

ICAO BUSINESS PLAN

2020 – 2022

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Message from the Secretary General

As we prepare for the approaching 2020 – 2022 triennium, I believe we have the unique opportunity to chart a course for ICAO, ensuring it flourishes in the future as the global forum for international civil aviation and strengthens its leadership role within the global aviation sector.

While we have made significant progress over the past triennium, I believe that our foremost challenge will be the doubling of air traffic in the next 15 years along with the growing complexities in the use of airspace with the emergence of new technologies. Our principal Standards-making function will need to keep pace and evolve with these changes. We will also need to continue enhancing efficiency and effectiveness to support our Member States with the timely development of appropriate global Standards and policies. At the same time, we are committed to strengthening our role in implementation support, as well as monitoring the oversight capability of Member States, to supporting in the development of safe, secure, efficient, environmentally friendly and orderly air transport in the world, in line with the expectations of our Member States and the industry and within the constrained resources of ICAO.

While the Secretariat uses its resources in strategic manner throughout the Standard-setting process, a major challenge will be to strike the right balance between the development of new/amended Standard Recommended Practices (SARPs) and supporting SARPs implementation within the limited resources available. The ever changing nature of civil aviation necessitates that ICAO be prepared for any and all changes that may occur. As such, the Organization must be cognizant of emerging issues and have measures in place to position the Organization to respond with timely and appropriate Standards.

The enhancement of global civil aviation safety has been and always will be ICAO's *raison d'être*. The new versions of the Global Aviation Safety Plan (GASP) and the Global Air Navigation Plan (GANP) take a more holistic approach towards our aviation systems as they provide a roadmap to increase air navigation capacity and efficiency to accommodate rapid growth of civil aviation, yet at the same time mitigate the risks associated with the operation of more aircraft within a fixed amount of airspace. For example, the increased use of unmanned aircraft system, including drones and Remotely Pilot Aircraft Systems (RPAS), will require increased rate of regulatory development to support the safe and socially responsible operation of these emerging air transport technologies.

International civil aviation will continue to benefit from automation including increasingly interconnected information systems. At the same time, these interconnected systems can be vulnerable to cyber threats. We will need to intensify our efforts to protect civil aviation's critical information and communications systems and data against cyber threats, as well as to develop a trust framework for information exchange in a digital environment to improve safety and resilience of air traffic management and aircraft operations.

Aviation security has become a principle priority for the Organization and we will need to continue to demonstrate our leadership in this area. The Global Aviation Security Plan (GASeP) is a shift from an ICAO-focused strategy to an ambitious goal-based plan that brings States and industry closer together to enhance security, identify weaknesses, share relevant information and experience, and promote innovative aviation security solutions. ICAO will need to intensify its capacity-building efforts to States to implement their national plans, while ensuring alignment with their regional roadmaps and the goals established in the GASeP.

Ambitious goals have been set for environment protection to address the global challenge of climate change. We are committed to achieving the global aspirational goal of carbon-neutral growth from 2020 onwards through the implementation of the basket measures, including the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). The Organization will need to maintain its leadership and provide support to States for the most effective and efficient implementation of these environmental measures.

International civil aviation has proven itself to be an essential enabler for socio-economic development. To promote the development of air transport, we will strive to finalize a specific protocol agreement to facilitate further liberalization of air cargo services. As an example, air transport has become the primary means to ship the goods purchased through e-commerce. To ensure that all States can benefit from this emerging mode of commerce and the digitalization of the global economy, it will be important that mechanisms are in place to facilitate the movement of air cargo between States. At the same time, as the numbers of goods purchased through e-commerce increases, we will need to ensure that the increased volume can continue to be shipped by air in a safe and secure manner.

We cannot lose sight of fact that aviation is still essentially a human activity. In this respect, the investments that we make in our Next Generation of Aviation Professionals (NGAP) are of paramount importance to ensure that our sector can continue its unparalleled growth by attracting and retaining the brightest and most capable future aviation professionals.

To maximize the benefits of aviation, the priorities of the aviation sector should be integrated and reflected in State's economic and social development planning with an appropriately balanced development of transport modes, including multi-modal and urban planning initiatives. In our continuing efforts to sensitize senior government officials on the essential role of civil aviation to socio-economic development and in achieving the United Nations (UN) Sustainable Development Goals (SDGs), public awareness of aviation's benefits and ICAO's work has been greatly improved over the past few years. We will also need to expand on our existing partnerships with Member States, industry and academia to further global aviation development. As we continue our out-reach, we must do so in a manner that promotes multilingualism, diversity and gender equality in our sector. As the first female Secretary General of ICAO, this is close to my heart.

Improving efficiency by using a results-based management approach continues to be one of my priorities, with focus on: strategic planning, prioritization, risk management, performance measurement, transparency and accountability, as well as the organizational culture shift needed to support this transformation. To further a results-based management approach, I have placed a high priority on the development of this ICAO Business Plan that responds to the needs and expectations of our Member States, as well as a corresponding Regular Programme Budget for the 2020-2021-2022 triennium under the direction of the Council. The Business Plan will promote transparency of work programmes, identify issues and risks that could impact on the work of the Organization and the Strategic Objectives and, develop associated long-term plans and succession plans.

The Secretariat will continue to work with the Council to achieve efficiency gains from improvements in operational efficiency and the reduction of operational costs of the Organization. Continued improvement will be made through such measures as innovation, cross-utilization of existing staff, resource reallocations to new programmes, business process re-engineering, centralization of common functions, automation, reduced travel and the use of online meetings.

Over the next triennium, I will redouble my efforts to ensure that the Secretariat functions in a fair and transparent manner and abides by the highest ethical standards and UN best practices. I will also place great emphasis on my work to ensure an ICAO workforce that is well suited to serve the needs of the Organization, taking further steps to enhance staff performance management by creating closer links between the operating plans attached to this Business Plan and performance assessments.

The signatories to the *Convention on International Civil Aviation* recognized that international civil aviation would help to create and preserve friendship and understanding among the nations of the world. While we focus our efforts on the areas I have outlined above, we will do so mindful of the need to do this work on the basis of equality of opportunity for all Member States. I am confident that through our combined efforts we will expand air connectivity, contribute to the global economy and sustainable development, while ensuring that no Member State is left behind.

Dr. Fang Liu
Secretary General

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Executive Summary

THE ICAO BUSINESS PLAN

The ICAO Business Plan is the seminal document of the Organization for the triennium; it takes into consideration all of the work mandated to be undertaken by ICAO, regardless of source of funding. Following a results- and performance-based management approach, this plan formed the basis for the deliberations with the Council for the eventual agreement on the Regular Programme Budget total amount and allocations.

The Approach

The Business Plan sets out the Strategic Objectives and priorities to guide the activities of the Organization to support Member States in their attainment of a safe, secure, efficient, economically viable and environmentally responsible air transport network. It follows a Results Based Management (RBM) approach which integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. The approach focuses on achieving outcomes, implementing performance measurement, learning, and adapting, as well as reporting on performance.

The Business Plan builds on the Organization's Vision and Mission and takes into consideration the existing structure and emerging aviation issues along with internal and external risk factors. Based on this, the Plan has identified ten (10) Key Priorities intended to advance the realization of the fifteen (15) Expected Results attributable to the Organization's five (5) Strategic Objectives (i.e. Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection) that, in turn, have been identified as the primary means to benefit global civil aviation and Member States.

Each Strategic Objective and Supporting Strategy has at least one Programme, which consists of a series of Key Activities. The triennial Operating Plan (Annex II) identifies Key Activities with Deliverables, as well as measurable Targets under each Programme. All Key Activities, Deliverables and Targets are outputs, which are linked to and underpin an Expected Result at a Strategic Objective or a Supporting Strategy level. The outputs of the Organization are intended to influence the achievement of beneficial outcomes for the global civil aviation system. The Council established Corporate Key Performance Indicators (CKPIs) as a means to measure the results of ICAO's work in influencing outcomes in accordance with the Expected Results and the related Strategic Objectives, as well as CKPIs that aim to measure the Organization's internal performance in achieving the Expected Results related to Supporting Strategies. The CKPIs constitute the highest level of desired outcomes outlined in the ICAO Business Plan.

In formulating the ICAO Business Plan 2020 – 2022 an Organization-wide exercise was completed to review all of the Key Activities under each Strategic Objective and Supporting Strategy in the current Business Plan (2017 – 2019). To ensure the traceability of the changes from the current triennium, each Key Activity has a status indicator according to the following classification: *ongoing, completed, cancelled, reduced, expanded or new*.

All the ongoing Key Activities, as well as a part of new and expanded Key Activities, can be accommodated within the 2020 to 2022 Triennial Regular Programme Budget. Most of these activities will be carried out by adjusting and/or reducing targets and/or volume of several Key Activities, re-allocating existing resources from reduced Key Activities, and utilizing efficiency gains, and with the continuing availability of extra-budgetary resources and in partnership with other international organizations etc. The extra-budgetary resources, including financial and in-kind voluntary contributions from States and revenues generated from ICAO's intellectual property, have already become an integrated, non-separable part of "one system" that is required to deliver the tangible Expected Results jointly with the resources funded by the Regular Programme Budget.

The evolving nature of ICAO's activities brings about the constant modification of existing and addition of new Key Activities across the Organization, especially to address emerging issues in global civil aviation. While gratefully acknowledging the contributions that made it possible to carry out various Key Activities in 2017-2018-2019 triennium, the implementation of all the Key Activities identified in the Business Plan 2020 – 2022 requires resources above and beyond all of those previously identified. Consequently, there is a risk that some new and expanded Key Activities that are considered critical cannot be covered by any prospective funding source.

Introduction

The Preamble to the *Convention on International Civil Aviation* (Chicago Convention) recognizes that "the future development of international civil aviation can greatly help to create and preserve friendship and understanding among the nations and people of the world".

Aviation connects people and the world, traversing oceans and crossing borders, creating economic growth, and contributing to sustainable development. It provides freedom to travel, enables access to foreign markets, and allows the exchange of cultural experiences. A strong and affordable global air transport network helps improve quality of life, spread knowledge of different societies and cultures, deliver better services and aid to the public, and enhance access to remote and lesser-developed areas.

The Role of States

Each State has the primary responsibility for the regulatory oversight and development of its own aviation sector. The role of national development plans and strategies cannot be overemphasized in improving connectivity, fostering productivity and growth in the air transport industry and using aviation as an economic development driver. State governments set national priorities and allocate resources to attain various development objectives and to meet people's expectation according to such priorities. Civil aviation is often considered as one of the priority sectors for social and economic development.

The Role of ICAO

ICAO works with its 193 Member States, as well as industry stakeholders, to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector. Member States implement these SARPs and policies within their local civil aviation regulations to ensure that their local civil aviation operations conform to global norms, which in turn permits more than 100 000 daily flights in aviation's global network to operate safely and reliably in every region of the world.

The ICAO Strategic Objectives

ICAO's Strategic Objectives (SOs) directly contribute to the betterment of civil aviation globally and form the foundation for all work undertaken by the Organization. Recognizing the clear need to ensure that air traffic growth is managed safely, securely and efficiently, with due respect for aviation sector's environmental commitments, while fully capturing and realizing potential economic benefits to be generated from the increasing traffic, ICAO will continue to work under its five comprehensive Strategic Objectives, which were established in 2014:

- a) **Safety:** Enhance global civil aviation safety. This Strategic Objective is focused primarily on the State's regulatory oversight capabilities;
- b) **Air Navigation Capacity and Efficiency:** Increase the capacity and improve the efficiency of the global civil aviation system. This Strategic Objective is focused primarily on upgrading the air navigation and aerodrome infrastructure and developing new procedures to optimize aviation system performance;
- c) **Security and Facilitation:** Enhance global civil aviation security and facilitation. This Strategic Objective reflects the need for ICAO's leadership in aviation security, facilitation and related border security matters;
- d) **Economic Development of Air Transport:** Foster the development of a sound and economically-viable civil aviation system; and
- e) **Environmental Protection:** Minimize the adverse environmental effects of civil aviation activities.

Emerging Aviation Issues

The ever changing nature of civil aviation necessitates that ICAO be prepared for any and all changes that may occur. As such, the Organization must be cognizant of emerging issues and have contingencies in place. The emerging issues in global civil aviation are identified and described in the Business Plan (detailed in Section 2.1) and, in summary, are as follows:

- a) Increased use of unmanned aeronautical systems (UAS), including drones and Remotely Pilot Aircraft Systems (RPAS);
- b) Cybersecurity and Trust Framework;
- c) Disruptive technology in aviation;
- d) Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA);
- e) Inclusion of aviation in national development plans;
- f) E-commerce;
- g) Aviation Infrastructure/system financing;
- h) Big data analytics for aviation; and
- i) Commercial space transport and higher airspace operations.

Key Priorities, Key Activities and Expected Results

The Key Priorities, that represent ICAO's long-term vision, are designed to ensure that ICAO's work will bring the greatest benefits to Member States and the global civil aviation system and will, at the same time, enable ICAO to play a more active role in addressing the emerging aviation issues and staying abreast of the changing needs of States. The long-term impact that result from ICAO's Key Activities are described in a form of Expected Results. This relationship, between the outputs produced through the Organization's Key Activities and the outcomes as described in the Expected Results, is a key attribute of the Organization's results- and performance-based management approach.

The table below depicts the relationship between the five (5) Strategic Objectives, ten (10) Key Priorities and fifteen (15) Expected Results. Each Strategic Objective has two unique Expected Results attributable to it. The remaining five Expected Results (including aviation training, technical cooperation and legal services) are attributable to all the Strategic Objectives.

Each Strategic Objective consists of eleven (11) to twelve (12) Programmes (at a Headquarters and Regional Offices levels), that contain various Key Activities or projects. Each Key Activity consists of a set of deliverables or outputs, as well as clear targets that allow the Organization to monitor the production of its deliverables. While most of the existing Key Activities are of an ongoing nature, some of them are either completed, in progress or have become less relevant over the years. The expansion of the existing Key Activities and the addition of new Key Activities are related to activities that: a) are considered critical but could not be fully funded during the current triennium; b) have increased their scope and scale, requirement and maturity; or c) aim to address the above-mentioned new emerging aviation issues. In the table below, major new and expanded Key Activities are mapped against the related Key Priorities and Expected Results.

STRATEGIC OBJECTIVES	KEY PRIORITIES	MAJOR NEW AND EXPANDED KEY ACTIVITIES	EXPECTED RESULTS
Safety	Continuous Safety Improvements	Develop, maintain and oversee the implementation of GASP; Strengthen safety oversight capabilities by providing States with a range of solutions focused on an activity to recognize competent Regional Safety Oversight Organizations (RSOOs); Support the implementation of Safety Management; Review safety levels and respond to the most urgent issues; Enhance the Next Generation of Aviation Professionals (NGAP) programme; and Manage the evolution of the ICAO Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) methodology, processes and tools.	<p>1. Improved Aviation Safety: Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance.</p> <p>2. Strengthened Regulatory Capacity: Enhanced capabilities of States, in particular those with low levels of effective implementation of global Standards, to fulfill their mandates.</p>

Air Navigation Capacity and Efficiency	Harmonized Global Air Navigation Modernization	<p>Support the harmonization and modernization of the global air traffic management (ATM) system by developing, maintaining and overseeing the implementation of GANP;</p> <p>Review and enhance ICAO's standard making process;</p> <p>Develop a Trust Framework;</p> <p>Develop a programme related to new entrants to the global air navigation system (commercial space transport and higher altitude operations) and that addresses the increased use of UAS including drones and RPAS; and</p> <p>Monitor research and development activities for eventual inclusion into future blocks.</p>	<p>3. Increased Air Navigation Capacity: Enhanced capabilities of States to access develop, implement and use technologies in Air Navigation Systems to meet current and future demand.</p> <p>4. Optimized the performance of the Global Aviation System: Enhanced capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones.</p>
Security and Facilitation	Continuous Aviation Security and Facilitation Improvements	<p>Update GASeP;</p> <p>Intensify support for the GASeP implementation;</p> <p>Strengthen and implement the ICAO Traveller Identification Programme (TRIP) Strategy; and</p> <p>Develop and implement a policy framework to mitigate cybersecurity risks; and</p> <p>Manage the evolution of the ICAO Universal Security Audit Programme (USAP) CMA methodology, processes and tools.</p>	<p>5. Reduced Aviation Security Risk: Enhanced capabilities of States to reduce the level of risk posed by existing, new and emerging threats, including cybersecurity threats, to civil aviation and boarder integrity by the practical and sustainable implementation of global Standards, countermeasures and responses, as well as effective regulatory oversight.</p> <p>6. Improved Efficiency in Border Clearance Operations: Enhanced capabilities of States to facilitate movement of people and goods by air, including e-commerce, and uniquely identify individuals, with minimum operational delays, and high quality security and law enforcement.</p>
Economic Development of Air Transport	Enhanced Role of Aviation for Economic Development	<p>Finalize a specific agreement to facilitate further liberalization of air cargo services;</p> <p>Implement and manage aviation-related big data solutions;</p> <p>Evaluate economic contribution and benefits of aviation; and</p> <p>Study and develop new policy guidance on air cargo services and e-commerce.</p>	<p>7. Lower Impediments to Air Transport Operations: Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions.</p> <p>8. Increased Use of Aviation as a Development Tool: Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding and financing for aviation infrastructure development and investment in air connectivity.</p>

Environmental Protection	Environmentally Friendly Aviation	<p>Develop guidance and tools for the operationalization of CORSIA; Deploy, update and maintain CORSIA Central Registry; Conduct periodic review of CORSIA; Assist implementation of CORSIA and build required capacity; and Develop ICAO Global Environmental Plan (GAEP) consistent with the UN sustainable development framework.</p>	<p>9. Improved Environmental Performance of Aviation: Enhanced capabilities of States to apply integrated measures to address aircraft noise and emissions embracing technological and operational improvements, and the use of renewable energy, including sustainable aviation fuels, and CORSIA as appropriate.</p> <p>10. Reduced Environmental Impact on Global Climate: Enhanced capabilities of States to voluntarily plan and implement appropriate measures, especially CORSIA, to reduce their CO2 emissions from international aviation in consistent with the UN system environmental protection policies and practices.</p>
All Strategic Objectives	Quality Data, Analysis and Forecasting	<p>Implement and manage aviation-related big data solutions; and Review safety levels and respond to the most urgent issues.</p>	<p>11. Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development.</p>
	No Country Left Behind	<p>Intensify technical assistance and technical cooperation activities to implement ICAO's NCLB initiative;</p>	<p>12. Strengthened Capacity Development: Enhanced capabilities of States, in particular developing countries and counties in special situations, to implement global Standards and policies and improve air connectivity.</p>
	Training and Capacity Building in Aviation	<p>Enhance the NGAP programme, including update of forecasts of licensed personnel requirements; Promote the inclusion of aviation in national and regional development plans; and Expand partnerships to support the programme activities.</p>	<p>13. Strengthened Aviation Professional Skills: Enhanced capabilities of States to harmonize their training programmes through the provision of efficient criteria and procedures for the development and recognition of civil aviation training centres and training courses addressing ICAO's provisions and programme.</p>
	Technical Assistance and Cooperation		<p>14. Optimized Capacity and Project Delivery: Enhanced capabilities of States to develop required capacity and implement aviation related projects in a cost effective manner.</p>
	Enhancing the International Legal Framework	<p>Conduct research and studies in international air law pursuant to the work programme of the Legal Committee.</p>	<p>15. Strengthening the Rule of Law: Enhanced capabilities of States and stakeholders to better comply with their legal obligations and to cooperate within a common legal framework and guidance to build up harmonized relations.</p>

The Key Activities presented above reflect, inter alia, the recommendations of the Thirteenth Air Navigation Conference (AN-Conf/13) and the Second High-level Conference on Aviation Security (HLCAS/2).

The degree to which the outputs described in the Business Plan are prioritized for implementation at global, regional and State levels will influence the achievement of some of the Expected Results.

The ICAO Supporting Strategies

ICAO's Supporting Strategies are the management and administrative activities within the Secretariat that are designed to ensure the efficient and effective management of administrative resources and services and facilitate the implementation of Strategic Objectives and programme activities for the benefit of Member States and the civil aviation community. To that end, the following ten (10) Expected Results are attributed specifically to the Supporting Strategies:

- a) Effective strategic planning and improved coordination and performance of ICAO in achieving its Vision, Mission, Strategic Objectives and Goals.
- b) Optimal performance of ICAO in achieving its Vision, Mission, Strategic Objectives and Goals.
- c) Enhancement of ICAO's reputation as a Standard setter and trusted ethical partner.
- d) Efficient and effective management of administrative resources and services of the Organization, to enhance and facilitate the implementation of Strategic Objectives and programme activities for the benefit of Member States and the civil aviation community.
- e) Meeting the changing staffing needs of the Organization and optimal use of the human resources in support of a result-oriented and performance-based culture.
- f) Efficient and effective oversight of the Organization's operation per the direction of the Council and the Assembly; and financial management of the Organization's operations by the Secretary General and Programme Managers.
- g) Enhancement of assurance through the systematic evaluation and audit of ICAO's programmes, projects and activities; investigations into allegations of misconduct of a financial nature; and coordination with external oversight entities.
- h) Efficient and effective availability of services provided in all official languages to maximize reach to States with regard to the implementation of SARPs and facilitates discussion during meetings, as well as safe-keeping and availability of Organization records and documents.
- i) Efficient and effective management and availability of information and communications technology, conference, security and general services, to enhance the productivity of staff in support of ICAO's Strategic Objectives and to facilitate the interaction and work of Member States and the civil aviation community. Target contribution of the ARGF to the Regular Programme Budget met, new and improved products and services created and efficient printing services provided.

- j) Enhancement of mainstream and aviation community awareness of ICAO and the Organization's Strategic Objectives.

To achieve the above-mentioned Expected Results, ICAO will need to expand some Key Activities to implement, *inter alia*, the People Strategy, including the Gender Equality Programme, and a maturity-based Information Security Programme. In addition, to achieve the highest level of ethical performance, the Organization will strengthen the Ethics Framework.

Regular Programme Budget and Extra-budgetary Resources

The increased contribution from States to the next triennium's Regular Programme Budget and voluntary contributions, financial and in-kind, are required to support and complement the funding requirement of various Programmes.

The Regular Programme Budget of ICAO for 2020 – 2022 is prepared in accordance with the guidance for the preparation of the Organization's Triennial Budget (C-DEC 210/1 and FI-WP/718 refer) and in a results-based budget (RBB) format. The draft budget presented incorporated efficiency gains listed in this Business Plan to accommodate as many Key Activities as possible into the Regular Programme Budget, especially new and expanded key activities in the order of priority.

The reliance on voluntary contributions for staff post requirements has been used extensively in the Strategic Objective – Security and Facilitation. The integration of posts currently funded by the Aviation Security Plan of Action (AVSEC) fund into the Regular Programme Budget can ensure long-term stability and visibility of the Key Activities concerned and enable use of the voluntary funds to improve the quality, scope, scale, and coherence of assistance activities for States in line with ICAO's NCLB initiative. In this way, an anomaly of funding can also be normalized.

ICAO Operating Plan 2020 – 2021

The Operating Plan (at Annex II), identifies the ongoing and reduced Key Activities, with Deliverables and Targets under each Programme. These activities represent the continuing work that will be required and that span over more than one triennium. In addition, the Operating Plan includes those expanded and new Key Activities that were deemed to be of high priority.

ICAO Vision and Mission

Vision:

Achieve the sustainable growth of the global civil aviation system.

Mission:

To serve as the global forum of States for international civil aviation. ICAO develops international civil aviation Standards and policies, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many other activities and the cooperation of its Member States and stakeholders.

ICAO works with the Convention's 193 Member States and industry groups to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector. These SARPs and policies are used by ICAO Member States to ensure that their local civil aviation operations and regulations conform to global norms, which in turn permits more than 100,000 daily flights in aviation's global network to operate safely and reliably in every region of the world.

ICAO BUSINESS PLAN FOR 2020 – 2022

1. INTRODUCTION

1.1 The Global Aviation Context

1.1.1 The Preamble to the *Convention on International Civil Aviation* (Chicago Convention) recognizes that “the future development of international civil aviation can greatly help to create and preserve friendship and understanding among the nations and people of the world”.

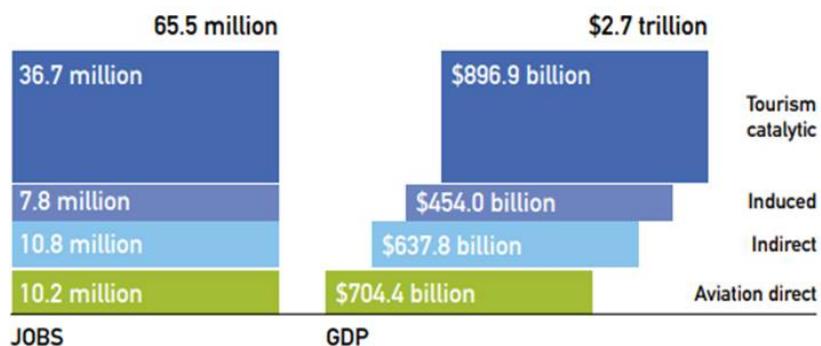
1.1.2 Aviation connects people and the world, traversing oceans and crossing borders, creating economic growth, and contributing to sustainable development. It provides freedom to travel, expands local access to foreign supplies and markets, and creates business opportunities. A strong and affordable global air transport network helps improve quality of life, spread knowledge of different societies and cultures, deliver better services and aid to the public, and enhance access to remote and lesser-developed areas. Aviation is also well-appreciated for its role in carrying lifesaving medicines to communities in need, urgent supplies for disaster relief, and in reducing poverty.

1.1.3 With 4.1 billion passengers, 56 million tons of freight, some 1 400 commercial airlines, 26 000 aircraft in service, 3 900 airports, 173 air navigation services providers, and 100 000 daily flights around the world in 2017, aviation is a global industry affecting all sectors of the economy and is by far the world’s safest and most efficient mode of long-range mass transportation. In 2017, airlines, the world over, flew almost 52 billion kilometres, or ten times the distance from Earth to Neptune.

1.1.4 The growing availability of affordable air transport has considerably widened aviation’s role in the modern global economy. Generating wealth and employment from aviation is supported through its own activities and supply chains (direct and indirect) and is an enabler of other industries. In 2016, aviation directly contributed to the creation of 10.2 million jobs and to around USD 704.4 billion to global gross domestic product (GDP). Because of its cross-cutting nature and multiple links to other economic sectors, the total economic impact of aviation reaches some 3.6 per cent of world GDP, equivalent to USD 2.7 trillion, with the creation of 65.5 million jobs.

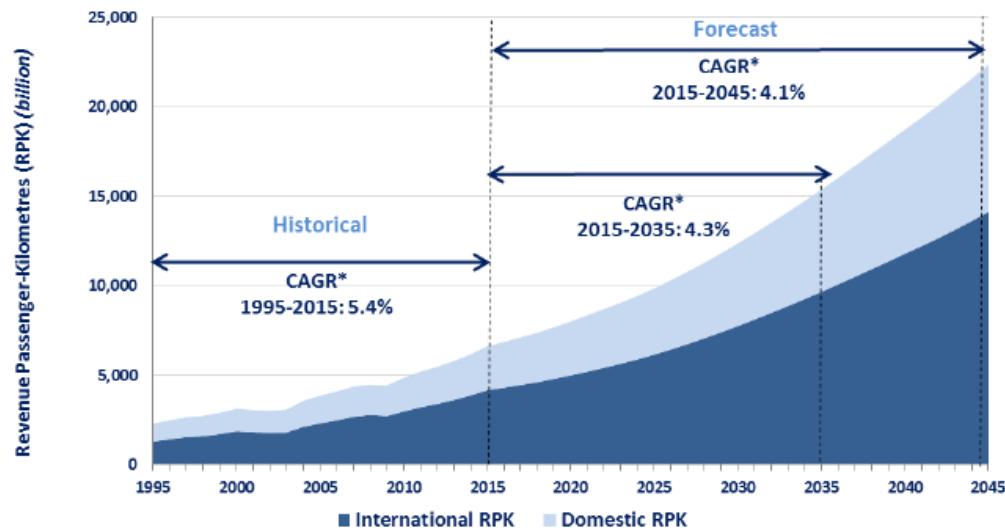
Aviation’s Global Employment and GDP Impact

(Source: *Aviation Benefits Beyond Borders*, 2018, ATAG)



1.1.5 The connectivity brought by air transport is at the heart of tourism development. Aviation currently moves approximately 55 per cent of the 1.3 billion international tourists – a figure which rises to over 80 per cent in various Small Island Developing States (SIDS). Air transport is also a driver of global trade and e-commerce. Air freight constitutes some 35 per cent of world trade by value, despite representing only 0.5 per cent by volume. Cross border business-to-consumer (B2C) e-commerce carried by air transport grew from 16 per cent in 2010 to around 90 per cent nowadays, and is estimated to grow to 96 per cent by 2025. For Landlocked Developing Countries (LLDCs) and SIDS especially, aviation represents an essential lifeline, which in turn promotes tourism, trade and other vital business activities.

1.1.6 Historically, the air transport industry doubles in size every fifteen years and the future outlook also remains positive. The latest ICAO long-term forecasts indicate that both air passenger traffic and air freight traffic volumes are expected to more than double by 2035, characterized by a 4.3 per cent annual growth rate for passenger traffic and 3.9 per cent for freight traffic. Virtually every factor of the business of aviation will continue growing with more airlines, airports, types of aircraft, routes, business models, lessees, and new entrants in the market such as remotely piloted aircraft systems (RPAS) and drones.



1.1.7 This rapidly growing air traffic, which puts tremendous pressure on both hard and soft resources, needs to be managed safely, securely and efficiently with due respect for aviation sector's concrete environmental commitments. Substantial investments are also required over the long term in the development and modernization of quality aviation infrastructure commensurate with the level of predicted traffic growth. The optimization and improvement of the overall aviation system generates substantial economic and environmental gains. Upgrading air traffic systems, for example, would contribute to the global economy an estimated USD 300 billion per year; at the same time it would produce significant environmental benefits.

1.1.8 The rise of sharing economy, digitalization and automation and disruptive technology has created benefits for consumers, as well as introduced opportunities and challenges for incumbent businesses, regulators and policy makers. The safe and secure integration of innovation and emerging technology into aviation can ensure that capacity of the global aviation system is able to meet current and future demands while raising business confidence for further investments in the aviation sector.

1.1.9 Aspiring for “access to air transport for all people, to move at minimum time, with maximum satisfaction and minimum costs”, continuous improvement in global aviation safety and security is the first and most obvious pre-condition to ensure that air transport continues to play a major role in driving sustainable economic and social development around the world. A safe, secure, economically viable and environmentally friendly air transport system is the ultimate goal of ICAO and its Member States.

1.2 **The Role of States**

1.2.1 Each State has the primary responsibility for the regulatory oversight and development of its own aviation sector. The role of national development plans and strategies cannot be overemphasized in improving connectivity, fostering productivity and growth in the air transport industry and using aviation as an economic development driver. State governments set national priorities and allocate resources to attain various development objectives and to meet people’s expectation according to such priorities. Civil aviation is often considered as one of the priority sectors for social and economic development.

1.2.2 While Transport Ministry/Department is an entity in charge of civil aviation, their day-to-day regulatory and/or operational functions are, in many States, assigned to the Civil Aviation Authorities (CAAs), which oversee the various aspects of civil aviation, including critical aspects of aircraft airworthiness and their operation. Close coordination and negotiations are required with other States to operate international air transport services, and with the private sector to ensure the proper funding for sustaining and upgrading the aviation system and for operational improvements.

1.2.3 Experience gained worldwide indicates that where airports and air navigation services are operated by autonomous entities their overall financial situation and managerial efficiency have generally improved. Such autonomous entities were established by governments, although many, in particular airports, have since been transferred partly or completely to private enterprises. Regardless of the ownership and control of airports and air navigation services providers, States are ultimately responsible for safety, security and economic oversight of these entities. States’ exercise of their oversight responsibilities should be clearly separated from the operation and provision of airports and air navigation services, with roles and powers clearly defined for each function.

1.2.4 In addition to the CAA, other statutory authorities may be involved in supporting the function of the investigation of aircraft accidents and incidents. As for aviation security, Interior and Defence Ministries are responsible entities in many States while aviation environmental matters are left to the Environment Ministry. In the economics area, States need to balance the benefits of aviation, tourism and trade sectors; consolidate infrastructure planning and development efforts in these economic sectors, whenever possible; and promote cooperation and compatible decision-making among transport authorities and other ministries in charge of related portfolios, including finance, foreign affairs, economic planning, energy, environment, trade and tourism.

1.2.5 The dynamic and rapid transformations shaping the aviation sector need to be addressed by the establishment and application of good regulatory practices and, more broadly, good governance – the institutional, regulatory, and policy frameworks in which air transport is designed, implemented and managed. For example, States should comply with ICAO’s global Standards and policies; adhere to international air law instruments; enhance the transparency of relevant States’ policies and practices; take a data-driven approach, including an assessment of the impacts and results of the regulation, etc.

1.3

The Role of ICAO

1.3.1 The International Civil Aviation Organization (ICAO) is a specialized agency of the United Nations (UN), established by States in 1944 to manage the administration and governance of international civil aviation as mandated under the *Convention on International Civil Aviation* (Chicago Convention). ICAO's mission is "to serve as the global forum of States for international civil aviation. ICAO develops international Standards and policies, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many activities and the cooperation of its Member States and stakeholders."

1.3.2 ICAO works with its 193 Member States, as well as industry stakeholders, to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector. Now, ICAO manages over 12 000 SARPs across the 19 Annexes to the Chicago Convention. Member States implement these SARPs and policies within their local civil aviation regulations to ensure that their local civil aviation operations conform to global norms, which in turn permits more than 100 000 daily flights in aviation's global network to operate safely and reliably in every region of the world.

1.3.3 In addition to its core work creating consensus-driven international SARPs and policies among its Member States and industry, and among many other priorities and programmes, ICAO also coordinates assistance and capacity building for States in support of numerous aviation development objectives; produces global plans to coordinate multilateral strategic progress for safety, air navigation and aviation security; monitors and reports on air transport sector performance metrics; and audits States' civil aviation oversight capabilities in the areas of safety and security.

1.3.4 Since 1944 the number of Contracting States to the Chicago Convention has increased to 193 States. Every dollar spent on the collaborative development and effective implementation of Standards and policies to support the safety, security and regularity of international aviation, saves multiple dollars in States as it removes the need to invest in multiple agreements. The investment in ICAO, therefore, provides for cost efficient and scalable solutions to meet the needs of States and industry.

1.3.5 One of the main challenges of ICAO today is the assessment of human resource needs based on each State's aviation profile. In this regard, ICAO Regional Offices are at the forefront of the Organization's work, more often than not; it is at the regional level where the bulk of ICAO's implementation support work gets accomplished. Strengthening ICAO's regional support to address the real needs of the States consistent with a globally-harmonized framework is imperative for the success of ICAO's mission and forms an underlying tenet of the *No Country Left Behind* (NCLB) initiative as described below.

1.4

The ICAO Strategic Objectives

1.4.1 ICAO's Strategic Objectives (SOs) are directly attributable to the betterment of civil aviation globally and form the foundation for all work undertaken by the Organization. Recognizing the clear need to ensure that air traffic growth is managed safely, securely and efficiently, with due respect for aviation sector's concrete environmental commitments, while fully capturing and realizing potential economic benefits to be generated from the increasing traffic, ICAO will continue to work within its five comprehensive Strategic Objectives, which were established in 2014:

- a) **Safety:** Enhance global civil aviation safety. This Strategic Objective is focused primarily on the State's regulatory oversight capabilities. The Global Aviation Safety Plan (GASP) outlines the Key Activities for the triennium;
- b) **Air Navigation Capacity and Efficiency:** Increase the capacity and improve the efficiency of the global civil aviation system. Although functionally and organizationally interdependent with Safety, this Strategic Objective is focused primarily on upgrading the air navigation and aerodrome infrastructure and developing new procedures to optimize aviation system performance. The Global Air Navigation Plan (GANP) outlines the Key Activities for the triennium;
- c) **Security and Facilitation:** Enhance global civil aviation security and facilitation. This Strategic Objective reflects the need for ICAO's leadership in aviation security, facilitation and related border security matters. The Global Aviation Security Plan (GASeP) outlines the Key Activities for the triennium;
- d) **Economic Development of Air Transport:** Foster the development of a sound and economically-viable civil aviation system. This Strategic Objective reflects the need for ICAO's leadership in harmonizing the air transport framework focused on economic policies and supporting activities; and
- e) **Environmental Protection:** Minimize the adverse environmental effects of civil aviation activities. This Strategic Objective fosters ICAO's leadership in all aviation related environmental activities and is consistent with the ICAO and UN system environmental protection policies and practices.

1.4.2 Each of the five Strategic Objectives has two unique Expected Results attributable to it. These Expected Results are the long-term impact, expressed as outcomes, that are produced by ICAO activities. An additional five Expected Results are attributable to all the Strategic Objectives while a further ten Expected Results are attributed specifically to improving the Supporting Strategies.

1.5 ***No Country Left Behind (NCLB) Initiative***

1.5.1 At the request of the Council, ICAO launched the *No Country Left Behind* (NCLB) initiative to assist States to improve their air connectivity and access to the global aviation system with an emphasis on the implementation of SARPs and policies. An increase in connectivity spurs tourism and trade, creates jobs, and generates numerous economic benefits supporting poverty eradication. This growth subsequently feeds into aviation re-investment creating a sustainable and healthy cycle of national aviation and economic development.

1.5.2 The primary objectives of the NCLB initiative include: a) providing enhanced support for States in the effective implementation of ICAO's SARPs, plans and policies in a more coordinated, comprehensive and globally harmonized manner; and b) promoting the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs). These objectives are embedded, publicized, supported and implemented as part of ICAO's work programmes and day-to-day operations.

1.5.3 The NCLB initiative is for all States, with a focus on States with prioritized needs under all ICAO Strategic Objectives, and serves to improve implementation support delivery to States. Through the NCLB initiative, ICAO resolves to be more effective in directly supporting all willing States that need

assistance to develop and improve the aviation system by implementing ICAO's global Standards and policies. In its role as an advocate for aviation, ICAO will work with States to ensure aviation be given greater importance in the context of development at the country level.

1.5.4 The success of the NCLB initiative continues to hinge on support and collaboration of resources of partners and donors and requires firm commitment from Member States, international and regional organizations, the industry, the donor community, as well as multi-lateral development banks and other financial institutions. ICAO should play a more active coordination role, as well as help generate the political will to support aviation improvements, mobilize resources, and build required capacity.

1.6 **ICAO and United Nations 2030 Agenda for Sustainable Development**

1.6.1 The delivery of the results of ICAO's Strategic Objectives, especially the implementation of the NCLB initiatives, is aligned with the realization of *Transforming Our World: the 2030 Agenda for Sustainable Development*, which was adopted by world leaders at the UN Summit in September 2015. This Agenda is a plan of action that aims to achieve sustainable development by 2030 in areas of critical importance to humanity and the planet, touching upon matters related to economic, social and environmental responsible and durable progress. The world should aim to achieve the 17 Sustainable Development Goals (SDGs) and 169 targets by 2030, which are of crucial importance in ensuring that the purpose of the 2030 Agenda is realised.

1.6.2 By virtue of the Organization's status as a UN Specialized Agency and in accordance with its mandate, ICAO is committed to supporting the realization of the 2030 Agenda through assisting States in enhancing their air transport systems. While there is no standalone SDG on aviation, the attainment of the SDGs relies on advances in sustainable air transport; and ICAO's Strategic Objectives directly and indirectly contribute to the attainment of 15 of the 17 SDGs. Needs for assistance and capacity-building should be identified and prioritized in line with the SDGs. Consistent with ICAO's NCLB initiatives and the UN SDGs, the Organization has begun to unite efforts beyond the civil aviation sector to position aviation as a strategic means for the development of a country. The strategic integration of air transport into national development frameworks should enable aviation to be better reflected into national budgets, as well.

1.6.3 Progress towards the goals needs to be monitored and evaluated by adequate and quality data. ICAO is a custodial agency responsible for collecting traffic data and sharing the information with the UN system to support the agreed global indicator (passenger and freight volumes by mode of transport) of the SDG target 9.1 – Develop quality, reliable, sustainable and resilient infrastructure with a focus on affordable and equitable access *for all*. This global indicator helps States to take a data-driven approach and address infrastructure gaps through appropriate policy and financing interventions. ICAO continuously contributes to monitoring efforts of the 2030 Agenda and other development frameworks as appropriate. The relationship of ICAO's Strategic Objectives and the SDGs are mapped in the following diagram:

UN SDG		ICAO STRATEGIC OBJECTIVE				
		SAF	CAP/ EFF	SEC/ FAL	ECON DEV	ENV
1	End poverty in all its forms everywhere					
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture					
3	Ensure healthy lives and promote well-being for all at all ages					
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all					
5	Achieve gender equality and empower all women and girls					
6	Ensure availability and sustainable management of water and sanitation for all					
7	Ensure access to affordable, reliable, sustainable and modern energy for all					
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all					
9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation					
10	Reduce inequality within and among countries					
11	Make cities and human settlements inclusive, safe, resilient and sustainable					
12	Ensure sustainable consumption and production patterns					
13	Take urgent action to combat climate change and its impacts					
14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development					
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss					
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels					
17	Strengthen the means of implementation and revitalize the global partnership for sustainable development					

2. EMERGING AVIATION ISSUES AND RISK FACTORS

2.1 Emerging Aviation Issues

2.1.1 ICAO must be cognizant of emerging issues and have contingencies in place to address these issues. Some of the emerging issues in global civil aviation are as follows:

- a) **Increased use of unmanned aerial systems (UAS), including drones and RPAS:** Increasing the rate of regulatory development to support the safe and socially responsible operation of emerging air transport technologies such as UAS.
- b) **Cybersecurity and Trust Framework:** Provision on the protection of civil aviation's critical infrastructure, information and communication technology systems and data against cyber threats, as well as the development of a trust framework for information exchange in a digital environment to improve safety and resilience of air traffic management and aircraft operations.
- c) **Disruptive technology in aviation:** Examination of the potential impact and opportunities presented by rapid technological change in civil aviation, including the use of Artificial Intelligence (AI), 3D Printing and Blockchain, which may allow the industry to do business in a more favourable operating environment and expand into new markets.
- d) **Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA):** Implementation and operationalization of the pilot phase (2021 – 2023) and the first phase (2024 – 2026) of CORSIA with the voluntary participation of States.
- e) **Inclusion of aviation in national development plans:** Integrating and mainstreaming of the priorities of the aviation sector in State's economic and social development planning with an appropriately-balanced development of transport modes, including multi-modal and urban planning initiatives, which should be harmonizing with the international economic and financial frameworks and supported by economic cooperation and, when needed and as appropriate, international assistance for development.
- f) **E-commerce:** Implementation of a cross-sector, integrated approach to supporting and promoting the exponential growth of e-commerce and new business models from the digitalization of the global economy, which depends on speed, reliability safety, security and efficiency of air cargo services and supply chain.
- g) **Aviation infrastructure/system financing:** Promotion of diversified funding and financing sources, through the elevation of a role of the private sector and the effective use of domestic resources and international development funding, to develop and modernize quality aviation infrastructure/system commensurate with the level of predicted traffic growth and based on ICAO's Global Plans.
- h) **Big data analytics for aviation:** Leveraging and unlocking the potential value of big data (i.e. an umbrella term for the explosion in the quantity and diversity of high frequency digital data) to improve safety and operational efficiency of aviation, allow

States and the industry to make more informed decisions and policy-making, and strengthen the customer relationship and commitments.

- i) **Commercial space transport and higher airspace operations:** Development of regulatory frameworks for operations above flight level 600, given the emergence of remotely piloted aircraft, unmanned balloons and other operations at these altitudes, and accommodation of an expansion of work within ICAO's mandate to include commercial space.

2.2

Internal and External Risk Factors

2.2.1 A risk is an uncertain event or set of events that, should it occur, will have an effect on what ICAO can achieve and deliver. It consists of a combination of the probability of a perceived threat or opportunity occurring, and the magnitude of its impact on objectives, where: a) threat is used to describe an uncertain event that could have a negative impact on objectives; and b) opportunity is used to describe an uncertain event that could have a favorable impact on objectives.

2.2.2 Risks that have an impact on the internal operation of the Organization, as well as those external risks that could impact the work programme of the Organization, are continuously assessed. Internal or external risks that may prevent the Organization from implementing its overall strategy, achieving the Expected Results defined in the ICAO Business plan, or affect the reputation of the Organization impact, are documented in the ICAO Corporate Register. Such risks constitute “corporate risks” and are required to be mitigated to a level of risk that is acceptable to the Secretary General and the Council. Mitigation measures, and any residual risks that may be expected, are identified and documented as a part of the ICAO Corporate Risk Register. This information is made available for review by the Council on a sessional basis.

2.2.3 An escalation process (bottom-up approach), as shown in the figure below, has also been implemented in which each level of the Organization identifies, evaluates, prioritizes the risks it faces, and then reports the major risks to the next level up in the Organization. Thus, individual risks are identified for each Bureau and the major risks reported to the next level up, where they are reviewed and complemented with the identification and analysis of specific risks at that level. This escalation process must also involve top-level, in-depth analysis of risks that might not be identified at the level below, but which often represent the most critical risks for the Organization as a whole.



Figure 1. Escalation process

2.2.4 A number of external risk factors may also affect the work of ICAO, ultimately impacting what ICAO can achieve and deliver. Some of these factors are listed below:

- a) inability of some States to effectively implement global aviation Standards and policies;
- b) economic and financial instability in the form of a cyclical recessions;
- c) potential outbreaks of conflict in the form of declared wars and low intensity conflicts;
- d) terrorist attacks, and political instability;
- e) changes in the nature of the business and regulation of aviation including: the continued privatization and liberalization; the emergence of leasing companies as the majority owner of aircraft; and the migration of aviation expertise from the public to the private sector;
- f) the realization that growth continues to outpace the development of human and infrastructure capacity;
- g) changes in consumer preferences, perceptions, spending patterns, and/or demographic trends;
- h) weather and natural disasters, resulting in actual or potential disruptions in the air traffic system;
- i) increases in costs of safety, security, and environmental measures;
- j) profitability differences between the stakeholders of the air transport value chain in an increasingly competitive environment;
- k) involvement of multi-jurisdictional state governing bodies and international organizations affecting aviation related matters;
- l) divergent views and interests among States and regions on various aviation matters; and
- m) disparity between aviation's capacity to foster sustainable development and the low priority given to aviation in funding.

2.2.5 The ICAO Corporate Risk Register is both the corner stone of an organizational Assurance Framework and a planning tool, by helping the Organization focus on the necessary policies, procedures, structures and resources to provide an appropriate level of assurance that the key risks to the Organization are being adequately mitigated. Risks are continuously monitored and updates to the Corporate Risk Register are submitted to Council every session in the Corporate Management and Reporting Tool (CMRT).

3. KEY PRIORITIES AND EXPECTED RESULTS

3.1 Key Priorities

3.1.1 The Key Priorities, which represent ICAO's long-term vision, are designed to ensure that ICAO's work will bring the greatest benefits to Member States and the global civil aviation system, and will at the same time enable ICAO to play a more active role in addressing the emerging aviation issues and staying abreast of the changing needs of States.

3.1.2 Among the ten (10) Key Priorities listed below, each of the five (5) Strategic Objectives has one unique Key Priority attributable to it. The remaining five (5) Key Priorities (including aviation training, technical cooperation and legal services) are attributable to all the Strategic Objectives.

- a) **Continuous Safety Improvements:** Ensure that continuous safety improvements are made via global, regional and State aviation planning using a data-driven decision making process.
- b) **Harmonized Global Air Navigation Modernization:** Ensure that harmonized global air navigation modernization advances hand-in-hand via global, regional and State aviation planning.
- c) **Continuous Aviation Security and Facilitation Improvements:** Enhance civil aviation security and facilitation worldwide while optimizing a balance between facilitation and security requirements.
- d) **Enhanced Role of Aviation for Economic Development:** Foster the development of a sound and economically viable air transport system.
- e) **Environmentally Friendly Aviation:** Limit or reduce the number of people affected by significant aircraft noise, and the impact of aviation emissions on local air quality and of aviation greenhouse gas emissions on the global climate.
- f) **Quality Data, Analysis and Forecasting:** Promote the availability of complete, comprehensive and reliable aviation data and its analysis.
- g) **No Country Left Behind (NCLB):** Enhance capabilities of States, in particular developing countries and counties in special situations, to implement global Standards and policies and improve air connectivity for the sustainable development of local and global economies.
- h) **Training and Capacity Building in Aviation:** Provide support to Member States and aviation industry by assisting in human resource development activities, technical and institutional capacities.
- i) **Technical Assistance and Cooperation:** Provide more enhanced assistance to develop required capacity and improve the effectiveness and quality of technical cooperation projects guided by principles of transparency and relevance.

j) **Enhancing the International Legal Framework:** Prepare and promote ratification of international air law instruments, depository and dispute-settlement functions related thereto, registration of aeronautical agreements and preparation of model legislation.

3.1.3 The above ten (10) Key Priorities will not only strengthen ICAO's leadership role in various civil aviation activities but also drive its **Supporting Strategies** and results-based budgetary process. ICAO's Supporting Strategies are the management and administrative activities within the Secretariat that are designed to ensure the efficient and effective management of administrative resources and services to enhance and facilitate the implementation of Strategic Objectives and programme activities for the benefit of Member States and the civil aviation community.

3.2 Programmes and Key Activities

3.2.1 Each Strategic Objective consists of eleven (11) to twelve (12) Programmes (at a Headquarters and Regional Offices levels), that contain various Key Activities or projects. The draft Operating Plan (at Annex II) defines Key Activities with Deliverables and measurable Targets under each Programme. All Key Activities, Deliverables and Targets are outputs of the Organization, which are intended to influence the achievement of beneficial outcomes for the global civil aviation system.

3.2.2 While most of the existing Key Activities are of an ongoing nature, some of them are either completed, in progress or have become less relevant over the years. The expansion of the existing Key Activities and the addition of new Key Activities are related to activities that: a) are considered critical but could not be fully funded during the current triennium; b) have increased their scope and scale, requirement and maturity; or c) aim to address the above-mentioned new emerging aviation issues. A few examples of the expanded and new Key Activities for the next triennium are listed below:

- a) **Safety** – develop, maintain and oversee the implementation of GASP; strengthen safety oversight capabilities by providing States with a range of solutions focused on an activity to recognize competent Regional Safety Oversight Organizations (RSOOs); support the implementation of Safety Management; and review safety levels and respond to the most urgent issues;
- b) **Air Navigation Capacity and Efficiency** – support the harmonization and modernization of the global air traffic management (ATM) system by developing, maintaining and overseeing the implementation of GANP; review and enhance ICAO's standard making process; develop a Trust Framework; develop a programme related to new entrants to the global air navigation system (commercial space transport and higher altitude operations) and that addresses the increased use of UAS including drones and RPAS; and monitor research and development activities for eventual inclusion into future blocks;
- c) **Security and Facilitation** – update GASEP and intensify support for the GASEP implementation; strengthen and implement the ICAO Traveller Identification Programme (TRIP) Strategy; and develop and implement a policy framework to mitigate cybersecurity risks;
- d) **Economic Development of Air Transport** – finalize a specific agreement to facilitate further liberalization of air cargo services; implement and manage aviation-

related big data solutions; evaluate economic contribution and benefits of aviation; and study and develop new policy guidance on air cargo services and e-commerce;

- e) **Environmental Protection** – develop guidance and tools for the operationalization of CORSIA; deploy, update and maintain CORSIA Central Registry; conduct periodic review of CORSIA; assist implementation of CORSIA and build required capacity; and develop ICAO Global Environmental Plan (GAEP) consistent with the UN sustainable development framework;
- f) **Safety and Security** – manage the evolution of the ICAO Universal Safety Oversight Audit Programme (USOAP) and Universal Security Audit Programme (USAP) Continuous Monitoring Approach (CMA) methodology, processes and tools;
- g) **All Strategic Objectives** – intensify technical assistance and technical cooperation activities to implement ICAO's NCLB initiative; and enhance the Next Generation of Aviation Professionals (NGAP) programme, including update of forecasts of licensed personnel requirements;
- h) **Strategic Planning, Coordination and Partnerships** – promote the inclusion of aviation in national and regional development plans; and expand partnerships to support the programme activities;
- i) **Legal and External Relations Services** – conduct research and studies in international air law pursuant to the work programme of the Legal Committee;
- j) **Human Resources** – strengthen human resource management (People Strategy) to better align with strategic organizational requirements, including the Gender Equality Programme;
- k) **Information and Communication Technology** – implement a maturity-based Information Security Programme to implement audit recommendations; and
- l) **Ethics** – strengthen the Ethics Framework to implement the decision by the Council.

3.2.3 The Operating Plan (at Annex II) includes only those expanded and new Key Activities that were deemed to be of high priority and reflects, *inter alia*, the recommendations of the Thirteenth Air Navigation Conference (AN-Conf/13) and the Second High-level Conference on Aviation Security (HLCAS/2).

3.2.4 Ongoing and reduced Key Activities included in the Operating Plan represent work that will be required and spans over more than one triennium.

3.3 **Expected Results**

3.3.1 The long-term impact produced by ICAO's Key Activities is described in a form of Expected Results and represent the outcomes that the Organization seeks to influence through its outputs. Against the ten (10) Key Priorities, a total of fifteen (15) Expected Results are identified. Each of the five (5) Strategic Objectives has two unique Expected Results attributable to it. The remaining five Expected Results (including aviation training, technical cooperation and legal services) are attributable to all the

Strategic Objectives. The Table in Executive Summary maps out the relationship between the Strategic Objectives, Key Priorities, Key Activities and Expected Results.

3.3.2 To achieve significant, targeted improvements in its work, which is designed to benefit global civil aviation and Member States, ICAO will focus its endeavors on attaining the following Expected Results:

- a) **Improved Aviation Safety:** Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance
- b) **Strengthened Regulatory Capacity:** Enhanced capabilities of States, in particular those with low levels of effective implementation of global Standards, to fulfil their mandates.
- c) **Increased Air Navigation Capacity:** Enhanced capabilities of States to access develop, implement and use technologies in Air Navigation Systems to meet current and future demand
- d) **Optimized Performance of the Global Aviation System:** Enhanced capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones.
- e) **Reduced Aviation Security Risk:** Enhanced capabilities of States to reduce the level of risk posed by existing, new and emerging threats including cybersecurity threats, to civil aviation and border integrity by the practical and sustainable implementation of global Standards, countermeasures and responses, as well as effective regulatory oversight.
- f) **Improved Efficiency in Border Clearance Operations:** Enhanced capabilities of States to facilitate movement of people and goods by air, including e-commerce, and uniquely identify individuals, with minimum operational delays, and high quality security and law enforcement.
- g) **Lower Impediments to Air Transport Operations:** Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions.
- h) **Increased Use of Aviation as a Development Tool:** Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding and financing for aviation infrastructure development and investment in air connectivity.
- i) **Improved Environmental Performance of Aviation:** Enhanced capabilities of States to apply integrated measures to address aircraft noise and emissions embracing technological and operational improvements, and the use of renewable energy, including sustainable aviation fuels, and CORSIA as appropriate.
- j) **Reduced Environmental Impact on Global Climate:** Enhanced capabilities of States to voluntarily plan and implement appropriate measures, especially CORSIA,

to reduce their CO2 emissions from international aviation in consistent with the UN system environmental protection policies and practices.

- k) **Improved Data, Analysis and Forecasting:** Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development.
- l) **Strengthened Capacity Development:** Enhanced capabilities of States, in particular developing countries and counties in special situations (*No Country Left Behind*), to implement global Standards and policies and improve air connectivity.
- m) **Strengthened Aviation Professional Skills:** Enhanced capabilities of States to harmonize their training programmes through the provision of efficient criteria and procedures for the development and recognition of civil aviation training centres and training courses addressing ICAO's provisions and programmes.
- n) **Optimized Capacity and Project Delivery:** Enhanced capabilities of States to develop required capacity and implement aviation related projects that are compliant with global civil aviation Standards and policies and contribute to the safety and reliability of air transport worldwide.
- o) **Strengthening the Rule of Law:** Enhanced capabilities of States and stakeholders to better comply with their legal obligations and to cooperate within a common legal framework and guidance to build up harmonized relations.

3.3.3 In addition, the following ten (10) Expected Results are attributed specifically to improving the **Supporting Strategies**:

- a) Effective strategic planning and improved coordination and performance of ICAO in achieving its Vision, Mission, Strategic Objectives and Goals.
- b) Optimal performance of ICAO in achieving its Vision, Mission, Strategic Objectives and Goals.
- c) Enhancement of ICAO's reputation as a Standard setter and trusted ethical partner.
- d) Efficient and effective management of administrative resources and services of the Organization, to enhance and facilitate the implementation of Strategic Objectives and programme activities for the benefit of Member States and the civil aviation community.
- e) Meeting the changing staffing needs of the Organization and optimal use of the human resources in support of a result-oriented and performance-based culture.
- f) Efficient and effective oversight of the Organization's operation per the direction of the Council and the Assembly; and financial management of the Organization's operations by the Secretary General and Programme Managers.

- g) Enhancement of assurance through the systematic evaluation and audit of ICAO's programmes, projects and activities; investigations into allegations of misconduct of a financial nature; and coordination with external oversight entities.
- h) Efficient and effective availability of services provided in all official languages to maximize reach to States with regard to the implementation of SARPs and facilitates discussion during meetings, as well as safe-keeping and availability of Organization records and documents.
- i) Efficient and effective management and availability of information and communications technology, conference, security and general services, to enhance the productivity of staff in support of ICAO's Strategic Objectives and to facilitate the interaction and work of Member States and the civil aviation community. Target contribution of the ARGF to the Regular Programme Budget met, new and improved products and services created and efficient printing services provided.
- j) Enhancement of mainstream and aviation community awareness of ICAO and the Organization's Strategic Objectives.

3.3.4 The degree to which this Business Plan is factored and implemented at global, regional and State levels will influence the achievement of some of the Expected Results. In order to deliver the Expected Results above to States and the global aviation system in an optimized manner, ICAO is further developing its Corporate Performance Management Reporting Tool (CMRT) to continually monitor and enhance its accountability and performance with respect to the implementation of the direction of the Assembly and Council.

4. ICAO FUNDING MECHANISMS AND RESOURCE MOBILIZATION

4.1 The Business Plan takes into consideration all of the work mandated to be undertaken by the Organization. It therefore incorporates all activities funded by the Regular Programme Budget; the Ancillary Revenue Generation Fund (ARGF); Administrative and Operational Service Cost (AOSC) Fund; voluntary funds, trust funds and in-kind contributions. Key Activities that are considered critical, but which cannot be covered by any funding source, are also included in this Business Plan (as described in Annex I), as well as Operating Plan (Annex II refers). The lack of support for these activities present a risk to the achievement of the results and are therefore to be considered during the discussions on the Regular Programme Budget. Those that remain unfunded will form the basis of the Risk Register.

4.2 In practice, the Regular Programme Budget and extra-budgetary resources described below have already developed a complementary relationship and function as an integrated, inseparable "one system" of funding for many Programmes.

4.3 Regular Programme Budget

4.3.1 The work of the ICAO Secretariat is primarily funded by the Regular Programme Budget which is allocated over a triennial period. In the last two triennia, the Regular Programme Budget was financed by assessments of States, reimbursement from the AOSC Fund, transfer from the ARGF surplus and Miscellaneous Income (and if available transfer from the Incentive Scheme for Long-Outstanding Arrears Account). The Assessments of States made up of over 90 per cent of the budget. Article 61 of the

Chicago Convention requires that “The Council submit to the Assembly annual budgets, annual statements of accounts and estimates of all receipts and expenditures”.

4.3.2 The Regular Programme Budget of ICAO for 2020 – 2022 is prepared in accordance with the guidance for the preparation of the Organization’s Triennial Budget (C-DEC 210/1 and FI-WP/718 refer) and in a results-based budget (RBB) format. The budget presented incorporated efficiency gains listed in the next section to: a) accommodate as many Key Activities as possible into the Regular Programme Budget, especially new and expanded key activities in the order of priority; b) minimize a potential impact of resource cuts; and c) correct an anomaly of funding (for example, integrating posts funded by voluntary contributions and savings), as realistically, feasibly and credibly as possible.

4.4 **Ancillary Revenue Generation Fund (ARGF)**

4.4.1 The ARGF was established by the ICAO Council with the main purpose to match full costs with the related income earned from activities supplementary to the Organization’s Strategic Objectives. The objectives of revenue-generating activities, and thereby the ARGF, are to leverage ICAO’s revenue-generating opportunities by developing and promoting products and services which facilitate the implementation of Strategic Objectives and provision of Programme Support within ICAO; streamlining procedures related to revenue-generating activities; exploring potential revenue-generating opportunities; and developing, promoting and protecting the intellectual property of ICAO.

4.5 **Administrative and Operational Services Cost (AOSC) Fund**

4.5.1 The AOSC Fund was established under the provisions of Article IX of the ICAO Financial Regulations. The AOSC Fund is utilized to meet the cost of administration and management of the ICAO technical cooperation programme, which earns income from technical cooperation projects it executes. The Fund is primarily financed from administrative overhead charges on technical cooperation projects.

4.6 **Voluntary Funds**

4.6.1 ICAO has established thematic or multi-donor trust funds. The objectives and conditions of these funds are in line with its Strategic Objectives. Most of the voluntary contributions received from States are not necessarily guaranteed and can only be used for a specific purpose (i.e. earmarked); and thus cannot be utilized to other under-funded activities. ICAO continuously encourages donors to contribute to these funds as supplementary funding to the Regular Programme Budget. There are currently seven voluntary funds at ICAO:

- a) **Aviation Safety Fund (SAFE):** Since the International Financial Facility for Aviation Safety (IFFAS) was transformed into SAFE in 2010, States and partners have contributed to it either by specified or non-specified contributions. The funds have been utilized to assist certain States facing challenges in rectifying their safety deficiencies in partnership with donor States and/or regional organizations. The beneficiary States are encouraged, whenever possible, to co-finance the fund required for a project as part of demonstrating their willingness to tackle the deficiencies.
- b) **Aviation Security Plan of Action Fund (AVSEC Fund):** Voluntary contributions to the AVSEC Fund are used to cover a part of Key Activities that are not funded under the Regular Programme Budget, as well as various assistance activities, in accordance with GAsEP. Voluntary contributions are also used to fund part of the technical

assistance projects, such as the Cooperative Aviation Security Programmes (CASPs) in the Asia Pacific and Middle East Regions. Due to the restriction of the AVSEC fund, the integration of posts currently funded by voluntary contributions into the Regular Programme Budget can ensure long-term stability and visibility of the Key Activities concerned and enable use of the voluntary funds to improve the quality, scope, scale, and coherence of assistance activities for States in line with ICAO's NCLB initiative. In this way, an anomaly of funding can also be normalized.

- c) **Environment Fund:** The fund was established in 2007 to support the growing demands for environmental protection activities. The majority of the fund is received through the grant agreements and directed to support specific projects or initiatives. In 2013, ICAO established partnerships with the United Nations Development Programme (UNDP), the Global Environment Facility (GEF) and the European Union to provide assistance to selected States in reducing their emissions from international aviation.
- d) **Voluntary Air Transport Fund (TRAF):** This Fund was established in 2014 as recommended by the Sixth Worldwide Air Transport Conference (ATConf/6). The objective of the Fund is to allow timely execution of air transport activities under the Strategic Objective – Economic Development of Air Transport, for example, tasks and projects that were recommended by the ATConf/6 but not covered by the Regular Programme Budget.
- e) **Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) Fund:** With the integration of AFI Plan activities into the Regional Offices in 2011, the Fund has been used primarily to support the safety missions related to the presentation of ICAO Plans of Action, attending meetings of AFI Plan and missions of the Regional Offices Safety Teams (ROST). The ROST missions are undertaken mainly to assist African States to improve their Effective Implementation (EI) of the critical elements of a safety oversight system and to resolve SSCs.
- f) **Voluntary Human Resources Development Fund (HRDF):** The Fund was established in 2014 to support human resources capacity building in Africa.
- g) **Resource Mobilization Fund (RMF):** The RMF, which was established in 2017, is designed to manage the activities undertaken in light of the Resource Mobilization Policy. It shall accept voluntary contributions from donors which support the achievement of ICAO's mission and objectives at the global, regional and State levels, as well as assist States in securing funds to enhance their civil aviation systems. The RMF will provide donors with a mechanism to contribute to ICAO's mandate and mission generally without earmarking their donation to a specific programme or Strategic Objective.

4.7

In-Kind Contributions

4.7.1 International and non-governmental organizations, as well as national civil services, or academic institutions often wish to contribute to work at the international level. In the area of civil aviation, ICAO is at the centre of multinational governance. Cognizant of the value of these contributions, ICAO's constituents have determined that it is in the interest of the Organization to use third party expertise in the form of secondees, gratis personnel, Junior Professional Officers (JPOs) and Associate Experts (AEs) enhanced by the ICAO Programme for Aviation Volunteers (IPAV).

4.7.2 Aside from funds and personnel, ICAO receives in-kind contributions in the form of facilities, airline tickets, accommodations, commodities and services from various contributors.

4.8 Other Funds

4.8.1 ICAO makes use of other funds, which are subject specific and not voluntary; these trust funds are governed by special agreements and include: a) Technical Cooperation Programme Funds; b) Joint Financing Funds; c) Joint Financing Administrative Fee Fund; d) North Atlantic Heights Monitoring System Fund; e) Satellite Distribution System for Information relating to Air Navigation (SADIS) Fund; f) Public Key Directory Fund (PKD); and g) Fund Provided by the International Registry of Mobile Assets (Aircraft Equipment).

4.9 Resource Mobilization

4.9.1 ICAO has been establishing a dedicated resource mobilization capacity with the primary intent of supporting States in the quest for the improvement of global civil aviation. In turn, the improvements to global civil aviation will help toward the achievement of the 2030 Development Agenda, the SDGs as well NCLB Initiative. In conjunction with this, ICAO will also look to: a) enhance partnership and cooperation with UN organizations; b) provide assistance to States in securing funding for their aviation development; c) assist in humanitarian operations and crisis management; and d) supplement ICAO's work programmes not funded by the Regular Programme Budget.

5. EFFICIENCY GAINS

5.1 The Organization has relied upon efficiencies, savings and non-assessed income to carry out an Operational Plan of the Business Plan. Especially, some Key Activities associated with response to emerging and unanticipated global aviation issues were not fully budgeted for but have been carried out using savings from the Regular Programme Budget and voluntary contributions from Member States. Efficiency gains can be derived from the improvement of operational efficiency and the reduction of operational costs of the Organization, the latter of which can be quantified in monetary terms.

5.2 Improvement of Operational Efficiency

5.2.1 In practice, operational efficiency can be improved through leveraging available existing resources and utilizing advanced technology; and consequently, the same or more results can be delivered in terms of quality and/or quantity with the same or less resources. In the recent past, many areas have attained a measurable degree of operational efficiency, allowing incremental work to be performed with the same or less headcount. The below is a few of the examples:

- a) **More deliverables for the governing bodies.** The Secretariat has prepared and delivered more working papers, reports and briefings to the governing bodies without increasing resources. Comparing the 213rd and 214th Sessions in 2018 with 204th and 205th Sessions in 2015, for example, the Secretariat produced 22 per cent more working papers for the Council and Committees and 12.5 per cent more Oral Reports to the Council, and conducted 20 per cent more informal briefings to the Council. In addition, the Secretariat has been providing necessary support, again without increasing resources and by allocating the time of technical officers, to the expanded work of the governing bodies such as the Committee on Cooperation with External

Parties (CCEP) and the Implementation, Strategy and Planning Group (ISPG), which were initially established in 2014 and 2016, respectively.

- b) **Cross-utilization of internal resources.** The Secretariat continues to optimize human resources through, *inter alia*, the cross-utilization of existing staff. For example, 40 per cent of staff translators are currently qualified as interpreters; and therefore, can be assigned to interpretation services during a short-term, peak demand time, instead of recruiting freelance interpreters (annual savings of CAD 75 000). In Regional Offices, necessary support functions have been provided for all the Strategic Objectives, including Environmental Protection, by flexibly assigning technical officers whose work areas are closest related in situation where a dedicated staff position never existed.
- c) **Resource reallocation to new programmes.** In the Air Navigation Bureau (ANB), the managerial function of Chief, the Implementation Planning and Support Section – Safety, was merged with Chief, Programmes Coordination and Implementation Section. The resulting saving of management overhead allowed ANB to reallocate resources to the NGAP and the Global Aviation Safety Oversight System (GASOS) programmes although these programmes remain under-resourced. Similarly, the Bureau of Administration and Services (ADB) are redeploying resources to Enterprise Architecture and Project Management areas by merging the responsibilities of two technical posts into one.
- d) **Business process re-engineering.** The Secretariat continues to redesign workflows and the way work is done in labour-intensive areas. For example, the business process re-engineering of the Integrated Statistical Database (ISDB) has reduced the processing time of statistical data by 10 to 60 per cent, compared to two years ago, depending on the ICAO Air Transport Statistical Reporting Forms (approximately 130 000 per year). The speedy data processing enabled the Air Transport Bureau (ATB) to reallocate existing resources, which had already been 50 per cent less than 10 years ago, to Key Activities related to emerging aviation issues such as e-commerce and big data analytics. Furthermore, the project costs of big data analytics were even down to zero by establishing a joint venture and cost-export model with other international organisations and academics, instead of conducting the project by ICAO alone.
- e) **Centralization of common functions.** An ICAO-wide effort has been undergoing to centralize common and/or similar administrative functions and services into one entity, pool and share knowledge and information, and consolidate business intelligence tools in use across the Organization. For example, document management and production functions have been centralized in ADB with the implementation of the Language Services Management Systems (LSMS) project. Coupled with a new platform for reporting, dashboard creation and development initiatives for business intelligence, the centralization can contribute to a reduction in the cost incurred in development initiatives and in training and maintenance overhead.
- f) **Automation of administrative and routine tasks.** Various IT applications and tools have been developed in-house to automate certain administrative and routine tasks. Following the introduction of new management tool in early 2018, technical and support staff in ANB and ATB have been able to spend more times for the programme-related work. In ANB, the generation of data for routine technical reports

(over 100 per year) has also been automated, saving resources equivalent to two full-time General Service staff. The Legal Affairs and External Relations Bureau (LEB) started to use electronic filing and notification tools for the treaty matters and plans to use an interactive web-based registration and publication system for Article 83 *bis*. It should be noted that internal development and maintenance for these applications and tools requires approximately CAD 1.4 million per year, which is approximately CAD 1.6 million saving compare to what it would be done externally. In addition, the upgrades of SharePoint-based systems, including the secure portal, have enhanced informational transmittal to Member States and process automation.

- g) **Use of online meeting solution.** As an alternative to mission travel, the Secretariat has increasingly relied on a web-based video conferencing tool to communicate information promptly to Member States and other stakeholders. Since the deployment of the video conferencing tool, ANB and ATB have held more than 2 000 online meetings, ranging from the coordination of Universal Safety Oversight Audit Programme (USOAP) activities to online working group meetings to draft manuals and specific technical documents. Regional Offices have also increased use of their improved teleconferencing capabilities for their support to Member States.
- h) **Restructuring of regional groups.** Several ICAO regions begun to integrate the Planning and Implementation Regional Group (PIRG) and Regional Aviation Safety Group (RASG) meetings. The integration of these meetings streamlines the group structure, as well as the number of subsidiary bodies, meeting and activities; eliminates the duplication and overlap between meetings; and reduces the Secretariat overhead to support PIRGs and RASGs. Consequently, Regional Offices can focus more on direct support and assistance activities to Member States.
- i) **Quality assurance for technical assistance and technical corporation.** The delivery of technical cooperation and technical assistance projects, including the quality assurance process, was streamlined with the clarification of the roles and responsibilities of the Technical Cooperation Bureau (TCB), ANB, ATB and Regional Offices. This internal coordination mechanism eliminated the duplication of efforts within the Secretariat and ensured the provision of the consistent quality assurance for all the three project phases (development, implementation and termination).

5.2.2 As the Organization has already experienced some 20 years of the Zero Nominal Growth (ZNG) budgets and enhanced its efficiency and effectiveness, it will be challenging to maintain the current or even achieve a higher level of output to meet the increasing needs of Member States. Nevertheless, the Secretariat will continue to seek opportunities to enhance the efficiency, effectiveness and impact of ICAO's work on the global civil aviation system with the resource constraints.

5.2.3 In this regard, the existing ICAO structure is under review to evaluate the appropriateness to meet the new challenges and expectations of Member States and stakeholders. The results of the review will help streamline an internal structure and functions with the focus on, *inter alia*, strengthening management capabilities; strategically optimizing and reallocating resources according to the priority of the work programmes; and creating synergies from interdependencies and cross-functional collaboration.

5.3

Operational Cost Reduction

5.3.1 The reduction of operational costs can be achieved mainly through trimming expenditures and replacing certain resources with less expensive ones. For the next triennium, the following potential opportunities are identified to reduce operational costs of the Organization without downsizing the work programmes.

- a) **Printing and distribution.** As the Organization invested in the implementation of paperless environment, it is expected to gradually decrease the number of printed documentations to its governing bodies and events. Furthermore, the Organization will continue replacing traditional offset printing equipment with modern digital printing machines, thereby improving productivity and increasing output (saving an average of CAD 0.008 per page). Estimated cost savings for the next triennium is CAD 300 000 per year.
- b) **Travel on Official Business.** The Secretariat will further optimize use of mission travel budget, for example, by combining mission trips and reducing the number of staff and duration of each mission, as feasible as possible. This sweeping reform of mission travel will apply without a sanctuary from senior management, including the Secretary General, to technical officers, both Headquarters and Regional Offices. Consequently, 20 per cent of the travel budget for Headquarters and 10 per cent for Regional Offices can be reduced across the board. The exact amount of cost savings for the next triennium will depend on the budget scenario and priorities. In addition, Category-3 meetings held outside Headquarters incurs significant travel costs (for example, working group meetings of panels/groups and the Committee on Aviation Environmental Protection (CAEP)). To reduce travel cost, these meetings will be organized at Headquarters. Similarly, Regional Offices are taking the same approach by conducting more meetings on their premises. Estimated cost savings for the next triennium by organizing meetings on ICAO premises is CAD 100 000 per year.
- c) **Meetings.** The frequency of certain Category-3 Meetings will be reduced while at the same time grouping of scheduling of meetings and back-to-back organization of the events are considered. Also, hospitality expenditures such as reception costs will be eliminated for all the Category-3 Meetings. Estimated cost savings for these reforms for the next triennium is CAD 50 000 per year.
- d) **Operational expenditures.** The implementation of Internet Protocol (IP) telephony services and a new agreement for general telecommunication services will generate savings with the same service quality. Estimated cost savings for the next triennium is CAD 60 000 per year.

5.3.2 The current triennium budget included 1.5 per cent operational cost reduction in addition to the operational efficiency improvement. The increased target of cost reduction will impact on the operation of the Organization, taking into account that some work programmes have already been left with resources below the requirements to meet the targets indicated in the Business Plan.

5.3.3 While the increase of the vacancy rate is a significant cost reduction measure, the Secretariat avoids taking this measure for the scenario building of the Regular Programme Budget for the next triennium because of a potential impact on the operation of the Organization. The higher vacancy rate delays appointments to vacant posts and also reduces the ability of the Organization to hire temporary assistance. In the last and current triennia, the vacancy rate was set at 6.2 per cent. This translates to all

vacant posts to remain vacant for 7 months. In the 2011-2012-2013 triennium, the vacancy rate was set at 4.5 per cent.

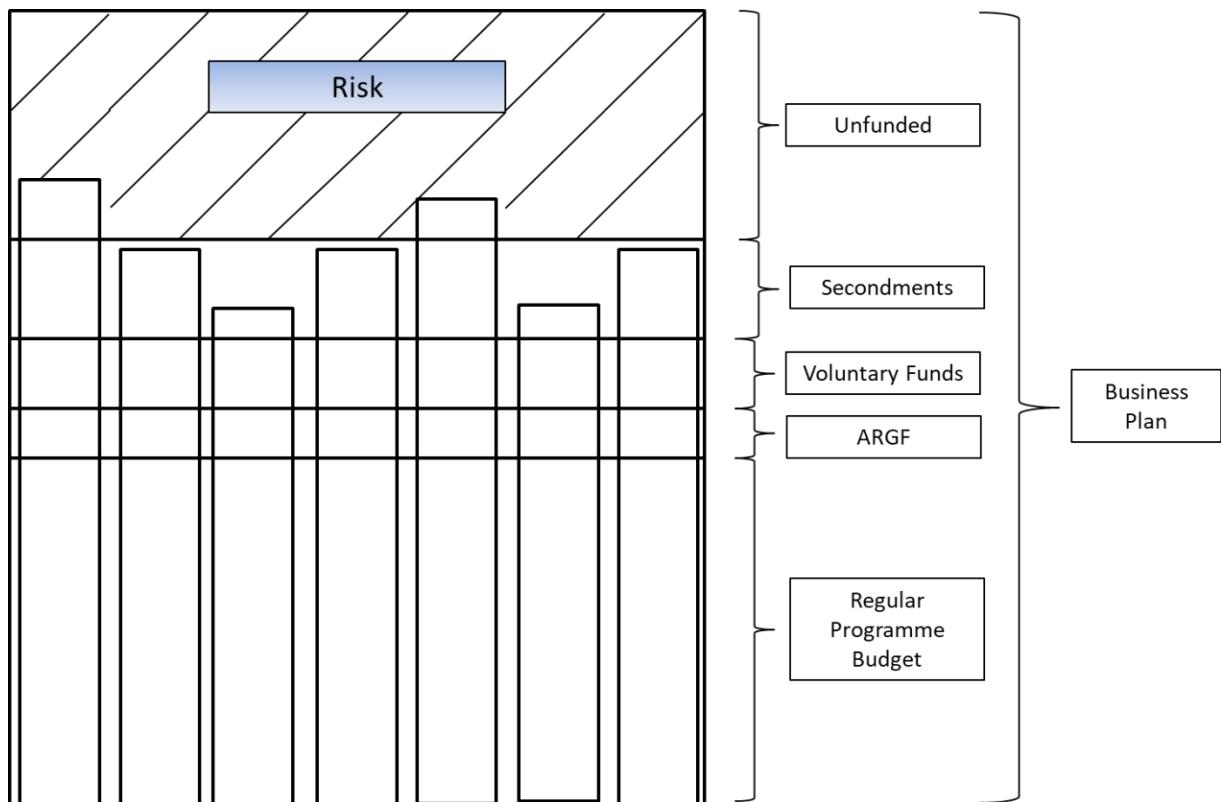
5.3.4 The efforts to be made by the Secretariat will need Council's collaboration as the additional efficiency can be gained through the optimization of the work of the governing bodies. The Council is invited to consider a way to reduce or limit the support and involvement of the Secretariat in the work of certain Committee(s), groups, subgroups and working groups, especially related to administrative and operational matters, as well as to minimize the attendance of the Secretariat by rationalizing the schedule and orders of business for these meetings.

ANNEX I

THE RELATIONSHIP BETWEEN THE REGULAR PROGRAMME BUDGET AND THE BUSINESS PLAN*

The Business Plan takes into consideration all of the work that should be undertaken by the Organization. It therefore incorporates all activities funded by the Regular Programme Budget; the Ancillary Revenue Generation Fund (ARGF); Administrative and Operational Service Cost (AOSC) Fund; voluntary funds, trust funds and in-kind contributions.

The Business Plan Key Activities that are not fully funded by the Regular Programme budget have been identified in red in Annex II – Operating plans (columns on *Deliverables and Targets funded by the Regular programme budget 2020-2022* refers). The lack of support for these activities may present a risk to the achievement of the expected results. Those that remain unfunded will form the basis of the Risk Register (as described in the illustration below). In practice, the Regular Programme Budget and extra-budgetary resources have already developed a complementary relationship and function as an integrated, inseparable “one system” of funding for many Programmes.



*Refer to section 4 on ICAO Funding Mechanisms and Resource Mobilization for further details

ANNEX II

ICAO OPERATING PLAN 2020 - 2022

ICAO OPERATING PLAN

Strategic Objective – SAFETY	
Key Priority – Continuous Safety Improvements; Quality Data, Analysis and Forecasting; No Country Left Behind	
<p>With air traffic projected to double in the next 15 years, current and emerging safety risks must be addressed proactively to ensure that this significant capacity expansion is carefully managed and supported through strategic regulatory and infrastructure developments. It is therefore imperative that States and regions remain focused on establishing, updating and addressing their safety priorities as they continue to encourage expansion of their air transport sectors.</p> <p>To ensure that continuous safety improvement and harmonized global air navigation modernization advance hand-in-hand, global, regional and State aviation safety planning is essential. This also facilitates the safe and sustained growth, increased efficiency and responsible environmental stewardship that societies and economies globally expect and demand of Government aviation agencies and industry.</p> <p>The delivery of the results with respect to this Strategic Objective will contribute to reducing the level of global safety risks and enhance the efficiency and sustainability of the global civil aviation system.</p>	
<ul style="list-style-type: none">• <u>Expected Result 1: Improved Aviation Safety:</u> Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance• <u>Expected Result 2: Strengthened regulatory capacity:</u> Enhanced capabilities of States, in particular those with low levels of effective implementation of global standards, to fulfil their mandates• <u>Expected Result 11: Improved Data, Analysis and Forecasting:</u> Enhanced capabilities of States to use, analysis and exchange aviation data for decision making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development• <u>Expected Result 12: Strengthened Capacity Development:</u> Enhanced capabilities of States, in particular developing countries and countries in special situations (No Country Left Behind), to implement global standards and policies and improve air connectivity <p>NB – the CKPIs are subject to updating after new GASP is finalized in 2019</p> <ul style="list-style-type: none">○ <u>CKPI 1:</u> Fatal Accidents rate and total fatalities per year○ <u>CKPI 2:</u> As defined by the GASP (All States above 60 per cent Effective Implementation (EI) by target date – GASP 2016-2019)○ <u>CKPI 3:</u> Effective Implementation of SMS/SSP as assessed by the Universal Safety Oversight Audit Programme (USOAP) programme	

PROGRAMME: STRATEGY AND POLICY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
1	SAF.1.1	Develop, maintain and oversee the implementation of the Global Aviation Safety Plan (GASP)	GASP Revision; Implementation of the plan through the regional and national levels	GASP update by Assembly (2022)	No impact	No impact	Expanded Key Activity	The new GASP as proposed to the ANConf/13 will require increased support from HQ in its implementation; ANConf/13 Recommendations: 6.1/1 and 7.1/2	Global Planning
1	SAF.1.2	Lead and coordinate response to airspace crises, contingencies and other similar situations requiring urgent assistance to States	Crisis response; Plans (reactive/proactive); Coordinated Urgent Assistance to States; Contingency plans	99 per cent of the time initial response within 24 hours	No impact	60 per cent of the time initial response within 24 hours	Ongoing Key Activity	Coordination and development work for disaster response has been transferred to SPCP	Implementation Support
11	SAF.1.3	Review safety levels and respond to the most urgent issues	Review of safety levels and urgent issues published in annual safety report	Report published in 2nd quarter of each year	No impact	No impact	Expanded Key Activity	The new GASP has deeper levels of safety indicators which will require more effort in this area; ANConf/13 Recommendations 6.2.3/1 and 7.1/1	Data Analysis and Monitoring
1, 2, 11, 12	SAF.1.4	Provide support for Assembly, Council, Air Navigation Commission, Council Committees and expert groups	Documentation required for governing bodies; Secretary role for governing bodies; Amendments to the Annexes and PANS	100 WPs per year; 90 per cent of actions (Responses to Council Decisions) to be implemented per year	No impact	60 WPs per year; 54 per cent of actions (Responses to Council Decisions) to be implemented per year	Ongoing Key Activity		Normative

11	SAF.1.5	Share safety information with States and selected international organizations to enable risk assessments	Safety data and information	Increase in the number of States sharing information	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1	SAF.1.6	Develop and implement a risk-based, proactive approach to global safety management	State Safety briefs; Tools for States to facilitate their own safety analysis (ISTARS analysis capabilities); Safety Tools to maintain safety information (e.g. Electronic Notification of Differences (eFOD), Air Operator Certificate (AOC) registry, location indicators, designators)	192 State Safety briefs on demand / 10 new Apps; 90 per cent of States linked in to tools by 2022; Timely publication of data (yearly or quarterly depending on the document)/50 per cent of data available	No impact	No impact	Ongoing Key Activity		Global Planning
1, 2	SAF.1.7	Develop and implement ICAO policy and provisions to mitigate cyber security risks	Global Standards and policies		No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendation 5.4/1	Normative
12	SAF.1.8	Contribute towards the implementation of the Resource Mobilization (RM) Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States	Report delivered annually to Council	No impact	Support the development of a Report delivered annually to Council	Ongoing Key Activity	Key Activity transferred to and consolidated into SPCP; RM strategy is led and coordinated by SPCP	Programme Support

PROGRAMME: FLIGHT AND GROUND SAFETY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
1, 2	SAF.2.1	Increase harmonization of the regulatory approach to air operators' approvals and recognition (ANWP: ROI-02)	Global Standards Material/Workshops and Policies/Guidance	5 Work Packages/ Job Cards	No impact	3 Work Packages/ Job Cards	Ongoing Key Activity	A work package is a term used in the ANC processes. It contains one or more related job-cards intended to provide a solution to a problem statement. It includes all ICAO deliverables needed for States to effectively address the problem	Normative
1, 2	SAF.2.2	Improve safety performance at and in the vicinity of aerodromes (ANWP: ROI-04)	Global Standards Material/Workshops and Policies/Guidance	15 Work Packages/ Job Cards	No impact	9 Work Packages/ Job Cards	Ongoing Key Activity		Normative
1, 2	SAF.2.3	Facilitate access by RPA to non-segregated airspace (ANWP: ROI-07)	Global Standards Material/Workshops and Policies/Guidance	8 Work Packages/ Job Cards	No impact	5 Work Packages/ Job Cards	Ongoing Key Activity		Normative
1, 2	SAF.2.4	Improve in-flight safety performance (ANWP: ROI-10)	Global Standards Material/Workshops and Policies/Guidance	12 Work Packages/ Job Cards	No impact	7 Work Packages/ Job Cards	Ongoing Key Activity		Normative
1, 2	SAF.2.5	Human Performance (ANWP: ENB-HF)	Global Standards Material/Workshops and Policies/Guidance	2 Work Packages/ Job Cards	No impact	1 Work Packages/ Job Cards	Ongoing Key Activity		Normative
1, 2	SAF.2.6	Safety Management (ANWP: ENB-SM)	Global Standards Material/Workshops and Policies/Guidance	3 Work Packages/ Job Cards	No impact		Expanded Key Activity	ANConf/13 Recommendations 6.2/1 and 6.2.1/1; ICAO to increase its Safety Management implementation support activities	Normative

1, 2	SAF.2.7	Accident Investigation (ANWP: ENB-AIG)	Global Standards Material/Workshops and Policies/Guidance	9 Work Packages/ Job Cards	No impact	5 Work Packages/ Job Cards	Ongoing Key Activity	Derived from previous SAF 2.7	Normative
1, 2	SAF.2.8	Cargo Safety	Global Standards Material/Workshops and Policies/Guidance	3 Work Packages/ Job Cards	No impact	2 Work Packages/ Job Cards	Ongoing Key Activity	Derived from previous SAF 2.7	Normative
1, 2	SAF.2.9	Aviation Medicine	Global Standards Material/Workshops and Policies/Guidance	Implementation of the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA); 2 Work Packages	No impact	Implementation of the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA); 1 Work Package	Ongoing Key Activity	Derived from previous SAF 2.7	Implementation Support

PROGRAMME: IMPLEMENTATION PLANNING AND SUPPORT									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
2, 12	SAF.3.1	Support ICAO Regional Offices in assisting States with the implementation of improvements to safety including the development and implementation of Plans of Action and Technical Assistance projects	Implementation Plans of Action to improve safety; Technical Assistance Projects related to safety improvements; Recurrent training of the Regional Offices professional staff	40 by 2022; 40 Regional Officers trained by 2022	No impact	24 by 2022; 24 Regional Officers trained by 2022	Ongoing Key Activity		Implementation Support
2	SAF.3.2	Harmonize the work of regional safety groups with global strategies and priorities and provide technical expertise as necessary to Regional Aviation Safety Groups	Direct support to Regional initiative activities; Regional programmes and projects that are harmonized with the Global Plans	40 by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support

		(RASGs), COSCAPs, Regional Safety Oversight Organizations (RSOOs), AFI Plan and other regional groups, programmes and projects						
1, 2, 11, 12	SAF.3.3	Strengthen safety oversight capabilities by providing States with a range of solutions focused on an activity to recognize competent RSOOs	Global aviation safety oversight system (GASOS) Manual; GASOS Workshops; GASOS-SG meetings (Subject to Assembly decision)	Manual published Q2/2021; 2 Workshops/year; GASOS-SG meeting reports	No impact	Manual published Q1/2020; 2 Workshops/year; GASOS-SG meeting reports	New Key Activity	ANConf/13 Recommendation 6.1.3/1, 7.2/1, 7.3/1 and 7.3/3
12	SAF.3.4	Coordinate the ICAO Aviation Safety Implementation Assistance Partnership (ASIAP) and manage the ICAO Safety Fund (SAFE)	Increased level and ASIAP Partners; Development and assessment of projects supported by SAFE	5 new partners by 2022	No impact	3 new partners by 2022	Ongoing Key Activity	Implementation Support
2	SAF.3.5	Support technical development and implementation of ICAO Technical Cooperation projects	Technical Cooperation Projects supported	20 by 2022	No impact	12 by 2022	Ongoing Key Activity	Implementation Support
12	SAF.3.6	Coordinate and enhance the ICAO Next Generation of Aviation Professionals (NGAP) Programme	Agreement on strategies for addressing NGAP priorities; Implementation of global NGAP strategy including annual summits	Strategy updated annually	No impact	No impact	Expanded Key Activity	3.6 and 3.7 were previously contained in a single key activity
12	SAF.3.7	Coordinate the ICAO Runway Safety Programme	Assessment of progress of the Runway Safety Programme and agreement on next steps	Annual assessments by 2022	No impact	No impact	Ongoing Key Activity	Implementation Support

12	SAF.3.8	Develop, implement and continuously improve the process related to the coordination and implementation of safety programmes	Process improvements	Annual assessment of process improvements	No impact	No impact	Ongoing Key Activity		Implementation Support
2, 12	SAF.3.9	Coordinate the Monitoring and Assistance Review Board (MARB)	Agreement on action to be taken to address safety concerns reviewed by the MARB; MARB Report	Annual MARB Report	No impact	Support the development of an Annual MARB Report	Ongoing Key Activity		Implementation Support

PROGRAMME: MONITORING AND OVERSIGHT									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
2	SAF.4.1	Monitor Member States through USOAP-Continuous Monitoring Approach (CMA)	Assessment of Corrective Action Plans when more than 75 per cent progress is made	90 per cent of plans assessed	Assessment of Corrective Action Plans when more than 75 per cent progress is made State Safety Programme Initial Assessments	90 per cent of plans assessed (without extra funding CAP assessments will be at 30 per cent) SSPIA will depend on the availability of additional extra-budgetary resources	Ongoing Key Activity		Data Analysis and Monitoring
2	SAF.4.2	Manage USOAP audits to determine States' level of effective implementation of SARPs and critical elements of Safety Oversight System	USOAP-CMA audits	10 per year	No impact	8 per year	Ongoing Key Activity		Data Analysis and Monitoring
1, 12	SAF.4.3	Manage ICAO Coordinated Validation Missions (ICVM) and off site validation activities	ICVMs	15 per year	No impact	15 per year (4 with reduced scope)	Ongoing Key Activity		Data Analysis and Monitoring

		to confirm progress made by States							
2	SAF.4.4	Manage ICAO Off site Validation activities to confirm progress made by States	Off-site validation activities	15 per year	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
12	SAF.4.5	Manage activities related to Significant Safety Concerns (SSCs)	Assessment of SSC Corrective Actions when progress has been submitted	100 per cent	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
2	SAF.4.6	Building States capacity in performing oversight responsibilities through the conduct of seminar and workshops	Workshops/Seminars	2 per year	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
2	SAF.4.7	Maintain public and Member States' confidence in programme deliverables by maintaining ISO 9001 certification in order of ensuring adherence to programme principles and through the application of consistent and objective criteria and methodology in the conduct of CMA activities	ISO 9001 certification; Satisfaction rate on State Feedback forms from CMA activities	Maintain ISO 9001 certification and achieve 85 per cent satisfaction rate	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
2	SAF.4.8	Manage the evolution of the USOAP-CMA methodology, processes and tools	Implementation of the recommendation and observation of the Group of Experts for a USOAP-CMA Structured Review (GEUSR) recommendations; Establishment of a study group for the further evolution of the USOAP-CMA	Status on implementation reported in the annual USOAP report	No impact	Status on implementation reported in the annual USOAP report <i>(achievement will depend on the availability of additional extra-budgetary resources)</i>	New Key Activity	Endorsed by the 13 th Air Navigation Conference (Recommendation 6.3/1)	Data Analysis and Monitoring

PROGRAMME: REGIONAL OFFICES									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
ASIA AND PACIFIC OFFICE (Bangkok) (APAC)									
1, 2	SAF.APAC.5.1	Assist States in the implementation of policies and provisions to address critical safety issues	Improve regional EI area Increased level of implementation of safety policy and SSP; Establishment of SAR Team of Experts; Assistance to States and workshops/seminars on implementation of SAR requirements through regional workshops in coordination with adjacent regions	70 per cent regional EI by 2020; 90 per cent SSP by all States by 2022; SAR Team of Experts established for the APAC Region; 90 per cent States with an effective and operational SAR organization in terms of APAC SAR plan by end of 2020; Organize regional and inter-regional workshop for SAR coordination by 2021	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2, 12	SAF.APAC.5.2	Develop, and measure progress against regional Safety priorities through Regional Plans and RASGs	Early identification of lags against agreed safety priorities through RASG	Continuous monitoring of safety performance; Annual safety reports; 90 per cent of actions (Responses to RASG Decisions) to be implemented per year	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2	SAF.APAC.5.3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANWP: ROI-10), improve safety performance at and in	Assistance to States through workshops/seminars based on available ICAO SARPs and guidance material; Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme Provision of workshops,	2 workshops conducted; 30 of State experts successfully completed workshops; 100 per cent international airports certified by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support

		the vicinity of aerodromes (ANWP: ROI-04) and facilitate access by RPA to non-segregated airspace (ANWP: ROI-07)	technical assistance, training, for States in implementation of requirement for certification of airports						
1, 2, 12	SAF.APAC.5.4	Monitor Member States through USOAP-CMA and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75 per cent progress); Participation in ICVM missions	95 per cent State CAPs assessed; 30 APAC States above global EI average of 60 per cent	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1, 2, 12	SAF.APAC.5.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99 per cent of the crises initially responded to within 25 hours; Successful coordination of the issue (90 per cent of the time)	No impact	No impact	Ongoing Key Activity		Implementation Support

EASTERN AND SOUTHERN AFRICAN OFFICE (Nairobi) (ESAF)

1, 2	SAF.ESAF.5.1	Assist States in the implementation of policies and provisions to address critical safety issues	States assisted in concluding outstanding SAR LoAs and organizing multi-agency, multi-State and combined Regional SAR exercises (SAREX) to test SAR systems in place involving as many SAR units as practicable from AFI, APAC and MID Regions	100 per cent States with SAR agreements concluded by the end of 2020; By the end of 2022, at least two joint SAR exercises organized involving ESAF States and one joint SAREX involving States with oceanic FIRs, in coordination with APAC or MID region	No impact	No impact	Ongoing Key Activity		Implementation Support
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1, 2, 12	SAF.ESAF.5.2	Develop, and measure progress against regional Safety priorities through Regional Plans and RASGs	Assistance to States in implementation of the revised Abuja safety and ANS targets through the AFI Plan work programme and RASG-AFI activities	90 per cent Abuja safety targets implemented by States by Dec 2022; 100 per cent of actions (Responses to RASG Decisions) to be implemented per year	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2	SAF.ESAF.5.3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANWP: ROI-10), improve safety performance at and in the vicinity of aerodromes (ANWP: ROI-04) and facilitate access by RPA to non-segregated airspace (ANWP: ROI-07)	Assistance to States through workshops/seminars on in-flight safety performance; Assist States to progressively reduce the rate of aircraft proximity (AIRPROX) occurrences in their managed airspaces by at least 50 per cent annually from the Dec 2017 baseline, in order to attain and maintain a level of zero AIRPROX by corresponding reducing errors; Assistance to States in establishing runway safety teams; Assistance to States in establishing a regulatory framework and procedures through workshops/seminars on RPAS	3 regional workshop successfully conducted per year; 100 of international airports with operational runway safety teams by 2022; Reduction of 50 per cent of coordination errors between ATS units annually; Improve airspace organization and ATC procedures by 50 per cent annually; Improve aeronautical mobile communications by 50 per cent annually; 10 States have developed and promulgated Regulations, Procedures and guidance material on operations RPAS and Drones	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2, 12	SAF.ESAF.5.4	Monitor Member States through USOAP-CMA and assist States in developing tailored plans of action to	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75 per cent progress)	15 per cent State CAPs assessed; Improved regional EI average	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring

		address risk							
1, 2, 12	SAF.ESAF.5.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99 per cent of the crises initially responded to within 24 hours; Successful resolution of the issue (90 per cent of the time)	No impact	No impact	Ongoing Key Activity		Implementation Support
EUROPEAN AND NORTH ATLANTIC OFFICE (Paris) (EUR/NAT)									
1, 2, 12	SAF.EUR/NAT.5.1	Assist States in the implementation of policies and provisions to address critical safety issues concerning Safety Management	Increased level of implementation of safety policy and SMS; Improve EI in the SAR area; Improve regional EI in CE-3 area; Completed SSP gap analysis; Developed SSP implementation plans; Implementation of SSP; An action plan to ensure that 80 per cent EUR/NAT States have a positive Safety Margin; Improved EI compliance with SAR related USOAP question; Specific projects under the EUR/NAT NCLB Technical Assistance Programme (TAP); Accurate and up-to-date regional accidents and serious incidents database; AIG Workshops (on Legislation and Organization in AIG, Human and Organizational Factors for accident/incident analysis, Safety	Percentage of States that completed SSP gap analysis, developed implementation plans and started implementation of SSP (80 per cent of States with positive safety margin); 100 per cent of EUR/NAT States achieve 75 per cent compliance with SAR related USOAP question; 100 per cent of accident notifications forwarded to ICAO per Annex 13, 4.1; 100 per cent of accidents investigated; 100 per cent of final reports published	No impact	No impact	Ongoing Key Activity		Implementation Support

			Recommendations, Protection of investigation records, Publication of Final Reports)						
1, 2, 11, 12	SAF.EUR/NAT.5.2	Develop, and measure progress against regional Safety priorities through Regional Plans and RASGs	Early identification of lags against agreed safety priorities through RASG EUR and NAT SPG; Annual EUR and NAT safety reports; EUR Regional Aviation Safety Plan, including RASG-EUR safety enhancement initiatives, to achieve the agreed regional Safety Targets and GASP objectives	Timely completion of EUR and NAT annual safety reports – EUR and NAT Safety Reports completed prior to annual EASPG and NAT SPG meetings; Number of EUR/NAT States engaged in annual reporting on implementation of EUR RASP and Safety Enhancement Initiatives (SEIs)	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1, 2, 11, 12	SAF.EUR/NAT.5.3	Monitor Member States through Support the USOAP-CMA at the regional level and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75 per cent progress); Participation in ICVM missions; Regional coordination of USOAP-CMA activities; Participation in at least 5 activities per year; Technical assistance to States in developing and implementing corrective action plans (at least 5 States per year); Resolution of existing SSCs	Average regional EI improvement compare to the previous year; 5 USOAP activates per year; 5 CAPs assessed per year; 100 per cent percentage of EUR States with CAP updated at least annually; Number of SSCs	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1, 2, 12	SAF.EUR/NAT.5.4	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs;	Percentage (99 per cent of the crises initially responded to within 24 hours; Successful resolution of the issue (90 per cent of the time);	No impact	No impact	Ongoing Key Activity		Implementation Support

		assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Specific projects under the framework of the EUR/NAT NCLB Technical Assistance Programme; Regional Contingency plans; National Contingency plans	Number (1) of exercises to test EUR and NAT contingency plans (e.g VACP); 90 per cent of States with contingency plans updated					
1, 2, 12	SAF.EUR/NAT.5.5	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANWP: ROI-10), improve safety performance at and in the vicinity of aerodromes (ANWP:ROI-04) and facilitate access by RPA to non-segregated airspace (ANWP: ROI-07)	Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme Runway safety regional forum per year; Implementation of an action plan to reduce LOC-I and CFIT; Assistance to States to support drones and RPAS operations	Number (4) of RS Go teams per year; Number (1) of regional RS forums/meetings per year; 80 per cent of international aerodromes with RSTs established; Reduction of the number of RS, CFIT and LOC-I related occurrences in comparison to previous year; 2 workshops on LOC-I and CFIT; Reduction of the number of occurrences associated with LOC-I and CFIT; 90 per cent of EUR/NAT States implemented appropriate regulatory measures to support drones operations and prepare for initial RPAS integration by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support

MIDDLE EAST OFFICE (Egypt) (MID)

1, 2	SAF.MID.5.1	Assist States in the implementation of policies and provisions to address critical safety issues	Establishment of SAR Team of Experts; Assistance to States on implementation of SAR requirements; Regional/Interregional workshops in coordination with	2 meetings per year addressing safety management; Workshops/seminars on safety management conducted, as requested by RASG-MID;	No impact	No impact	Ongoing Key Activity	Combined all Safety issues including SAR	Implementation Support
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			adjacent regions (ESAF, APAC and EUR), as appropriate; Provision of assistance to States to increase the level of implementation of safety management requirements, in accordance with the GASP and MID Region Safety Strategy; Development of MID Region SAR Plan; Support States with the development of their National SAR Plan; Enhance States oversight capabilities related to SAR	MID Region Safety Summit bi-annually; 13 States to achieve 70 per cent SSP Foundation by 2022; 10 States to establish an ALoSP by 2022; MID Region SAR Plan; 2 Assistance Missions to States on implementation of SAR requirements per year; 2 States to develop a SAR National Plan; Organize at least 1 SAR; Regional/interregional workshop; Improve SAR regional EI by 20 per cent; 1 meeting per year addressing SAR					
1, 2, 12	SAF.MID.5.2	Develop, and measure progress against regional Safety priorities through Regional Plans and RASGs	Early identification of lags against agreed safety priorities through RASG MID; Promote and support the implementation of the ICAO GASP; Support the development of the MID Annual Safety Reports; Provide necessary support for the implementation of the RASG-MID SEIs	RASG-MID activities conducted in accordance with the agreed work programme; Continuous monitoring of safety performance and regional safety targets; 1 Annual safety report per year; 90 per cent achievement of milestones	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2	SAF.MID.5.3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANWP: ROI-10), improve safety performance at and in	Assistance to States related to aerodrome/runway safety through Runway Safety Go Teams, workshops/seminars and meetings; Assistance to States to improve implementation of ICAO SARPs and guidance material;	Workshops conducted as requested by RASG-MID; 3 missions to States addressing aerodrome and runway safety issues; At least 1 RS Go-Team mission per year (if requested by States);	No impact	No impact	Ongoing Key Activity		Implementation Support

		the vicinity of aerodromes (ANWP:ROI-04) and facilitate access by RPA to non-segregated airspace (ANWP:ROI-07)	Assistance to States related to runway safety; Assistance to States in establishing a regulatory framework and procedures	Development of necessary Guidance material, as requested by the RASG-MID (RSAs); 2 workshops/seminars on RPAS; 2 Assistance Missions to States addressing RPAS					
1, 2, 12	SAF.MID.5.4	Monitor Member States through USOAP-CMA and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions; Monitoring of Member States through USOAP-CMA; Assistance to States for development and implementation of CAPs and enhancement of oversight capabilities	Increase the regional average EI to be above 75 per cent; Participate in USOAP-CMA activities, as requested by HQ; Development and implementation of 6 State's NCLB Plans of Action	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1, 2, 12	SAF.MID.5.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs; Implementation of necessary contingency routes/measures	99 per cent of the crises initially responded to within 48 hours; Activation of CCT in timely manner; Special Coordination Meetings organized, as deemed necessary; MID Region ATM Contingency plan maintained up-to-date	No impact	No impact	Ongoing Key Activity		Implementation Support
NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN OFFICE (Mexico) (NACC)									
1, 2	SAF.NACC.5.1	Assist States in the implementation of policies and provisions to address critical safety issues concerning Safety Management	Increased level of implementation of safety policy and SMS	NAM/CAR States with a SSP Foundation Overall Index Above 95 per cent: Agree with the ICAO NACC Regional Office a SSP Implementation Plan, and receive technical assistance	No impact	No impact	Ongoing Key Activity	SAR activities and goals included in this Key Activity- GADSS; ANConf/13 Recommendations	Implementation Support

				as required to implement SSP by 2020; NAM/CAR States with a SSP Foundation Overall Index Above 85 per cent: Agree with the ICAO NACC Regional Office a SSP Implementation Plan, and receive technical assistance as required to implement SSP by 2021; NAM/CAR States with a SSP Foundation Overall Index Above 75 per cent: Agree with the ICAO NACC Regional Office a SSP Implementation Plan, and receive technical assistance as required to implement SSP by 2022; Assist yearly in ensuring State have capacity for overseeing and implementing SMS in their industry				4.4/1, 6.2/1, 6.2.1/1, 6.2.3/1 and 7.1/1	
1, 2, 12	SAF.NACC.5.2	Develop, and measure progress against regional Safety priorities through Regional Plans and RASGs	Early identification of lags against agreed safety priorities through RASG	Continuous monitoring of safety performance/ 1 Annual safety report; 90 per cent of actions (Responses to RASG Decisions) to be implemented per year; Provide required support for implementation of RASG-PA Secretariat (SAM) initiatives; Increase 30 per cent or more of number of States participation in RASG-PA and its groups;	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 1.1/1, 4.1/1, 6.1.3/1, 7.1/1, 7.2/1, 7.3/1 and 8.1/1	Implementation Support

				Institutionalize Planning and Implementation Regional Groups (PIRG)/ GREPECAS participation in RASG-PA; Enhancement of RSOOs capabilities; Formalize Regional RAIO agreement (MOU) between Caribbean and Central America RAIOs; Formalize Regional RAIO agreement (MOU) between NACC RAIOs and at least 1 other Regional RAIO					
1, 2	SAF.NACC.5.3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANWP:ROI-10), improve safety performance at and in the vicinity of aerodromes (ANWP:ROI-04) and facilitate access by RPA to non-segregated airspace (ANWP:ROI-07)	Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme; Implementation of a regulatory and operational system to support drones and RPAS operations	RSTs implemented per year; Establish and implement RST evaluation process; Conduct yearly evaluation of RST effectivity; Percentage (90%) of States implemented appropriate regulatory measures to support drones operations and prepare for initial RPAS integration by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 5.2/1, 5.3/1 and 7.2/2	Implementation Support
1, 2, 12	SAF.NACC.5.4	Monitor Member States through USOAP-CMA and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions	100 per cent State CAPs assessed; Increase 33 per cent per year; Evaluate already established tailored action Plans for each state to ensure risk base approach; Improved regional EI average to 85 per cent; Implement Sustainability	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 6.3/1	Data Analysis and Monitoring

				plan in 100 per cent of States (33% per year)					
1, 2, 12	SAF. NACC.5.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99 per cent of the crises initially responded to within 24 hours; Successful resolution of the issue (90% of the time)	No impact	No impact	Ongoing Key Activity	ICAO NACC Crises and Emergency Response Center implemented to support the region. Airport Emergency Response Plans included; ANConf/13 Recommendations 3.5/2	Implementation Support
SOUTH AMERICAN OFFICE (Lima) (SAM)									
1, 2	SAF.SAM.5.1	Assist States in the implementation of policies and provisions to address critical safety issues	Assistance activities through interaction with States; Reports on current policy initiatives in the region; Promote and assist Civil Aviation Instruction Centers	13 States assisted; 3 workshops conducted by 2022; Maintain the number of States in 7 complying with AIG SARPS by 2022 and increase the number of States by 1 by 2022 with (above 80% EI); Maintain the number of States in 11 complying with PEL SARPS by 2022 and increase by 1 State (above 80% EI); 50 per cent SMS by 3 of the SAM States by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2	SAF.SAM.5.2	Assist States on the management of the SRVSOP (LATAM RSOO)	Assistance activities through interaction with States	SRVSOP Report annually	No impact	No impact	Ongoing Key Activity		Implementation Support

1, 2, 12	SAF.SAM.5.3	Develop, and measure progress against regional Safety priorities through Regional Plans and RASGs	Early identification of lags against agreed safety priorities through RASG	Continuous monitoring of safety performance; Annual safety reports annually; 90 per cent of actions (Responses to RASG Decisions) to be implemented per year	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2	SAF.SAM.5.4	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANWP: ROI-10), improve safety performance at and in the vicinity of aerodromes (ANWP: ROI-04) and facilitate access by RPA to non-segregated airspace (ANWP: ROI-07)	Assistance to States in establishing a regulatory framework and procedures through workshops/seminars on RPAS; Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme	3 workshops conducted by 2020; Deliver Guidance material on RST by 2021; Organize 1 Runway Safety activity per year (including RS Go Team) to support RST implementation	No impact	No impact	Ongoing Key Activity		Implementation Support
1, 2, 12	SAF.SAM.5.5	Monitor Member States through USOAP-CMA and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions	50 per cent State CAPs assessed; Improved regional EI average by 4.5 per cent by 2022	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1, 2, 12	SAF.SAM.5.6	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99 per cent of the crises initially responded to within 24 hours; Successful resolution of the issue (90% of the time); 100 per cent of Corrective Action Plans to address SSCs assessed	No impact	No impact	Ongoing Key Activity		Implementation Support

		objective							
WESTERN AND CENTRAL AFRICAN (Dakar) (WACAF)									
1, 2	SAF.WACAF.5.1	Assist States in the implementation of policies and provisions to address critical safety issues	Assistance activities through interaction with States; Reports on current policy initiatives in the region; Establishment of SAR Team of Experts; Assistance to States and workshops/seminars on implementation of SAR requirements through regional workshops in coordination with adjacent regions (WACAF, APAC and MID); Increased level of implementation of safety policy and SMS	Number of Service Providers that implement 90 per cent by 2020; 48 AFI States assisted through four workshops in coordination with ESAF by end of 2022; Number of States that implement SSP – 90 per cent; 60 per cent of States to develop national SAR plans, sign letters of agreements (LOAs) and conduct multi- Conduct of multi-state SAR exercises 100 per cent by 2022	No impact	No impact	Ongoing Key Activity	All Safety Management Deliverables have been included in this Key Activity	Implementation Support
1, 2, 12	SAF.WACAF.5.2	Develop, and measure progress against regional; Safety priorities through Regional Plans and RASGs	Early identification of lags against agreed safety priorities through RASG	RASG-AFI Safety report published annually; 90 per cent of RASG-AFI Conclusions and Decisions implemented per year	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1, 2	SAF.WACAF.5.3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANWP: ROI-10), improve safety performance at and in the vicinity of aerodromes (ANWP: ROI-04) and facilitate access by RPA to non-segregated airspace (ANWP: ROI-07)	Assistance to States through workshops/seminars based on available ICAO SARPs and guidance material; Organize Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme in the context of, and in coordination with, aerodrome certification activities	Three workshops on CFIT by 2022; Three workshops on LOC-I by 2022; Number of RSTs established (8 RSTs in 2019, at least one RST in every state by 2020); At least one international aerodrome certified in every State by 2020	No impact	No impact	Ongoing Key Activity		Implementation Support

1, 2, 12	SAF.WACAF.5.4	Monitor Member States through USOAP-CMA and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress);	Annual percentage of State CAPs assessed for all WACAF States having more than 75 per cent progress (100% of concerned States by end of 2022);	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
1, 2, 12	SAF.WACAF.5.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	Response within 24 hours in 99 per cent of cases; 80 per cent States assisted to develop and test crisis/contingency/ emergency plans; Maintain Zero SSCs; Resolve new SSCs within six months	No impact	No impact	Ongoing Key Activity		Implementation Support

Strategic Objective – AIR NAVIGATION CAPACITY AND EFFICIENCY

Key Priority – Harmonized Global Air Navigation Modernization; Quality Data, Analysis and Forecasting; No Country Left Behind

Air navigation has witnessed some important improvements in recent decades, with a number of States and operators having pioneered the adoption of advanced avionics and satellite-based procedures. And yet despite these important, localized advances, a considerable remainder of the global air navigation system is still limited by conceptual approaches that arose in the 20th century. These legacy air navigation capabilities limit air traffic capacity and growth and are responsible for unnecessary gas emissions being deposited in our atmosphere. A fully-harmonized global air navigation system built on modern performance-based procedures and technologies is a solution to these concerns. This goal has been on the minds of Communications, Navigation and Surveillance/Air Traffic Management (CNS/ATM) planners for many years. Since technology never stands still, the realization of a strategic path to such a globally harmonized system has proven elusive. The solution to this impasse lies at the heart of ICAO's core mission and values. Only by bringing together the States and stakeholders from every corner of the aviation community can a viable solution to twenty-first century air navigation be determined.

The work under this Strategic Objective provides flexibility to Member States, through the consultative and cooperative approach to regional planning, to select and implement the solutions that brings the most benefit to them while ensuring that their part of the global system fits in seamlessly with all others.

This will permit all States and stakeholders to realize the global-harmonization, increased capacity, and environmental efficiency that modern air traffic growth now demands in every region around the world.

- **Expected Result 3: Increased Air Navigation Capacity:** Enhanced capabilities of States to access, develop, implement and use technologies in Air Navigation Systems to meet current and future demand
- **Expected Result 4: Optimized the performance of the Global Aviation System:** Enhanced the capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones
- **Expected Result 11: Improved Data, Analysis and Forecasting:** Enhanced capabilities of States to use, analysis and exchange aviation data for decision making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development
- **Expected Result 12: Strengthened Capacity Development:** Enhanced capabilities of States, in particular developing countries and countries in special situations (No Country Left Behind), to implement global standards and policies and improve air connectivity

NB – the CKPIs are subject to updating after new Global Air Navigation Plan (GANP) is finalized in 2019

- **CKPI 1: Number of States that have selected ASBUs for implementation; and Status of actual implementation (measured through the PIRGs)**
- **CKPI 2: Implementation of instrument runways used for approaches at international aerodromes with APV or LNAV-only procedures**
- **CKPI 3: Implementation of Aeronautical Information Management (AIM).**

PROGRAMME: STRATEGY AND POLICY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
3, 4, 11, 12	CAP.1.1	Support the harmonization and modernization of the Global ATM system by developing, maintaining and overseeing the implementation of the Global Air Navigation Plan (GANP)	GANP Revision; Online Regional and Global Air Navigation Reports; Update of the Aviation System Block Upgrades (ASBUs) and the basic building blocks (BBBs) framework through the process as endorsed by ANConf/13; Support from States and international organization on the adoption of performance-based approach to technology selection by ANSPs and airspace users	GANP update by the Assembly (2022)	No impact	No impact	Expanded Key Activity	GANP will require increased support from HQ to maintain and assist in the implementation; ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1 and 1.4/1	Global Planning
3, 4, 11, 12	CAP.1.2	Provide support for Assembly, Council, Air Navigation Commission, Council Committees and expert groups	Documentation required for governing bodies; Secretary role for governing bodies; Amendments to the Annexes and PANS	60 WPs per year; 90 per cent of actions (Responses to Council Decisions) to be implemented per year	No impact	60 WPs per year; 80 per cent of actions (Responses to Council Decisions) to be implemented per year	Ongoing Key Activity		Normative
3, 4, 11, 12	CAP.1.3	Develop a programme related to new entrants to the global air navigation system (commercial space transport and higher altitude operations) and that addresses the increased use of	Broadening of arrangements with other International Organizations; Supporting and accelerating the development of regulatory frameworks for drone operations and	Started by 2020; Initial frameworks in place by 2022	No impact	No impact	New Key Activity	Emerging Aviation Issue (UAS, drones, RPAS, commercial air space, etc.); Dependent upon Council deliberation; ANConf/13 Recommendations 5.1/1, 5.2/1, 5.3/1,	Global Planning

		unmanned aeronautical systems (UAS) including drones and RPAS	higher level operations					5.4/1 and 5.4/2	
3	CAP.1.4	Maintain and defend aeronautical frequency spectrum allocations at ITU WRC-2015	Common Aviation position on frequency protection; Regional plans and agreements in support of the ICAO position; Workshops	Protection of the Aviation Spectrum; 7 workshops per year	No impact	Protection of the Aviation Spectrum (achievement will depend on the availability of additional extra-budgetary resources); 3 workshops per year.	Ongoing Key Activity		Normative
3	CAP.1.5	Lead and coordinate response to airspace crises, contingencies and other similar situations requiring urgent assistance to States	Crisis response; Plans (reactive/proactive); Coordinated Urgent Assistance to States; Contingency plans	99 per cent of the time initial response within 24 hours	No impact	No impact	Ongoing Key Activity	Coordination and development work for disaster response has been transferred to SPCP	Normative
3, 4, 11,12	CAP.1.6	Develop a trust framework	Establishment of a group of experts; Development of a strategy for cyber resilience; Development and integration of risk management approach to cyber resilience and respective training material.	Report of the expert group (2022); Draft Strategy (2022); Draft Training material (2022)	No impact	No impact	New Key Activity	ANConf/13 Recommendation 5.4/1	Normative
3	CAP.1.7	Monitor research and development activities for eventual inclusion into future blocks	Assessments of new solutions (including disruptive technologies) for potential inclusion in GANP	Reviewed by the GANP process; Established Joint Working Group with UNOOSA on Commercial Space by 2021; Establish expert group on Operations above FL600	No impact	No impact	Expanded Key Activity	Emerging Aviation Issue (disruptive technology in aviation); ANConf/13 Recommendation 5.1/1, 5.2/1, 5.3/1, 5.4/1 and 5.4/2	Global Planning

				by 2021					
12	CAP.1.7	Contribute towards the implementation of the Resource Mobilization (RM)Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States	Report delivered annually to Council	No impact	No impact	Ongoing Key Activity	Key Activity transferred to and consolidated into SPCP; RM strategy is led and coordinated by SPCP	Programme Support
3, 4, 11, 12	CAP.1.8	Review and enhance ICAO's standard making process	Analysis of the Standard-making processes in order to meet the requirements of the rapid pace of technological developments	Analysis completed by 2021	No impact	Analysis completed by 2022	New Key Activity	ANConf/13 Recommendation 5.5/3	Normative

PROGRAMME: AIRSPACE OPTIMIZATION									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
3, 4	CAP.2.1	Optimize airspace and airport usage through demand/capacity balancing (ANWP: ROI-01)	Global Standards and Policies / Guidance Material / Workshops	2 Work Packages/ Job Cards	No impact	No impact	Ongoing Key Activity		Normative
3, 4	CAP.2.2	Improve efficiency of en-route operations through the availability of user-preferred routing (ANWP: ROI-06)	Global Standards and Policies / Guidance Material / Workshops	14 Work Packages/ Job Cards	No impact	7 Work Packages/ Job Cards	Ongoing Key Activity		Normative
3, 4	CAP.2.3	Optimise aerodrome departure/arrival rates in all meteorological conditions (ANWP: ROI-08)	Global Standards and Policies / Guidance Material / Workshops	5 Work Packages/ Job Cards	No impact	3 Work Packages/ Job Cards	Ongoing Key Activity		Normative
3, 4	CAP.2.4	Improve efficiency of TMA operations (ANWP: ROI-09)	Global Standards and Policies / Guidance Material / Workshops	7 Work Packages/ Job Cards	No impact	6 Work Packages/ Job Cards	Ongoing Key Activity		Normative
3, 4	CAP.2.5	Information Management (ANWP: ENB-IM)	Global Standards and Policies / Guidance	5 Work Packages/ Job Cards	No impact	No impact	Ongoing Key Activity		Normative

			Material / Workshops						
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PROGRAMME: AERODROME OPTIMIZATION AND INFRASTRUCTURE									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
3	CAP.3.1	Improve efficiency of surface operations, in particular at congested aerodromes (ANWP: ROI-03)	Global Standards and Policies / Guidance Material / Workshops	4 Work Packages/ Job Cards	No impact	3 Work Packages/ Job Cards	Ongoing Key Activity		Normative
3	CAP.3.2	Improve throughput at aerodromes through integration of landside / airside (ANWP: ROI-05)	Global Standards and Policies / Guidance Material / Workshops	1 Work Packages/ Job Cards	No impact	No impact	Ongoing Key Activity		Normative
3	CAP.3.3	Communication, Navigation and Surveillance (CNS) (ANWP: ENB-CNS)	Global Standards and Policies / Guidance Material / Workshops	21 Work Packages/ Job Cards	No impact	17 Work Packages/ Job Cards	Ongoing Key Activity		Normative
3	CAP.3.4	Meteorology (ANWP: ENB-MET)	Global Standards and Policies / Guidance Material / Workshops	9 Work Packages/ Job Cards	No impact	4 Work Packages/ Job Cards	Ongoing Key Activity		Normative

PROGRAMME: IMPLEMENTATION PLANNING AND SUPPORT									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
4, 11	CAP.4.1	Support the selection and implementation of ASBUs	Regional dashboard; Online Air Navigation Plans (eANP); Interactive ASBUs performance assessment tools	90 per cent of States linked in to tools by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
3, 4, 11, 12	CAP.4.2	Support to, and report from, Planning and Implementation Regional Groups (PIRGs)	PIRG Reports; Assessment on progress and agreement on next-steps	1 report per region per year	No impact	No impact	Ongoing Key Activity		Implementation Support

3, 11, 12	CAP.4.3	Support harmonization of global services and performance through inter-regional coordination	Regional Plans; Amendments to Global and Regional Plans to improve harmonization	Regional Plans kept up-to-date annually	No impact	No impact	Ongoing Key Activity		Implementation Support
11, 12	CAP.4.4	Help States to assess impacts of operational improvements in the reduction of fuel burn	Impact assessments provided to States	30 by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
11, 12	CAP.4.5	Help States on selection of International Codes and Route Designators through an automated system	Tools/Website	90 per cent of new routes and way-points reflected in the system within 2 weeks	No impact	No impact	Ongoing Key Activity		Implementation Support
12	CAP.4.6	Support recurrent training of the Regional Offices professional staff	Regional staff trained	40 by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support

PROGRAMME: REGIONAL OFFICES									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
ASIA AND PACIFIC OFFICE (Bangkok) (APAC)									
4	CAP. APAC.5.1	(CNS) Assist States in the implementation of policies and provisions on CNS (ANWP: ENB-CNS)	Regional policy development, agreements, decisions and recommendations of regional meetings (CNS SG)	6 per year; 75 per cent Implementation of selected B1 modules by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.2/1, 2.2/2, 2.3/3, 3.2/2 and 4.3/2	Implementation Support
4	CAP. APAC.5.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANWP: ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (ATM-SG)	3 per year; 75 per cent Implementation of selected B1 modules by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 3.3/1 and 4.3/2	Implementation Support
4	CAP. APAC.5.3	(MET) Assist States in the implementation of policies and provisions on	Regional agreements, decisions and recommendations of	5 per year; 75 per cent Implementation of	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.3/1, 2.3/2, 2.3/3 and 4.3/2	Implementation Support

		Meteorology (ANWP: ENB-MET)	regional meetings (MET-SG)	selected B1 modules by 2022					
4, 11, 12	CAP. APAC.5.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and PIRGs	PIRGs and their working structure meetings	Implementation of the regional air navigation plans in line with the agreed timeline; Reduction of ANS deficiencies; 90 per cent of actions (Responses to PIRG Decisions) to be implemented per year	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1, 1.4/1, 3.1/1, 3.2/1, 4.1/1, 4.2/1, 4.3/1, 4.3/2 and 7.3/1	Implementation Support
4	CAP. APAC.5.5	Assist States in the implementation of policies and provisions to improve efficiency of terminal en-route operations through the availability of user preferred routing (ANWP: ROI-06)	Assistance to States and workshops/seminars on development of PBN approach and departure procedures	2 workshops /seminars; 50 per cent of approach and departure procedures implemented	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP. APAC.5.6	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANWP: ROI-09)	Assistance to States and workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules	3 workshops/ seminars; 70 per cent Implementation of selected ASBU B0-CDO and B0-CCO modules by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP. APAC.5.7	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANWP: ROI-01)	Assistance to States and workshops/seminars on implementation of civil military cooperation FUA; Provision of seminars and workshops for States to assist with the implementation of ACDM and ATFM	4 workshops/ seminars; 70 per cent of States that have implemented all civil military cooperation elements of APAC Seamless ATM plan; 4 workshops for ACDM and ATFM is conducted	No impact	No impact	Ongoing Key Activity	Assist States in the implementation of ACDM and ATFM moved here under APAC.6 ANConf/13 Recommendations 2.1/1, 2.1/2, 3.2/1, 3.3/1, 3.4/1, 3.4/2, 4.3/2 and 5.1/1	Implementation Support
3,4	CAP. APAC.5.8	Coordination and implementation assistance on Trust Framework	Implementation of a cyber resilient ATM systems and operations	Trust framework included in regional work plans (by 2021)	No impact	No impact	New Key Activity	ANConf/13 Recommendations 4.3/2 and 5.4/1	Implementation Support

EASTERN AND SOUTHERN AFRICAN OFFICE (Nairobi) (ESAF)									
4	CAP. ESAF.5.1	(CNS) Assist States in the implementation of policies and provisions on CNS(ANWP: ENB-CNS)	Assistance to States and workshops/seminars on: <ul style="list-style-type: none"> Implementation of AMHS; Implementation of ASBU B0-FICE module elements; Implementation of selected ASBU B1; Upgrade of ANS infrastructure (NAFISAT and SADC VSAT networks) 	80 per cent of States with AMHS implemented and interconnected with other States AMHS by 2021; 75 per cent of FIRs within which all applicable ACCs have implemented at least one interface to use AIDC with neighboring ACCs; Upgrade of NAFISAT and SADC VSAT networks completed by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.2/1, 2.2/2, 2.3/3, 3.2/2 and 4.3/2	Implementation Support
4	CAP. ESAF.5.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANWP: ENB-IM)	Assistance to States and workshops/seminars on: <ul style="list-style-type: none"> Implementation of AIM Quality; Management System (QMS); Transition from AIS to AIM; Implementation of ASBU B0&B1 – DATM module elements 	80 per cent of States that have implemented QMS for AIS/AIM by 2022; 100 of States that have National AIM Implementation Plan/Roadmap by 2019; 80 of States that have implemented an IAID driven AIP Production (eAIP) by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 3.3/1 and 4.3/2	Implementation Support
4	CAP. ESAF.5.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANWP: ENB-MET)	Assistance to States and workshops/seminars on: <ul style="list-style-type: none"> Implementation of MET Quality Management System (QMS); and migrating to ISO version 9001:2015; Implementation of SADIS FTP Exchange of OPMET 	80 per cent of States that have implemented QMS for MET and migrated to ISO9001:2015 Standard; 95 per cent of States that have implemented Secure SADIS FTP service by 2022; 40 per cent of States implemented exchange of OPMET data in digital format by 2022;	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.3/1, 2.3/2, 2.3/3 and 4.3/2	Implementation Support

			data in digital Format; Issuance of Space weather SIGMETs	40 per cent of States implemented Space Weather SIGMETs by 2022					
4, 11, 12	CAP.ESAF.5.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and PIRGs	Assistance to States with implementation of AN priorities identified by APIRG; Assistance to States with implementation of revised Abuja ANS Safety Targets under the AFI Plan	Reduction of ANS deficiencies; 80 per cent of All ANS targets implemented by 2022; 90 per cent of actions (Responses to PIRG Decisions) to be implemented per year; 75 per cent of instrument runways to have PBN procedures (RNAV/RNP approaches, SIDs and STARs) by the end of 2020; 85 per cent of instrument runways to have PBN procedures by end 2022; Implementation of all States' National Action Plans in accordance with the ASBU Block 1 modules in all areas (2019-2022);	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1, 1.4/1, 3.1/1, 3.2/1, 4.1/1, 4.2/1, 4.3/1, 4.3/2 and 7.3/1	Implementation Support
4	CAP.ESAF.5.5	Assist States in the implementation of policies and provisions to continuously improve efficiency of en-route operations through the availability of user preferred routing (ANWP: ROI-06)	Assistance to States and workshops/seminars on Development of New PBN routes through FUA; Assist States to ensure that their ANSPs effectively participate in the African ANSP Peer Review Programme;	90 per cent of user preferred routes implemented by 2022; 90 per cent of States participating in the Peer Review Programme and implementing all corrective actions by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support

			Improved trajectories of old routes; Implementation of ASBU B0-FRT0 module elements						
4	CAP.ESAF.5.6	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANWP: ROI-09)	Assistance to States and workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules	75 per cent of International Aerodromes/TMA with CDO/CCO implemented by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP. ESAF.5.7	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANWP: ROI-01)	Assistance to States and workshops/seminars on implementation of FUA; Assistance to States and workshops/seminars on implementation of ASBU B0-ACDM elements	75 per cent of States that have implemented FUA by 2022; 75 per cent of international aerodromes having implemented improved airport operations through airport-CDM by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.1/1, 2.1/2, 3.2/1, 3.3/1, 3.4/1, 3.4/2, 4.3/2 and 5.1/1	Implementation Support
3, 4	CAP. ESAF.5.8	Coordinate and implement assistance on Trust Framework	Implementation of a cyber resilient ATM systems and operations	Trust framework included in regional work plans (by 2021)	No impact	No impact	New Key Activity	ANConf/13 Recommendations 4.3/2 and 5.4/1	Implementation Support
EUROPEAN AND NORTH ATLANTIC OFFICE (Paris) (EUR/NAT)									
4	CAP.EUR/NAT.5.1	Assist States in the implementation of policies and provisions to optimise aerodrome and TMA operations	Implementation of appropriate B0 and B1 modules	Percentage (80%) of selected B0 and B1 modules implemented, Including RNP APCH at all instrument runways; PBN SID/STARs at all international TMAs; Improved efficiency of surface operations	No impact	No impact	Ongoing Key Activity	Merged with CAP.EUR /NAT.3; Expanded to include TMA	Implementation Support
3, 4	CAP.EUR /NAT.5.2	(CNS) Assist States in the implementation of policies and provisions on	Regional agreements, decisions and recommendations of	Percentage (80%) of implementation of selected B0 and B1	No impact	No impact	Ongoing Key Activity		Implementation Support

		CNS(ANWP: ENBCNS)	regional meetings (AFSG and FMG); Implementation of priority B0 and B1 modules by 2022; ICAO WRC position included in the national WRC preparations; Workshops/Meetings promoting ICAO ITU WRC position	modules; Number (56) of States supporting the ICAO WRC position at the WRC; Number (1) of workshops/meetings per year					
3, 4	CAP.EUR /NAT.5.3	(IM) Assist States in the implementation of policies and provisions on Information Management and SWIM (ANWP: ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (AIM TF) AIM assistance missions to States; Regional and/or Interregional Seminar(s)/Workshop(s) on IM and SWIM; EUR/NAT SWIM Roadmap developed and implemented	Percentage (80%) Implementation of selected B0 and B1 modules by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 3.3/1 and 4.3/2	Implementation Support
3, 4	CAP.EUR /NAT.5.4	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANWP: ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG)	4 meetings per year; 100 per cent of Implementation of selected B0 modules by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.3/1, 2.3/2, 2.3/3 and 4.3/2	Implementation Support
3, 4, 11, 12	CAP.EUR /NAT.5.5	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and PIRGs	Comprehensive annual air navigation safety report including data from RMAs and ATM occurrences reporting analysis in cooperation with Eurocontrol;	Timely production of annual EUR and NAT GANP/ASBU implementation status reports; Timely completion of EUR air navigation	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1, 1.4/1, 3.1/1, 3.2/1, 4.1/1, 4.2/1, 4.3/1, 4.3/2 and 7.3/1	Data Analysis and Monitoring

			Comprehensive GANP/ASBU implementation report with all 56 States participating; Improved level of GANP/ASBU implementation; All States have completed the implementation of GANP Block 0 EUR priorities; Resolution of air navigation deficiencies on the EUR list closed; Specific projects under the EUR/NAT NCLB assistance programme	annual safety reports; 56 States participating in provision of annual data for GANP/ASBU reports; Percentage (50%) of air navigation deficiencies on the EUR list closed					
3, 4	CAP.EUR /NAT.5.6	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the availability of user preferred routing (ANWP: ROI-06)	Implementation of user referred routings (e.g. TBO, free route airspace concept) and PBN is fully implemented in the EUR/NAT Region	Percentage States (100%) implemented user referred routings (e.g. TBO, free route airspace concept) and PBN is fully implemented in the EUR/NAT Region by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
3, 4	CAP.EUR /NAT.5.7	Coordinate and implement assistance on Trust Framework	Implementation of a cyber resilient ATM systems and operations	Trust framework included in regional work plans (by 2021)	No impact	No impact	New Key Activity	ANConf/13 Recommendations 4.3/2 and 5.4/1	Implementation Support
MIDDLE EAST OFFICE (Egypt) (MID)									
4	CAP.MID.5.1	(CNS) Assist States in the implementation of policies and provisions on CNS (ANWP: ENB-CNS)	Assistance provided to States related to the implementation of CNS policies and provisions	Workshops/seminars conducted, as approved by MIDANPIRG; 2 meetings per year	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.2/1, 2.2/2, 2.3/3, 3.2/2 and 4.3/2	Implementation Support

			and regional requirements and priorities, in accordance with the MID Air Navigation Strategy, through workshops/seminars, assistance missions	addressing CNS; At least 1 assistance mission per year; 6 States to join the CRV project; Necessary Regional Guidance Material(s) developed/ updated, as required by MIDANPIRG					
4	CAP.MID.5.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANWP: ENB-IM)	Assistance provided to States related to the implementation of Information Management and SWIM policies and provisions; and regional requirements and priorities, in accordance with the MID Air Navigation Strategy, through workshops/seminars, assistance missions and meetings; Addressing Information Management and SWIM	Workshops/seminars conducted, as approved by MIDANPIRG; Meetings to address Information Management and SWIM; At least 1 assistance mission per year; Necessary Regional Guidance Material(s) developed/updated, as required by MIDANPIRG	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP.MID.5.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANWP: ENB-MET)	Assistance provided to States related to the implementation of MET policies and provisions; and regional requirements and priorities, in accordance with the MID Air Navigation Strategy, through workshops/seminars, assistance missions and meetings	Workshops/seminars conducted, as approved by MIDANPIRG; 2 meetings per year addressing MET; Assistance missions conducted, as required (in coordination with the EUR/NAT Office); Necessary regional guidance material(s) developed/ updated, as required by MIDANPIRG	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.3/1, 2.3/2, 2.3/3 and 4.3/2	Implementation Support

4, 11, 12	CAP.MID.5.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and PIRGs	PIRGs and their working structure meetings; Identification/update of regional air navigation priorities; MID eANP kept up-to-date; Meetings convened in accordance with the agreed schedule; of milestones; Proposals for Amendment of the MID eANP processed in a timely manner; Identification/update of regional air navigation priorities; MID eANP kept up-to-date; MID Air Navigation Report / Dashboard published/updated; Early identification of lags against agreed AN priorities through MIDANPIRG; Promote and support the implementation of the ICAO GANP; Provide necessary support for the implementation of the AN regional requirements	Implementation of the regional air navigation strategy and plans in line with the agreed timelines (90 per cent achievement of milestones); MIDANPIRG activities conducted in accordance with the agreed work programme; Proposals for Amendment of the MID eANP processed in a timely manner; MID Air Navigation Report published on a regular basis; Dashboard updated on regular basis	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1, 1.4/1, 3.1/1, 3.2/1, 4.1/1, 4.2/1, 4.3/1, 4.3/2 and 7.3/1	Implementation Support
4	CAP.MID.5.5	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the	Airspace management and ATS route network optimization addressed by MIDANPIRG contributory bodies;	3 meetings addressing airspace management and ATS route network optimization; Improved ATS route at 3	No impact	No impact	Ongoing Key Activity		Implementation Support

		availability of user preferred routing (ANWP: ROI-06)	Continuous improvement of the MID Region ATS Route Network	interfaces (reduction of CO ₂ emissions)					
4	CAP.MID.5.6	Assist States in the implementation of policies and provisions to optimise aerodrome departure/arrival rates in all meteorological conditions (ANWP: ROI-08)	Assistance provided to States related to PBN implementation, through the establishment of the MID FPP and conduct of meetings, workshops/seminars and assistance missions; 2 meetings per year addressing PBN; Assistance provided to States related to PBN implementation, and operations during all meteorological conditions; Assistance provided to States related to the implementation of ASMGCS and ACDM	2 Workshops/seminars per year; 2 meetings per year addressing PBN; At least 2 assistance missions per year; Establishment of the MID Flight Procedure Programme (MID FPP) and implementation of its work programme; Necessary regional guidance material(s) developed/ updated, as required by MIDANPIRG	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP.MID.5.7	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANWP: ROI-01)	Assistance to States through the conduct of the MID Civil/Military Support Team visits and workshops/seminars to foster implementation of FUA; Support for the implementation of ATFM; Assistance to States to foster implementation of FUA	Establishment of a MID ATFM Task Force; Development and implementation of a MID ATFM Concept of Operations; 5 Missions to States addressing ATFM and CIV/MIL Cooperation	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.1/1, 2.1/2, 3.2/1, 3.3/1, 3.4/1, 3.4/2, 4.3/2 and 5.1/1	Implementation Support
4	CAP.MID.5.8	Assist States in the	Assistance to States and	3 workshops/ seminars;	No impact	No impact	Ongoing		Implementation

		implementation of policies and provisions to improve efficiency of TMA operations (ANWP: ROI-09)	workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules (SIDs, STARs, CCO and CDO)	2 Assistance Missions to States addressing TMA operations improvements			Key Activity		Support
3, 4	CAP.MID.5.9	Coordinate and implement assistance on Trust Framework	Implementation of a cyber resilient ATM systems and operations	Two workshops and four meetings	No impact	No impact	New Key Activity	ANConf/13 Recommendations 4.3/2 and 5.4/1	Implementation Support
NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN OFFICE (Mexico) (NACC)									
4	CAP. NACC.5.1	(CNS) Assist States in the implementation of policies and provisions on CNS (ANWP: ENBCNS)	Regional agreements, decisions and recommendations of regional meetings (AFSG and FMG)	1 Meeting per year; Implement 100 per cent of the ADS-C/CPDLC Plan (B0-B1 TBO); Implement 80 per cent of the Regional AMHS interconnection Plan and AIDC Plan (B0-B1 FICE); Ensure the availability and quality level of services in the MEVA, and ECAR AFS Networks (B0-B1FICE); Assist for achieving at least one surveillance data exchange agreement; Foster ADS-B activities (B0-B1 ASUR, SURF); Ensure timely and effective management of Frequency assignment lists	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.2/1, 2.2/2, 2.3/3, 3.2/2 and 4.3/2	Implementation Support

4	CAP. NACC.5.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANWP: ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (AIM TF)	Achievement of AIM targets from ANP Vol III (B0-B1 ATM); Implementation of SWIM implementation: at least 20 per cent increase (B1 SWIM); Evaluate effectiveness of AIM QMS System in at least 3 states every year	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 3.3/1 and 4.3/2	Implementation Support
4	CAP. NACC.5.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANWP: ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG)	Achievement of MET targets from ANP Vol III (B0-B1 AMET); Assessment and trial of effectiveness of volcanic Ash measures in at least 2 States every year; Evaluate effectiveness of MET QMS System in at least 3 States every year	No impact	No impact	Ongoing Key Activity	Under the MET ASBU Targets, WIXXM is included; ANConf/13 Recommendations 2.3/1, 2.3/2, 2.3/3 and 4.3/2	Implementation Support
4, 11, 12	CAP. NACC.5.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and PIRGs	PIRGs and their working structure meetings	Increase 30 per cent or more of number of States participation in RASG-PA and its groups; Conduct of biannually review of GREPECAS performance in meeting targets and goals; Implementation of the regional air navigation plans in line with the agreed timeline; 90 per cent of actions (Responses to PIRG Decisions) to be implemented per year; Increase resolution of AN Deficiencies: 2%; Ensuring effective	No impact	No impact	Ongoing Key Activity	The existing assistance on State National Air Navigation Plan will continue under this Key Activity; ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1, 1.4/1, 3.1/1, 3.2/1, 4.1/1, 4.2/1, 4.3/1, 4.3/2 and 7.3/1	Implementation Support

				regional collaboration activities in training among Training Centers (CATC/WG)					
4	CAP. NACC.5.5	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANWP: ROI-01)	Assistance to States and workshops/seminars on implementation of FUA	Ensuring the timely and effective implementation of ATFM enhancement activities (B0-B1 NOPS); Ensuring the timely and systemic implementation of the ATS Route structure; optimization (B0-B1: FRTO, APTA, CCO, CDO) and related APV approaches; Fostering the Aerodrome Safety / efficiency improvements (bird/ wildlife hazard prevention, Pavement, etc.); Maintaining no less than 10 aerodromes initiated per year	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.1/1, 2.1/2, 3.2/1, 3.3/1, 3.4/1, 3.4/2, 4.3/2 and 5.1/1	Implementation Support
3, 4	CAP.NACC.5.6	Coordinate and implement assistance on Trust Framework	Implementation of a cyber resilient ATM systems and operations	Trust framework included in regional work plans (by 2021)	No impact	No impact	New Key Activity	ANConf/13 Recommendations 4.3/2 and 5.4/1	Implementation Support

SOUTH AMERICAN OFFICE (Lima) (SAM)

4	CAP.SAM.5.1	(CNS) Assist States in the implementation of policies and provisions on CNS (ANWP: ENB-CNS)	Regional agreements, decisions and recommendations of regional meetings (AFSG and FMG)	2 SAM/IG meetings per year and 1 PIRG per year; By 2022 implementation of : 90 per cent BO-FICE, 50 per cent BO-ASUR, 20 per cent on GBAS (BO-APTA); BO-TBO (DATALINK) - 70 per cent remote continental area, 100 per	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.2/1, 2.2/2, 2.3/3, 3.2/2 and 4.3/2	Implementation Support
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				cent oceanic area, 10 per cent other continental areas					
4	CAP.SAM.5.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANWP: ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (METG); Assistance to States and workshops /seminars on the implementation of ASBU B0-DATM, B1-DATM, B1-SWIM, the new requirement introduced by Amendment 40 to Annex 15 and the new PANS-AIM	1 to 2 meetings per year; 85 per cent of Implementation of selected B0 modules by 2020; 30 per cent of implementation of selected B1 modules by 2022; 50 per cent of new requirement introduced by Amendment 40 and PANS-AIM by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 3.3/1 and 4.3/2	Implementation Support
4	CAP.SAM.5.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANWP: ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG); Assistance to States and workshops /seminars on the implementation of ASBU B0-AMET, B1-AMET, B1-SWIM and the new requirement introduced by Amendment 78 to Annex 3	1 to 2 meetings per year; BBBs implemented by 2020; 90 per cent Implementation of selected B0 modules by 2021; 30 per cent implementation of selected B1 modules by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.3/1, 2.3/2, 2.3/3 and 4.3/2	Implementation Support
4	CAP.SAM.5.4	Assist States in the implementation of policies and provisions to improve efficiency of en-route	Regional agreements, decisions, and recommendations of regional meetings	2 meetings per year; 70 per cent implementation of B0 FRTD module by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support

		operations through the availability of user preferred routing (ANWP: ROI-06)	(ATSRO); Airspace and ATS route development managed through contributory bodies; implementation of ASBU B0-FRTO elements						
4	CAP.SAM.5.5	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANWP: ROI-09)	Regional agreements, decisions, and recommendations of regional meetings (SAMIG); Assistance to States and delivery of guidance material and workshops to support the implementation of ASBU B0-CCO and CDO elements at identified TMA	2 meetings per year; 70 per cent of identified TMA having implemented CCO /CDO procedures by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP.SAM.5.6	Assist States in the implementation of policies and provisions to improve efficiency of surface operations, in particular at congested aerodromes (ANWP: ROI-03)	Assistance to States and delivery of guidance material and seminar/workshops to support the implementation of ASBU B0-ACDM elements at identified airports (Project on A-ACDM); Assistance to States and delivery of training, guidance material and seminar/workshops on airport planning at a local and national level (Project on Airport	CONOPS on ACDM by 2020; 50 per cent of international selected aerodromes having improved airport operations through implementation of basic elements of A-CDM by 2022; Roadmap to implement AD planning at state and local level by 2020; Regional guideline material on ADPLAN by 2021; Delivery of training to at	No impact	No impact	Ongoing Key Activity		Implementation Support

			Planning)	least 1 specialist per State on AD planning by 2022					
4	CAP.SAM.5.7	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANWP: ROI-01)	Assistance to States and delivery of guidance material and workshops to support the implementation of ASBU B0-NOPS elements at identified FIR /TMA	90 per cent of identified FIR/TMA having implemented ATFM services by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.1/1, 2.1/2, 3.2/1, 3.3/1, 3.4/1, 3.4/2, 4.3/2 and 5.1/1	Implementation Support
4, 11, 12	CAP.SAM.5.8	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and PIRGs	PIRGs and Implementation Groups Reports; Amendments to Regional Plan in order to improve the procedure harmonization; Support to States to develop their ANNP aligned to Regional ANP and GANP	Implementation of the regional air navigation plans in line with the agreed timeline to GANP; 90 per cent of actions (Responses to PIRG Decisions) to be implemented per year; 12 States with the NANP developed for 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1, 1.4/1, 3.1/1, 3.2/1, 4.1/1, 4.2/1, 4.3/1, 4.3/2 and 7.3/1	Implementation Support
3, 4	CAP.SAM.5.9	Coordinate and implement assistance on Trust Framework	Implementation of a cyber resilient ATM systems and operations	Trust framework included in regional work plans (by 2021)	No impact	No impact	New Key Activity	ANConf/13 Recommendations 4.3/2 and 5.4/1	Implementation Support
WESTERN AND CENTRAL AFRICAN (Dakar) (WACAF)									
4	CAP.WACAF.5.1	(CNS) Assist States in the implementation of policies and provisions on CNS (ANWP: ENB-CNS)	Regional agreements, decisions and recommendations of regional meetings (AFSG and FMG)	24 States have implemented selected ASBU B0 module elements pertaining to CNS	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.2/1, 2.2/2, 2.3/3, 3.2/2 and 4.3/2	Implementation Support
4	CAP.WACAF.5.2	(IM) Assist States in the implementation of policies and provisions on Information Management	Regional agreements, decisions and recommendations of regional meetings	24 States have implemented selected ASBU B0 module elements pertaining to	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 3.3/1 and 4.3/2	Implementation Support

		(ANWP: ENB-IM)	(APIRG) and the endorsed AIM Implementation Projects	AIM by 2022					
4	CAP.WACAF.5.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANWP: ENB-MET)	Regional agreements, decisions and recommendations as adopted by APIRG	24 States have implemented selected ASBU B0 module elements pertaining to MET by 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.3/1, 2.3/2, 2.3/3 and 4.3/2	Implementation Support
4, 11, 12	CAP.WACAF.5.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and PIRGs	PIRGs and their working structure meetings; Assistance to States with Implementation of AN priorities through APIRG projects; Implementation of ANS targets under the AFI Plan	AN Targets implemented according to set timelines	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 1.1/1, 1.2/1, 1.3/1, 1.4/1, 3.1/1, 3.2/1, 4.1/1, 4.2/1, 4.3/1, 4.3/2 and 7.3/1	Data Analysis and Monitoring
4	CAP.WACAF.5.5	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the availability of user preferred routing (ANWP: ROI-06)	Assistance to States in implementing identified user preferred ATS route development managed through APIRG contributory bodies	75 per cent of identified user preferred routes implemented annually	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP.WACAF.5.6	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANWP: ROI-09)	Assistance to States and workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules	24 airports with CDO and CCO operations by end 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
4	CAP.WACAF.5.7	Assist States in the implementation of policies and provisions to optimise aerodrome departure/arrival rates in all meteorological conditions (ANWP: ROI-08)	Assistance to States in the implementation of PBN, CCO and CDO procedures in accordance with Conclusions and Recommendations of all-weather operations	20 international aerodrome instrument runway ends with RNP APCH procedures implemented	No impact	No impact	Ongoing Key Activity		Implementation Support

			group (AWOG) and APIRG						
4	CAP.WACAF.5.8	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANWP: ROI-01)	Assistance to States on implementation of FUA	18 States/ACCs implementing FUA by end 2022	No impact	No impact	Ongoing Key Activity	ANConf/13 Recommendations 2.1/1, 2.1/2, 3.2/1, 3.3/1, 3.4/1, 3.4/2, 4.3/2 and 5.1/1	Implementation Support
3, 4.	CAP.WACAF.5.9	Coordinate and implement assistance on Trust Framework	Implementation of a cyber resilient ATM systems and operations	Trust framework included in regional work plans (by 2021)	No impact	No impact	New Key Activity	ANConf/13 Recommendations 4.3/2 and 5.4/1	Implementation Support

Strategic Objective – SECURITY AND FACILITATION

Key Priority – Continuous Aviation Security and Facilitation Improvements; Quality Data, Analysis and Forecasting; No Country Left Behind

Although the global civil aviation system is more secure than ever, vulnerabilities and threats to civil aviation security and border integrity persist, affecting a greater number of States across all regions. Such challenges must be addressed through constant and proactive preventive efforts, including systematic collaboration, coordination and communication amongst States and industry. It is of upmost importance to ensure that the implementation of both security and facilitation requirements be improved, thereby enabling air passenger and cargo traffic to grow in a secure and seamless way.

The ultimate goal of this Strategic Objective is to enhance civil aviation security and facilitation worldwide, that is, to a) minimize the risk of unlawful interference with civil aviation and ensure appropriate responses when incidents occur, b) minimize border integrity risks and, c) maximize efficiency in border clearance operations to promote trade, tourism and economic development.

The delivery of the results with respect to this Strategic Objective will contribute to reducing the level of global aviation security and border integrity risks, facilitating movement of people and movement of goods by air, and enhancing the efficiency and sustainability of the global civil aviation system.

- **Expected Result 5: Reduced Aviation Security Risk:** Enhanced capabilities of States to reduce the level of risk posed by existing, new and emerging threats including cybersecurity threats, to civil aviation and border integrity by the practical and sustainable implementation of global standards, countermeasures and responses, as well as effective regulatory oversight
- **Expected Result 6: Enhanced capabilities of States to facilitate movement of people and goods by air, including e-commerce, and uniquely identify individuals, with minimum operational delays, and high quality security and law enforcement**
- **Expected Result 11: Improved Data, Analysis and Forecasting:** Enhanced capabilities of States to use, analysis and exchange aviation data for decision making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development
- **Expected Result 12: Strengthened Capacity Development:** Enhanced capabilities of States, in particular developing countries and countries in special situations (No Country Left Behind), to implement global standards and policies and improve air connectivity
 - **CKPI 1:** Trend in the level of implementation of Annex 17 Standards and the security-related provisions of Annex 9.
 - **CKPI 2:** Average improvement in the rate of compliance of Annex 17 Standards by States that received direct assistance from ICAO.
 - **CKPI 3:** Increase in the number of States implementing the elements of the ICAO TRIP Strategy, including Public Key Directory, Advance Passenger information, Automated Border Control and Machine-Readable Passports.

PROGRAMME: STRATEGY AND POLICY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
5, 6, 11, 12	SEC.1.1	Update the Global Aviation Security Plan (GASEP), and assess aviation security, facilitation and TRIP/MRTD implementation	Updated GASEP (inter alia, reflecting security-related provisions of Annex 9); Implementation and risk analysis documents	Updated GASEP; 90 per cent review of all risk matrices annually	No impact	No impact	Expanded Key Activity	A39-18; UN Res 2309; A39-20; UN Res 2178; UN Res 2396; HLCAS/2 recommendation (Item 3 c); Emerging Aviation Issue (Inclusion of aviation in national development plans)	Global Planning
5, 6, 12	SEC.1.2	Provide support for governing bodies of ICAO (Assembly, Council, UIC and ATC)	Documentation required for governing bodies; Secretary role for governing bodies	19 papers and briefings per year; 90 per cent of actions (Response to Council Decision) to be implemented each year	No impact	No impact	Ongoing Key Activity		Normative
5, 6	SEC.1.3	Enhance recognition of ICAO leadership, international cooperation (including UN system) and coordination of regional activities	Improved service delivery to States through efficient coordination and cooperation; Increased outreach to States on API and PNR Programmes through collaboration with WCO, IATA and UN System	90 per cent of inputs and contribution provided on time	No impact	No impact	Ongoing Key Activity		Normative
12	SEC.1.4	Contribute towards the implementation of the Resource Mobilization (RM) Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for	Report delivered annually to Council	No impact	No impact	Ongoing Key Activity	Key Activity transferred to and consolidated into SPCP; RM strategy is led and	Programme Support

			the provision of technical assistance to States					coordinated by SPCP	
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PROGRAMME: AVIATION SECURITY POLICY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
5	SEC.2.1	Refine and harmonize the global aviation security framework (including development and update of guidance)	Actions required as a result of High-Level Conference on Aviation Security (HLCAS/2) and by 40th Assembly resolutions; Development of necessary SARPs for Annex 17 Security to deal with insider threat, based on a multi-layered approach; Provision of support to Aviation Security Panel working groups and coordination of relevant industry initiatives; New and revised guidance material, including in response to new threats and risks	75 per cent of follow up actions completed by 4Q 2022; Publication of updated Annex 17 SARPs	No impact	No impact	Ongoing Key Activity		Normative
5	SEC.2.2	Respond promptly when significant events occur - includes Point of Contact (PoC) network, contingency planning, response (usually short term)	Provision of leadership and support to States in response to significant events; Provision of short-term assistance in such cases	100 per cent of appropriate and timely coordination in response to crisis	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 11	SEC.2.3	Establish information-sharing mechanisms	Refined tools for handling aviation security information;	Test PoC Network every 18-24 months	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring

			Provision of appropriate information to States and ICAO; Regular worldwide testing of PoC Network						
5, 11	SEC.2.4	Address and analyze threats, risks and vulnerabilities	Annual update of Risk Context Statement (RCS)	Revised RCS published at least once annually	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
5	SEC.2.5	Develop and implement ICAO's policy framework and provision to mitigate cyber security risks	Policy framework and guidance material on cybersecurity (establishment of common cyber security standards for aviation systems); A feasibility study for the establishment of a Cybersecurity Panel (as per HLCAS/2)	Continuous release of relevant guidance	No impact	No impact	Expanded Key Activity	Emerging Aviation Issue (Cybersecurity and Trust Framework); A39-19; HLCAS/2 recommendation (Item 2 b) and c))	Normative

PROGRAMME: AVIATION SECURITY AUDIT									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
5, 12	SEC.3.1	Conduct and strengthen Universal Security Audit Programme USAP-CMA activities	USAP-CMA activities tailored to each State's aviation security situation; Reports reflecting the findings of monitoring activities	At least 26 monitoring activities conducted each year; 90 per cent of reports produced within 60 days of monitoring activity completion; 90 per cent satisfactory feedback from States	No impact	No impact	Expanded Key Activity	A39-18; HLCAS/2 recommendation (Item 3 d))	Data Analysis and Monitoring
5, 12	SEC.3.2	Manage Corrective Action Plan (CAP) reviews and activities related to Significant Security Concerns (SSeCs)	Validation of CAPs to ensure they are satisfactorily prepared; Assessment of SSeC Corrective Actions when progress has been submitted	80% of CAPs reviewed within 60 days of receipt; 100 per cent of SSeCs assessment completed	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring

5, 12	SEC.3.3	Build States capacity in performing oversight responsibilities through the conduct of seminar/workshops	Regional seminar/workshops for CMA	2 per year	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.3.4	Manage the evolution of the USAP-CMA methodology, processes and tools	Implementation of the recommendations and observations of the Secretariat Study Group on USAP-CMA; Maintaining a study group for the further evolution of the USAP-CMA	Status on implementation reported in the annual USAP report	No impact	Status on implementation reported in the annual USAP report (achievement will depend on the availability of additional extra-budgetary resources)	New Key Activity	HLCAS/2 recommendation (Item 3 d)); To be proposed to the 217th Session of the Council	Data Analysis and Monitoring

PROGRAMME: IMPLEMENTATION SUPPORT AND DEVELOPMENT									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
5, 12	SEC.4.1	Assist States through updates of ICAO aviation security training material and through ICAO Aviation Security Training Centre (ASTC) activities	Training courses/workshops aimed towards increasing Member State's capability to implement Annex 17 and 9; Development of training material and the enhancement of Aviation Security Training Packages/workshops; Oversight of the ICAO ASTC network	75 per cent of training materials updated within 6 months of the revision of related SARPs and guidance material; Additional training material available by 4Q 2021	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 12	SEC.4.2	Assist States in resolving significant security deficiencies identified through the USAP and to assist States in their efforts to implement Annex 17 SARPs	Comprehensive projects that assist States in addressing deficiencies (development, implementation and monitoring); Guidance and advice to States in support of their action to implement ICAO SARPs	6 States assisted using the ASIP process per year; Change in level of effective implementation in assisted States	No impact	No impact	Ongoing Key Activity		Implementation Support

			through special purpose missions and communications with State appropriate authorities; Structured State-specific Aviation Security Improvement Plans (ASIP); Coordination of assistance projects on a State and/or regional level involving multiple partners					
5, 12	SEC.4.3	Provide support to regional cooperation initiatives that seek to improve compliance with Annex 17 SARPs	Support to region-specific programmes through coordination with donor States and regional entities; Information shared with TCB regarding assistance provided to States under the respective Cooperative Aviation Security Programmes (CASPs)	85 per cent of regional initiatives completed as scheduled	No impact	85 per cent of regional initiatives completed as scheduled (with support from extra-budgetary resources)	Ongoing Key Activity	Implementation Support
5, 12	SEC.4.4	Intensify support for GASEP implementation	Capacity-building activities in line with the Roadmap (as per HLCAS/2)	Aspirational global goal of 80 per cent of audited States achieving the minimum level of 65 per cent EI by 2020	No impact	Aspirational global goal of 80 per cent of audited States achieving the minimum level of 65 per cent EI by 2020 (achievement will depend on the availability of additional extra-budgetary resources)	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommendation (Item 3 a))

PROGRAMME: FACILITATION									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
6	SEC.5.1	Refine and harmonize global facilitation policy framework	Actions required as a result of 40th Assembly resolutions; Development of necessary measures and policies for Annex 9 - Facilitation; Provision of support to Facilitation Division and Panel working groups	75 per cent of follow up actions completed by 4Q 2022; Publication of updated Annex 9 SARPs as required	No impact	75 per cent of follow up actions completed by 4Q 2022; Publication of updated Annex 9 SARPs as required (with support from extra-budgetary resources)	Ongoing Key Activity		Normative
6, 12	SEC.5.2	Develop and update contents of training material related to facilitation	Additional training materials	Additional training material available by 4Q 2021	No impact	No impact	Ongoing Key Activity		Implementation Support
6, 12	SEC.5.3	Assist States in their efforts to implement Annex 9 SARPs and build required capacity, and monitor compliance with relevant Annex 9 SARPs	Regional assistance workshops; States assisted with setting up National Air Transport Facilitation Programmes; Establishment of regional Facilitation Coordination Programmes; Follow up actions to the Annex 9 online compliance checklist; Adjustments to protocol questions of USAP/USOAP practices to reflect any new or amended security related or safety-related provisions of Annex 9; Auditing of Annex 9 (subject to the governing bodies' decision)	Assistance aligned with requests and priority needs; 75 per cent of follow up actions completed by 4Q 2022	No impact	Assistance aligned with requests and priority needs; 75 per cent of follow up actions completed by 4Q 2022 (with support from extra-budgetary resources)	Ongoing Key Activity		Implementation Support

PROGRAMME: TRIP/MRTD									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
6	SEC.6.1	Strengthen and implement the ICAO Traveller Identification Programme (TRIP) Strategy	Progress reports on TRIP Strategy milestones; Doc 9303 compliance scheme; ePassport roadmaps	90 per cent achievement of milestones	No impact	90 per cent achievement of milestones ??	Expanded Key Activity	A39-20, Un Res 2178, UN Res 2396; The updated TRIP roadmap will increase the level of support to maintain and assist in the implementation of the ICAO TRIP roadmap	Global Planning
6	SEC.6.2	Develop and update travel document specifications, as well as guidance material on evidence of identification, Machine Readable Travel Documents (MRTDs), inspection systems and tools	Amendments to travel document specifications (Doc 9303)	Publication of Doc 9303 revisions as required	No impact	No impact	Ongoing Key Activity		Normative
6, 12	SEC.6.3	Develop and update contents of training material related to TRI*	Updated TRIP training course materials	Updated training course materials available as required	No impact	No impact	Ongoing Key Activity		Implementation Support
6, 12	SEC.6.4	Assist States in their efforts to build required capacity in implementing Machine Readable Passports and ePassports projects	Symposia and regional seminars; Donor-funded assistance projects	One symposium and two regional seminars per year; Assistance project(s) implementation according to plan	No impact	No impact	Ongoing Key Activity		Implementation Support
6	SEC.6.5	Administer, operate and promote the ICAO Public Key Directory (PKD)	ICAO PKD; Provision of support to PKD Board*	Over 70 States participating in the ICAO PKD by 4Q 2022	This Key Activity will be fully funded by PKD fund	This Key Activity will be fully funded by PKD fund	Ongoing Key Activity		Implementation Support

PROGRAMME: REGIONAL OFFICES									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
ASIA AND PACIFIC OFFICE (Bangkok) (APAC)									
5, 6, 12	SEC.APAC.7.1	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Capacity development activities, including the conduct of Regional Aviation Security Coordination Forum (RASCF) and in coordination with CASP-AP	Increased number of States complying with Annex 17 and Annex 9 SARPs; Increase in average level of EI in the Region	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 12	SEC.APAC.7.1a	Provide support for GASEP implementation	Implementation of the GASEP with Regional GASEP implementation Roadmap	In line with GASEP and APAC regional roadmap aspirational goals for 2020, 2023 and 2030, respectively	No impact	No impact	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommandation (Item 3 a))	Implementation Support
5, 12	SEC.APAC.7.2	Support the effective implementation of the USAP-CMA Programme	Pre-audit liaison and audit participation; Post-audit follow-up actions as required based on audit results	USAP-CMA activities completed on schedule	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.APAC.7.3	Coordinate and support the ICAO ASTCs	Timely support of work of ASTCs as a focal point	100 per cent support for ICAO sponsored ASTC activities as scheduled	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 6, 12	SEC.APAC.7.4	Assist in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources); Provision of support and guidance to assist States to resolve any SSeC(s) identified under the USAP-CMA	100 per cent support as scheduled (for facilitation projects as funding permits)	No impact	No impact	Ongoing Key Activity		Implementation Support

5, 6	SEC.APAC.7.5	Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative
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EASTERN AND SOUTHERN AFRICAN OFFICE (Nairobi) (ESAF)

5, 6, 12	SEC.ESAF.7.1	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Assistance activities through interaction with States to comply with Annex 17 and security-related provisions of Annex 9 by implantation of AFI SECFAL Plan; Reports on current aviation security and facilitation policy initiatives in the region	85 per cent average level of EI of CEs in the Region by 4Q 2022; In line with Windhoek Declaration and targets	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 12	SEC.ESAF.7.1a	Provide support for GASeP implementation	Implementation of the GASeP with Regional GASeP implementation Roadmap	Target reflected in Regional Roadmap	No impact	No impact	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommandation (Item 3 a))	Implementation Support
5, 12	SEC.ESAF.7.2	Support the effective implementation of the USAP-CMA Programme	Pre-audit liaison and audit participation; Post-audit follow-up actions as required based on audit results	All eligible States for USAP-CMA signing MoU; USAP-CMA activities completed on schedule	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.ESAF.7.3	Coordinate and support the ICAO ASTCs	Timely support of work of ASTCs as a focal point	Successful completion of training courses as per schedule of ASTC training each year; All ASTCs in the region to be assessed and endorsed by ICAO	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 6, 12	SEC.ESAF.7.4	Assist in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the	Tailored assistance missions to States (in accordance with ICAO priorities and resources); Capacity building for States to issue only MRTD;	All 24 States issue only MRTDs compliant with ICAO specifications; 70 per cent of States implement TRIP Strategy	No impact	No impact	Ongoing Key Activity		Implementation Support

		Region	Projects developed to assist States implement TRIP Strategy						
5, 6	SEC.ESAF.7.5	Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organisations	No impact	No impact	Ongoing Key Activity		Normative
EUROPEAN AND NORTH ATLANTIC OFFICE (Paris) (EUR/NAT)									
5, 6, 11, 12	SEC.EUR/ NAT.7.1	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Assistance to States through diverse capacity building initiatives (e.g. practical seminars for groups of states, individual training for requesting States or as deemed necessary, yearly coordination meeting of the EUR/NAT AVSEC Group, etc.)	Increased number of States from previous triennium complying with Annex 17 and Annex 9 SARPs; Increased average regional level of effective implementation from previous triennium	No impact	Increased number of States from previous triennium complying with Annex 17 and Annex 9 SARPs; Increased average regional level of effective implementation from previous triennium (to be conducted with support from extra-budgetary resources)	Ongoing Key Activity		Implementation Support
5, 12	SEC.EUR/NAT.7.1a	Provide support for GASeP implementation	Implementation of the GASeP with Regional GASeP implementation Roadmap	Target reflected in Regional Roadmap	No impact	Target reflected in Regional Roadmap (to be conducted with support from extra-budgetary resources)	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommendation (Item 3 a))	Implementation Support
5, 12	SEC.EUR/ NAT.7.2	Support the effective implementation of the USAP-CMA Programme	Pre-audit liaison and audit participation; Post-audit follow-up actions as required based on audit results	USAP-CMA activities completed on schedule	No impact	USAP-CMA activities completed on schedule (to be conducted with support from extra-budgetary resources)	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.EUR/ NAT.7.3	Coordinate and supports the ICAO ASTCs	Timely support of work of ASTCs as a focal point; Provision of more and improved-quality AVSEC	Number (10) of ICAO sponsored trainings per year; Number of trained	No impact	Number (10) of ICAO sponsored trainings per year; Number of trained	Ongoing Key Activity		Implementation Support

			training options (based on possibilities and coordination with Headquarters)	participants (200) from 20 States per year; Number (3) of ASTC evaluations per year; A sustainable and ToR compliant ASTC network in the EUR/NAT region		participants (200) from 20 States per year; Number (3) of ASTC evaluations per year; A sustainable and ToR compliant ASTC network in the EUR/NAT region (to be conducted with support from extra-budgetary resources)			
5, 6, 12	SEC.EUR/ NAT.7.4	Assist in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources); Implementation of PKD; Specific projects under the EUR/NAT NCLB assistance programme as applicable	Number (3) of assistance activities per year with RO participation; Increased level of PKD implementation compared to the previous triennium; Increased level of compliance with ICAO provisions compared to the previous triennium	No impact	Number (3) of assistance activities per year with RO participation; Increased level of PKD implementation compared to the previous triennium; Increased level of compliance with ICAO provisions compared to the previous triennium (to be conducted with support from extra-budgetary resources)	Ongoing Key Activity		Implementation Support
5, 6, 11, 12	SEC. EUR/ NAT.7.5	Represent ICAO in meetings related to aviation security and facilitation	Priorities of States and ICAO reflected in external policies; Improved regional and inter-regional coordination	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations (to be conducted with support from extra-budgetary resources)	Ongoing Key Activity		Normative

MIDDLE EAST OFFICE (Egypt) (MID)									
5, 6, 12	SEC.MID. 7.1	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Assistance activities through interaction with States; Reports on current aviation security policy initiatives in the region; Early identification of lags against agreed SECFAL priorities through Regional Plans and Regional Aviation Security and Facilitation Group (MID-RASFG); Provision of necessary support for the implementation of the MID Region SECFAL Plan and Roadmap	Increased number of States complying with Annex 17 and Annex 9 SARPs; Increase in average level of EI in the Region; MID-RASFG activities conducted in accordance with the agreed work programme; In line with regional SECFAL targets;	No impact	Increased number of States complying with Annex 17 and Annex 9 SARPs; Increase in average level of EI in the Region; MID-RASFG activities conducted in accordance with the agreed work programme; In line with regional SECFAL targets; (half of this key activity to be conducted by extra-budgetary resources)	Ongoing Key Activity		Implementation Support
5, 12	SEC.MID. 7.1a	Provide support for GASEP implementation	Implementation of the GASEP with Regional GASEP implementation Roadmap	Target reflected in Regional Roadmap	No impact	Target reflected in Regional Roadmap (half of this key activity to be conducted by extra-budgetary resources)	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommandation (Item 3 a))	Implementation Support
5, 12	SEC.MID. 7.2	Support the effective implementation of the USAP-CMA Programme	Pre-audit liaison and audit participation; Post-audit follow-up actions as required based on audit results	USAP-CMA activities completed on schedule	No impact	USAP-CMA activities completed on schedule (half of this key activity to be conducted by extra-budgetary resources)	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.MID. 7.3	Coordinate and support the ICAO ASTCs	Timely support of work of ASTCs as a focal point	Successful completion of 80 per cent training courses as per schedule of ASTC training each year	No impact	Successful completion of 80 per cent training courses as per schedule of ASTC training each year (half of this key activity to be conducted by extra-	Ongoing Key Activity		Implementation Support

5, 6, 12	SEC.MID. 7.4	Assist in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources); Assistance for States to develop and implement ICAO's policy and provision to mitigate cyber security risks, as well as risk management framework and methodology; Assistance to States to establish a crisis management/contingency plan in order to enhance States' resilience in aviation security	2 NCLB Missions to State per year; 1 assistance activity per year with RO participation to develop a cybersecurity management system; 1 Regional Risk Management workshop, 1 Regional ManPads workshop and 1 Regional Crisis Management Seminar	No impact	2 NCLB Missions to State per year; 1 assistance activity per year with RO participation to develop a cybersecurity management system; 1 Regional Risk Management workshop, 1 Regional ManPads workshop and 1 Regional Crisis Management Seminar <i>(half of this key activity to be conducted by extra-budgetary resources)</i>	Ongoing Key Activity		Implementation Support
5, 6	SEC.MID. 7.5	Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations <i>(half of this key activity to be conducted by extra-budgetary resources)</i>	Ongoing Key Activity		Normative

NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN OFFICE (Mexico) (NACC)

5, 6, 12	SEC.NACC.7.1	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Assistance activities through interaction with States; Reports on current aviation security a policy initiatives in the region;	Increased number of States complying with Annex 17 and Annex 9 SARPs; Increase regional average level of EI in the Region; Assist States to ensure 90	No impact	No impact	Ongoing Key Activity		Implementation Support
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			Assistance in ASIP execution to ensure timely implementation	per cent of States evaluated reach 80 per cent EI; Evaluating the effective risk-management implementation at least in 3 States per year					
5, 12	SEC.NACC.7.1a	Provide support for GASEP implementation	Implementation of the GASEP with Regional GASEP implementation Roadmap	Target reflected in Regional Roadmap	No impact	No impact	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommendation (Item 3 a))	Implementation Support
5, 12	SEC.NACC.7.2	Support the effective implementation of the USAP-CMA Programme	Pre-audit liaison and audit participation; Post-audit follow-up actions as required based on audit results	USAP-CMA activities completed on schedule	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.NACC.7.3	Coordinate and support the ICAO ASTCs	Timely support of work of ASTCs as a focal point	Successful completion of training courses as per schedule of ASTC training each year	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 6, 12	SEC.NACC.7.4	Assist in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources)	3 assistance activities per year with RO participation; For any new SSeC, initiating SSeC mitigation immediately upon official notification and eliminating within 18 month period of SSeC issued; Evaluate effectiveness of TRIP assistance projects in at least 6 States (2 per year)	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 6	SEC.NACC.7.5	Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative

SOUTH AMERICAN OFFICE (Lima) (SAM)									
5, 6, 12	SEC.SAM.7.1	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Increased number of States complying with Annex 17 and Annex 9 SARPs; Increase in average level of EI in the Region	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 12	SEC.SAM.7.1a	Provide support for GASEP implementation	Implementation of the GASEP with Regional GASEP implementation Roadmap; Priorities of States and ICAO reflected on GASEP	Target reflected in Regional Roadmap	No impact	Target reflected in Regional Roadmap (half of this key activity to be conducted by extra-budgetary resources)	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommendation (Item 3 a))	Implementation Support
5, 12	SEC.SAM.7.2	Support the effective implementation of the USAP-CMA Programme	Pre-audit liaison and audit participation; Post-audit follow-up actions as required based on audit results	USAP-CMA activities completed on schedule	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.SAM.7.3	Coordinate and support the ICAO ASTCs	Timely support of work of ASTCs as a focal point	Successful completion of training courses as per schedule of ASTC training each year	No impact	Successful completion of training courses as per schedule of ASTC training each year (half of this key activity to be conducted by extra-budgetary resources)	Ongoing Key Activity		Implementation Support
5, 6, 12	SEC.SAM.7.4	Assist in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources)	3 assistance activities per year with RO participation;	No impact	3 assistance activities per year with RO participation; (half of this key activity to be conducted by extra-budgetary resources)	Ongoing Key Activity		Implementation Support
5, 6	SEC.SAM.7.5	Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional	Ongoing Key Activity		Normative

						organizations (half of this key activity to be conducted by extra-budgetary resources)			
WESTERN AND CENTRAL AFRICAN (Dakar) (WACAF)									
5, 6, 12	SEC.WACAF.7.1	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Assistance activities through interaction with States to comply with Annex 17 and security-related provisions of Annex 9 by implantation of AFI SECFAL Plan	Increase in average EI in States (100% of States to achieve 70% EI by 4Q 2022); Number and age of Significant Security Concerns (SSeCs) (resolving 1 existing SSeC/ new SSCs within three months); In line with Windhoek Declaration and targets	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 12	SEC.WACAF.7.1a	Provide support for GASEP implementation	Implementation of the GASEP with Regional GASEP implementation Roadmap	Target reflected in Regional Roadmap	No impact	No impact	New Key Activity	A39-18 UN Res 2039; HLCAS/2 recommandation (Item 3 a))	Implementation Support
5, 12	SEC.WACAF.7.2	Support the effective implementation of the USAP-CMA Programme	Pre-audit liaison and audit participation; Post-audit follow-up actions as required based on audit results	USAP-CMA activities completed on schedule	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
5, 12	SEC.WACAF.7.3	Coordinate and supports the ICAO ASTCs	Timely support of work of ASTCs as a focal point	90 per cent of training courses conducted as per ASTC schedules every year	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 6, 12	SEC.WACAF.7.4	Assist in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources);	Three (3) States assisted per year	No impact	No impact	Ongoing Key Activity		Implementation Support
5, 6	SEC.WACAF.7.5	Represent ICAO in meetings relating to aviation security and facilitation	ICAO Priorities reflected in States and external stakeholders' policies	ICAO's priorities/policies promoted at 100% of external fora attended	No impact	No impact	Ongoing Key Activity		Normative

Strategic Objective – ECONOMIC DEVELOPMENT OF AIR TRANSPORT**Key Priority – Enhanced Role of Aviation for Economic Development; Quality Data, Analysis and Forecasting; No Country Left Behind**

A sound and economically-viable civil aviation system provides the freedom to travel affordably, a fair and equal opportunity for States and air transport users to benefit financially, a business environment where firms can operate profitably and a basis for sustainable economic development globally. To maximize aviation's contribution to economies, uniting efforts among States and the international communities is required beyond the civil aviation sector.

Removing impediments to economic sustainability of air transport and overcoming the low-priority given to aviation in financing are the ultimate goals of this Strategic Objective. States can use aviation as an effective development tool by placing it in the centre of the national/regional development framework and international financing for development flows, resulting in a) improving air connectivity; b) creating more competitive business opportunities in the marketplace; c) increasing consumer's benefits and choices; and at the same time d) reducing financial burden and costs in performing their regulatory oversight functions.

The delivery of the results with respect to this Strategic Objective will contribute to the growth of civil aviation activities and the efficiency of the air transport, and hence to the global economy, and the expansion of trade and tourism.

- **Expected Result 7: Lower Impediments to Air Transport Operations:** Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions
- **Expected Result 8: Increased Use of Aviation as a Development Tool:** Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding and financing for aviation infrastructure development and investment in air connectivity
- **Expected Result 11: Improved Data, Analysis and Forecasting:** Enhanced capabilities of States to use, analysis and exchange aviation data for decision making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development
- **Expected Result 12: Strengthened Capacity Development:** Enhanced capabilities of States, in particular developing countries and countries in special situations (No Country Left Behind), to implement global standards and policies and improve air connectivity
 - **CKPI 1:** Growth of scheduled international Revenue Ton Kilometers (RTK).
 - **CKPI 2:** Global average levels of observance with ICAO's air transport policies. Global average levels of observance with ICAO's air transport policies.
 - **CKPI 3:** A utilization rate of connectivity opportunities by air carriers, comparing the number of available markets created by air transport liberalization with the number of those markets having actual air services.

PROGRAMME: STRATEGY AND POLICY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
7, 8, 12	DEV.1.1	Update the draft Strategic Planning Document, as well as the state of the industry document.	Updated draft Strategic Planning Document as required; Annual state of the industry document	Update of draft Strategic Planning Document as required once the work on possible multilateral liberalisation instruments is complete; Publication of state of the industry in 3Q each year	No impact	No impact	Ongoing Key Activity	C-WP/14806, Oral ATC Report and C-DEC 215/5 refer	Global Planning
7, 8, 12	DEV.1.2	Provide support for governing bodies of ICAO (Assembly, Council, ATC and JSC)	Production of required documentation according to established timelines; Secretary role for governing bo Regular activity reports to Council	90 per cent of actions (Response to Council Decision) to be implemented each year	No impact	No impact	Ongoing Key Activity		Normative
7, 8	DEV.1.3	Promote and enhance role of ICAO in both global and regional, and financial and economic communities to support the ICAO NCLB initiatives to contribute to the UN Sustainable Development Goals (SDGs)	Improved service delivery to States through efficient coordination and Cooperation; Increased recognition by different UN bodies regarding contribution to SDGs; Ensuring ICAO policies fit into the overall framework of the NCLB initiatives and SDGs	90 per cent of inputs and contribution provided on time	No impact	No impact	Ongoing Key Activity		Normative
12	DEV.1.4	Contribute towards the implementation of Resource Mobilization Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States	Report delivered annually to Council	No impact	No impact	Ongoing Key Activity	Key Activity transferred to and consolidated into SPCP; RM strategy is led and coordinated by SPCP	Programme Support

PROGRAMME: AVIATION DATA AND ANALYSIS									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
7, 8, 11	DEV.2.1	Collect, analyze and disseminate aviation data/statistics under the Enterprise Data Management (EDM) framework	Strengthened partnership with other organizations and academia (ACI, UNWTO, World Bank, ILO, UNCTAD, OECD-ITF, ICM, etc.) to rationalize data management and reduce costs; Further modernized business processes of the Statistics Programme; ICAO Air Transport Reporting Form G1 – Employment Statistics of Aviation Licensed Personnel by Gender, processed	Average number of days for processing major forms (less than 100 days)	No impact	No impact	Reduced Key Activity	Efficiency Gain (please see Improvement of Operational Efficiency, Business Plan paragraph 5.2.1 d)	Data Analysis and Monitoring
7,8,11	DEV.2.2	Implement and manage aviation-related big data solutions and conduct joint projects related to ICAO's big data	Analysis of Market Intelligence Data Transfer (MIDT), Automatic Dependent Surveillance-Broadcast (ADS-B) and e-commerce transactional data; Big Data analytical applications	Real-time processing of ADS-B data; Processing of annual MIDT data by 2Q each year	No impact	Real-time processing of ADS-B data (with support from extra-budgetary resources); Processing of annual MIDT data by 2Q each year	Expanded Key Activity	Emerging Aviation Issue (big data analytics for aviation, e-commerce); A39-15 (Appendix E, Section II) and C-WP/14806	Data Analysis and Monitoring
7, 8, 11	DEV.2.3*	Develop business analysis tools to maximize the utility of data through visualization*	Constant release of new and updated tools under Civil Aviation Data Solutions (iCADS)*; UN-wide Data Catalogue application*	5 business analysis tools developed or updated per year*	No impact	5 business analysis tools developed or updated per year (with support from extra-budgetary resources)	Ongoing Key Activity	* This Key Activity will be mainly funded by ARGF	Data Analysis and Monitoring

7, 8, 11, 12	DEV.2.4	Evaluate economic contribution and benefits of aviation (including safety and air navigation improvement) by using refined methodologies	Promotion of Aviation Satellite Account (aviation GDP) methodologies approved by UN Statistical Commission; Update of IHLG aviation benefits report; Reports to evaluate economic benefit of safety and air navigation improvements	Increased number of States using Aviation Satellite Account; Release of updated IHLG aviation benefits report every two years	No impact	No impact	Expanded Key Activity	Emerging Aviation Issue (inclusion of aviation in national development plans); A39-15 (Appendix E, Section II) and C-WP/14806	Data Analysis and Monitoring
7, 8, 11	DEV.2.5	Update long-term traffic forecasts and harmonize databases in support of aviation development, air navigation planning and environmental economics work	Updated single harmonized set of long-term traffic forecasts; Customized forecasts for air navigation planning; Harmonized traffic databases and related statistical information in support of CAEP work; Provision of fuel consumption data enabling to report on CO2 emissions to UNFCCC	Release of updated long-term traffic forecasts by 2Q 2021; Accuracy of the forecast measured by actual variation divided by forecasted variation (less than 15 per cent of average growth rate deviation)	No impact	No impact	Reduced Key Activity	Efficiency Gain (please see Improvement of Operational Efficiency, Business Plan paragraph 5.2.1 d)	Data Analysis and Monitoring
7, 8, 11	DEV2.6	Update forecasts of licensed personnel requirements to support NGAP programme	Next edition of Global And Regional 20 Year Forecasts: Pilots, Maintenance Personnel, Air Traffic (Doc 9956); Personnel forecasts segmented by gender	Release of updated Doc 9956 by 4Q 2020	No impact	No impact	Expanded Key Activity	A39-29, A39-30 (including gender statistics) and C-WP/14788 (paragraph 2.4 g)	Data Analysis and Monitoring
7, 8, 11	DEV.2.7	Deliver and promote results of economic analyses on emerging issues of global importance and various aspects of air transport in cooperation with other international organizations	Updated global indicators to monitor the implementation of UN SDG target 9.1; Annual studies on regional differences in airline operating economics to support global airline revenue prorating system; Annual calculation of air mail	Global indicators for SDG target 9.1 updated by 1Q each year; Release of studies on regional differences in airline operating economics and air mail basic conveyance rate by 1Q each year	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring

			basic conveyance rate for Universal Postal Union (UPU); Air connectivity index in cooperation with World Bank						
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PROGRAMME: ECONOMIC REGULATORY FRAMEWORK									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
7, 8	DEV.3.1	Develop and update air transport policy and guidance in line with ICAO's Long-Term Vision for International Air Transport Liberalization and lead the international community in cooperation with tourism and trade sectors	Updated policy guidance (Docs 9587 and 9626) to reflect A40 Resolutions; Updated high-level principles on consumer protection as required; Updated policies on taxation (Doc 8632); Interventions, statements, papers to ensure that the priorities of ICAO Member States reflected in tourism policies through World Tourism Organization (UNWTO) and trade in services negotiations through World Trade Organization (WTO)	80 per cent of follow up actions completed by 4Q 2022; Publication of updated Doc 8632 as required	No impact	No impact	Ongoing Key Activity		Normative
7, 8	DEV.3.2	Finalize a draft multilateral convention on foreign investment in airlines	New multilateral convention on foreign investment	Conclusion of the convention by 4Q 2021	New draft multilateral convention on foreign investment	Conclusion of the drafting work by 1Q 2022	Ongoing Key Activity	DEV3.2.5a, b and c were previously contained in a single key activity; A39-15 (paragraph 11, page III-4 of Doc 10075), AT-SD/213-2 and C-WP/14806	Normative
7, 8	DEV.3.3	Build a better understanding of the benefits and challenges of liberalization and barriers to opening market access	Progress report and measures to address the issue of safeguards or reassurances.	Conclusion of the examination by 2Q 2022	Progress report	Report available by 1Q 2022	Reduced Key Activity	Focus be shifted to foreign investments and air cargo agreements (see AT-SD/213-2 and C-	Normative

							WP/14806)	
7, 8	DEV.3.4	Update policies and guidance for economics and management of airports and air navigation services	Updated policies on charges (Doc 9082), and economics manuals on airports and air navigation services (Docs 9161 and 9562)	Update of Docs 9161 and 9562 by 2Q 2022	No impact	No impact	Reduced Key Activity	Focus be shifted to funding and financing aspects (AT-WP to be submitted during 216th Session)
7, 8, 11, 12	DEV.3.5	Develop and update guidance on funding and financing of aviation infrastructure and operations, as well as tools for business case analysis of aviation infrastructure projects	Updated guidance material on cost-benefit analysis, business case study and economic impact analysis; Cost-benefit analysis tool/application for ASBU and other air navigation installations; Updated guidance material on funding of safety, security and economic oversight functions, including RSOOs	Updated guidance and tools available by 4Q 2021	No impact	No impact	Expanded Key Activity	Emerging Aviation Issue (aviation infrastructure/system financing) and A39-15 (Appendix C)
7, 8	DEV.3.6	Study and develop new policy guidance material on air cargo services and e-commerce.	New study of e-commerce with possible guidance material on air cargo services with UPU; Contribution to UNCTAD-led “eTrade for all: Unlocking the potential of e-commerce in developing countries”	New study available by 2Q 2021	New study of e-commerce with UPU; Contribution to UNCTAD-led “eTrade for all: Unlocking the potential of e-commerce in developing countries”	New study available by 2Q 2021	Expanded Key Activity	Emerging Aviation Issue (e-commerce)
7, 8	DEV.3.7	Provide tools to enhance transparency of air transport regulatory framework and development	Updated ICAO aeronautical charges online/ Doc 7100; Updated and improved database on world air services agreements (WASA); Updated ICAO on-line Compendium of Competition Policies and Practices	Coverage of air services agreements in WASA measured by the number of country-pairs with agreements in WASA divided by the number of country-pairs with traffic (55%)	No impact	No impact	Ongoing Key Activity	Data Analysis and Monitoring

PROGRAMME: TECHNICAL ASSISTANCE									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
7, 8, 12	DEV.4.1	Raise awareness of ICAO's air transport policies and guidance, develop State/Regional Action Plans, and assist States to implement them	Development and update of Regional Actions Plans for economic development in cooperation with regional bodies; Provision of support for their implementation and updating Regional Action Plans	85 per cent of States following ICAO's policies on charges (Doc 9082) by 4Q 2021	Development and update of Regional Actions Plans for economic development in cooperation with regional bodies; Provision of support for their implementation and updating Regional Action Plans as required	85 per cent of States following ICAO's policies on charges (Doc 9082) by 4Q 2021	Ongoing Key Activity		Implementation Support
7, 8, 12	DEV.4.2	Facilitate States' air services negotiations and provide an exchange forum for States and aviation stakeholders to reduce regulatory costs	Enhanced ICAO Air Services Negotiation Event (ICAN), incorporating full spectrum of air transport supply chain*; Organization of policy exchange forum; Organization of air transport events, including ICAO Air Transport Symposium (IATS)	Cumulative number of Member States utilizing the ICAN facility increased by 5 every year	No impact	No impact	Ongoing Key Activity	* The organizing cost of ICAN will be assumed by a host State	Implementation Support
7, 8, 12	DEV.4.3	Facilitate States' access to financial resources for investments in air connectivity and infrastructure improvements as well as to deal with emergency situations	Provision of support for the implementation of Declaration and Framework for a Plan of Action for Development of Aviation Infrastructure in Africa; Promotion of financial source diversification per IWAF Communiques; Contingency planning in response to events affecting consumer protection;	90 per cent of aviation infrastructure Plan of Action implemented by 2022; Website on infrastructure financing and investment opportunities updated by 4Q each year; Provision of information/responses within 1 day for disaster relief activities	No impact	No impact	Ongoing Key Activity	Emerging Aviation Issue (aviation infrastructure/system financing), IWAF Communiques, C-WP/14449 and C-DEC 213/1	Implementation Support

			Provision of economic data for disaster relief activities						
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PROGRAMME: JOINT FINANCING

ER#	#	KEY ACTIVITY	TARGET (Regular Programme Budget 2020-2022)	DELIVERABLE (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Business Plan 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
7, 8	DEV.6.1	Administer the Danish and Icelandic Joint Financing Agreements*	This Key Activity is funded by a trust fund	Danish and Icelandic Joint Financing Agreements	This Key Activity is funded by a trust fund	User charges calculated /approved by the Council by 4Q each year	Ongoing Key Activity		Implementation Support
7, 8	DEV.6.2	Administer the Arrangement on the Joint Financing of the North Atlantic Height Monitoring System (HMS)*	This Key Activity is funded by a trust fund	HMS Arrangement	This Key Activity is funded by a trust fund	User charges calculated by 4Q each year	Ongoing Key Activity		Implementation Support
7, 8	DEV.6.3	Administer the Agreement on the Sharing of Costs of the Satellite Distribution System for Information relating to Air Navigation (SADIS)*	This Key Activity is funded by a trust fund	SADIS Agreement	This Key Activity is funded by a trust fund	Report of the SADIS Cost Recovery Administrative Group (SCRAG) by 4Q each year	Ongoing Key Activity		Implementation Support

PROGRAMME: REGIONAL OFFICES

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
ASIA AND PACIFIC OFFICE (Bangkok) (APAC)									
7, 8, 12	DEV.APAC.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States;	Increased number of States with a high level of observance to ICAO' air transport policies	No impact	No impact	Ongoing Key Activity		Implementation Support

		developments related to air transport matters	Reports on current air transport policy initiatives in the region						
7, 8, 11, 12	DEV.APAC.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics	Timely support to Headquarters as requested	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8	DEV.APAC.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative

EASTERN AND SOUTHERN AFRICAN OFFICE (Nairobi) (ESAF)

7, 8, 12	DEV.ESAF.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Reports on current air transport policy initiatives in the region; Assistance for States and Regional Economic Commissions (RECs) to implement the Single African Air Transport Market (SAATM)	Increased number of States with a high level of observance to ICAO's air transport policies and Regional Action Plans; Increased number of States implementing SAATM	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8, 11, 12	DEV.ESAF.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics; Regional traffic forecasts customized based on global traffic forecasts;	Increased number of States submitting statistics forms; Availability of regional traffic forecasts within 1 year after global forecasts are revised	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8	DEV.ESAF.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that	Priorities of States and ICAO reflected in external policies;	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other	No impact	No impact	Ongoing Key Activity		Normative

		ensure efficient and cost-effective assistance to States	Identification of needs in the region	international and regional organizations					
7, 8, 12	DEV.ESAF.5.4	Actively participate and assist States and partners in the development and implementation of a Plan of Action for Development of Aviation Infrastructure in Africa	Plan of Action for Development of Aviation Infrastructure in Africa, developed Mobilization of Funds Development and implementation of Aviation infrastructure gaps in Africa	90 per cent of Plan of Action implemented by 4Q 2022	No impact	No impact	New Key Activity	Emerging Aviation Issue (aviation infrastructure/system financing), C-WP/14745 and C-DEC 214/7	Implementation Support
EUROPEAN AND NORTH ATLANTIC OFFICE (Paris) (EUR/NAT)									
7, 8, 12	DEV.EUR/NAT.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Harmonized regional implementation of the ICAO plans on air transport development; Reports on current air transport policy initiatives in the region	Increased number of States with a high level of observance to ICAO's air transport policies	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8, 11, 12	DEV.EUR/NAT.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics; Regional traffic forecasts customized based on global traffic forecasts; Support to the development of annual regional traffic forecast reports	Increased number of States submitting statistics forms; Availability of regional traffic forecasts within 1 year after global forecasts are revised	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8	DEV.EUR/NAT.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Priorities of States and ICAO reflected in external policies; Identification of needs in the region; Improved regional coordination of capacity building activities	Maximum alignment with ICAO's policies and strategies	No impact	No impact	Ongoing Key Activity		Normative

MIDDLE EAST OFFICE (Egypt) (MID)									
7, 8, 12	DEV.MID.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Reports on current air transport policy initiatives in the region	Increased number of States with a high level of observance to ICAO's air transport policies	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8, 11, 12	DEV.MID.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics; Regional traffic forecasts customized based on global traffic forecasts	Increased number of States submitting statistics forms; Availability of regional traffic forecasts within 1 year after global forecasts are revised	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8	DEV.MID.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative

NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN OFFICE (Mexico) (NACC)

7, 8, 12	DEV.NACC.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Dissemination and promotion of policies and guidance through interaction with States; Reports on current air transport policy initiatives in the region; Assistance for CARICOM States in implementation of Multinational Air Services Agreement (MASA) fostering Caribbean connectivity and growth; Assistance for States to implement the Pan-American Declaration to	Targets regionally agreed related to Pan-American Declaration (TBD); Increase awareness of Air Transport Monthly Monitor and other reports on aviation benefits to Member States	No impact	No impact	Ongoing Key Activity		Implementation Support
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			Promote Connectivity through the Development and Sustainability of Air Transport						
7, 8, 11, 12	DEV.NACC.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics; Regional traffic forecasts customized based on global traffic forecasts	Increased number of States submitting statistics forms; Availability of regional traffic forecasts within 1 year after global forecasts are revised	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8	DEV.NACC.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative

SOUTH AMERICAN OFFICE (Lima) (SAM)

7, 8, 12	DEV.SAM.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Dissemination and promotion of policies and guidance through interaction with States; Reports on current air transport policy initiatives in the region; Assistance for States to implement the Pan-American Declaration to Promote Connectivity through the Development and Sustainability of Air Transport	Targets regionally agreed related to Pan-American Declaration (TBD)	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8, 11, 12	DEV.SAM.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics; Regional traffic forecasts customized based on global traffic forecasts	Timely support to Headquarters as requested	No impact	No impact	Ongoing Key Activity		Implementation Support
7, 8	DEV.SAM.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that	Priorities of States and ICAO reflected in external policies;	Maximum alignment with ICAO's policies and strategies	No impact	No impact	Ongoing Key Activity		Normative

		ensure efficient and cost-effective assistance to States	Identification of needs in the region; Participation on LACAC activities and LACAC support to ICAO Regional Strategy agreed with States					
WESTERN AND CENTRAL AFRICAN (Dakar) (WACAF)								
7, 8, 12	DEV.WACAF.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Dissemination and promotion of policies and guidance through interaction with States; Assistance for States and RECs to develop civil aviation master plans addressing air transport policies and development, as well as implement the SAATM	Increased number of States and RECs with air transport policies and National / Regional Action Plans respectively; Percentage of States and RECs with national civil aviation master plans and action plans by 2022	No impact	No impact	Ongoing Key Activity	Implementation Support
7, 8, 11, 12	DEV.WACAF.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Assistance for States in the implementation of ICAO Statistics Programme; Assistance for States in the development of Regional traffic forecasts customized based on global traffic forecasts	Increased number of States participating in the ICAO Statistics Programme (75%) Number of Reports on regional traffic statistical data and forecasts on yearly basis (At least two reports released by 4Q 2022)	No impact	No impact	Ongoing Key Activity	Implementation Support
7, 8	DEV.WACAF.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	ICAO's priorities/policies promoted at 100 per cent of external fora attended	No impact	No impact	Ongoing Key Activity	Normative
7, 8, 12	DEV.WACAF.5.4	Actively participate and assist States and partners in the development and implementation of a Plan of Action for Development of Aviation Infrastructure in Africa	Plans of Action for Development of Aviation Infrastructure in Africa developed and assistance to mobilize Funds;	Number of States assisted in conducting aviation infrastructure gap analysis and mobilization of funds by 4Q 2022	No impact	No impact	New Key Activity	Emerging Aviation Issue (aviation infrastructure/system financing), C-WP/14745 and C-DEC 214/7

Strategic Objective – ENVIRONMENTAL PROTECTION	
Key Priority – Environmentally Friendly Aviation; Quality Data, Analysis and Forecasting; No Country Left Behind	
<p>Civil aviation plays a key role in society as it delivers social, cultural, economic, and political benefits; however, there is a need to take into account the impact on the environment. While technological progress and operational improvements continue, the rate of traffic growth will result with a net increase in aircraft noise and aviation emissions if additional measures are not taken.</p> <p>The ultimate goals of this Strategic Objective are to limit or reduce the number of people affected by significant aircraft noise, and to limit or reduce the impact of aviation emissions on local air quality and aviation greenhouse gas emissions on the global climate. Given the existence of many UN agencies and intergovernmental forums for negotiating environmental matters, comprehensive and balanced measures are required to fulfil such goals at the global level in consistent with the UN system environmental protection policies and practices. Environmental protection and in particular climate change is broad in nature, and affects all sectors of public and private activities.</p> <p>The delivery of the results with respect to this Strategic Objective will contribute to environmental sustainability, which could result in producing efficiencies in the global civil aviation system.</p>	
<ul style="list-style-type: none"> • <u>Expected Result 9: Improved Environmental Performance of Aviation:</u> Enhanced capabilities of States to apply integrated measures to address aircraft noise and emissions embracing technological and operational improvements, and the use of renewable energy, including sustainable aviation fuels, and the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) as appropriate • <u>Expected Result 10: Reduced Environmental Impact on Global Climate:</u> Enhanced capabilities of States to voluntarily plan and implement appropriate measures, especially CORSIA, to reduce their CO2 emissions from international aviation consistent with the UN system environmental protection policies and practices. • <u>Expected Result 11: Improved Data, Analysis and Forecasting:</u> Enhanced capabilities of States to use, analysis and exchange aviation data for decision making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development • <u>Expected Result 12: Strengthened Capacity Development:</u> Enhanced capabilities of States, in particular developing countries and countries in special situations (No Country Left Behind), to implement global standards and policies and improve air connectivity <ul style="list-style-type: none"> ○ <u>CKPI 1:</u> Successful development and implementation of measures within the basket of measures to reduce CO2 emissions from international aviation. ○ <u>CKPI 2:</u> Number of State action plans on CO2 emissions reduction activities, with quantified data. ○ <u>CKPI 3:</u> Environmental SARPs developed and adopted in Annex 16. Guidance material developed and approved to improve the environmental performance of aviation (noise, LAQ and CO2). 	

PROGRAMME: STRATEGY AND POLICY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
9, 10, 12	ENV.1.1	Develop ICAO Global Environmental Plan (GAEP) consistent with UN sustainable development framework	Development of GAEP; Regular revision including adjustments required to address new and emerging issues and weaknesses in the implementation of GAEP	Establishment of GAEP by 4Q 2021; Regular update of GAEP	No impact	No impact	Ongoing Key Activity	As per ICAO Business Plan 2017-2019; Emerging Aviation Issue (Inclusion of aviation in national development plans)	Global Planning
9, 10	ENV.1.2	Provide support for governing bodies of ICAO (Assembly, Council, ANC, ATC, AGC, CORSIA TAB), as well as CAEP	Production of required documentation according to established timelines; Secretary for governing bodies and CAEP; Regular activity reports to Council	90 per cent of actions (Response to Council Decision) to be implemented each year	No impact	90 per cent of actions (Response to Council Decision) to be implemented each year (with administrative support from extra-budgetary resources)	Ongoing Key Activity		Normative
9, 10	ENV.1.3	Promote and enhance recognition of ICAO leadership in aviation environmental matters (including supporting UN environmental initiatives and groups, as well as SDGs), States' engagement in aviation environmental activities in light of NCLB initiatives, and international cooperation and coordination of regional activities	Improved service delivery to States; Development of new cooperation agreements with relevant organizations; Management and coordination of ICAO's contribution to UN environmental initiatives and groups, inputs to UNFCCC/COP, and follow up on the outcome of SDGs; Cooperation and follow-up with UN agencies, including WHO, WMO, IMO, IEA, IRENA, Sum4All,	90 per cent of inputs and contributions provided on time; 1 environmental event organized annually; Increased number of States pursue the implementation of environmental measures and are engaged in ICAO Environmental activities	No impact	90 per cent of inputs and contributions provided on time; 1 environmental event organized annually (with administrative support from extra-budgetary resources); Increased number of States pursue the implementation of environmental measures and are engaged in ICAO Environmental activities	Ongoing Key Activity		Normative

			UNEP, UN-HABITAT, ISO, IAF, SAE, IEC, AFRA, ABFA, GBEP, etc.; Environment Report, symposium and seminars; Contribution to IPCC Assessment Reports and UNEP publications; Enhancement of the participation and engagement with States, including the participation on CORSIA, CAEP activities, State Action Plans, and on the ICAO 2050 Vision on Sustainable Aviation Fuels						
10, 12	ENV.1.4	Contribute towards the implementation of Resource Mobilization Strategy, including establishment and oversee external environmental assistance projects	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States; Project documents required for UNDP/GEF and EU assistance projects*	90 per cent of expected results identified in the Project documents required for UNDP/GEF and EU assistance projects provided on time* Report delivered annually to Council	No impact	90 per cent of expected results identified in the Project documents required for UNDP/GEF and EU assistance projects provided on time (funded fully by project donors); Report delivered annually to Council	Ongoing Key Activity	Key Activity transferred to and consolidated into SPCP; RM strategy is led and coordinated by SPCP; * This deliverable will be fully funded by and recovered through earmarked voluntary funds	Implementation Support

PROGRAMME: CLIMATE CHANGE									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
9, 10	ENV.2.1	Develop necessary guidance and tools for the operationalization of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) – CORSIA eligible fuels	Development and update of CORSIA eligible fuels, as part of the CORSIA Implementation Elements	Development, update and publication of CORSIA eligible fuels in line with the plan approved by Council	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10	ENV.2.2	Develop necessary guidance and tools for the operationalization of CORSIA – CORSIA eligible emissions units-	Development and update of CORSIA eligible emissions units, as part of the CORSIA Implementation Elements	Development, update and publication of CORSIA eligible emissions units in line with the plan approved by Council	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10	ENV.2.3	Deploy, update and maintain CORSIA Central Registry (CCR) to receive and analyze information from States and provide necessary feedback to States	CORSIA CCR to be functional	CCR delivery by 2Q 2020, with regular updates of CCR information in line with the plan approved by Council	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Data Analysis and Monitoring
9, 10	ENV.2.4	Conduct periodic review of CORSIA	Establishment of ICAO governance structure to oversee the overall function of CORSIA; Council recommendations to improve the design and implementation features of CORSIA	Development of recommendations for A40 in 2022	No impact	No impact	New Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10	ENV.2.5	Develop policies and guidance on sustainable aviation fuels	Elaboration of ICAO Vision for Sustainable Aviation Fuels, through the stock-taking process as agreed by CAAF/2 conference;	Presentation of Draft Assembly paper to Council by 2Q 2022; Update of GFAAF once a year	No impact	Presentation of Draft Assembly paper to Council by 2Q 2022 (content of which will be reduced significantly); Update of GFAAF once a year	Expanded Key Activity	A39-2, CAAF/2	Normative

			Analysis of costs and benefits of different existing alternative fuels policy measures; GFAAF maintenance.					
9, 10	ENV.2.6	Develop policies and guidance for adaptation of aviation to climate change, including adapting existing and developing new infrastructure and adjusting operational procedures to climate events	New guidance on adaptation to climate change	Development of ICAO guidance on adaptation to climate change by 2Q 2022	No impact	Development of ICAO guidance on adaptation to climate change by 2Q 2022 <i>(achievement will depend on the availability of additional extra-budgetary resources)</i>	Ongoing Key Activity	A39-2
9, 10	ENV.2.7	Monitor work on climate finance under UNFCCC process, etc. and explore further opportunities for financing to aviation	Interventions, statements, papers to ensure that the priorities of ICAO Member States reflected in external policies	90 per cent of ICAO's position expressed at appropriate forums	No impact	No impact	Ongoing Key Activity	Normative
10	ENV.2.8	Implement Climate Neutral UN initiative (ICAO Emission Reduction Plan)	Development of a methodology to support the offsetting of ICAO GHG emissions; Guidance to UN system on reducing emissions; Sustainable procurement practices in ICAO	Updated carbon inventory released in 3Q each year	No impact	No impact	Ongoing Key Activity	Administrative

PROGRAMME: ENVIRONMENTAL STANDARDS									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
9	ENV.3.1	Develop and maintain Noise policies, SARPs and guidance material. (Annex 16, Volume I)	Maintenance of Annex 16 Vol. I; Update of Doc 9501 (Environmental Technical Manual); Development of noise SARPs and guidance documents for supersonic aircraft; Update of Doc 9829 (balanced approach); Development of policies, SARPs and guidance material for emerging areas (e.g. electric aircraft and UAS noise); Provision of support to CAEP working groups	Publication of documents and updates to Annex 16, as required	No impact	Publication of documents and updates to Annex 16, as required (with administrative support from extra-budgetary resources)	Ongoing Key Activity	Note: development of SARPs related to supersonic aircraft and electric/hybrid aircraft (Annex 16, Volumes I, II, III) (A39-1) is included	Normative
9	ENV.3.2	Develop and maintain Local Air Quality policies, and SARPs. (Annex 16, Volume II)	Maintenance of Annex 16 Vol. II (including new nvPM Standard); Update of Doc 9501 (Environmental Technical Manual); Development of emissions SARPs and guidance documents for supersonic aircraft engines; Update of Doc 9889 (Airport Air Quality Manual); Development of policies, SARPs and guidance material	Publication of documents and updates to Annex 16, as required	No impact	Publication of documents and updates to Annex 16, as required (with administrative support from extra-budgetary resources)	Ongoing Key Activity	Note: development of SARPs related to supersonic aircraft and electric/hybrid aircraft (Annex 16, Volumes I, II, III) (A39-1) is included	Normative

			for emerging areas (e.g. electric aircraft engines); Provision of support to CAEP working groups						
9, 10	ENV.3.3	Develop and maintain climate change SARPs (Annex 16, Volume III)	Maintenance of Annex 16 Vol. III; Update of Doc 9501 (Environmental Technical Manual); Development of CO2 emissions SARPs and guidance documents for supersonic aircraft engines; Development of policies, SARPs and guidance material for emerging areas; Update of Circular 337; Provision of support to CAEP working groups	Publication of documents and updates to Annex 16, as required	No impact	Publication of documents and updates to Annex 16, as required (with administrative support from extra-budgetary resources)	Ongoing Key Activity	Note: Development of SARPs related to supersonic aircraft and electric/hybrid aircraft (Annex 16, Volumes I, II, III) (A39-1) is included	Normative
9, 10	ENV.3.4	Develop and maintain SARPs related to CORSIA (Annex 16, Volume IV)	Maintenance of Annex 16 Vol. IV related to CORSIA; Update of Doc 9501 (Environmental Technical Manual, Volume IV); Provision of support to CAEP working groups	Publication of documents and updates to Annex 16, as required	No impact	Publication of documents and updates to Annex 16, as required (with administrative support from extra-budgetary resources)	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Normative
9	ENV.3.5	Update and maintain guidance on ecofriendly airports and on aircraft recycling, and develop Clean Development Mechanism (CDM) methodologies for aviation	Development of guidance on eco-friendly airports; Development of guidance on aircraft recycling; Establishment of the interdisciplinary group in ICAO on aircraft recycling; Methodologies that will allow aviation projects to qualify for credits under	Published guidance on eco-friendly airports and aircraft recycling by 2Q 2022	No impact	Published guidance on eco-friendly airports and aircraft recycling by 2Q 2022 (achievement will depend on the availability of additional extra-budgetary resources)	Ongoing Key Activity	A39-2	Normative

			CDM of the UNFCCC						
9, 10, 11	ENV.3.6	Update, monitor and assess goals and trends	Update of Noise Technology Goals; Update of NOx and Fuel Burn Technology Goals; Monitoring the achievement of environmental goals; Maintenance of environmental databases; Assessment of the feasibility of global aspirational goals; Follow-up and review of scientific aspects of aviation and environment (e.g. IPCC); Provision of support to CAEP working groups	Report on the Integrated Independent Expert Review or progress towards goals in 2Q of 2022; Regular continuous update of databases	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring

PROGRAMME: ASSISTANCE AND IMPLEMENTATION SUPPORT									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
10, 12	ENV.4.1	Assist implementation of States' action plans and build required capacity	Regional workshops on action plan development and measure implementation, etc.; Updates of guidance and web-interface; Direct support to States in action plan development and implementation; Partnerships for access to financing; Development of pilot projects in various regions that can be used as a model for implementation	Over 90 national focal points for State Action Plans trained or directly contacted per year; 25 States directly assisted in implementing their action plans per year; Update guidance on State Action Plans (Doc 9988) by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support

10, 12	ENV.4.2	Assist implementation of CORSIA and build required capacity	Regional training/seminars related to CORSIA, including training for States in MRV implementation, access to CORSIA Central Registry, how to claim benefits from sustainable aviation fuel under CORSIA; Direct support to States and facilitation of buddy partnerships and access to financing; Consideration of a mechanisms to ensure the compliance of States to CORSIA MRV and offsetting requirements	Upward trend in number of States that voluntarily participate in CORSIA from 2021; 90 per cent of States that voluntarily participate in CORSIA and request support to receive capacity building support	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
11	ENV.4.3	Analyze and update tools to assess the effects of aviation on the environment	Environmental Benefits Tool (EBT), ICAO Fuel Savings Estimation Tool (IFSET), Carbon Calculator, Green Meetings Calculator, Marginal Abatement Cost Curve (MAC) tool; Annual updates to the ICAO CERT with the support of CAEP	7 environment-related tools under development or updated per year; New versions of the ICAO CERT approved by the Council published annually	No impact	No impact	Ongoing Key Activity		Data Analysis and Monitoring
9, 10	ENV.4.4	Implement and monitor environmental assessment guidance	Doc 9889, APM Vol. II, Doc 10013, Doc 10031, Reference material on collaboration and community engagement with a concentration on PBN	Release of update material to include the latest, best practices on environmental assessment guidance	No impact	No impact	Ongoing Key Activity		Implementation Support

PROGRAMME: REGIONAL OFFICES									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
ASIA AND PACIFIC OFFICE (Bangkok) (APAC)									
10, 12	ENV.APAC.5.1	Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region, as well as the implementation of CORSIA	Regional training/seminars on action plan development and measure implementation etc.; Enhancement of the participation and engagement with States, including the participation on CORSIA and State Action Plans	90 per cent of States submitting action plans by 4Q 2022; Number of States pursuing the implementation of environmental measures and engaged in ICAO environmental activities	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10, 11, 12	ENV.APAC.5.2	Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Assistance/training on use of IFSET	Increased number of States complying with Annex 16 SARPs; Increased and appropriate reporting of environmental benefits from operational improvements	No impact	No impact	Ongoing Key Activity		Implementation Support
9, 10	ENV.APAC.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern through coordination with ATB at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative

EASTERN AND SOUTHERN AFRICAN OFFICE (Nairobi) (ESAF)									
10, 12	ENV.ESAF.5.1	Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region, as well as the implementation of CORSIA	Regional training/seminars on action plan development and measure implementation etc.; Regional training/seminars to the implementation of CORSIA, including the establishment of MRV system; Assistance/training on establishment of aviation environmental systems for States not under ICAO-EU project	90 per cent of States submitting action plans by 2020	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10, 11, 12	ENV.ESAF.5.2	Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Assistance/training on use of IFSET and EBT	95 per cent of States complying with Annex 16 SARPs by 4Q 2022;	No impact	No impact	Ongoing Key Activity		Implementation Support
9, 10	ENV.ESAF.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative
EUROPEAN AND NORTH ATLANTIC OFFICE (Paris) (EUR/NAT)									
10, 12	ENV.EUR/ NAT.5.1	Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region, as well as the implementation of CORSIA	Regional training/seminars on action plan development and measure implementation etc.; Regional training/seminars to the implementation of CORSIA	Percentage of (100%) States with updated plans and implementation in progress by 4Q 2022; Number of States and experts prepared through capacity building activities to support States in the initial CORSIA implementation	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support

9, 10, 11, 12	ENV.EUR/ NAT.5.2	Assist States in the region to implement Annex 16 and guidance , as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Assistance/training on use of IFSET	Percentage of (100%) States that provide reports on environmental benefits resulting from their operational improvements by 2022	No impact	No impact	Ongoing Key Activity		Implementation Support
9, 10	ENV.EUR/ NAT.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the EUR/NAT region	Maximized coordination and cooperation with all international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative
MIDDLE EAST OFFICE (Egypt) (MID)									
10, 12	ENV.MID.5.1	Assist development and implementation of States' action plans on CO ₂ emissions reduction activities in the region, as well as the implementation of CORSIA	Regional training/seminars on action plan development and measure implementation etc.; Regional training/seminars to the implementation of CORSIA	60 per cent of States submitting action plans by 4Q 2022	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10, 11, 12	ENV.MID.5.2	Assist States in the region to implement Annex 16 and guidance , as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Development of MID Regional Methodology/tool for estimation of ENV benefits accrued from ASBU Block 0; Measurement/estimation and reporting of the ENV benefits accrued from ASBU Block 0	Increased number of States complying with Annex 16 SARPs; Delivery of methodology/tool as scheduled; Release of ENV benefits report annually	No impact	No impact	Ongoing Key Activity		Implementation Support
9, 10	ENV.MID.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the region; Follow-up on global ENV developments and provision of necessary information and support	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative

			to States						
NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN OFFICE (Mexico) (NACC)									
10, 12	ENV.NACC.5.1	Assist development and implementation of States' action plans on CO ₂ emissions reduction activities in the region, as well as the implementation of CORSIA	Regional training/seminars on action plan development and measure implementation etc.; Regional training/seminars to the implementation of CORSIA including the establishment of MRV system	Percentage of (100%) States with updated plans and implementation in progress by 4Q 2022; 100 per cent review of State action plans (33% every year)	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10, 11, 12	ENV.NACC.5.2	Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Assistance/training on use of IFSET	Increased number of States reached out by 33 per cent every year; Increased and appropriate reporting of environmental benefits from operational improvements;	No impact	No impact	Ongoing Key Activity		Implementation Support
9, 10	ENV.NACC.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative
SOUTH AMERICAN OFFICE (Lima) (SAM)									
10, 12	ENV.SAM.5.1	Assist development and implementation of States' action plans on CO ₂ emissions reduction activities in the region, as well as the implementation of CORSIA	Regional training/seminars on action plan development and measure implementation etc.; Regional training/seminars to the implementation of CORSIA including the establishment of MRV system	Percentage of (90%) States with updated plans and implementation in progress by 4Q 2022; 70 per cent of States implemented CORSIA by 4Q 2022	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10, 11, 12	ENV.SAM.5.2	Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Assistance/training on use of IFSET	Increased number of States complying with Annex 16 SARPs; Increased and appropriate reporting of environmental benefits from operational improvements	No impact	No impact	Ongoing Key Activity		Implementation Support

		which are associated to the implementation of operational improvements							
9, 10	ENV.SAM.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per the schedule of other international and regional organizations	No impact	No impact	Ongoing Key Activity		Normative
WESTERN AND CENTRAL AFRICAN (Dakar) (WACAF)									
10, 12	ENV.WACAF.5.1	Assist development and implementation of States' action plans on CO ₂ emissions reduction activities in the region, as well as the implementation of CORSIA	Regional training/seminars on action plan development and measure implementation etc.; Regional training/seminars to the implementation of CORSIA including the establishment of MRV system	Percentage of (90%) States with updated plans and implementation in progress by 4Q 2022; Percentage (40%) of States that have implemented their action plans; 90 per cent of States to voluntarily participate in CORSIA from 2021	No impact	No impact	Expanded Key Activity	A39-3; Emerging Aviation Issue (CORSIA)	Implementation Support
9, 10, 11, 12	ENV.WACAF.5.2	Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Assistance/training on use of IFSET	Increased number of States complying with Annex 16 SARPs; Increased and appropriate reporting of environmental benefits from operational improvements	No impact	No impact	Ongoing Key Activity		Implementation Support
9, 10	ENV.WACAF.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	ICAO's priorities/policies promoted at 100 per cent of external fora attended	No impact	No impact	Ongoing Key Activity		Normative

All Strategic Objectives – TECHNICAL COOPERATION

Key Priority – Technical Assistance and Cooperation

The Technical Cooperation Programme is a permanent priority activity of ICAO that complements the role of the Regular Programme in assisting States with the effective implementation of ICAO Standards and Recommended Practices (SARPs) and Air Navigation Plans (ANPs), as well as in the development of their civil aviation frameworks and programmes, including infrastructures, equipment and human resources. The programme is also one of the main instruments of ICAO to support States in remedying the deficiencies identified through ICAO's assessment and audit activities. In executing the Programme, the Technical Cooperation Bureau (TCB) plays an essential role in the achievement of the Strategic Objectives of the Organization.

Under various Trust Fund arrangements, on a yearly basis TCB implements an average of 100 technical cooperation projects (national or regional) across the full spectrum of civil aviation in approximately 150 countries. These projects are aimed at enhancing the States' capabilities in the areas of safety, security, environmental protection, air navigation and sustainable development of national and international civil aviation.

TCB provides a broad range of services, through the provision of expertise, the procurement of civil aviation equipment and services, and capacity building. Assistance rendered includes, inter alia, reviewing the structure and organization of national civil aviation institutions, updating the infrastructure and services of airports, protecting the environment, facilitating technology and information transfer, promoting ICAO SARPs and supporting remedial action resulting from the Universal Safety Oversight Audit Programme (USOAP) and the Universal Security Audit Programme (USAP) audits.

- **Expected Result 14: Optimized State Capacity and Enhanced TCB Project Delivery: Enhanced capabilities of States to develop required capacity and implement aviation related projects that are compliant with global civil aviation standards and policies and contribute to the safety and reliability of air transport worldwide.**
 - **CKPI 1: On time (completed) deliverables / Total deliverables * 100 = % of deliverables on time**
 - **CKPI 2: Actual customer satisfaction surveys results / Customer satisfaction aim**

PROGRAMME: TECHNICAL COOPERATION

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
14	TCB.1.1	Improve project performance, monitoring and control by implementing applicable aspects	Implementation of Release 1 (R1) of the Business Process Management System (BPMS)	R1: Q4 2018	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Completed Key Activity	Original activity completed	Programme Support
	TCB.1.2		Implementation of Release 2 (R2) of BPMS	R 2: (Q4 2019 +)	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Original activity replaced by 1.1 above	Programme Support

	TCB.1.3		Implementation of Release 3 (R3) of BPMS	Q4, 2020	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
	TCB.1.4		Implementation of Release 4 (R4) of BPMS	Q4, 2021	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
	TCB.1.5		Implementation of an Integrated Project Performance Monitoring and Reporting Mechanism and related IT tool	Q3, 2019	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Original activity replaced by 1.2 above	Data Analysis and Monitoring
14	TCB.2.1		Maintenance of ISO 9001:2015 certification of the Technical Cooperation Bureau	Q2, 2019 Q2, 2020 Q2, 2021	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Superseded by certification to ISO 9001: 2015	Programme Support
	TCB.2.2		Alignment of the BPMS with the TCB ISO-certified Quality Management System	TBD once the BPMS is implemented	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity		Programme Support
	TCB.2.3		Achievement of ISO 9001:2015 compliance certification of the Technical Cooperation Bureau	Q1, 2018	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Completed Key Activity	Certified in March 2018	Programme Support
14	TCB.3.1		Maintenance of a formal customer satisfaction evaluation process as part of the TCB Quality Management System;	Q4 R Q3, 2019 Q3, 2021	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity		Data Analysis and Monitoring
	TCB.3.2		Engagement of an external third party to conduct surveys on customer and field expert satisfaction in alternating years		This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity		Data Analysis and Monitoring

	TCB.3.3	Development and maintenance of a formal QMS customer satisfaction evaluation process for the Regular Programme Bureaus and Regional Offices in regard to TCB's performance	Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Data Analysis and Monitoring
14	TCB.4.1	Develop and implement improved strategies for communications and publicity outreach for the Technical Cooperation Programme	Organization of technical cooperation symposia, and fora in the various regions, subject to funding availability	Q4, 2019 Q4, 2021	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	The third Global Aviation Cooperation Symposium (GACS III) was held in July 2019
	TCB.4.2		Informing States, private sector entities, development partners and financial institutions of the advantages of having recourse to ICAO for implementation of their civil aviation projects	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Programme Support
	TCB.4.3		All relevant ICAO staff to make use of ICAO meetings, including individual briefings to State Officials, private sector entities, development partners and financing institutions participating in meetings at ICAO Headquarters, Regional meetings, such as PIRGs, Directorate General of Civil Aviation (DGCAs), Panels, and missions, as a platform for more intensive promotion of ICAO	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Programme Support

		services through the Technical Cooperation Programme and dissemination of informative materials						
14	TCB.4.4	Enforcement of the role, responsibilities and accountability of the Regional Offices in terms of project identification and promotion of TCB services in the Regions	Q4, R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity		Programme Support
	TCB.4.5	Establishment of a Marketing function within TCB's organizational structure	Q2, 2019	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
	TCB.4.6	Development of a Marketing Plan for the Technical Cooperation Bureau	Q1, 2020	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
	TCB.5.1	Ensure coordination of all ICAO assistance activities and encourage States, when considering the development of their civil aviation through TCB, to give due regard to USOAP and USAP audit findings and recommendations with a view to assisting States in the rectification of identified deficiencies and resolving SSCs and SSeCs within required time frame	Participation in the Monitoring and Assistance Review Board (MARB) review process and assist States in addressing SSCs and SSeCs	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Implementation Support
	TCB.5.2	Integration of the ICAO Quality Assurance Mechanism for Technical Assistance and Technical Cooperation projects into the TCB Quality	Implementation of an enhanced mechanism for quality assurance of technical cooperation and technical assistance projects	Q3, 2019	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Modified Key Activity	Programme Support
	TCB.5.3		TBD once the QA Mechanism is approved	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support

		Management System Provision of enhanced Reports to the Regional Offices on the status of project implementation in their regions of accreditation	Reports provided to the Regional Offices on a quarterly basis	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
14	TCB.6.1	Maintain and update current Rosters of Experts and Suppliers of equipment and services	Implementation of a second-generation E-Recruiter system	Q2, 2017; Q3, 2018; Q4, 2018	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Completed key Activity	Phase I of the Field Service module of the E-recruiter; Phase II; Phase III
	TCB. 6.2		Efforts increased to identify and attract suitable candidates from the various regions for inclusion in the Roster	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Administrative
	TCB.6.3		In coordination with the Global Aviation Training (GAT) Office, the making of a Computer-Based Training (CBT) available to all safety related-experts and other candidates to be included in the TCB Roster of Experts	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Programme Support
	TCB.6.4		In coordination with the ICAO Ethics Officer discussion of the feasibility, frequency and scope of ethics training to be delivered to all ICAO project staff	Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Administrative
	TCB.6.5		Maintenance of an up-to-date roster of equipment and services suppliers	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity	Administrative
	TCB.6.6		Development and implementation of a	Q1, 2020	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity	Programme Support

TCB.6.7		Talent Outreach Strategy for field experts	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity	Administrative
TCB.6.8		Facilitation of timely selection and recruitment of Field Experts		This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity	Administrative
TCB.6.9		Facilitation of the administration of contracts and timely deployment international and local personnel to support the Technical Cooperation Programme, in accordance with the procedures in place	Q3 2018	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Completed Key Activity	Administrative
		Revision of the Contracts Board Submission template for transparency		This programme is funded by the AOSC fund	This programme is funded by the AOSC fund		
14	TCB.7.1	Implement the ICAO Programme for Aviation Volunteers (IPAV)	Development and maintenance of an up-to-date roster for IPAV	Q1, Q2, Q3, Q4 R	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity
	TCB.7.2		Maintenance of the IPAV mechanism in TCB		This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity
14	TCB.8.1	Resolve cross-funding issues between the AOSC Fund and the Regular Programme Budget by establishing a transparent policy on cost recovery	Adequate application and reflection of the cost recovery policy approved by the Council in the triennium budgets for 2017-2019 and 2020-2022	Q3,2019	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity
	TCB. 8.2		Development and implementation, in coordination with the Finance Branch and the Legal Bureau, Service-Level Agreements (SLAs) regarding the services provided to the Technical	Q4, 2020	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity

			Cooperation Bureau						
14	TCB. 9.1	Keep administrative overhead charges to a minimum without adversely impacting the quality of the services provided by TCB, through the increase in efficiency and effectiveness and reduction in expenditure to the extent possible	Expenditures are controlled, as necessary, to ensure a balanced budget in the 2019-2021 period	Q4, 2021 Q2, 2020	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	Ongoing Key Activity		Administrative
	TCB. 9.2		Study to be conducted to determine, as far as feasible in the absence of a cost accounting system, the actual costs incurred by TCB Sections in implementing typical projects and related revenue		This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
14	TCB.10.1	Develop a Strategic Plan for the Technical Cooperation Bureau	Establishment of a new Strategic function within TCB's organizational structure	Q2, 2019	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
	TCB.10.2		Establishment of a new Business Model for TCB		This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support
	TCB.10.3		Development of the TCB Strategic Plan	Q4 2019	This programme is funded by the AOSC fund	This programme is funded by the AOSC fund	New Key Activity		Programme Support

All Strategic Objectives – GLOBAL AVIATION TRAINING

Key Priority – Training and Capacity Building in Aviation

The ICAO GAT Office establishes coordinated, effective and efficient mechanisms to support the development of human resources in aviation, appealing to Member States and the industry. The GAT Office facilitates the global implementation of ICAO provisions, sets acceptable training and qualifications standards and frameworks, and provides guidance to States and the industry in skills development.

- **Expected Result 13:** Strengthened aviation professional skills. Enhanced capacities of States to harmonize their training programmes through the provision of efficient criteria and procedures for the development and recognition of civil aviation training centres and training courses addressing ICAO's provisions and programmes.
 - **KPI:** Successful implementation of the Civil Aviation Training Policy through the establishment, maintenance and monitoring of high standards of training and competency of aviation personnel on a world-wide basis and in a cost-effective manner.

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
13	GAT.1.1	Implement criteria for the recognition of aviation training centres by ICAO	Efficient assessment of training centres under the TRAINAIR PLUS Programme (TPP) using qualified internal assessors	An average of 36 assessments of training centres conducted per year	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.2	Develop and update training courses by the GAT Office and recognition of aviation training courses	ICAO developed and updated training courses by the GAT Office and Bureaus using qualified internal Validators, Course Developers, Subject Matter Experts and Consultants; Validation and recognition of Training Packages developed by TRAINAIR PLUS members	An average of 5 training packages developed per year; An average of 30 training packages validated per year	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.3	Enhance the network of ICAO-recognized training centres	New training centres joining the network of TRAINAIR	An average of 6 new training centres joined	This programme is funded by the ARGF	This programme is funded by the ARGF	Ongoing Key Activity		Implementation Support

			PLUS; New partnership agreement with aviation institutions, universities and the aviation industry	TRAINAIR PLUS Programme per year; An average of 5 new partnership agreements concluded per year	fund	fund			
13	GAT.1.4	Deliver the ICAO Training Packages in all ICAO Regions, through TRAINAIR PLUS Members	Course deliveries of ICAO-recognized training packages	220 deliveries of ICAO-recognized training packages in 2020 (10% increase each year thereafter)	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.5	Implement Competency Development training for Instructional Systems Design (ISD) teams working for ICAO, training centres and Member States	Course deliveries of ICAO Training for instructors, course developers, validators, evaluators and training managers in all ICAO Regions, through TRAINAIR PLUS Members	36 deliveries of Competency Development Training Courses in 2020 (10% increase each year thereafter)	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.6	Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions, through TRAINAIR PLUS Members	Trainees completing ICAO-Recognized Training Courses	4400 trainees yearly by 2020 (10% increase each year thereafter)	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.7	Evaluate ICAO instructor competencies	Procedures to evaluate ICAO-qualified instructors	Instructors' evaluation exceeding 80 per cent of quality performance	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.8	Assist ICAO Members to identify performance gaps and their causes through the process of assessing training needs	Training Needs Analysis (TNA) tool used by TPP Members and ICAO Member States	Implementation of final phase TNA version including regional and global training needs data collection by Q4 2020	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.9	Implement a systematic evaluation of training for all ICAO-recognized courses	Course evaluation completed for ICAO-recognized courses; Post-training evaluation (PTE) completed for ICAO-	80 per cent satisfaction for evaluation level 1 (feedback from trainees) and level 2 (grading from instructors/examiners);	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support

			Recognized courses	PTE methodology (level 3) with an 80 per cent effectiveness result, applied to 10 new ICAO courses each year					
13	GAT.1.10	Provide scholarships for ICAO-recognized training packages to support the NCLB initiative	Scholarships provided for ICAO- recognized training packages	20 scholarships provided for ICAO ITP courses in 2020 (10% increase each year thereafter)	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.11	Organize events addressing training standardization and TRAINAIR PLUS activities	Global Aviation Training and TRAINAIR PLUS Symposium; Technical Training Standardization Meetings	2 training events organized each year	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.12	Conduct periodic customer satisfaction surveys on TPP and Member States	External Customer Satisfaction Survey conducted	Survey conducted periodically (as requested by Council) with 80 per cent of satisfaction rate	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support
13	GAT.1.13	Develop and deliver CAA Senior and Middle Managers training programme	Set of project reports for development, validation and delivery of the training course	80 per cent achievements of the project timeline	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Implementation Support

All Strategic Objectives – LEGAL AND EXTERNAL RELATIONS SERVICES

Key Priority – Enhancing the International Legal Framework

The Legal Affairs and External Relations Bureau facilitates the progressive development of international air law and its codification, including conducting studies especially on items in the work programme of the Legal Committee, preparing of international air law instruments, and promoting the ratification of these instruments; contributes to normative work other than treaties by advising other Bureaus tasked with Standard setting and producing Manuals, Circulars, and other guidance material of particular legal significance; provides legal advice to Member States, the governing bodies, the President of the Council and the Secretary General, and other Bureaus and offices on constitutional, policy, administrative, procedural and other matters; provides Secretariat service to the Assembly, Diplomatic Conferences, Legal Committee, and other legal bodies; performs depositary functions in relation to international air law instruments; registers aeronautical agreements; provides assistance to the Council in the Settlement of disputes among States; participates in the administration of the internal system of justice; provides assistance to the Organization, members of national delegations and ICAO staff regarding privileges and immunities; and liaises with the Host State, the UN and other organizations. All these functions will be exercised to produce the expected result mentioned below.

- **Expected Result 15: Strengthening the Rule of Law: Enhanced capabilities of States and stakeholders to better comply with their legal obligations and to cooperate within a common legal framework and guidance to build up harmonized relations**
 - **KPI: Timely legal support to Member States and the Organization achieving the targets as established in the Legal and External Relations Services programme (for 2020-2022)**

PROGRAMME: LEGAL AND EXTERNAL RELATIONS SERVICES

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
15	1.1.1	Provide legal advice and assistance to Member States, governing bodies of the Organization, President of the Council, Secretary General and other Bureaus and Offices	Timely and accurate legal opinions and service	Seventy-five per cent of opinions issued within LEB established time goals	No impact	Seventy per cent of opinions issued within LEB established time goals	Ongoing Key Activity		Normative
15	1.1.1a	Facilitate the resolution of international aviation disputes	Effective support of Council proceedings	Procedurally compliant assistance	No impact	No impact	Ongoing Key Activity		Normative
15	1.1.2	Conduct research and studies in international air law to promote its	Quality reports and studies Revised ICAO Doc. 7782/2,	Endorsement of report or study by relevant body	No impact	Endorsement of report or study by relevant body, but delays in addressing 1-2	Expanded Key Activity	Three new items added to LC Work Programme:	Normative

		codification and development and facilitate the preparation of international air law instruments	Rules for Settlement of Disputes			items on the Work Programme of the Legal Committee may materialize.		(1) Article 21, (2) Settlement of Disputes, and (3) Cyber Safety and Security); revision of ICAO Doc. 7782/2, Rules for Settlement of Disputes; and new LC Working Group on Pilotless Aircraft	
15	1.1.3	Serve as focal point for Cape Town Convention (CTC) and International Registry matters	Effective and efficient execution of CTC and Aircraft Protocol registrar supervisory functions	Treaty-compliant assistance and execution of Council-delegated tasks	This Key activity is financed through extra budgetary sources	This Key activity is financed through extra budgetary sources	Ongoing Key Activity		Normative
15	1.1.4	Provide support for governing and other bodies of ICAO (Assembly, Council, Legal Committee, Diplomatic Conferences, WGGE, CCEP RHCC, etc.)	Effective support and facilitation	Completion of assigned agenda	No impact	Eighty percent completion of assigned agenda	Ongoing Key Activity		Programme Support
15	1.1.5	Perform external relations functions, including relations with Host States, the UN common system, other international organizations, and protocol services to delegations	Effective protocol assistance	Ninety per cent of actions processed within LEB established time goals	No impact	Seventy-five per cent of actions processed within LEB established time goals	Ongoing Key Activity		Administrative
15	1.1.6	Perform depositary and treaty registration functions	Deposits and registrations	Eighty per cent of actions processed within LEB established time goals	No impact	Delays in service delivery leading to backlog of registrations and potential uncertainty of status of ratifications of air law instruments.	Expanded Key Activity	Introduction of web-based registration and publication system for aeronautical agreements; revision of ICAO Doc. 6685, Rules	Normative

								for Registration with ICAO of Aeronautical Agreement and Arrangements	
15	1.1.7	Participate in the system of administration of justice as regards employment disputes	Pleadings and proceedings	All submissions and pleadings filed within time standards	No impact	Ninety per cent submissions and pleadings filed within time standards	Ongoing Key Activity		Administrative

Supporting Strategies – ADMINISTRATION AND SERVICES MANAGEMENT

Key Priority – Improved Efficiency and Effectiveness

Administrative and Service Management plans, manages and oversees the activities of the Secretariat in administration and services in order to enhance efficiency and effectiveness, to provide support and strategic advice on management issues to ICAO governing bodies as well as to the Secretary General, and to lead operational committees of the Secretariat. Support services are provided for meetings of the ICAO governing bodies, specifically the Council and Assembly, to facilitate the work of Member States and especially those elected to the Council in order to efficiently and effectively conduct meetings.

- **Expected Result 16: Improving Supporting Strategies: Efficient and effective management of administrative resources and services of the Organization, to enhance and facilitate the implementation of Strategic Objectives and programme activities for the benefit of Member States and the civil aviation community**
 - **KPI 1: Number of modernized tools and management systems implemented and support provided**
 - **KPI 2: Percentage of supporting documentation issued for meetings of the governing bodies within the established timeframes**

PROGRAMME: ADMINISTRATION AND SERVICES MANAGEMENT

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
16	1.1.1	Plan, manage and oversee activities of the Bureau of Administration	Modernization of administrative and management processes and best practices to ensure efficient management of human and physical resources of the Organization	Taking into account administration and management priorities identified to enhance effectiveness and efficiency, oversee the update and improvement of automated processes or management systems	No impact	No impact	Ongoing Key Activity	The quantifiable element for this activity will be detailed under individual ADB Sections	Administrative
16	1.1.2	Provide support and strategic advice on diverse management issues to the Assembly, Council, Human Resources and Finance Committees, as well as to the Secretary General and other	Timely and efficient issuance of WPs, briefs and background documentation on administrative and service management issues	75 per cent of documentation issued within mandated timelines	No impact	No impact	Ongoing Key Activity		Programme Support

		operational committees of the Secretariat						
16	1.1.3	Collaborate on UN Inter-Agency initiatives in support of administrative and management reforms aimed at improving organizational efficiency and effectiveness	Collaboration with other UN system agencies and adoption of suitable management framework and systems from best practices, through participating at UN wide networking	Participating in and implementing UN wide initiatives relating to common business standards and practices, in particular for local staff compensation package and related contractual arrangements	No impact	Participating in and implementing UN wide initiatives relating to common business standards and practices, in particular for local staff compensation package and related contractual arrangements within the limit of the resources available.	Ongoing Key Activity	The quantifiable element for this activity is dependent on UN inter-agency work programme and developments
16	1.1.4	Plan, manage and oversee organization wide projects to increase efficiency and effectiveness in administration and services management	Implementation of automated electronic tools and completion of management systems and dashboard	Oversee coordination, management and implementation of reform of management systems in line with agreed organizational-wide operational plans and priorities linked to the Strategic Objectives of the Organization	No impact	No impact	Ongoing Key Activity	Quantifiable element for this activity is linked to agreed operational plans and priorities as well as availability of budgetary and staff resources

PROGRAMME: ASSEMBLY AND COUNCIL SECRETARIAT

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
16	1.2.1	Provide Secretariat assistance for meetings of the Council and Assembly, including preparation of Council decisions and minutes, as well as Assembly minutes	Council Work Programme, Orders of Business, C-DECs, C-MINs, verbatim transcripts, and other documentation related	Documentation issued within the established timeframes and less than three amendments/revisions per Session for C-DECs	No impact	No impact	Ongoing Key Activity		Programme Support

			to the sessions of the governing bodies	and C-MINs						
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Supporting Strategies – HUMAN RESOURCES								
Key Priority – Improved Efficiency and Effectiveness								
<p>Human Resources serves as a strategic partner to assist Bureaus and Offices in the implementation of their work programmes. It ensures that the necessary policy frameworks and tools are in place to attract and retain a competent, diverse, motivated and flexible workforce, capable of delivering the required outcomes in accordance with ICAO Strategic Objectives. Human Resources Management (HRM) encourages staff development and facilitates the acquisition of new skills and competencies, as well as updated knowledge, and it provides advisory services on human resource-related matters to the entire workforce. Through the continuous enhancement of HRM policies, rules and procedures, HRM is contributing to building a performance-based culture and in meeting the overall needs of the Organization.</p>								
<ul style="list-style-type: none"> • Expected Result 17: Improving Supporting Strategies: Meeting the changing staffing needs of the Organization and optimal use of the human resources in support of a result-oriented and performance-based culture <ul style="list-style-type: none"> ○ CKPI 1: Implementation of performance management principles and procedures for staff in service for more than three months through completion of Performance and Competency Enhancement (PACE) report ○ CKPI 2: Wider geographical representation by selecting candidates from un-represented or under-represented States for Professional posts subject to Equitable Geographical Representation (EGR) ○ CKPI 3: Pro-active outreach programmes/promotional activities to raise awareness for gender equality, subject to availability of funding, as these outreach activities are not funded under the current Regular Programme budget ○ CKPI 4: Timely filling of posts 								

PROGRAMME: HUMAN RESOURCES										
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization	
17	1.1.1	Develop HRM policy and improve transparency, availability and consistency in the implementation of Staff Regulations, Rules and procedures (including delegation of authority for HRM)	Updated policies in accordance with evolving needs of Organization and UN best practices; Strategic HRM Framework and guidance material; HR Strategy (People Strategy); Gender Equality Programme	Taking into account the priorities identified to meet the evolving HRM needs of the Organization, develop new or revised HRM policies, rules, procedures and guidance material and provide related advisory services	Updated policies for relevance in accordance with evolving needs of Organization and UN best practices; Strategic HRM Framework and guidance material; HR Strategy (People Strategy); Gender Equality Programme	No impact	Expanded Key Activity	The HRM priorities and action plans will evolve from the People Strategy which is currently under development; and from ICAO Gender Equality Programme (ref A-39/30) and Implementation Plan	Administrative	

17	1.1.2	Acquire talent to meet ICAO's operational requirements, including timely recruitment of human resources through workforce planning, taking into consideration geographical distribution and gender representation	Timely recruitment (adherence to recruitment timelines); Broader geographical representation of ICAO staff; Enhanced representation of women in Professional and higher level posts	80 per cent of all recruitments completed within established timelines	No impact	No impact	Ongoing Key Activity	A new P4 post supporting key activities related to the gender programme, outreach and recruitment is not funded under the current RP budget; It should also be noted that one G6 post in RCP is fully funded through ARGF	Administrative
17	1.1.3	Improve knowledge and skills of staff members in order to meet the evolving needs of the Organization	Skills/career profiles; Training programme; Internal staff mobility; Succession planning initiatives	500 training days provided per year	No impact	No impact	Ongoing Key Activity	Continue to address key training needs and priorities at both corporate level and bureau and office level; Most general trainings will be replaced by Online Learning Resources Library.	Administrative
17	1.1.4	Manage performance management framework responsive to the operational needs of the Organization	Comprehensive policy on performance management in place	Minimum 90% completion rate for PACE reports per year	No impact	Up to date performance management policies, procedures, guidance, tools, and follow up provided to staff enabling them to meet their PACE requirements	Ongoing Key Activity	Enhancements to performance management framework will be completed by December 2019; Management of the framework and performance management functions will remain as an ongoing key activity	Administrative

17	1.1.5	Provide human resource services in a timely manner for the administration of staff, contracts and entitlements, social security (including pension, insurances), and health services	Client satisfaction	Satisfaction rate through staff satisfaction survey; Target: >85% satisfaction rate	No impact	No impact	Ongoing Key Activity	The growing number of non-staff personnel has placed additional pressure on the existing staff of SEA. Efforts to fill a critical vacant P-3 post remains ongoing; Efforts to engage the services of a consultant to support SEA in dealing with non-staff personnel transactions are also ongoing.	Administrative
17	1.1.6	Automate human resource functions and enhance human resource systems and applications (staff administration, recruitment, performance management, training, pension and medical services, etc.), thus enhancing timeliness, transparency and cost-effectiveness of services delivery	Electronic workflows; Digitization of files; PACE; eHRAP; Skills profiles; Training platform ; e-recruitment system and reporting tools.	Taking into account the priorities identified to enhance effectiveness and efficiency of HR operations, development or enhancement of a minimum of 3 automated human resource functions or processes per year	Electronic workflows; Digitization of files; PACE; eHRAP; Skills profiles; Training platform; e-recruitment system and reporting tools, subject to availability of funding.	Taking into account the priorities identified to enhance effectiveness and efficiency of HR operations, development or enhancement of a minimum of 3 automated human resource functions or processes per year, subject to availability of funding.	Ongoing Key Activity	This is dependent on the availability of resources (IT and other)	Programme Support

Supporting Strategies – LANGUAGE SERVICES	
Key Priority – Improved Efficiency and Effectiveness	
<p>Language Services endeavor to ensure the timely delivery and accuracy of quality documentation, publications and interpretation services in the six ICAO official languages in support of programme activities, activities of the governing bodies and other meetings of the Organization, by internal staff resources and through outsourcing, in an efficient and effective manner.</p>	
<ul style="list-style-type: none"> • Expected Result 18: Improving Supporting Strategies: Efficient and effective availability of services provided in all official languages to maximize reach to States with regard to the implementation of SARPs and facilitates discussion during meetings <ul style="list-style-type: none"> ○ CKPI 1: Client satisfaction for interpretation services (through satisfaction survey to measure parameters such as knowledge of subject matter/terminology, accuracy of content, and fluidity of delivery) ○ CKPI 2: Translations delivered within the established deadlines for deliberative bodies, communications to States and other ICAO meetings ○ CKPI 3: Aggregated productivity standard for translation 	

PROGRAMME: LANGUAGE SERVICES									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
18	1.1.1	Provide interpretation in the six ICAO languages for deliberative bodies and other ICAO meetings per established rules and regulations, including temporary recruitment for freelancers as required	Simultaneous interpretation available for all approved scheduled meetings, in all ICAO languages required	90 per cent client satisfaction	Simultaneous interpretation available for all approved scheduled meetings, in all ICAO languages required Capacity: 1,344 sittings a year in all six languages, with a maximum of seven meetings a week (one meeting = 6 sittings)	No impact	Ongoing Key Activity	Yearly review in Apr/May	Normative
18	1.1.2	Provide translation services in the six ICAO languages for deliberative bodies and	Simultaneous distribution of ICAO publications and documentation, in	90 per cent of translations delivered within the established deadline for	Simultaneous distribution of ICAO publications and documentation, in	No impact	Ongoing Key Activity	Yearly review in Apr/May; Reduction in	Normative

		communication to States, as well as for other ICAO meetings, in accordance with established rules and regulations; Translate publications and handouts; Recruit temporary freelancers and outsource translation and editorial services, as well as to cover the translation demand for peak periods	accordance with agreed delivery dates and compliance with established productivity standards.	Deliberative Bodies, communications to States and other ICAO meetings; 90 per cent compliance rate to words per translator day	accordance with agreed delivery dates and compliance with established productivity standards. Capacity: 8.6 million words per year.			translation established in triennial budget has not been realized, leading to a higher volume of translation than previously estimated	
18	1.1.3	Conduct quality management for outsourced translation work	Quality management performed on outsourced translations identified by translation chiefs (spot-checking performed on 25% of outsourced translations, and full quality review done on 25% of outsourced translations)	90 per cent user satisfaction with quality of outsourced language versions	Quality management performed on outsourced translations identified by translation chiefs (spot-checking performed on 15% of outsourced translations, and full quality review done on 15% of outsourced translations). Reduction in the quantity of documents that are quality-checked.	80% user satisfaction with quality of outsourced language versions	Ongoing Key Activity	Yearly review in Apr/May	Normative
18	1.1.4	Project to train junior translators	Short-term contracts for young translators through MOUs with universities, providing them with on-the job training and mentoring from senior ICAO translation staff	2 translators per language section		1 translator per language section (vs. 2 in the previous triennium).	Ongoing Key Activity	Yearly review in Apr/May	Administrative

18	1.1.5	Provide administration and management of Languages and Publications	Well-organized services for translation and interpretation through editorial, terminology, referencing, documents management and administrative support	90 per cent utilization of resources to minimize costs and maximize output	No impact	80% utilization of resources to minimize costs and maximize output	Ongoing Key Activity	Yearly review in Apr/May; Through the LSMS project which is underway, expanded functionalities will be developed for the administration and management of LP functions and services, allowing better integration with other systems	Administrative
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Supporting Strategies – INFORMATION MANAGEMENT AND GENERAL ADMINISTRATIVE SERVICES

Key Priority – Improved Efficiency and Effectiveness

Information Management and General Administrative Services (IAS) endeavors to plan, develop and implement an information management strategy and to manage central information and communications technology services efficiently and effectively to support the various business needs expressed through ICAO's Strategic Objectives and programme activities. IAS provides administrative and logistics support services for all categories of meetings, coordinates the safety and security management for the organization and the UN Security Management System in Canada, provides building management and general services for the Organization, and develops and manages the Organizational Resilience Management System.

Information and Communication Technology (ICT) has evolved from a silo culture of information technology (IT) development towards a new business functional model focused on driving collaboration and direct-Bureau support for innovation and efficiency gains. The majority of the current outlay and enhancement of ICT resources (Staff and consultants) provide direct programme support towards the organizational Strategic Objectives in the substantive Bureaus (ANB, ATB and TCB). ICT works in collaboration with ANB, ATB and TCB in the development of applications that are essential tools for these Bureaus to effectively and efficiently deliver their products or are an integral part of implementation tools provided to Member States to facilitate the implementation key ICAO products such as SARPs and guidance. In addition to direct Bureau support, the other focus areas of the increased ICT resources and development initiatives are for the significantly augmented Information Security Programme as well as for the development of efficiency- enhancing tools across the organization.

IAS also endeavors to generate revenue through the delivery of products and services such as events, licensing of ICAO intellectual properties, the sale of ICAO publications, as well as the provision of training, while strengthening recognition of the ICAO brand. Printing and distribution services are provided in support of programme activities and Member States. In addition, IAS services endeavor to ensure the preservation and availability of organization-wide records and documents management systems, as well as the distribution and tracking of State letters and Electronic Bulletins.

- **Expected Result 19: Improving Supporting Strategies: Efficient and effective management and availability of information and communications technology, conference, security and general services, to enhance the productivity of staff in support of ICAO's Strategic Objectives and to facilitate the interaction and work of Member States and the civil aviation community. Target contribution of the ARGF to the Regular Programme Budget met, new and improved products and services created and efficient printing services provided**
 - **KPI 1: Implementation rate, aggregated by area, of the ICT Strategic Plan foreseen for the triennium**
 - **KPI 2: Minimal number of disruptions in conference, building and security management**
 - **KPI 3: Variance of the financial contribution of the ARGF to the contribution target**
 - **KPI 4: Level of user satisfaction and level of efficiency of filing and records processes**
 - **KPI 5: Implementation of sustainable practices for venue and event management**

PROGRAMME: INFORMATION AND COMMUNICATION TECHNOLOGY									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
19	1.1.1	Develop and maintain IT Master Plan and support the ICT Management Committee in the coordination and prioritization of IT activities	Up to date ICT Master Plan, listing ICT services and current projects as well as the resources dedicated to their implementation and maintenance; Major project list and initiatives presented to IMC for prioritization at least twice a year; Sustainability of deployed tools (in terms of maintenance and running overhead) factored into their planning, prioritization and ICT funding model	Two IMC meetings per year and ICT Master Plan presented to IMC	No impact	No impact	Ongoing Key Activity		Programme Support
19	1.1.2	Support ICAO Business Units activities through the planning, analysis, acquisition and deployment of ICT infrastructure, including electronic mail, network, telephony, data storage as well as server and operating system landscape	Deployed and well maintained core infrastructure; Implemented Industry standards used to unify information management and technology architecture; Set of policies and standards to ensure ICT investments generate business value. Examples of main areas of focus include Enterprise Architecture and Project and Portfolio Management;	Implementation rate (85%) from approved infrastructure deployment roadmap; User Satisfaction Levels above 90 per cent	No impact	No impact	Expanded Key Activity		Programme Support

			Creation of a Software Testing and Quality Assurance Centre of Excellence						
19	1.1.3	Provide User Support services and deliver modern office automation and collaboration tools including modern web presence and portals for internal and external ICAO stakeholders	A responsive and responsible ICT service environment and enhanced ICT Service Management System; Service Approach driven deployment and management of: Intranet Services; Extranet Services; Portal Services and Central User Management	Service Level Agreement (SLA) adoption rate (50%) for introduced Percentage of service requests (90%) resolved within an agreed-upon/acceptable period of time	No impact	No impact	Ongoing Key Activity		Programme Support
19	1.1.4	Deliver and manage Enterprise applications for Financial and Human resources management, providing support and tools to facilitate the streamlining and automation of work processes, enhancing their transparency across the organization	A properly configured ERP and associated systems operating within accepted parameters	Percentage of ERP system availability (90%)	No impact	No impact	Ongoing Key Activity		Programme Support
19	1.1.5	Develop, maintain and support tools that are used as an integral part of ICAO programmes such as the audit programmes; end-to-end tools for the production of SARPS; ICAO-operated Registries; base applications used for statistical reporting on the	Core business applications and solutions are developed and deployed in accordance with approved project prioritisation; Continuous improvement and upgrade of applications and solutions with business process re-engineering	Percentage of ICT application development projects within cost and time tolerance (85%)	No impact	No impact	Expanded Key Activity		Programme Support

		Economic Development of Air Transport in ATB; and the carbon calculator in support of the Environment Programme. Continuous improvement, modernization and reengineering of obsolete ATB and ANB applications. Support the launch of evolving IT technologies and modern collaboration platforms used to facilitate the operations of ICAO Technical Panels. Provide expertise and support to units across ICAO in the acquisition, development and deployment of their core-business applications, including systems for business planning, performance measurement and management, knowledge management and ancillary revenue generation.						
19	1.1.6	Manage the Organization's official records and digital capture	Manage the Organization's official records, including the Electronic Documents and Records Management System (EDRMS) and Digital Capture	90 per cent user satisfaction	No impact	No impact	Ongoing Key Activity	Administrative
19	1.1.7	Implement a maturity-based Information Security Programme	Information security strategy and roadmap (including Cyber security);	Activities from audit report recommendations covered on time; one security	No impact	No impact	New Key Activity	Programme Support

			formalized risk management processes; training on security awareness	penetration testing (risk assessment) per year; One security awareness course developed per year					
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PROGRAMME: CONFERENCE, SECURITY AND GENERAL ADMINISTRATIVE SERVICES

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
19	1.2.1	Conduct Conferences and events management; Conduct Meeting Resource Management; Provide EBookings for Secretariat Office Tower and ICAO Conference Center; Provide Conference Registration Services for ICAO Meetings; implement sustainable venue and event management.	Effective planning in all areas of event management; Meeting budget allotment distribution and monitoring; Remote, self-service room bookings; Registration of internal and external meeting participants; Quality, Environment, Occupational Health and Safety (QEHS) Management System leading to the certification to ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards for venue and event management services. Sustainable practices for the organization of the session of the ICAO Assembly.	implementation of new technologies for logistics and administrative coordination of events (4 projects); 90% of meetings completed within Meeting Budget parameters; Minimal disruptions to registration tool and waiting periods at registration < 10 minutes ; registration and renewal of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications.	No impact	No impact	Expanded Key Activity	New video and broadcasting technical operation systems and equipment for teleconference meetings, following the reduction of travel costs; New sustainable events and environmental management; Contribution to the ICAO commitment to 2020 Carbon neutrality (ENV.2.8 refers)	Administrative
19	1.2.2	Effectively manage technical systems in Council and ANC Chamber	All technical support systems for meeting rooms fully functional; Maintenance Plans to strengthen the system (as part of the Quality Management System)	Less than 3 disruptions to Council or ANC meetings due to technical failure	No impact	No impact	Ongoing Key Activity		Administrative
19	1.2.3	Provide General Services for ICAO Secretariat;	HelpDesk service calls response fully functional;	General calls to the CSG service desk answered and completed	No impact	No impact	Ongoing Key Activity		Administrative

		Conduct Inventory Management of organisational assets; Deliver sundry goods and material	Management of Non-Expendable Property, Inventory System; Serviceable loading dock and functional operation	within 48hrs; 1- completed inventory per triennium of organisational assets with up to date database					
19	1.2.4	Manage Building Management Projects and Coordinate for building maintenance	Plans, specs, construction and budgetary estimates; Coordination PWGSC, suppliers and clients	80 per cent of building projects completed on time and within budget	No impact	No impact	Ongoing Key Activity		Administrative
19	1.2.5	Ensure Safety and Security for the ICAO Secretariat and the governing bodies and support for UN system in Canada in safety and security matters	Secured HQ and RO premises; Safe conduct of UN business in Canada	Security guards operational 24/7, contingency plans completed to 90 per cent; SMT meetings, Policies and Contingency Plans 90 per cent completed and approved by UNDSS	No impact	No impact	Ongoing Key Activity		Administrative
19	1.2.6	Conduct Organisational Resilience Management; Provide training and testing	Technical and operational support for Organisational Resilience Management; Provision of training and testing in ORM	90 per cent compliance rating with UN Secretariat requirements	No impact	No impact	Ongoing Key Activity		Programme Support

PROGRAMME: PROGRAMME: REVENUE AND PRODUCT MANAGEMENT

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
19	RPM.3.1	Provide ICAO with Printing and Distribution Services	Provide timely and cost effective print and distribution services	Meet 100 per cent of the budget target for print and distribution	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Administrative
19	RPM.3.2	Sell and distribute publications, periodicals and magazines, both print and electronic form	Publish and sell ICAO publications	Meet 100 per cent of budget target for publications	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Normative

19	RPM.3.3	Organize profitable Category-4 events and support cost recovery events both of which facilitate the implementation of Strategic Objectives	Category-4 events; Cost recovery events	Minimum of 12 category-4 events per year; Minimum of 2 cost recovery events per year; Meet 100 per cent of budget target for events	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Programme Support
19	RPM.3.4	Develop and execute advertising and promotional campaigns that support the delivery of ICAO products/services	Execution of campaigns that support the sale and awareness of ICAO products/services	Minimum of 2 campaigns per month; 100 new leads generated per month	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Programme Support
19	RPM.3.5	Develop new ICAO products which showcase and market the intellectual property generated in the organization and support the ICAO brand	Business cases for new ICAO revenue generation products	4 new products/services proposed per year; Meeting 100 per cent of budget target for new products	This programme is funded by the ARGF fund	This programme is funded by the ARGF fund	Ongoing Key Activity		Programme Support

Supporting Strategies – EVALUATION AND INTERNAL AUDIT

Key Priority – Improved Efficiency and Effectiveness

Evaluation and Internal Audit Office (EAO) contributes to: a) providing assurance to the Secretary General and Member States that adequate internal controls are in place and are functioning effectively, and that resources are expended with due regard for economy, efficiency and effectiveness; b) holding the Organization accountable for the achievement of results, both programmatic and operational, to which it has agreed with its Member States and partners; and c) enhancing organizational performance in support of the achievement of the aforementioned results.

- **Expected Result 20: Improving Supporting Strategies: Enhancement of assurance through the systematic evaluation and audit of ICAO's programmes, projects and activities; investigations into allegations of misconduct of a financial nature; and coordination with external oversight entities.**
 - **KPI:** Timely conduct of evaluations and audits achieving the targets as established in the Evaluation and Internal Audit Programme (for 2020 - 2022)

PROGRAMME: EVALUATION AND INTERNAL AUDIT

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
20	1.1.1	Conduct independent evaluations of programmes, policies and projects	Evaluation reports	2 evaluation reports issued per year	No impact	No impact	Ongoing Key Activity		Programme Support
20	1.1.2	Conduct independent internal audits	Internal audit reports	7 internal audit reports issued per year (including 1 IT audit and 1 continuous audit)	No impact	No impact	Ongoing Key Activity		Programme Support
20	1.1.3	Act as focal point for the Joint Inspection Unit (JIU)	Secretariat action plans in response to JIU reports	Number of Secretariat action plans completed for JIU reports (target = same as number of reports submitted to the Council)	No impact	No impact	Ongoing Key Activity		Programme Support
20	1.1.4	Track and monitor the	Ongoing follow-up actions to	Ongoing follow-up actions;	No impact	No impact	Ongoing		Programme

		status of all oversight recommendations	track and verify the status of implementation of oversight recommendations and follow-up meetings with senior managers	Meetings of C/EAO with relevant senior managers (target: 2 per year)			Key Activity		Support
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Supporting Strategies – BUDGET AND FINANCIAL MANAGEMENT

Key Priority – Improved Efficiency and Effectiveness

The Finance Branch provides financial and accounting services for all the operations of the Organization through the management, control and reporting of the Organization's assets, liabilities, income and expenses of all funds in accordance with the Financial Regulations, policies, and procedures as well as Assembly and Council directives; ensuring accountability; supporting the allocation of programme and operating resources to optimize the use of expected and/or available funds based on the Organization's priorities (planning and budget); providing guidance on policy matters that have financial considerations; custodial protection of organization' assets and managing and reporting on financial transactions including the Annual Financial Statements and contributors' reports while maintaining steady state operations.

- **Expected Result 21: Improving Supporting Strategies: Efficient and effective oversight of the Organization's operation per the direction of the Council and the Assembly; and management of the Organization's operations by the Secretary General and Programme Managers**
 - **CKPI 1: Accounts Receivables turnover in Days**
 - **CKPI 2: Carryover is managed to less than 10 per cent of the approved budget**

PROGRAMME: BUDGET AND FINANCIAL MANAGEMENT

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
21	1.1.1	Manage expenditures within approved budget and available funds	Monthly and Budget reports	0 per cent overspending	No impact	No impact	Ongoing Key Activity		Administrative
21	1.1.2	Produce Financial Statements, donor and other financial reports	Financial Statements and other financial reports	98 per cent of reports produced on time	No impact	No impact	Ongoing Key Activity		Administrative
21	1.1.3	Provide support for governing bodies of ICAO (Assembly, Council, Finance Committee (FIC), working groups, etc.)	Documentation required for governing bodies; Secretary role for governing bodies	100 per cent on time delivery	No impact	No impact	Ongoing Key Activity		Administrative

21	1.1.4	Process payments for staff members, field experts, and consultants	Monthly payroll run and consultant payment process through accounts payable	100 per cent on time payroll and consultant	No impact	100 per cent on time on payroll and 95% on consultant payments	Ongoing Key Activity		Administrative
21	1.1.5	Invest funds of the Organization securely within acceptable liquidity to maintain required cash flow and maximize investment potential	Cash position reports	0 per cent cash-out situation	No impact	No impact	Ongoing Key Activity		Administrative
21	1.1.6	Process vendor payments, taking into consideration new banking restrictions (e.g. sanctioned countries)	5-10 business day turnaround time for processing invoices	95 per cent on time processing; 0 per cent payments sent to sanctioned countries without advance bank clearance.	5 business day turnaround time for processing invoices	No impact	Expanded Key Activity	Due to increase in the number of sanctioned countries	Administrative
21	1.1.7	Manage assessments and other receivables	State Letters on the status of outstanding assessments, Statements of Account, C-WPs and A-WPs	100 per cent on time issuance of documents	No impact	No impact	Ongoing Key Activity		Administrative
21	1.1.8	Prepare Triennium Budget of the Organization	C-WPs, Oral Reports, A-WP and other required documents	100 per cent on time delivery	No impact	No impact	Ongoing Key Activity		Administrative
21	1.1.9	Support audit activities and other requirements	Response to External Auditor, EAAC, EAO, JIU and other third parties' audit requirements and recommendations; Financial data as requested by UN/CEB/UN Finance and Budget Network, etc.	95 per cent of inputs provided on time	No impact	No impact	Ongoing Key Activity		Administrative
21	1.1.10	Provide financial services (monitoring and reporting requirements) to other bureaus/offices, as well as the coordination of grant applications	Budget control and reporting for increasing extra-budgetary voluntary contributions, including grants; Financial reports; Cost estimates	0 per cent over spending; 95 per cent on time delivery	No impact	No impact	Expanded Key Activity	Due to the increased number of secondees, grants and programme activities (eg. GAT)	Administrative

Supporting Strategies – COMMUNICATIONS

Key Priority – Improved Efficiency and Effectiveness

The Communications Unit is responsible for highlighting and raising public awareness on ICAO's priorities and achievements, ensuring that the Organization's mission and role are understood and appreciated all over the world.

- **Expected Result 22: Improving Supporting Strategies: Enhancement of mainstream and aviation community awareness of ICAO and the Organization's Strategic Objectives**
 - **KPI:** Upward trending positive results for ICAO's social media platforms

PROGRAMME: COMMUNICATIONS

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
22	1.1.1	Promote ICAO's programmes, priorities, and achievements in a timely and effective manner	Same day news releases on latest development; More real-time, dynamic and engaged, social media presence; Establishment of permanent public displays in Montreal area promoting ICAO's presence and role; Ensuring that all information on ICAO's public website is well-presented and up-to-date; Ensuring that the ICAO Journal remains relevant, well-presented and published on schedule;	80 per cent of PRES/SG releases issued same day; Number of followers on Facebook and Twitter Increase by 20 per cent; 100 per cent of social media queries responded to within 60 mins during regular business hours; Minimum 52 news products per year	No impact	No impact	Ongoing Key Activity		Programme Support

			Improved regularity and quality of ICAO media relations						
22	1.1.2	Improve the ICAO brand and implement its consistent application	Same day branding approvals for all ICAO events and initiatives submitted for COM sign-off; Provide brand materials and guidelines through the COM intranet portal	100 per cent of ICAO material consistent with ICAO branding	No impact	No impact	Ongoing Key Activity		Programme Support
22	1.1.3	Monitor and report on ICAO's international reputation and media presence in the COM intranet area	Conduct daily traditional and social media monitoring with summary reports provided to senior staff every 24 hours; Maximize positive news items and minimize news story impacts where reported developments may pose reputational risks	100 per cent of ICAO-relevant media stories captured through monitoring activities; Seek to ensure negative stories do not develop further beyond a 24hr news cycle	No impact	No impact	Ongoing Key Activity		Programme Support

Supporting Strategies – ETHICS	
Key Priority – Improved Efficiency and Effectiveness	
<p>The ICAO Framework on Ethics was adopted by the Council at its 193rd Session with an effective date of 1 January 2012. The goal of the framework is "to provide standards leading to a fully operational ethics function within ICAO that is designed to ensure an understanding by all staff members of minimum acceptable standards of behaviour." Reporting to the Secretary-General and to Council through an annual report, the Ethics Officer provides advice and guidance on ethics issues to all staff and mandatory and voluntary training on ethics issues. The Ethics Officer is also responsible for the receipt, review and administration of all reports of misconduct; the administration of subsequent authorized investigations; the administration of the ICAO Protection From Retaliation Policy; and the administration of the ICAO Financial Disclosure Policy.</p>	
<ul style="list-style-type: none"> • Expected Result 23: Improving Supporting Strategies: Enhancement of ICAO's reputation as a standard setter and trusted ethical partner <ul style="list-style-type: none"> ○ KPI: Strength (level) of ICAO's ethical culture 	

PROGRAMME: ETHICS									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
23	1.1.1	Provide guidance and advice to all staff on ethics related matters	ICAO training literature and communication materials; Updated relevant ICAO policies; Basic and specialist ethics training courses	95 per cent of requests responded to within 7 days; 95 per cent of new Montreal based staff to have received basic ethics induction guidance	No impact	No impact	Ongoing Key Activity		Programme Support
23	1.1.2	Administer all reports of misconduct as per the ICAO Framework on Ethics, up to and including investigation	Administration of all reported claims of misconduct	90 per cent of reports administered within target dates set by ICAO PI/1.6	No impact	No impact	Ongoing Key Activity		Programme Support
23	1.1.3	Administer ICAO Policies related to ethics including those on Financial Disclosure, and Protection from Retaliation	Reports on compliance; Deliver annual report to Council	100 per cent compliance rate of staff with policy requirements	No impact	No impact	Ongoing Key Activity		Programme Support

Supporting Strategies – EXECUTIVE LEADERSHIP & MANAGEMENT

Key Priority – Improved Efficiency and Effectiveness

Executive leadership and management pertains to the establishment of clearly defined goals and directions for the organization; a coordinated and coherent approach to work by all units of the organization; good governance and the creation of an environment in which all staff are encouraged and motivated to work in toward the goals of ICAO. It includes:

- The effective management of resources, both financial, human, physical and intellectual
- The establishment of, and adherence to, good governance and best practices
- The establishment of, and adherence to, risk management for the purpose of organizational planning and operations
- The establishment of, and adherence to corporate performance management with the intent of improving efficiency and effectiveness
- **Expected Result 24: Improving Performance: Optimal performance of ICAO in achieving its Vision, Mission, Strategic Objectives and Goals.**
 - **KPI:** Percentage of all Operating Plan CKPIs/Targets successfully attained

PROGRAMME: EXECUTIVE LEADERSHIP & MANAGEMENT									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
24	1.1.1	Lead ICAO, under the direction of Council, in the achievement of its Vision, Mission, Strategic Objectives and Goals	Programme Results; Business Plan	On time delivery of results and within budget; Business Plan for each triennium	No impact	No impact	Ongoing Key Activity		Programme Support
24	1.1.2	Effectively manage the budget resources within Appropriation and according to Council and Assembly guidelines	Periodic budget status reports to Council	Budget is not overspent while carry over is minimized	No impact	No impact	Ongoing Key Activity		Programme Support
24	1.1.3	Assure that the Organization and its Mission, Strategic Objectives, programmes, products and services consistently present a strong, positive image to Member	Better name recognition of ICAO	Press Releases, websites, and a vibrant communication strategy	No impact	No impact	Ongoing Key Activity		Programme Support

		States, stakeholders, and the public						
24	1.1.4	Ensure that ICAO has appropriate systems, processes and controls to enable it to conduct its activities in an economical, efficient, lawful and ethical manner	Audit and Evaluation reports	Unqualified audit opinion; Audit recommendations acted upon in a timely manner	No impact	No impact	Ongoing Key Activity	Programme Support
24	1.1.5	Provide leadership to strengthen human resource management to better align with strategic organizational requirements	Productive and adequately qualified staff	Efficient recruitment procedures; Skills development and training programme; succession planning and completion of PACE requirements	No impact	No impact	Expanded Key Activity	Programme Support
24	1.1.6	Mainstream the priorities of the aviation sector in global, regional and national agendas in support of the ICAO NCLB initiative and ultimately to contribute to the attainment of the UN SDGs and the Agenda 2030	Annual ICAO World Aviation Forum (IWAF)	Successful and enhanced conduct of IWAF annually	No impact	No impact	Ongoing Key Activity	Emerging Aviation Issues (inclusion of aviation in national development plans, disruptive technology in aviation, and aviation infrastructure/system financing)

Supporting Strategies – STRATEGIC PLANNING, COORDINATION AND PARTNERSHIPS (SPCP)

Key Priority – Improved Efficiency and Effectiveness

The SPCP under the Office of the Secretary General (OSG) is responsible for:

- The coordination of high-level and cross-cutting strategies and priorities among the different Bureaus and Offices of the Organization as well as coordination activities between Headquarters and the Regional Offices;
- The development and maintenance of the ICAO Business Plan and Operating Plan, the Corporate Performance Management Framework, the Corporate Key Performance Indicators and the Risk Registry, which form the basis for resource allocation and assist the Secretary General to monitor its accountability and performance with respect to the implementation of Assembly Resolutions and Council Decisions;
- The development and leveraging of strategic partnerships as well as the mobilization of all available resources needed to support the necessary improvements of Member States air transport systems, consistent with the NCLB initiative; and
- The provision of Crisis Response and Disaster Risk Reduction.

• **Expected Result 25: Improving supporting strategies: Effective strategic planning, partnerships and improved coordination and performance of ICAO in achieving its Vision, Mission, Strategic Objectives and Goals**

- **KPI: Percentage of all Operating Plan KPIs/Targets for SPCP successfully attained/Risks fully mitigated**
- **KPI: Number of timely and effective crisis responses provided**
- **KPI: Number of new and expanding strategic partnerships achieved**
- **KPI: Amount of voluntary contributions received by ICAO funds**

PROGRAMME: STRATEGIC PLANNING, COORDINATION AND PARTNERSHIPS

ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
25	1.1.1	Develop and maintain the ICAO Business plan and operating plan for Regional Offices and Headquarters and monitor its implementation and provide timely reports on Organizational outcomes	ICAO business plan every triennium; Annual Operating Plans for HQ and the Regional Offices; Corporate Management Reporting Tool (CMRT) to track progress and implementation of ICAO	On time delivery of ICAO business plan every triennium; 100 per cent of annual operating plans developed; CMRT updated monthly	No impact	No impact	Ongoing Key Activity	On track to delivering the next Business Plan for 2020 to 2022; All deliverables are ongoing	Programme Support

			operating plans for use by the Secretariat and Council					
25	1.1.2	Coordinate and monitor the regional affairs activities and cross-cutting work of the Organization and the Regional Offices	Coordination and support to the ROs and HQ with respect to all ICAO cross-cutting activities; Preparation of the annual Programme of ICAO Meetings; Continuous updates to the Regional Office Manual (ROM)	100 per cent of C-WPs, reports, briefings, activities fully coordinated between HQ and ROs; HQ and ROs annual meeting plans are in line with ICAO priorities and approved by Council; 100 per cent on time update of the ICAO Event Calendar; ROM updated at least once per year	No impact	No impact	Ongoing Key Activity	Programme Support
25	1.1.3	Prepare Council WPs impacting cross cutting strategies and priorities, and provide support and Secretariat services to the Implementation, Strategy and Planning Group (ISPG)	Meeting preparation material and ISPG Reports to Council in a timely manner; Preparation of Secretary General's Reports to Council in accordance with the Charter Letter (Response to Charter Letter, Sessional, Mid-term and End of Term reports); Documentation required for governing bodies; Secretary role for governing bodies	100 per cent of documentation issued within mandated timelines; 100 per cent of reports issued within mandated timelines	No impact	No impact	Expanded Key Activity	Programme Support
25	1.1.4	Collaborate with the UN and UN-Inter Agency initiatives in support of the Chief Executive Board and High Level Committee on Programmes and Management, including the	Performing the duties required of the UN Sherpa for CEB, HLCM, HLCM and UNSDGs; Timely and efficient issuance of briefs and background documentation	2 times per year for each event (CEB, HLCP, HLCM and UN-SDGs)	No impact	No impact	Expanded Key Activity	Programme Support

		UN-SDGs (Former UNDGs)							
25	1.1.5	Prepare and issue reports on the follow-up action undertaken by the Secretariat in response to decisions taken by the Council	Preparation of Council Decisions For Action (CDFA) report and making available on the CMRT	Every Council Session	No impact	No impact	Ongoing Key activity		Programme Support
25	1.1.6	Develop policies, procedures and guidelines to coordinate ICAO response to worldwide emergencies that threaten the safety, regularity or continuity of aviation operations	Maintenance and adherence to the ICAO Crisis Response Policy and Disaster Risk Reduction Strategy; Procedures established to support the Organization's response to crises, including Regional Office coordination mechanisms with appropriate training to staff; Collaborative work programme with the United Nations Office for the Coordination of Humanitarian Affairs to improve aerodrome resilience and preparedness to respond to disasters	100 per cent of response to crisis and disaster risk reduction provided as required; Guidance material on airport disaster response preparedness published and updated as required; Two meetings per year to collaborate with UNOCHA	No impact	No impact	Expanded Key Activity		Programme Support
25	1.1.7	Develop the ICAO Corporate Risk Registry and monitor its implementation across Headquarters and Regional Offices	Establishment and maintenance of a mechanism to facilitate ongoing updates to the Corporate Risk Registry and to mitigate new or emerging risks (internal and external) at HQ and Regional Office level	Risk register integrates risks identified at the HQ and Regional Offices Level reported every Council Session; 100 per cent of identified risks fully mitigated	No impact	No impact	Ongoing Key Activity		Programme Support

25	1.1.8	Develop ICAO's resource mobilization capacity and contribute towards the implementation of the Resource Mobilization Strategy	Adherence to the ICAO Resource Mobilization Policy, and update and maintenance of the resource mobilization strategic plan in collaboration with HQ and Regional Offices to ensure its effective implementation; Establishment and maintenance of a platform in coordination with HQ and Regional Offices to assist States in identifying, engaging and securing resources to promote economic growth via the air transport system development; Capacity-building for States to include aviation within their national planning framework in order to prioritize aviation in national budgets and assistance strategies	Upward trend of ICAO voluntary contributions are mobilized as guided by the Resource mobilization policy; Annual review of the resource mobilization strategic plan; Resource Mobilization platform updated as necessary; Increased number of State experts trained to develop civil aviation master plans	No impact	Upward trend of ICAO voluntary contributions are mobilized as guided by the Resource mobilization policy; Annual review of the resource mobilization strategic plan; Resource Mobilization platform updated as necessary; Increased number of State experts trained to develop civil aviation master plans (to be conducted with support from extra-budgetary resources)	Expanded Key Activity	The Key Activities "Contribute towards the implementation of the Resource Mobilization Strategy" under the 5 Strategic Objectives in the Business Plan 2017 – 2019 have been consolidated in this Key Activity under SPCP	Programme Support
25	1.1.9	Leverage strategic partnerships for sustainable air transport development	Through strategically targeted advocacy, ICAO to strengthen its position as a partner of choice in the development and implementation of strategies aimed at prioritizing aviation in global, regional and local development frameworks,	Advocacy Strategy implemented monitored and updated regularly; Increased number of enhanced/new partnerships; Partnership Framework and tools monitored and updated regularly; Number of ICAO staff	No impact	Advocacy Strategy implemented monitored and updated regularly; Increased number of enhanced/new partnerships; Partnership Framework and tools monitored and updated regularly; Number of ICAO staff	Ongoing Key Activity		Programme Support

		mechanisms and initiatives; Strengthened existing effective partnerships and fostering innovative cooperation to promote aviation's contribution in support of sustainable development and highlighting the benefits of mobilizing resources for and investing in the sector; Mainstreaming partnerships within ICAO by building capacity in developing, mobilizing and managing them in support of the Organization's mission	trained		trained (to be conducted with support from extra-budgetary resources)			
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Supporting Strategies – INVESTIGATION	
Key Priority – Improved Efficiency and Effectiveness	
<p>In accordance with the Revised Framework on Ethics, the inclusion of a professional investigator on the Investigation Committee will strengthen ICAO's overarching accountability framework, by ensuring that the authority to initiate an investigation is independent from the executive head. Engaging external professionals to conduct investigations will provide enhanced independence, impartiality and adherence to UN standards of excellence in the administration of justice.</p>	
<ul style="list-style-type: none"> • Expected Result 26: TBD <ul style="list-style-type: none"> Participate as a member of the ICAO Investigations Committee Conduct investigations into all categories of misconduct (including retaliation) referred by the Investigations Committee <ul style="list-style-type: none"> ○ KPI: : Improving Supporting Strategies: Enhancement of ICAO's reputation as a standard setter and trusted ethical partner 	

PROGRAMME: INVESTIGATION									
ER#	#	KEY ACTIVITY	DELIVERABLE (Business Plan 2020-2022)	TARGET (Business Plan 2020-2022)	DELIVERABLE (Regular Programme Budget 2020-2022)	TARGET (Regular Programme Budget 2020-2022)	KEY ACTIVITY STATUS	COMMENTS	Categorization
TBD	1.1.1	Participate as a member of the ICAO Investigations Committee (comprising Investigation Officer, Ethics Officer and a Representative from the Legal Bureau). In this capacity, review matters referred by the Ethics Officer for Investigation and provide an assessment and analysis of the extent to which the matter referred meets the threshold for <i>prima facie</i> evidence of misconduct as established by the United Nations Appeals Tribunal	Review of Preliminary Assessment Reports of allegations of misconduct submitted by the ICAO Ethics Office and participate in the decision to authorize an investigation	Timely participation in meetings and review of Preliminary Assessment reports	No impact	No impact	New Key Activity		Programme Support

TBD	1.1.2	Conduct investigations into all categories of misconduct (including retaliation) referred by the Investigations Committee in accordance with UN common system investigations standards (reference the UN Secretariat Office of Internal Oversight Services (OIOS) Investigations Manual). The investigation report will be provided to the Ethics Officer for review and recommendation to the Secretary General	Timely provision of investigation reports which meet the standards of excellence expected within the UN common system and adhere to practices outlined in the OIOS Investigations Manual	Timely provision of investigation reports which meet the standards of excellence expected within the UN common system and adhere to practices outlined in the OIOS Investigations Manual	No impact	No impact	New Key Activity		Programme Support
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ANNEX III

GLOSSARY OF TERMS

Business Plan:	A plan that describes the operational outcomes and outputs for the near future (over a triennium) and details how they will be achieved.
Corporate Key Performance Indicator (CKPIs)	Shall constitute the highest level of desired outcomes outlined in the ICAO Business Plan selected by the ICAO Council. The CKPIs are intended to measure both ICAO's effectiveness in terms of the five Strategic Objectives, i.e. Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport and Environmental Protection, as well as the Organization's internal performance and efficiency with respect to core Supporting Strategies such as Human Resources, Finance, Technical Cooperation and Assistance, Language Services and Stakeholders Management. There are three CKPIs identified for each Strategic Objective. The first one reflects the status of global aviation for the respective Strategic Objective, and the remaining two CKPIs reflect the work of ICAO towards improving global aviation for the respective Strategic Objective. Although these indicators are not systematically and directly controlled by ICAO, they may provide a good indication on whether ICAO is "doing the right things" for aviation.
Deliverable:	Shall refer to the most immediate results of our work activities, the results over which we have the most control of, i.e. "what we produce". Outputs include products or services delivered by an office. Concrete deliverables that stem directly from the planned programme or supporting entity.
Expected Result:	The long-term impact, expressed as outcomes, that are produced by ICAO activities. Each of the five Strategic Objectives has two unique Expected Results attributable to it. An additional five Expected Results are attributable to all the Strategic Objectives while a further ten Expected Results are attributed specifically to improving the Supporting Strategies.
Key Activity:	Shall refer to action(s) taken resulting in a value-added output and/or specific deliverable(s) which basically provide the purpose(s) of what the resources are for, i.e. "what we do".
Key Priority:	Shall refer to the priority identified in the Business Plan to ensure that the work programmes of ICAO will bring the greatest benefits to Member States and the global civil aviation system, and will at the same time enable the Organization to play a more active role in addressing the emerging aviation issues and staying abreast of the changing needs of States.
Operating Plan:	Shall refer to the document which provides details on key activities together with deliverables and targets to be implemented to achieve Expected Results defined in the ICAO Business Plan.

Programme:	Shall refer to a set of related Key Activities with a particular aim within each Strategic Objective and Supporting Strategy. It is also called a work programme. The work programme funded by Regular Budget is specifically called regular work programme.
Regular Budget:	Shall refer to the document that sets forth the proposed work programme and activities that will be implemented by the Secretariat, with the participation of representatives and experts of Member States for the years 2020 to 2022, and the estimated costs of implementing the programmes and activities. It is also called Regular Programme Budget.
Resource Mobilization:	Shall refer to the mobilization of adequate, timely and predictable financial resources to support the achievement of ICAO mission and objectives at the global, regional and State level as well as to assist States in securing funds to enhance their civil aviation systems.
Results Based Budget:	Shall refer to a budget process in which (a) budget formulation revolves around a set of predefined objectives and Expected Results; (b) Expected Results justify the resource requirements which are derived from and linked to outputs required to achieve such results; and (c) in which actual performance in achieving results is measured by objective performance indicators.
Results Based Management:	Shall mean a programme/project life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. The approach focuses on achieving outcomes, implementing performance measurement, learning, and adapting, as well as reporting on performance.
Risk:	Shall refer to a threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through pre-emptive action.
Strategic Objectives:	Shall refer to a set of organizational objectives which in turn, determine long-term actions in order to achieve the vision and mission of the Organization. In its ongoing mission to support and enable a global air transport network that meets or surpasses the social and economic development and broader connectivity needs of global businesses and passengers, and acknowledging the clear need to anticipate and manage the projected doubling of global air transport capacity by 2030 without unnecessary adverse impacts on system safety, efficiency, convenience or environmental performance, ICAO has established five comprehensive Strategic Objectives.
Supporting Strategies:	Shall refer to all management and administrative activities to enhance and facilitate the implementation of Strategic Objectives and programme activities.
Target	The measure used to determine if a deliverable has been completed.

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