenger right regimes of up to three States could have laws which are meant to apply. And they are not coordinated. This creates confusion among passengers and airlines alike. We need joined-up thinking on regulation among governments to ensure that regulations—no matter how well intentioned—do not have unintended consequences.

Lastly, aviation needs efficient infrastructure on which to grow. That brings some wide-ranging challenges. We need to ensure that funding mechanisms are aligned with globally established principles at ICAO. The infrastructure must be built in a timely manner. And we need thinking beyond national borders. I was pleased to note the successful outcome of the 12th Air Navigation Conference which agreed on a draft revised Global Air Navigation Plan. Some solutions are urgently needed—especially in sorting out the Single European Sky. And it should also play an important role in guiding those governments in Asia working on the Seamless Asian Sky initiative to avoid the problems of fragmentation that Europe is struggling with.

And where infrastructure capacity is limited, global standards must be the guiding factor in slot allocation. Some regulators are putting at risk the existence of a proven global slot allocation system with bespoke regulation. IATA's Worldwide Slot Guidelines initiative provides the framework for slot allocation on a global basis. It is used at a number of major airports today and ensures a level playing field for all carriers. Slot regulation proposals are emerging without proper understanding of their consequences. The bottom line is this: there are two ends to every route. Without global coordination, we jeopardize global connectivity, with negative effects on the economy and society.

Government-industry cooperation in each of these areas, based on already existing ICAO principles, is critical to put the industry on the path to growth in 2013.



TALEB RIFAI
Secretary-General,
UNWTO

UNWTO, TALEB RIFAI

In the short-term, key challenges, aside from the global economic environment, include limited connectivity, consumer protection and the growing number of unsubstantiated taxes and charges being imposed on air travel.

However, looking at the sustainability of air transport, and thus of the tourism sector itself since 50% of all international tourists arrive at their destinations by air, in the longer run, there are two major broader challenges: first, the archaic regulatory framework which poses serious constraints on access to both markets and finance, and second, to ensure the expansion of the sector while minimizing its impact on the environment.

WHAT TOPIC OR TOPICS ARE YOU MOST INTERESTED IN DISCUSSING AND FOCUSING ON AT THE 6th WORLDWIDE AIR TRANSPORT CONFERENCE?

ACI, ANGELA GITTENS

The Air Transport Conference is an opportunity for ICAO and States to agree on conclusions and recommendations that bring regulatory clarity to the industry. It is also an opportunity for industry to showcase the economic value it brings: 56.6 million jobs and 3.5% of global GDP is supported by aviation worldwide. Aviation is an engine for growth and prosperity, especially in less developed regions of the world, and ACI would like to see that growth being nurtured by agreement to clear liberalized, flexible policies and not strangled by excessive taxes and charges.

The ATAG Benefits beyond Borders document published in March 2012 should be essential background reading for anyone attending the conference: www.aviationbenefitsbeyondborders.org/

Competition is an increasing feature of the airport industry. Airports compete for connecting passengers and cargo, and even for origin and destination traffic. The emergence of new types of airlines means that airports compete on a global scale for global alliance hubs or low-cost airline bases. For some airports the balance of power has completely changed over recent years, with airlines or alliances often being the dominant party in negotiations. Consequently, airports around the world are increasingly offering aggressive airline discount and incentive packages to attract new customers and develop new services.

The Conference could usefully consider how the competitive environment has changed, and how it might change in the future, and what the optimum regulatory environment might be to secure a level playing field for all sectors of this global industry.

CANSO, JEFF POOLE

CANSO's prime objective is to transform global ATM performance. Our vision is of a globally harmonized and interoperable air navigation system capable of delivering efficient seamless service.

The aviation system Block Upgrade (BU) framework proposed by ICAO, and developed by State and industry interests, offers a coordinated approach to the introduction of ATM solutions that will deliver clearly defined and measurable operational improvements.

However, of itself that does not go far enough. The realization of such a system requires a collaborative and multidisciplinary approach involving State policy-makers, legislators and regulators; operators and service providers; manufacturers and solution providers, all working closely together. This is not a technical challenge. It is a political, economic, and institutional challenge. And, it requires political will and leadership to resolve.

At the political level, governments must acknowledge a more mature understanding of sovereignty; one that is in sync with our globalized world of the 21st century, not one that clings to bygone notions from the 1940s.

Airspace needs to be organized, and air navigation services need to be delivered, in line with the operational requirements of the airspace users, rather than according to national borders. Appropriate policies, legislation, and regulations need to be introduced that will promote civil/military coordination and collaboration, and a more flexible use of airspace.

At the regulatory level, global standards for system performance and interoperability need to be reinforced by performance-based requirements. New procedures need to be supported by an operations approval process; and the necessary equipment and systems in aircraft and on the ground require a timely certification program.

The technical solutions and concepts exist. We now need a set of accompanying operational and financial principles and policies for optimal operational benefit.

At the social level, we have to recognise that the demand for greater efficiency and productivity, and the introduction of new technology and more automation, will continue to introduce change and uncertainty in the workplace.

At the economic and financial level, we understand the costs, but the benefits of ATM modernization are not fully understood. Yet, we expect billions to be invested. ATM modernization needs to be supported by a solid business case as it will require a significant financial outlay that cannot be easily met by funding through traditional user charges.

In a time of debt crises and credit risk, government funding will be limited. Non-traditional approaches to financing need to be explored and that will inevitably mean greater involvement of the private sector.

New business models and governance structures need to be introduced that will help transform ATM performance. An essential requirement is the separation of service provision from regulatory oversight. We need policies that rise to these challenges and offer solutions.

States need to deliver an institutional framework that can support the transformation of ATM that will in turn contribute to sustainable air transport. Effective policy-making by States and the political will to carry through is key to making it happen.

IATA, TONY TYLER

The conference theme—the sustainability of air transport—is both appropriate and comprehensive. Certainly the topics of taxes, regulation and infrastructure fit well within that remit and require the urgent attention of governments. Global policies exist in many of these areas. Despite this, we see a worrying trend in governments increasing user charges without the consultation and transparency that is required as part of ICAO's agreed principles in this area.

Similarly, IATA hopes to see continued steps towards greater commercial freedoms for airlines. The last Air Transport Conference was the catalyst for some very positive trends for more liberalized air services agreements; and the approval of cross-border alliances and joint ventures. This is helping airlines to cope with the financial challenges that continue to mount. We hope that governments will reaffirm their commitment to further progress.

Aviation's license to grow is earned through partnerships that make flying even safer, more secure, and more sustainable. Industry and government should be stronger partners in maximizing aviation's economic and social benefits. We look forward to enhancing such partnership during the 6th Worldwide Air Transport Conference.

UNWTO, TALEB RIFAI

First and foremost the cooperation between air transport and tourism, two sectors which are interdependent and have much to benefit from increased collaboration and joint policies. Over half of international tourist arrivals globally are now by air - with much higher proportions for long-haul and island destinations, while international air passengers are predominantly tourists (both business and leisure tourists).

Tourism employs 1 in 12 people worldwide, represents directly 5% of global GDP, contributes 30% of global service exports - 45% for the least developed countries - and has a multiplier effect in many other sectors. Yet, its potential contribution can

be much greater, if we achieve coordination between tourism and other governmental portfolios – notably aviation – as this is key to addressing existing obstacles to connectivity and growth.

Within this context, four major issues arise:

1. Regulatory framework: Air service reciprocity continues to take precedence in too many countries over an assessment of net economic and social benefits in terms of tourism and trade. Separate sectoral policies on air transport and tourism in many States result in a fundamental, and too often even conflicting, disconnect which constitutes a severe constraint on the development of travel and tourism and thus of its immense economic impact.
2. Policies which constrain air capacity development: Market and capital access, connectivity and current supply chain issues could be ameliorated through carefully designed regulatory liberalization, notably in terms of more “open skies” and “beyond bilateralism”. Safeguards would include competition rule harmonization, the Essential Service and Tourism Development Routes concept developed jointly by ICAO and UNWTO, rights and responsibilities of providers and users and transparency.

From our perspective, if there is one element which could make the Conference a success, it would be movement on the issue of air carrier ownership and control. One vehicle is already available, the Draft Multilateral Convention on Foreign Investment in Airlines, which takes a practical and straightforward approach by invoking the waiver in bilateral air services agreements requiring designation of carriers by each party limited to those owned and controlled by interests from their territories; endorsement and promotion of the draft Convention by ICAO could prove to be a breakthrough.

3. Unsubstantiated, unbalanced and distorting levies (taxes, charges and duties): There is a major concern regarding the growing trend to introduce unsubstantiated levies which affect both air transport and tourism. While the industry should naturally contribute its due, there is an increasing proliferation of taxes and charges which can actually produce net damage to the general economy, in particular for those destinations which are so dependent on air travel. In many cases, we are in fact facing taxes which distort the market and create trade barriers hampering fair competition. This is killing the goose which lays the golden egg and needs to be addressed by cross-silo emphasis on analysis and guidance to States on the impact of taxes and charges in travel and tourism.
4. Consumer protection: Given the insufficiency of existing binding rules at the global level governing the rights and obligations of tourists/consumers and of travel

organizers, UNWTO is in the process of drafting an international convention dealing with key issues including the provision of assistance to, and ensuring the repatriation of, consumers, particularly in cases of force majeure, and supplying accurate and timely information to tourists including in terms of the handling of bankruptcy situations of travel organizers. UNWTO has naturally no intention to substitute or duplicate any related regulatory frameworks which have been already adopted by ICAO or other international organizations in this field and ICAO has been participating actively in the UNWTO working group carrying out the development of the draft convention. UNWTO intends to share a progress report on this work during the Air Transport Conference.

WHAT WILL BE ICAO'S ROLE IN ADDRESSING AVIATION INDUSTRY CHALLENGES OVER 2013 AND BEYOND?

ACI, ANGELA GITTENS

The convening of the Air Transport Conference and the definition of a new Strategic Objective for ICAO are important first steps to ICAO redefining its role in the economic sphere. However, ICAO cannot be expected to work in a vacuum and ACI would urge that it use this Conference as a starting point toward greater engagement with States and partnership with industry towards developing better policies, supported by clear guidance on how those policies might be delivered.

CANSO, JEFF POOLE

ICAO needs to provide States with guidance on more effective and comprehensive policy-making that considers the entire air transport value chain. It also needs to produce the necessary Standards and Recommended Practices (SARPs) on a timely basis and provide the related guidance material and assistance so that new operational concepts and procedures can be introduced as envisioned by the BU modules. States need most help with their regulatory practices and this is where ICAO needs to focus.

However it is absolutely fundamental that these roles and responsibilities of ICAO are conducted in full and open partnership with industry, not least because the role and performance of industry must be encouraged and enabled by appropriate and forward-looking policies and regulatory practices. In the case of ATM, this means both the removal of existing barriers to improved efficiency and performance and the implementation of an air transport regulatory framework that truly releases the untapped potential value and performance that is inherent in the ATM industry.

IATA, TONY TYLER

Partnership is critical. It is no accident that IATA and ICAO both call Montréal home. Working together is part of the DNA of both organizations. For over six decades we have worked

together to develop harmonized standards, recommended practices and guidance in many areas. Examples include fatigue risk management systems, extended diversion time operations, and more.

Without diminishing the importance of our technical work on safety and operational standards, I see broader regulatory issues taking on a bigger role in the ICAO and IATA joint work. ICAO, through its SARPs, policies, template agreements and facilitation mechanisms, is in a unique position to help remove the barriers to facilitate sustainable growth.

Assuming 5% annual growth, we can expect double the number of passengers and triple the amount of cargo to take to the skies in 2030. That would raise employment levels to 82 million jobs and see aviation contributing \$6.9 trillion to global GDP. There is a lot at stake in the success of global aviation. The debates in March will play an important role in ensuring that aviation can continue to deliver its significant benefits to the global economy.

UNWTO, TALEB RIFAI

There are two main issues.

Consistent with ICAO's longstanding and ongoing objective of "multilateralism in commercial rights to the greatest possible extent", a greater focus on plurilateralism would be a stepping stone to this end, the premise being that adherence by any two members to a liberalized regulatory arrangement with other parties would override the relevant provisions in an existing bilateral agreement between the two. The basis could be a liberal arrangement by a founding "Club of the Ready and Willing" with new members gradually coming in until critical mass is achieved.

And second, again, the need to devise coordinated policies for tourism and air transport, for example, on the issues of aviation circles within the General Agreement on Trade in Services. A way forward might be for ICAO to develop an air transport regulatory framework along the lines of World Trade Organization provisions but falling under the aegis of ICAO itself.

Tourism and air transport are communications vessels. UNWTO is much appreciative and committed to the emerging new dimension, now raised inter alia by ICAO, of fostering closer cooperation and collective action between tourism and air transport. As we all face the challenge of sustainability - social, environmental and economic - we need to position travel and tourism collectively as a strategic sector, with air transport as an interconnected core. Thinking beyond the silos provides synergy and positive results. Air transport's value lies in delivering social and economic goods and services. And there is no more effective service contributor than tourism. ■

FACING THE CHALLENGES OF INFRASTRUCTURE FINANCING FROM THE GROUND UP



ANGELA GITTENS
Director General, Airports
Council International (ACI)

✈ An increasing number of countries are calling on the private sector for the development of aeronautical infrastructure but this necessarily implies the need for States to provide the right economic regulatory framework to allow airport companies to generate the type of financial returns required to attract private investors, according to Angela Gittens, Director General, Airports Council International (ACI).

Gittens' comments were part of the 9th Annual Assad Kotaite Lecture, held at the International Civil Aviation Organization (ICAO) Headquarters in Montréal and hosted by the Montréal Branch of the Royal Aeronautical Society.

Gittens described the evolution of airports over the past 20 years from local infrastructure providers into "outward-facing business-oriented service providers" and noted that airports have only recently come to be seen as viable businesses in their own right.

"The privatization of BAA in 1986 marked a watershed in airport development," said Gittens. "BAA demonstrated that airports could generate value through the development of airport retailing and other associated commercial activities. Indeed, through the economic cycle airports tend to create more value than their airline customers. Since the 1980s, the global airport sector has become more commercialized. Private sector involvement in airports has been encouraged either through outright ownership, long-term leases or through commercial management contracts."

Gittens noted that the impetus towards commercialization and privatization is being driven by the need for private capital, which is itself driven by the growing financial demands of improved and expanded infrastructure. At the same time, more efficient and competitive airlines, themselves impelled by the need to grow, are asking airports to become their business partners rather than just capacity suppliers.

"This in turn requires airports to be more competent and flexible, ensuring that their facilities match real airline needs and can evolve and modify themselves as market conditions change," she said.

In response to these types of challenges, governments in many States have decided that, under the right economic conditions, they can successfully turn to the private sector for the financing and operation of airport infrastructure. According to ACI's latest count, there are 450 airports worldwide with some form of private sector participation in airport management and/or ownership.

SPEAKING OF AIRPORTS

One key aspect shaping the industry in the 21st century is the emerging world order, says Angela Gittens, Director General, Airports Council International.

"This is clearly demonstrated when looking at the top airport rankings," she said. "Ten years ago, Beijing was the 33rd busiest passenger airport in the world. Today it is the second largest and on track to surpass Atlanta, the perennial number one, by 2015."

In Indonesia, Jakarta's Soekarno-Hatta International Airport went from the 85th position in 2001 to the 12th in 2012. In fact, eight of the world's 20 largest airports are now in emerging markets.

In terms of cargo, Hong Kong has already unseated Memphis as the largest cargo airport in the world and four of the ten largest cargo airports are in emerging markets.

"But whereas we may not be surprised to hear about Asia's continuing high growth rates," noted Gittens. "It is interesting to point out the impressive developments in other parts of the world."

In 2011, Latin America was the world's fastest growing region both in terms of passengers (8.5%) and cargo (7.6%). This is a region that managed to be relatively unscathed from the financial crisis affecting most other world regions.

But, according to Gittens, the biggest surprise comes from Sub-Saharan Africa. In 2011, it was the second highest growing passenger market in the world. Growth was well ahead of the Middle East and Asia-Pacific.

Europe remains the hub of airport privatization while the second most active region is Latin America and the Caribbean. In the Asia-Pacific region, airports are predominantly run by government entities albeit often corporatized.

"It is worth pointing out that Asia, and China in particular, has the highest number of airport companies under partial private ownership through stock market listings, such as Beijing capital airport and Shanghai," noted Gittens. "Currently, 25 airport companies are listed on stock exchanges worldwide, of which five companies are Chinese, three are Mexican and two are from Southeast Asia, with the balance of airport companies being in Australasia and Europe."

The entire aviation community agrees that multi-billion dollar airport infrastructure investments are needed globally in order to accommodate the growth of the industry and ensure the social and economic benefits that aviation brings. For example, in China, 45 new airports will be built in the next five years, and in India, the six major cities will need additional airports to handle the expected swelling of traffic volume by 2020.

But infrastructure development - and the associated costs - bring with it unique challenges for airports.

"The key distinction of an airport is, unlike an airline or shipping company, that its assets are geographically fixed," said Gittens. "In this respect, airports share a number of important characteristics with property companies. Their assets are merely being leased out and they have little genuine control over their major customers. The density of airports is to a large extent in the hands of others - notably the passengers and thus the airlines who ultimately determine the destinations and flight frequencies."

The key problem, according to Gittens, is that many airport investment projects are substantial in size and generate a payback over a long term scale, yet most regulatory regimes cover relatively short periods.

"Given the risk already inherent in major capital expenditure programs, the need for explicit, long-term regulatory frameworks which provide an element of certainty and minimize investment risk is clear," she said. "The regulatory regime may be a dominant feature in determining an airport's profitability." ■

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GLOBAL COLLABORATION AND PREPARATION ENSURES SUCCESSFUL IMPLEMENTATION OF FLIGHT PLAN 2012

 After four years of preparation, a high level of collaboration and a successful cutover, the new ICAO Model Flight Plan adds another critical step in the ongoing modernization and interoperability of the global air navigation system.

“The cutover took place at midnight UTC (Coordinated Universal Time) on 15 November 2012,” said Chris Dalton, Chief Air Traffic Management Section, ICAO Air Navigation Bureau. “Thanks to extensive preparation and collaboration among States, partners and stakeholders, the transition was smooth with only minor problems being encountered, attributable to isolated instances of flight plan data insertion errors which were resolved in consultation with operators.”

The beginnings of the new ICAO Flight Plan date back to the work of the ICAO Flight Plan Study Group (FPLSG) which began their deliberations in 2005. The change, approved by the Council of ICAO in May 2008, was considered by the civil aviation community to be necessary as a replacement to the old ICAO Model Flight Plan Form, in order to meet the needs of modern aircraft equipped with advanced communications, navigation and surveillance (CNS) capabilities as well as supporting and enabling increased levels of sophistication of evolving automated air traffic management (ATM) systems, taking into account sustained compatibility with existing systems.

“The new ICAO Model Flight Plan was developed as a result of comprehensive consultation with States and international

organizations,” said Nancy Graham, Director ICAO Air Navigation Bureau. “A major impetus for the change was the link to requirements stemming from one of ICAO’s major global implementation objectives, namely Performance Based Navigation (PBN), specifically the need to ensure that the ICAO Model Flight Plan would allow operators to take full advantage of the advanced PBN capabilities of their aircraft fleets.”

The Flight Plan itself, in one form or another, has been in existence since the beginnings of civil aviation. Simply stated, the flight plan is central to the process of communication between operators and pilots with air traffic services (ATS) informing their flight intentions and capabilities.

“These days, that simple objective can follow a very convoluted trail through several individuals and steps in data processing before it ever gets to the controller,” explained Graham. “Certain critical information in the old ICAO model flight plan was not easily extracted by automated flight data processing systems.”

The solution was a series of changes to the flight plan fields of information and data syntax facilitating data extraction and processing by automated ATM systems so as to present data to the air traffic controller of aircraft capabilities directly relevant to allowing aircraft to take full advantage of their latest CNS capabilities.

“You then have the advantages of time-saving, fuel saving, environmental improvement and so on,” said Dalton. “The new ICAO Model Flight Plan is in sync with the ICAO Aviation System Block Upgrades and a stepping stone to taking advantage of PBN.”

There is also a significant advantage in terms of supporting operators’ requirements facilitating their filing of complete and detailed CNS capabilities. In this respect, the new ICAO Model Flight Plan Form is much more amenable to filing such information which, in turn, is conducive to effective data extraction by downstream automated flight data processing systems. Once the change was approved by the ICAO Council in 2008, for implementation in November 2012, it was a question of global preparation, awareness, training and practice.



ICAO, IATA and CANSO air navigation specialists overseeing the transition to the new aviation system flight plan in the ICAO Flight Plan 2012 Coordination Centre.

ICAO FLIGHT PLAN 2012 COORDINATION CENTRE

To monitor global implementation of the new flight plan, ICAO, together with the International Air Transport Association (IATA) and the Civil Air Navigation Services Organisation (CANSO) established a global coordination centre in ICAO's new contingency planning room.

The contingency planning room which was used to support the flight plan coordination centre, located on the 7th floor of ICAO headquarters in Montréal, is equipped with extensive audio visual communications equipment to monitor news broadcasts, the Internet and to provide a communications hub should any aviation event require ICAO coordination capabilities. In the days prior, during and after the cutover, the centre served as a 24hr/day, global focal point for the sharing of information with the objective of monitoring States' implementation progress. The ICAO coordination centre also served to assist in coordinating issues between States, ANSPs and operators.

"Responsibilities were quite different from ICAO's normal role in contingency planning, as in this case, tactical operations remained with ANSPs and ICAO's role was to collect information, identify areas of concern, liaise with key stakeholders, provide information and determine global impact," explained Chris Dalton, Chief, Air Traffic Management Section, Air Navigation Bureau, ICAO.

States were urged to instruct their ANSPs and operators to collect and submit information on the progress of

implementation and status of flight operations in the State, as well as on difficulties experienced (related to the use of the new flight plan format) and then to share this information with the Coordination Centre.

"There were many individuals who made themselves available 24/7 to deal with any potential problems," said Bernard Gonsalves, Assistant Director Technical Affairs, CANSO. "For example, CANSO was assisted by Dave Rose of NAV CANADA."

"The status of implementation and problems experienced was updated on the ICAO Flight Plan Implementation Tracking System (FITS) website (www2.icao.int/en/fits/Pages/home.aspx)," added Dalton. "To further assist users, States were asked to instruct their ANSPs to issue a trigger NOTAM indicating their readiness to accept the new flight plan as soon as the ANSP was able to do so."

In direct support of FITS, the ICAO Air Navigation Bureau also created a graphical Geographic Information System interface so as to enable the display, to the entire civil aviation community, the status of the global rollout. The status of implementation, using the FITS on the GIS platform, was made available through the FITS website during the year preceding applicability of the new flight plan and especially during the final intensive phases leading up to the 15 November changeover. The FITS with GIS continues to be used, along with enhanced information and new symbology.

"During the implementation phase (after ICAO Council approval), it was a question of rolling it out and helping the States. To that end we set up workshops, seminars and meetings through all ICAO regional offices," explained Dalton. "The ICAO regional offices were directly involved as well as local IATA representatives of each region and other key area stakeholders. It wasn't just a case of 'here are the changes'. Over the past four years, ICAO has embarked upon a comprehensive outreach programme in terms of stakeholders working together to assist each other. Stakeholder collaboration was a key element in successful implementation."

"IATA worked closely with ICAO to help prepare for the transition" explained Rob Eagles, IATA's Director, Infrastructure. "ICAO Regional Task Forces were established with over 60 workshops being conducted. IATA regional points of contacts played a key role co-ordinating with airlines, ANSPs and ICAO to track and monitor progress. IATA member airlines preparedness was continually monitored and information was provided to airspace users on the key areas relating to the transition and information sources. The IATA Regional Coordination Groups and the Operations Committee

received updates on progress and airlines coordinated with their ANSPs in the lead up to 15 November 2012."

"CANSO has also been fully engaged with ICAO, air navigation service providers (ANSPs) and flight data processing system vendors so as to ensure a globally harmonized implementation strategy among States (and their respective ANSPs) for awareness, resource allocation and preparedness" said Bernard Gonsalves, Assistant Director Technical Affairs, CANSO. "This included a series of regional workshops. Key stakeholders, including the ICAO Regional Offices, EUROCONTROL and CANSO also played a critical role in ensuring that States successfully transitioned to the new format."

"Ultimately, the high level of collaboration among States, partners and stakeholders enabled the international aviation community to successfully undertake this project," said Dalton. "It is a key step in terms of sustained global interoperability of air traffic management and it's fundamental to the evolution of aviation. That's why it was so important for ICAO to be a proactive partner in the Flight Plan 2012 implementation." ■



Sixth Worldwide

Air Transport Conference

Sustainability of Air Transport

ICAO Headquarters, 18–22 March 2013

The 2013 ICAO Air Transport Conference will be a critical gathering of government policy makers and major aviation stakeholders on the future direction of international air transport regulation and strategic planning for the aviation sector.

Under the theme 'Sustainability of Air Transport', the Conference will address key issues, develop policy guidance and map out an action plan for ICAO and its Member States to build a more harmonized and efficient global regulatory framework. This event will be a significant milestone in the progress toward the sustainable economic development of air transport.

The steps to be taken in the process towards the effective implementation of this regulatory action plan will be addressed through, among other considerations, the funding aspects of infrastructure and the financing challenges of the air transport system as a whole.

A special one-day Pre-conference Symposium, on 17 March 2013, will provide participants with essential background on key issues to be addressed, and possible solutions which will facilitate the subsequent Conference deliberations.



For information and updates please visit: www.icao.int/meetings/atconf6

A nighttime photograph of the Burj Khalifa and the Dubai skyline. The Burj Khalifa is the central focus, illuminated with blue and white lights. Other skyscrapers are visible in the background, also lit up. The sky is dark blue.

UAE State Profile on Air Transport

Advancing Air Transport for the Benefit of the World

"We were like those who had climbed a mountain and reached the top. When we looked down we still wanted to go higher to realise our goals. Despite all the UAE achievements, we still have an ambition for more. That is my way of looking at things."

- His Highness Sheikh Zayed bin Sultan Al Nahyan
Founding Father of the UAE



"ICAO's vital work on air transport should be advanced and strengthened for the benefit of the world"

H.E. Minister Al Mansoori,
Minister of Economy



United Arab Emirates

UAE STATE PROFILE ON AIR TRANSPORT

THE BENEFITS OF AIR TRANSPORT

Oxford Economics, a global forecasting and research consultancy, estimates that aviation's global economic impact (including direct, indirect, induced and tourism catalytic) is roughly US\$2.2 trillion. In addition to contributing 6.6 million jobs worldwide, it supports 3.5% of global Gross Domestic Product (GDP). If today aviation were a State, it would be the 19th country in the world in terms of GDP size.

THE UAE AIR TRANSPORT EXPERIENCE: A POLICY IMPERATIVE

Having recognized these benefits, aviation is a Strategic Policy Imperative for the UAE. It is a core sector of the UAE's economy, driving development, diversification and aviation-related activities which are major contributors to the UAE's non-oil GDP. Aviation links the country to the world.



Connectivity is vital for a young country that was only established on December 2 1971. In this context, every policy must recognize and view the strategic contribution of the sector in fostering the country's objectives. Aviation is perceived as a catalytic element of the economic supply chain. It is a vehicle for achieving economic and social development.

The UAE Aviation sector is growing rapidly because of the success achieved by the UAE's airlines in capturing transcontinental flows and their positive linkage effects in the development of local businesses and industries.




مطار الشارقة الدولي
Sharjah International Airport





Etihad Airways

Economic Contribution to UAE Economy

The exploitation of oil reserves from the 1970s onwards enabled the UAE to move beyond its reliance on pearling and fishing. The ensuing development phase resulted in substantial investments in infrastructure, drawing large numbers of foreign workers and generating rapid expansion of the resident population. The income from oil and petrochemicals resulted in rapid economic development, but the Federal and local governments in the UAE also recognized the importance of diversifying and building sustainable economies. Aviation was targeted as an enabler of competitiveness in other sectors but now, in its own right, it accounts for a large share of the nation's GDP.

In a study carried out by Jacobs Consultancy for Abu Dhabi Airports Company (ADAC) using data for 2009, it was estimated that the activity generated by Abu Dhabi International Airport (ADIA) contributed 6.3% of the Emirate of Abu Dhabi's non-oil GDP and 10.1% of non-oil jobs. In addition to the direct, induced and catalytic economic impacts that occur as a result of expenditure, employment and incomes, substantial impacts will occur as a result of the more than US\$7 billion investments being made in airport construction. The most recent independent study carried out for Etihad Airways by Oxford Economics, which was completed in April 2011, reported that Etihad Airways' total economic contribution to Abu Dhabi's GDP



AIRPORT & AVIATION TRAINING EXCELLENCE

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The Gulf Centre for Aviation Studies (GCAS) is a centre of excellence for airport and aviation training based in Abu Dhabi. Established in 2009 by Abu Dhabi Airports Company (ADAC), the operator of the five major airports in the Emirate of Abu Dhabi, it leads the development of the aviation industry in the UAE and the region through delivering highly qualified aviation professionals.

GCAS is unique in the sense that it's one of the very few airport and aviation training institutions positioned within a world-class international business aviation airport, Al Bateen Executive Airport, which ensures that trainees are always connected with the practical aspect of training.

GCAS has designed a diversified and comprehensive curriculum with high quality programmes and training options, with a training portfolio that covers most key areas in aviation:

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GCAS has partnered with leading global aviation organisations and training institutions to develop and deliver leading-edge courses incorporating the very latest of aviation requirements. Our aim is to provide a one-stop-shop training solution, working closely with international partners like ACI, IATA, JAATO, Kenyon, and Safe Passage International to deliver the most relevant and updated airport and aviation training under one roof.

By constantly focusing on tomorrow's possibilities and the potential demands of the industry today, we offer relevant and state-of-the-art training solutions. With our world-class facilities, expert trainers, internationally recognised accreditation and global partnerships, our aim is to help the region's aviation industry to reach new heights.



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Emirates Airlines A-380

is on track to increase by 76% to US\$10.743 billion by 2015, helping to support 162,000 jobs in the Emirate.

Oxford Economics also carried out a study on Emirates Airline's contribution to the economy of the Emirate of Dubai. That study, published in July 2011, found that Emirates supported 125,000 jobs in Dubai including direct, supply chain and induced jobs, adding US\$11.7 billion to the local economy. Dubai's economic strategy identifies tourism as a core sector, and aviation enables Dubai to be competitive in this sector. Furthermore, the connectivity provided by Emirates attracts foreign direct investment and talent, enabling business clusters, specialization and other spill-over impacts on the economy's productive capacity. Taking into account all the ways in which the aviation sector contributes to Dubai's economy, Oxford Economics calculated that Emirates Airline supports more than 250,000 jobs and contributes over US\$22 billion to Dubai's GDP (direct and indirect). This represents around 19% of total employment in Dubai, and 28% of Dubai's GDP.



UAE Representative, Capt. Aysha Al Hamili, ICAO Secretary General, Raymond Benjamin & ICAO Council President, Mr. Roberto Kobeh González

Aviation brings benefits to the UAE's economy in more ways than its own economic footprint. The key sectors of travel and tourism, financial and professional services, and logistics all rely on the aviation sector for their success. Make no mistake, without the aviation sector it is hard to imagine the success story of the UAE.



UAE Representative, Capt. Aysha Al Hamili, UAE Minister of Economy, H.E. Sultan Bin Saeed Al Mansoori, UAE GCAA Director General, H.E. Saif Al Suwaidi

Tourism

In addition, tourism makes an extremely important contribution to the UAE Economy. Tourism is a key component of the oil diversification strategy that the UAE has embraced in the last years. The UAE has realized that it is imperative to diversify the country's revenues from the traditional oil-generating industries.

After a strong recovery in 2010, the tourism sector in the UAE looks to have achieved another good year in 2011. In Abu Dhabi, figures for 2011 show a robust annual increase of 16.6% in the number of tourists at hotels and hotel apartments. Total guest nights increased by 22% and occupancy levels were up by 7%. The overwhelming majority of foreign visitors travel to the UAE by air. Just in Dubai, tourism spending supports nearly 134,000 jobs and contributes US\$7.9 billion to its GDP.



Dubai International Airport

Connectivity

The UAE is connected to over 220 direct destinations worldwide. More than 100 foreign airlines serve the UAE. In 2011, UAE airports handled 70 million passengers. The secret behind such impressive figures is none other than a long standing "Open Skies" policy that has materialized in negotiating bilateral agreements with over 150 states in the world, 110 of which are reciprocally "Open Skies" or fully liberal agreements. Furthermore, as a Member State, the UAE has extensively promoted the ratification of the "Multilateral Agreement for the Liberalization of Air Transport in the Arab States", also known as the "Damascus Convention." The UAE is also a signatory to the IATA Agenda for Freedom.

Investments in Aircraft and Airports

There is growing investment being made in the aviation sector in the UAE, resulting in a young and very efficient fleet with state-of-the-art air navigation facilities and airports designed to handle growth without creating congestion.

Emirates Airline has 228 aircraft on firm order, worth over US\$84 billion. This includes an additional 69 Airbus A380s, 80 Boeing 777-300ERs, 70 of the new Airbus A350 family and 9 Boeing 777F freighters. These ultra-modern, low-emissions aircraft represent the cutting edge in commercial aviation technology, and are expected to be delivered in the period to 2020 (while older aircraft are retired from service). Furthermore, Etihad Airways plans to take delivery of 102 new aircraft with a current list value of \$24.4 billion between the end of 2010 and the end of 2020, while Air Arabia has 34 aircraft scheduled to be delivered between 2012 and 2016.

Flydubai placed an historic order for 50 Boeing 737-800NG aircraft at the Farnborough Airshow in 2008, making it the manufacturer's largest 737 customer in the Middle East. Deliveries began in 2009 and will take the airline's fleet requirements through to 2016.



Dubai Airports' \$7.8 billion 'Strategic Plan 2020' aims to boost Dubai International Airport's annual capacity to 90 million passengers by 2018 through several airport and airspace expansion projects and Abu Dhabi Airports Company (ADAC) is planning to invest more than US\$7 billion on developing the capacity of ADIA from its current capacity of 12.5 million passengers a year to 47 million when its Midfield Terminal Complex opens in 2017.

Hello Tomorrow



Tomorrow brings a greener future

Emirates is investing over \$62 billion in new aircraft technology, including the A380 – an aircraft that carries more people, uses less fuel, makes less noise and produces fewer emissions. After all, we're all passengers on this planet.



Terminal 3 Exterior – Dubai International Airport

Growth Prospects

Based on ICAO statistics, the UAE was ranked 19th in the world in terms of its international Route Tonne Kilometres (RTKs) in 2000, but it maintained an annual average growth rate of 22.8% for the subsequent 9 years compared to a global average growth rate of 2.8%. By the end of the decade, the UAE's ranking rose to fifth.

According to ICAO, the forecast for the Middle East Region is to continue growing at a rate of 6.7% per annum in the period to 2025, above the global average rate of 6.0%. However, the UAE's traffic is expected to grow by more than 10% per annum. This is partly the result of the strong growth in the UAE's population, foreign employment and incomes, and it is also because the UAE's carriers are able to compete effectively for transcontinental flows using their strategically-located hubs. For example, Etihad Airways is planning to carry 25 million passengers to at least 100 destinations by 2020, more than three times its current level.



FURTHER OPPORTUNITIES FOR ICAO LEADERSHIP IN THE ECONOMIC DEVELOPMENT OF INTERNATIONAL AIR TRANSPORT

The considerable progress made by States in liberalization, and the application of policy and guidance material developed by ICAO such as the Template Air Services Agreements, was acknowledged at the 37th Session of the Assembly of ICAO. It also was recognized that many challenges remain to be addressed and that ICAO's work needs to be continued and strengthened where appropriate.

Thank You



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The most global of all industries is still governed by restrictive rules adopted almost 70 years ago – at a time when international civil aviation was the exclusive privilege of no more than 9 million passengers. It begs the question as to whether the regulatory regime is adequate to support 2.5 billion passengers every year – the size of the market today.

Aviation and tourism could play a much greater role in any country's economic development, but antiquated market access rules are still a major impediment around the world. There is a strong case for a much greater role from both industry and government to pursue the benefits of liberalization. A myriad of different regulatory barriers continues to impair the efficiency of the air transport system and to inhibit the growth of tourism, trade and social interaction.

ATConf/6 will provide a timely opportunity to revisit these barriers and to focus on the key issues and emerging trends, including further liberalization of market access and air carrier ownership and control. ATConf/6 thus can shed light on appropriate mechanisms to implement the basic principles laid down by the Chicago Convention for the development of international air transport. ■

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NEWS IN BRIEF



ICAO COUNCIL PRESIDENT PRAISES QATAR AVIATION BIOFUEL PROJECT

Some encouraging results posted by a sustainable alternative biofuels research project out of Qatar University have attracted praise from the President of the Council of the International Civil Aviation Organization (ICAO), Roberto Kobeh González.

Kobeh was visiting the facility in December 2012 as part of his itinerary during the United Nations Climate Change Conference (COP-18) in Doha, where he presented a status update on ICAO's progress on several climate change mitigation fronts, including alternative fuels.

"We really welcome this project as an example of the varying biofuel solutions that can be applied in different areas around the globe," stressed Kobeh. "The Qatar project is notable in that it is State-backed and employs

resources natural to the surroundings. These do not depend on arable land vital to food consumption."

A laboratory research team at Qatar University initially produced biofuel from organisms abundant in the country's highly saline waters. The experiment was eventually scaled up to larger outdoor tanks and is currently being upgraded to 25,000 specially-designed research ponds. If successful, efforts will be further expanded to a pre-commercialization pilot plant with a capacity of 1.5 million litres.

In his remarks on the opening day of the Doha Climate Change Conference, Kobeh emphasized that alternative fuels are an essential part of the ICAO strategy as its Member States seek to meet their responsibilities and realize a sustainable future for international civil aviation.

RUNWAY SAFETY IN AFRICA GETS ICAO/CANSO BOOST

Reflecting their commitment to more comprehensively address runway safety issues worldwide over the next two years, ICAO and the Civil Air Navigation Services Organisation (CANSO) were joined by over 100 expert participants in Cape Town, South Africa in October 2012 at the joint ICAO/CANSO Eastern and Southern African Regional Runway Safety Seminar.

A key objective of these collaborative runway safety outreach and capacity-building events is to promote the establishment of targeted and multidisciplinary Runway Safety Teams (RSTs). Presenters from the Air Traffic Controller (ATC), Air Navigation Service Provider (ANSP), airport and airline operator, industry manufacturer, aircraft pilot and regulatory communities all provided important viewpoints and information supporting this process.

Participants were also provided with step-by-step, hands-on workshops on hazard identification, mitigation, monitoring and logging, the development of individualized agendas based on risk priorities, developing and formalizing safety leadership and executive-level buy-ins, etc.

"This event was a great success," highlighted ICAO's Captain John Illson, Chief of the Organization's Integrated Safety Management Section. "The collaboration by ICAO and CANSO, in addition of course to the many other stakeholders who have assisted us here in Cape Town, highlights why a multidisciplinary approach is so important to develop comprehensive solutions to mitigate runway related risks."

MEETING OF DIRECTORS OF CIVIL AVIATION OF THE EASTERN CARIBBEAN

The 24th Meeting of Directors of Civil Aviation of the Eastern Caribbean (E/CAR/DCA/24) was held in Martinique, France, from 2 to 5 October 2012 hosted by France. The event had participants from Barbados, France, Trinidad and Tobago, United Kingdom, United States and the Eastern Caribbean Civil Aviation Authority (ECCAA), which represented Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines. The Meeting documentation and report are available at: www.mexico.icao.int/Meetings/ECARDCA24.html.



MEETING OF DIRECTORS OF CIVIL AVIATION OF THE CENTRAL CARIBBEAN

The 12th Meeting of Directors of Civil Aviation of the Central Caribbean (C/CAR/DCA/12) was held in Punta Cana, Dominican Republic, from 10 to 13 July 2012 hosted by IDAC, Dominican Republic. The event had participants from Bahamas, Cuba, Curacao, Dominican Republic, Jamaica, Nicaragua, Trinidad and Tobago, United States, ARINC, CANSO, CASSOS, and IFATCA. The Meeting documentation and report are available at: www.mexico.icao.int/Meetings/CCARDCA12.html.



CHRISTIAN SCHLEIFER-HEINGÄRTNER RE-APPOINTED PRESIDENT OF ICAO AIR NAVIGATION COMMISSION

The Council of ICAO has unanimously appointed Christian Schleifer-Heingärtner, of Austria, to a second one-year term as President of the Air Navigation Commission (ANC), effective 1st January 2013.

During his first mandate in 2012, Schleifer-Heingärtner led the Commission through a detailed analysis of proposals for review at the 12th Air Navigation Conference (19 to 30 November 2012), examining ways to cope safely and efficiently with the doubling of flights worldwide over the next 20 years. He will also lead the process of submitting the outcomes of the Conference to the 38th session of the Organization's Assembly in the fall of 2013, in effect bridging the two events during his tenure.

During this second mandate, Schleifer-Heingärtner will present the results of the Commission's work in developing the first new Annex to the Chicago Convention in 42 years, namely Annex 19 on Safety Management.

Schleifer-Heingärtner has been a Commissioner of the ANC since 2009 nominated by the ABIS group (Austria, Belgium, the Netherlands, Luxembourg, Ireland, Switzerland and Portugal). Prior to his appointment as Commissioner, he worked with the Austrian Aviation Authority (CAA) in certification and airworthiness for 14 years.

He is an Avionics Engineer, Pilot and Flight Test Engineer and holds a valid Avionics maintenance license as well as a commercial pilot license.

MEETING OF DIRECTORS GENERAL OF CIVIL AVIATION OF CENTRAL AMERICA AND PANAMA

The 96th Meeting of Directors General of Civil Aviation of Central America and Panama (DGAC/CAP/96) was held in Mexico City, Mexico, from 22 to 25 May 2012. The event had participants from Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Panama, United States, ALTA, CANSO, COCESNA and World Food Programme. The Meeting documentation and report are available at: www.mexico.icao.int/Meetings/DGACCAP96.html.



Leadership and Vision in Global Civil Aviation



ON TRACK TO A MODERN, LONG-TERM AIR NAVIGATION STRATEGY

✈ The momentum following ICAO's 12th Air Navigation Conference (AN-Conf/12) is generating commitment and concerted efforts on the part of global stakeholders to build on the agreement reached on the revised Global Air Navigation Plan and the aviation system Block Upgrade planning strategy it presents.

"The primary goal of the 12th Air Navigation Conference was to ensure coherent and harmonized ATM modernization and implementation in order to keep air transport safe, reliable and efficient," stressed ICAO's Council President, Roberto Kobeh González. "Several States and regions had already embarked on their own efforts to begin addressing these issues with the latest in technologies and procedures, but it was clear that the global aviation system needed to adopt a standardized global solution to ensure optimized efficiency and investment certainty for all players."

In his report to the Conference plenary session, Conference Committee Chairman Captain John F. McCormick noted that the Committee addressed strategic issues related to the

challenge of integration, interoperability and harmonization of systems in support of the concept of "One Sky" for international civil aviation. He stressed that the Committee agreed to many recommendations under this item as it was one of the cornerstone items of the meeting.

"The Committee agreed that the aviation system Block Upgrades and associated technology roadmaps were an integral part of the Global Plan and that the policy and associated principles in the Global Plan were fundamental to long-term planning," said McCormick.

"I would like to thank the Chairman of the Conference, the Chairman of the Committee and the Vice-chairs, as well as each and every one of you for your time and dedication to advancing the further harmonization and rationalization of our Safety and Air Navigation priorities on behalf of the

continued on page 34

"The primary goal of the 12th Air Navigation Conference was to ensure coherent and harmonized ATM modernization and implementation in order to keep air transport safe, reliable and efficient"

- ICAO Council President,
Roberto Kobeh González



More than 1,000 delegates from 120 States and 30 international organizations attended ICAO's 12th Air Navigation Conference (AN-Conf/12) in November 2012 with a common focus on seeking strategic solutions to the capacity challenges that will be faced by the global air transport network over the next 15 years.

ANC 12: FORUM FOR COLLABORATION

A number of ancillary announcements involving States, partners and stakeholders were made over the course of the 12-day conference including:

NEW AOC ONLINE REGISTRY WILL IMPROVE SAFETY, REDUCE AIRLINE COSTS AND DELAYS

A new online registry for air operator certificate (AOC) information has been launched by the ICAO, delivering improved aviation safety and reduced airline costs.

Representing an electronic flight bag concept and replacing information currently only available in paper format on board aircraft, the new ICAO tool will provide more efficient updating, environmental and cost benefits due to reductions in paper usage and aircraft weight, and faster access by inspectors to relevant safety data.

The improved inspector access is expected to result in quicker turnaround times for airlines and improved passenger service. The project required two years of planning and coordination by ICAO, in close cooperation with the International Air Transport Association (IATA) and the Civil Aviation University of China (CAUC), developer of the software.

Eleven of ICAO's 191 Member States began the data entry process with the online registry's launch phase on 1 December 2012. It was opened to the full ICAO membership as of 1 January 2013.

ICAO, FLIGHT SAFETY FOUNDATION FORMALIZE NEW COOPERATIVE AGREEMENT ON INFORMATION SHARING

ICAO and the Flight Safety Foundation (FSF) have signed a new agreement, formalizing their plans to cooperatively promote and advance the sharing of aviation safety information and metrics worldwide.

The new, collaborative initiative supports ICAO Safety Management System (SMS) guidance that calls for increased monitoring, analysis and reporting of aviation safety results. It is one of several important, new agreements signed by ICAO since 2010, as it seeks to expand its cooperative activities.

The ICAO-FSF Memorandum of Cooperation (MOC) will see the two bodies working more closely to enhance global compliance with ICAO Standards and Recommended Practices (SARPs) and related guidance material. It promotes joint activities between the organizations in the areas of data sharing and analysis, training and technical assistance. The joint analyses developed will facilitate the harmonization of proactive and predictive safety metrics and the promotion of a just safety culture globally.

ASCENA SIGNS CONTRACT WITH THALES

Thales was awarded a contract by the Agency for Air Navigation Security in Africa and Madagascar (ASECNA) for the harmonization and modernization of their air traffic control centers in six countries, including Senegal, Congo, Niger, Ivory Coast, Chad and Madagascar. ASECNA is in charge of 5 Flight Information Regions (FIR), controlling the largest area in the region. The contract was signed during the 12th ANC at ICAO's Montréal headquarters.

CAAS SIGNS COLLABORATION AGREEMENT TO ADVANCE AIR TRAFFIC MANAGEMENT RESEARCH & DEVELOPMENT IN SINGAPORE

A key milestone in the plans to build Singapore as a Centre of Excellence for Air Traffic Management (ATM) was achieved as the Civil Aviation Authority of Singapore (CAAS) signed four foundational collaboration agreements with leading American and European organizations. The four organizations - the Federal Aviation Administration (FAA), SESAR Joint Undertaking (SESAR JU), The MITRE Corporation (MITRE) and Airbus Prosky - are drivers or significant participants in major ATM modernization programmes, such as the Next Generation Air Transportation System (NextGen)¹ in the United States (US) and the Single European Sky ATM Research (SESAR)² in Europe. The four agreements were signed over two days - 19 and 20 November 2012 - during the 12th ANC at ICAO's Montréal headquarters.

AIRBUS ProSky AND CIVIL AVIATION AUTHORITY OF SINGAPORE TO COOPERATE ON AIR TRAFFIC MANAGEMENT PARTNERSHIP

Airbus ProSky and the Civil Aviation Authority of Singapore (CAAS) have executed a Memorandum of Understanding (MoU) to cooperate on Air Traffic Management (ATM) initiatives to safely and efficiently support the growth of air transportation in Singapore and throughout the Asia-Pacific region. The partnership will facilitate the assessment of technology, serve to accelerate and strengthen ATM system enhancements and will also assist in building the Centre of Excellence for ATM, in which Singapore will be host to various ATM entities conducting research & development (R&D) to develop and adapt new ATM concepts.

"...this Conference has proposed over 200 new work items, 140 of which will be the responsibility of ICAO to pursue and resolve. Some of these items may be more urgent than others, but all are important."

- ICAO Secretary General, Raymond Benjamin

entire aviation community," said ICAO Secretary General, Raymond Benjamin in his closing remarks to conference delegates. "In addition to the current work programme of our Panels and Study Groups, ranging from safety management, the transport of dangerous goods by air, to volcanic ash, this Conference has proposed over 200 new work items, 140 of which will be the responsibility of ICAO to pursue and resolve. Some of these items may be more urgent than others, but all are important."

More than 1,000 delegates from 120 States and 30 international organizations attended the landmark 12-day Conference in November 2012 with a common focus on seeking strategic solutions to the capacity challenges that will be faced by the global air transport network over the next 15 years.

"We owe a debt of gratitude for the work done by our States, especially those countries with more advanced ATM planning and infrastructure already in place. The expert groups and the technical team included all sectors of aviation and we owe big debts of gratitude to IATA, from the operational point of view representing the airlines, ACI, representing the airports around the world which is an important component of this work, and CANSO, representing the air navigation service providers. IFALPA and IFATCA also provided us with critical inputs and support throughout this process, while several industry equipment manufacturers were also important contributors," said ICAO Air Navigation Bureau Director, Nancy Graham.

The backdrop to the Conference is the continuing growth of the global air transportation industry. Current projections indicate that flight volumes will more than double in the coming years, from 30 million departures today to 60 million in 2030, but the growth will be rapid for some States and slower



Setting the stage for ICAO's 12th Air Navigation Conference (AN-Conf/12). From left to right: Christian Schleifer-Heingärtner, President of the Air Navigation Commission (ANC); Roberto Kobeh González, ICAO Council President; Lt. Col. (Ret'd) Oscar Derby, Conference Chairperson; Raymond Benjamin, Secretary General, ICAO; Nancy Graham, Director, ICAO Air Navigation Bureau.

for others. An important feature of the revised Global Plan is that it provides flexibility for States to move at their own pace, adopting only those performance upgrades needed to address their unique operational and traffic density profiles.

The Block Upgrades were able to deliver both strategic certainty and adoption flexibility by setting clear operational performance targets cross-referenced with technology capability timelines. Essentially, this places innovation at the service of the air transport community's long-term needs and mitigates the effects of first-to-market innovation on broader interoperability objectives.

"Establishing clear operational objectives may sound easy but it required a significant advance effort on behalf of our entire community to realize this Conference's success," said Graham. "What's important now is that we get to work on the 140 new work items the Conference established for ICAO." ■



*HE Mr. Blaise Compaore,
President of Burkina Faso,
Head of Government*



*HE Mr. Beyon Luc
Adolphe Tiao
Prime Minister*

Burkina Faso State Profile

“Burkina Faso can play a key role, not just bringing people together for trade and commerce, but also becoming a transportation hub and a connecting point for travelers to points in Africa and beyond.”



“The national air transport policy aims at ensuring safe and orderly air transport in Burkina Faso through compliance with international standards and recommended practices. The emphasis is therefore on the development of robust national aviation regulations, and on the improvement of air service infrastructure and equipment.”



AIR TRAFFIC IN BURKINA FASO

The growth of air traffic in Burkina Faso is quite remarkable. Despite difficult conditions inherent to landlocked countries in general and specific challenges associated with the development of air transport in Africa, the resilient country has managed to record an impressive performance based on a commitment to continually excel.

Facts speak for themselves. From 1996 to 2005, the average annual growth in passenger traffic was 16 percent. From 2006 to 2011, that number rose to 41 percent.

This profile offers insight into the policies and aspirations of Burkina Faso as it sets its sights squarely on the future.

AIR TRANSPORT POLICY AND IMPROVEMENTS

The national air transport policy aims at ensuring safe and orderly air transport through compliance with ICAO's internationally-recognized Standards and Recommended Practices. Emphasis is placed on the development of robust national aviation regulations, and on the improvement of air service infrastructure and equipment.

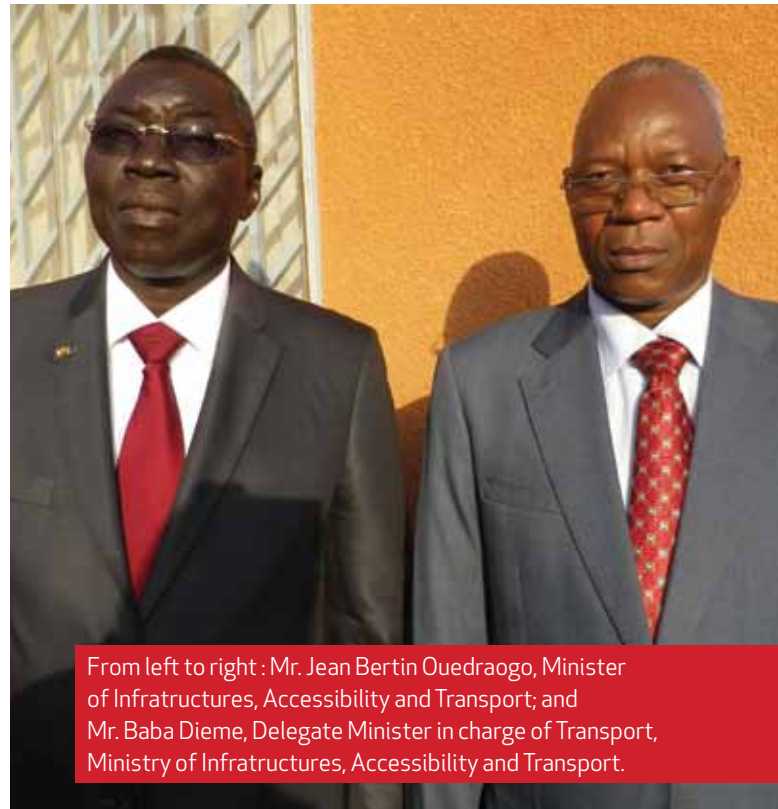
Following an audit performed under the ICAO Universal Safety Oversight Audit Programme (USOAP), a number of remedial or preventive actions were undertaken over a two-year period, such as the:

- thorough review and adoption of a National Civil Aviation Law; the latter dating from 1969;
- creation of a National Civil Aviation Agency;
- ratification of the Montréal Convention, signed in 1999;
- peace mission in the Agency for Air Navigation Safety in Africa & Madagascar (ASECNA);
- finalization & adoption of a new Convention for ASECNA;
- finalization of the International Audit of ASECNA under ICAO tutorship;
- hosting of more than 20 international aviation meetings and seminars and APIRG-17;
- ranking of Burkina Faso among the 13 African Countries, which had an effective implementation (EI) rate above the world mean (51% in 2010); and
- election of Burkina Faso to the Council of ICAO.

Improving Air services

A total of 26 agreements have been signed with:

- 11 countries in West Africa (Benin, Côte d'Ivoire, Mali, Niger, Senegal, Togo, Cape - Verde, Gambia, Ghana, Nigeria, Guinea);
- 4 countries in Central Africa (Cameroon, Congo, Gabon, Central African Republic);
- 3 countries in North Africa (Algeria, Morocco, Tunisia);
- 2 countries in East Africa (Ethiopia, Sudan);
- 3 European countries (Belgium, France, Russia);
- 1 Asian country (China);
- 1 country in Latin America (Cuba);
- 1 country in North America (United States).



From left to right : Mr. Jean Bertin Ouedraogo, Minister of Infrastructures, Accessibility and Transport; and Mr. Baba Dieme, Delegate Minister in charge of Transport, Ministry of Infrastructures, Accessibility and Transport.

In addition, 10 Air Agreements have been initialed and five draft agreements are being negotiated.

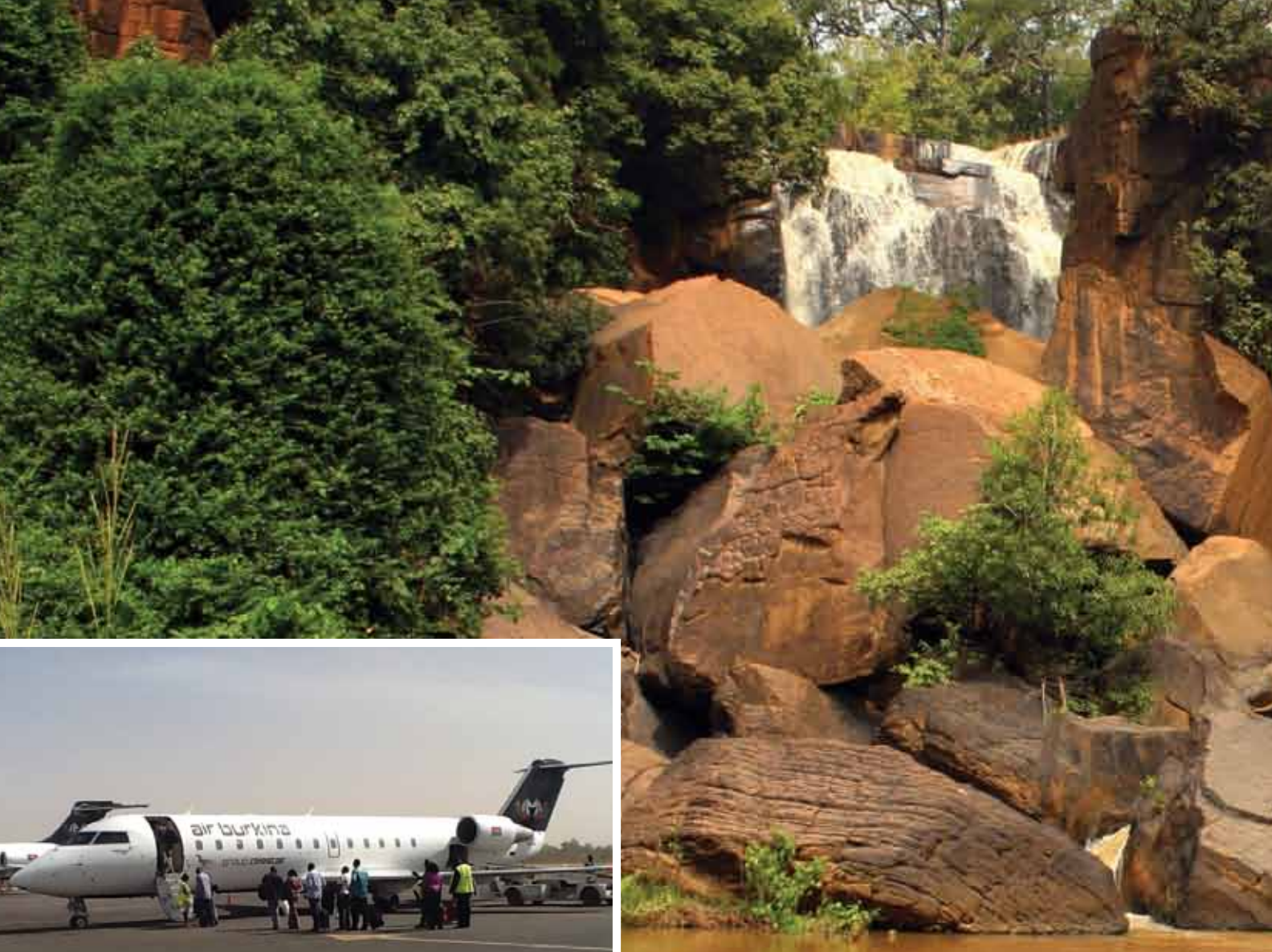
The implementation of the Yamoussoukro Decision (YD) did not create any problems in Burkina Faso. Since 2010, Ouagadougou International Airport has welcomed six new airlines (Asky Airlines, Brussels Airlines, Senegal Airlines, Kenya Airways, Arik Air, and Aigle Azur), and more international airlines are in line for 2013.

Improving airport infrastructure

In 2006, the Government of Burkina Faso benefited from a loan from the World Bank through the Project for Safety and Air Transport Security in West and Central Africa. The aim of the programme is to strengthen the capacity of the civil aviation administration and the level of compliance with ICAO standards. This programme has tremendously helped reduce most of our deficiencies found through the USOAP Audit of ICAO.

In this context, and also with the support of the Agency for Air Navigation Safety in Africa and Madagascar (ASECNA), Burkina Faso initiated a number of major projects:

- redevelopment and expansion of the passenger terminal of Ouagadougou;
- development of the passenger terminal of Bobo-Dioulasso;
- construction of an alternate flight information center of Ouagadougou;
- construction of the control tower of the Bobo-Dioulasso airport.



In other Burkina Faso regions, secondary airfields have been built. This is designed to increase air services by opening internal markets.

AIRLINES SERVING BURKINA FASO

Burkina Faso is currently served by 13 airlines including 10 passenger airlines and three cargo operators:

Passenger airlines

1. Air Burkina S.A.
2. Air France
3. Air Algeria
4. Royal Air Morocco
5. Ethiopian Airlines
6. Asky Airlines
7. Senegal Airlines
8. Brussels Airlines
9. Kenya Airways
10. Arik Air

Cargo transport companies

1. DHL cargo
2. Africa West Cargo
3. Trans Air Cargo

From 2000 to today, the Government of Burkina Faso has invested millions of US Dollars, with the support of donors, to improve airport infrastructure, as well as the safety and security of airports' facilities. Particular emphasis was placed on security measures, with training for airport employees and specialized equipment such as:

- X-ray machines for baggage and cargo;
- detectors for explosives;
- telescopic mirrors;
- patrol vehicles;
- a video surveillance system;
- automatic and sliding gates, guard booths at all access control points;
- 21,000m² of capping barbed wire on the wall surrounding the Ouagadougou airport;
- 12,000m² track for the walkway; and an
- Emergency Operations Control Center.



In West and Central Africa, to date, Air Burkina (in service since 1967) holds the gold record of longevity.

Fifteen cities are served from Ouagadougou by direct connections:

- 8 in West Africa (Niamey, Lomé, Bamako, Abidjan, Cotonou, Dakar, Accra, Ouagadougou);
- 2 in North Africa (Casablanca, Algiers);
- 2 in East Africa (Addis Ababa, Nairobi);
- 1 in Central Africa (Douala);
- 2 in Europe (Paris, Brussels).

America and Asia are also served by indirect routes.

AIRPORTS

Renovation of Bobo-Dioulasso airport

Significant upgrades were made to Bobo-Dioulasso Airport, both in terms of infrastructure and equipment. In 2010, the temporary terminal and the VIP lounge were completely renovated and equipped. Moreover, a new control tower was built, fully equipped and commissioned in 2011. It is worth

noting that this facility, which is the second gateway to the country, plays a supporting role (alternate airport) to the main airport. This means that it is technically as well equipped as the airport in Ouagadougou. As a matter of fact, its new control tower is said to count as one of the best state-of-the-art towers in Africa.

Donsin International Airport

The target date for commissioning the Donsin airport is 2017. Currently, the project is at a stage which involves the completion of numerous studies, the finalizing of funding mechanisms, as well as securing the land required for the new airport.

In other words, the realization of Donsin airport is on track. Already, all environmental and technical studies have been conducted. Strategic direction has also been developed for airport concessions and has been approved by the Government.

According to the latest forecast, work on the future airport should begin in 2013.



Ambassador Moumouni Dieguimde, Permanent Representative of Burkina Faso, Coordinator of the African Group, Chairman of the Technical Cooperation Committee, Council of the International Civil Aviation Organization (ICAO)

Interview with Ambassador Moumouni Dieguimde, Permanent Representative of Burkina Faso on the Council of ICAO, Coordinator of the Africa Group at ICAO, Chairman of the Technical Cooperation Commission, and Board Member of the African Civil Aviation Commission (AFCAC).

WHAT IS THE POTENTIAL OF BURKINA FASO IN TERMS OF TOURISM AND TRADE?

Much of Burkina Faso's economic and tourism potential lies in its geography and rich history. The Country is centrally located in West Africa and could easily become the most efficient gateway to the region.

Also, Burkina is a landlocked country surrounded by six countries. It is a land at the crossroads of several ancient and powerful kingdoms. All regions are of interest to tourists

from a historic, natural and cultural perspective. Creativity and investment combined could unleash the unbelievable potential of this sector in Burkina Faso. Actually, one of the major tourist attractions right in the Capital Ouagadougou is the Park of Bangr-Weogo. Many others exist all over the country. There is certainly great potential for growth in terms of tourism.

The same is true with respect to economic development. Burkina's location in Africa could make the country become one of the most efficient and effective marketplaces for regional poverty alleviation; a marketplace for regional people to easily reach worldwide goods and services, at overall lower cost to them. Burkina Faso can play a key role, not just bringing people together for trade, but also as a transportation hub and a connecting point for travelers to reach other capitals of Africa and beyond in a timely way. Like Dubai, Burkina Faso is at the natural center of many international transportation routes. In short, there is solid potential to boost revenues and boost economic development in Burkina and, should we reconsider the key role aviation in the region can play in economic development of such a country, far better than what sea and roads could do.

CAN YOU DESCRIBE THE MILESTONES IN CIVIL AVIATION IN BURKINA FASO?

As a French ex-colony, part of French West Africa in old times, the milestones of Burkina Faso in civil aviation industry can be



traced back to 1926; the year of the creation of the first Air Afrique by France to link the country to all its African colonies. In 1959 the Country became one of the Founders of the Agency for Air Navigation Safety in Africa & Madagascar (ASECNA); the first multilateral air navigation service provider in the world. In 1961, Burkina Faso, then Upper Volta and independent, became a Founding-State of the second Air Afrique, along with 10 other African Free States. This new Air Afrique ceased in 2002, but holds the best record of safety (zero crashes in 41 years of existence). On 21 March 1962, Burkina Faso joined the International Civil Aviation Organization (ICAO) as Member State. In 1967 the country established Air Volta, now Air Burkina, as its national airline. Today, Air Burkina is a regional airline which is still flying with an excellent safety record (46 years of service with only one crash in 1978) and can now claim, the gold trophy of longevity at least in West and Central Africa. In 1983, Burkina Faso established its first full fledged civil aviation authority, which evolved to a National Civil Aviation Agency with full autonomy today. Finally, in 2010, at the 37th Assembly of ICAO, Burkina Faso was elected to a seat on the Council of ICAO, as a regional Representative.

WHAT ARE THE KEY FACTORS RELATED TO BURKINA FASO'S AVIATION DEVELOPMENT?

In Burkina Faso, as explained above, the national air transport policy aims at ensuring safe and orderly air transport through

compliance with ICAO's internationally-recognized Standards and Recommended Practices. Since then, as seen from our milestones in aviation, emphasis is placed on the development of robust national aviation regulations, and on the improvement of air service infrastructure and equipment. The country is resolved to keep an impressive safety and security performance based record; a commitment to continually excel.

WHAT AVIATION INITIATIVES MIGHT WE SEE IN THE FUTURE?

One future aviation initiative, worth engaging in the future, is the specialization of our second international airport of Bobo-Dioulasso. Our first international airport in Ouagadougou serves us well, particularly the upcoming Donsin International Airport, mainly as a gateway to the North. So the second airport is best suited to becoming complementary to the first one, as a gateway to some major Eastern, Southern and Western parts of the world. This way these two airports could feed one another to the benefit of world travelers.

Also, through intelligent planning and specific trade agreements, air traffic could grow tremendously, making Burkina Faso the most efficient and effective gateway to other major cities and tourist sites in the region of the Economic Community of West African States (ECOWAS). This could of course fuel economic development regionally, not only in Burkina Faso alone.



Last but not least, are the interconnections between Burkina Faso's major cities. This has existed since the time of Air Volta, and has proven to be worthwhile with respect to domestic businesses.

WHAT ABOUT LINKS WITH ICAO?

As stated above we continue to work closely with ICAO as Member State since 1962. We participate diligently in Assemblies and key meetings of ICAO. Since 1st January 2011 we sit on the Council of ICAO as a regional representative, which reinforces our presence at ICAO in a permanent manner. In summary, we have always worked closely with ICAO and will continue to do so, with even more collaboration and cooperation.

For instance, from 2009 to 2011, in collaboration with ICAO and regional economic communities, Burkina Faso hosted numerous seminars. Let me add that Burkina Faso values ICAO leadership in all international civil aviation endeavors, and will do all in its power to assist ICAO in continuing to play key roles in promoting the safe and orderly development of international civil aviation in the world.

WHAT ABOUT THE INVOLVEMENT OF BURKINA FASO IN THE INTERNATIONAL AVIATION COMMUNITY AT ICAO?

One cannot only be concerned with one's own country but must rather always strive for the common good. I will let my colleagues in Council or ICAO speak on our behalf. Nevertheless, I would like to take this opportunity to express our profound gratitude for the trust put in Burkina Faso by ICAO Member States in electing us to sit on the Council of ICAO on behalf of the region of ECOWAS. We are also grateful to West African States for nominating us as their regional candidate. It is a privilege, which we treasure, and we are resolved not to falter.

To respond to the question, I can just say that we have been blessed ever since we became members of ICAO, but more so when we joined the Council of ICAO. Soon after we took office, we were entrusted with the coordination of the African group at ICAO, and sitting as a Board Member of the African Civil Aviation Commission (AFCAC). In the course of these activities, Burkina Faso has been heavily involved with the aviation community of ICAO and Africa. As a Group 3 member on the Council of ICAO for West African region, we assist our Member States in addressing aviation safety, security and environmental concerns, to name but but a few. Most recently, we were privileged to be selected for the chairmanship of the Technical Cooperation Committee of ICAO.

In view of all these endeavors, we humbly want to thank all the people and institutions who have supported us and facilitated our participation in world affairs at such a respectable level of international civil aviation. We look forward to honoring always such trust through teamwork and dedication to excellence.

May GOD ALMIGHTY richly bless ICAO, its Member States and Stakeholders, and Africa in their midst. ■



M. Abel Sawadogo, Director General of the National Civil Aviation Agency of Burkina Faso



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Tonci Peovic, MBA, IAP
General Manager
Zagreb Airport Ltd.



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Suning Liu, IAP
Executive Director
CAM - Macau International Airport Company Ltd.
ACI Asia Pacific Regional Board Member



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Ken Buchanan, IAP
Executive Vice President
Dallas/Fort Worth International Airport

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Nor Azlina Mohd Isa, IAP
General Manager
Planning & Development
Malaysia Airports Holding Berhad



"AMPAP provided me with an opportunity for meeting, interacting and networking with other airport professionals around the world. The programme has also equipped me with the skills to deal with various barriers in management styles, leadership concepts, languages and cultures."

Robinson Misitala, IAP
Managing Director
National Airports Corporation Limited - Lusaka, Zambia



"Globalization is happening too fast, airport executives in order to be successful in this new environment have to overcome the existing barriers in management style, language and cultural barriers. I can see the harmonization of all these areas as an AMPAP success."

Lia Ricalde, AMPAP Associate
Aerodromes & Ground Aids Regional Officer
ICAO Regional Office, Lima, Peru

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- Reliable and flexible solutions
- Return on investments
- Cost reduction



SMART PRODUCTS

- ▶ **FIDS**
Flight Information Display System
- ▶ **DSS**
Digital Signage System
- ▶ **AODB**
Airport Operation Database
- ▶ **SMP**
Semantic Message Processor,
IATA Type B Interpreter
- ▶ **STAND**
Airport Parking System
- ▶ **ARMS**
Airport Resources Management
System, Uman and Fix Resources
- ▶ **L-DCS**
Local Departure Control System
- ▶ **CUTE**
Common User Terminal
Equipment
- ▶ **ABS**
Aviation Billing System
- ▶ **BILL**
Billing System (Automated
Invoicing of Airport Charges)
- ▶ **BI**
Business Intelligence for
intelligent airport data analysis
and business performance
management

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