

ICAO

JOURNAL

NEWS AND DEVELOPMENTS FROM THE INTERNATIONAL CIVIL AVIATION ORGANIZATION - VOL.68 - NO.3

A38

GLOBAL PERSPECTIVES

ICAO COUNCIL MEMBERS
AND REGIONAL OFFICE DIRECTORS
IDENTIFY THEIR HIGH-LEVEL CONCERNS
IN THE LEAD-UP TO THE 38TH ASSEMBLY

STATE PROFILE SPECIAL FEATURES:
INDONESIA & THE UNITED ARAB EMIRATES

REPORT:
SIXTH WORLDWIDE
AIR TRANSPORT CONFERENCE



ICAO

UNITING AVIATION

45+
years of
experience
certified
ACRO "1"

EMA series

Bottled Liquid Scanner

EU
Standard 2
Certified



- **Standard 2 Certified** according to ECAG performance requirements for **Type B** and **Type A** Liquid Explosive Detection Systems
- Accurate automatic inspection of sealed and unsealed bottles in ~ 5 seconds
- Certified to screen liquids in clear, colored and opaque plastic and glass, metal and metallized containers
- Compact size and ergonomic design



Examples of bottles 
that can be screened with EMA



Phone: +39 0575 4181 Fax: +39 0575 418298 e-mail: infosecurity@ceia-spa.com

www.ceia.net

Threat Detection through Electromagnetics





THE ICAO JOURNAL
VOLUME 68, NUMBER 3, 2013

Editorial

ICAO Communications Unit
Tel: +1 (514) 954-8221
www.icao.int
communications@icao.int
twitter.com/icao

Bang Marketing

Stéphanie Kennan
Tel: +1 (514) 849-2264
E-mail: info@bang-marketing.com
Website: www.bang-marketing.com

Advertising

FCM Communications Inc.
Yves Allard
Tel: +1 (450) 677-3535
Fax: +1 (450) 677-4445
E-mail: info@fcmcommunications.ca

Submissions

The *Journal* encourages submissions from interested individuals, Organizations and States wishing to share updates, perspectives or analysis related to global civil aviation.

Subscriptions and single copies

Yearly subscription (six issues per year) US \$40.
Single copies available for US \$10. For subscription and sales information, please contact the Sales and Customer Relationship Unit
Tel: +1 (514) 954-8022
E-mail: sales@icao.int

Published in Montréal, Canada. ISSN 00188778.

The information published in the *ICAO Journal* was correct at time of printing. The opinions expressed are those of the authors alone and do not necessarily reflect the opinions of ICAO or its Member States. Reproduction of articles in the *ICAO Journal* is encouraged. The *ICAO Journal* must be credited in any reproduction.

Printed by ICAO

State Profiles published in the *ICAO Journal* are special advertising features and the International Civil Aviation Organization does not assume any responsibility or liability for the content therein or any consequences of whatsoever nature arising therefrom. While ICAO makes every effort to ensure the accuracy of the material of these profiles, the advertiser is solely responsible for the content. Information contained therein does not necessarily represent or reflect the views, opinions and policies of the International Civil Aviation Organization.

Contents

3

Message from the President of the Council

4

ICAO Council Insights

A cross-section of ICAO Council Representatives highlight their States' objectives and concerns in advance of the 38th Assembly this fall.

16

Listening to the Regions

The Directors of ICAO's seven Regional Offices outline their insights, work programmes and key targets to provide a comprehensive profile of the Organization's current worldwide objectives.

31 - STATE PROFILE: INDONESIA

47

News in Brief

51

ATConf/6: Reaffirming ICAO's role in fostering sustainable air transport development

At the Sixth Worldwide Air Transport Conference, 1,000 delegates and observers explored practical measures to modernize the economic regulatory regime supporting air transport.

56

Isavia Ltd.: Iceland's aviation service operator in the north

Iceland's national airports and air-navigation service provider performs tasks ranging from international air traffic management to the flight testing of navigational aids in Iceland and neighboring countries.

61 - STATE PROFILE: UAE



ICAO Council Information accurate at time of printing

President: Mr. R. Kobeh González (Mexico)

Argentina
Australia
Belgium
Brazil

Burkina Faso
Cameroon
Canada
China
Colombia
Cuba
Denmark
Egypt
France
Germany
Guatemala
India
Italy
Japan

Ms. K. Macaulay
Mr. G. Robert
Mr. J. D'Escragnolle
Taunay Filho
Mr. M. Dieguimde
Mr. E. Zoa Etundi
Mr. M. Allen
Mr. T. Ma
Mr. A. Muñoz Gómez
Mr. J. F. Castillo de la Paz
Mr. K. L. Larsen
Mr. A. I. H. Mahmoud
Mr. M. Wachenheim
Mr. U. Schwierczinski
Mr. H.A. Rosales Salaverría
Mr. P.N. Sukul
Mr. E. Padula
Mr. T. Koda

Malaysia
Mexico
Morocco
Nigeria
Paraguay
Peru
Republic of Korea
Russian Federation
Saudi Arabia
Singapore
Slovenia
South Africa
Spain
Swaziland
Uganda
United Arab Emirates
United Kingdom
United States

Mr. Y.H. Lim
Mr. D. Méndez Mayora
Mr. A. Boulmane
Dr. O.B. Aliu
Mrs. A. Torres de Rodríguez
Mrs. D. Sotomayor Yalán
Mr. D. Choi
Mr. A. A. Novgorodov
Mr. T. M. B. Kabli
Mr. T. C. Ng

Mr. L. Mabaso
Mr. V. M. Aguado
Mr. D. Litchfield
Mr. J. W. K. Twijuke
Ms. A. Al Hamili
Mr. M. Rodmell
Mr. D. Woerth

ICAO Air Navigation Commission (ANC) Information accurate at time of printing

President: Mr. Christian Schleifer-Heingärtner

Members of the Air Navigation Commission are nominated by Contracting States and appointed by the Council. They act in their personal expert capacity and not as representatives of their nominations.

Mr. A.H. Alaoui
Mr. S.C.M. Allotey
Mr. D.C. Behrens
Mr. M.A. da Costa
Junior

Mr. J. I. Dow
Mr. M.G. Fernando
Mr. P.D. Fleming
Mr. R.O. González
Mr. M. Halidou

Mr. J. Herrero
Mr. A.A. Korsakov
Mr. R. Monning
Mr. H. Park
Mr. F. Tai

Mr. A.H. Tiede
Mr. S. Vuokila
Mr. H. Yoshimura
Mr. F. Zizi

ICAO's Global Presence

North American,
Central American
and Caribbean
(NACC) Office,
Mexico City

South American
(SAM) Office,
Lima

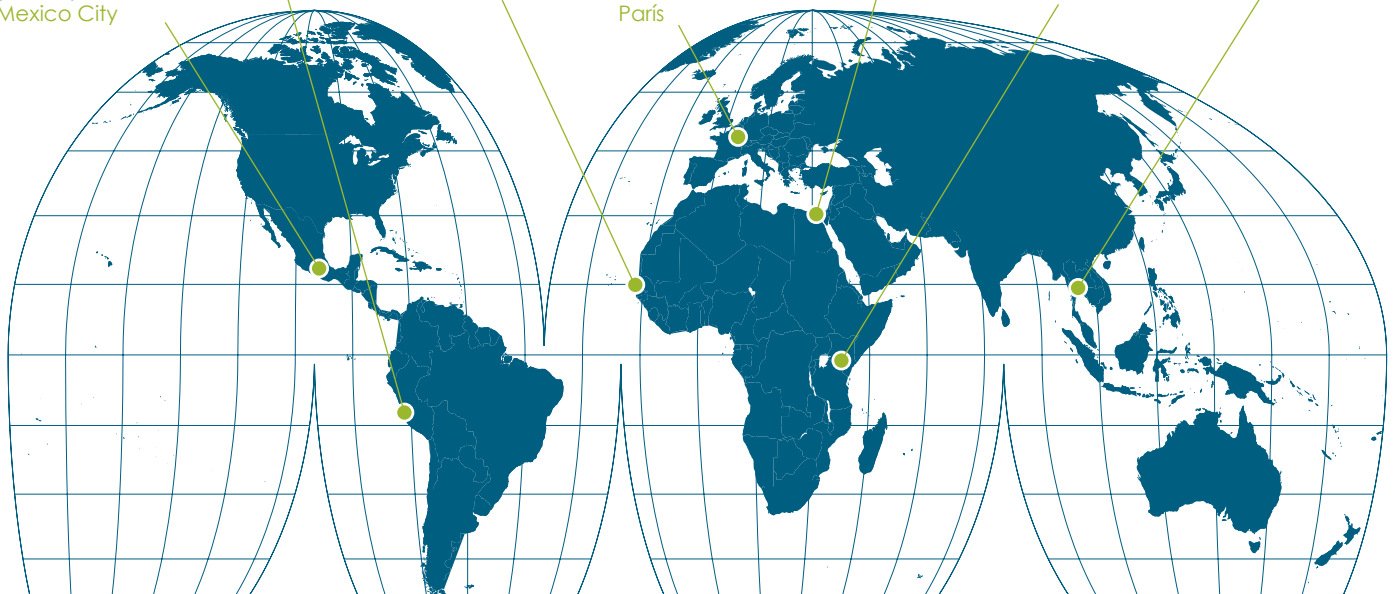
Western and
Central African
(WACAF) Office,
Dakar

European and
North Atlantic
(EUR/NAT)
Office,
Paris

Middle East
(MID) Office,
Cairo

Eastern and
Southern African
(ESAF) Office,
Nairobi


Asia and Pacific
(APAC) Office,
Bangkok



AFFIRMING OUR ROLE



Roberto Kobeh González
President of the Council of ICAO

 ICAO is very pleased to be able to provide a forum in this issue of the *ICAO Journal* for the Members of our Governing Council and the Directors of our seven Regional Offices. In advance of our triennial Assembly, to be held this fall, the opinions and insights offered by these senior officials should prove very helpful to the entire civil aviation community as it strives to formalize consensus on our most important challenges.

I am grateful to be able to introduce these high-level viewpoints, and also to express my sincere thanks to the Council Members and Regional Directors who have so generously provided their input.

What all of these messages continue to stress is that ICAO will have a very important role to play in the coming years and decades in virtually every area of strategic air transport priority. There remain significant hurdles on several paths to global harmonization and our Organization remains the only legitimate global forum where States and the operator community can determine practical, effective solutions, respectful of all concerns.

Another important development they highlight is our continuing evolution as a community toward more comprehensive monitoring and measureable, performance-based reporting and analyses. This work is especially relevant for our Regions, where ICAO will shortly be introducing online “dashboards” containing easy-to-reference charts and graphs displaying local progress on specific safety and air navigation targets.

All of these efforts are permitting us to establish increased transparency and accountability across the board, more targeted work programmes, and better coordination between all stakeholders.

Of additional interest to *Journal* readers will be the report on the results from our Sixth Worldwide Air Transport Conference (ATConf/6), held at Headquarters this past March. This is a once-a-decade event that addresses economic policy concerns and which was focused around the theme of the *Sustainability of Air Transport*.

This is an especially relevant matter today in light of the fragmentation of traffic rights that persists due to a mélange of market access restrictions, the legal fragmentation inherent in thousands of bilateral air services agreements, and the economic fragmentation caused by operator profitability being spread so unequally across the aeronautic value chain.

Incisive action was required, and ATConf/6 participants endorsed important recommendations that will guide ICAO's efforts over the coming decade to modernize our regulatory approaches to encourage greater market liberalization and healthier competition. Of course we must also ensure that our economic objectives aren't achieved at the expense of wider system safety, security, efficiency or emissions targets, and I am sure these considerations will be front and centre in the minds of our 38th Assembly delegates as they consider these issues later this year. ■

COUNCIL STATE PERSPECTIVES 2013

Profiling the developments, issues and concerns of a cross-section of ICAO Council Member States as the global air transport community prepares for the 38th ICAO Assembly later this year.



GEOFFROY ROBERT



The last ten months have been marked by a series of major events organized by ICAO, such as the High Level Security Conference, the 12th Air Navigation Conference, and the 6th Air Transport Conference. The record participation and attendance at these events demonstrate the confidence of States and international Organizations in the leadership role of ICAO and the Organization's ability to address the challenges of international civil aviation over the next decade.

The greatest challenge for the 38th Assembly will be to translate the numerous recommendations emerging from these Conferences into action and concrete outcomes. To meet this challenge and foster these results, the 38th Assembly must adopt an ambitious work programme for the next triennium. While States, industry and passengers hold high expectations of the Organization, the budget will remain constrained due to the financial crisis and the difficult budgetary situation of many major contributors. This apparent paradox will require further efficiency gains and increased modernization of the Organization to meet these expectations. Considering the high-level expertise and dedication of the ICAO staff and management, I have no doubt that the Organization will be able to address this challenge.

Without being exhaustive, as Representative of the ABIS Group¹, my priorities for the 38th Assembly are as follows:

- Security and facilitation: passengers expect secure aviation, but with smooth, fast and non-intrusive screening processes. The Assembly should therefore continue to encourage a risk-based approach with a clear focus on passengers' experience.
- Air navigation capacity and efficiency: the priority for the 38th Assembly will be to endorse the Global Air Navigation Plan, which will offer States a framework to ensure interoperability while providing flexibility of implementation to cope with regional and national needs.

- Economic development of air transport: regulatory fragmentation is a clear impediment to further liberalization, market access and the ultimate goal of sustainable growth of the global civil aviation system. The Assembly should therefore focus and prioritize the work of ICAO on regulatory convergence by defining policies and best practices on passengers' rights, fair competition, and ownership and control.
- Safety: the new Annex 19 brings a paradigm shift to safety management worldwide. The key challenge for the Assembly will be to endorse the deployment of a rollout plan that ensures common adoption and implementation suitable to the scale of States' aviation system.
- Environmental protection: aviation and climate change will most probably remain a controversial issue during the Assembly. The industry is leading the way in this area by setting ambitious targets and a clear strategy for the limitation of carbon emissions. It is my hope that the ICAO Member States will be able to at least follow this path by adopting an ambitious resolution on goals and on a comprehensive approach, consisting of work on technology and standards, and on operational and market-based measures to reduce emissions. However, diverging views on this issue should not mask the important progress made by ICAO on other important environmental issues, such as the development of certification requirements for a global CO₂ Standard and the development of a more stringent noise standard.

To meet these challenges and to adhere to these priorities, good preparation, cooperation and mutual understanding between States will remain of key importance. This will ensure a successful 38th Assembly and sustainable growth of the civil aviation system.

¹ Founded in 1980, the ABIS Group is a common delegation of seven European States (Austria, Belgium, the Netherlands, Luxembourg, Ireland, Portugal, and Switzerland) to the International Civil Aviation Organization.

ABIS



MARK ALLEN

Canada

✈ From its role as one of the founding States during the Organization's creation at the Chicago Conference, to hosting its seat ever since, Canada is proud of its longstanding relationship with the International Civil Aviation Organization (ICAO), which was reaffirmed with the recent signature by both parties of a Supplementary Agreement to our Headquarters Agreement covering a 20-year period through to 2036.

Today, Canada, together with the Province of Québec and the City of Montréal, remains dedicated to facilitating the important work of ICAO's representatives and delegates, and we are pleased to provide the Organization with a world-class home in Montréal. In 2007, "La Maison de l'OACI" became the first United Nations premises and, in fact, the first building in Canada to obtain the prestigious Leadership in Energy and Environmental Design (LEED) for Existing Buildings Gold Certification.

As the global capital of international civil aviation, Montréal houses a cluster of prominent aviation Organizations and associations, including the International Air Transport Association, Airports Council International and the International Federation of Air Line Pilots' Associations. The Montréal region is also home to a vibrant aerospace industry that includes leading original equipment manufacturers, sub-contractors and suppliers across the aviation value chain, as well as world-class education and research institutions.

In addition, through the innovative work of associations such as Aéro Montréal and Montréal International, we are working to optimize the opportunities and synergies created by this co-mingling of a dynamic private sector, academic and research institutions, governments, and international Organizations.

In addition to our role as host, Canada has been an active member of the ICAO Council since the Organization's inception and is well-represented by the many experts we field to participate on dozens of ICAO panels and working groups. Return for this significant investment by Canada has more than met our expectations as ICAO continues to make a practical and measurable difference in the lives of billions of air passengers and exporters alike, helping international aviation to bind communities, open markets, and spur sustained growth and prosperity.

It is our common responsibility to ensure that this pattern of success continues, and that ICAO remains flexible and equipped to meet the challenges that lie ahead. It is only by contributing to the work of ICAO that Member States like Canada can fully reap the benefits of the Organization, ensuring that our civil aviation systems at home and abroad are safe and secure, economically sustainable and environmentally responsible now and into the future.



KURT LYKSTOFT LARSEN

NORDICAO

✈ The principle task of ICAO's 38th Assembly is to mandate the direction of and establish goals for the Organization in relation to its five strategic objectives for the next triennium. The budget and associated business plan will serve as a foundation for the Organization, in tandem with decisions and resolutions regarding the individual strategic objectives.

The *safety* of the global aviation system is the Organization's priority. A new Global Aviation Safety Plan will be presented containing key safety concerns and activities to be undertaken at all levels, and in all regions, in order to further improve aviation safety and support the shift from a compliance-based safety system to a more proactive, risk-based system. In addition, it is essential to identify an appropriate method with which to share safety information with the public.

Under the strategic objective of air navigation capacity and efficiency, the updated Global Air Navigation Plan and the outcomes of the 12th Air Navigation Conference will be presented with the endorsement of the Aviation System Block Upgrade approach. In light of the successful Conference, no major differences of opinion are expected.

Regarding security and facilitation, the outcome of the successful High-Level Conference on Aviation Security held in 2012 will be considered, and a status update in relation to the Declaration on Aviation Security adopted at the last Assembly will be presented. In addition, the Assembly will update the Resolution in relation to security. A proposal for a new strategy concerning the Machine Readable Travel Document (MRTD) will be presented for adoption and a proposal will be put forth to change the name to ICAO Traveller Identification Programme (ICAO TRIP).

In terms of the strategic objective, economic development of air transport, an important issue will be the adoption of a revised resolution taking into account the outcome of the Air Transport Conference held in March 2013, at which issues including ownership and control, consumer protection, the economics of airports, and ANSP, were on the agenda.

Environmental protection was a key topic at the Assembly in 2010 and considerable time and resources will once again be devoted to this at the 38th Assembly. In the coming years, a substantial increase in international aviation can be expected and it is important that ICAO achieves progress which can ensure that international aviation develops in a sustainable manner. It is essential to arrive at a decision in relation to the framework for market-based measures and the formulation of a roadmap for the development of a global market-based measure.

These major issues are but a few; however, they signify important considerations which will need to be dealt with at the 38th Assembly. This Assembly will also need to adopt a budget for ICAO for the next triennium and allocate resources to the accomplishment of its strategic objectives. Due to the global economic and financial crisis we are facing, no major increase to the budget in the current triennium can be expected.

ICAO faces a major challenge in implementing the necessary work under such a budget. Increased focus on, and improvements in, some of the Organization's working methods are therefore imperative if ICAO is to meet its objectives and deliver the expected solutions. I am, however, confident that ICAO will adapt as needed, continuing in its mission to serve as a key player and the true global voice in the aviation sector.



PRASHANT SUKUL



At the outset, I would like to take this opportunity to reaffirm India's commitment to, and support of, ICAO toward fulfilment of its vision of safe, secure and sustainable development of international civil aviation through consensus and cooperation among ICAO Member States. India will continue to fully support ICAO's endeavors to promote understanding, friendship and peace among the nations and people of the world, in addition to promoting economic development, trade, and tourism around the globe.

An expansive network of air routes provided by India, connecting the major destinations in the east and south east to the western parts of the world has helped the development of international air transportation through Indian airspace. Examples of initiatives introduced by India in Air Navigation Services (ANS) are: upper airspace harmonization; implementation of reduced horizontal separation on RNAV routes; reduction in separation on major routes based on enhanced and seamless radar coverage; establishment of RNAV-5 routes; continuous descent operations in Mumbai; INSPIRE programmes; ADS-B implementation; GAGAN; AIDC implementation for automatic coordination between ATS units; and our technological leap into central air traffic flow management. India's ANS endeavors to this point have resulted in a savings of USD\$200 million — a conservative estimate — and have reduced carbon emissions by 510 million KGs.

The GAGAN (GPS Aided Geo Augmented Navigation) project, Indian SBAS (satellite-based augmentation system), will achieve a smooth transition to satellite-based navigation and seamless air traffic management across continents. India is only fourth in the world, after USA, Japan and Europe, to develop a regional SBAS that will redefine navigation in India and in adjacent regions. The GAGAN footprint will cover huge areas beyond Indian Territory, from Africa to Australia, and can support seamless navigation across the globe. In addition, the system is interoperable with other such systems as WAAS of the US, EGNOS of Europe and MSAS of Japan. GAGAN will usher in greater airspace harmonization.

India has also adopted several innovative strategies to improve its airport services. These include restructuring of Delhi and Mumbai airports through the Public Private Partnership mode.

A new Greenfield airport policy has been introduced to promote and facilitate establishment of a new airport infrastructure in both the private and public sectors. In addition to the existing two Greenfield airports at Hyderabad and Bengaluru, the Government of India has also given "in principle" approval for the development of up to 15 Greenfield airports in the country. The Government has established the Airport Economic Regulatory Authority (AERA), an independent body to oversee economic and civil aviation operations at India's various airports.

India has been at the forefront of the debate on climate change, as well as discussions on this subject at ICAO, UNFCCC and other fora under its aegis. While expressing its opposition to unilateral measures contemplated by certain countries, India has contributed significantly to ICAO through its Committee on Aviation Environmental Protection (CAEP). Significant progress has been achieved in this forum to which India contributed in areas of CO₂ and non-CO₂ emissions. The new fleet composition of all international airlines in India will itself reduce emissions very significantly over the next three years. India has also worked closely with ICAO and its member States in the Council during the past year to draft a resolution on the reduction of emissions in international aviation, for consideration of the 38th Assembly. This resolution outlines actions to be taken by all nations working globally towards reducing aviation-related emissions.

India has also made a significant contribution to the enhancement of aviation security in the Asia-Pacific region. From 2011 to 2013, under India's chairmanship, a number of workshops, training programmes and missions were organized for capacity-building of Member States. Furthermore, India has played an important role in developing ICAO's Universal Security Audit Programme by offering its expertise.

India's participation in the International Conference on Air Law culminated in the adoption of a protocol seeking to prevent unlawful acts of violence at airports. India also made a major contribution to the finalization of the Montréal Convention 1999 and the Cape Town Convention/Protocol in 2001. Both of these Conventions have been acceded to by India.

Finally, I wish to assure my delegation's full support of the positive measures undertaken by ICAO to strengthen international air transport.

India



DONGHWAN CHOI

Republic of Korea

✈ Since becoming a Member State of ICAO in 1952 and being elected for the first time as a Council Member State in 2001, the Republic of Korea (ROK) has actively participated in important decision-making processes of ICAO. In particular, the Republic of Korea has contributed to the balanced development of international civil aviation by helping to narrow the gap between developed and developing Member States and acting as a “bridge” between them.

With its geographical advantage, linking Southeast Asia, the Middle East and America, the ROK was ranked sixth in overall air transport volume in 2011. The Korean Government strongly supports the development of civil aviation based on the principle that aviation safety and security always come first.

The Republic of Korea has one of the highest quality airports worldwide — Incheon International Airport, in addition to 14 other airports, including Gimpo, Gimhae and Jeju. Since its opening in 2001, the Incheon International Airport has continually sought to improve in service quality and quantity, and has become a global hub. The airport was awarded the Best Airport Worldwide in 2012 by Airports Council International in its airport service quality survey, an award it has won for seven consecutive years.

The ROK has two major airlines which have been recognized as among the top air carriers in the world, as well as six low-cost carriers. The two full-service airlines, Korean Air and Asiana Airlines, have won several awards, including Mercury Awards from the International Travel Catering Association (ITCA) and Airline of the Year by Air Transport World. These impressive achievements are the result of efforts by the Korean Government to promote the aviation industry.

As one of the largest air transport countries in the global aviation community, the Republic of Korea makes the 10th largest financial contributions to ICAO. This is in addition to contributions made to ICAO’s special programmes for developing countries, such as the Cooper-ative Development of Operational Safety and Continuing Airworthiness Programme-North Asia (COSCAP-NA), the SAFE Fund, and the Flight Procedure Programme (FPP).

Furthermore, the ROK has developed aviation safety systems using its advanced information technologies. For example, it developed the SARPs Management and Implementation System (SMIS) in 2006 and the Safety Oversight Management System (SOMS) in 2009. The country has provided the SMIS to 48 Member States to assist them in meeting international standards.

As a result of dedicated efforts to meet international standards and the continued expansion of aviation safety management systems, the Republic of Korea — which in 2008 received the highest ever compliance rating of 98.89% in the ICAO Universal Safety Oversight Audit Programme (USOAP) — has shared its expertise with other Member States to assist them in their audits.

The ROK has provided fellowship training programmes to developing countries for the past 12 years with the aim of creating a safer global aviation environment, and has trained numerous aviation professionals. These programmes have been expanded with more trainees and courses based on the Memorandum of Understanding signed with the ICAO Council in 2009. In 2013, 223 personnel will have followed the 12 courses of the Fellowship Training program.

The Republic of Korea has seconded experienced technical experts to ICAO to support its activities. In particular, the ROK has served on the Air Navigation Commission since 2005 in order to participate effectively in the deliberations regarding the review of ICAO standards and recommended practices, thereby helping to establish international standards that can be easily applied by Member States.

The ROK seeks quality internal growth by establishing the world’s best aeronautical systems. Outside its borders, the ROK endeavors to lead Northeast Asian aviation and contribute to the further advancement of international civil aviation by sharing its advanced systems with ICAO Member States. With its profound understanding of the importance of air transport in linking cultures and economies, the ROK pursues the sustainable development of air transport that will benefit people worldwide.



YONG HENG LIM

✈️ Malaysia became an ICAO Member State in 1958. In 2007 it was elected to the ICAO Council and, during the past six years, it has been fully supportive of ICAO's important role and committed to the Organization's objectives, policies and initiatives.

There remains much we can contribute to the continued safe and orderly development of international civil aviation, and we are working hard at present to fulfill the expectations of all ICAO Member States while capitalizing on our strategic position in the Asia-Pacific Region – the world's fastest growing air transport market. This role is clearly reflected in the many high-level ICAO events we have hosted, including regular meetings of the Asia-Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG), Task Force and Working Group gatherings, and also the ICAO Regional Aviation Security Conference held here last year.

In the interest of increasing our operational efficiency, Malaysia has continuously embarked on initiatives to enhance the interoperability, harmonization and optimization of our airspace. Presently these goals are being more specifically advanced through an airspace redesign in accordance with the Performance-based navigation (PBN) roadmap, as well as the implementation of simultaneous arrivals and departures into and out of Kuala Lumpur International Airport (KLIA).

These initiatives complement our state-of-the-art ATC facilities and systems now serving the KL and KK Flight Information Regions (FIRs), not to mention the ATM expert we voluntarily seconded to the Asia-Pacific Regional Sub-Office (RSO) in Beijing in mid-2013 to help enhance the implementation and efficiency of PBN region-wide.

We have also made dramatic improvements and additions to our air transport infrastructure in recent years, including the Asia-Pacific's first Low Cost Carrier Terminal at KLIA in 2006. These capacity adjustments are helping our six international and 16 domestic airports provide more efficient service and increased capacity as our passenger and airfreight annual totals continue to climb. They have also permitted Malaysia Airlines to become one of the world's first eight airlines to employ the Airbus A380.

Another related development is our move to ePassports to improve airport and border security and passenger facilitation. We became the 34th State to join the ICAO Public Key Directory (PKD) at the end of 2012 to help ensure the security of the information contained in these modern travel documents.

Malaysia nominates experts to participate in numerous ICAO Task Forces and, since 2006, has supported a

long-term seconded auditor for USOAP and the Continuous Monitoring Approach (CMA). We have similarly contributed an auditor for ICAO's Universal Security Audit Program (USAP).

Another important priority for our State is human capital development and the need to address projected future shortages of skilled aviation personnel. Malaysia provides important technical assistance to other States and, over the past 25 years, has helped train 358 air traffic controllers from 61 countries under the auspices of the Malaysia Technical Cooperation Programme (MTCP) and the Malaysia Aviation Academy (MAVA).

An additional and noteworthy cooperative training achievement includes the more than 800 aviation security personnel from 48 countries who have developed their skills and potential through the Malaysia Airports' Training Centre.

With respect to air transport economic frameworks, Malaysia presently has bilateral air services agreements with 100 countries, including 19 open skies agreements. These agreements reflect our determined pursuit of a more progressive and liberalized air transport regime. We also strongly support and encourage increased expansion in our aerospace sector and offer comprehensive maintenance, repair and overhaul (MRO) services through local and foreign suppliers.

Malaysia has consistently maintained a Cat 1 rating on the basis of continuous assessments by the FAA under its IASA audit, and is above ICAO-recommended levels in all but one of its USOAP audit categories. This reflects the importance and proficiency Malaysia attributes to its regulatory role and serves as a benchmark for investor confidence in Malaysia's air transport industry and system.

Lastly, on the environmental front, Malaysia has launched a comprehensive emissions mitigation policy and has submitted its State Action Plan on aviation and climate change to ICAO. We are fully committed to the current carbon emissions reduction plan of carbon neutral growth by 2020 and a halving of the 2020 levels by 2050.

As we approach the 38th Assembly, Malaysia has noted the ever-growing importance of ICAO and expects the Organization to play a more aggressive role in developing SARPs and guidance materials supporting global air transport progress in every domain. We hope that it will continue to push the boundaries of its Member States' expectations, and seek innovative and cost-effective capacity-building solutions that will aid all of them in improving the sustainability and effectiveness of their air transport solutions.

Malaysia



ALOJZIJ KRAPEŽ

✈ This has been a special triennium, filled with conferences, important discussions and great achievements. A good deal has been achieved as we move toward the 38th Assembly and it is hoped that significant progress will be made on key issues. Allow me to offer my views on several major developments and the way forward until the Assembly and beyond.

We can be proud of our accomplishments on the safety and air navigation fronts. The Universal Safety Oversight Audit Programme produced tangible results and enhanced safety through verification and audits, thereby reassuring the world community that ICAO had fulfilled its safety mandate. Moving forward with the use of a Continuous Monitoring Approach, coupled with a comprehensive perspective, promises even better safety records. In light of this, the Council can be proud of ICAO's overall safety accomplishments and can only commend the Air Navigation Commission (ANC) and the Air Navigation Bureau for their excellent work.

Aviation security remains a priority. With the help of the Universal Security Audit Programme, and following the tragic events of September 2001, ICAO established a regime appropriate to the challenges and threats which are unique to the civil aviation context. Aviation security prioritization has since become, in and of itself, synonymous with mindful ICAO civil aviation governance. The AVSEC Panel and the Unlawful Interference Committee have similarly contributed effectively to the enhancement of ICAO's activity in this field. Momentum in this regard was further leveraged by the 2012 High-level Aviation Security Conference.

Looking toward the future, it is my belief that ICAO would be better served by having a dedicated expert body devoted to security, similar to the ANC which provides the Council with advice on safety and navigation. I believe that an Aviation Security Commission should be created, using the institutional analogy of the ANC, and that a permanent and resident entity at ICAO of this type would render our operational and policy decisions more focussed on the challenges of the years to come.

I am personally very satisfied to see the strategic objective of Environmental Protection and Sustainable Development of Air Transport splitting into separate strategic objectives, namely Economic Development of Air Transport and Environmental Protection.

The environment and the impact of civil aviation on climate change present major challenges to the industry today, and it has become a political imperative for ICAO to address the high expectations of citizens worldwide. This impact is not a component of civil aviation, as are safety and security, but rather a consequence of it. ICAO is attempting to address a very complex challenge which is currently dividing the UN membership at its core.

In terms of economic development, as I have been advocating during Council sessions for ICAO's position of leadership in matters relating to economic regulations, it was gratifying to witness ICAO making significant strides in that direction during ATConf/6. The Organization's priorities, namely, market access liberalization, fair competition, ownership and control liberalization, and consumer protection, have now been duly recognized and excellent recommendations have been put forward. Nevertheless, it is now imperative that ICAO's policies in the economic field be granted more substance so that it can follow up on these extremely valuable recommendations and continue to assist its Member States in developing policies and practices that facilitate the globalization, commercialization and liberalization of air transport.

Let me end with the fact that our industry is poised to keep growing at a consistent pace over the next few decades. The projections are quite astonishing as they suggest that the number of passengers and departures will double over the next 20 years. It is therefore our common objective to become more effective in attracting new talent to the aviation sector. We need to make it more appealing to the next generation of aviation professionals and do a better job of highlighting how a career in aviation offers today's youth myriad challenges, excitement and a promising future.

Slovenia



MARK BERNARD HUGH RODMELL

✈️ Of all the challenges that aviation faces, its relationship with the environment is now probably the most important; and the 38th Assembly presents an opportunity to take a historic leap forward in this relationship.

Even in the current difficult economic times, international civil aviation is forecast to grow strongly in the coming decades. However, the potential environmental consequences of unconstrained growth have been understood for some time, and we are now seeing that there are limits to the public acceptance of such growth without measures to mitigate these harmful effects.

There have been a number of great successes in the environmental field in recent years, and further future initiatives, such as changes in noise stringency and the development of more efficient engines will contribute to further improvements in aviation's environmental performance. But it will become increasingly difficult worldwide to secure agreement to the infrastructure needed for the kinds of growth which are forecast, unless aviation is demonstrably able to consume its own smoke. We need the 38th Assembly to arrive at a set of clear

decisions on the full range of environmental concerns including noise, local air quality and climate change, so that ICAO can take the message out to the world that the global aviation community can manage the consequences of its growth.

If we do not succeed in this, we face the prospect of other players imposing a range of operational restrictions on aviation, which will certainly mean the loss of many benefits of aviation growth, such as interconnectivity, and the ability of the industry to work as a driver of economic recovery and growth. The aviation community has the opportunity to start to solve these problems on its own terms at the Assembly, and it must seize it.

Aside from the environmental question, we have the opportunity to consolidate and build on the achievements made in the safety and security fields in past years, ensuring that high standards are met in regulatory frameworks that allow the industry to deliver these goals in the most efficient way. This is not my first Assembly, but it is my first as a Council member, and I am looking forward to the challenges it will present.

United Kingdom



ALBERTO MUÑOZ GÓMEZ

Colombia

✈ Every ICAO assembly is of key importance to the aviation sector. This year's forum, however, represents an even greater opportunity and responsibility.

Uniting aviation isn't an easy task. There are different approaches, visions and interests, but ICAO has always succeeded in proposing harmonious solutions and arriving at a consensus.

Today, though, the air transport and air navigation sectors face growing complexity, coupled with the fact that the interests of stakeholders has broadened, and ICAO's budget has not increased accordingly. The proposed solutions to the new challenges in aviation need to be more creative than ever before. We may need to consider actions and tactics that were deemed unacceptable in the past, including looking at new sources of income or assigning a standardization process to third parties. In making this kind of choice we cannot forget the principles that have made aviation the safest mode of transport available today.

We are now confronted by several new challenges in international aviation, including the following:

In the past, CNS/ATM systems encompassed roughly six technologies; now, with the GANP ASBU, we have approximately 30 technologies, and applying them at different times according to each State's or Region's needs makes homogeneity more difficult.

Reaching necessary compromises between security and facilitation, GANP and GASP, liberalization and safeguards in air transport, among other issues, will not be easy.

Several items which have been established since the Chicago Convention and which have been taken for granted will need to be reviewed. An example of this is climate change. With regard to this issue, the objective must be a global — as opposed to a regional — solution, arrived at on a consensus basis. Deliberation on these subjects may consume a great deal of time that should, instead, be devoted to ICAO's core mandate: safety, security, sustainability of air transport, and cooperation.

Rather than relying on the traditional PPP model, the aviation industry must, in the future, consider a more collaborative approach which takes into account the interests of all relevant sectors, and which emphasizes the common interest over the private one. To face our challenges, we need to receive feedback from, and maintain balance between, industry, academia and public opinion for the benefit of international civil aviation and air travellers worldwide.

This General Assembly represents a great opportunity for the Contracting States to reaffirm the objectives and principles contained in the Convention of International Civil Aviation: friendship among the people of the world, and collaborative decision-making by stakeholders. In response to our world of increasing globalization, and bearing in mind that aviation is one of the primary services in this new and changing environment, we have a responsibility to maintain unity in aviation. ICAO, and this Assembly stand to play a significant role in uniting aviation for a global world.



VÍCTOR M. AGUADO



Please allow me to raise a topic that is unusual for Assembly sessions but which will be addressed by the 38th Assembly and will have a significant, direct impact on the well-being of many people, namely, ICAO's Policy to support aviation accident victims and their family members.

The accident rate and the number of victims continue to decrease while traffic continues to grow. This means that all those involved in air transport are making safety their number one priority. Safety, as we have said on many occasions, is our main concern.

However, we know that as with other human activities, it is not possible to eliminate all forms of risk in aviation and that although things have improved, aviation will unfortunately still be confronted with accidents in the future. Some of these accidents will be fatal, involving victims and family members of these victims, who not only deserve our respect but also our support.

Measures were adopted in ICAO in 1998 (A32-7), 2001 (Circular 285) and 2005 (an amendment to Annex 9).

However, since then we have not been able to avoid the unnecessary suffering of hundreds of families of aircraft accident victims because of a lack of emergency plans and adequate support.

Other priorities remain of primary importance to ICAO; we have failed to tackle the main mandate of the 1998 Assembly which "urges the Council to develop material, which could include Standards and Recommended Practices."

On 16 March 2012, the Council was of the opinion that a Policy document should be developed and a special Working Group should be established for this purpose.

The special Working Group started its work within this context, with the support of the Secretariat, and endeavored to scrupulously

adhere to the mandate it had received. This special Working Group brought together experts from very diverse origins: Australia, China, India, Japan, Korea, Singapore, Spain, France, Poland, Brazil, Canada, the US, and South Africa. Representatives from associations of accident victims and victims' family members from France, Brazil, the US and Spain were also part of this Group — coordinated by the Air Crash Victims Families Group — and there was also participation from European Commission experts and international Organizations such as IATA, IFALPA and IFATCA.

The resulting document contains a set of recommendations which would very much facilitate preparation of various Member States in cases where they had to deal with the consequences of an accident.

The text in itself is not normative since it does not introduce any standards or recommended practices into the Annexes to the Convention. Rather, this is a document which compiles a set of Council recommendations, based on experience already gathered and knowledge of the regulatory circumstances that prevail in different countries.

Subsequent to the Assembly, this document would be published and at the same time, Circular 285 would be updated, retaining its status as guidance material.

Finally, please allow me to ask, in accordance with A32-7, even if the Council has dismissed the expediency of introducing provisions in Annex 13, whether it would be appropriate to consider other annexes?

This is a thought that should be borne in mind for the Assembly. In principle, it seems possible that a provision could be included in Annex 9, Facilitation. If this possibility were chosen, it might be sensible to draft a recommendation which, with experience, could be turned into a standard in the future.

Spain



Preparatory ICAO/McGill Pre-Assembly Symposium Enhancing Air Transport Connectivity: Passengers, Cargo, Technology and Profitability

21 to 22 September 2013, ICAO Headquarters, Montréal, Canada

ICAO and the McGill University Institute of Air & Space Law will once again cooperate on a special Pre-ICAO Assembly Symposium, addressing key issues on the operational, management and policy levels with respect to the latest air transport economic and air navigation developments.

This unique preparatory event provides State delegates, industry representatives and other air transport stakeholders with a practical and thought-provoking forum in advance of the 38th Session of the ICAO Assembly on 24 September.

TOPICS TO BE ADDRESSED

- Focusing on the User
- Enhancing Connectivity Through Technology
- Regulatory Responses to Consumer Concerns
- The Costs of Regulatory Divergence
- Moving Towards Seamless Travel
- Taxes, Fees and Charges
- Tools to Foster Convergence

SOME OF OUR KEYNOTES SPEAKERS

- **Raymond Benjamin, Secretary General**
International Civil Aviation Organization (ICAO)
- **Angela Gittens, Director General**
Airports Council International (ACI)
- **Daniel Jutras, Dean**
Faculty of Law, McGill University
- **Jeff Poole, Director General**
Civil Air Navigation Services Organisation (CANSO)

AUDIENCE: This Symposium is a must attend for States' Assembly Delegates, CAA professionals, airlines, airports, air navigation service providers and organizations directly involved in supporting the aviation business such as manufacturers, law and consulting firms, and academia.

REGISTER NOW AT:

<http://www.icao.int/Meetings/ICAO-McGill2013>

To sponsor or exhibit at this prestigious gathering of aviation policy makers please contact:

Mr. Keith Miller - Tel: +1 514-954-8219 (ext. 6293) - Fax: +1 514-954-6769 - E-mail: kmiller@icao.int

REGIONAL PERSPECTIVES 2013

Profiling the developments, issues and concerns of ICAO Regional Offices as the global air transport community prepares for the 38th ICAO Assembly later this year.



MOKTAR AHMED AWAN

✈ Since 1988, the Asia-Pacific Office has been located in Bangkok, Thailand. The Asia-Pacific Office is accredited to 38 States and two Special Administrative Regions.

The Asia-Pacific (APAC) Region is characterized by diversity in political regimes and stability; economic capacity and development; and cultural representation. The Region includes many of the globe's most rapidly growing economies.

Air traffic in Asia is expected to represent over 30% of all air travel in the world by 2014. Consistent with the established positive correlation between economic growth and air traffic, APAC is experiencing strong aviation growth. Similar to the economic development profile of the region, the aviation safety and security profile is characterized by extreme diversities in capacity and investment, with some States having sophisticated and mature aviation systems and oversight operations, while others are less developed.

The ICAO Asia-Pacific Office is adopting a leadership role in addressing the issues emerging from this strong growth, including applying commensurate emphasis on aviation-related infrastructures and oversight. Capacity and efficiency of air operations are two other challenges faced by the Office.

In order to grapple with the ever-increasing traffic, the ICAO Council has decided to establish a Regional Sub-Office. June 2013 will see the

official opening of ICAO's first Regional Sub-Office in Beijing, People's Republic of China. The Regional Sub-Office, under the direction of Regional Director, APAC Regional Office, will maximize air traffic management performance across the APAC region through improved airspace Organization and management.

The Office's mandate is the efficient management of the airspace and air traffic flow in the APAC Region through air space Organization and management, and demand and capacity balancing actions aimed at accommodating the growth in traffic and facilitating access without compromising the margin of safety.

ICAO operates the Flight Procedure Programme (FPP) in Beijing, hosted by China since October 2009. The FPP provides support to Asia-Pacific States in developing sustainable capability in instrument flight procedures for Performance-Based Navigation (PBN) implementation through training, courses and flight procedures design work. As the FPP work and the planned work at RSO (specifically in PBN implementation), are highly interdependent, the FPP programme will be incorporated into the Regional Sub-Office.

SEAMLESS AIR TRAFFIC MANAGEMENT

Integral to the air traffic management (ATM) leadership role of the APAC Regional Office, through the ATM Section, is the development of a Seamless Air Traffic Management Plan in the Asia-Pacific Region, consistent with the Kansai Statement agreed to by Asia-Pacific Directors General. This Plan is one of a suite of documents designed to provide a framework for regional development, including the Asia-Pacific Search and Rescue (SAR) Plan and the Asia-Pacific Regional ATM Contingency Plan.

The APAC Seamless ATM Plan is being drafted under the aegis of the Asia-Pacific Seamless ATM Planning Group (APSAPG). The Plan is intended to facilitate seamless Asia-Pacific ATM operations by developing and deploying harmonized and interoperable ATM solutions capable of ensuring safety and efficiency of air transport throughout the Asia-Pacific region. The Plan incorporates and prioritizes ICAO Aviation System Block Upgrades (ASBU), in addition to its focus on civil/military cooperation, Air Traffic Control (ATC) service delivery and human performance. The Plan is scheduled to be reviewed by the Asia-Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG) in June 2013.

INTRODUCING SAFETY MEASURES WITH CONCRETE RESULTS

In 2012 the APAC Office initiated the establishment of a number of groups in order to develop safety tools using a data-driven approach. These groups are the Regional Aviation Safety Group, Asia and Pacific Regions (RASG APAC), the Asia-Pacific Regional Aviation Safety Team (APRAST) and its two subsidiary bodies, Accident Investigation Ad Hoc Working Group (AIG AWG), and Safety Reporting and Programme Ad Hoc Working Group (SRP AWG).

These groups' achievements to date include:

- Publishing the first draft of the Asia-Pacific Safety Report which will serve as one of the main tools for identifying factors contributing to accidents and serious incidents in the APAC region
- Establishing an emerging issues register to enable States and industry partners to identify any emerging safety concerns in the region for consideration in future Work Programme development
- Efforts to establish a dedicated core of one or more trained accident investigators in each State/Administration
- Development and implementation of a written framework that promotes mutual cooperation in accident/incident investigation
- Formation of a group of experts in accident/incident investigation with representation from the Region's investigation authorities, industry partners and professional bodies to institutionalize a network for the exchange of views, practices and experiences
- Identified Safety Enhancement Initiatives (SEIs) and detailed implementation plans (DIPs) to mitigate the three main contributing factors to fatal accidents in the region: loss of control (LOC), controlled flight into terrain (CFIT) and runway safety (runway excursions and incursions)

In addition, the ICAO APAC Office, in close coordination with the Republic of Korea, is developing a Foreign Air Operators

Surveillance Database to promote information exchange between regulatory authorities on foreign air operator surveillance activities in the APAC Region.

ENHANCING AVIATION SECURITY

As passengers and air traffic increase, so too does the need for enhanced aviation security. The APAC Office has taken the initiative, at States' request, to establish the Region's first Aviation Security Coordination Forum. The APAC Regional Aviation Security Coordination Forum (RASCF) is a practical platform for a cooperative, coordinated and unified regional approach to strengthening aviation security regionally.

This initiative, designed to enhance aviation security in a comprehensive and unified manner, is guided by international frameworks and strategies, namely ICAO Comprehensive Aviation Security Strategy, Declaration of Aviation Security, Aviation Security Assistance and Capacity Building Strategy, and conclusions and recommendations from the High-Level Conference on Aviation Security.

The inaugural APAC Regional Aviation Security Coordination Forum will be held on 1-2 July, 2013, in conjunction with the 50th Asia-Pacific Directors General of Civil Aviation Conference hosted by Thailand.

In accordance with the ICAO Comprehensive Aviation Security Strategy, specifically ICAO's increased focus on aviation security assistance and capacity building, the APAC Office is supporting the delivery of ICAO-sponsored Aviation Security Training Packages and Workshops through the network of ICAO Aviation Security Training Centres (ASTCs) located in:

- Hong Kong, China
- Kunming, China
- New Delhi, India
- Kuala Lumpur, Malaysia
- Auckland, New Zealand
- Seoul, Republic of Korea

The ICAO ASTCs utilize material developed and/or endorsed by ICAO, and are aimed at supporting States in the implementation of ICAO Annex 17 Standards and Recommended Practices.

The APAC Office is playing a prominent role in the APAC ASTC Network's cooperation efforts to exchange information and develop and promote aviation security on a regional basis.

As the Asia-Pacific Region experiences unprecedented aviation growth in the region, the Asia-Pacific Office is assuming a leading role in ICAO's efforts to address related pivotal issues in close collaboration with aviation industry partners in order to establish a sustainable air transport sector.

ASIA-PACIFIC (APAC) OFFICE

SUPPORTING STATES IN THE AFI REGION



MESHESHA BELAYNEH



The ICAO Eastern and Southern African (ESAF) Office was established on 1 December 1983. It is accredited to 24 States within the Africa-Indian Ocean (AFI) Region.

The Office's corporate mission is to closely liaise with the States, appropriate Organizations and regional civil aviation bodies to promote ICAO policies, decisions, standards and recommended practices, and the regional air navigation plan. Its mission is also to provide assistance to States, safety service providers and users in their endeavors to establish and maintain a safe, secure, orderly, and efficient air transport system.

Although operating in a challenging environment, the ICAO ESAF Regional Office is committed to assist States under its accreditation in meeting the global priorities established by the ICAO Twelfth Air Navigation Conference and Sixth Air Transport Conference, as well as the regional priorities set by African Governments. Dialogue, cooperation and partnership between all stakeholders are key elements in this endeavor.

To accomplish its mission, the ICAO ESAF Office relies on its dedicated staff and the following pillars: the Comprehensive Regional Implementation Plan for Safety in Africa (AFI Plan), the AFI Planning and Implementation Regional Group (APIRG) and the AFI Regional Aviation Safety Group (RASG-AFI); the Office works closely with the ICAO Western and Central African Office (WACAF) to cover regional needs. Close coordination is also maintained with Directors General of Civil Aviation (DGCAAs) and the African Civil Aviation Commission (AFCAC), as well as other regional bodies and the aviation industry (ACI, AFRAA, CANSO, and IATA).

AFI COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR SAFETY IN AFRICA (AFI PLAN)

The AFI Plan, which is coordinated by the ICAO ESAF Office, was established by the Secretary General of ICAO in 2007 to address civil aviation difficulties in the Region, where the acute economic and political issues influencing the situation in the AFI Region pose a complex challenge. After a period of sensitization and information gathering, in 2011 the Plan entered a period of implementation of actions. Its main objectives are to:

- a) Provide assistance to States to resolve the safety deficiencies identified under the ICAO Universal Safety Oversight Audit Programme (USOAP), including Significant Safety Concerns (SSCs), through Plans of Action tailored to States' needs
- b) Promote the establishment and strengthening of Regional Safety Oversight Organizations (RSOOs)
- c) Intensify training activities
- d) Provide assistance to States in their efforts to meet regional safety targets and address emerging safety issues

EASTERN AND SOUT

ASSISTANCE TO STATES

ICAO Plans of Action are developed for States with low Effective Implementation (EI) and/or Significant Safety Concerns (SSCs). To date, 12 Contracting States in the ESAF region have accepted Plans of Action developed by ICAO to assist them in eliminating the major safety deficiencies, including SSCs as identified by USOAP audits. SSCs have successfully been addressed in four States, and ICVMs conducted in assisted States have confirmed tangible improvements of effective implementation (EI). The Plans of Action are implemented by the Regional Office Safety Teams, in synergy with AFCAC (AFI-Cooperative Inspectorate Scheme) and technical cooperation mechanisms on a bilateral or multilateral basis with States' development partners.

ESTABLISHMENT OF REGIONAL SAFETY OVERSIGHT ORGANIZATIONS (RSOOS)

The AFI Plan provides continued support to States in enhancing the existing RSOOs: the Banjul Accord Group (BAG) and the East African Community Civil Aviation Safety and Security Oversight Agency (CASSOA), and those under development for the Central African Economic and Monetary Community (CEMAC); the Southern African Development Community (SADC); the West African Economic and Monetary Union (UEMOA); and the Seven Partner States (Djibouti, Egypt, Eritrea, Ethiopia, Libya, Somalia, and Sudan).

TRAINING ACTIVITIES

Intensive training activities are being conducted under the AFI Plan through courses, seminars and workshops in the following critical areas: Government Safety Inspectors (GSI) - Aircraft Operations and Airworthiness; Aerodromes Inspectors Course; Integrated Safety Management (ISM); Safe Transport of Dangerous Goods by Air; Aviation Medicine (AVMED); and European Co-ordination Centre for Accident and Incident Reporting Systems (ECCAIRS).

An important development in this area is the establishment in April 2013 of the Association of African Aviation Training Organizations (AATO) aimed at harmonizing and standardizing aviation training in Africa, with the assistance of the AFI Plan.

APIRG AND RASG-AFI

The Regional Aviation Safety Group for the AFI Region (RASG-AFI), established in March 2012, and the AFI Planning and Regional Group (APIRG), established in June 1981, are the main drivers in the implementation of safety management and air navigation efficiency and capacity priorities at the regional level. The two groups coordinate their activities and other regional initiatives to address the priorities and emerging issues, and will align their work programmes with the new Global Aviation Safety Plan (GASP) and Global Air Navigation Plan (GANP), relevant Aviation System Block Upgrades (ASBUs) modules, and associated technology roadmaps.

REGIONAL SAFETY TARGETS

Efforts are being deployed to assist States in implementing a set of high-level aviation safety objectives and targets which were adopted by the Abuja Ministerial Conference on aviation safety (16-20 July 2012), and further endorsed by the Assembly of Heads of State and Government of the African Union in January 2013. The set targets are aimed at addressing emerging safety issues, certification of aerodromes and air operators, and achieving effective implementation of critical elements of States' safety oversight systems of at least 60% by 2017. A mechanism is being coordinated with AFCAC to monitor the implementation of the safety targets and adherence to the applicable timelines.

AVIATION SECURITY

The ICAO ESAF Office provides assistance to States on issues relating to aviation security and facilitation in accordance with the action plan defined by the African Roadmap on Aviation Security and ICAO Strategy.

ENVIRONMENTAL PROTECTION

In addition to promoting efforts to achieve environmental benefits through operational efficiencies (e.g. from PBN operations), assistance is provided to States in the region to acquire knowledge and skills on the utilization of the ICAO Fuel Savings Estimation Tool (IFSET), to enable effective use by air navigation service providers, users, regulators, and other aviation stakeholders.

UNITING AVIATION THROUGH COLLECTIVE INTELLIGENCE



LUIS FONSECA DE ALMEIDA

✈ Two years ago, when I was appointed by the Secretary General of ICAO as the Regional Director of the ICAO European and North Atlantic (EUR/NAT) Office, I knew I had not been given an easy task. In fact I was expected, *inter alia*, to support and coordinate the implementation of ICAO's aviation safety, security and sustainability standards and policies in 56 member States: an

area of accreditation with a geographical reach ranging from the Bering Isthmus to Alaska, going west and from the North Pole to North Africa.

In my capacity as head of the ICAO EUR/NAT Office, I was mandated to not only assist States; I was also expected to respond to and reconcile the needs — sometimes conflicting ones — of diverse stakeholders who, in turn, must strive to reach the highest degree of aviation harmonization in order to protect passengers' lives. To that end, no operational specificity could be ignored, from high density continental airspace to low density oceanic airspace and from perennial ice to desert sands.

It is not a secret just how different the needs of the States we have to serve are, and how difficult it sometimes is to find the *third way* that is simultaneously able to fit everybody's needs: the needs of States depending on very mature national aviation systems versus the needs of those finding themselves in an early development phase; robust GDPs versus severe lack of means; and stable societies versus complex political situations where aviation issues are concerned.

Last, but not least, it is well known that part of the ICAO European Region can count on the support of highly sophisticated aviation Organizations whose contribution is indispensable and of vital importance to improve aviation safety, security and sustainability, at both the regional and global levels. However, if not properly and adequately shared with the rest of the ICAO European Region, such first-class achievements could paradoxically deepen the aviation harmonization gap among States.

THE VALUE OF COLLECTIVE INTELLIGENCE

Everything was crystal clear: the mission, the objectives, the scope, and the challenges. All of these called for better communication among all the aviation stakeholders within the ICAO EUR/NAT area of accreditation in order to derive the most from existing resources and capabilities, through *collective intelligence*.

This is where our priorities had to lie and this was what was needed to assist States in line with their own direction, as clearly expressed by them through the ICAO Assembly and Council decisions.

It is not by chance that in the last two years, thanks to the fundamental support from States and the most important international Organizations in the Region, the Office I have had the honor to lead was finally able to accomplish such priorities as developing the two most far-ranging and comprehensive decision-making fora in the European Region addressing specifically the safety and security domains. They are the European Regional Aviation Safety Group (RASG EUR) and the ICAO EUR/NAT Aviation Security Group (ENAVSECG).

The two Groups met for the first time in January and July 2012 respectively in the ICAO EUR/NAT Office premises, and will continue to gather, at least once a year, the top safety and security officials from all 56 member States and regional aviation stakeholders.

The two new fora, which complement the remarkable work being done by the two Planning and Implementation Regional Groups (EANPG and NATSPG) within the more specific scope of Air Navigation, represent a turning point in safety and security. They are, in fact, the only decision-making and information-sharing assemblies involving all aviation stakeholders in the EUR/NAT area of accreditation, including States, airlines, airports, air navigation service providers, manufacturers, and aviation professionals.

In times of increasingly tight State budgets, it is everybody's responsibility to optimize the use of limited public resources, avoid duplication of work, stay within scope, build on others' recognized achievements and, in turn, share their own achievements. Aviation does not deserve anything less than that.

EUROPEAN AND NORTH ATLANTIC (EUR/NAT) OFFICE

RASG-EUR supports the implementation of the objectives of ICAO's Global Aviation Safety Plan (GASP) by ensuring effective coordination and cooperation between all stakeholders in the ICAO EUR/NAT Region and supporting the establishment and operation of performance-based safety systems. All States can view it as the regional engine search for safety solutions — the library for best safety practices allowing all aviation stakeholders to benefit from maximum collective intelligence.

Beyond the direct exchange of safety information and best practices, the RASG-EUR will also launch safety enhancement initiatives for the part of the Region which is not within the regulatory framework of the European Union. This technical work will be done through the ICAO EUR Regional Expert Safety Team (IE-REST — first meeting in Moscow, Russian Federation, 10-11 June 2013).

AVIATION SAFETY AND SECURITY

Within the safety domain, the EUR/NAT Office will continue to support States' efforts toward the implementation of their State Safety Programme and the Safety Management Systems of their regulated entities, including air operators; aerodrome operators; air navigation service providers; approved maintenance Organizations; approved flight training Organizations; and aircraft design and manufacturing Organizations.

In terms of security, the establishment last year of the ENAVSECG security group follows the same collective intelligence vision behind the creation of the RASG-EUR for safety. The ICAO EUR/NAT AVSEC Group was, in fact, established based on States' requirements, and in line with the joint Statement of the Regional Conference on Aviation Security in Europe (Moscow, November 22, 2011) which commended "the leadership role of ICAO in strengthening aviation security at the global and regional levels, and urged ICAO to continue to reinforce cooperation amongst all aviation security stakeholders...".

Consistent with the well-defined strategy and relevant action of the Secretary General of ICAO, Mr. Raymond Benjamin, the EUR/NAT Office is now able to focus on aviation security thanks to a number of dedicated professionals. It is the first time that all 56 States in the ICAO EUR/NAT Office area of accreditation (i.e. including the Eastern European and North African States which are not part of the European Union or ECAC) are directly supported in activities relating to aviation security. This allows them to request support from the ICAO EUR/NAT Office in implementing Annex 17 and Annex 9 security-related provisions and in obtaining assistance and solutions appropriate to their specific needs. The ICAO global philosophy of collective intelligence, which has already led to the creation of the two above-mentioned safety and security groups, has also inspired ICAO global initiatives in the Air Navigation sector.

ASBU: OPERATIONAL AND INTELLECTUAL AVIATION BUILDING BLOCKS

The ICAO Aviation System Block Upgrade (ASBU) methodology, endorsed recently by the ICAO 12th Air Navigation Conference (Montréal, November 2012), will dramatically shape the work of ICAO Regional Offices. This methodology is designed to allow regional performance improvements through the progressive implementation of the ICAO Global Air Navigation Plan (beginning in 2013 through to 2018 and beyond) via scalable blocks to meet regional and local needs in four performance areas: 1. Airport Operations; 2. Globally interoperable systems and data; 3. Optimal capacity and flexible flights; 4. Efficient flight path.

It is a step-by-step plan organized in five-year increments with the first step (Block 0 starting in 2013) based upon existing technologies. As stated by ICAO, such a structured approach provides a basis for sound investment strategies and will generate commitment from equipment manufacturers, States and operators/service providers.

Over the next five years, all 56 Member States accredited to the EUR/NAT Office can therefore count on our assistance and support related to the implementation of Block 0 in each of the four Performance areas: from airport collaborative decision-making implementation to Digital Aeronautical Information Management (AIM); and from Performance-based Navigation to Route Network Development, to cite just a few examples.

The ASBU methodology will also reframe the remarkable achievements of the 52 member States of the ICAO European Air Navigation Planning Group (EANPG). As far as transatlantic airspace is concerned, beginning this year, the EUR/NAT Office of ICAO will increasingly be supporting the nine provider States of the North Atlantic Systems Planning Group (NAT SPG) in meeting two important goals: the safe reduction of lateral and longitudinal separation of aircraft, and data link implementation (Block 0 of Performance Improvement areas 3 and 4).

The rationale behind the ASBU methodology is not limited to *operational* building blocks. Consistent with all the initiatives which have been an inspiration to ICAO and its EUR/NAT Office over the last two years, it is a methodology aimed at making the most of all aviation stakeholders' expertise. One might refer to them as the *intellectual* building blocks of aviation.

Aviation is an extremely complex, sophisticated and safety-critical field. To paraphrase the words and advice from the 28th US President, Woodrow Wilson, it should therefore be everybody's commitment to *not only use all the brains we have, but all that we can borrow as well*.

THE CHALLENGE IN THE MIDDLE EAST: AVIATION SAFETY IN A DIFFICULT TIME



MOHAMED R. M. KHONJI

 The role and tasks of the Regional Offices (ROs) are determined at the highest level by the objectives of the Organization as defined in Article 44 of the Convention on International Civil Aviation (Chicago Convention). The Middle East (MID) Regional Office is based in Cairo, Egypt. Its inception resulted from an agreement signed in 1953 between ICAO and the Egyptian Government.

The Office is accredited to 15 ICAO Members States in the Middle East, namely, Bahrain, Egypt, Iran (Islamic Republic of), Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Sudan, Syria, United Arab Emirates, and Yemen. It is primarily responsible for maintaining continuous liaison with the States to which it is accredited, and with appropriate Organizations, regional civil aviation bodies, and UN Agencies and programmes.

The MID Regional Office ensures interregional coordination and promotes the timely and harmonized implementation of ICAO policies, resolutions, decisions, Standards and Recommended Practices (SARPs), and air navigation and aviation safety plans. It also provides technical guidance and assistance to MID States, and assists with the implementation of initiatives. In order to achieve ICAO's objectives and the aviation sector's strategic goals, MID regional staff are deeply involved in workshops, seminars, trainings and regional meetings, as well as States' missions.

In the MID region, air traffic varies widely from one State to another. Some States' traffic is increasing rapidly, while in some parts of the region traffic is declining due to political unrest. To meet this challenge, the ICAO MID Regional Office balances its assistance and guidance according to States' needs by coordinating and harmonizing between them, and proposing solutions to differences between States.

NORMALIZING CIVIL AVIATION OPERATIONS

In light of the area's recent political unrest, the Office played a vital role in ensuring the continuous safety of international civil aviation operations within the Region. In the past two years restrictions have been imposed by the United Nations Security Council, endorsing the "No-Fly Zone" over Libya, authorizing all necessary measures for the safety of flights and passengers. Alternate safe routes were arranged for the airspace users who needed to carry out humanitarian flights, in order not to jeopardize the safety of these flights and to assist international air transport through the MID region. By reinforcing the need for safety, the global air transport system is arguably the safest mode of transportation available.

The political instability in some States in the MID Region resulted in major challenges to the MID Regional Office activities and resulted in disruption of traffic flow. The latest such occurrence is the event in the east Mediterranean area which caused a shift of traffic that required MID Regional Office intervention with the development of contingency measures to alleviate the situation and assist airspace users.

In support of ICAO Strategic Objectives of enhancing global civil aviation safety and security, and fostering harmonized and economically viable development of international civil aviation that does not unduly harm the environment, the MID Office conducted several major worldwide aviation events and activities. This included the Arab Air Transport Economics Summit held in Dubai, UAE on the eve of the Sixth ICAO Air Transport Conference (ATConf/6).

MEETING THE NEEDS OF A GROWING SECTOR

During the Arab Air Transport Economics Summit, I delivered a keynote speech indicating that the MID region has become the fastest growing region in air transport, achieving an average 12.4% annual growth rate in the last five years in total scheduled services in terms of Revenue Passenger Kilometres. I also highlighted the importance of realizing the full potential of the global ATM system and the need to encourage developments which help regulatory authorities become more responsive with respect to required safety assessments and operational approvals for new technologies and procedures, with better airspace utilization and civil-military coordination.

MIDDLE EAST (MID) OFFICE

MID REGION ACTIVITIES AND EVENTS

The ICAO MID Region, along with the other ICAO regions, conducts several meetings of its MID Air Navigation Planning and Implementation Regional Group (MIDANPIRG), along with its subsidiary bodies, to encourage, expedite, coordinate, and follow up on the implementation of up-to-date Air Navigation Plans. The region also holds meetings of the Directors General of Civil Aviation-Middle East Region (DGCA-MID) with a focus on high-level policy matters and implementation issues regarding aviation safety, security, air navigation, environmental protection, and air transport.

The DGCA-MID/2 meeting in May 2013 in Jeddah, Saudi Arabia covered issues relating to the support of a globally harmonized air navigation system through the Global Air Navigation Plan (GANP) fourth edition which provides guidance on operational targets and supporting technologies, avionics, procedures, standards, and regulatory approvals needed to realize its objectives.

MIDANPIRG will use the GANP to establish a framework for incremental implementation based on the specific operational profiles and traffic densities of the MID region. This will be accomplished through Aviation System Block Upgrades (ASBUs), which form the basis of the revised GANP.

The MID Region has initiated surveys to collect data that will be analyzed and will lead to the identification of opportunities for operational performance improvement. Modules from the ASBUs will then be evaluated to identify which of these best provides the needed operational improvements for the MID region. Depending on the complexity of the module, additional planning steps may need to be undertaken, including financing and training needs.

Finally, MID regional plans will be developed for the deployment of modules by drawing on supporting technology requirements. This planning process may require repeating several steps until a final plan with specific MID regional targets is in place. This planning methodology requires full involvement of States, service providers, airspace users, and other stakeholders, thus ensuring the commitment of all for implementation. This approach will facilitate the response to Recommendation 6/1 from the 12th Air Navigation Conference (ANConf/12) which calls on States and PIRGs to finalize the alignment of regional air navigation plans with the Fourth Edition of the Global Air Navigation Plan by May 2014.

SAFETY AND SECURITY REMAIN PRIORITIES

In addition, the MID region established a Regional Aviation Safety Group (RASG-MID) with the aim of supporting a Regional Performance Framework for the Management of Safety in the MID Region and to serve as a regional cooperative forum integrating global, national and industry efforts. It is also designed to facilitate the implementation of the Global Aviation Safety Plan (GASP) and the associated Global Aviation Safety Roadmap (GASR). In order to function properly, MID-RASG established subsidiary bodies such as the RASG-MID Steering Committee (RSC), the MID Annual Safety Report Team (MID-ASRT) and the MID Regional Aviation Safety Team (MID-RAST) to follow up on matters of concern and develop future plans/work programmes for the RASG-MID. It is worth mentioning that the launch of RASG-MID resulted in the publication of the first annual Middle East Safety Report, which made several recommendations regarding raising the present safety level and upholding the safety standards in the MID region. In this regard, the first Middle East Region Safety Summit was held in Bahrain at the end of April 2013, at which a safety strategy was established to be presented to the DGCA-MID/2 meeting for endorsement.

In the area of security, ICAO has chosen to focus the collective MID regional aviation security effort on supporting the establishment of a Civil Aviation Security Programme for the Middle East Region, known as CASP-MID. The first meeting of the Experts Working Group was held in Bahrain in April 2013. CASP-MID is managed by the ICAO Technical Co-operation Bureau (TCB) in cooperation with the Aviation Security (AVSEC) Branch at Headquarters, in coordination with the MID Regional Office. As the MID Regional Office has considerable insight regarding the actual membership, management processes and time frames, the MID Office has dedicated resources to the planning of regional initiatives.


I hope to see many initiatives materialize toward the enhancement of aviation within the MID Region. It is important to note that the MID Regional Office cannot work alone: our States, regional Organizations and partners will need to assume an active role in order to: enhance global civil aviation safety; increase capacity and improve efficiency of the global civil aviation system; improve global civil aviation security and facilitation; foster the development of a sound and economically viable civil aviation system; and minimize the adverse environmental effects of civil aviation activities.

To quote William Shakespeare, who once said, "My soul is in the sky," we say that our souls are in safe skies; that is what we do at ICAO.

SUCCESSFULLY MEETING THE CHALLENGES OF DIVERSE REGIONS THROUGH EFFECTIVE PARTNERSHIPS AND COLLABORATIVE EFFORTS



LORETTA MARTIN

 The North American, Central American and Caribbean (NACC) Regional Office was established in Mexico City in 1957. It serves a group of 21 States and 19 Territories representing a diverse mix of cultures and some very complex and challenging aeronautical issues — key among which are the current NAM and CAR region priority areas, namely, safety, security, and air navigation

system function and performance. Regional planning, coordination and implementation are helping stakeholders develop more cooperative, manageable and efficient solutions to the challenges.

The NACC Regional Office supports and provides advice, technical assistance and training to States/Territories, and promotes and coordinates regional cooperation. A primary responsibility is to assist States with achieving timely and harmonized implementation of ICAO policies, and Standards and Recommended Practices (SARPs) as well as global and regional safety, security and air navigation plans. We also play a critical role in technical cooperation-related activities by having knowledge of State requirements from a first-hand perspective.

EMPLOYING A COLLABORATIVE APPROACH

The NACC Office work programme is challenging, varied and requires not only maintaining close relationships with States and Territories; it also requires close relationships and collaboration with international Organizations, regional safety oversight Organizations including Air Safety Support International (ASSI); Caribbean Aviation Safety and Security Oversight System (CASSOS); the Central American Corporation for Air Navigation Services (COCESNA) safety agency ACSA; and the regional civil aviation body, the Latin American Civil Aviation Commission (LACAC), where related efforts must be well-coordinated in order to avoid duplication of effort and ensure harmonized development of the international air transport system as a whole. The NACC Office also works closely with international aviation Organizations such as: Airports Council International (ACI); the

International Air Transport Association (IATA); Latin American and Caribbean Air Transport Association (ALTA); the Civil Air Navigation Services Organization (CANSO); the International Federation of Air Line Pilots' Associations (IFALPA); and the International Federation of Air Traffic Controllers' Associations (IFATCA), among others. Sister United Nations agencies and programmes such as WMO, WHO and UNDP also play an important role in several of the Office's activities.

In order to address the issues related to the specific geographical areas of the Region, three sub-regional Directors of Civil Aviation groups have been established over the years.

The Central American Directors of Civil Aviation (DGAC/CAP) group, established in 1952, consists of Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama.

The Eastern Caribbean Directors of Civil Aviation (E/CAR DCA) group, established in 1981, includes Barbados, French Antilles, ECCAA in representation of OECS States (Antigua and Barbuda, Grenada, St. Kitts and Nevis, St. Lucia, and Saint Vincent and the Grenadines), Netherlands, Saint Maarten, Trinidad and Tobago, United States, and United Kingdom.

The Central Caribbean Directors of Civil Aviation (C/CAR DCA), established in 1997, includes Aruba, Bahamas, Cuba, Curacao, Dominican Republic, Haiti, Jamaica, Netherlands, United Kingdom, and United States.

These three groups meet individually on an annual basis and hold a joint meeting every three years to discuss issues that touch all members of the NACC. Regions share experiences, and review and approve the results of the ICAO Assembly.

Due to the mix of cultures in the NAM/CAR Regions, the NACC Office conducts business in both Spanish and English.

As the focus of ICAO evolves — from primarily Standards and Recommended Practices and planning activities to roles involving more implementation and oversight — so does that of the regional offices. This evolution maintains the Organization's primary responsibility to assist States with compliance matters, but also moves toward a more collaborative approach involving all aviation stakeholders in order to better meet the future needs of global aviation.

From a regional perspective, there is an intensive three-prong focus consisting of air navigation, flight safety and aviation security. The concerns of these focal areas will be met through three distinct efforts in the Pan American Region, as described below.

THE CAR/SAM PLANNING AND IMPLEMENTATION REGIONAL GROUP

The CAR/SAM Planning and Implementation Regional Group (GREPECAS) was set up by the ICAO Council in 1990. The objectives for establishing GREPECAS were to ensure the continuous coherent development of the CAR and SAM Regional Air Navigation Plan, identify specific issues in the various air navigation fields, and propose actions aimed at resolving these issues.

A significant accomplishment of the Group has been the creation of the GREPECAS Air Navigation Deficiencies Database (GANDD). This database provides a web-based tool to identify, classify, monitor, and update the resolution status of outstanding regional air navigation deficiencies. The GANDD is accessible to States on the NACC Office web site.

REGIONAL AVIATION SAFETY GROUP-PAN AMERICA

The Regional Aviation Safety Group-Pan America (RASG-PA), established in 2008, is the first ICAO multi-region initiative established to address gaps found in safety implementation activities. These activities involve States, international Organizations, airlines, air navigation services providers, airports, manufacturers, and regional aviation safety Organizations throughout the Americas.

The basis for RASG-PA's work is the ICAO Global Aviation Safety Plan (GASP) and the associated Global Aviation Safety Roadmap (GASR) developed by the Industry Safety Strategy Group (ISSG), a group of key aviation industry stakeholders working with ICAO. The ICAO NACC Regional Office acts as the Secretariat for the Group.

RASG-PA serves as a focal point to ensure the harmonization and coordination of safety efforts aimed at reducing aviation hazards and risks in North America, Central America, the Caribbean, and South America.

AVIATION SECURITY AND FACILITATION REGIONAL GROUP

A multi-regional Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG) was established in 2009 for the NAM/CAR/SAM Regions to identify, assess and prioritize security issues, as well as to follow up and implement AVSEC/FAL measures in accordance with ICAO SARPs and other guidelines. The ICAO NACC Office and LACAC serve as the AVSEC/FAL/RG Secretariat, coordinating the Group's efforts based on priorities as established by its members.

In coordination with ICAO Headquarters, the AVSEC/FAL/RG functions as a multi-regional forum to harmonize and efficiently unify the efforts of smaller AVSEC regional entities in order to avoid duplicating efforts and exhausting limited State resources.

Each of the efforts described above requires keen focus and dedication by all participants. A determined and collaborative approach undertaken by all stakeholders will be necessary to achieve success, and it must be emphasized that this is a new approach to meeting the demands now facing aviation.

The NACC Regional Office has witnessed firsthand the eagerness of all aviation stakeholders to make progress in regional efforts in order to meet the challenges faced by aviation today. The stakeholders of the region have the skills, expertise and abilities to be successful, but we must pool our capabilities and resources more effectively to ensure future success.

Achievements in recent years have been reflected in the results of the seven USOAP CMA ICVMs conducted since 2011, which have shown Lack of Effective Implementation (LEI) of the critical elements of a safety oversight system reduced by up to 24%. Only two States in the regions having LEIs greater than 50% and only one State has an SSC.

NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN (NACC) OFFICE

TRANSITIONING TO A RESULTS-BASED MANAGEMENT APPROACH



FRANKLIN HOYER

✈ In keeping with recent positive changes in global air navigation and safety plans, as well as the experience gained regarding the management of results-based projects, for the past few years the ICAO South American (SAM) Regional Office has made great efforts to transition to a results-based work environment. We wish to highlight the following achievements:

- Change in the CAR/SAM PIRG (GREPECAS) working structure
- Implementation of technical cooperation regional projects with the support of SAM States, in support of the implementation of operational improvements and standardization of regulations
- Development of performance metrics
- Development of clearly defined goals

All of these results-oriented changes require the commitment of aeronautical authorities in order to obtain clearly defined goals. This report briefly explains the actions taken in the SAM Region to align its work toward results-based management.

The ICAO performance-based approach (PBA) targets desired or required results through the adoption of performance objectives and goals, as well as by informed decision-making on the basis of facts and data. The expected result is a more efficient system as the result of cost economies, equitable practices regarding imposition of rights, and the provision of more efficient services. The implementation of air navigation systems through the CAR/SAM Regional Planning and Implementation Group (GREPECAS) is a priority for the ICAO South American (SAM) Region.

THE ROLE OF GREPECAS

Since its establishment by the ICAO Council in 1990, GREPECAS has centred its work, role, Organization and operation on annual meetings of both the Group and its contributory bodies. This permanent work model has led to repetitive processes whose end result is that a great number of conclusions and decisions have been formulated, necessitating ongoing follow-up.

The results-based approach requires, among other things, that we acquire and retain talent, plan the work of the various sectors, prioritize activities that add value to the achievement of the expected results, and improve communication and response time.

In the SAM Region, the regional technical cooperation projects have been identified as the most efficient way to achieve implementation of operational improvements within a collaborative environment between States and industry, and under the leadership of ICAO.

SOUTH AMERICAN

Currently, the Region has developed the following technical cooperation projects that provide support not only to GANP objectives, but to those of the GASP. They have been designed to complement their work when required — PBN implementation, for example — and to be managed from a multidisciplinary point of view:

- *RLA/06/901 – Assistance in the implementation of an ATM regional system according to the ATM operational concept and the corresponding technological support for communications, navigation, and surveillance (CNS).* Corresponding action plans and documentation have been drafted which detail PBN implementation activities and optimization of ATS routes in phases, as well as the expected results.
- *RLA/03/901 – REDDIG Management System and Satellite Segment Administration*, which administers the operation and maintenance of REDDIG, and provided continuity to the RLA/98/019 project. This activated an administrative agreement to operate and maintain a high-quality multinational aeronautical communications network at reduced cost.
- *RLA/99/901 – Regional Safety Oversight Cooperation System (SRVSOP)*: provided the synergy which was essential for the implementation of linking operational requirements. Its activities were oriented toward meeting the PBN programme implementation requisites through the development of Advisory Circulars (AC) providing acceptable methods of compliance (AMC) with regard to aircraft and users' approval for RNAV 5 operations, RNP APCH, RNP AR APCH, and APV/baro-VNAV. In addition, Advisory Circulars for RNAV 10, RNAV 1 and RNP 1 were developed, which will enable harmonious PBN implementation in the Region.

A PROJECT-BASED FOCUS

The experience gained during the execution of these projects, and their success in producing results, were instrumental in the decision to shift the working methods of GREPECAS from a functional (ATM, MET, CNS, AGA, among others) and meeting-based Organization, to a structure based on programmes and projects. Taking into consideration that an essential element of project management is the assessment of progress made in a specific period of time, GREPECAS approved the establishment of the Programmes and Projects Review Committee (PPRC) whose main function, from the newly-formed perspective, is to evaluate the results obtained annually and to prioritize activities and/or eliminate any implementation obstacles. In addition, video conference meetings and the adoption of decisions and/or conclusions via the fast track method have become a priority.

The challenge to transform GREPECAS from a model based solely on meetings to a project-based one is no simple task; it requires a learning process and adapting to a new work methodology. The advantages of the model are obvious. It can be easily understood and accepted by staff at the managerial level; nevertheless, the commitment of both the authorities and the service providers to achieve the results at the agreed-upon time is essential.

Finally, having gathered the lessons learned from previous projects, the ICAO SAM Regional Office intends to propose to States, at its Thirteenth Meeting of Civil Aviation Authorities of the SAM Region (RAAC/13) (Bogotá, December 2013) the signing of a "Declaration of Commitment" on a number of management indicators and targets, as a way of complementing the development of the various activities and results of the programmes and projects, not only within GREPECAS but also as regards safety and airport security.

It is clear that what cannot be measured cannot be managed. We anticipate that by the end of this year we will have in place the elements necessary for a results-based management approach to promote the development of safe, efficient civil aviation in the Region.

(SAM) OFFICE

MAINTAINING A KEEN FOCUS ON AVIATION SAFETY AND EFFICIENCY



MAM SAIT JALLOW

- ✈ In 1963, the ICAO Western and Central African (WACAF) Office was established in Dakar, Senegal, with accreditation to 24 ICAO Contracting States in the Region. Today, a multidisciplinary team of 25 Professional and General Services staff carries out its mandate to:
- Promote ICAO policies and Standards and Recommended Practices (SARPs) contained in the Annexes to the Convention on International Civil Aviation; and to further the implementation of the Air Navigation Plans (ANPs) approved by the Organization on the basis of the recommendations issued by Regional Air Navigation (RAN) Meetings, the AFI Planning and Implementation Regional Group (APIRG), the AFI Regional Aviation Safety Group (RASG AFI).
 - Liaise with States, appropriate Organizations and regional civil aviation bodies, by advising and providing necessary assistance as required in their endeavors to establish and maintain a coordinated and effective air navigation system for a safe, orderly and efficient air transport system.

The WACAF Office also provides support and assistance to the Secretariat of the African Civil Aviation Commission (AFCAC), the specialized agency of the African Union (AU) in the field of civil aviation.

Most WACAF programmes and activities are planned, implemented and monitored in close collaboration with the ESAF Regional office in Nairobi. Central in this joint effort is the AFI Comprehensive Regional Implementation Plan for Safety in Africa (AFI Plan) which encompasses training activities, establishment of RSOOs and RAIAs, and delivery of assistance through State-specific ICAO Plans of Action to eliminate Significant Safety Concerns (SSCs) and increase effective implementation of safety standards. Stakeholders such as AFCAC, IATA, other industry partners, and certain individual States are also key collaborators.

SUPPORTING AFCAC IN THE IMPLEMENTATION OF THE AFI-CIS PROJECT

As part of a new strategy to address safety oversight deficiencies, including SSCs in 2010, AFCAC and ICAO endorsed a project proposal for the establishment and management of an AFI Cooperative Inspectorate Scheme (AFI CIS) which became operational in January 2011. This project aims to provide assistance through experienced regional aviation safety inspectors for the certification of air operators and surveillance activities.

The Project is managed by AFCAC with technical support from the ICAO ESAF and WACAF Regional Offices. ICAO support included the development of the AFI CIS Policy and Procedure Manual, the Memorandum of Understanding (MOU), and in the evaluation, selection and training of inspectors.

The RSOOs and COSCAP Projects provide technical guidance to the AFI CIS teams by leading the missions to States within their geographical areas. This approach provides for a more effective use of regional safety oversight bodies, in addition to avoiding possible duplication of efforts. In line with the terms and conditions of the MOU signed between AFCAC and participating States, beneficiary States are on cost recovery basis. Such costs have, however, been met so far by AFCAC. Since its inception, the AFI CIS project has provided assistance to Gabon, Guinea, Guinea Bissau, Congo, DR Congo, Malawi, and Zambia with immense support toward efforts in the resolution of SSCs.

COLLABORATIVE ARRANGEMENT FOR THE PREVENTION AND MANAGEMENT OF PUBLIC HEALTH EVENTS IN CIVIL AVIATION (CAPSCA)

Through Resolution A35-12, the ICAO Assembly declared that the protection of the health of passengers and crews on international flights is an integral element of safe air travel and that conditions should be in place to ensure its preservation in a timely and cost-effective manner. Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA) programmes have been established in the various ICAO regions. The objective of these programmes is to reduce the risk of spreading communicable diseases by air travel.

CAPSCA-Africa, coordinated jointly by the ICAO ESAF and WACAF offices, provides assistance to States (through training workshops and assistance visits to airports) to enable them to comply with the relevant ICAO SARPs and guidelines in Annexes 6, 9, 11, 14 and 18 and the *Procedures for Air Navigation Services – Air Traffic Management PANS-ATM*, as well as the International Health Regulations of WHO and guidelines related to contingency planning with regard to public health emergencies and the prevention of spread of communicable diseases through air travel.

REGIONAL AIR NAVIGATION SURVEILLANCE PROJECT – ASECNA

In a bid to enhance ANS services in the airspaces of its seventeen African Member States, the *Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar* (ASECNA) based in Dakar, launched a project in 2012 to upgrade aeronautical surveillance systems in eleven Air Traffic Control Centres (ATCCs). This project includes the implementation of Mode-S Secondary Surveillance Radar (SSR) stations coupled with Automatic Dependent Surveillance Contact (ADS-C); Controller Pilot Data Link Communication (CPDLC) and Flight Data Processing (FDPS) systems. The project is to reinforce ATCCs surveillance capability in support of the implementation of PBN. It is consistent with the AFI Surveillance Implementation Strategy and ICAO strategic Objectives A (Safety) and B (Air Navigation Capacity and Efficiency).

COOPERATIVE DEVELOPMENT OF AERONAUTICAL METEOROLOGY CODEVMET

In order to assist a number of ICAO WACAF States in taking corrective action and implementing measures to eliminate long-lasting critical safety related aeronautical meteorology (MET) deficiencies identified from results of ICAO USOAP Audits, APIRG lists of Air Navigation deficiencies, as well as reports of assistance missions, the Regional office initiated a Cooperative Development of Aeronautical Meteorology (CODEVMET) project in August 2008. CODEVMET aims at enhancing the capability of the regulatory authority of concerned parties in carrying out safety oversight of AeroMet services and establishing a system which enables MET Service Providers in Member States to achieve compliance with international aviation safety standards for the provision of timely, reliable and accurate meteorological information to operators.

WESTERN AND CENTRAL AFRICAN (WACAF) OFFICE

AVSEC ROADMAP FOR AFRICA

WACAF provides support in the implementation of the AVSEC roadmap based on the joint Declaration of African Ministers responsible for Civil Aviation, aimed at making African States and their civil aviation security systems standard-compliant in line with ICAO standards. The key element in this effort is support for bilateral capacity-building initiatives.

Through continuous support, active participation in and follow-up with ICAO USAP audits, AVSEC needs assessments have been conducted, and State Improvement Plans (SIP) are being implemented in seven WACAF States.

AERODROME SAFETY AND THE ACI APEX PROGRAMME

Under the framework of an MOU signed between ICAO and Airports Council International (ACI) in 2012, assistance is being provided to Member States in general, and aerodrome operators, in particular, for the improvement of aviation safety. An integral part of the implementation of this MOU is the Airport Excellence (APEX) in Safety Programme put in place by ACI to help airports identify and address safety vulnerabilities. Airports acting as Airport Safety Partners lend each other assistance, with implementation carried out locally.

In the WACAF region, the APEX programme was launched in 2011 with a pilot Safety Review project conducted at the Tokoin airport in Lomé, Togo. Since then, there has been a similar APEX Review Safety mission in Mauritania, as well, with the joint collaboration of ACI, the WACAF office and other partners. ICAO audits in the WACAF region proved that there are still challenges in aerodrome certification, establishment of SMS, and complying with ICAO SARPs. Airports can now assess their safety level and ensure that appropriate solutions are developed.

ESTABLISHMENT OF AN AFI FLIGHT PROCEDURE PROGRAMME (AFI FPP)

ICAO Assembly Resolution A37-11 on PBN urged all States to implement RNAV and RNP air traffic services (ATS) routes and approach procedures, and to set goals for implementation. To meet these goals, the Special Africa-Indian Ocean (AFI) Regional Air Navigation Meeting in 2008 supported the concept of an AFI FPP Office; the APIRG endorsed the concept. A Letter of Intent and an MOU were signed between ICAO, ASECNA as Host Administration, and the DGCA of France, as the sponsor, for the establishment of an AFI Flight Procedure Programme.

The goal of the AFI FPP, which is being established in Dakar, is to foster the implementation of safe and efficient flight procedures with specific attention to PBN procedures and airspace design techniques to generate PBN benefits including approaches with vertical guidance.

EFFICIENCY

The successful implementation of RVSM in the AFI Region has accrued benefits. In the same vein, the IATA Flexible Routes (iFlex) project has increased flexibility of the fixed route structure, and through the optimized use of airspace, increased efficiency, while maintaining safety standards. In this context, a flexible routes system was successfully implemented in 2011 specifically over the South Atlantic airspace and the AORRA (Atlantic Ocean RNAV Random Routing Area), leading to great savings and CO₂ for consistency reductions.

Consequently, APIRG and its subsidiary bodies are rationalizing the air routes network with the introduction of more direct PBN routes. Likewise, ICAO is urging States to implement PBN approach procedures, with an emphasis on CCO and CDO operations.

Focusing on safety, ICAO and its partners are improving the level of compliance of States with ICAO SARPs. Although challenges still remain, results of ICAO Audits have shown enhancements ranging from 11% to 40% increase in effective implementation of safety oversight critical elements.



INDONESIA CIVIL AVIATION

INDONESIA IS AN ARCHIPELAGIC COUNTRY with more than 17,000 islands and a 5250 km wide airspace. It moved over 81 million passengers in 2012 with an 18% annual traffic growth, and a national growth of the economy of over 6% on average. It has valued aviation as the essential mode of transport to connect the nation.



**AIRPORT
DEVELOPMENT**



**AIR
NAVIGATION
SERVICES**



THE SIGNIFICANT ROLE OF CIVIL AVIATION IN INDONESIA



REPUBLIC OF INDONESIA




Motto : **Bhinneka Tunggal Ika**
(Unity in Diversity)

National ideology : **Pancasila**

Anthem : **Indonesia Raya**




INDONESIA'S VAST AIRSPACE

stretches 5,253 kilometers or about one-eighth of the equator line from west to east. The Republic of Indonesia is populated by over 238 million people with more than 300 ethnic groups and 742 languages and dialects. Strategically located

between two continents, Asia and Australia, and two oceans, the Indian and Pacific Oceans on latitudes 11°S and 6°N and longitudes 95°E and 141°E,

the Indonesian Flight Information Region (FIR) reaches 2,219,629 square nautical miles.

In 2012, Indonesia's airspace handled 614,712 domestic flights and 69,946 international flights, resulting in Indonesian airports being among the busiest airports in the region. Thus, Indonesia aviation played an important role in the Asia-Pacific region. Indonesia aviation history started in the early 20th century, and Indonesian became a member of the International Civil Aviation Organization (ICAO) on April 27, 1950.

Currently, Indonesia is preparing to take part in the Council elections Part III at the 38th ICAO Assembly which will be held from Sept. 24 to Oct. 4, 2013.

STATE SAFETY PROGRAM

THE INDONESIA STATE SAFETY PROGRAM (SSP) was established through the Transportation Ministerial Decree Number 8/2011 under a mandate of the Aviation Act Number 1/2009 as well as complying with ICAO's standards and policy. The Indonesian State Safety Program contains Flight Safety Regulations, Flight Safety Objectives, Flight Safety Reporting Systems, Safety Data Analysis and Exchange, Accident and Incident Investigation, Safety Promotion, Safety Oversight and Law Enforcement.

An internationally standardized website, ssp.hubud.dephub.go.id was launched to support SSP's performance. The SSP website is now at the second stage of 7 stages. Stage 1 : preparing the supporting infrastructure and creating the portal of the SSP website. Stage 2 : creating modules to simplify data analysis at SSP's database. Stage 3: desktop management is being prepared to show updated conditions of national aviation.

DGCA OF INDONESIA INSPECTORS

	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Air Transport	69	15	6	90
Airworthiness and Air Operations	81	10	94	185
Flight Security	84	33	16	133
Airport	71	22	16	109
Flight Navigation	100	30	8	138





Thank You for Enjoying the Garuda Indonesia Experience

Garuda Indonesia is awarded “World’s Best Regional Airline” and “Best Regional Airline in Asia”.*

By ensuring our passengers enjoy a consistently high level of service with the Garuda Indonesia Experience that showcases the diverse dynamism of our country, Garuda Indonesia has been recognized as the “World’s Best Regional Airline” and “Best Regional Airline in Asia”. We would like to thank all our passengers and aviation partners for your invaluable support and hope to continue to help you better experience all that Indonesia has to offer as a leisure destination and for business opportunities.

We are proud to be the Airline of Indonesia.

* Skytrax is a global leader in air transport research recognized for providing the highest standard and quality audit and service benchmarking programs for airline product and service quality.



**WORLD'S BEST
REGIONAL AIRLINE**
**BEST REGIONAL
AIRLINE IN ASIA**

AIRPORT RESCUE AND FIRE FIGHTING SERVICES (ARFS) AND AIRPORT EMERGENCY PLAN (AEP)



INDONESIA IS CONTINUOUSLY

improving its flight safety. Indonesia has revised the Airport Rescue and Fire Fighting Services (ARFFS) and Airport

Emergency Plan (AEP) to implement the Aviation Act No.1/2009. Indonesia is developing the capabilities of its personnel in handling emergency situations at airports and surrounding areas. Rescue and Fire Fighting Services and Air Traffic Controllers are the first units handling emergency situations.

The Indonesian DGCA has rendered the Airport Rescue and Fire Fighting Services compliant with the international standards. DGCA develops human resources by conducting training, including On the Job Training (OJT), regularly in domestic and overseas locations. The objective is to increase the capabilities of human resources in flight safety including cooperation with Australia through the Indonesia Transportation Safety Package (ITSAP).





The Minister of Transport, H.E.E. Mangindaan, presents a memento to ICAO Secretary General. Mr. Raymond Benjamin

AVIATION SECURITY

INDONESIA IS ACTIVELY taking part in various international activities regarding aviation security. From 12-14 September 2012 Indonesia participated in the ICAO High Level Conference on Aviation Security with the commitment of enhancing aviation security. At Conference, the Indonesian delegation was led by Dr. Bambang Susantono, Vice Minister of Transportation. Indonesia proposed a revised Annex 17 standard 4.2.6 as set forth in ICAO Secretariat paper HLCAS-WP/11 (Implementation of 100 per cent screening of persons other than passengers) to allow States to address the insider threat issue by applying the most effective set of security measures in order to achieve the desired level of security. DGCA and its ten regional offices conduct numerous monitoring activities (security audits, inspections, surveys and tests) on a regular basis, to verify compliance with the national civil aviation security programme and Annex 17.

Bilateral Cooperation on Deployment of In-Flight Security Officers

Based on the commitment of Indonesia as ICAO Member State and with reference to ICAO Annex 17 on aviation security, as also mandated by Aviation Act Number 1 of 2009, Indonesia facilitates the deployment of In-Flight Security Officers.

On July 2010, Indonesia signed a bilateral agreement with the Government of Singapore to establish mutual cooperation on the deployment of In Flight Security Officers at designated international airports. Currently, Indonesia is preparing for a bilateral agreement with the Government of Australia on deployment of In-Flight Security Officers.

Integrated Baggage Handling Screening System (IBHSS)

The Integrated Baggage Handling Screening System (IBHSS) will be implemented at Medan, Balikpapan and Bali airports (See Table) to improve convenience for passengers and reduce long queues at first security checkpoints.

Regulated Agent

In order to improve the effectiveness and efficiency of security measures for cargo and mail, Indonesia implemented the Regulated Agent (RA) provisions. Moreover, the DGCA issued DG Decree No. 152/2012 on security measures for cargo and mail carried by air.

AIRPORT NAME	LOCATION	PLANNED IBHSS OPERATION
Kuala Namu	Medan, North Sumatra	August 2013
Ngurah Rai	Denpasar, Bali	September 2013
Sepinggan	Balikpapan, East Kalimantan	September 2013

AIRPORT DEVELOPMENT



New terminal building at SSK II Airport, Pekanbaru, Riau, Indonesia



Denpasar Airport, Bali



New terminal building at Denpasar Airport, Bali, currently under construction

SINCE THE AVIATION ACT NUMBER 1/2009 was enacted on Jan. 1, 2009, Indonesia requires all certified airports to implement the Safety Management System (SMS). The requirement is further strengthened by Transportation Ministerial Decree Number 20/2009 and AC 139-01 Aerodrome SMS.

The Indonesian government also requires all airports for rotor wing aircraft to have heliport registration, including surface level heliports, elevated heliports and heli-decks. As of the end 2012, there were 56 registered surface level heliports, 23 registered elevated heliports and 155 registered heli-decks across Indonesia.

To ensure safe airport operation and maintenance, all airport personnel are also required to have licenses. As of 2012, there were some 11,000 licensed airport personnel including mechanical, electrical, airport engineering, ground support equipment (GSE) marshaller, aerobridge and AMC staff. For helicopters, there were 2,427 licensed helicopter landing officers (HLOs) as of 2012.

The DGCA has also performed approval of training for airport personnel by providing certification for 16 education and training institutions.

Runway safety program

The DGCA has issued an Advisory Circular Number 013/2012 on the Runway Safety Program (RSP) and the establishment of the Runway Safety Team (RST).

The program is prioritized for international airports. RST members consist of representatives from airports, Air Traffic Services and airlines at each airport.

The Indonesian DGCA, in partnership with ICAO, the Flight Safety Foundation (FSF) and the Association of Asia-Pacific Airlines (AAPA), has organized the First Regional Runway Safety Seminar/Workshop Asia-Pacific (APAC) from 21-24 May 2012 in Bali. With this event, ICAO promoted the establishment of Regional Runway Safety Seminars (RRSSs) in order to overcome problems of Runway Safety. ICAO brought together experts from several different professions to promote a multidisciplinary approach for improving Runway Safety in Asia - Pacific.

Advancing Indonesian Airports to NEW HEIGHTS

Rapidly progressing with Indonesia's most ambitious airport infrastructure expansion projects, Angkasa Pura Airports is spearheading the country's transformation into a regional transportation hub. The world class airport authority is also boosting the hospitality industry by developing airport hotels across the country, adding further impetus to the nation's human capital development with global standards of competitiveness and customer satisfaction.



The New Ngurah Rai International Airport SOA to be completed in mid 2017



Angkasa Pura | AIRPORTS

PT Angkasa Pura I (Persero)

Griha Angkasa Pura I, Kota Baru Bantjar Kemayoran Blok B12 Kav. No 2, Jakarta - Indonesia 10610
Tel: +62 21 654 1961 Fax: +62 21 654 1514 - www.angkaspura1.co.id



STRIVE TO BE WORLD CLASS AIRPORT

PT ANGKASA PURA II (PERSERO) IN BRIEF

PT Angkasa Pura II (Persero) is an airport operator and air traffic services provider company wholly owned by the Government of Indonesia. PT Angkasa pura II was established in 1984, and now there are 13 airports in West Indonesia Region managed by PT Angkasa Pura II (Persero), including:

1. Sultan Iskandar Muda Airport – Banda Aceh
2. Polonia Airport – Medan
3. Sultan Syarif Kasim II Airport – Pekanbaru
4. Raja Haji Fisabilillah Airport – Tanjung Pinang
5. Minangkabau International Airport – Padang
6. Sultan Thaha Airport – Jambi
7. Sultan Mahmud Badaruddin II Airport – Palembang
8. Depati Amir Airport – Pangkal Pinang
9. Soekarno-Hatta International Airport – Jakarta
10. Halim Perdanakusuma Airport – Jakarta
11. Husein Sastranegara Airport – Bandung
12. Supadio Airport – Pontianak
13. Silangit Airport – Tapanuli Utara

OUR SERVICES

- Aeronautika Non – ATS :
 - PJP4U (Aircraft Storage, Deployment, and Landing Services)
 - PJP2U (Aircraft Passenger Services)
 - Aviobridge
 - Counter
- Non-Aeronautika
 - Rent
 - Concession
 - Vehicle Parking
 - Advertising
 - Utility



BOARD OF DIRECTOR
PT ANGKASA PURA II (PERSERO)

PT Angkasa Pura II (Persero)
Soekarno-Hatta International Airport
Head Office - Building 600,
PO.BOX 1001/BUSH Jakarta 19120
Indonesia
website :www.angkaspura2.co.id



AIR TRANSPORT BUSINESS



AIRLINE BUSINESS IN INDONESIA is experiencing tremendous growth. Increasing demands on airline services have spurred the growth of airlines, aircraft and air routes, and the aviation industry as a whole.

In 2012, 261 domestic routes and 123 international routes to and from Indonesia were being served by national and foreign airlines. The number of passengers reached 81 million (71 million domestic and 9.9 million international) and the annual passenger growth rate since 2008 is reaching 18%.

The growth of national airlines is also accompanied by an increasing number of aircraft operating in Indonesia. There were 1042 aircraft operated by national airlines in 2012, and that number will reach more than 1200 in 2015. The fleet growth is around 7% per year. Due to the increasing market demands, Indonesian airlines have become major buyers of new aircraft.

Time slot coordinator

A number of large Indonesian airports, such as Soekarno-Hatta in Cengkareng - Jakarta, Ngurah Rai in Denpasar, Bali, and Juanda in Surabaya, East Java, are airports with passengers and aircraft well beyond the available capacity. The departure time slots are not evenly distributed, causing airports to become congested at certain hours.

In several countries, time slots at an airport are coordinated at peak hours for certain routes. Flight time slots in Indonesia have yet to be well arranged and planned.

Time slot shortage may cause major problems at airports and need to be fixed. Based on this problem and the need to improve the level of service, the Indonesian government has set up an independent body as slot coordinator. The slot coordinator will arrange time slots for domestic flights.

On April 29, 2011, the Indonesia Slot Coordinator (IDSC) was opened and followed by the official launching of IDSC on Dec. 14, 2011. IDSC principles are independent, transparent and



The Chairman of ATConf/6, M. Benchemam (Algeria), and the Vice-Chairman, B. Susantono (Indonesia)



Vice Minister of Transportation Republic of Indonesia, Dr. Bambang Susantono, Vice-Chairman of ATConf/6, Montréal 18-22 March 2013, during the reception hosted by Indonesia



Memorandum of Understanding signed between Indonesia and the African Civil Aviation Commission (AFCAC): During the recent 23rd Plenary Session of AFCAC, held from 2 – 5 April in Accra, Ghana, a Memorandum of Understanding on civil aviation cooperation was signed between Indonesia and AFCAC. The MoU was signed on 5 April 2013 by the President of AFCAC, Mahamat Saleh Douga (left) and the Director General of Civil Aviation of Indonesia, Herry Bakti (right). Under the MoU, it is intended that the parties will cooperate on safety, security, the environment and ATM, and that in the near term Indonesia will provide training facilities and fellowships to the member States of AFCAC.

operationally non-discriminatory. IDSC also has the 3S+1C principles of Safety, Security, Service through Compliance. IDSC is expected to encourage airlines to be more disciplined

in requesting and implementing time slots.

IDSC's performance as a domestic flight slot coordinator is being monitored by the Indonesia Slot Committee chaired by the Air Transport Director. The committee members are representatives from the DGCA airport operators and secretariat team.

The Indonesia Slot Committee provides a domestic flight conference forum at least twice a year (winter and summer schedule) The

conference also discusses various inputs and complaints from operators on slot time requests which the IDSC cannot fulfill.

Through the DGCA Decree Number KP. 402/2011, 7 airports have been assigned as pilot projects due to their conditions such as Soekarno Hatta in Cengkareng, Juanda in Surabaya, Ngurah Rai in Denpasar, Polonia in Medan, Sultan Hasanuddin in Makassar, Sepinggan in Balikpapan and Sentani in Jayapura.

Airport Business Development

The Indonesian Aviation Act also allows the private sector to participate as airport operators. Some private investors are interested in operating airports with significant air traffic, such as Kulon Progo in Yogyakarta, the airport in Lampung, Mutiara Airport in Palu, Central Sulawesi, and the new Bali Airport.

IMPROVEMENT OF AIR NAVIGATION SERVICES



AIR TRAFFIC IN INDONESIA has been increasing rapidly in recent years. This situation poses challenges in providing air navigation services. Based on the requirements of Government Regulation 77/2012, the Indonesian DGCA has anticipated increased traffic without compromising an acceptable level of safety by creating a Single Air Navigation Services Provider (Single ANSP) which is separate from the DGCA. The Single ANSP will increase the efficiency and smooth flow of air traffic in Indonesia.

DGCA will now be able to focus on its role as the regulator and the implementation of air navigation services will be more efficient and effective.

The Single Air Navigation Services Provider, called AirNav Indonesia, is currently in transition from existing arrangements to becoming a single service provider.

Parallel with the creation of a Single ANSP, Indonesia is committed to implement performance-based navigation (PBN) through the PBN Implementation Road Map. Currently Indonesia has published area navigation (RNAV) routes for enroute: L504, L511, L644, L764, L774, L895, L896, L897, M300, M522, M635, M766,

M768, M772, M774, N628, N633, N646, P570, P574, P627, P648, P567. Indonesia has also implemented New SID RNAV 1 and STAR RNAV 1 at the Soekarno-Hatta International Airport and implemented required navigation performance approach (RNP APCH) at several airports: Palembang, Bengkulu, Pekanbaru, Lombok and Kupang. Meanwhile, RNP authorization required (AR) has been implemented in Manado and Ambon.

Indonesia is also modernizing the ATM automation systems by adding more advanced features, such as the ADS-B and Collaborative Decision, and replacing the ATM automation system at Jakarta Center. The establishment of the Indonesian Slot Coordinator (IDSC) is an early preparation initiative toward the implementation of the Air Traffic Flow Management (ATFM).

As the regulator, the Indonesian DGCA is supervising and developing the operator by certifying its personnel and services. DGCA is also continuing to improve the competency of its inspectors and continuously updating its regulations to be in line with ICAO SARPS and the development of the aviation sector.

We deliver the best ground services in the region

>> **Ground Handling Services**

>> **Cargo Handling Services**

>> **Lounges Services**

>> **Airport Special Assistance**

For more info :

PT. JASA ANGKASA SEMESTA, Tbk
Wisma Soewarna, 1st Floor
Soewarna Business Park
Soekarno-Hatta International Airport
Jakarta 19110

Ph : +6221 55912988

Fax : +6221 5695666

Email : corporate.secretary@ptjas.co.id



WE ARE **ISAGO** COMPANY

www.ptjas.co.id



With you in mind

AirNav INDONESIA



SONATHA HALIM J.
DIRECTOR OF FINANCE



NEW IN H. MANULANG
DIRECTOR OF SERVICE DEV. & IT



WISNU DARJONO
DIRECTOR OF SAFETY & STANDARD



ICHWANUL IDRUS
PRESIDENT DIRECTOR



AMRAN
DIRECTOR OF ATM



FADLI SOESILO
DIRECTOR OF AIR NAV. ENGINEERING



SARYONO
DIRECTOR OF PERSONEL & GA

INDONESIA-ICAO DEVELOPING COUNTRIES TRAINING PROGRAM



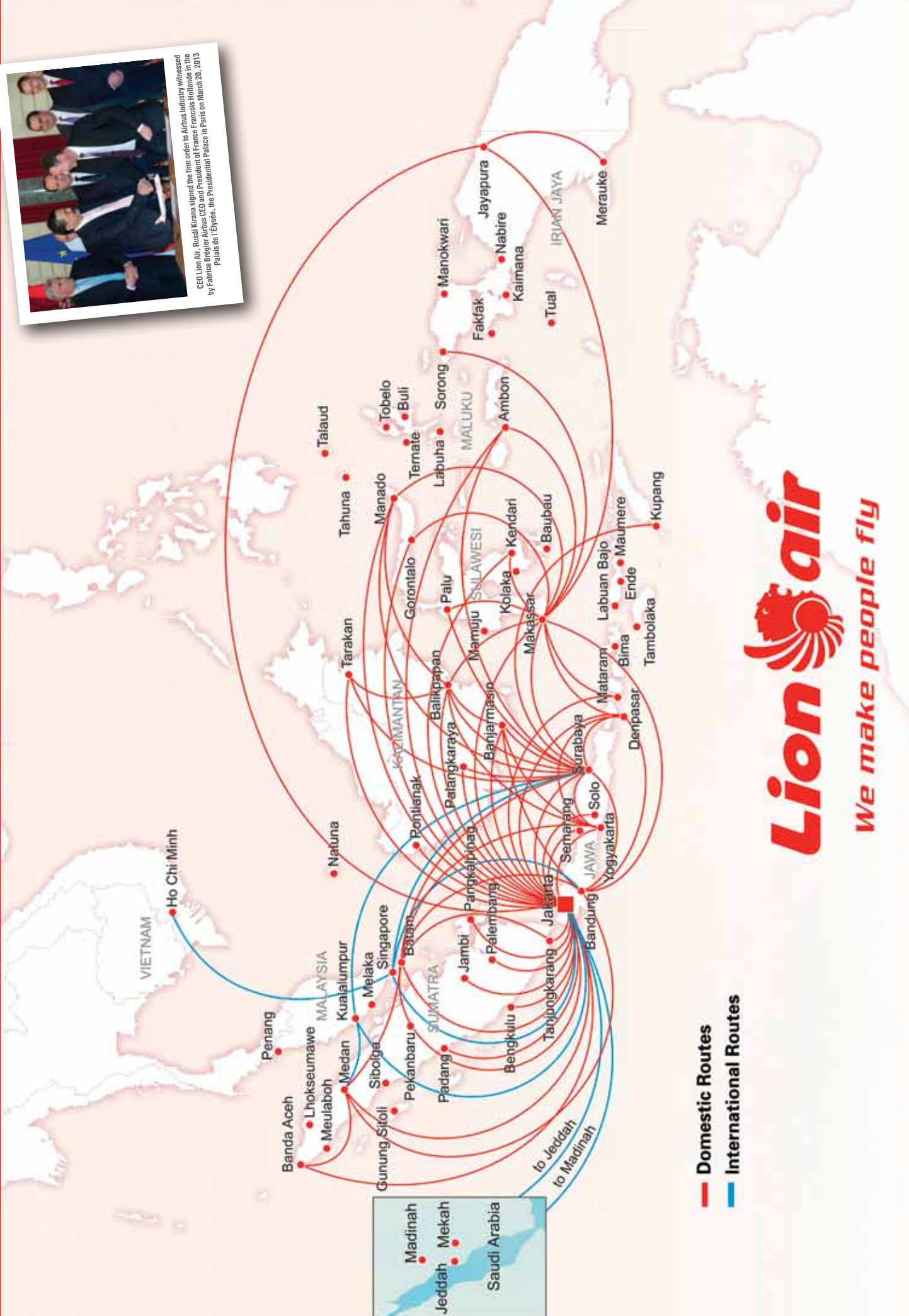
The President of the ICAO Council, Roberto Kobeh González, during his recent visit to Indonesia



INDONESIA AND ICAO have a cooperation framework through the Indonesia-ICAO Developing Countries Training Program. Training scholarships in civil aviation have been disbursed for 60 participants from developing countries in 2012. The training scholarships covered flight safety, aviation security, CNS/ATM and international auditors. The program is intended to provide opportunities for participants to obtain knowledge and skills, and implement ICAO Standards and Recommended Practices as well as promoting safety and development of international civil aviation.



CEO Leon Air, Rudi Krana signed the firm order to Airbus Industry witnessed by Fabrice Bregier, Airbus CEO and President of France Francois Hollande in the Palais de l'Elysee, the Presidential Palace in Paris on March 20, 2013



- Domestic Routes
- International Routes



Lion Air

We make people fly

ENVIRONMENT



IN MARCH 2013, Indonesia and ICAO announced the formalization of a new project aimed at improving the management and reduction of its aviation carbon emissions. The large-scale Environmental Measures Project will be undertaken between the Indonesia MOT and ICAO's Technical Cooperation Bureau (ICAO-TCB). This reflects Indonesia's determination to meaningfully address the environmental performance of its air transport sector over the near and longer term, while additionally supporting the Presidential Decree on Greenhouse Gas Emissions. Indonesia also actively participated in aviation environmental protection issues and was appointed by the ICAO Council as an Observer on the Committee on Aviation Environmental Protection (CAEP) in 2012.

Since March 2000, the Indonesian Government has appointed Garuda Maintenance Facility (GMF) as a company which is internationally recognized on environmental issues to manage Halon by creating a Halon bank. GMF as a Halon bank has collected 30,000 kilograms of Halon 1301 and 1211. GMF has also exchanged experiences in Halon management in cooperation with the UN Environment Programme's Compliance Assistance Programme. A number of countries, such as India, Sri Lanka and Timor Leste, have observed GMF's Halon bank facility and exchanged

MAIN ACTIVITY NATIONAL ROADMAP ON GREENHOUSE GAS EMISSION REDUCTION IN AIR TRANSPORTATION 2012-2020

ROADMAP	PERIOD	LOCATION
Issuing and improving regulation in terms of ICAO-CO2 programs implementation	2012-2015	Indonesia
Human resource capacity building in terms of air tra/sgport	2013-2015	Indonesia dan luar negeri
Building and developing inventory database information system of emission and ICAO GRK in air transport	2013-2015	Indonesia
Studies and R&D of renewable fuel for aircraft (aviation biofuel) in the category of passenger aircraft	2013-2014	Indonesia
	2013-2014	Indonesia dan luar negeri
Biofuel tryout in aircraft and GSE	2014	Indonesia pada bandar udara internasional Indonesia pada operator nasional
	2015	
Studies and Research in utilization of renewable energy for airports operation	2013-2014	Indonesia
	2013-2014	Indonesia dan luar negeri

ROADMAP	PERIOD	LOCATION
Regulation of Air Transport Fleet	2012-2013 Regulation 10% 2014-2017 Regulation 10% Perमाण 10%	Indonesia
Fossil Fuel Conservation by used renewable energy for aircraft	2013-2014 Studies and R&D 2015 Aircraft Test 2016-2017 Implementation 0% 2018-2020 Implementation 3%	Indonesia Indonesia Indonesia
Improvement on system and procedure for operation and aircraft maintenance for passenger transport	2013-2015 Procedure development by the manufacturer and added to the flight operator and crew 2016 Fully Implemented	Indonesia
Procedural Making for Air Navigation Services on Certified Class and Operator (STAR-GD-RNAV)	2012-2013 2014-2016	On 8 airports Jabara, Denpasar, Surabaya, Makassar, Medan, Balikpapan, Mataram, Bima 21 other International Airports
Establishing and Implementing Direct Flight Routes (Direct Routes, RNAV, RNP10)	2012-2017 2012-2014 2012-2017	International & Domestic Flight Route International Flight Routes Domestic Flight Routes
Procedural Making RNP Approach (RNP 0.3, RNP 0.1)	2011-2012 2013-2015	8 Airports: Lombok, Pekanbaru, Medan, Batam, Surabaya, Denpasar, Kupang, Pangkalbata, Palembang, Bengkulu 11 airports udara Terbatas: Jember, Sidoarjo, Jayapura, Palu, Pangkalpinang, Medan, Tarakan, Bengkulu, Kendari, Semarang

THE STRUCTURE



DIRECTORATE GENERAL OF CIVIL AVIATION OF INDONESIA

Directorate General of Civil Aviation

Secretariat of the Directorate General of Civil Aviation

Directorate of Air Transport

Directorate of Airports

Directorate of Aviation Security

Directorate of Air Navigation

Directorate of Aircraft Airworthiness and Operation

Address:
Karsa Building 5th floor Ministry of Transportation
Jl. Medan Merdeka Barat No.8
Jakarta 10110, Indonesia

<http://hubud.dephub.go.id/>

views on the withdrawal of the use of CFC and Halon.

On Sept. 23, 2010, GMF received the US EPA Montreal Protocol Award in Washington DC. The award was presented by Ms. Drusilla Hufford, Director, Stratospheric Protection Division, US EPA, to GMF President Director Richard Budihadianto. As an addition, an Eco Airport Master Plan has been implemented at major airports.

Competitive, Accurate, Reliable, & Experienced Maintenance Services



Heavy Maintenance for B737s, B747s, A320s, A330s, MD80s, DC10s and CRJ1000
Overhaul Engine for CFM56-3, CFM56-7, Spey 555; APU for GTCP 36, GTCP 85, GTCP 131-9s, TSCP 700;
On-wing supports and under development CFM56-5 & CF34-8C
Avionics, Electrical, Mechanical, Gas & Emergency Equipment Component Repair & Overhaul



INDONESIA CIVIL AVIATION

Fly With Our
Brand New
Airbus A320

AirAsia
INDONESIA



Get our low fares only at airasia.com | Sales Call Center : (+62-21)-2927 0999



NEWS IN BRIEF

ASSAD KOTAITE FUND TO ASSIST PROSPECTIVE AVIATION PERSONNEL IN DEVELOPING NATIONS

The Assad Kotaite Graduate and Postdoctoral Fellowship Fund (Assad Kotaite Fund) was established in March 2006, with the objective of promoting the safety and development of civil aviation by strengthening the capabilities of national civil aviation personnel in developing countries. This will be achieved through the provision of bursaries for students in high-level training programmes, as well as graduate and postdoctoral studies, conducted at internationally-recognized academic institutions, training centres and universities.

The main beneficiaries of the Assad Kotaite Fund will be eligible candidates from developing countries who are most in need of assistance, especially in the area of aviation training. ICAO, through its Technical Co-operation Bureau, will be responsible for administering the Assad Kotaite Fund. National civil aviation authorities are encouraged to promote the Assad Kotaite Fund to personnel interested in submitting applications.

For further information on how to apply for a bursary from the Assad Kotaite Fund, consult the ICAO website at www.icao.int, or contact the ICAO Fellowships Unit directly via fsu@icao.int. The deadline for applications is 15 November 2013.

DEPOSITS BY CUBA

On 20 December 2012, during a brief ceremony at ICAO Headquarters, the Republic of Cuba deposited instruments of ratification to the Protocol Supplementary to the Convention for the Suppression of Unlawful Seizure of Aircraft (Beijing 2010), and the Protocol relating to an amendment to the Convention on International Civil Aviation [Final paragraph, Chinese Text] (Montréal 1998).



Shown on the occasion are: Her Excellency Teresita de Jesús Vicente Sotolongo, Ambassador of Cuba to Canada, and Mr. John Augustin, Acting Director, Legal Affairs and External Relations Bureau, ICAO.



DEPOSIT BY THE REPUBLIC OF THE CONGO

On 20 March 2013, during a brief ceremony at ICAO Headquarters, the Republic of the Congo deposited an instrument of ratification to protocols of amendment to the Convention on International Civil Aviation relating to Article 48(a) (Rome 1962), Article 50(a) (New York 1971), Article 50(a) (Montréal 1974), Article 56 (Montréal 1989) and Article 50(a) (Montréal 1990).



Shown on the occasion from left to right are: Mr. Ferréol Gassackys, Director of Cooperation, Ministry responsible for Civil Aviation; Mr. Serge Florent Dzota, Acting Director General, National Civil Aviation Agency (ANAC); Mr. Benoit Verhaegen, Senior External Relations and Legal Officer, ICAO; Mr. Boris Makaya Batchi, Director of Air Transport, National Civil Aviation Agency (ANAC); and Mr. Henri Okondza Azouangoli, National Audit Coordinator, National Civil Aviation Agency (ANAC).

QATAR WITHDRAWS OFFER TO HOST ICAO PERMANENT SEAT

ICAO has confirmed it received a letter from the State of Qatar on 23 May, officially advising the UN specialized agency that Qatar had decided to withdraw its earlier offer to become ICAO's new Permanent Seat.

"Montréal has been our home for many decades," commented ICAO Secretary General, Raymond Benjamin. "While the offer to move us to Doha was extremely generous, ICAO is also very pleased to continue its global mission with the support and cooperation of the Canadian and local governments that have hosted our Headquarters for so many years now."

SIGNING BY BURKINA FASO

On 20 March 2013, during a brief ceremony at ICAO Headquarters, Burkina Faso signed the Convention on Compensation for Damage Caused by Aircraft to Third Parties (Montréal 2009) and the Convention on Compensation for Damage to Third Parties, Resulting from Acts of Unlawful Interference Involving Aircraft (Montréal 2009).

Shown on the occasion from left to right are: Mr. Abel Sawadogo, Director General, National Civil Aviation Agency (ANAC); Amb. Moumouni Dieguimde, Representative of Burkina Faso on the Council of ICAO; H.E. Jean Bertin Ouedraogo, Minister of Infrastructure, Road Development and Transport; and Mr. Benoit Verhaegen, Senior External Relations and Legal Officer, ICAO.



TopSky-ATM Solutions.

Better decisions deliver better outcomes.

Long-term support?

Offering a complete range of extended services

Safer skies?

Increasing air traffic efficiency makes new solutions essential

Optimising controller workloads?

Providing integrated technology enables controllers to focus on their primary roles

Cyber security?

Ensuring data integrity protection against cyber threats is vital

Greener ATM?

Optimising flight profiles with reduced holding patterns, cuts carbon emission and fuel consumption



Growing aircraft numbers make Air Traffic Management more complex. Thales TopSky-ATM Solutions help to make the skies safer, greener and more efficient. Our industry-leading initiatives, components, systems and services are integral to the SESAR programme in Europe and NextGen in the US. Thales is trusted by key ATM decision makers across 180 nations and an impressive 2 out of every 3 planes around the world land and take-off with the help of Thales. Thales helps key decision makers master complexity and make timely decisions for better outcomes.

To learn more about our TopSky-ATM Solutions, scan the QR code or visit thalesgroup.com

THALES
Together • Smarter • Safer

SIGNING BY BENIN

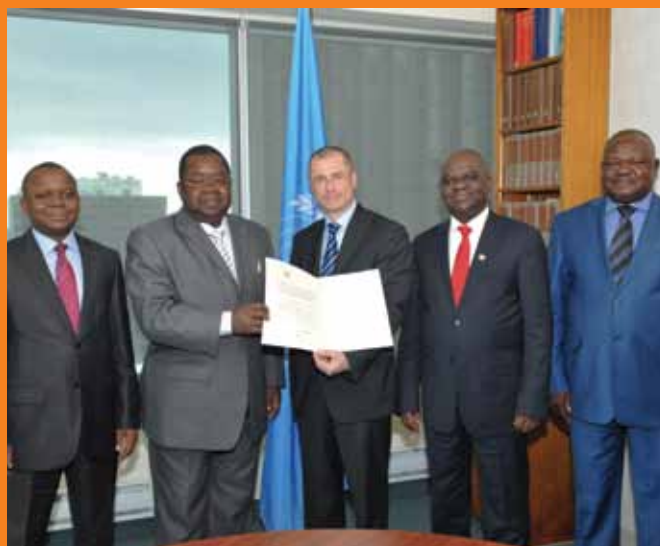
On 21 January 2013, during a brief ceremony at ICAO Headquarters, the Republic of Benin signed the following four air law treaties: the Convention on the Suppression of Unlawful Acts Relating to International Civil Aviation (Beijing 2010); the Protocol Supplementary to the Convention for the Suppression of Unlawful Seizure of Aircraft (Beijing 2010); the Convention on Compensation for Damage Caused by Aircraft to Third Parties (Montréal 2009); and the Convention on Compensation for Damage to Third Parties, Resulting from Acts of Unlawful Interference Involving Aircraft (Montréal 2009).



Representing the Republic of Benin on the occasion are, from left to right: Mr. Lambert Koty, Minister of Public Works and Transport; Mr. Aristide de Souza, Director General of Civil Aviation; HE Honoré Théodore Ahimakin, Ambassador of Benin to Canada; and Ambassador Moumouni Dieguimde, Representative of Burkina Faso on the Council of ICAO.

DEPOSIT BY THE DEMOCRATIC REPUBLIC OF THE CONGO

On 21 March 2013, during a brief ceremony at ICAO Headquarters, the Democratic Republic of the Congo deposited an instrument of ratification to the protocol of amendment to the Convention on International Civil Aviation relating to Article 83 bis (Montréal 1980).



Shown on the occasion from left to right are: Mr. Anatole Kanyanga Tshimanga, Legal Adviser, Ministry of Foreign Affairs, International Cooperation and the Francophonie; Mr. Muaka Mvuzozolo, Deputy Director General, Division Chief, Civil Aviation Authority; Mr. Benoit Verhaegen, Senior External Relations and Legal Officer, ICAO; Monsieur Bilenge Abdala, Administrator, Acting Director General, Air Transportation Board; and Monsieur Bertin Ngaki Mungulu, Director of Operations, Air Transportation Board.

SIGNING BY AUSTRALIA

On 15 March 2013, during a brief ceremony at ICAO Headquarters, Australia signed the Convention on the Suppression of Unlawful Acts Relating to International Civil Aviation (Beijing 2010), and the Protocol Supplementary to the Convention for the Suppression of Unlawful Seizure of Aircraft (Beijing 2010).

Shown on the occasion are: Her Excellency Louise Hand, High Commissioner for Australia in Canada, and Mr. John Augustin, Acting Director, Legal Affairs and External Relations Bureau, ICAO.



ATCONF/6 WATERSHED CONFERENCE

REAFFIRMING ICAO'S LEADERSHIP ROLE IN DEVELOPING A NEW REGULATORY FRAMEWORK FOR AIR TRANSPORT SUSTAINABILITY



ABOUT DR. NARJESS TEYSSIER

She is Chief, Economic Analysis and Policy, ICAO. She is responsible for matters relating to air transport regulation, the economics of airports and air navigation services, aviation data, and economic studies of ICAO, enabling the monitoring of the Strategic Objectives of the Organization.

✈ Nearly 70 years after the Chicago conference, the aviation community was presented with a historic opportunity at the Sixth Worldwide Air Transport Conference (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.

The importance of air transport cannot be underestimated. It is instrumental in making significant contributions to a variety of areas, including the economy, trade and job creation. In addition, air transport is responsible for creating valuable connections between cities and markets, representing a key infrastructure asset that generates increased direct foreign investment, thus enhancing global production capacity. However, the key benefit of air transport lies beyond these economic considerations: It is the customer's experience that matters most, whether a passenger or a shipper using air transport services. In the final analysis, the customer is at the heart of civil aviation development.

ATConf/6, held in Montréal at ICAO Headquarters from 18-22 March, attracted more than 1,000 delegates and observers from 131 Member States and 39 international Organizations. The main objectives were to reach consensus on the best way to develop guidance and an action plan for a global regulatory framework on key economic air transport matters. This would enable the aviation community at large to ensure a more competitive and sustainable international aviation sector over the coming decade. "It was critical, in light of the projected growth of our sector and its increasing importance as a fundamental driver of economic development and prosperity worldwide, that ICAO forge ahead on these new regulatory tools at this time," stressed ICAO Council President, Roberto Kobeh González. "These concrete measures represent significant advances for ICAO, for the international aviation community and, especially, for the world's passengers, airlines and airports."

PREPARATORY STEPS

In preparation for ATConf/6, a number of global symposia and regional seminars were conducted. In April 2012, an ICAO Air Transport Symposium (IATS) was held in partnership with the Air Transport Research Society, the theme of which was *Strategies and Tools for Sustainable Air Transport*. It brought together key players of international air transport, including regulators, airlines, airports, air navigation services providers, aircraft manufacturers, international Organizations, and academics. The Symposium identified major impediments to sustainable air transport development, and explored strategies to overcome them, including tools to support implementation. In addition, it enabled a definition for air transport sustainability designed to embody the United Nations definition of sustainable development, as well as the integration of input provided by air transport stakeholders. The proposed definition maintained the spirit of the Chicago Convention. Thus, focusing on the economic development of civil aviation, a



Left to right : Mr. Raymond Benjamin, Secretary General, ICAO; Mr. Taleb Rifai, Secretary General, World Tourism Organization (UNWTO); Mr. Roberto Kobeh González, President, ICAO Council; Ms. Kerryn Macaulay, Chairperson of Air Transport Committee, ICAO; Mr. Boubacar Djibo, Director of Air Transport Bureau, ICAO.

sustainable air transport system should be affordable, should operate safely, securely, fairly and efficiently, and be environmentally friendly. It should also offer choices of air services while supporting a competitive economy and balanced regional development. Furthermore, a series of short, focused regional seminars in cooperation with regional Organizations and ICAO Regional Offices were held in various regions. Lastly, a one-day pre-ATConf/6 Symposium took place on 17 March for the Conference participants, who heard thought-provoking views and insightful discussions from key players and panellists regarding the major challenges and policy options facing the aviation community. These preparatory meetings increased States' awareness of the ATConf/6 agenda and key issues to be addressed, and resulted in increased participation in the Conference.

INDUSTRY AND REGULATORY DEVELOPMENTS

In the past decade, the expansion in passenger traffic has been a reflection of positive economic growth worldwide. Air transport is an important factor for economic growth as it facilitates tourism, world trade and international investment, and is therefore central to the globalization taking place in today's world. Similarly, air transport development is closely linked to the liberalization of aviation policies, new technological developments in civil aviation, and higher disposable incomes in emerging countries. The trend toward air transport liberalization has continued, and at the bilateral level, between January 2011 and March 2013, States signed approximately 115 additional open skies agreements, increasing the total number of such agreements signed since 1992 to over 410. The number of States that have signed one or more open skies agreements has reached 145, representing 76% of ICAO membership.

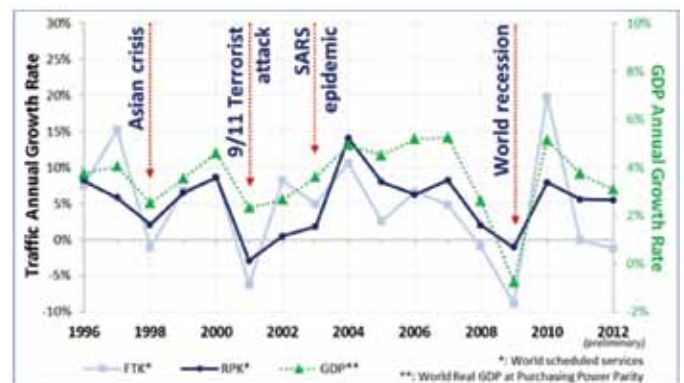
Air cargo has also become increasingly important to global trade, achieving 42.5% growth in the past ten years in terms of total tonne-kilometres performed. According to corroborating sources, in 2011, the total goods carried worldwide by air represent less than 1% of global trade by volume, but around 40% by value. A majority of high-value goods rely on transport by air, while the evolving role of freight forwarders has enabled an increase in air cargo volume.

Since 1995, the world gross domestic product (GDP) has grown at the rate of 2.8% annually. During this period, world passenger air traffic (expressed in revenue passenger kilometres) increased by an average annual growth rate of 5.0%. Overall, impressive international traffic growth and robust domestic market development in emerging countries, coupled with economic growth higher than that of developed economies created a two-speed pattern leading to regional disparities in the growth of the air transport industry.

Nevertheless, the airline industry continued its structural transformation in order to adapt to the dynamic marketplace, confirming the trend toward more airline consolidation through alliances, cross-border equity investment and mergers. While low-cost airlines continued to expand — notably in Asia and Europe — and to increase their market share, network airlines also adopted measures to adjust to their challenges, including establishing separate business entities or subsidiaries to operate low-cost short-haul services. According to industry, approximately 50 million employees currently work in aviation and related tourism activities, and roughly 10 million work directly in the air transport industry.

Although the airline industry has demonstrated its resilience in challenging times, it continues to be vulnerable to the impact of external factors, such as fluctuation in oil prices.

World air traffic vs. economic growth



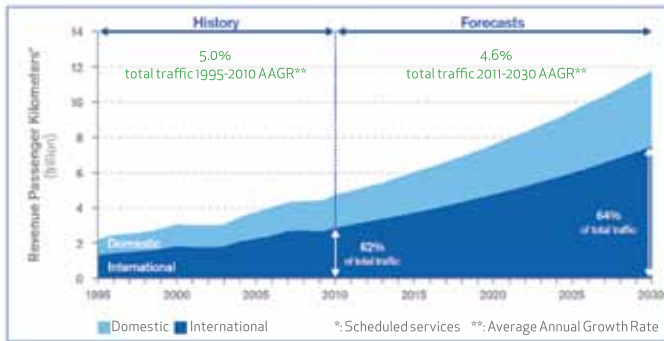
Source: ICAO and IHS/Global Insight

The Conference noted these major industry occurrences and the work that ICAO has accomplished since the last Conference (ATConf/5, 2003). "The transition from a framework of exclusively State-owned airlines and airports to one of increased competition and liberalization has been a positive one in recent decades," highlighted ICAO Secretary General, Raymond Benjamin. "However, we had reached a point where further action was required. Indeed, despite past and anticipated challenges to air transport development, and as detailed in Cir 333, *Global Air Transport Outlook to 2030*, ICAO forecasts similar sustained traffic growth for the next 20 years. By the year 2030, scheduled passenger traffic

¹ <http://store1.icao.int/index.php/global-air-transport-outlook-to-2030-and-trends-to-2040-cir-333-english-printed.html>

around the world is expected to more than double, from 2.9 billion in 2012 to over 6 billion passengers annually. In terms of cargo, forecasts suggest that over the next 20 years, global freight traffic will expand at an annual rate of 5.2%, reflecting increased trade through liberalization of markets.

World scheduled passenger traffic: history and forecasts



Source: ICAO, Cir 333 *Global Air Transport Outlook to 2030*

However, the expected growth of air transport is constrained by several impediments, both cyclical and structural, such as restriction to market access, on-air carrier ownership and control and regulatory fragmentation.

MAJOR OUTCOMES OF ATCONF/6

Under the theme of air transport sustainability, the Conference focused extensively on two main agenda items: 1 – Global overview of trends and developments; and 2 – Examination of key issues and related regulatory framework. Increased liberalization of air carrier ownership and control, improved convergence of the myriad consumer protection regimes applicable to passengers and airlines, enhanced air cargo liberalization, and renewed focus on minimizing state taxes and charges on air travel and transport were among the key long-term targets which were agreed upon.

Liberalization, safeguards and fair competition

It was recognized that market access liberalization has provided broad benefits. While States should pursue liberalization at their own pace and apply approaches suitable to their needs and conditions, there was also strong endorsement for the need to modernize the regulatory framework to adapt to a globalized business environment leading to an increased level of competition. In that context, the major developments and the various issues encountered by States were noted. Although views differed regarding the approaches necessary for addressing the related concerns, there was broad agreement that fair competition is an important general principle in the operation of international air services. It was recommended that ICAO develop and adopt a long-term vision for liberalization, including examination of an international agreement by which States could liberalize market access. "Such an undertaking will require substantial work over consecutive stages by ICAO, taking into account past experience

and achievements. This includes further study and consultation with all parties concerned, especially on the specific coverage and provisions," said Boubacar Djibo, Director, ICAO Air Transport Bureau. The Conference also recommended that ICAO continue to facilitate and assist States in liberalization, notably by providing the ICAO Air Services Negotiation (ICAN) facility which facilitates bilateral (or multilateral) air service negotiations between ICAO Member States through the improvement of the process efficiency, providing a central meeting place for States to gather and conduct such negotiations at one location. In parallel, consensus was reached in recommending that ICAO develop tools to facilitate cooperation, dialogue and exchange of information on fair competition between States in order to foster more compatible regulatory approaches.

In the area of cargo, there was broad recognition of the contribution of air cargo to global trade and economy, as well as the distinct features of its operations. To facilitate further liberalization, ATCONF/6 recommended that ICAO take the lead in developing an international agreement specifically for air cargo services, taking into account previous accomplishments, States' views on existing arrangements, and through consultation with all interested stakeholders. This new multilateral air cargo agreement is similarly expected to drive increased liberalization and to boost global trade.

Regarding slot allocation and night flight restrictions, various views were noted on several practices in handling these issues, as well as ICAO's related policy guidance. Recognizing that these issues would continue to be of concern as air traffic grows, the Conference recommended that States give due consideration to long-term capacity demands in the planning of their infrastructure development, follow related ICAO policies, work to address the concerns of other States, and resolve difficulties through consultation.

The Conference participants agreed to eliminate the barriers that characterize today's excessively restrictive air services agreements with a view toward adapting the current regulatory regime to meet the needs of the 21st century. There was wide recognition of the benefits of liberalizing air carrier ownership and control, and it was agreed upon that ICAO should assume the lead in facilitating further liberalization in this respect, while taking into account the importance of ensuring safety and security and the interests of all stakeholders, including labor. The transition toward increased multilateralism will permit world airlines to draw on new sources of investment capital, as well as management expertise, and will provide greater equity and dependability regarding profit margins across the entire air transport value chain. In light of this, the Conference recommended that ICAO initiate work on the development of an international agreement for States to liberalize air carrier ownership and control. In this work, ICAO should involve all parties concerned and consult experts, States, stakeholders, and interested Organizations. In the liberalization environment of international air transport, the Conference concluded that there is continued need for safeguards by some States, considering the

disparity in their stages of development, the competitive strength of air carriers, and their respective geographical location. Four areas of safeguards were considered, namely: a) Sustained and effective participation of States; b) Assurance of services and State aid/subsidies; c) An essential air service and tourism development route scheme; and d) Avoidance of unilateral action. With the consensus that safeguard measures are required, ATConf/6 recommended that States be encouraged to take advantage of ICAO guidance on safeguard measures, and that the guidance be kept current and responsive to change, as necessary.

Consumer protection

The Conference expressed the need to support the protection of consumers of air transport services, and agreed that the effectiveness of States' regulatory responses could benefit from increased convergence and compatibility. It recommended that ICAO develop, in the short term, a set of high-level non-prescriptive core principles on consumer protection, with the assistance of experts from States and regional bodies. The Conference also recommended that ICAO continue to monitor developments in consumer protection, and collaborate with States, the industry, and other Organizations such as the World Tourism Organization (UNWTO). Indeed, air travel development is intrinsically connected to the expansion of tourism, which is expected to continue. In 2012, over one billion international tourists travelled the world, generating over US\$1.2 trillion dollars in export earnings. More than half of these tourists arrived at their destination by air, with much higher proportions in long-haul destinations, particularly landlocked and island developing countries. In this regard, the Conference agreed on the need for coordinated approaches among concerned Organizations such as UNWTO in order to avoid duplication of efforts and varying sets of rules. On the occasion of the official opening of ATConf/6, UN sister agencies ICAO and UNWTO signed a special Joint Statement on Aviation and Tourism, acknowledging their intention to begin cooperating more closely on issues of common priority.



ATConf/6 attracted more than 1,000 delegates and observers from 131 Member States and 39 international Organizations.

In addition to the development of convergent rules for traveller and enterprise protection, visa facilitation, taxation and the modernization of aviation regulations were also stressed in the Statement as key areas for improved collaboration. "Separate sectorial policies on air transport and tourism result in a fundamental, and too often even conflicting, disconnect which constitutes a severe constraint on the development of travel and tourism," stressed the Secretary General of UNWTO, Dr. Taleb Rifai.

Taxation and other levies on international air transport

The Conference agreed that proliferation of various taxes and duties on air transport could have a negative economic impact on the sustainable development of air transport, and on consumers. Confirming that ICAO's policies on taxation remain valid, the Conference recommended that ICAO promote its policies more vigorously and work with industry stakeholders to develop analysis and guidance to States on the impact of taxes and other levies on air transport. Based on this recommendation, a model bilateral article on taxation, developed by ICAO, should be included in the ICAO Template Air Services Agreement (TASA). ICAO developed TASA on the basis of model clauses or language found in various Air Services Agreements (ASAs), for optional use by States in their ASAs.

Economics of airports and air navigation services

The Conference noted the need for modernization of the air transport system, the associated funding requirements, and the linkage between air transport liberalization and infrastructure development. Recognizing the continued relevance and validity of ICAO's existing policies and guidance on airport and air navigation services charges and economics, including those related to the funding of air transport infrastructure and regulatory oversight functions, the Conference recommended that ICAO keep its policies and guidance current, raise States' awareness and encourage their use. With respect to the need to address emerging challenges, the establishment of a multi-disciplinary working group was agreed upon to develop guidance on funding and financing of air transport infrastructure and the aviation system, including mechanisms to support operational improvements, as described in the aviation system block upgrade (ASBUs) modules. The Conference also took note of ICAO's work in the aviation security area with respect to cost-recovery policies for security measures and functions at airports. It recommended that States be encouraged to observe ICAO policies and guidance on aviation security charges, and increase participation in regional safety cooperation.

Implementation of ICAO policies and guidance

The Conference highlighted the uneven level of implementation of ICAO's policies and guidance in the air transport field, and agreed that States should be encouraged to include ICAO's policy guidance in their national policy and regulations, and in air services agreements. Given the Organization's importance, the Conference recommended that ICAO continue in its leadership role to promote and update its policy guidance, monitor industry developments, and consider additional ways to enhance the status of its policies,

including assessing the value of a possible new Annex to the Convention on International Civil Aviation on sustainable development of air transport.

NEXT STEPS

A wide-ranging and comprehensive set of conclusions and recommendations was adopted at the Conference, which should guide the future policy direction and actions of States and the Organization. Important achievements include highlighting air transport as an integral part of the civil aviation system, reaffirming ICAO's leadership role in air transport matters, and breaking new ground in moving toward modernizing the global regulatory framework, while providing a basis for concrete actions by ICAO in its future work in the air transport field. "The decisions taken by our Sixth Air Transport Conference demonstrate the global aviation community's commitment to deliver increased international integration in these areas, but in a manner that respects and ensures a more level playing field, improved price transparency and streamlined consumer protection approaches," concluded ICAO Secretary General, Raymond Benjamin. Recognizing ICAO's key role in fostering the sustainable development of international air transport, the 131 States participating in ATConf/6 recommended that a dedicated voluntary fund be established in accordance with relevant ICAO rules of governance and policies in order to support ICAO in carrying out its mandate and in strengthening its work in the air transport field.

For more information about ICAO ATConf/6, consult: <http://www.icao.int/meetings/atconf6/Pages/default.aspx>.

you're cleared to land



Honeywell—addressing ATM challenges today for clearer and more efficient skies tomorrow.

With the International Civil Aviation Organization (ICAO) predicting that air transportation is set to double in the next 20 years, and with increasing pressure on airspace, the words 'you're cleared to land' are becoming even more valuable to pilots, airlines, passengers and air navigation service providers alike. Honeywell is an active participant in both the NextGen and SESAR programs and we are leading the way in developing technologies for the modernisation of the ATM system. Our innovative solutions, such as the SmartPath® Ground Based Augmentation System (GBAS) and our next generation Flight Management Systems which will enable Performance Based Navigation and Time Based Operations, increase airport access and capacity, improve routing efficiency and reduce operating costs, making a more intelligent and effective ATM ecosystem possible today. Honeywell ATM solutions are available today to meet the evolving needs of government agencies, aviation customers and airline passengers across the globe. With Honeywell, you're cleared to land.

Honeywell

Honeywell's SmartPath® Precision Landing System is the only GBAS system to have been certified in both Europe and the U.S. For more information visit aerospace.honeywell.com/ATM
© 2013 Honeywell International Inc. All Rights Reserved




ISAVIA: FAR-REACHING AVIATION SERVICE OPERATOR IN THE NORTH



ABOUT FRIDTHOR EYDAL

He is the Manager, Corporate Communications, and Coordinator, Military Programs, of Isavia Ltd. From 2006 to 2009 he held that same position at Keflavik International Airport and from 1983 to 2006 he was a Public Affairs Officer and staff advisor on military and host country relations for the Commander, Iceland Defense Force at Keflavik, a US sub-unified military command with additional duty as NATO Island Command Iceland.

 In the air and on the ground, Isavia Ltd. handles the operation and development of all airports in Iceland and manages air traffic in the Reykjavik Control Area which spans 5.4 million square kilometres, making it one of the largest in the world. Among Isavia's roles is to ensure that flight safety and efficiency are upheld in accordance with recognized international safety requirements and methods.

Iceland's national airports and air-navigation service provider, Isavia Ltd., is a government-owned limited liability company that manages 5.4 million square kilometers of air traffic control area, 15 scheduled service airports, and more than 30 other aerodromes and landing strips. Keflavik International Airport is the largest of these airports, with passenger traffic amounting to more than seven times the population of Iceland. This award-winning transatlantic hub has seen growth in the number of travelers in excess of 43% since 2009. Reykjavik International Airport, the center of domestic operations in Iceland, connects with Greenland and the Faroe Islands.

Isavia performs a wide range of operational tasks ranging from international air traffic management, and international and domestic airport and terminal facilities, to the flight testing of navigational aids in Iceland and neighboring countries. Additionally, Isavia has two key subsidiaries: Tern Systems, the innovative developer of air traffic control software systems; and the Duty-Free Store which operates duty free sales at Keflavik International Airport.



MANAGING DIRECTOR BRINGS EXTENSIVE EXPERIENCE

Mr. Bjorn Oli Hauksson led the successful merger of Keflavik International Airport Ltd. and the national airports and air navigation service provider Flugstodir Ltd., resulting in the establishment of Isavia Ltd. in 2010. In 2009, Hauksson served as the Managing Director of Keflavik International Airport. For six years prior to that, he held various positions while working on the development of Kosovo's aviation infrastructure, including Managing Director of the Pristina International Airport J.S.C. and Program Manager for the Icelandic Civil Aviation Administration and Flugstodir, in support of The United Nations Interim Administration Mission in Kosovo (UNMIK).

In Kosovo, Hauksson was appointed Chief of Staff of UNMIK Pillar IV in 2002 and in 2003 he was named Director of the Central Regulatory Unit. He supervised the establishment and management of a number of public administration offices, including the UNMIK Civil Aviation Regulatory Office (CARO) from 2002 to 2004.

Hauksson's experience includes international airport management encompassing professional and financial mandates; policy-making; zoning; environmental management; and safety protocol. He has overseen the establishment of three airport companies. In addition, he directed the merger of airport and air terminal operations in Kosovo and Iceland, as well as the development of the new companies that emerged.

AIR NAVIGATION SERVICE – FLEXIBILITY AND ECONOMY IN ACTION

Isavia is actively engaged in key international air traffic management cooperation programs, including the North Atlantic System Planning Group (NATS SPG) — which has been chaired by Isavia's Director of ANS since 1997 — NATS sub-groups, TRANSAS/CPWG, CANSO, BOREALIS, and NORACON (SESAR).

Highly-trained professionals using state-of-the-art ANS systems demonstrated exceptional flexibility in air traffic management during the major volcanic eruption in the Eyjafjallajokull Glacier in 2010. The quick reaction of the Reykjavik Control Area (CTA) allowed instant re-routing of North-Atlantic air traffic north through the Iceland-controlled region with uninterrupted service.

A 2012 survey conducted at the request of the International Air Transport Association (IATA) concluded that most aircraft transiting the Reykjavik Control Area received their requested flight level. The majority of aircraft exit the area at a flight level higher than their entry level due to the successful accommodation of climb requests made in response to reduced weight as the flight progresses through the extensive control area.

Isavia is making rapid progress toward operational deployment of Automatic Dependent Surveillance-Broadcast (ADS-B) technology. The company has completed the installation of ADS-B ground stations in Iceland, and installation in Greenland by Danish authorities is expected to be completed this summer. The cost-effectiveness and robustness of ADS-B will allow the benefits of ATS surveillance to be extended to an expansive airspace volume which would otherwise be subject to procedural oceanic separation standards and the associated penalties in capacity and cost-effectiveness. By connecting the ATS surveillance infrastructure of Europe with that of North America, Isavia will, in cooperation with associated ANS providers (NavCanada, NATS and Avinor), create a high-capacity surveillance corridor across the North Atlantic.

In addition, Isavia participates in initiatives which seek to enhance efficiency through the increased use of air/ground data links for both position reporting and general controller/pilot dialogue. Together with increased navigational precision through the use of GNSS, this will allow separation minima to be decreased, even outside the surveillance corridor, as well as the early detection of navigational errors which will decrease the risk in the system.

Isavia and the Irish Aviation Authority cooperate closely in the operation of telecommunications stations in both countries. These systems are now integrated and operate as a single unit. Iceland has an excellent cooperative relationship with Denmark and Greenland, where the Organization is responsible for the provision of air traffic services within

Isavia has played a key role in initiating significant improvements to the changing structure in North Atlantic airspace. This is the kind of innovation we need in our partners.

– Giovanni Bisignani, Former IATA Director General and CEO

the Reykjavík CTA covering the Icelandic Airspace, and a large portion of the upper airspace over Greenland. The collaborative agreements between the States fulfill the operational needs and requirements consistent with the objective of harmonized airspace blocks.

In 2010, IATA recognized Isavia's outstanding achievements with the prestigious Eagle Award. The award acknowledged the company's diligent work to improve its financial and operational performance, implement good cost containment initiatives, and reduce charges for air navigation services. "Isavia has also played a key role in initiating significant improvements to the changing structure in North Atlantic airspace. This is the kind of innovation we need in our partners,"¹ stated Giovanni Bisignani, IATA Director General and CEO.

INTERNATIONAL AIRPORTS – STELLAR PERFORMANCE

Isavia is experienced in operating airports of varying types and sizes, ranging from a few hundred passengers annually to 2.7 million passengers at Keflavik International Airport. This traffic consists of three main peaks during the day and a substantial increase in the summer.

Isavia's winter-condition performance is unsurpassed. In spite of inclement weather involving constantly changing temperatures, wind velocity, and direction, Keflavik International remains open 24/7 for scheduled operations as well as ETOPS. This stellar performance compares well with similar airports in neighboring countries and is the prerequisite for prime carrier Icelandair's transatlantic hub and spoke business model.



¹ <http://www.iata.org/pressroom/pr/pages/2010-06-07-03.aspx>



BIRD CTA overlaid on Europe

BIRD CTA / ISAVIA

ISAVIA

FLEXIBILITY IN ACTION

Navigating the North

Situated to the north of the 'NAT core area', Reykjavik prides itself on providing a flexible service, where user preferred routes are the norm.

Additional flexibility is derived from the availability of surveillance, which is currently radar-based but projected to take increased advantage of ADS-B technology in the near future.

Currently, the surveillance area extends through the south-eastern part of the airspace, but work is in progress to expand over Greenland, thus opening a 'surveillance corridor' across the North Atlantic. ADS-B targets across the ocean have already been set up and are currently being tested.

Working in close cooperation with Danish Authorities, Isavia is uniquely qualified to provide a combined oceanic (strategic) and surveillance-based service in the BGGL/BIRD airspace. The company prides itself on providing a safe, reliable service and always seeks self improvement where possible.

- 2009 Eagle Award for Most Improved ANSP
- 2010 IFATCA Award – For outstanding professionalism in ATC
- Safety is a core value of the company, as well as to always provide excellent services
- Uniquely qualified to provide a combined oceanic (strategic) and surveillance-based tactical service in the BGGL/BIRD airspace
- Important service provider, bridging air-routes between Europe and North America in a flexible manner, as well as between North America, the Middle East and Asia via the polar region
- Free-route airspace; user preferred routes
- Many of the company's solutions and processes, like 4D trajectories, have been developed in the oceanic services
- Partner in the Borealis alliance
- Partner in SESAR through NORACON
- Continuously working on green initiatives, such as AIRE and PBN implementation



The company has successfully implemented a concept of integrated operation at all four international airports based on flexible consolidation of manpower and resources. This initiative allows maximum utilization with cross-training in airport operations, fire and emergency services, and airport security, with a substantial economy at an airport the size of Keflavik International.

TERN SYSTEMS – ATM SOFTWARE SOLUTIONS

The majority of the ATM systems in operation at Isavia, and all of the training simulators and equipment used by Isavia ATS Academy, are developed in cooperation with Tern Systems. This strategy has proven successful and has allowed Isavia greater flexibility and independence, thereby providing improved customer service and cost efficiency. This cooperative effort has been in place for more than 15 years and has equipped Tern Systems with a broad range of ATM products and knowledge that have been used in recent years to establish a strong global customer base. The focus of this collaboration is always to provide new customers with the economic solutions, flexibility and service level that Isavia demands. Tern has relied on the support of Isavia staff in many of these international projects. Having access to air traffic controllers and other Isavia employees who are already using the systems provides Tern's customers considerable added value. This has also resulted in collaboration between Tern's customers around the world, in both operational and training contexts.

Research and development is an important component to Tern Systems and the Organization is working on several projects with various universities. This is a reflection of Tern's strategy to continually focus on new product development. A new

generation of ATC software is in the pipeline, involving the participation of all the parties engaged in Isavia's diverse operations and spanning all stages of air traffic control. This encompasses the latest surveillance technology, such as ADS-B and enhanced digital communications, automation, improved UI, and the most advanced technology in ergonomic working positions.

Tern now operates ATM systems in three continents, namely live, fallback and training systems. Several of these systems are currently servicing some of the busiest areas in the world, such as the tower and approach system in Jeju International Airport, which also serves as an ACC backup for the entire South Korean FIR. This system handles over 2,000 flight plans per day and has more than 50 work stations in operation.

ISAVIA CONSULTING – PROVIDING DIVERSE SERVICES

With the successful merger of its various operational elements completed, Isavia is ready to exploit its inherent potential in the field of international consulting. The company already possesses valuable expertise in general technical consulting, air navigation services, and airport training and operations. Isavia provides flight testing service at airports in Iceland, Greenland and the Faroe Islands. In addition, it has completed consulting projects in Afghanistan, Kosovo, Mozambique, Mongolia, Bangladesh, Greenland, and the Faroe Islands.

With its distinctive combination of proven leadership, far-ranging services, and the flexibility to accommodate and meet the needs of a quickly-evolving aviation environment, Isavia Ltd. is well-positioned to continue its success as a top-flight service operator.



UAE State Profile

Working with ICAO
for the Betterment of
International Civil Aviation

“No matter how many buildings, foundations, schools and hospitals we build, or how many bridges we raise, all these are material entities. The real spirit behind progress is the human spirit and the able man with his intellect and capabilities.”

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



The United Arab Emirates (UAE) has been a Member State of the International Civil Aviation Organization (ICAO) since 1972 – a year after the federation of seven emirates was founded. Since then, the UAE has unhesitatingly recognized ICAO as the global aviation standard-setting authority. The UAE has been actively engaged with the Organization. As a testimony of its leadership, in 2010, the 37th Session of the ICAO Assembly re-elected the UAE for another term to the Council. The UAE remains committed to working with ICAO in order to further advance the development of international civil aviation for the benefit of the world. To this end, at the 38th session of the ICAO Assembly, the UAE stands for re-election to the Council.

The UAE is constantly striving to move forward in order to capitalize opportunities in a rapidly globalizing world. It recognizes that it has benefited from its solid economic basics and its stable political system. It is unquestionable that these factors have supported the rapid development of its aviation sector. In the UAE, civil aviation has become a strategic imperative. Air traffic has consistently grown over the past two decades at an average rate of 9% per year. The performance of the UAE civil aviation sector ranks amongst the best in the world in a number of key areas, such as safety, security, environment, strategic planning and customer services. The General Civil Aviation Authority (GCAA) oversees civil aviation. The GCAA is also responsible for the provision of en-route air navigation services and all aspects of flight safety, as well as managing international cooperation with other civil aviation partners.

The UAE is a strong supporter of ICAO. Just as the UAE has benefited greatly from its expertise, it has been and it will be committed to the closest cooperation with the Organization. Through its active participation and its substantial contributions to ICAO's work program, the UAE seeks to share with fellow Member States the lessons it has learned and the expertise it has gained.



H.E. Minister Al Mansoori, UAE Minister of Economy



Number of Scheduled Carriers		
Airport	2011	2012*
Abu Dhabi	35	38
Dubai	88	84
Sharjah	25	25
Ras Al Khaimah	1	1
Fujairah	1	0
Al Ain		2

The UAE has managed to increase the number of Open Skies agreements and improve the status of existing Air Services Agreements (ASAs), thereby advancing the overall connectivity of the country. Just as in previous years, there is consistent growth in the number of foreign carriers operating into the UAE. To date, the UAE has signed fully liberalized or Open Skies agreements with 122 countries - the second highest number of such agreements after the United States.

UAE CIVIL AVIATION SECTOR

The UAE carriers are consistently recognized for their innovative and cutting edge developments, while maintaining an enviable safety record. In addition to their fleet and network expansion, UAE carriers continue their march toward growth with significant improvements in their business strategy, joining hands with some of the major airlines either through acquisition of stakes or code sharing. Whilst Emirates has signed a 10-year partnership deal with Qantas, Etihad is aiming to extend its international partnerships by entering into code-share agreements and purchasing minority shares in airlines from countries stretching from Germany to Australia. Other UAE carriers, such as Air Arabia, Fly Dubai and RAK Airways, are also looking at continuous expansion and growth plans.

Fleet Size		
Airline	2011	2012*
Emirates	168 (8 freighters)	190 (7 freighters)
Etihad	64 (7 freighters)	71 (3 freighters)
Air Arabia	29	28
Fly Dubai	21	28
RAK	4	2

The UAE has seven international airports built and operated with the most modern equipments. In 2012, the number of air traffic movements from, through and to UAE airports exceeded 657,000. Dubai International Airport now ranks third in the world in terms of international passengers. In addition, Al Maktoum Airport in Dubai City will be the largest airport in the world at a budgeted cost of 36 billion AED (10 billion USD). It will occupy an area of 140 square kilometers and have the capacity to serve 160 million passengers and 12 million tons of freight annually. Driven by consistent growth in passenger traffic, UAE airports continue to invest in infrastructure. Whether it is the Midfield Terminal Building (MTB) at Abu Dhabi International Airport or a dedicated terminal for A380 aircraft at Terminal 3 of Dubai International Airport, the pace remains relentless. These developments in infrastructure are well complemented by the UAE's unyielding commitment to facilitate global connectivity.



Type of Agreement	2011	2012
Open Skies	65	79
Liberal	37	43
Restrictive	43	36
Total	145	158



The UAE has always recognized the benefits of air transport liberalization. Thanks to an open approach to competition, aviation has become a core sector of the UAE's economy, driving development, diversification and aviation-related activities which are contributors to the country's non-oil GDP. Aviation is a catalytic element of the economic supply chain and a vehicle for achieving economic and social development. The UAE aviation sector is growing rapidly because of the success achieved by the domestic and foreign airlines in stimulating new and existing international and intercontinental flows to and from the UAE that, in turn, stimulate the development of local businesses, industries and trade. The UAE has therefore consistently endorsed a liberal aviation policy, both in fostering competition within (with numerous airlines and airports) and in its firm commitment to pro-competitive Open Skies ASAs.



Air Arabia A-320

In addition, the UAE has already launched initiatives to expand the State's capacity for manufacturing and maintenance plants. In this respect, the UAE has established Strata - an advanced composite, aero-structures manufacturing facility based in Al Ain producing high quality aircraft components. Through partnerships with major aircraft manufacturers, including EADS/Airbus, Boeing, Finmeccanica/Alenia Aeronautica, SABCA and FACC, Strata has already manufactured major units, such as wings and empennages. This is the first project of its kind in the Middle East region.

The UAE has also implemented concrete actions to upgrade its aviation training institutions. In this respect, in 2009, the Abu Dhabi Airports Company (ADAC) established the Gulf Centre for Aviation Studies (GCAS) - a centre of excellence for airport and aviation training based in Abu Dhabi. GCAS strives to lead the development of the aviation industry in the UAE and the region through delivering highly qualified aviation professionals. GCAS is the world's first ICAO TRAINAIR PLUS Gold member.

SAFETY

The UAE remains extremely vigilant to achieve the highest safety standards. Thus, in order to ensure that enforcement standards remain relevant and up to date, the UAE has recently adopted the Safety Enforcement Manual.





Hello Tomorrow **Emirates**

Tomorrow dreams bigger

The new home of the Emirates Airbus A380 is now open in Dubai. It's the first facility of its kind, designed and built for the world's largest fleet of A380s. Bringing together world-class shopping and dining, smoother connections and spacious First Class and Business Class lounges that lead directly onto your aircraft. Say hello to a whole new hub of inspiration.



emirates.com



AVIATION SECURITY

The UAE's core objective in the field of aviation security is to safeguard civil aviation against acts of unlawful interference. To this end, the UAE has amended the Civil Aviation Security Regulations and the National Civil Aviation Security Program to ensure compliance with national and international requirements. To foster partnerships within the aviation industry, stakeholders are consulted and invited to actively participate in the process of proposed changes in aviation security regulations and programs.

In order to ensure that the airports, aircraft operators and other entities involved with aviation security responsibilities and associated safety impacts comply with the UAE aviation security regulations and programs, the GCAA continues to:

- Support the UAE Federal Government in the development, implementation and maintenance of the national aviation security policies, legislation, regulations and programs in compliance with ICAO requirements;
- Verify that aviation security measures are effectively and properly implemented to determine the level of compliance with the provisions of the UAE Civil Aviation Security Regulations and the UAE National Civil Aviation Security Program;
- Conduct assessments and surveys at non-UAE airports from which aircraft operators operate flights to the UAE airports; and
- Support the UAE airports and aircraft operators (both UAE registered and foreign) in the evolution of strategic planning for new development of airports and routes. This has led to the expansion of operations and facilities at all the UAE airports and the establishment of new airport certification process.

AIR NAVIGATION

The foundation of UAE's air navigation system is firmly anchored on the pillars of safety, reliability and efficiency. With total annual movements of over 740,000, the UAE recorded a total of 16 AIRPROX, 21 Level busts and 34 coordination failure incidents. The UAE achieved a 99.6% clearance rate on all 6965 reported faults ensuring a high availability of serviceable airways systems and promoting its commitment to providing a safe, reliable and efficient service to customers and stakeholders.

The GCAA has recently assumed ownership of one of the key resources for surveillance data, the RAK radar. Continuous efforts are being made in order to increase airspace capacity. New and more scalable equipment (ADS-B) is being installed throughout the UAE to ensure improved surveillance of air traffic. Similarly, the UAE is currently supporting the general industry move toward Aeronautical Information Management (AIM). This will ensure an easier and more consistent reuse of data between the AIP, Area Control Centre (ACC) and AIS stakeholders.

Enforcement activities are being diligently coordinated and monitored. This contributes to providing clear guidance to the aviation industry. It is expected that this manual will be made part of the State Safety Program (SSP). Prior to the publication of regulations, a well-established stakeholder consultation process takes place. This allows the UAE to iron out any issues with the new regulations which in turn ensures a higher rate of compliance by service providers. The entire consultation and feedback process is now carried out on-line. Technical Committees comprising members from the industry and the GCAA meet regularly to review any issues with regard to the regulations.

On the international safety front, the UAE holds the chair position for the Middle East Regional Aviation Safety Group. As recognition of the work undertaken by its National Runway Safety team, the UAE has been appointed as the Runway and Ground Safety coordinator in the Middle East. Moreover, the UAE has also been designated as the Performance Based Navigation (PBN) champion in the region due to its involvement with the ICAO/IATA PBN GO-Team. The UAE also chairs the Aerodrome Certification Task Force in the Middle East region.

Let the footsteps of the past
inspire the legacies of tomorrow.



Al Jahili Fort



Experience a world that exists beyond imagination.
Where ancient trails give way to modern wonders.
Explore the past. Discover the future.
Here famed hospitality becomes inviting reality.
You'll find more than a horizon stretching out before you.
And you think you've done it all?

Abu Dhabi. Travellers welcome.

Discover more. www.visitabudhabi.ae

Abu Dhabi



Sheikh Zayed Air Navigation Centre



State Profile United Arab Emirates

The traffic through the UAE FIR is currently increasing at around 7% annually. This makes it imperative for the UAE to continue investing in the training of new staff. Additional ATC sectors and other air space changes have been introduced in order to safely handle the increased levels of traffic. The specialization of the controller profiles into en-route or sequencing was implemented in order to maintain ATCO currency and sustain safety levels.

Being an important stakeholder in the Middle East aviation sector, the UAE is continuing its engagement and participation in various regional and international *fora*, such as ICAO, the Middle East Air Navigation Planning and Implementation Regional Group (MIDANPIRG), the Arab Civil Aviation Commission (ACAC), GCC ANC and CANSO.

ENVIRONMENT

Environmental protection and sustainable development are core elements of the UAE's policy agenda. The country is deeply engaged in the stabilization of greenhouse gases, and remains extremely active on all issues dealing with climate change. Numerous initiatives evidence UAE's genuine commitment in this field. In this respect, the UAE hosts the headquarters of the International Renewable Energy Agency (IRENA). IRENA's mandate is to promote sustainable use of renewable energy sources globally. Similarly, to diversify the country's energy mix, through the Masdar Clean Energy initiative, the UAE has invested in the development of large-scale clean energy projects, ranging from utility-scale wind and solar to energy efficiency and carbon capture and storage (CCS). With the Shams 1 project, Masdar is pursuing the largest Concentrated Solar Power (CSP) plant in the world.

Committed for a sustainable growth of the global aviation industry.

Civil Aviation in the Emirate of Dubai commenced Seventy Six years ago, when the Dubai Commercial Air Agreement was signed between Late Sheikh Saeed bin Maktoum, O.B.E., Sheikh of Dubai and T. Hickinbotham, Captain, Political Agent, Bahrain, His Majesty's Government, Great Britain on 22nd July 1937.

Late Sheikh Rashid bin Saeed Al Maktoum believed in the need of establishing necessary infrastructure to support commercial aviation in Dubai and was a firm believer that an Open Skies policy could not be espoused without the adequate infrastructure and facilities. Accordingly, the Dubai Airport was constructed and declared open on 30th September 1960.

Sheikh Rashid established the Dubai International Airport Committee in 1966 and also created the Department of Civil Aviation by Decree dated 18th March 1971 and was entrusted, inter alia, to oversee all civil aviation matters and to implement the laws and regulations in Dubai.

In 1985 the Emirates Airline was established on a concept of H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and the Ruler of Dubai. Having commenced its operation on 25th October 1985 with two leased aircraft has evolved into a globally recognized airline for its highest standards of quality. Flydubai was established as Dubai's first low-cost airline in 2009.

The expansion and the modernization of the aviation infrastructure continued steadily and Dubai became a twin airport city with the opening of the Dubai World Central – Al Maktoum International Airport in 2010.

At present, Emirates and flydubai enjoy traffic rights from over 150 bilateral air service agreements and Memoranda of Understanding, of which over 120 agreements are either "open skies" or liberal.

Demonstrating the commitment of the Government of Dubai for a sustainable global aviation industry, the Emirate of Dubai has played a vital role in the development of international civil aviation globally. Besides its commitment to develop necessary infrastructure, it has held many conferences under the auspices of the ICAO creating a forum for exchange of information, knowledge and understanding amongst the policy makers, regulators and key players in the aviation industry.

The initiative to hold the ICAO Global Symposium on Air Transport Liberalization in Dubai in 2006 and the hosting of the inaugural Conference for Air Service Negotiation (ICAN 2008) in November 2008 in Dubai reflects Dubai's commitment for international cooperation.

At present Dubai is geared to take up the challenges for many decades ahead. The vision for 2020 for aviation is in place. Dubai Civil Aviation Authority, under the leadership of H.H. Sheikh Ahmed bin Saeed Al Maktoum, is working towards achieving an aviation industry that will be beneficial to every citizen of the UAE and the consumers globally, whilst contributing for a sustainable growth of the global aviation bearing in mind the necessity for safe, secured and environmental friendly industry and making Dubai the Global Aviation Capital.





Aviation stakeholders have also made significant investments in improved technology and infrastructure. UAE carriers have one of the youngest fleet of the world. On average, aircraft are less than 6 years old. In addition, the UAE has made significant strides in introducing operational efficiencies. In particular, it has enhanced its airspace use for the expeditious flow of domestic and international air traffic. Initiatives such as the recent establishment of more direct air routes connecting Abu Dhabi to the Kingdom of Saudi Arabia significantly reduce flight time, fuel consumption, and carbon emissions. Attention is also being paid to ground handling operations and catering to reduce environmental impacts through recycling, waste management and community partnership. Energy saving and waste reduction measures have been introduced by airport operators across the country

In 2012, the UAE adopted a comprehensive policy on aviation and climate change. This policy re-affirms the role of International Civil Aviation Organization (ICAO) to reduce the impact of emissions from international civil aviation. It is imperative that, in any post-Kyoto global framework, ICAO continues providing leadership and coordination. The UAE supports the adoption of a global MBM scheme through ICAO. The policy places emphasis on encouraging strategic partners to provide reports on the environmental performance on regular basis. It also aims to encouraging the formulation and adoption of environmental policies and plans by all strategic partners, as well as the implementation of best practices based on cost-effective and positive economic impact. As a result of this policy, the UAE was one of the first States to submit an Action Plan to ICAO.

For you
we fly the
extra mile



RAK Airways is a national carrier of the United Arab Emirates based in the emirate of Ras Al Khaimah. RAK Airways operates at RAK International Airport located 45 minutes away from Dubai.

 rakairways.com

 [/rakairways](https://www.facebook.com/rakairways)

طيران رأس الخيمة
rakairways



Etihad Airways Flight Attendant



Etihad Airways Pearl Business Class



Emirates Airlines' Crew

The UAE has also made a significant commitment to advance the work of ICAO's Committee on Environmental Protection (CAEP). Although, since 2010, the UAE had actively participated in CAEP through its involvement with ACAC, in February 2013, it has gained observer status. A number of UAE experts are actively engaged in CAEP's numerous working groups. As part of its unyielding efforts, in November 2013, the UAE will host CAEP's Steering Group meeting in Dubai. For its next working cycle, the UAE expects to apply for permanent membership of CAEP.

STRATEGY AND INTERNATIONAL AFFAIRS

The UAE civil aviation sector places strong emphasis on strategic planning. To this end, the GCAA has established the Strategy & International Affairs Sector (SIAS). SIAS' main responsibility is to formulate, in coordination with the other departments, the management's vision of the GCAA in order to provide the overall general policy direction. SIAS also leads, directs and manages GCAA External Relations to ensure effective development and implementation of stakeholder and strategic partner relationship management strategies, policies, projects and processes.

Likewise, SIAS coordinates with the Prime Minister's Office to make sure that GCAA's plans are in line with the federal government's strategic priorities and objectives. The strong commitment of its leadership, the enormous support of its senior management and the results-driven attitude of its staff, yielded such positive results that, in 2011, the Sheikh Khalifa Government Excellence Program (SKGEP) recognized the GCAA as the country's most improved organization. The same year, GCAA won the prestigious SKGEP award for the best Strategic Planning in its category. This recognition has strengthened the organization's resolution and commitment to consistently perform at the highest level.

INTERNATIONAL COOPERATION

The UAE has been extremely active in fostering international & regional cooperation. The country stands for synchronized global cooperation, and constantly seeks opportunities to extend bridges with the international community. The UAE has been pleased to share training expertise with ICAO and its Member States. In this respect, the UAE has also provided foundations for the cooperation with regional civil aviation authorities through the signing of MOUs with ACAC, the Latin American Civil Aviation Commission (LACAC), and the African Civil Aviation Commission (AFCAC). These MOUs foster meaningful cooperation bonds so as to promote the safe, efficient and sustainable development of civil aviation in each region, the UAE and rest of the world. The agreements include exchange of information and expertise, as well as the provision of onsite training courses in different regions. To this end, the UAE has successfully delivered courses on Aviation Strategic Planning, Air Transport Financial Management, as well as workshops on International Air Transport Regulation. The UAE onsite training courses have been considered an enriching

experience by all regional authorities. In addition, a number of experts from the different regions have also attended training courses offered by prestigious UAE training institutions.

UAE AT ICAO

In 2006, the UAE established a Permanent Diplomatic Mission at ICAO. In 2007, the UAE was elected, for the first time ever, as one of the 36 States of the ICAO Council. Later, in 2010, at the 37th Session of the ICAO Assembly, the UAE was re-elected as the State with the most votes in Category III.

The UAE has exercised an active role at ICAO. In 2012, the UAE Minister of Economy, H.E. Sultan Bin Saeed Al-Mansouri was unanimously elected as Chairperson of the High Level Conference on Aviation Security – ICAO's premier event in the field in the last 10 years. At present, the UAE is a member of the Air Transport and Unlawful Interference Committees. The UAE Representative to ICAO served as chairperson of the Ad Hoc Working Group on Market-based measures (MBMs) – a policy group tasked with advancing recommendations to the Council on measures for a global scheme and elements for a framework on MBMs. The UAE also acts as Vice-Chairperson of the Unlawful Interference Committee. Since 2010, the UAE has served as coordinator of the Arab Civil Aviation Commission (ACAC) at ICAO. In the past, the UAE served as Vice-President of the Council and member of the Human Resources



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.



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

Competitive Edge

Join the region's leading aviation college and obtain a world class education in any of our postgraduate, undergraduate, vocational and training programmes.



For further details email eac.admissions@emirates.com or call +97142189100



Etihad Airways aircraft

Committee. It also had the privilege of chairing various other committees and working groups. In addition, the UAE Representative to ICAO and UAE's senior officers are regular speakers at ICAO events and other civil aviation-related conferences. In November 2012, the UAE was appointed as one of the 15 States to the High-Level Group on International Aviation and Climate Change (HGCC).

The UAE is relentlessly committed to further strengthening ICAO's effective role in ensuring the highest standards of safety and security of aviation operations worldwide while observing careful stewardship of the global environment. To foster this role, the UAE has provided several voluntary contributions to ICAO.

UAE experts also actively participate in a number of advisory groups, such as: the High-Level Policy Group on Aviation and Climate Change, AFI Comprehensive Implementation Plan (ACIP) Steering Committee, Filing of Differences Task Force, Safety Information Protection Task Force, AVSEC Panel, Dangerous Goods Panel, Air Transport Regulation Panel (ATRP), Commission of Experts of the Supervisory Authority of the International Registry (CESAIR), Communication Failure Coordinating Group (CFCG), Safety Management Panel, Legal Committee, Separation and Airspace Safety Panel (SASP), Instrument Flight Procedure Panel (IFPP), Air Cargo Security Working Group and Lithium Batteries Working Group, Aviation Security Strategy Working Group, Dangerous Goods Joint Task Force. UAE experts have recently served as *rappporteur* of ICAO's Legal Sub-Committee on the modernization of the Tokyo Convention of 1963. In 2013, the UAE obtained membership to the Facilitation Panel (FALP) and was elected Vice-Chair of the Legal Committee. In addition, members of the GCAA have recently joined the Wake Vortex Turbulence Task Force. Also, UAE aviation security experts have been actively engaged in the USAP.

THE WORLD IS OUR HOME

YOU ARE OUR GUEST



Ahmed Salem is a regular on our flights from Abu Dhabi. He knows he's always guaranteed a fully-flat bed on long-haul Pearl Business Class and can enjoy connections to over 75 destinations across six continents in complete comfort. At Etihad, we're inspired by the best the world has to offer, and treat everyone as our guest.

Daily from Abu Dhabi to over 75 destinations worldwide.
etihad.com | www.abudhabi.ae

الإتihad
ETIHAD
AIRWAYS
ABU DHABI



In partnership with ICAO, the UAE has hosted a variety of civil aviation events, such as the Search and Rescue Conference, the State Action Plan Middle East Workshop, and the Regional Aviation Security Conference. More recently, along with France, the UAE organized a workshop on Performance Management for Council Members, ANC Commissioners and Senior Staff of ICAO. This is in line with the Council Decision adopted at its 199th Session to launch a performance management project, including the definition of a high-level set of objectives and indicators for the organization. The UAE will be fully committed to working with ICAO to successfully carry out and implement this program. This will contribute to enhance its performance and place the organization as a top-notch UN-specialized agency.



Streamline Your System

Esri® can help you do that. We have the tools to create, change, and bring data and charts into your AIS environment. With Esri Technology, you can achieve the data integration needed to provide web services and database-driven products to your valued customers.

Learn more at esri.com/icao



We deliver our

Airport Software Solutions

Worldwide

Installing SEETEK products means:

- ▶ A proven portfolio of products based on an integrated and cutting-edge technological infrastructure
- ▶ The perfect blend of technological solutions and airport business knowledge
- ▶ Consolidated experience in airport operations



- ▶ **Consulting and Procedure Development**
- ▶ **Design and Engineering**
- ▶ **Implementation and Start-Up of Integrated Systems**
- ▶ **Training**
- ▶ **Assistance and Maintenance**

- Independence from third party manufacturers and suppliers
- Constant technological evolution
- Practical experience
- Development expertise
- 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

www.seetek.ch

Registered Office
Via Landriani, 2A – 6906 – Lugano – Switzerland
Tel. +41 919234121 - Fax +41 919234123
info@seetek.ch