



WORKING PAPER

ASSEMBLY — 40TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 26: Other high-level policy issues to be considered by the Executive Committee

CONSISTENCY ACROSS ICAO STRATEGIC OBJECTIVES

(Presented by Qatar)

EXECUTIVE SUMMARY

ICAO's Business Plan establishes five comprehensive Strategic Objectives and priorities to guide the activities of the Organization and enable Member States to attain a safe, secure, efficient, economically viable and environmentally responsible air transport network. Only three of the five strategic objectives are supported by global plans and associated roadmaps. Global plans and associated roadmaps (i.e.: Global Aviation Safety Plan (GASP), Global Air Navigation Plan (GANP) and Global Aviation Security Plan (GASeP)) serve as an action plan to assist the aviation community in achieving the plan's goals through a structured, common frame of reference for all relevant stakeholders. It is therefore recommended that ICAO ensures consistency among the global plans, associated roadmaps and the ICAO Strategic Objectives, by developing the remaining Global plans, whilst emphasizing the importance of linking these plans to the ICAO business plan.

Action: The Assembly is invited to request the Council and the Secretariat to:

- a) develop global plans and associated roadmaps for *Environmental protection and Economic Development of Air Transport* to ensure consistency among all Strategic Objectives; and
- b) link the Global plans to the ICAO business plan.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	To be met from existing budgetary resources.
<i>References:</i>	ICAO Business Plan 2017-2019 Draft ICAO Business Plan 2020-2022 Doc 10004, <i>GASP-2020-2022</i> Doc 9750, <i>AN/963</i>

1. INTRODUCTION

1.1 The International Civil Aviation Organization (ICAO) is a specialized agency in relationship with the United Nations (UN), established by States in 1944 to manage the administration and governance of international civil aviation as mandated by the Convention on International Civil Aviation (Chicago Convention, 1944).

1.2 Guided by its vision to achieve the sustainable growth of the global civil aviation system, and 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 its Business Plan, which sets five comprehensive Strategic Objectives and priorities to guide the activities of the Organization to enable Members States to attain a safe, secure, efficient, economically viable and environmentally responsible air transport network.

2. DISCUSSION

2.1 The ICAO Business Plan 2017-2019, which was endorsed by the 39th Session of the Assembly, emphasizes 10 Key Priorities to advance the realization of the 15 Expected Results attributable to the Organization's five Strategic Objectives: Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection, which are designed to benefit global civil aviation and Member States.

2.2 The ICAO Business Plan for 2017-2019, which has been linked to the UN Sustainable Development Goals (13 out of the 17 Goals are linked to the five ICAO Strategic Objectives), was presented to the Council and published in September 2016 for consideration by the 39th Session of the Assembly. The Business Plan was subsequently updated to integrate, inter alia, new targets, current emerging issues, and Corporate Key Performance Indicators. The ICAO Business Plan for 2020-2022 follows a results-based management approach and uses the same structure as the current Business Plan, i.e., building on the Organization's Vision, Mission and five Strategic Objectives, as well as the corresponding 10 Key Priorities intended to advance the realization of the 15 Expected Results attributable to the Strategic Objectives, as well as the 10 Expected Results attributable to the Supporting Strategies.

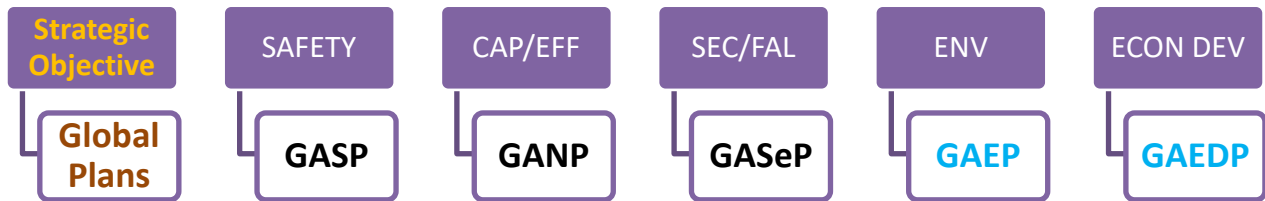
2.3 In addition, ICAO produces global plans and associated roadmaps to coordinate multilateral strategic progress for safety (GASP), air navigation (GANP) and security (GASep); monitors and reports on air transport sector performance metrics; and audits States' civil aviation oversight capabilities in the areas of safety and security. The roadmaps serve as an action plan to assist the aviation community in achieving the plan's goals through a structured, common frame of reference for all relevant stakeholders.

2.4 The global plans provide the foundation for States, industry and other stakeholders to work together with the shared and common goal of enhancing aviation worldwide. These plans and associated roadmaps have proved their usefulness for the aviation community and they play an essential role in the development of international air transport. However, only three of the five Strategic Objectives are supported by global plans and associated roadmaps, which might affect the two remaining Objectives,

impacting the development of a sound and economically-viable civil aviation system and slowing the expected progress in terms of Aviation Environmental Protection.

2.5 ICAO should therefore ensure consistency among the global plans, associated roadmaps and the ICAO Strategic Objectives, not forgetting to emphasize the importance of linking these global plans to the ICAO business plan.

Proposal diagram on the consistency across ICAO safety objectives



GASP: Global Aviation Safety Plan; **GANP:** Global Air Navigation Plan; **GASeP:** Global Aviation Security Plan; **GAEP:** Global Aviation Environment Plan; **GAEDP:** Global Aviation Economic Development Plan.

2.6 ICAO conducts universal audit programmes for States’ civil aviation oversight capabilities in the areas of safety and security. These programmes evaluate whether the State has effectively and consistently implemented ICAO's Standards and Recommended Practices (SARPs) and associated procedures and guidance material, resulting in the State’s Effective Implementation of Standards expressed as a percentage of implementation. The Universal Safety Oversight Audit Programme/Continuous Monitoring Approach (USOAP/CMA) covers ICAO Annexes 1 to 18, with the exception of Annexes 9 and 17 which are covered by the Universal Security Audit Programme (USAP).

2.7 Considering recommendations made by the group of experts for a USOAP/CMA structured review (GEUSR) (ref. AN-Conf/13-WP/21), one of which was to exclude audit questions that reference Annex 16 — *Environmental Protection* from the USOAP/CMA, it may be worthwhile to develop a specific assessment programme for the implementation of the SARPS contained in Annex 16, including newly published volumes. Effective implementation covering the global aviation environmental protection program would complete the set of Safety and Security areas. This program might be in the future linked to a Global Aviation Environmental Programme (GAEP).

3. CONCLUSION

3.1 The development of global aviation plans and associated roadmaps in a consistent approach would improve ICAO Performance, in achieving its Vision, Mission, Strategic Objectives and Goals.