ANNEX II
ICAO Triennial Operating Plan
Strategic Objective - Safety

SO SAFETY	
Bureau / (Regional) Office:	**ANB**
Output SAF 1:	**Enhanced standards and recommended practices (SARPs) and development process that continuously improve aviation safety**
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 1.1	Support management functions		A	RB 100%		Business Plan	New
SAF 1.2	Provide support for Assembly, Council, Air Navigation Commission, Council Committees, expert groups and high-level meetings	APAC/SAF 7.5 ESAF/SAF 7.5 EUR/NAT/SAF 7.5 MID/SAF 7.5 NACC/SAF 7.5 SAM/SAF 7.5 WACAF/SAF 7.5	A	RB 80%	Unfunded	Business Plan 20-22	Maintained
SAF 1.3	Develop, maintain and oversee the implementation of the Global Aviation Safety Plan (GASP)	APAC/SAF 7.4 ESAF/SAF 7.4 EUR/NAT/SAF 7.4 MID/SAF 7.4 NACC/SAF 7.4 SAM/SAF 7.4 WACAF/SAF 7.4	A	RB 100%		Business Plan 20-22	Maintained
SAF 1.4	Review and enhance ICAO's standard making process		C	Unfunded		Business Plan 20-22	Postponed
SAF 1.5	Increase harmonization of the regulatory approach to implement Safety related SARPs	APAC/SAF 7.1 EUR/NAT 7.1 ESAF/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF/SAF 7.1	A	RB 100%		Business Plan 20-22	Maintained
SAF 1.6	Improve safety performance at and in the vicinity of aerodromes	SAF 2.2, SAF 2.3, APAC/SAF 7.2 ESAF/SAF 7.2 EUR/NAT/SAF 17.3 MID/SAF 7.2 NACC/SAF 7.2 SAM/SAF 7.2 WACAF/SAF 7.2 WACAF/SAF 7.3	A	RB 100%		Business Plan 20-22	Maintained
SAF 1.7	Facilitate access by RPA and UAS to airspace	CAP3.1/CAP3.2/CAP3.3/CAP3.5/ APAC/SAF 7.3 ESAF/SAF 7.3 EUR/NAT/SAF 7.3 MID/SAF 7.3 NACC/SAF 7.3 SAM/SAF 7.3 WACAF/SAF 7.3	A	RB 60%	Unfunded	Business Plan 20-22	Maintained
SAF 1.8	Improve in-flight safety performance	SAF 2.2, SAF 2.3, APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF/SAF 7.1	A	RB 100%		Business Plan 20-22	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 1.9	Develop enhanced SARPs and Guidance Material for Safety related SARPs	APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 7.1; SAM/SAF 7.1; WACAF/SAF 7.1	A	RB 100%		Business Plan 20-22	Maintained
SAF 1.10	Develop SARPs and Guidance Material to enhance Cargo safety	APAC/SAF 7.1, 7.8 EUR/NAT/SAF 7.1; 7.8 ESAF/SA7.1; F 7.8 MID/SAF 7.1; 7.8 NACC/SAF 7.1; 7.8 SAM/SAF 7.1; 7.8 WACAF/SAF 7.1; 7.8	A	RB 100%		Business Plan 20-22	Maintained
SAF 1.11	Develop enhanced provisions for Human Performance	SAF 2.1, SAF 2.3, APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF/SAF 7.1	C	RB 100%		Business Plan 20-22	Maintained
SAF 1.12	Develop enhanced provisions for Aviation Medicine	APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF/SAF 7.1	A	RB 60%	Unfunded	Business Plan 20-22	Modified

Bureau / (Regional) Office:	**ANB**
Output SAF 2:	**Enhanced capacity of the aviation community to proactively manage aviation safety**
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 2.1	Develop enhanced SARPs and Guidance Material for Safety Management	SAF 1.11, SAF 5.3, SAF 4.8, SAF 6.3, APAC/SAF 7.7 ESAF/SAF 7.7 EUR/NAT/SAF 7.7, MID/SAF 7.7 NACC/SAF 7.7 SAM/SAF 7.7, WACAF/SAF 7.7	A	RB 50%	Secondees 50%	Business Plan 20-22 and HLCC	Maintained
SAF 2.2	Contribute and validate content to support the development of safety intelligence	SAF 1.3, SAF 5.3, SAF 6.1, APAC/SAF 7.7 ESAF/SAF 7.7 EUR/NAT/SAF 7.7 MID/SAF 7.7 NACC/SAF 7.7 SAM/SAF 7.7 WACAF/SAF 7.7, SAF 8.4	B	RB 70%	Secondees 30%	ANC, GASP and HLCC	New

SAF 2.3	Contribute and validate content to support harmonized SSP Implementation, including safety risk management and safety performance management	SAF 1.3, SAF 1.11, SAF 5.3, SAF 6.1, SAF 4.8, SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.4 APAC/SAF 7.7 ESAF/SAF 7.7 EUR/NAT/SAF 7.7 MID/SAF 7.7 NACC/SAF 7.7 SAM/SAF 7.7 WACAF/SAF 7.7	C	CR 100%		GASP and HLCC	Modified
SAF 2.4	Training validation	SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.4 APAC/SAF 7.7 ESAF/SAF 7.7 EUR/NAT/SAF 7.7 MID/SAF 7.7 NACC/SAF 7.7 SAM/SAF 7.7 WACAF/SAF 7.7	C	CR 100%		Council	Maintained
SAF 2.5	Implementation Support for operational tools (e.g., ECCAIRS, 3LTD, Wagmar, OPS Control)	SAF 8.1, SAF 8.2, SAF 8.3, SAF 9.1, SAF 9.2, SAF 9.4 APAC/SAF 7.7 ESAF/SAF 7.7 EUR/NAT/SAF 7.7 MID/SAF 7.7 NACC/SAF 7.7 SAM/SAF 7.7 WACAF/SAF 7.7	A	CR 100%		Council	Maintained
SAF 2.6	Communicate safety data, safety information and promote safety initiatives (e.g. Annual Safety Report)	SAF 1.3, SAF 4.8, APAC/SAF 7.7 ESAF/SAF 7.7 EUR/NAT/SAF 7.7 MID/SAF 7.7 NACC/SAF 7.7 SAM/SAF 7.7 WACAF/SAF 7.7	B	RB 90%	CR 10%	Business Plan 20-22	Maintained

Bureau / (Regional) Office:	**ANB**
Output SAF 3:	**Increased regional harmonization and cooperation in regulatory oversight**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SAF 3.1	Support to regional cooperation initiatives; regional programmes and projects	APAC/SAF 7.6 ESAF/SAF 7.6 EUR/NAT/SAF 7.6 MID/SAF 7.6 NACC/SAF 7.6 SAM/SAF 7.6 WACAF/SAF 7.6, SAF 8.4	A	RB 70%	CR 30%	Business Plan 20-22	Maintained
SAF 3.2	Provide assistance and support to regional mechanisms through the provision of guidance and/or assistance (Regional Cooperation)	APAC/SAF 7.6 ESAF/SAF 7.6 EUR/NAT/SAF 7.6 MID/SAF 7.6 NACC/SAF 7.6 SAM/SAF 7.6 WACAF/SAF 7.6, SAF 8.4	A	RB 40%	CR 60%	Business Plan 20-22	Maintained

SAF 3.3	Promote and manage GASOS assessment and recognitions	APAC/SAF 7.6 ESAF/SAF 7.6 EUR/NAT/SAF 7.6 MID/SAF 7.6 NACC/SAF 7.6 SAM/SAF 7.6 WACAF/SAF 7.6	C	CR 100%		Business Plan 20-22	Maintained

Bureau / (Regional) Office:		**ANB**					
Output SAF 4:		**Improved ICAO monitoring function and enhanced information currency related to safety oversight and safety management implementation at the State and regional levels**					
SDGs supported (Choose a maximum of 4)		Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SAF 4.1	Monitor Member States through USOAP- Continuous Monitoring Approach (CMA)	SAF 2.6, APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF 7.1	A	RB 40%	Unfunded	Business Plan 20-22	Modified
SAF 4.2	Manage and conduct USOAP auditing activities to determine States' level of effective implementation of SARPs and critical elements of Safety Oversight System	APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF 7.1	A	RB 35%	Secondees 40% Unfunded 25%	Business Plan 20-22	Modified
SAF 4.3	Manage and conduct USOAP CMA validation activities, including ICAO Coordinated Validation Missions (ICVM) and integrated validation activities (IVA) to confirm progress made by States	APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF 7.1	A	RB 35%	Secondees 40% Unfunded 25 %	Business Plan 20-22	Modified
SAF 4.4	Manage activities related to Significant Safety Concerns (SSCs)	APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF 7.1	A	RB 100%		Business Plan 20-22	Maintained
SAF 4.5	Build States capacity in performing oversight responsibilities, including the conduct of seminar and workshops	SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF 7.1	B	RB 35%	CR, VF	Business Plan 20-22	Maintained
SAF 4.6	Maintain USOAP ISO 9001 certification		A	RB 100%		A40-13	Maintained
SAF 4.7	Pursue the strategic evolution of USOAP-CMA methodology, processes and tools		B	RB 80%	Unfunded	A40-13	Modified

SAF 4.8	Manage and conduct State safety programme implementation assessments (SSPIA)	SAF 2.1, SAF 2.3, SAF 2.6, APAC/SAF 7.7 EUR/NAT/SAF 7.7 ESAF/SAF 7.7 MID/SAF 7.7 NACC/SAF 7.7 SAM/SAF 7.7 WACAF/SAF 7.7	B	RB 40%	Unfunded	A40-13	New
SAF 4.9	Manage Electronic Filing of Differences (EFOD)		B	ARGF 80%	Unfunded	Business Plan 20-22	Maintained
SAF 4.10	Develop and Manage electronic tools for USOAP and USAP programmes		B	ARGF 60%	Unfunded	Business Plan 20-22	New
SAF 4.11	Coordinate the Monitoring and Assistance Review Board (MARB)	APAC/SAF 7.1 ESAF/SAF 7.1 EUR/NAT/SAF 7.1 MID/SAF 7.1 NACC/SAF 7.1 SAM/SAF 7.1 WACAF 7.1	B	RB 100%		Business Plan 20-22	Maintained

Bureau / (Regional) Office:	**ANB**
Output SAF 5:	**Continued support for post-COVID pandemic air transport recovery which includes improved ICAO provisions based on lessons learnt**
SDGs supported (Choose a maximum of 4)	Goal 1. End poverty in all its forms everywhere Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 5.1	Promote Public Health in Aviation	SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.4 APAC/SAF 7.5 ESAF/SAF 7.5 EUR/NAT/SAF 7.5 MID/SAF 7.5 NACC/SAF 7.5 SAM/SAF 7.5 WACAF/SAF 7.5	A	RB 30%	Unfunded	Business Plan 20-22	Modified
SAF5.2	Lead/Support CAPSCA - Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation	SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.4 APAC/SAF 7.5 ESAF/SAF 7.5 EUR/NAT/SAF 7.5 MID/SAF 7.5 NACC/SAF 7.5 SAM/SAF 7.5 WACAF/SAF 7.5	A	VF 40%	CR 60%	Business Plan 20-22	Modified
SAF 5.3	Address CART & HLCC Recommendations	SAF 2.1, SAF 2.2, SAF 2.3, SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.4 APAC/SAF 7.5 ESAF/SAF 7.5 EUR/NAT/SAF 7.5 MID/SAF 7.5 NACC/SAF 7.5 SAM/SAF 7.5 WACAF/SAF 7.5	A	Unfunded		Council	New

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Bureau / (Regional) Office:	**ANB**
Output SAF 6:	**Increased access to aviation safety implementation support that addresses States' prioritised needs**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 6.1	Coordinate the development and deployment of implementation support activities with TCB/GAT and the regional offices, including projects, courses, workshops, webinars, tools and iPacks	SAF 2.2, SAF 2.3, SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.3, SAF 9.4, SAF 9.5, SAF 9.6, SAF 9.7, SAF 9.10, SAF 9.14, SAF 9.17, SAF 9.18, SAF 9.21, SAF 9.22, SAF 9.23 APAC/SAF 7.8, ESAF/SAF 7.8 EUR/NAT/SAF 7.8 MID/SAF 7.8 NACC/SAF 7.8 SAM/SAF 7.8 WACAF/SAF 7.8	B	RB 10%	CR 90%	Business Plan 20-22	Maintained
SAF 6.2	Provide support to the regional groups (RASGs) with respect to implementation, including RASPs	APAC/SAF 7.4, ESAF/SAF 7.4 EUR/NAT 7.4, MID/SAF 7.4 NACC/SAF 7.4 SAM/SAF 7.4 WACAF/SAF 7.4	B	RB 50%	CR 50%	Business Plan	Maintained
SAF 6.3	Develop information on implementation related to the amendment and development of provisions in the relevant Annex(es) to the ICAO Convention	SAF 2.1	C	Unfunded		ANC	New
SAF 6.4	Contribute to the implementation of a new ICAO Policy on Implementation Support provided to States	SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.4	C	Unfunded		Council	New
SAF 6.5	Develop an information support system to help manage the implementation support activities	SAF 9.1, SAF 9.2, SAF 9.4	C	Unfunded		Business Plan 20-22	Modified
SAF 6.6	Coordinate the ICAO Aviation Safety Implementation Assistance Partnership (ASIAP) and manage the ICAO Safety Fund (SAFE)	SAF 8.1, SAF 8.2, SAF 8.3, SAF 8.4, SAF 9.1, SAF 9.2, SAF 9.4 APAC/SAF 7.8 ESAF/SAF 7.8 EUR/NAT/SAF 7.8 MID/SAF 7.8 NACC/SAF 7.8 SAM/SAF 7.8 WACAF/SAF 7.8	C	RB 50%	CR 50%	Business Plan 20--22	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 6.7	Further develop Data and Analytical Services - iSTARS 4.0		B	RB 30%	Unfunded	Business Plan 20-22	Modified
SAF 6.8	Develop Data and Analytical Services - dashboards	APAC/SAF 7.4 ESAF/SAF 7.4 ESAF/SAF 7.4 MID/SAF 7.4 NACC/SAF 7.4 SAM/SAF 7.4 WACAF/SAF 7.4 WACAF/SAF 7.4	B	RB 30%	Unfunded	ICAO Mission	New
SAF 6.9	Manage the ICAO Runway Safety Programme	APAC/SAF 7.2 ESAF/SAF 7.2 ESAF/SAF 7.2 MID/SAF 7.2 NACC/SAF 7.2 SAM/SAF 7.2 WACAF/SAF 7.2 WACAF/SAF 7.2	B	Unfunded		Business Plan 20-22	Maintained
SAF 6.10	Support States to manage global designators and Codes - Location Indicators, Aircraft Type Designators, 3LTD		B	ARGF 100%		Business Plan 20-22	Maintained
SAF 6.11	Support States to manage global designators and Codes - ICARD (5LNC), Circular 95		C	RB 50%		Business Plan 20-22	Maintained
SAF 6.12	Develop Data and Analytical Services - ADREP		C	Unfunded		ICAO Convention	New
SAF 6.13	Lead, coordinate and support response to airspace crises, contingencies and other similar situations, such as technical assistance for the investigation of high-profile aircraft accidents, requiring urgent assistance to States	SAF 9.1, SAF 9.2, SAF 9.4, APAC/SAF 7.5 ESAF/SAF 7.5 EUR/NAT/SAF 7.5 MID/SAF 7.5 NACC/SAF 7.5 SAM/SAF 7.5 WACAF/SAF 7.5	A	RB 50%	Unfunded	Business Plan 20-22	Maintained

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Bureau / (Regional) Office:	**APAC**
Output SAF 7:	**Strengthened safety of civil aviation at the regional level**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/SAF 7.1	Assist States in the implementation of policies and provisions to strengthen their safety oversight capabilities, and improve safety performance, including in-flight safety.	SAF 1.5; 1.8; 1.9; 1.10; 1.11; 1.12 SAF 4.1; 4.2; 4.3; 4.4; 4.5; 4.11	A	RB 100%		Annexes, GASP	Modified
APAC/SAF 7.2	Assist States in the implementation of policies and provisions to improve runway safety and aerodrome operations, including aerodrome certification and implementation of Runway Safety Teams.	SAF 1.6 SAF 6.9	A	RB 100%		GASP, A40	Modified
APAC/SAF 7.3	Assist States in the implementation of policies and provisions to facilitate the introduction of new types of operations, including improvement in RPA integration into non-segregated airspace.	SAF 1.7	B	RB 100%		GASP	New
APAC/SAF 7.4	Identify regional safety priorities and measure progress on the implementation of the Global, Regional and National Aviation Safety Plans (GASP, RASP & NASP) through Regional Aviation Safety Groups (RASGs), in close collaboration with States and concerned stakeholders.	SAF 1.3, SAF 6.2; 6.8	A	RB 100%		GASP	Modified
APAC/SAF 7.5	Support the safe restart/recovery of the civil aviation system from important crises, such as the COVID-19, requiring urgent assistance to States.	SAF 1.2, 5.2; 5.3 SAF 6.13	B	RB 100%		Council	New
APAC/SAF 7.6	Promote and support the establishment, operation and sustainability of regional/sub-regional cooperation programmes/projects (RSOO, COSCAP, RAIO, ARCM, etc.) for the enhancement of safety levels and States' capabilities, in line with the NCLB initiative.	SAF 3.1, SAF 3.2, SAF 3.3	B	RB 100%		GASP	Modified
APAC/SAF 7.7	Assist States in the implementation of Safety Management requirements (SSP and SMS).	SAF 2.1; 2.2; 2.3; 2.4; 2.5; 2.6 SAF 4.8	A	RB 100%		Annex 19, GASP	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/SAF 7.8	Identify States' needs for assistance to strengthen their safety oversight capabilities and improve their level of compliance with safety-related SARPs; promote technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	SAF 6.1; 6.6 SAF 9.23; 9.24; 9.25	B	RB 80%	VF 20%	GASP	Modified

Bureau / (Regional) Office:	**ROs**	**ESAF**
Output SAF 7:	**Strengthened safety of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/SAF 7.1	Assist States in the implementation of policies and provisions to strengthen their safety oversight capabilities, and improve safety performance, including in-flight safety and support USOAP CMA.	SAF 1.5; 1.8; 1.9; 1.10; 1.11; 1.12 SAF 4.1; 4.2; 4.3; 4.4; 4.5; 4.11	A	RB 80%	VF 20%	Business Plan, Assembly Resolution (AR), GASP,AFI Plan, Conference Outcomes from Ministerial Conf.,DGCA, RASG Conclusion/Decision	Maintained
ESAF/SAF 7.2	Assist States in the implementation of policies and provisions to improve runway safety and aerodrome operations, including aerodrome certification and implementation of Runway Safety Teams.	SAF 1.6 SAF 6.9	A	RB 80%	VF 20%	Business Plan, Assembly Resolution (AR), GASP,AFI Plan, Conference Outcomes from Ministerial Conf.,DGCA, RASG Conclusion/Decision	Maintained
ESAF/SAF 7.3	Assist States in the implementation of policies and provisions to promote innovation and introduction of new types of operations, including improvement into RPA integration to non-segregated airspace.	SAF 1.7	A	RB 80%	VF 20%	Business Plan, Assembly Resolution (AR), GASP, AFI Plan, Conference Outcomes from Ministerial Conferences, DGCA,	Maintained

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						RASG AFI Conclusion/Decision	
ESAF/SAF 7.4	Identify regional safety priorities and measure progress on the implementation of the Global, Regional and National Aviation Safety Plans (GASP, RASP & NASP) through Regional Aviation Safety Groups (RASGs), in close collaboration with States and concerned stakeholders.	SAF 1.3 SAF 6.2; 6.8	A	RB 100%		Business Plan, Assembly Resolution (AR), GASP,AFI Plan, Conference Outcomes from Ministerial Conference, DGCA, RASG AFI Conclusion/Decision	Maintained
ESAF/SAF 7.5	Support the safe restart/recovery of the civil aviation system from important crises, such as the COVID-19, requiring urgent assistance to States.	SAF 5.1; 5.2; 5.3 SAF 6.13	B	RB 100%		GASP	New
ESAF/SAF 7.6	Promote and support the establishment, operation and sustainability of regional/sub-regional cooperation programmes/projects (RSOO, COSCAP, RAIO, ARCM, etc.) for the enhancement of safety levels and States' capabilities, in line with the NCLB initiative.	SAF 3.1; 3.2; 3.3	B	RB 100%		GASP	Modified
ESAF/SAF 7.7	Assist States in the implementation of Safety Management requirements (SSP and SMS).	SAF 2.1; 2.2; 2.3; 2.4; 2.5; 2.6 SAF 4.8	B	RB 100%		Council	New
ESAF/SAF 7.8	Identify States' needs for assistance to strengthen their safety oversight capabilities and improve their level of compliance with safety-related SARPs; promote technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	SAF 6.1; 6.6 SAF 9.23; 9.24; 9.25	B	RB 80%	VF 20%	GASP	Modified

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Bureau / (Regional) Office:	**ROs**	**EUR/NAT**
Output SAF 7:	**Strengthened safety of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/SAF 7.1	Assist States in the implementation of policies and provisions to strengthen their safety oversight capabilities, and improve safety performance, including in-flight safety and support USOAP CMA.	SAF 1.5; 1.8; 1.9; 1.10; 1.11; 1.12 SAF 4.1; 4.2; 4.3; 4.4; 4.5; 4.11	A	RB 100%		GASP, Assembly Resolutions	Maintained
EUR/NAT/SAF 7.2	Assist States in the implementation of policies and provisions to improve runway safety and aerodrome operations, including aerodrome certification and implementation of Runway Safety Teams.	SAF 1.6, SAF 6.9	A	RB 100%		GASP, Assembly Resolutions	Modified
EUR/NAT/SAF 7.3	Assist States in the implementation of policies and provisions to facilitate introduction of new types of operations, including improvement into RPA integration to non-segregated airspace.	SAF 1.7	A	RB 100%		GASP, Assembly Resolutions	Modified
EUR/NAT/SAF 7.4	Identify regional safety priorities and measure progress on the implementation of the Global, Regional and National Aviation Safety Plans (GASP, RASP & NASP) through Regional Aviation Safety Groups (RASGs), in close collaboration with States and concerned stakeholders.	SAF 1.3, SAF 6.2; 6.8	A	RB 100%		GASP, Assembly Resolutions, RASGs TORs as approved by Council	Modified
EUR/NAT/SAF 7.5	Support the safe restart/recovery of the civil aviation system from important crises, such as the COVID-19, requiring urgent assistance to States.	SAF 5.1; 5.2; 5.3 SAF 6.13	A	RB 100%		CART, Assembly Resolutions, DGCA Conclusions	Modified
EUR/NAT/SAF 7.6	Promote and support the establishment, operation and sustainability of regional/sub-regional cooperation programmes/projects (RSOO, COSCAP, RAIO, ARCM, etc.) for the enhancement of safety levels and States' capabilities, in line with the NCLB initiative.	SAF 3.1; 3.2; 3.3	B	RB 100%		Assembly Resolutions, DGCA Conclusions	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/SAF 7.7	Assist States in the implementation of Safety Management requirements (SSP and SMS).	SAF 2.1; 2.2; 2.3; 2.4; 2.5; 2.6 SAF 4.8.	A	RB 100%		GASP, Assembly Resolutions	Modified
EUR/NAT/SAF 7.8	Identify States' needs for assistance to strengthen their safety oversight capabilities and improve their level of compliance with safety-related SARPs; promote technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	SAF 6.1; 6.6 SAF 9.23; 9.24; 9.25	B	RB 100%		GASP, Assembly Resolutions	Modified
EUR/NAT/SAF 7.9	Support the USOAP-CMA at the regional level	SAF 4.1-4.11	A	RB 100%		GASP, Assembly Resolutions	Modified

Bureau / (Regional) Office:	**ROs**	**MID**
Output SAF 7:	**Strengthened safety of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/SAF 7.1	Assist States in the implementation of policies and provisions to strengthen their safety oversight capabilities, and improve safety performance, including in-flight safety and support USOAP CMA.	SAF 1.5; 1.8; 1.9; 1.10; 1.11; 1.12 SAF 4.1; 4.2; 4.3; 4.4; 4.5; 4.11	A	RB 80%	Unfunded	GASP, RASP, Assembly Resolutions	Modified
MID/SAF 7.2	Assist States in the implementation of policies and provisions to improve runway safety and aerodrome operations, including aerodrome certification and implementation of Runway Safety Teams.	SAF 1.6, SAF 6.1, SAF 6.9	A	RB 40%	Unfunded	GASP, RASP, Assembly Resolutions	Modified
MID/SAF 7.3	Assist States in the implementation of policies and provisions to facilitate the introduction of new types of operations, including improvement in RPA integration into non-segregated airspace.	SAF 1.7, SAF 6.1, MID/CAP 7.7	B	RB 80%	Unfunded	GASP, RASP, Assembly Resolutions	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/SAF 7.4	Identify regional safety priorities and measure progress on the implementation of the Global, Regional and National Aviation Safety Plans (GASP, RASP & NASP) through Regional Aviation Safety Groups (RASGs), in close collaboration with States and concerned stakeholders.	SAF 1.3, SAF 6.2, SAF 6.2; 6.8 MID/CAP 7.4	A	RB 80%	Unfunded	GASP, Assembly Resolutions, RASGs TORs as approved by Council	Modified
MID/SAF 7.5	Support the safe restart/recovery of the civil aviation system from important crises, such as the COVID-19, requiring urgent assistance to States.	SAF 5.1, SAF 5.2, SAF 5.3, SAF 6.13 MID/CAP 7.6, MID/SEC 7.3	A	RB 50%	Unfunded	CART, Assembly Resolutions, DGCA-MID Conclusions	Modified
MID/SAF 7.6	Promote and support the establishment, operation and sustainability of regional/sub-regional cooperation programmes/projects (RSOO, COSCAP, RAIO, ARCM, etc.) for the enhancement of safety levels and States' capabilities, in line with the NCLB initiative.	SAF 3.1; 3.2; 3.3	B	RB 80%	VF 20%	Assembly Resolutions, DGCA-MID Conclusions	Modified
MID/SAF 7.7	Assist States in the implementation of Safety Management requirements (SSP and SMS).	SAF 2.1; 2.2; 2.3; 2.4; 2.5; 2.6 SAF 4.8	A	RB 80%		GASP, RASP, Assembly Resolutions	Modified
MID/SAF 7.8	Identify States' needs for assistance to strengthen their safety oversight capabilities and improve their level of compliance with safety-related SARPs; promote technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	SAF 6.1; 6.6 SAF 9.23; 9.24; 9.25	B	RB 70%		GASP, Assembly Resolutions	Modified

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Bureau / (Regional) Office:	**ROs**	**NACC**
Output SAF 7:	**Strengthened safety of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/SAF 7.1	Assist States in the implementation of policies and provisions to strengthen their safety oversight capabilities, to address operational safety risks and improve safety performance and support USOAP CMA.	SAF 1.5; 1.8; 1.9; 1.10; 1.11; 1.12 SAF 4.1; 4.2; 4.3; 4.4; 4.5; 4.11	A	RB 100%		GASP, RASP, A40	Modified
NACC/SAF 7.2	Assist States in the implementation of policies and provisions to improve runway safety and aerodrome operations, including aerodrome certification and implementation of Runway Safety Teams.	SAF 1.6 SAF 6.1 SAF 6.9	A	RB 90%	VF 10%	GASP, RASP, A40	Modified
NACC/SAF 7.3	Assist States in the implementation of policies and provisions to facilitate the introduction of new types of operations (RPAS, UAS, Suborbital, etc.)	SAF 1.7 SAF 6.1	B	RB 80%	VF 20%	GASP, A40	Modified
NACC/SAF 7.4	Assist States to harmonize their national safety plans with the GASP/RASP, identify regional safety priorities and to measure progress on the implementation of the GASP/RASP through Regional Aviation Safety Groups (RASGs), in close collaboration with States and concerned stakeholders.	SAF 1.3 SAF 6.2, SAF 6.8	A	RB 60%	VF 40%	GASP, A40, RASGs TORs	Modified
NACC/SAF 7.5	Support the safe restart/recovery of the civil aviation system from important crises, such as the COVID-19, requiring urgent assistance to States.	SAF 5.1 SAF 5.2 SAF 5.3 SAF 6.13	A	RB 100%		CART, NACCDCA conclusions	Modified
NACC/SAF 7.6	Promote and support the establishment, operation and sustainability of regional/sub-regional cooperation programmes/projects (RSOO, COSCAP, RAIO, ARCM, etc.) for the enhancement of safety levels and States' capabilities, in line with the NCLB initiative.	SAF 3.1 SAF 3.2 SAF 3.3	B	RB 60%	VF 40%	A40, NACCDCA Conclusions	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/SAF 7.7	Assist States in the implementation of Safety Management requirements (SSP and SMS).	SAF 2.1 SAF 2.2 SAF 2.3 SAF 2.4 SAF 2.5 SAF 2.6 SAF 4.8	A	RB 80%	VF 20%	GASP, RASP, A40	Modified
NACC/SAF 7.8	Identify States' needs for assistance to strengthen their safety oversight capabilities and improve their level of compliance with safety-related SARPs; promote technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	SAF 6.1 SAF 6.6 SAF 9.23; 9.24; 9.25	A	RB 100%		GASP, RASP, A40	Modified

Bureau / (Regional) Office:	**ROs SAM**
Output SAF 7:	**Strengthened safety of civil aviation at the regional level**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAM/SAF 7.1	Assist States in the implementation of policies and provisions to strengthen their safety oversight capabilities, and improve safety performance, including in-flight safety and support USOAP CMA.	SAF 1.5; 1.8; 1.9; 1.10; 1.11; 1.12 SAF 4.1; 4.2; 4.3; 4.4; 4.5; 4.11	A	RB 60%	Secondees 40%	GASP	Modified
SAM/SAF 7.2	Assist States in the implementation of policies and provisions to improve runway safety and aerodrome operations, including aerodrome certification and implementation of Runway Safety Teams.	SAF 1.6 SAF 6.9	A	RB 100%		GASP	Modified
SAM/SAF 7.3	Assist States in the implementation of policies and provisions to facilitate the introduction of new types of operations, including improvement in RPA integration into non-segregated airspace.	SAF 1.7	B	RB 100%		GANP ASBU B1-RPAS	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAM/SAF 7.4	Identify regional safety priorities and measure progress on the implementation of the Global, Regional and National Aviation Safety Plans (GASP, RASP & NASP) through Regional Aviation Safety Groups (RASGs), in close collaboration with States and concerned stakeholders.	SAF 1.3 SAF 6.2 SAF 6.8	A	RB 100%		GASP	Modified
SAM/SAF 7.5	Support the safe restart/recovery of the civil aviation system from important crises, such as the COVID-19, requiring urgent assistance to States.	SAF 5.1 SAF 5.2 SAF 5.3 SAF 6.13	A	RB 100%		CART	Modified
SAM/SAF 7.6	Promote and support the establishment, operation and sustainability of regional/sub-regional cooperation programmes/projects (RSOO, COSCAP, RAIO, ARCM, etc.) for the enhancement of safety levels and States' capabilities, in line with the NCLB initiative.	SAF 3.1 SAF 3.2 SAF 3.3	A	RB 100%		NCLB	Modified
SAM/SAF 7.7	Assist States in the implementation of Safety Management requirements (SSP and SMS).	SAF 2.1 SAF 2.3 SAF 2.3 SAF 2.4 SAF 2.5 SAF 2.6 SAF 4.8	A	RB 100%		GASP	Modified
SAM/SAF 7.8	Identify States' needs for assistance to strengthen their safety oversight capabilities and improve their level of compliance with safety-related SARPs; promote technical assistance and technical cooperation activities/projects, including innovation; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	SAF 6.1; 6.6 SAF 9.23; 9.24; 9.2571	A	RB 100%		GASP	Modified

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Bureau / (Regional) Office:	**ROs**	**WACAF**
Output SAF 7:	**Strengthened safety of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/SAF 7.1	Assist States in the implementation of policies and provisions to strengthen their safety oversight capabilities, and improve safety performance, including in-flight safety and support USOAP CMA.	SAF 1.5; 1.8; 1.9; 1.10; 1.11; 1.12 SAF 4.1; 4.2; 4.3; 4.4; 4.5; 4.11	A	RB 80%	VF 20%	Business Plan, Assembly Resolution (AR), GASP,AFI Plan, Conference Outcomes from Ministerial Conf.,DGCA, RASG Conclusion/Decision	Maintained
WACAF/SAF 7.2	Assist States in the implementation of policies and provisions to improve runway safety and aerodrome operations, including aerodrome certification and implementation of Runway Safety Teams and GRF	SAF 1.6 SAF 6.9	A	RB 80%	VF 20%	Business Plan, Assembly Resolution (AR), GASP,AFI Plan, Conference Outcomes from Ministerial Conf.,DGCA, RASG Conclusion/Decision	Maintained
WACAF/SAF 7.3	Assist States in the implementation of policies and provisions to facilitate the introduction of new types of operations, including improvement in RPA integration into non-segregated airspace.	SAF 1.7	A	RB 80%	VF 20%	Business Plan, Assembly Resolution (AR), GASP,AFI Plan, Conference Outcomes from Ministerial Conf.,DGCA, RASG Conclusion/Decision	Maintained
WACAF/SAF 7.4	Identify regional safety priorities and measure progress on the implementation of the Global, Regional and National Aviation Safety Plans (GASP, RASP & NASP) through Regional Aviation Safety Groups (RASGs), in close collaboration with States and concerned stakeholders.	SAF 1.3 SAF 6.2; 6.8	A	RB 100%		Business Plan, Assembly Resolution (AR), GASP,AFI Plan, Conference Outcomes from Ministerial Conf.,DGCA, RASG Conclusion/Decision	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/SAF 7.5	Support the safe restart/recovery of the civil aviation system from important crises, such as the COVID-19, requiring urgent assistance to States.	SAF 5.1; 5.2; 5.3 SAF 6.13	B	RB 100%		GART	New
WACAF/SAF 7.6	Promote and support the establishment, operation and sustainability of regional/sub-regional cooperation programmes/projects (RSOO, COSCAP, RAIO, ARCM, etc.) for the enhancement of safety levels and States' capabilities, in line with the NCLB initiative.	SAF 2.5 SAF 3.1: 3.2; 3.3	B	RB 80%	VF 20%	GASP	Modified
WACAF/SAF 7.7	Assist States in the implementation of Safety Management requirements (SSP and SMS).	SAF 2.1; 2.2; 2.3; 2.4; 2.5; 2.6 SAF 4.8	A	RB 80%	VF 20%	GASP	Modified
WACAF/SAF 7.8	Identify States' needs for assistance to strengthen their safety oversight capabilities and improve their level of compliance with safety-related SARPs; promote technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	SAF 6.1; 6.6 SAF 9.23; 9.24; 9.25	B	RB 80%	VF 20%	GASP	Modified

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Bureau / (Regional) Office:	**GAT**
Output SAF 8:	**Enhanced, accessible and guided ICAO training in safety to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 8.1	Leverage available resources, such as new technology, up-to-date subject matter expertise and enhanced collaboration with the Air Navigation Bureau, to increase its training production.	SAF 2.3, SAF 2.4, SAF 2.5, SAF 5.1, SAF 5.2, SAF 5.3, SAF 4.5, SAF 6.1, SAF 6.4 SAF 6.6	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
SAF 8.2	Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions.	SAF 2.3, SAF 2.4, SAF 2.5, SAF 5.1, SAF 5.2, SAF 5.3, SAF 4.5, SAF 6.1, SAF 6.4 SAF 6.6	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
SAF 8.3	Consolidate and expand GAT network of partners under the TPP framework across all regions, providing courses in all ICAO language.	SAF 2.3, SAF 2.4, SAF 2.5, SAF 5.1, SAF 5.2, SAF 5.3, SAF 4.5, SAF 6.1, SAF 6.4 SAF 6.6	B	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
SAF 8.4	Bring together States, educational institutions, UN and other actors to attract, train and educate the next generation of aviation professionals and retain a competent workforce capable of meeting the needs and challenges of the global aviation community into the future.	SAF 2.2, SAF 2.3, SAF 2.4, SAF 2.5, SAF 3.1, SAF 3.2, SAF 5.1, SAF 5.2, SAF 5.3, SAF 4.5, SAF 6.1, SAF 6.4 SAF 6.6	B	Unfunded		A40-25 A39-29 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained

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Bureau / (Regional) Office:	**TCB**
Output SAF 9:	**Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in safety**
SDGs supported (Choose a maximum of 4)	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 9.1	Implement policy aligning technical assistance and technical cooperation activities	SAF 2.3, SAF 2.4, SAF 2.5, SAF 5.1, SAF 5.2, SAF 5.3, SAF 4.5, SAF 6.1, SAF 6.4, SAF 6.5, SAF 6.6, SAF 6.13	A	CR 100%		A40-24, C-DECs, Audit Recommendation	Maintained
SAF 9.2	Strengthen Integrated Project Performance Monitoring and Reporting Mechanism to enhance project management	SAF 2.3, SAF 2.4, SAF 2.5, SAF 5.1, SAF 5.2, SAF 5.3, SAF 4.5, SAF 6.1, SAF 6.4, SAF 6.5, SAF 6.6, SAF 6.13	A	AOSC 100%		A40-24	Maintained
SAF 9.3	Implement a Quality Assurance Process for TCB projects	SAF 6.1	B	AOSC 100%		A40-24	Maintained
SAF 9.4	Develop new set of Implementation Packages (iPacks) in coordination with technical Bureaus as well as Regional Offices	SAF 2.3, SAF 2.4, SAF 2.5, SAF 5.1, SAF 5.2, SAF 5.3, SAF 4.5, SAF 6.1, SAF 6.4, SAF 6.5, SAF 6.6, SAF 6.13	A	CR 100%		A40-24 C-DECs	New
SAF 9.5	Develop new implementation support products in coordination with technical Bureaus and Regional Offices	SAF 6.1	A	CR 100%		A40-24 C-DECs	New
SAF 9.6	Perform TCB External Customer Satisfaction Survey under revised methodology	SAF 6.1	A	AOSC 100%		A40-24, C-DECs	Maintained
SAF 9.7	Establish tailored action plans based on TCB External Customer Satisfaction Survey results	SAF 6.1	A	AOSC 100%		A40-24, C-DECs	Maintained
SAF 9.8	Implement cost reduction and control mechanism for the triennium		A	AOSC 100%		A40-24, C-DECs	Modified
SAF 9.9	Establish an updated cost-sharing arrangement between TCB and the Regular Programme		A	AOSC 100%		A40-24 C-DECs	Modified
SAF 9.10	Develop a cost-recovery policy for TCB products and services in coordination with FIN	SAF 6.1	A	AOSC 100%		A40-24 C-DECs	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAF 9.11	Identify and implement new business development initiatives		C	AOSC 100%		A40-24 C-DECs	Modified
SAF 9.12	Organize technical cooperation symposia and forums across all ICAO regions		C	AOSC 100%		A40-24 C-DECs	Maintained
SAF 9.13	Implement Outreach Plan for TCB		A	AOSC 100%		A40-24 C-DECs	Modified
SAF 9.14	Enhance One-Single Process Approach for project management	SAF 6.1	A	AOSC 100%		A40-24 C-DECs	Modified
SAF 9.15	Maintain ISO 9001:2015 Certification		A	AOSC 100%		A40-24 C-DECs	Maintained
SAF 9.16	Enhance risk and quality management process and culture		A	AOSC 100%		A40-24 C-DECs	New
SAF 9.17	Assist States in addressing Significant Safety Concerns (SSCs) and Significant Security Concerns (SSeCs)	SAF 4.5, SAF 6.1	A	AOSC 100%		A40-24	Maintained
SAF 9.18	Implement the ICAO Programme for Aviation Volunteers (IPAV)	SAF 6.1	A	AOSC 100%		A40-24	Maintained
SAF 9.19	Implement Talent Outreach Plan and Programme		A	AOSC 100%		A40-24	Maintained
SAF 9.20	Establish ICAO Global Outreach for Aviation Leaders (GOAL) database and programme for capacity building support		A	AOSC 100%		A40-24	Maintained
SAF 9.21	Develop and implement Service-Level Agreements (SLAs) regarding the services provided to TCB	SAF 6.1	A	AOSC 100%		C-DECs	Modified
SAF 9.22	Implement strengthened due diligence and risk assessment regarding the acceptance of new technical cooperation and technical assistance projects and activities	SAF 6.1, APAC/SAF 7.8 ESAF/SAF 7.8 EUR/NAT 7.8 MID/SAF 7.8 NACC/SAF 7.8 SAM/SAF 7.8 WACAF 7.8	A	AOSC 100%		A40-24 Audit Recommendation	New
SAF 9.23	Follow-up, in close coordination with ROs, identified/validated needs while promoting TCB implementation support to increase support coverage	SAF 6.1, APAC/SAF 7.8 ESAF/SAF 7.8 EUR/NAT 7.8 MID/SAF 7.8 NACC/SAF 7.8 SAM/SAF 7.8 WACAF 7.8	A	AOSC 100%		A40-24 C-DECs	Maintained
SAF 9.24	Bolster collaboration with SPCP to strengthen fund raising/resource mobilization through donors and voluntary contributions	APAC/SAF 7.8 ESAF/SAF 7.8 EUR/NAT 7.8 MID/SAF 7.8 NACC/SAF 7.8 SAM/SAF 7.8 WACAF 7.8	A	AOSC 100%		A40-24 C-DECs	New
SAF 9.25	Implement long-term TCB Human Resources Training and Development Plan	APAC/SAF 7.8 ESAF/SAF 7.8 EUR/NAT 7.8 MID/SAF 7.8 NACC/SAF 7.8 SAM/SAF 7.8 WACAF 7.8	A	AOSC 100%		C-DECs	Maintained

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Strategic Objective – Air Navigation Capacity and Efficiency

SO AIR NAVIGATION CAPACITY AND EFFICIENCY	
Bureau / (Regional) Office:	**ANB**
Output CAP 1:	**Enhanced standards and recommended practices (SARPs) and development process to increase air navigation systems operational efficiency, interoperability and harmonization**
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 1.1	Support management functions		A	RB 100%		ICAO Mission	New
CAP 1.2	Provide support for Assembly, Council, Air Navigation Commission, Council Committees, expert groups and high-level meetings		A	RB 80%	Unfunded	Business Plan 20-22	Maintained
CAP 1.3	Develop, maintain and oversee the implementation of the Global Air Navigation Plan (GANP)	SAF 1.3, APAC/CAP 7.4, APAC/ CAP 7.10 EURNAT /CAP 7.4, EURNAT /CAP 7.10, ESAF / CAP 7.4, ESAF / CAP 7.10, MID /CAP 7.4, MID / CAP 7.10 NACC/CAP 7.4, NACC / CAP 7.10, SAM / CAP 7.4, SAM / CAP 7.10, WACAF/CAP 7.4, WACAF / CAP 7.10	A	RB 100%		Business Plan 20-22	Maintained
CAP 1.4	Review and enhance ICAO's standard making process		A	Unfunded		Business Plan 20-22	Postponed
CAP 1.5	Optimize airspace and airport usage through demand/capacity balancing	APAC/CAP 7.5, APAC/CAP 7.10, ESAF/CAP 7.5, ESAF/CAP 7.10, EURNAT/CAP 7.5, EURNAT/CAP 7.10, MID/CAP 7.5, MID/CAP 7.10 NACC/CAP 7.5, NACC/CAP 7.10, SAM/CAP 7.5, SAM / CAP 7.10 WACAF/CAP 7.5, WACAF / CAP 7.10,	B	RB 100%		Business Plan 20-22	Maintained

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Strategic Objective – Air Navigation Capacity and Efficiency

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 1.6	Improve efficiency of surface operations, in particular at congested aerodromes	APAC/CAP 7.5, APAC/CAP 7.10, ESAF/CAP 7.5, ESAF/CAP 7.10, EURNAT/CAP 7.5, EURNAT/CAP 7.10, MID/CAP 7.5, MID/CAP 7.10 NACC/CAP 7.5, NACC/CAP 7.10, SAM/CAP 7.5, SAM / CAP 7.10 WACAF/CAP 7.5, WACAF / CAP 7.10	B	RB 100%		Business Plan 20-22	Maintained
CAP 1.7	Improve throughput at aerodromes through integration of landside / airside	APAC/CAP 7.5, APAC/CAP 7.10, ESAF/CAP 7.5, ESAF/CAP 7.10, EURNAT/CAP 7.5, EURNAT/CAP 7.10, MID/CAP 7.5, MID/CAP 7.10 NACC/CAP 7.5, NACC/CAP 7.10, SAM/CAP 7.5, SAM / CAP 7.10 WACAF/CAP 7.5, WACAF / CAP 7.10	C	RB 100%		Business Plan 20-22	Modified
CAP 1.8	Improve efficiency of en-route operations. (e.g., availability of user-preferred routing)	APAC/CAP 7.5, ESAF/CAP 7.5, EURNAT/CAP 7.5, MID/CAP 7.5, NACC/CAP 7.5, WACAF/CAP 7.5,	B	RB 100%		Business Plan 20-22	Maintained
CAP 1.9	Optimise aerodrome departure/arrival rates in all meteorological conditions	APAC/CAP 7.5, ESAF/CAP 7.5, EURNAT/CAP 7.5, MID/CAP 7.5, NACC/CAP 7.5, SAM/CAP 7.5, WACAF/CAP 7.5	B	RB 100%		Business Plan 20-22	Maintained
CAP 1.10	Improve efficiency of TMA operations	APAC/CAP 7.5, ESAF/CAP 7.5, EURNAT/CAP 7.5, MID/CAP 7.5, NACC/CAP 7.5, SAM/CAP 7.5, WACAF/CAP 7.5	C	RB 100%		Business Plan 20-22	Maintained
CAP 1.11	Develop enhanced provisions for Meteorology	APAC/CAP 7.3, ESAF/CAP 7.3, EURNAT/CAP 7.3, MID/CAP 7.3, NACC/CAP 7.3, SAM/CAP 7.3, WACAF/CAP 7.3,	A	RB 100%		Business Plan 20-22	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 1.12	Develop enhanced provisions for System-Wide Information Management (SWIM)	APAC/CAP 7.2, ESAF/CAP 7.2, EURNAT/CAP 7.2, MID/CAP 7.2, NACC/CAP 7.2, SAM/CAP 7.2, WACAF/CAP 7.2	A	RB 100%		Business Plan 20-22	Maintained
CAP 1.13	Develop enhanced provisions for Aeronautical Information Management (AIM)	APAC/CAP 7.2, ESAF/CAP 7.2, EURNAT/CAP 7.2, MID/CAP 7.2, NACC/CAP 7.2, SAM/CAP 7.2, WACAF/CAP 7.2	A	RB 100%		Business Plan 20-22	Modified
CAP 1.14	Develop enhanced provisions for Search and Rescue	APAC/CAP 7.1, APAC/CAP 7.8, ESAF/CAP 7.1, ESAF/CAP 7.8, EURNAT/CAP 7.1, EURNAT/CAP 7.8, MID/CAP 7.1, MIDAF/CAP 7.8, NACC/CAP 7.1, NACC/CAP 7.8, SAM/CAP 7.1, SAM/CAP 7.8, WACAF/CAP 7.1, WACAF/CAP 7.8	A	Unfunded		ICAO Convention	New
CAP 1.15	Develop a standardization framework for Integrated Communication, Navigation, Surveillance and Spectrum (ICNSS)	APAC/CAP 7.1, ESAF/CAP 7.1, EUR/NAT CAP 7.1, MID CAP 7.1, NACC/CAP 7.1, SAM/CAP 7.1, WACAF/CAP 7.1	B	RB 40%	Unfunded	Council	New
CAP 1.16	Develop enhanced provisions for Communication, Navigation and Surveillance (CNS)	CAP 5.1, APAC/CAP 7.1, ESAF/CAP 7.1, ESAF/CAP 7.2, EUR/NAT CAP 7.1, MID CAP 7.1, NACC/CAP 7.1, SAM/CAP 7.1, WACAF/CAP 7.1,	A	RB 100%		Business Plan 20-22	Maintained

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Bureau / (Regional) Office:	**ANB**
Output CAP 2:	**Enhanced gateway for receiving, reviewing, progressing and integrating innovation initiatives including new entrants, technology, and processes**
SDGs supported (Choose a maximum of 4)	Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 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

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 2.1	Develop enhanced provisions for Unmanned Aircraft System (UAS)	SAF 1.7/ APAC/CAP 7.7 ESAF/CAP7.7 EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7	A	Unfunded	VF 25%	Business Plan 20-22	Modified
CAP 2.2	Develop enhanced provisions for UAS Traffic Management (UTM)	SAF 1.7 APAC/CAP 7.7 ESAF/CAP7.7 EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7	A	Unfunded	VF 25%	Business Plan 20-22	Modified
CAP 2.3	Develop enhanced provisions for Urban Air Mobility (UAM) / Advanced Air Mobility (AAM)	SAF 1.7 APAC/CAP 7.7 ESAF/CAP7.7 EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7	A	RB 50%	VF 20%	Business Plan 20-22	Modified
CAP 2.4	Implement a Think Forward Programme to keep information on innovations ahead of decision making	SAF 1.7 APAC/CAP 7.7 ESAF/CAP7.7 EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7, CAP 8.4	A	RB 50%	Unfunded	Business Plan 20-22	Modified
CAP 2.5	Plan and conduct Symposia on ANB subjects (e.g., RPAS + DRONE ENABLE)	SAF 1.7 APAC/CAP 7.7 ESAF/CAP7.7	B	ARGF 50% RB 50%		Business Plan 20-22	New

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
		EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7					

Bureau / (Regional) Office:		**ANB**					
Output CAP 3:		**Improved guidance for the quantification of potential environmental benefits attainable through the implementation of new ICAO provisions**					
SDGs supported (Choose a maximum of 4)		Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13. Take urgent action to combat climate change and its impacts Goal 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					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
CAP 3.1	Enhance environmental benefits review in the standard making process		A	Unfunded		ANB Strategic Plan	New

Bureau / (Regional) Office:		**ANB**					
Output CAP 4:		**Protected the ITU frequency spectrum required for aeronautical services**					
SDGs supported (Choose a maximum of 4)		Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 12. Ensure sustainable consumption and production patterns Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
CAP 4.1	Maintain and defend aeronautical frequency spectrum allocations at ITU WRC-2023 and 2027	APAC/CAP 7.1, APAC/CAP 7.9, NACC/CAP 7.1, NACC/CAP 7.9, ESAF/CAP7.1, ESAF/CAP 7.9, EUR/NAT CAP 7.1, EUR/NAT CAP 7.9, MID CAP 7.1, MID CAP 7.9, NACC/CAP 7.1, NACC/CAP 7.9, SAM CAP 7.1, SAM CAP 7.9, WACAF/CAP 7.1, WACAF/CAP 7.9	A	Unfunded		Business Plan 20-22	Maintained

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Bureau / (Regional) Office:		**ANB**					
Output CAP 5:		**Advanced development of an international aviation trust framework for air navigation services and infrastructure**					
SDGs supported (Choose a maximum of 4)		Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
CAP 5.1	Develop International Aviation Trust Framework (IATF)	APAC/CAP 7.7 ESAF/CAP7.7 EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7	B	RB 60%	Unfunded	Business Plan 20-22	Modified
CAP 5.2	Develop and implement ICAO policy and provisions to mitigate cyber risks	APAC/CAP 7.7 ESAF/CAP7.7 EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7	A	RB 60%	Unfunded	Business Plan 20-22	Maintained
CAP 5.3	Develop Table-top exercises (TTX) such as integrate risk management approach to cyber resilience .	CAP 8.1, CAP 8.2, CAP 8.3, CAP 8.4,APAC/CAP 7.7 ESAF/CAP7.7 EURNAT/CAP 7.7 MID/CAP 7.7 NACC/CAP 7.7 SAM/CAP 7.7 WACAF/CAP 7.7	C	Unfunded		Council	New

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Bureau / (Regional) Office:	**ANB**
Output CAP 6:	**Increased access to air navigation implementation support that addresses States' prioritised needs**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 6.1	Coordinate the development and deployment of implementation support activities with TCB/GAT and the regional offices, including projects, courses, workshops, webinars, tools and iPacks	CAP 8.1, CAP 8.2, CAP 8.3, CAP 8.4, CAP 9.1, CAP 9.2, CAP 9.3, CAP 9.4, CAP 9.5, CAP 9.6, CAP 9.7, CAP 9.10, CAP 9.14, CAP 9.17, CAP 9.18, CAP 9.21, CAP 9.22, CAP 9.23, APAC/CAP 7.1, APAC/CAP 7.3, APAC/CAP 7.4, APAC/CAP 7.7, PAC/CAP 7.9,APAC/CAP 7.10 ESAF/CAP 7.1, ESAF/CAP 7.2, ESAF/CAP 7.3, ESAF/CAP 7.4, , ESAF/CAP 7.7, ESAF/CAP 7.9, ESAF/CAP 7.10 , EURNAT/CAP 7.1, EURNAT/CAP 7.3, EURNAT/CAP 7.4, EURNAT/CAP 7.7, EURNAT/CAP 7.9, EURNAT/CAP 7.10, MID/CAP 7.1, MID/CAP 7.3, MID/CAP 7.4, MID/CAP 7.7, MID/CAP 7.9, MID/CAP 7.10 NACC/CAP 7.1, NACC/CAP 7.3, NACC/CAP 7.4, NACC/CAP 7.7, NACC/CAP 7.9, NACC/CAP 7.10, SAM/CAP 7.1, SAM/CAP 7.3, SAM/CAP 7.4, SAM/CAP 7.7, SAM/CAP 7.9, SAM /CAP 7.10 WACAF/CAP 7.1, WACAF/CAP 7.3, WACAF/CAP 7.4, WACAF/CAP 7.7, WACAF/ CAP 7.9, WACAF / CAP 7.10,	B	RB 10%	CR 90%	Business Plan 20-22	Maintained
CAP 6.2	Provide support to the regional groups (PIRGs) with respect to implementation, incl. regional ANPs	CAP 9.1, CAP 9.2, APAC/CAP 7.1 APAC/CAP 7.2 APAC/CAP 7.3 APAC/CAP 7.4 APAC/CAP 7.7 APAC/CAP 7.9 ESAF/CAP 7.1 ESAF/CAP 7.2 ESAF/CAP 7.3 ESAF/CAP 7.4, ESAF/CAP 7.7 ESAF/CAP 7.9 EURNAT/CAP 7.1 EURNAT/CAP 7.2 EURNAT/CAP 7.3 EURNAT/CAP 7.4 EURNAT/CAP 7.7 EURNAT/CAP 7.9 MID/CAP 7.1 MID/CAP 7.2 MID/CAP 7.3 MID/CAP 7.4	A	RB 60%	Unfunded	Business Plan 20-22	Maintained

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
		MID/CAP 7.7 MID/CAP 7.9 NACC/CAP 7.1 NACC/CAP 7.2 NACC/CAP 7.3 NACC/CAP 7.4 SAM/CAP 7.1, SAM/CAP 7.2, SAM/CAP 7.3, SAM/CAP 7.4 SAM/CAP 7.7, SAM/CAP 7.9 WACAF/CAP 7.1, WACAF/CAP 7.2, WACAFCAP 7.3, WACAF/CAP 7.4 WACAF/CAP 7.7, WACAF/CAP 7.9					
CAP 6.3	Develop information on implementation related to the amendment and development of provisions in the relevant Annex(es) to the ICAO Convention	APAC/CAP 7.1 APAC/CAP 7.2 APAC/CAP 7.3 APAC/CAP 7.4 APAC/CAP 7.7 APAC/CAP 7.9 APAC/CAP 7.10 ESAF/CAP 7.1 ESAF/CAP 7.2 ESAF/CAP 7.3 ESAF/CAP 7.4 ESAF/CAP 7.7 ESAF/CAP 7.9 ESAF/CAP 7.10 EURNAT/CAP 7.1 EURNAT/CAP 7.2 EURNAT/CAP 7.3 EURNAT/CAP 7.4 EURNAT/CAP 7.7 EURNAT/CAP 7.9 EURNAT/CAP 7.10 MID/CAP 7.1 MID/CAP 7.2 MID/CAP 7.3 MID/CAP 7.4 MID/CAP 7.7 MID/CAP 7.9 MID/CAP 7.10 NACC/CAP 7.1 NACC /CAP 7.2 NACC /CAP 7.3 NACC /CAP 7.4 NACC /CAP 7.7 NACC /CAP 7.9 NACC /CAP 7.10 SAM/CAP 7.1 SAM /CAP 7.2 SAM /CAP 7.3 SAM /CAP 7.4 SAM /CAP 7.7 SAM /CAP 7.9 SAM /CAP 7.10 WACAF/CAP 7.1 WACAF /CAP 7.2 WACAF /CAP 7.3 WACAF /CAP 7.4 WACAF /CAP 7.7 WACAF /CAP 7.9 WACAF /CAP 7.10	C	Unfunded		ANC	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 6.4	Contribute to the implementation of a new ICAO Policy on Implementation Support provided to States	CAP 8.1, CAP 8.2, CAP 8.3, CAP 8.4, CAP 9.1, CAP 9.2, APAC/CAP 7.1, APAC/CAP 7.2 APAC/CAP 7.3 APAC/CAP 7.4 APAC/CAP 7.7 APAC/CAP 7.9 ESAF/CAP 7.1, ESAF/CAP 7.2 ESAF/CAP 7.3 ESAF/CAP 7.4 ESAF/CAP 7.7 ESAF/CAP 7.9 EURNAT/CAP 7.1, EURNAT/CAP 7.2 EURNAT/CAP 7.3 EURNAT/CAP 7.4 EURNAT/CAP 7.7 EURNAT/CAP 7.9 MID/CAP 7.1, MID/CAP 7.2 MID/CAP 7.3 MID/CAP 7.4 MID/CAP 7.7 MIDC/CAP 7.9 NACC/CAP 7.1, NACC/CAP 7.2 NACC/CAP 7.3 NACC/CAP 7.4 NACC/CAP 7.7 NACC/CAP 7.9 SAM/CAP 7.1, SAM/CAP 7.2 SAM/CAP 7.3 SAM/CAP 7.4 SAM/CAP 7.7 SAM/CAP 7.9 WACAF/CAP 7.1, WACAF/CAP 7.2 WACAF/CAP 7.3 WACAF/CAP 7.4 WACAF/CAP 7.7 WACAF/CAP 7.9	C	Unfunded		Council	New
CAP 6.5	Develop an information support system to help manage the implementation support activities	CAP 9.1, CAP 9.2, APAC/CAP 7.1 APAC/CAP 7.2 APAC/CAP 7.3 APAC/CAP 7.4 APAC/CAP 7.7 APAC/CAP 7.9 APAC/CAP 7.10 ESAF/CAP 7.1 ESAF/CAP 7.2 ESAF/CAP 7.3 ESAF/CAP 7.4 ESAF/CAP 7.7 ESAF/CAP 7.7 ESAF/CAP 7.9 ESAF/CAP 7.10 EURNAT/CAP 7.1 ERUNAT/CAP 7.2 EURNAAT/CAP 7.3 EURNAT/CAP 7.4 EURNAT/CAP 7.7 EURNAT/CAP 7.9 EURNAT/CAP 7.10 MID/CAP 7.1 MID/CAP 7.2 MID/CAP 7.3 MID/CAP 7.4 MID/CAP 7.7 MID/CAP 7.9 MID/CAP 7.10 NACC/CAP 7.1 NACC/CAP 7.2 NACC/CAP 7.3 NACC/CAP 7.4 NACC/CAP 7.7 NACC/CAP 7.9 NACC/CAP 7.10	C	Unfunded		Business Plan 20-22	Modified

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
		SAM/CAP 7.1 SAM/CAP 7.2 SAM/CAP 7.3 SAM/CAP 7.4 SAM/CAP 7.7 SAM/CAP 7.9 SAM/CAP 7.10 WACAF/CAP 7.1 WACAF/CAP 7.2 WACAF/CAP 7.3 WACAF/CAP 7.4 WACAF/CAP 7.7 WACAF/CAP 7.9 WACAF/CAP 7.10					
CAP 6.6	Develop enhanced Data and Analytical Services - iSTARS 4.0	APAC/CAP 7.1 APAC/CAP 7.2 APAC/CAP 7.3 APAC/CAP 7.4 APAC/CAP 7.7 APAC/CAP 7.9 ESAF/CAP 7.1 ESAF/CAP 7.2 ESAF/CAP 7.3 ESAF/CAP 7.4 ESAF/CAP 7.7 ESAF/CAP 7.9 EURNAT/CAP 7.1 EURNAT/CAP 7.2 EURNAT/CAP 7.3 EURNAT/CAP 7.4 EURNAT/CAP 7.7 EURNAT/CAP 7.9 MID/CAP 7.1 MID/CAP 7.2 MID/CAP 7.3 MID/CAP 7.4 MID/CAP 7.7 MID/CAP 7.9 NACC/CAP 7.1 NACC/CAP 7.2 NACC/CAP 7.3 NACC/CAP 7.4 NACC/CAP 7.7 NACC/CAP 7.9 SAM/CAP 7.1 SAM/CAP 7.2 SAM/CAP 7.3 SAM/CAP 7.4 SAWACAF/CAP 7.1 WACAF/CAP 7.2 WACAF/CAP 7.3 WACAF/CAP 7.4 WACAF/CAP 7.7 WACAF/CAP 7.9	B	RB 30%	Unfunded	Business Plan	Modified
CAP 6.7	Develop Data and Analytical Services – Dashboards	APAC/CAP 7.1 APAC/CAP 7.2 APAC/CAP 7.3 APAC/CAP 7.4 APAC/CAP 7.7 APAC/CAP 7.9 ESAF/CAP 7.1 ESAF/CAP 7.2 ESAF/CAP 7.3 ESAF/CAP 7.4 ESAF/CAP 7.7 ESAF/CAP 7.9 EURNAT/CAP 7.1 EURNAT/CAP 7.2 EURNAT/CAP 7.3 EURNAT/CAP 7.4 EURNAT/CAP 7.7 EURNAT/CAP 7.9 MID/CAP 7.1 MID/CAP 7.2 MID/CAP 7.3 MID/CAP 7.4 MID/CAP 7.7 MID/CAP 7.9 NACC/CAP 7.1 NACC/CAP 7.2 NACC/CAP 7.3 NACC/CAP 7.4 NACC/CAP 7.7 NACC/CAP 7.9 SAM/CAP 7.1 SAM/CAP 7.2 SAM/CAP 7.3 SAM/CAP 7.4 SAWACAF/CAP 7.1 WACAF/CAP 7.2 WACAF/CAP 7.3 WACAF/CAP 7.4WACAF/CAP 7.7 WACAF/CAP 7.9	B	RB 30%	Unfunded	ICAO Mission	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 6.8	Lead, coordinate and support response to airspace crises, contingencies and other similar situations, such as technical assistance for the investigation of high-profile aircraft accidents, requiring urgent assistance to States	APAC/CAP 7.6 ESAF/ CAP 7.6 EURNAT/CAP 7.6 MID/CAP 7.6 NACC/CAP 7.6 SAM/CAP 7.6 WACAF/CAP 7.6	A	RB 50%		Business Plan 20-22	Maintained

Bureau / (Regional) Office:	**APAC**
Output CAP 7:	**Enhanced efficiency and increased capacity of air navigation at regional level**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/CAP 7.1	Assist States in the implementation of policies and provisions on CNS	CAP 1.4, 1.15, 1.16 CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained
APAC/CAP 7.2	Assist States in the implementation of policies and provisions on Information Management and SWIM	CAP 1.12, 1.13 CAP 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained
APAC/CAP 7.3	Assist States in the implementation of policies and provisions on Meteorology	CAP 1.11 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained
APAC/CAP 7.4	Identify regional air navigation priorities and measure progress on the implementation of the Global, Regional and National Air Navigation Plans (GANP, RANP & NANP) through Planning and Implementation Regional Groups (PIRGs), in close collaboration with States and concerned stakeholders.	CAP 1.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22, GANP, RANP	Maintained

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APAC/CAP 7.5	Assist States in the implementation of policies and provisions to enhance capacity and improve efficiency of en-route and terminal operations, in close collaboration with airspace users and concerned stakeholders.	CAP 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	B	RB 100%		Business Plan 20-22	Maintained
APAC/CAP 7.6	Support the rapid and coordinated response of the air navigation system to crises, contingencies and other situations requiring urgent assistance to States	CAP 6.8	A	RB 100%		ICAO Convention	Maintained
APAC/CAP 7.7	Coordinate and facilitate the implementation of trust framework (ANS elements of cybersecurity); and new types of operations, including integration of RPAS/UAS to non-segregated airspace.	CAP 2.1, 2.2, 2.3, 2.4, 2.5 CAP 5.1, 5.2, 5.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22	Maintained
APAC/CAP 7.8	Assist States in the implementation of policies and provisions on Search and Rescue (SAR)	CAP 1.14	A	RB 100%		ICAO Convention	Maintained
APAC/CAP 7.9	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air navigation matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22	New
APAC/CAP 7.10	Assist States in the implementation of policies and provisions on Aerodromes Operations Planning (AOP)	CAP 1.3, CAP 1.5, CAP 1.6, CAP 1.7, CAP 6.1, CAP 6.3, CAP 6.5	B	RB 100%		Business Plan 20-22	New

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Bureau / (Regional) Office:	**ROs**	**ESAF**
Output CAP 7:	**Enhanced efficiency and increased capacity at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/CAP 7.1	Assist States in the implementation of policies and provisions on CNS	CAP 1.4, 1.15, 1.16 CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Modified
ESAF/CAP 7.2	Assist States in the implementation of policies and provisions on Information Management and SWIM	CAP 1.12, 1.13 CAP 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained
ESAF/CAP 7.3	Assist States in the implementation of policies and provisions on Meteorology	CAP 1.11 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained
ESAF/CAP 7.4	Identify regional air navigation priorities and measure progress on the implementation of the Global, Regional and National Air Navigation Plans (GANP, RANP & NANP) through Planning and Implementation Regional Groups (PIRGs), in close collaboration with States and concerned stakeholders.	CAP 1.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22, GANP, RANP and APIRG conclusions and decisions	Maintained
ESAF/CAP 7.5	Assist States in the implementation of policies and provisions to enhance capacity and improve efficiency of en-route and terminal operations, in close collaboration with airspace users and concerned stakeholders.	CAP 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	B	RB 100%		Business Plan 20-22, GANP, RAP, PIRG TORs and APIRG conclusions and decisions	Maintained
ESAF/CAP 7.6	Support the rapid and coordinated response of the air navigation system to crises, contingencies and other situations requiring urgent assistance to States	CAP 6.8	A	RB 100%		ICAO Convention	Maintained
ESAF/CAP 7.7	Coordinate and facilitate the implementation of trust framework (ANS elements of cybersecurity); and new types of operations, including integration of RPAS/UAS to non-segregated airspace.	CAP 2.1, 2.2,2.3, 2.4, 2.5 CAP 5.1, 5.2, 5.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22, GANP, PIRG TORs and APIRG conclusions and decisions	Maintained
ESAF/CAP 7.8	Assist States in the implementation of policies and provisions on Search and Rescue (SAR)	CAP 1.14	A	RB 100%		ICAO Convention	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/CAP 7.9	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air navigation matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22	New
ESAF/CAP 7.10	Assist States in the implementation of policies and provisions on Aerodromes Operations Planning (AOP)	CAP 1.3, CAP 1.5, CAP 1.6, CAP 1.7, CAP 6.1, CAP 6.3, CAP 6.5	B	RB 100%		Business Plan 20-22	New

Bureau / (Regional) Office:	**ROs**	**EUR/NAT**
Output CAP 7:	**Enhanced efficiency and increased capacity at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/CAP 7.1	Assist States in the implementation of policies and provisions on CNS	CAP 1.4, 1.15, 1.16 CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		GANP, PIRG TORs approved by the Council	Maintained
EUR/NAT/CAP 7.2	Assist States in the implementation of policies and provisions on Information Management and SWIM	CAP 1.12, 1.13 CAP 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
EUR/NAT/CAP 7.3	Assist States in the implementation of policies and provisions on Meteorology	CAP 1.11 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
EUR/NAT/CAP 7.4	Identify regional air navigation priorities and measure progress on the implementation of the Global, Regional and National Air Navigation Plans (GANP, RANP & NANP) through Planning and Implementation Regional Groups (PIRGs), in close	CAP 1.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		GANP, PIRG TORs approved by the Council	Modified

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
	collaboration with States and concerned stakeholders.						
EUR/NAT/CAP 7.5	Assist States in the implementation of policies and provisions to enhance capacity and improve efficiency of en-route, terminal and aerodrome operations, in close collaboration with airspace users and concerned stakeholders.	CAP 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
EUR/NAT/CAP 7.6	Support the rapid and coordinated response of the air navigation system to crises, contingencies and other situations requiring urgent assistance to States	CAP 6.8	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
EUR/NAT/CAP 7.7	Coordinate and facilitate the implementation of trust framework (ANS elements of cybersecurity); and new types of operations, including integration of RPAS/UAS to non-segregated airspace.	CAP 2.1, 2.2,2.3, 2.4, 2.5 CAP 5.1, 5.2, 5.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
EUR/NAT/CAP 7.8	Assist States in the implementation of policies and provisions on Search and Rescue (SAR)	CAP 1.14	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
EUR/NAT/CAP 7.9	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings and missions addressing air navigation matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	C	RB 100%		GANP, Assembly Resolutions, PIRG TORs approved by the Council	Modified
EUR/NAT/CAP 7.10	Assist States in the implementation of policies and provisions on Aerodromes Operations Planning (AOP)	CAP 1.3, CAP 1.5, CAP 1.6, CAP 1.7, CAP 6.1, CAP 6.3, CAP 6.5	B	RB 100%		Business Plan 20-22	New

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Bureau / (Regional) Office:	**ROs**	**MID**
Output CAP 7:	**Enhanced efficiency and increased capacity at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
MID/CAP 7.1	Assist States in the implementation of policies and provisions on CNS	CAP 1.4, 1.15, 1.16 CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Maintained
MID/CAP 7.2	Assist States in the implementation of policies and provisions on Information Management and SWIM	CAP 1.12, 1.13 CAP 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Maintained
MID/CAP 7.3	Assist States in the implementation of policies and provisions on Meteorology	CAP 1.11 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 40%	Unfunded	GANP, PIRG TORs approved by the Council	Maintained
MID/CAP 7.4	Identify regional air navigation priorities and measure progress on the implementation of the Global, Regional and National Air Navigation Plans (GANP, RANP & NANP) through Planning and Implementation Regional Groups (PIRGs), in close collaboration with States and concerned stakeholders.	CAP 1.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7 MID/SAF/7.4	A	RB 80%	Unfunded	GANP, PIRG TORs approved by the Council	Modified
MID/CAP 7.5	Assist States in the implementation of policies and provisions to enhance capacity and improve efficiency of en-route and terminal operations, in close collaboration with airspace users and concerned stakeholders.	CAP 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	A	RB 70%	Unfunded	GANP, PIRG TORs approved by the Council	Maintained
MID/CAP 7.6	Support the rapid and coordinated response of the air navigation system to crises, contingencies and other situations requiring urgent assistance to States	CAP 6.8 MID/SAF/7.5 MID/SEC 7.3	A	RB 80%	Unfunded	GANP, PIRG TORs approved by the Council	Maintained
MID/CAP 7.7	Coordinate and facilitate the implementation of trust framework (ANS elements of cybersecurity); and new types of operations, including integration of RPAS/UAS to non-segregated airspace.	CAP 2.1, 2.2,2.3, 2.4, 2.5 CAP 5.1, 5.2, 5.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7 MID/SAF/7.3	B	RB 70%	Unfunded	GANP, PIRG TORs approved by the Council	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/CAP 7.8	Assist States in the implementation of policies and provisions on Search and Rescue (SAR)	CAP 1.14	A	RB 100%		GANP, PIRG TORs approved by the Council	Maintained
MID/CAP 7.9	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air navigation matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 50%	Unfunded	GANP, Assembly Resolutions, PIRG TORs approved by the Council	New
MID/CAP 7.10	Assist States in the implementation of policies and provisions on Aerodromes Operations Planning (AOP)	CAP 1.3, CAP 1.5, CAP 1.6, CAP 1.7, CAP 6.1, CAP 6.3, CAP 6.5	B	RB 40%	Unfunded	Business Plan 20-22	New

Bureau / (Regional) Office:	**ROs**	**NACC**
Output CAP 7:	**Enhanced efficiency and increased capacity at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/CAP 7.1	Assist States in the implementation of policies and provisions on CNS	CAP 1.4, 1.15, 1.16 CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, RANP	Maintained
NACC/CAP 7.2	Assist States in the implementation of policies and provisions on Information Management and SWIM	CAP 1.12, 1.13 CAP 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, RANP	Maintained
NACC/CAP 7.3	Assist States in the implementation of policies and provisions on Meteorology	CAP 1.11 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, RANP	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/CAP 7.4	Identify regional air navigation priorities and measure progress on the implementation of the Global, Regional and National Air Navigation Plans (GANP, RANP & NANP) through Planning and Implementation Regional Groups (PIRGs), in close collaboration with States and concerned stakeholders.	CAP 1.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, RANP, PIRG ToRs	Modified
NACC/CAP 7.5	Assist States in the implementation of policies and provisions to enhance capacity and improve efficiency of en-route and terminal operations, in close collaboration with airspace users and concerned stakeholders.	CAP 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	A	RB 40%	Secondees 60%	GANP, RANP	Maintained
NACC/CAP 7.6	Support the rapid and coordinated response of the air navigation system to crises, contingencies and other situations requiring urgent assistance to States	CAP 6.8	A	RB 100%		GANP, RANP; A40	Maintained
NACC/CAP 7.7	Coordinate and facilitate the implementation of trust framework (ANS elements of cybersecurity); and new types of operations, including integration of RPAS/UAS to non-segregated airspace.	CAP 2.1, 2.2,2.3, 2.4, 2.5 CAP 5.1, 5.2, 5.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 90%	VF 10%	A40	Maintained
NACC/CAP 7.8	Assist States in the implementation of policies and provisions on Search and Rescue (SAR)	CAP 1.14	B	RB 100%		GANP, RANP	Maintained
NACC/CAP 7.9	Cooperate with international/regional organizations, on events and activities addressing air navigation matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	C	RB 40%	VF 60%	GANP, RANP	New
NACC/CAP 7.10	Assist States in the implementation of policies and provisions on Aerodromes Operations Planning (AOP)	CAP 1.3, CAP 1.5, CAP 1.6, CAP 1.7, CAP 6.1, CAP 6.3, CAP 6.5	B	RB 100%		Business Plan 20-22	New

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Bureau / (Regional) Office:	**ROs**	**SAM**
Output CAP 7:	**Enhanced efficiency and increased capacity at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SAM/CAP 7.1	Assist States in the implementation of policies and provisions on CNS	CAP 1.4, 1.15, 1.16 CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Maintained
SAM/CAP 7.2	Assist States in the implementation of policies and provisions on Information Management and SWIM	CAP 1.12, 1.13 CAP 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
SAM/CAP 7.3	Assist States in the implementation of policies and provisions on Meteorology	CAP 1.11 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Maintained
SAM/CAP 7.4	Identify regional air navigation priorities and measure progress on the implementation of the Global, Regional and National Air Navigation Plans (GANP, RANP & NANP) through Planning and Implementation Regional Groups (PIRGs), in close collaboration with States and concerned stakeholders.	CAP 1.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
SAM/CAP 7.5	Assist States in the implementation of policies and provisions to enhance capacity and improve efficiency of en-route and terminal operations, in close collaboration with airspace users and concerned stakeholders.	CAP 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
SAM/CAP 7.6	Support the rapid and coordinated response of the air navigation system to crises, contingencies and other situations requiring urgent assistance to States	CAP 6.8	A	RB 100%		GANP, PIRG TORs approved by the Council	New
SAM/CAP 7.7	Coordinate and facilitate the implementation of trust framework (ANS elements of cybersecurity); and new types of operations, including integration of RPAS/UAS to non-segregated airspace.	CAP 2.1, 2.2,2.3, 2.4, 2.5 CAP 5.1, 5.2, 5.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		GANP, PIRG TORs approved by the Council	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAM/CAP 7.8	Assist States in the implementation of policies and provisions on Search and Rescue (SAR)	CAP 1.14	B	RB 100%		GANP, PIRG TORs approved by the Council	New
SAM/CAP 7.9	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air navigation matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	New
SAM/CAP 7.10	Assist States in the implementation of policies and provisions on Aerodromes Operations Planning (AOP)	CAP 1.3, CAP 1.5, CAP 1.6, CAP 1.7, CAP 6.1, CAP 6.3, CAP 6.5	B	RB 100%		Business Plan 20-22	New

Bureau /(Regional) Office:	**ROs**	**WACAF**
Output CAP 7:	**Enhanced efficiency and increased capacity at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/CAP 7.1	Assist States in the implementation of policies and provisions on CNS	CAP 1.4, 1.15, 1.16 CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained
WACAF/CAP 7.2	Assist States in the implementation of policies and provisions on Information Management and SWIM	CAP 1.12, 1.13 CAP 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained
WACAF/CAP 7.3	Assist States in the implementation of policies and provisions on Meteorology	CAP 1.11 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		Business Plan 20-22	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/CAP 7.4	Identify regional air navigation priorities and measure progress on the implementation of the Global, Regional and National Air Navigation Plans (GANP, RANP & NANP) through Planning and Implementation Regional Groups (PIRGs), in close collaboration with States and concerned stakeholders.	CAP 1.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	A	RB 100%		GANP, PIRG TORs approved by the Council	Modified
WACAF/CAP 7.5	Assist States in the implementation of policies and provisions to enhance capacity and improve efficiency of en-route and terminal operations, in close collaboration with airspace users and concerned stakeholders.	CAP 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	B	RB 100%		Business Plan 20-22	Maintained
WACAF/CAP 7.6	Support the rapid and coordinated response of the air navigation system to crises, contingencies and other situations requiring urgent assistance to States	CAP 6.8	A	RB 100%		ICAO Convention	Maintained
WACAF/CAP 7.7	Coordinate and facilitate the implementation of trust framework (ANS elements of cybersecurity); and new types of operations, including integration of RPAS/UAS to non-segregated airspace.	CAP 2.1, 2.2,2.3, 2.4, 2.5 CAP 5.1, 5.2, 5.3 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22	Maintained
WACAF/CAP 7.8	Assist States in the implementation of policies and provisions on Search and Rescue (SAR)	CAP 1.14	A	RB 100%		ICAO Convention	Maintained
WACAF/CAP 7.9	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air navigation matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	CAP 4.1 CAP 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7	B	RB 100%		Business Plan 20-22	New
WACAF/CAP 7.10	Assist States in the implementation of policies and provisions on Aerodromes Operations Planning (AOP)	CAP 1.3, CAP 1.5, CAP 1.6, CAP 1.7, CAP 6.1, CAP 6.3, CAP 6.5	B	RB 100%		Business Plan 20-22	New

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Bureau / (Regional) Office:	**GAT**
Output CAP 8:	**Enhanced, accessible and guided ICAO training in air navigation to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
CAP 8.1	Leverage available resources, such as new technology, up-to-date subject matter expertise and enhanced collaboration with the Air Navigation Bureau, to increase its training production	CAP 5.3, CAP 6.1, CAP 6.4	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
CAP 8.2	Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions	CAP 5.3, CAP 6.1, CAP 6.5	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
CAP 8.3	Consolidate and expand GAT network of partners under the TPP framework across all regions, providing courses in all ICAO language	CAP 5.3, CAP 6.1, CAP 6.6	B	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
CAP 8.4	Bring together States, educational institutions, UN and other actors to attract, train and educate the next generation of aviation professionals and retain a competent workforce capable of meeting the needs and challenges of the global aviation community into the future	CAP 2.4, CAP 5.3, CAP 6.1, CAP 6.6	B	Unfunded		A40-25 A39-29 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained

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Bureau / (Regional) Office:	**TCB**
Output CAP 9:	**Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in air navigation**
SDGs supported (Choose a maximum of 4)	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 9.1	Implement policy aligning technical assistance and technical cooperation activities	CAP 6.1, CAP 6.2, CAP 6.4, CAP 6.5	A	CR 100%		A40-24, C-DECs, Audit Recommendation	Maintained
CAP 9.2	Strengthen Integrated Project Performance Monitoring and Reporting Mechanism to enhance project management	CAP 6.1, CAP 6.2, CAP 6.4, CAP 6.5	A	AOSC 100%		A40-24	Maintained
CAP 9.3	Implement a Quality Assurance Process for TCB projects	CAP 6.1	B	AOSC 100%		A40-24	Maintained
CAP 9.4	Develop new set of Implementation Packages (iPacks) in coordination with technical Bureaus as well as Regional Offices	CAP 6.1	A	CR 100%		A40-24 C-DECs	New
CAP 9.5	Develop new implementation support products in coordination with technical Bureaus and Regional Offices	CAP 6.1	A	CR 100%		A40-24 C-DECs	New
CAP 9.6	Perform TCB External Customer Satisfaction Survey under revised methodology	CAP 6.1	A	AOSC 100%		A40-24, C-DECs	Maintained
CAP 9.7	Establish tailored action plans based on TCB External Customer Satisfaction Survey results	CAP 6.1	A	AOSC 100%		A40-24, C-DECs	Maintained
CAP 9.8	Implement cost reduction and control mechanism for the triennium		A	AOSC 100%		A40-24, C-DECs	Modified
CAP 9.9	Establish an updated cost-sharing arrangement between TCB and the Regular Programme		A	AOSC 100%		A40-24 C-DECs	Modified
CAP 9.10	Develop a cost-recovery policy for TCB products and services in coordination with FIN	CAP 6.1	A	AOSC 100%		A40-24 C-DECs	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 9.11	Identify and implement new business development initiatives		B	AOSC 100%		A40-24 C-DECs	Modified
CAP 9.12	Organize technical cooperation symposia and forums across all ICAO regions		C	AOSC 100%		A40-24 C-DECs	Maintained
CAP 9.13	Implement Outreach Plan for TCB		A	AOSC 100%		A40-24 C-DECs	Modified
CAP 9.14	Enhance One-Single Process Approach for project management	CAP 6.1	A	AOSC 100%		A40-24 C-DECs	Modified
CAP 9.15	Maintain ISO 9001:2015 Certification		A	AOSC 100%		A40-24 C-DECs	Maintained
CAP 9.16	Enhance risk and quality management process and culture		A	AOSC 100%		A40-24 C-DECs	New
CAP 9.17	Assist States in addressing Significant Safety Concerns (SSCs) and Significant Security Concerns (SSeCs)	CAP 6.1	A	AOSC 100%		A40-24	Maintained
CAP 9.18	Implement the ICAO Programme for Aviation Volunteers (IPAV)	CAP 6.1	A	AOSC 100%		A40-24	Maintained
CAP 9.19	Implement Talent Outreach Plan and Programme		A	AOSC 100%		A40-24	Maintained
CAP 9.20	Establish ICAO Global Outreach for Aviation Leaders (GOAL) database and programme for capacity building support		A	AOSC 100%		A40-24	Maintained
CAP 9.21	Develop and implement Service-Level Agreements (SLAs) regarding the services provided to TCB	CAP 6.1	A	AOSC 100%		C-DECs	Modified
CAP 9.22	Implement strengthened due diligence and risk assessment regarding the acceptance of new technical cooperation and technical assistance projects and activities	CAP 6.1	A	AOSC 100%		A40-24 Audit Recommendation	New
CAP 9.23	Follow-up, in close coordination with ROs, identified/validated needs while promoting TCB implementation support to increase support coverage	CAP 6.1	A	AOSC 100%		A40-24 C-DECs	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
CAP 9.24	Bolster collaboration with SPCP to strengthen fund raising/resource mobilization through donors and voluntary contributions		A	AOSC 100%		A40-24 C-DECs	New
CAP 9.25	Implement long-term TCB Human Resources Training and Development Plan		A	AOSC 100%		C-DECs	Maintained

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SO SECURITY AND FACILITATION	
Bureau / (Regional) Office:	**ATB**
Output SECF 1:	**Enhanced policies, including but not limited to standards and recommended practices (SARPs) and guidance material, aimed at improving civil aviation security, border management and cybersecurity while monitoring innovation in these areas**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 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

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SEC 1.1	Support management functions		A	RB 100%		Business Plan	Maintained
SEC 1.2	Provide support for Assembly, Council, Council Committees, Air Navigation Commission and high-level aviation security and cybersecurity meetings		A	RB 50%	Unfunded	Business Plan	Modified
SEC 1.3	Coordinate the work of expert groups on aviation security matters		A	RB 60%	Secondees 40%	Business Plan / AR A41-18 / GASeP	Maintained
SEC 1.4	Coordinate the work of expert groups on cybersecurity matters		A	RB 60%	Unfunded	Business Plan AR A41-19, C-DEC 224/4	New
SEC 1.5	Develop, maintain and oversee the implementation of the Global Aviation Security Plan (GASeP)		A	RB 20%	VF 20% Secondees 10% Unfunded	Business Plan/ AR A1-18and A41-19 / GASeP / Cybersecurity Action Plan	Maintained
SEC 1.6	Continuous enhancement of Annex 17 (Security) provisions and supporting guidance material.		A	RB 80%	VF 10% Secondees 10%	Business Plan / AR A41-18 / GASeP	Maintained
SEC 1.7	Develop policy and guidance material on cybersecurity.		B	RB 30%	Unfunded	Business Plan AR A41-19/ Cybersecurity Action Plan	Maintained
SEC 1.8	Monitor the global threat picture taking into account aviation security incidents and occurrences, and timely dissemination of threat and risk advice		A	RB 40%	Secondees 60%	Business Plan / AR A41-18 / GASeP	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 1.9	Coordinate response to aviation security crisis and contingencies, and refinement of information sharing mechanisms		B	RB 60%	VF 40%	Business Plan / AR A41-18 / GASeP	Maintained
SEC 1.10	Monitor innovative developments and develop guidance on their use, including on screening technology, counter-UAS technology and protection of aviation infrastructure against UAS		A	RB 50%	Unfunded	Business Plan / AR A41-18 / GASeP Innovation Strategy	New
SEC 1.11	Coordinate the revision of doc 10084 : Risk assessment manual for civil aircraft operations over or near conflict zones		A	RB: 20%	Secondees : 80%	AR 41 conclusions : AR A41-18 / GASeP	New

Bureau / (Regional) Office:	**ATB**
Output SECF 2:	**Enhanced capabilities of States to facilitate movement of people and goods by air, and uniquely identify individuals through innovation leading to improved efficiency in border management operations.**
SDGs supported (Choose a maximum of 4)	Goal 10. Reduce inequality within and among countries Goal 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

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 2.1	Update and refine the global facilitation policy framework and associated guidance material, particularly through coordination of expert groups in the area of facilitation		A	RPB 100%		BP 20-22, AR A40-16	Maintained
SEC 2.2	Develop and update contents of training material related to Facilitation, including the ICAO TRIP Strategy	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	A	RPB 100%		BP 20-22, AR A40-16, TRIP Strategy	Maintained
SEC 2.3	Assist States in their efforts to implement Annex 9 SARPs and to build required capacities, capabilities and infrastructure, particularly through provision of targeted support based on continuous monitoring	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC3.1 (Auditing), SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	B	RPB 100%		BP20-22, AR 40-16, A40-23, A39-23, HLCC 2021	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 2.4	Strengthen and implement the ICAO Traveller Identification Programme (TRIP) Strategy	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	RPB 80%	ARGF 20%	BP20-22, AR 40-16, TRIP Strategy	Maintained
SEC 2.5	Develop and update travel document specifications, as well as guidance material on evidence of identity, Machine Readable Travel Documents (MRTDs), inspection systems and tools	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	RPB 100%		BP20-22, AR40-16, TRIP Strategy, HLCC 2021	Modified
SEC 2.6	Administer, operate and promote the ICAO Public Key Directory (PKD) and where appropriate, guide its development and evolution to meet new requirements	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	CR` 100%		BP20-22, AR40-16, TRIP Strategy, HLCC 2021	Modified
SEC 2.7	Monitor innovative developments in the Facilitation domain, facilitate sharing of knowledge regarding innovation and develop new regulatory provisions, guidance, specifications and/or tools as necessary to ensure their sensible utilization in civil aviation activities	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3. SEC 7.4	B	RPB 60%	VF 40%	AR 40-16, 40-27	Modified
SEC 2.8	Assist States in implementing the Facilitation of operational measures related to the COVID-19 pandemic (CART and HLCC recommendations) and beyond and promote cooperation between States and with industry, to assist with the implementation of ICAO Annex 9 SARPs and related COVID-19 recovery, resilience and sustainability initiatives, and monitor the progress of implementation.	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC3.1 (Auditing), SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	A	Unfunded			New
SEC 2.9	Develop a unified framework to improve the effectiveness of global management of public health risk in aviation together with relevant stakeholders in order to enhance National Coordination and International Cooperation	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	Unfunded		AR 41-11	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 2.10	Support States in their digital issuance of health proofs in line with the World Health Organization (WHO) recommendations while being interoperable with the ICAO specifications for Visible Digital Seal for Non-Constrained Environments (VDS-NC), in order to enhance digital data sharing and hence facilitate seamless and contactless processes during and beyond the COVID-19 Pandemic	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	Unfunded		AR 41-11	New
SEC 2.11	Develop in close cooperation with the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA) experts, a comprehensive framework to be followed in response to significant public health emergencies, with specific reference to multi-sector risk assessment, a rapid initial response, and ongoing implementation monitoring during the evolution of the emergency, and enabling national and international cooperation to prevent unnecessary interference with international traffic and trade for a better passenger experience	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	A	Unfunded		AR 41-11, 41-12	New
SEC 2.12	Exercise continuous leadership on sustainability, including the social sustainability imperatives of inclusion and accessibility, develop an effective strategy and work programme on accessibility for passengers with disabilities and reduced mobility in order to reach for a disability-inclusive air transport system in cooperation with all the stakeholders; and ensure that Annex 9 — Facilitation SARPs recognize the essential nature of accessible services for persons with disabilities and reduced mobility.		A	Unfunded		AR 41-15	New

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Bureau / (Regional) Office:	**ATB**
Output SECF 3:	**Enhanced Member States' aviation security oversight capabilities and compliance with Annex 17 Standards and security-related Standards of Annex 9 through the conduct of USAP-CMA activities**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 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

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 3.1	Conduct USAP-CMA oversight monitoring activities of Member States		A	RB 40%	VF 60%	BP23-25 A41-18	Maintained
SEC 3.2	Manage Corrective Action Plan (CAP) reviews and activities related to Significant Security Concerns (SSeCs)	SEC 8.17	A	RB 50%	VF 50%	BP23-25 A41-18	Maintained
SEC 3.3	Build States capacity in performing oversight responsibilities through the conduct of seminar/workshops	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	B	RB 0%	VF 100%	BP23-25 A41-18	Maintained
SEC 3.4	Analyze audit results in support of assistance activities and GASeP	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	RB 80%	VF 20%	BP23-25 A41-18 A41-18 Appendix A - Recalling A40-12 (GASeP)	Maintained
SEC 3.5	Monitor and continuously improve USAP-CMA methodology, including improvements to the online audit manager.		B	RB 40%	VF 60%	BP23-25 A41-18	Modified

Bureau / (Regional) Office:	**ATB**
Output SECF 4:	**Strengthened ICAO's leadership and mandate in aviation security, cybersecurity and facilitation globally, in partnership with other UN bodies and international organizations**

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SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 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

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 4.1	Jointly with CTED provide briefings to the UN Security Council Counter-Terrorism Committee on implementation of UNSCR 2309, 2396 and other related to aviation resolutions and provide support to high-level UN CT Strategy meetings		A	RB 100%		UNSCR 2309	Maintained
SEC 4.2	Provide support to UN Global CT Coordination Compact Working Groups activities on border management and aviation security matters		B	RB 70%	Unfunded	UN Global Compact	Maintained
SEC 4.3	Provide support to UNCTED in the implementation of UNSCR 1373 and CTC state visits UNSCR 1535		C	RB 90%	Unfunded	UNSCR 1373 and 1535	Maintained
SEC 4.4	Provide support to UNOCT capacity building initiatives and pursue partnerships with other organizations that seek to improve compliance in border management and aviation security areas	SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	B	RB 20%	Secondees 80%	UN Global CT Strategy	Modified
SEC 4.5	Coordinate the development of the facilitation-related aspects of a comprehensive crisis response framework for future health-related crises in aviation, in cooperation with the World Health Organization and other relevant International Organizations	SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	A	Unfunded		HLCC 2021	New
SEC 4.6	Stress ICAO's leadership in the field of travel documents, cooperate with international organizations including the WHO, UNWTO and OECD to advance harmonization and global interoperability of new and evolving specifications for documents utilized in travel, including those related to health		A	Unfunded		HLCC 2021	New

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Bureau / (Regional) Office:	**ATB**
Output SECF 5:	**Increased access to civil aviation security and facilitation implementation support that addresses States' prioritised needs**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 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

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 5.1	Assist States through ICAO Aviation Security Training Centre (ASTC) activities, including the provision of updated ICAO aviation security training materials and ICAO-certified AVSEC instructors.	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	A	RB 40%	VF 60%	BP23-25 AR A41-18	Maintained
SEC 5.2	Assist States in their efforts to implement Annex 17 SARPs, including the resolution of significant security deficiencies identified through the USAP.	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	RB 20%	VF 80%	BP23-25 AR A41-18	Maintained
SEC 5.3	Provide support to regional cooperation initiatives and pursue partnerships with other organizations that seek to improve compliance with Annex 17 SARPs.	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	B	RB 50%	VF 50%	BP23-25 AR A41-18	Maintained
SEC 5.4	Intensify support for GASeP implementation, including the development of security culture and human capability, and the enhancement of ICAO security-related training activities.	SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	A	RB 50%	VF 50%	BP23-25 AR A41-18	Maintained

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Bureau / (Regional) Office:	**APAC**
Output SECF 6:	**Strengthened security and facilitation of civil aviation at the regional level**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/SEC 6.1	Support the effective implementation of the USAP-CMA Programme	SEC 3.1, SEC 3.2, SEC 3.5	A	RB 100%		Annex 17, Business Plan, GASeP	Maintained
APAC/SEC 6.2	Support the implementation of ICAO's aviation security assistance and capacity-building strategy, including the coordination of the ICAO ASTC Network	SEC 3.3, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 8.1, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3, SEC 7.4	A	RB 100%		Annex 17, Business Plan, GASeP	Maintained
APAC/SEC 6.3	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs (including the ICAO TRIP Strategy elements).	SEC 1.6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.8, SEC 8.1, SEC 8.5,	A	RB 100%		Annex 9, Annex 17, Business Plan	Maintained
APAC/SEC 6.4	Facilitate the implementation Annex 17 SARPs in the framework of GASeP and facilitate coordination and State assistance on cybersecurity	SEC 1.4, SEC 1.7, SEC 1.10, SEC 5.4, SEC 8.1, SEC 8.2, SEC 8.4, SEC 8.5, SEC 8.14, SEC 8.23,	A	RB 100%		Annex 17, Business Plan, GASeP, Resolution A40-11.	Maintained
APAC/SEC 6.5	Support the activities of regional programmes, foster cooperation among stakeholders and measure progress on the implementation of the GASeP and the regional priorities and plans, through the relevant Regional AVSEC/FAL Groups, including through the CASP-AP.	SEC 8.1, SEC 1.3, SEC 1.5, SEC 3.4, SEC 5.4, , SEC 7.4	A	RB 100%		Annex 9, Annex 17, Business Plan, GASeP Resolution A40-11 - Appendix A	Maintained
APAC/SEC 6.6	Cooperate and coordinate with international/regional organizations and Donor States/Entities to maximize synergies, promote collaboration between stakeholders and communicate ICAO policies and provisions and ensure efficient and cost-effective assistance to States, including through participation in external Conferences, Seminars, Meetings and Missions addressing SECFAL matters.	SEC 1.3, SEC 2.2, SEC 3.3, SEC 8.5, SEC 8.24, SEC 7.4	B	RB 100%		Annex 9, Annex 17, Business Plan	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/SEC 6.7	Prepare, coordinate, conduct and report on capacity-building projects and missions to assist Member States in improving AVSEC/FAL measures in compliance with the requirements of Annex 17 and Annex 9 (including the ICAO TRIP Strategy elements).	SEC 1.6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 3.3, SEC 2.8, SEC 5.4, SEC 8.1, SEC 8.5,	A	RB 100%		Annex 9, Annex 17, Business Plan, GASeP, Resolution A40-11 - Appendix E and Resolution A40-16	Maintained

Bureau / (Regional) Office:	**ROs**	**ESAF**
Output SECF 6:	**Strengthened security and facilitation of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/SEC 6.1	Support the effective implementation of the USAP-CMA Programme	SEC 3.1, SEC 3.2, SEC 3.5	A	RB 100%		Business Plan, A40-11 Appendix D, AFI SECFAL Plan decisions and conclusions	Maintained
ESAF/SEC 6.2	Support the implementation of ICAO's aviation security assistance and capacity-building strategy, including the coordination of the ICAO ASTC Network and other Agencies (UNCTED, WCO, …)	SEC 3.3, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 7.1, SEC 7.2, SEC 7.3, SEC 8.1, SEC 8.23	A	RB 100%		Business Plan, GASeP, A40-11 Appendix F, AFI SECFAL Plan decisions and conclusions	Maintained
ESAF/SEC 6.3	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs (including the ICAO TRIP Strategy elements).	SEC 1.6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.8, SEC 8.1, SEC 8.5	A	RB 100%		Annex 17, Business Plan, GASeP, A40-11, AFI SECFAL Plan decisions and conclusions	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/SEC 6.4	Facilitate the implementation Annex 17 SARPs in the framework of GASeP and facilitate coordination and State assistance on cybersecurity.	SEC 1.4, SEC 1.7, SEC 1.10, SEC 5.4, SEC 8.1, SEC 8.2, SEC 8.4, SEC 8.5, SEC 8.14, SEC 8.23,	A	RB 60%	VF 40%	Annex 17, Business Plan, GASeP, A40-10 and 11, AFI SECFAL Plan decisions and conclusions.	Maintained
ESAF/SEC 6.5	Support the activities of regional programmes, foster cooperation among stakeholders and measure progress on the implementation of the GASeP and the regional priorities and plans, through the relevant Regional AVSEC/FAL Groups, including through the CASP	SEC 1.3, SEC 2.2, SEC 3.3, SEC 8.5, SEC 8.24	B	RB 100%		GASeP, AFI SECFAL Plan decisions and conclusions, Resolution A40-11 - Appendix A	Modified
ESAF/SEC 6.6	Cooperate and coordinate with international/regional organizations and Donor States/Entities to maximize synergies, promote collaboration between stakeholders and communicate ICAO policies and provisions and ensure efficient and cost-effective assistance to States, including through participation in external Conferences, Seminars, Meetings and Missions addressing SECFAL matters.	SEC 1.3, SEC 2.2, SEC 3.3, SEC 8.5, SEC 8.24	B	RB 20%	VF 80%	Annex 17, Resolution A40-11 – Appendix A, AFI SECFAL Plan decisions and conclusions.	Modified
ESAF/SEC 6.7	Prepare, coordinate, conduct and report on capacity-building projects and missions to assist Member States in improving AVSEC/FAL measures in compliance with the requirements of Annex 17 and Annex 9 (including the ICAO TRIP Strategy elements).	SEC 1.6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.8, SEC 3.3, SEC 5.1 SEC 5.2 SEC 5.3, SEC 5.4, SEC 8.1, SEC 8.5	A	RB 60%	VF 40%	Annex 17, Annex 9, Resolution A40-11 - Appendix E and Resolution A40-16	Modified

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Bureau / (Regional) Office:	**ROs**	**EUR/NAT**
Output SECF 6:	**Strengthened security and facilitation of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/SEC 6.1	Support the effective implementation of the USAP-CMA Programme	SEC 3.1, SEC 3.2, SEC 3.5	A	VF 100%		Annex 17, Business Plan, GASeP	Maintained
EUR/NAT/SEC 6.2	Support the implementation of ICAO's aviation security assistance and capacity-building strategy, including the coordination of the ICAO ASTC Network.	SEC 3.3, SEC 5.1, SEC 5.2, SEC 5.3, SEC 8.1, .22, SEC 8.23, SEC 7.1, SEC 7.2, SEC 7.3	A	VF 100%		Annex 17, Business Plan, GASeP	Modified
EUR/NAT/SEC 6.3	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs (including the ICAO TRIP Strategy elements).	SEC 2.2, SEC 2.4, SEC 2.3, SEC 2.4, SEC 2.8, SEC 8.1, SEC 8.5,	A	VF 100%		Annex 9, Annex 17, Business Plan	Modified
EUR/NAT/SEC 6.4	Facilitate the implementation Annex 17 SARPs in the framework of GASeP and facilitate coordination and State assistance on cybersecurity.	SEC 5.4, SEC 8.1, SEC 8.2, SEC 8.4, SEC 8.5, SEC 8.14, S SEC 8.23, SEC 1.7, SEC 1.10	A	VF 100%		Annex 9, Annex 17, Business Plan, GASeP, A40-11.	Modified
EUR/NAT/SEC 6.5	Assistance to UN specialised missions relevant to AVSEC/FAL	SEC 2, SEC 6.3, SEC 8.1, SEC 8.2, SEC 8.3, SEC 8.4, SEC 8.5, SEC 8.6, SEC 8.7, SEC 8.10, SEC 8.14, SEC 8.21, SEC 8.22, SEC 8.23,	A	VF 100%		Annex 9, Annex 17, Business Plan, GASeP	Modified
EUR/NAT/SEC 6.6	Cooperate and coordinate with international/regional organizations and Donor States/Entities to maximize synergies, promote collaboration between stakeholders and communicate ICAO policies and provisions and ensure efficient and cost-effective assistance to States, including through participation in external Conferences, Seminars, Meetings and Missions addressing SECFAL matters.	SEC 8.5,SEC 1.3, SEC 2.2, SEC 3.3, SEC 8.24	C	VF 100%		Resolution A40-11 - Appendix A	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/SEC 6.7	Prepare, coordinate, conduct and report on capacity-building projects and missions to assist Member States in improving AVSEC/FAL measures in compliance with the requirements of Annex 17 and Annex 9 (including the ICAO TRIP Strategy elements).	SEC 1.6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.8, SEC 3.3, SEC 5.1 SEC 5.2 SEC 5.3, SEC 5.4, SEC 8.1, SEC 8.5	A	VF 100%		Resolution A40-11 , Appendix E and Resolution A40-16	Modified

Bureau / (Regional) Office:	**ROs**	**MID**
Output SECF 6:	**Strengthened security and facilitation of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/SEC 6.1	Support the effective implementation of the USAP-CMA Programme	SEC 3.3, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 7.1, SEC 7.2, SEC 7.3, SEC 8.1, SEC 8.2	A	RB 100%		Annex 17, A40-11 - App D, GASeP	Maintained
MID/SEC 6.2	Support the implementation of ICAO's aviation security assistance and capacity-building strategy, including the coordination of the ICAO ASTC Network	SEC 3.3, SEC 5.1, SEC 5.2, SEC 5.3 SEC 5.4, SEC 7.1, SEC 7.2, SEC 7.3, SEC 8.1, SEC 8.23	A	RB 100%		Annex 17, A40-11 - App E, GASeP	Maintained
MID/SEC 6.3	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs (including the ICAO TRIP Strategy elements).	SEC 1,6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.8, SEC 8.1, SEC 8.5 MID/SAF 6.5 MID/CAP 6.6	A	RB 100%		Annex 9, Annex 17, A40-11 - App C and A40-16	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/SEC 6.4	Facilitate the implementation Annex 17 SARPs in the framework of GASeP and facilitate coordination and State assistance on cybersecurity.	SEC 1.4, SEC 1.7, SEC 1.10, SEC 5.4, SEC 8.1, SEC 8.2, SEC 8.4, SEC 8.5, SEC 8.14, SEC 8.23	A	RB 100%		Annex 17, GASeP, A40-11 , A40-12	Modified
MID/SEC 6.5	Support the activities of regional programmes, foster cooperation among stakeholders and measure progress on the implementation of the GASeP and the regional priorities and plans, through the relevant Regional AVSEC/FAL Groups, including through the CASP	SEC 1.3, SEC 1.5, SEC 3.4, SEC 5.4, SEC 8.1	A	RB 70%	Secondee 30%	Annex 9, Annex 17, A40-11-App A, GASeP	Modified
MID/SEC 6.6	Cooperate and coordinate with international/regional organizations and Donor States/Entities to maximize synergies, promote collaboration between stakeholders and communicate ICAO policies and provisions and ensure efficient and cost-effective assistance to States, including through participation in external Conferences, Seminars, Meetings and Missions addressing SECFAL matters.	SEC 3.3, SEC 1.3, SEC 2.2, SEC 8.5, SEC 8.24	C	RB 60%	Secondee 40%	Annex 9, Annex 17, A40-11-App A, GASeP	Modified
MID/SEC 6.7	Prepare, coordinate, conduct and report on capacity-building projects and missions to assist Member States in improving AVSEC/FAL measures in compliance with the requirements of Annex 17 and Annex 9 (including the ICAO TRIP Strategy elements).	SEC 2.3, SEC 2.8, SEC 2.10, SEC 1.6, SEC 2.2, SEC 2.4, SEC 3.3, SEC 5.1 SEC 5.2 SEC 5.3, SEC 5.4, SEC 8.1, SEC 8.5	B	RB 80%	VF 20%	Annex 9, Annex 17, A40-11, A40-16, GASeP	

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Bureau / (Regional) Office:	**ROs**	**NACC**
Output SECF 6:	**Strengthened security and facilitation of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/SEC 6.1	Support the effective implementation of the USAP-CMA Programme	SEC 3.1, SEC 3.2, SEC 3.5	A	RB 100%		Annex 17, A40-11, GASeP	Maintained
NACC/SEC 6.2	Support the implementation of ICAO's aviation security assistance and capacity-building strategy, including the coordination of the ICAO ASTC Network	SEC 3.3, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 7.1, SEC 7.2, SEC 7.3, SEC 8.1, SEC 8.23	A	RB 100%		Annex 17, A40-11, GASeP	Maintained
NACC/SEC 6.3	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs (including the ICAO TRIP Strategy elements).	SEC 2.2, SEC 2.4 SEC 1.6, SEC 2.3, SEC 2.8, SEC 8.1, SEC 8.5	A	RB 100%		Annex 9, A40-11, Annex 17	Modified
NACC/SEC 6.4	Facilitate the implementation Annex 17 SARPs in the framework of GASeP and facilitate coordination and State assistance on cybersecurity.	SEC 1.4, SEC 1.7, SEC 1.10, SEC 5.4, SEC 8.1, SEC 8.2, SEC 8.4, SEC 8.5, SEC 8.14, SEC 8.23	A	RB 100%		Annex 17, GASeP, A40-11,	Maintained
NACC/SEC 6.5	Support the activities of regional programmes, foster cooperation among stakeholders and measure progress on the implementation of the GASeP and the regional priorities and plans, through the relevant Regional AVSEC/FAL Groups, including through the CASP-AP.	SEC 5.4, SEC 1.3, SEC 1.5, SEC 3.4, SEC 8.1	B	RB 100%		Annex 9, Annex 17, A40-11, GASeP	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/SEC 6.6	Cooperate and coordinate with international/regional organizations and Donor States/Entities to maximize synergies, promote collaboration between stakeholders and communicate ICAO policies and provisions and ensure efficient and cost-effective assistance to States, including through participation in external Conferences, Seminars, Meetings and Missions addressing SECFAL matters.	SEC 3.3, SEC 1.3, SEC 2.2, SEC 8.5, SEC 8.24	C	RB 90%	VF 10%	Annex 9, Annex 17, A40-11, GASeP	Modified
NACC/SEC 6.7	Prepare, coordinate, conduct and report on capacity-building projects and missions to assist Member States in improving AVSEC/FAL measures in compliance with the requirements of Annex 17 and Annex 9 (including the ICAO TRIP Strategy elements).	SEC 2.3, SEC 2.8, SEC 1.6, SEC 2.2, SEC 2.4, SEC 3.3, SEC 5.1 SEC 5.2 SEC 5.3, SEC 5.4, SEC 8.1, SEC 8.5	B	RB 100%		Annex 9, Annex 17, A40-11, GASeP	Modified

Bureau / (Regional) Office:	**ROs**	**SAM**
Output SECF 6:	**Strengthened security and facilitation of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAM/SEC 6.1	Support the effective implementation of the USAP-CMA Programme	SEC 3.1 SEC 3.2, SEC 3.3	B	RB 40%	VF 60%	Resolution A40-11 - Appendix D	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAM/SEC 6.2	Support the implementation of ICAO's aviation security assistance and capacity-building strategy, including the coordination of the ICAO ASTC Network	SEC 5.1, SEC 3.3, SEC 5.2, SEC 5.3, SEC 5.4, SEC 7.1, SEC 7.2, SEC 7.3, SEC 8.1, SEC 8.23	B	RB 60%	VF 40%	Resolution A40-11 - Appendix E	Modified
SAM/SEC 6.3	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs (including the ICAO TRIP Strategy elements).	SEC 1.6 SEC 2.3 SEC 2.4, SEC 2.2, SEC 2.8, SEC 8.1, SEC 8.5	A	RB 40%	VF 60%	Resolution A40-11 - Appendix C and Resolution A40-16	Modified
SAM/SEC 6.4	Facilitate the implementation Annex 17 SARPs in the framework of GASeP	SEC 5.4 SEC 1.4, SEC 1.7, SEC 1.10, SEC 8.1, SEC 8.2, SEC 8.4, SEC 8.5, SEC 8.14, SEC 8.23	B	RB 40%	VF 60%	Resolution A40-12	Modified
SAM/SEC 6.5	Support the activities of regional programmes, foster cooperation among stakeholders and measure progress on the implementation of the GASeP and the regional priorities and plans, through the relevant Regional AVSEC/FAL Groups.	SEC 1.3, SEC 1.5, SEC 3.4, SEC 5.4, SEC 8.1	A	RB 60%	VF 40%	Resolution A40-11 - Appendix A	Modified
SAM/SEC 6.6	Cooperate and coordinate with international/regional organizations and Donor States/Entities to maximize synergies, promote collaboration between stakeholders and communicate ICAO policies and provisions and ensure efficient and cost-effective assistance to States, including through participation in external Conferences, Seminars, Meetings and Missions addressing SECFAL matters.	SEC 1.3 SEC 2.2 SEC 3.3, SEC 8.5, SEC 8.24	B	RB 60%	VF 40%	Resolution A40-11 - Appendix A	Modified
SAM/SEC 6.7	Prepare, coordinate, conduct and report on capacity-building projects and missions to assist Member States in improving AVSEC/FAL measures in compliance with the requirements of Annex 17 and Annex 9 (including the ICAO TRIP Strategy elements).	SEC 5.3 SEC 5.2 SEC 5.1 SEC 3.3, SEC 1.6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.8, SEC 5.4, SEC 8.1, SEC 8.5	A	RB 40%	VF 60%	Resolution A40-11 - Appendix E and Resolution A40-16	Modified

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Bureau / (Regional) Office:	**ROs**	**WACAF**
Output SECF 7:	**Strengthened security and facilitation of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/SEC 6.1	Support the effective implementation of the USAP-CMA Programme	SEC 3.1, SEC 3.2, SEC 3.5	A	RB 100%		Resolution A40-11 - Appendix D	Maintained
WACAF/SEC 6.2	Support the implementation of ICAO's aviation security assistance and capacity-building strategy, including the coordination of the ICAO ASTC Network and other Agencies (UNCTED, WCO, …)	SEC 3.3, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 7.1, SEC 7.2, SEC 7.3, SEC 8.1, SEC 8.23	A	RB 100%		Resolution A40-11 - Appendix E	Maintained
WACAF/SEC 6.3	Support States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs (including the ICAO TRIP Strategy elements).	SEC 1.6, SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.8, SEC 8.1, SEC 8.5	A	RB 100%		Appendix C and Resolution A40-16	New
WACAF/SEC 6.4	Facilitate the implementation Annex 17 SARPs in the framework of GASeP and facilitate coordination and State assistance on cybersecurity	SEC 1.4, SEC 1.7, SEC 1.10, SEC 5.4, SEC 8.1, SEC 8.2, SEC 8.4, SEC 8.5, SEC 8.14, SEC 8.23	A	RB 60%	VF 40%	Resolution A40-12	Maintained
WACAF/SEC 6.5	Support the activities of regional programmes, foster cooperation among stakeholders and measure progress on the implementation of the GASeP and the regional priorities and plans, through the relevant Regional AVSEC/FAL Groups, including through the CASP	SEC 1.3, SEC 1.5, SEC 3.4, SEC 5.4, SEC 8.1	A	RB 100%		Resolution A40-11 - Appendix A	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/SEC 6.6	Cooperate and coordinate with international/regional organizations and Donor States/Entities to maximize synergies, promote collaboration between stakeholders and communicate ICAO policies and provisions and ensure efficient and cost-effective assistance to States, including through participation in external Conferences, Seminars, Meetings and Missions addressing SECFAL matters.	SEC 1.3, SEC 2.2, SEC 3.3, SEC 8.5, SEC 8.24	B	VF 100%		Resolution A40-11 - Appendix A	Modified
WACAF/SEC 6.7	Prepare, coordinate, conduct and report on capacity-building projects and missions to assist Member States in improving AVSEC/FAL measures in compliance with the requirements of Annex 17 and Annex 9 (including the ICAO TRIP Strategy elements).	SEC 1.3, SEC 2.2, SEC 3.3, SEC 8.5, SEC 8.24	B	RB 60%	Unfunded	Resolution A40-11 - Appendix A	Modified

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Bureau / (Regional) Office:	**GAT**
Output SECF 7:	**Enhanced, accessible and guided ICAO training in security and facilitation to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy.**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SEC 7.1	Leverage available resources, such as new technology, up-to-date subject matter expertise and enhanced collaboration with the Air Transport Bureau, to increase its training production	SEC 2.2, SEC 2.3, SEC 2.7, SEC 2.8, SEC 2.11, SEC 3.3, SEC 4.4, SEC 4.5, SEC 5.1, SEC 5.3, SEC 5.4, SEC 6.2	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
SEC 7.2	Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions	SEC 2.2, SEC 2.3, SEC 2.7, SEC 2.8, SEC 2.11, SEC 3.3, SEC 4.4, SEC 4.5, SEC 5.1, SEC 5.3, SEC 5.4, SEC 6.2	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
SEC 7.3	Consolidate and expand GAT network of partners under the TPP framework across all regions, providing courses in all ICAO language	SEC 2.2, SEC 2.3, SEC 2.7, SEC 2.8, SEC 2.11, SEC 3.3, SEC 4.4, SEC 4.5, SEC 5.1, SEC 5.3, SEC 5.4, SEC 6.2	B	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
SEC 7.4	Bring together States, educational institutions, UN and other actors to attract, train and educate the next generation of aviation professionals and retain a competent workforce capable of meeting the needs and challenges of the global aviation community into the future	SEC 2.2, SEC 2.3, SEC 2.7, SEC 2.8, SEC 2.11, SEC 3.3, SEC 4.4, SEC 4.5, SEC 5.1, SEC 5.3, SEC 5.4, SEC 6.2. SEC 6.5, SEC 6.6	B	Unfunded		A40-25 A39-29 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained

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Bureau / (Regional) Office:	**TCB**
Output SECF 8:	**Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in security and facilitation**
SDGs supported (Choose a maximum of 4)	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 8.1	Implement policy aligning technical assistance and technical cooperation activities	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	CR 100%		A40-24, C-DECs, Audit Recommendation	Maintained
SEC 8.2	Strengthen Integrated Project Performance Monitoring and Reporting Mechanism to enhance project management	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		A40-24	Maintained
SEC 8.3	Implement a Quality Assurance Process for TCB projects	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	B	AOSC 100%		A40-24	Maintained
SEC 8.4	Develop new set of Implementation Packages (iPacks) in coordination with technical Bureaus as well as Regional Offices	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	CR 100%		A40-24 C-DECs	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 8.5	Develop new implementation support products in coordination with technical Bureaus and Regional Offices	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	CR 100%		A40-24 C-DECs	New
SEC 8.6	Perform TCB External Customer Satisfaction Survey under revised methodology	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		A40-24, C-DECs	Maintained
SEC 8.7	Establish tailored action plans based on TCB External Customer Satisfaction Survey results	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		A40-24, C-DECs	Maintained
SEC 8.8	Implement cost reduction and control mechanism for the triennium		A	AOSC 100%		A40-24, C-DECs	Modified
SEC 8.9	Establish an updated cost-sharing arrangement between TCB and the Regular Programme		A	AOSC 100%		A40-24 C-DECs	Modified
SEC 8.10	Develop a cost-recovery policy for TCB products and services in coordination with FIN	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		A40-24 C-DECs	Maintained
SEC 8.11	Identify and implement new business development initiatives		C	AOSC 100%		A40-24 C-DECs	Modified
SEC 8.12	Organize technical cooperation symposia and forums across all ICAO regions		C	AOSC 100%		A40-24 C-DECs	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 8.13	Implement Outreach Plan for TCB		A	AOSC 100%		A40-24 C-DECs	Modified
SEC 8.14	Enhance One-Single Process Approach for project management	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		A40-24 C-DECs	Modified
SEC 8.15	Maintain ISO 9001:2015 Certification		A	AOSC 100%		A40-24 C-DECs	Maintained
SEC 8.16	Enhance risk and quality management process and culture		A	AOSC 100%		A40-24 C-DECs	New
SEC 8.17	Assist States in addressing Significant Safety Concerns (SSCs) and Significant Security Concerns (SSeCs)	SEC 3.2	A	AOSC 100%		A40-24	Maintained
SEC 8.18	Implement the ICAO Programme for Aviation Volunteers (IPAV)		A	AOSC 100%		A40-24	Maintained
SEC 8.19	Implement Talent Outreach Plan and Programme		A	AOSC 100%		A40-24	Maintained
SEC 8.20	Establish ICAO Global Outreach for Aviation Leaders (GOAL) database and programme for capacity building support		A	AOSC 100%		A40-24	Maintained
SEC 8.21	Develop and implement Service-Level Agreements (SLAs) regarding the services provided to TCB	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		C-DECs	Modified
SEC 8.22	Implement strengthened due diligence and risk assessment regarding the acceptance of new technical cooperation and technical assistance projects and activities	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		A40-24 Audit Recommendation	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SEC 8.23	Follow-up, in close coordination with ROs, identified/validated needs while promoting TCB implementation support to increase support coverage	SEC 2.2, SEC 2.3, SEC 2.4, SEC 2.5, SEC 2.6, SEC 2.7, SEC 2.8, SEC 2.9, SEC 2.10, SEC 2.11, SEC 3.2, SEC 3.3, SEC 3.4, SEC 5.1, SEC 5.2, SEC 5.3, SEC 5.4, SEC 6.2, SEC 6.3, SEC 6.4, SEC 6.5, SEC 6.6	A	AOSC 100%		A40-24 C-DECs	Maintained
SEC 8.24	Bolster collaboration with SPCP to strengthen fund raising/resource mobilization through donors and voluntary contributions		A	AOSC 100%		A40-24 C-DECs	New
SEC 8.25	Implement long-term TCB Human Resources Training and Development Plan		A	AOSC 100%		C-DECs	Maintained

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SO ECONOMIC DEVELOPMENT	
Bureau / (Regional) Office:	**ATB**
Output DEV 1:	**Enhanced capabilities of States to improve air connectivity, to create competitive business environment, and to perform economic regulatory oversight functions**
SDGs supported (Choose a maximum of 4)	Goal 1. End poverty in all its forms everywhere Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
DEV 1.1	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.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, DEV 8.1, DEV 8.2, DEV 8.3, DEV 8.4, APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1, APAC/DEV 7.3, ESAF/DEV 7.3, EUR/NAT/DEV 7.3, MID/DEV 7.3, NACC/DEV 7.3, SAM/DEV 7.3, WACAF/DEV 7.3	A	RB 100%		ATConf/6 A41-27	Maintained
DEV 1.2	Finalize a draft multilateral convention on foreign investment in airlines.	APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1 APAC/DEV 7.3, ESAF/DEV 7.3, EUR/NAT/DEV 7.3, MID/DEV 7.3, NACC/DEV 7.3, SAM/DEV 7.3, WACAF/DEV 7.3	A	RB 50%	Unfunded	A41-27	Maintained
DEV 1.3	Study and develop new policy guidance material on air cargo services and e-commerce	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, DEV 8.1, DEV 8.2, DEV 8.3, DEV 8.4, APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1, APAC/DEV 7.3, ESAF/DEV 7.3, EUR/NAT/DEV 7.3, MID/DEV 7.3, NACC/DEV 7.3, SAM/DEV 7.3, WACAF/DEV 7.3	C	Unfunded		A41-27	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 1.4	Build a better understanding of the benefits and challenges of liberalization and barriers to opening market access.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23 APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1, APAC/DEV 7.3, ESAF/DEV 7.3, EUR/NAT/DEV 7.3, MID/DEV 7.3, NACC/DEV 7.3, SAM/DEV 7.3, WACAF/DEV 7.3	C	RB 40%		A41-27	Maintained
DEV 1.5	Provide guidance and assistance in assessing the need for guidance on the economic regulation of international operations of unmanned aircraft systems, including coordination with relevant committees, panels and bodies within the Organization as well as with Member States.		B	RB 60%		A41-27	New

Bureau / (Regional) Office:	**ATB**
Output DEV 2:	**Strengthened leadership of ICAO for addressing subjects related to the development of a sound and economically viable aviation system including addressing the economic and regulatory aspects of innovation in aviation**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 2.1	Update the draft Strategic Planning Document, as well as the state of the industry document.		C	Unfunded		Strategic Planning Document (C-DEC 215/5) Business Plan	Maintained
DEV 2.2	Provide support for governing bodies of ICAO and coordinate with relevant committees, panels and working bodies within the Organization.	APAC/DEV 7.3, ESAF/DEV 7.3, EUR/NAT/DEV 7.3, MID/DEV 7.3, NACC/DEV 7.3, SAM/DEV 7.3, WACAF/DEV 7.3,	A	RB 50%	Unfunded	Business Plan	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
		APAC/DEV 7.4, ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4					
DEV 2.3	Contribute towards the implementation of Resource Mobilization Strategy	APAC/DEV 7.4, ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4. DEV 8.4	C	RB 50%	Unfunded	Business Plan	Maintained
DEV 2.4	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).	APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1, APAC/DEV 7.4, ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4, DEV 8.4	C	RB 50%	Unfunded	Business Plan	Maintained
DEV 2.5	Address emerging issues of global importance and various aspects of air transport , including economic aspects of innovation, through economic analyses and other activities, in cooperation with other international organizations	APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1, APAC/DEV 7.4, ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4. , DEV 8.4	A	RB 100%		A41-27	Maintained

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Bureau / (Regional) Office:	**ATB**
Output DEV 3:	**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 improvement of air connectivity**
SDGs supported (Choose a maximum of 4)	Goal 1. End poverty in all its forms everywhere Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 3.1	Evaluate economic contribution and benefits of aviation (including safety and air navigation improvement) by using refined methodologies.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1, DEV 8.4	A	RB 100%		Business Plan	Maintained
DEV 3.2	Update policies and guidance for economics and management of airports and air navigation services	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, DEV 8.1, DEV 8.2, DEV 8.3, , DEV 8.4, APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1	A	RB 100%		A41-27	Maintained
DEV 3.3	Develop and update guidance on funding and financing of aviation infrastructure and operations, including the cost recovery for the provision of the aeronautical meteorological (MET) services, as well as tools for business case analysis of aviation infrastructure projects.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, APAC/DEV 7.1, ESAF/DEV 7.1, EUR/NAT/DEV 7.1, MID/DEV 7.1, NACC/DEV 7.1, SAM/DEV 7.1, WACAF/DEV 7.1	B	RB 50%		A41-27	Maintained
DEV 3.4	Conduct in-depth analysis on the economic aspects of the operations of unmanned aircraft systems and develop potential funding and financing mechanisms for support its operations.		B	RB 50%		A41-27	New

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Bureau / (Regional) Office:	**ATB**
Output DEV 4:	**Enhanced capabilities of States to maximize the utility of aviation data/statistics and long-term traffic forecasts**
SDGs supported (Choose a maximum of 4)	Goal 1. End poverty in all its forms everywhere Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 4.1	Collect, analyze and disseminate aviation data/statistics under the Enterprise Data Management (EDM) framework.	APAC/DEV 7.2, ESAF/DEV 7.2, EUR/NAT/DEV 7.2, MID/DEV 7.2, NACC/DEV 7.2, SAM/DEV 7.2, WACAF/DEV 7.2	A	RB 80%	Unfunded)	A41-27	Maintained
DEV 4.2	Update long-term traffic forecasts and harmonize databases in support of aviation development, air navigation planning and environmental economics work.	APAC/DEV 7.2, ESAF/DEV 7.2, EUR/NAT/DEV 7.2, MID/DEV 7.2, NACC/DEV 7.2, SAM/DEV 7.2, WACAF/DEV 7.2, DEV 8.4	A	RB 100%		A41-27	Maintained
DEV 4.3	Update forecasts of licensed personnel requirements to support NGAP programme, including the provision of personnel data by gender in support of the Gender Equality Programme as available with regards to statistical requirements	APAC/DEV 7.2, ESAF/DEV 7.2, EUR/NAT/DEV 7.2, MID/DEV 7.2, NACC/DEV 7.2, SAM/DEV 7.2, WACAF/DEV 7.2, DEV 8.4	C	RB 80%	Unfunded	Business Plan	Maintained
DEV 4.4	Development of methodologies and data sources for arriving at a global aviation competitiveness index	APAC/DEV 7.2, ESAF/DEV 7.2, EUR/NAT/DEV 7.2, MID/DEV 7.2, NACC/DEV 7.2, SAM/DEV 7.2, WACAF/DEV 7.2	A	Unfunded		A41-27 ADAP/3 C-WP/15278	New

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Bureau / (Regional) Office:	**ATB**
Output DEV 5:	**Enhanced skills of States to implement and manage aviation-related big data solutions and take stock of innovations in support of data-driven policies**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 12. Ensure sustainable consumption and production patterns Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 5.1	Implement and manage aviation-related big data solutions and conduct joint projects related to ICAO's big data.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, DEV 8.1, DEV 8.2, DEV 8.3, DEV 8.4, APAC/DEV 7.2, ESAF/DEV 7.2, EUR/NAT/DEV 7.2, MID/DEV 7.2, NACC/DEV 7.2, SAM/DEV 7.2, WACAF/DEV 7.2	A	RB 80%	Unfunded	A41-27	Maintained
DEV 5.2	Develop business analysis tools to maximize the utility of data through visualization.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23 APAC/DEV 7.2, ESAF/DEV 7.2, EUR/NAT/DEV 7.2, MID/DEV 7.2, NACC/DEV 7.2, SAM/DEV 7.2, WACAF/DEV 7.2	C	RB 60%	ARGF 40%	A41-27 Business Plan	Maintained
DEV 5.3	Utilize big data and innovative data solutions for advanced COVID-19 analyses to facilitate States' decision-making and policy-making processes	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, DEV 8.1, DEV 8.2, DEV 8.3, DEV 8.4, APAC/DEV 7.2, ESAF/DEV 7.2, EUR/NAT/DEV 7.2, MID/DEV 7.2, NACC/DEV 7.2, SAM/DEV 7.2, WACAF/DEV 7.2	A	Unfunded	Unfunded	A41-27	New

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Bureau / (Regional) Office:	**ATB**
Output DEV 6:	**Increased access to economic development implementation support that addresses States' prioritised needs**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 6.1	Facilitate States' access to financial resources for investments in air connectivity and infrastructure improvements as well as to deal with emergency situations	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23 , APAC/DEV 7.4, ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4	B	RB 100%		A41-27	Maintained
DEV 6.2	Facilitate States' air services negotiations and provide an exchange forum for States and aviation stakeholders to reduce regulatory costs	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, APAC/DEV 7.3, ESAF/DEV 7.3, EUR/NAT/DEV 7.3, MID/DEV 7.3, NACC/DEV 7.3, SAM/DEV 7.3, WACAF/DEV 7.3, APAC/DEV 7.4, ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4	A	RB 20%	CR 80%	A41-27	Maintained
DEV 6.3	Provide support to States in the recovery from the COVID-19 crisis, including following up to and implementing CART recommendations and HLCC Declaration, as well as raising awareness of ICAO's air transport policies and guidance and developing State/Regional Action Plans.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, DEV 8.1, DEV 8.2, DEV 8.3, , DEV 8.4, APAC/DEV 7.4, ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4	A	RB 10%	CR 90%	A41-27	Maintained
DEV 6.4	Provide tools to enhance transparency of air transport regulatory framework and development.	DEV 9.1, DEV 9.2, DEV 9.3, DEV 9.4, DEV 9.5, DEV 9.6, DEV 9.7, DEV 9.10, DEV 9.14, DEV 9.21, DEV 9.22, DEV 9.23, APAC/DEV 7.4,	B	RB 100%		A41-27	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
		ESAF/DEV 7.4, EUR/NAT/DEV 7.4, MID/DEV 7.4, NACC/DEV 7.4, SAM/DEV 7.4, WACAF/DEV 7.4					

Bureau / (Regional) Office:	**APAC**
Output DEV 7:	**Enhanced economic viability of the civil aviation system at the regional level**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/DEV 7.1	Support and promote the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, and monitor and report significant developments related to air transport matters.	DEV 1.1 to 1.4 DEV3.1 to 3.3 DEV 2.4 DEV 2.5	A	RB 100%		Existing Business Plan	Modified
APAC/DEV 7.2	Provide assistance to States concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	DEV 4.1 to 4.4 DEV5.1 to 5.3	A	RB 100%		Existing Business Plan	Maintained
APAC/DEV 7.3	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air transport matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	DEV 1.1 to 1.4 DEV 6.3 DEV 2.2	B	RB 100%		Existing Business Plan	Modified
APAC/DEV 7.4	Identify States' needs for assistance in the air transport field; promote and support the implementation of technical assistance and technical cooperation activities/projects; and in close collaboration with HQ, support the ICAO resource mobilization activities/efforts.	DEV 2.2 to 2.5 DEV6.1 to 6.4	B	RB 100%		Res A40-9 and CART Recommendations	New

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Bureau / (Regional) Office:	**ROs**	**ESAF**
Output DEV 7:	**Enhanced economic viability and resilience of the civil aviation system at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
ESAF/DEV 7.1	Support and promote the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, and monitor and report significant developments related to air transport matters.	DEV 1.1 to 1.4 DEV3.1 to 3.3 DEV 2.4 DEV 2.5	A	RB 100%		Existing Business Plan, A40-9, Antananarivo declaration on air transport, and SAATM/YD implementation.	Modified
ESAF/DEV 7.2	Provide assistance to States concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	DEV 4.1 to 4.4 DEV5.1 to 5.3	B	RB 100%		Existing Business Plan, A40-9, IWAF recommendations and decisions.	New
ESAF/DEV 7.3	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings and missions addressing air transport matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	DEV 1.1 to 1.4 DEV 6.3 DEV 2.2	B	RB 100%		Existing Business Plan, A40-9, Antananarivo declaration on air transport in Africa	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/DEV 7.4	Identify States' needs for assistance in the air transport field; promote and support implementation of technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	DEV 2.2 to 2.5 DEV6.1 to 6.4	A	RB 100%		Existing Business Plan, A40-9, and CART Recommendations	New

Bureau / (Regional) Office:	**ROs**	**EUR/NAT**
Output DEV 7:	**Enhanced economic viability and resilience of the civil aviation system at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/DEV 7.1	Support and promote the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, and monitor and report significant developments related to air transport matters.	DEV 1.1 to 1.4 DEV3.1 to 3.3 DEV 2.4 DEV 2.5	A	ARGF 100%		Res A40-9	Modified
EUR/NAT/DEV 7.2	Provide assistance to States concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	DEV 4.1 to 4.4 DEV5.1 to 5.3	A	ARGF 100%		Res A40-9	Modified
EUR/NAT/DEV 7.3	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings and missions addressing air transport matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	DEV 1.1 to 1.4 DEV 6.3 DEV 2.2	C	ARGF 100%		Existing Business Plan	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/DEV 7.4	Identify States' needs for assistance in the air transport field; promote and support implementation of technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	DEV 2.2 to 2.5 DEV6.1 to 6.4	B	ARGF 100%		Res A40-9 and CART Recommendations	Modified

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Bureau / (Regional) Office:	**ROs**	**MID**
Output DEV 7:	**Enhanced economic viability and resilience of the civil aviation system at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/DEV 7.1	Support and promote the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, and monitor and report significant developments related to air transport matters.	DEV 1.1 to 1.4 DEV3.1 to 3.3 DEV 2.4 DEV 2.5	B	RB 20%	Unfunded	Res A40-9	Modified
MID/DEV 7.2	Provide assistance to States concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	DEV 4.1 to 4.4 DEV5.1 to 5.3	B	RB 20%	Unfunded	Res A40-9	Modified
MID/DEV 7.3	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air transport matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	DEV 1.1 to 1.4 DEV 6.3 DEV 2.2	C	RB 20%	Unfunded	Res A40-9	Modified
MID/DEV 7.4	Identify States' needs for assistance in the air transport field; promote and support the implementation of technical assistance and technical cooperation activities/projects; and in close collaboration with HQ, support the ICAO resource mobilization activities/efforts.	DEV 2.2 to 2.5 DEV6.1 to 6.4	B	RB 20%	Unfunded	Res A40-9 and CART Recommendations	Modified

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Bureau / (Regional) Office:	**ROs**	**NACC**
Output DEV 7:	**Enhanced economic viability and resilience of the civil aviation system at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/DEV 7.1	Support and promote the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, and monitor and report significant developments related to air transport matters.	DEV 1.1 to 1.4 DEV3.1 to 3.3 DEV 2.4 DEV 2.5	B	RB 100%		A40-9, IWAF4	Modified
NACC/DEV 7.2	Provide assistance to States concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	DEV 4.1 to 4.4 DEV5.1 to 5.3	B	RB 100%		A40-9, IWAF4	Maintained
NACC/DEV 7.3	Cooperate with international/regional organizations on events and activities addressing air transport matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	DEV 1.1 to 1.4 DEV 6.3 DEV 2.2	B	RB 100%		A40-9, IWAF4	Modified
NACC/DEV 7.4	Identify States' needs for assistance in the air transport field; promote and support the implementation of technical assistance and technical cooperation activities/projects; and in close collaboration with HQ, support the ICAO resource mobilization activities/efforts.	DEV 2.2 to 2.5 DEV6.1 to 6.4	B	RB 100%		A40-9, IWAF4	Modified

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Bureau / (Regional) Office:	ROs	SAM
Output DEV 7:	**Enhanced economic viability and resilience of the civil aviation system at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAM/DEV 7.1	Support and promote the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, and monitor and report significant developments related to air transport matters.	DEV 1.1 to 1.5 DEV3.1 to 3.3 DEV 2.4 DEV 2.5	C	Secondees 100%		IWAF4	Modified
SAM/DEV 7.2	Provide assistance to States concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	DEV 4.1 to 4.4 DEV5.1 to 5.3	C	Secondees 100%		IWAF4	Maintained
SAM/DEV 7.3	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing air transport matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	DEV 1.1 to 1.5 DEV 6.3 DEV 2.2	C	Secondees 100%		IWAF4	Modified
SAM/DEV 7.4	Identify States' needs for assistance in the air transport field; promote and support the implementation of technical assistance and technical cooperation activities/projects; and in close collaboration with HQ, support the ICAO resource mobilization activities/efforts.	DEV 2.2 to 2.5 DEV6.1 to 6.4	B	Secondees 100%		IWAF4	New

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Bureau / (Regional) Office:	**ROs**	**WACAF**
Output DEV 7:	**Enhanced economic viability and resilience of the civil aviation system at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/DEV 7.1	Support and promote the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, and monitor and report significant developments related to air transport matters.	DEV 1.1 to 1.4, DEV3.1 to 3.3 DEV 2.4 DEV 2.5	A	RB 60%	Unfunded	Res A40-9	Modified
WACAF/DEV 7.2	Provide assistance to States concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	DEV 4.1 to 4.4 DEV5.1 to 5.3	B	RB 100%		Res A40-9	New
WACAF/DEV 7.3	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings and missions addressing air transport matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	DEV 1.1 to 1.4 DEV 6.3 DEV 2.2	B	RB 100%		Res A40-9	New
WACAF/DEV 7.4	Identify States' needs for assistance in the air transport field; promote and support implementation of technical assistance and technical cooperation activities/projects; and in close collaboration with HQ support the ICAO resource mobilization activities/efforts.	DEV 2.2 to 2.5 DEV6.1 to 6.4	A	RB 100%		Res A40-9 and CART Recommendations	New

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Bureau / (Regional) Office:	**GAT**
Output DEV 8:	**Enhanced, accessible and guided ICAO training in the economic development of air transport to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 8.1	Leverage available resources, such as new technology, up-to-date subject matter expertise and enhanced collaboration with the Air Transport Bureau, to increase its training production	DEV1.1, DEV 1.3, DEV 3.2, DEV 5.1, DEV 5.3, DEV 6.3	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
DEV 8.2	Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions	DEV1.1, DEV 1.3, DEV 3.2, DEV 5.1, DEV 5.3, DEV 6.3	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
DEV 8.3	Consolidate and expand GAT network of partners under the TPP framework across all regions, providing courses in all ICAO language	DEV1.1, DEV 1.3, DEV 3.2, DEV 5.1, DEV 5.3, DEV 6.3	B	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
DEV 8.4	Bring together States, educational institutions, UN and other actors to attract, train and educate the next generation of aviation professionals and retain a competent workforce capable of meeting the needs and challenges of the global aviation community into the future	DEV1.1, DEV 1.3, DEV 2.3, DEV 2.4, DEV 2.5, DEV 3.1, DEV 3.2, DEV 4.2, DEV 4.3, DEV 5.1, DEV 5.3, DEV 6.3	B	Unfunded		A40-25 A39-29 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained

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Bureau / (Regional) Office:	**TCB**
Output DEV 9:	**Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in the economic development of air transport**
SDGs supported (Choose a maximum of 4)	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 9.1	Implement policy aligning technical assistance and technical cooperation activities	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	CR 100%		A40-24, C-DECs, Audit Recommendation	Maintained
DEV 9.2	Strengthen Integrated Project Performance Monitoring and Reporting Mechanism to enhance project management	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		A40-24	Maintained
DEV 9.3	Implement a Quality Assurance Process for TCB projects	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	B	100% AOSC		A40-24	Maintained
DEV 9.4	Develop new set of Implementation Packages (iPacks) in coordination with technical Bureaus as well as Regional Offices	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 53, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	CR 100%		A40-24 C-DECs	New
DEV 9.5	Develop new implementation support products in coordination with technical Bureaus and Regional Offices	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	CR 100%		A40-24 C-DECs	New
DEV 9.6	Perform TCB External Customer Satisfaction Survey under revised methodology	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		A40-24, C-DECs	Maintained
DEV 9.7	Establish tailored action plans based on TCB External Customer Satisfaction Survey results	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		A40-24, C-DECs	Maintained
DEV 9.8	Implement cost reduction and control mechanism for the triennium		A	100% AOSC		A40-24, C-DECs	Modified
DEV 9.9	Establish an updated cost-sharing arrangement between TCB and the Regular Programme		A	100% AOSC		A40-24 C-DECs	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 9.10	Develop a cost-recovery policy for TCB products and services in coordination with FIN	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 6.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		A40-24 C-DECs	Maintained
DEV 9.11	Identify and implement new business development initiatives		C	100% AOSC		A40-24 C-DECs	Modified
DEV 9.12	Organize technical cooperation symposia and forums across all ICAO regions		C	100% AOSC		A40-24 C-DECs	Maintained
DEV 9.13	Implement Outreach Plan for TCB		A	100% AOSC		A40-24 C-DECs	Modified
DEV 9.14	Enhance One-Single Process Approach for project management	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		A40-24 C-DECs	Modified
DEV 9.15	Maintain ISO 9001:2015 Certification		A	100% AOSC		A40-24 C-DECs	Maintained
DEV 9.16	Enhance risk and quality management process and culture		A	100% AOSC		A40-24 C-DECs	New
DEV 9.17	Assist States in addressing Significant Safety Concerns (SSCs) and Significant Security Concerns (SSeCs)		A	100% AOSC		A40-24	Maintained
DEV 9.18	Implement the ICAO Programme for Aviation Volunteers (IPAV)		A	100% AOSC		A40-24	Maintained
DEV 9.19	Implement Talent Outreach Plan and Programme		A	100% AOSC		A40-24	Maintained
DEV 9.20	Establish ICAO Global Outreach for Aviation Leaders (GOAL) database and programme for capacity building support		A	100% AOSC		A40-24	Maintained
DEV 9.21	Develop and implement Service-Level Agreements (SLAs) regarding the services provided to TCB	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		C-DECs	Modified
DEV 9.22	Implement strengthened due diligence and risk assessment regarding the acceptance of new technical cooperation and technical assistance projects and activities	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		A40-24 Audit Recommendation	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
DEV 9.23	Follow-up, in close coordination with ROs, identified/validated needs while promoting TCB implementation support to increase support coverage	DEV 1.1, DEV 1.2, DEV 1.3, DEV 1.4, DEV 3.1, DEV 3.2, DEV 3.3, DEV 5.1, DEV 5.2, DEV 5.3, DEV 6.1, DEV 6.2, DEV 6.3, DEV 6.4	A	100% AOSC		A40-24 C-DECs	Maintained
DEV 9.24	Bolster collaboration with SPCP to strengthen fund raising/resource mobilization through donors and voluntary contributions		A	CR		A40-24 C-DECs	New
DEV 9.25	Implement long-term TCB Human Resources Training and Development Plan		A	CR		C-DECs	Maintained

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Bureau / (Regional) Office:	**ATB**
Output ENV 1:	**Advanced ICAO policies, legal frameworks, SARPs and guidance for implementation of innovative solutions, toward realization of collective aspirational goals by States**
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13. Take urgent action to combat climate change and its impacts

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 1.1	Undertake studies and develop necessary ENV-related policies, SARPs and guidance, for new innovative green technologies, such as evolutionary and revolutionary aircraft technologies, and cleaner energy sources including support to the work of Council and CAEP	ENV 1.5, 1.6, 2.7, ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	A	RB 60%	Unfunded ***Note 1: No dedicated officer for New Technologies (electric/hydrogen) (see also ENV 2.2, 2.4)***	A41-20 and A41-21	New
ENV 1.2	Elaborate 2050 ICAO Vision for Sustainable Aviation Fuels (SAF), through the stocktaking process and convening of CAAF/3 conference, with quantified 2050 goals and relevant ICAO policies and guidance to facilitate SAF development and deployment by States	ENV 2.2	A	RB 100%		A41-21	Modified
ENV 1.3	Maintain and enhance ICAO tools, such as ICAO Carbon Emissions Calculator and other tools (e.g. IFSET, EBT, CERT) to respond to the needs of States and public, including enhancing transparency on environmental performance, and develop new tools as (e.g. ICAO SAF platform)	ENV 3.2, 5.4	B	RB 50%	Unfunded	A41-21	Modified
ENV 1.4	Update SARPs and guidance related to Aircraft Noise (e.g., Annex 16, Volume I and Environmental Technical Manual, Volume I) including support to CAEP work on Supersonic Aircraft	ENV 1.1, ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	A	Unfunded	***Note 2: Removal of Noise Officer from the 2023-2025 triennium will highly impact the ICAO's work on aircraft noise and supersonic aircraft***	A41-20	Modified
ENV 1.5	Update SARPs and guidance related to Local Air Quality (e.g., Annex 16, Volume II and Environmental Technical Manual, Volume II) including support to CAEP work on Particulate Matters	ENV 1.1, ENV 8.1, ENV 8.2, ENV8.3, ENV 8.4	A	RB 100%		A41-20	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV1.6	Update SARPs and guidance related to Aircraft CO2 (e.g., Annex 16, Volume III and Environmental Technical Manual, Volume III) including support to CAEP	ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	A	RB 100%		A41-20	Maintained

SO ENVIRONMENTAL PROTECTION	
Bureau / (Regional) Office:	**ATB**
Output ENV 2:	**Enhanced monitoring of environment-driven innovations and taking stock of CO2 reduction information toward the achievement of the collective ICAO long-term global aspirational goal (LTAG) of net-zero carbon emissions by 2050.**
SDGs supported (Choose a maximum of 4)	Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13. Take urgent action to combat climate change and its impacts

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 2.1	Monitor the global progress on the achievement of the LTAG of net-zero carbon emissions by 2050 including through the development of integrated ICAO monitoring tools for environment-driven innovations on aviation technologies, operations, and fuels and other cleaner energy sources	ENV 2.2, 2.3, 2.4, 2.5, 2.6, ENV 8.4	A	Unfunded	***Note 3: No dedicated officer for ENV Tools (see also ENV 1.3, 2.5, 2.6, 3.6)***	A41-20, A41-21	New
ENV 2.2	Undertake annual ICAO stocktaking events to collect data on aviation CO2 reduction information from environment-driven innovations	ENV 2.1, ENV 1.2	A	RB 60%	Unfunded	A41-20, A41-21	New
ENV 2.3	Assess the contributions of submitted State Action Plans on aviation CO2 reduction activities	ENV 2.1, ENV 6.4	B	VF 100%		A41-21	Modified
ENV 2.4	Follow-up and review scientific aspects of aviation's contribution to the global climate (e.g. IPCC)	ENV 2.1, ENV 8.4	B	Unfunded		A41-21	Modified
ENV 2.5	Development of ICAO SAF accounting and reporting system	ENV 2.1	A	Unfunded		A41-21	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
2.6	Support the work of Council and CAEP related to the assessment of ICAO methodologies for monitoring progress on the achievement of the LTAG	ENV 2.1	A	Unfunded		A41-21	Modified

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Bureau / (Regional) Office:	**ATB**
Output ENV 3:	**Active implementation of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13. Take urgent action to combat climate change and its impacts Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 3.1	Update SARPs and guidance related to CORSIA (Annex 16, Volume IV and Environmental Technical Manual, Volume IV) including support to CAEP	ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	A	RB 100%		A41-21	Maintained
ENV 3.2	Update the CORSIA CO2 Estimation and Reporting Tool (CERT), including support to CAEP	ENV 1.3	A	VF 100%		A41-22	Maintained
ENV 3.3	Update the ICAO documents related to CORSIA eligible fuels, including support to CAEP		A	RB 100%		A41-22	Maintained
ENV 3.4	Update the ICAO documents related to CORSIA eligible emissions units, including support to TAB		A	RB 60%	Unfunded	A41-22	Maintained
ENV 3.5	Maintain and update CORSIA Central Registry (CCR) and compile data submitted by States and publish necessary information		A	RB 60%	Unfunded	A41-22	Maintained
ENV 3.6	Consideration of necessary adjustments to CCR in light of methodologies for monitoring CO2 reductions from the use of SAF, LCAF and other cleaner energy sources for the achievement of the LTAG	ENV 2.1	A	Unfunded		A41-22 and A41-21	New
ENV 3.7	Encourage the increasing number of States that voluntarily participate in CORSIA		B	RB 100%		A41-22	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 3.8	Support implementation of CORSIA by States through ACT-CORSIA (Assistance, Capacity-building and Training for CORSIA) programme, including buddy partnerships among States, training seminars, outreach materials, CORSIA website update, with an increasing focus on CORSIA eligible fuels and CORSIA eligible emissions units	ENV 9.1, ENV 9.2, ENV 9.3, ENV 9.4, ENV 9.5, ENV 9.6, ENV 9.7, ENV 9.10, ENV 9.14, ENV 9.21, ENV 9.22, ENV 9.23. ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	A	Unfunded	***Note 4: No dedicated officer for ACT-CORSIA***	A41-22	Maintained
ENV 3.9	Support the work of Council and CAEP on the periodic review of CORSIA, including possible adjustments of CORSIA from A41 decisions		A	RB 100%		A41-22	Maintained

Bureau / (Regional) Office:	**ATB**
Output ENV 4:	**Increased focus on other important and emerging environmental areas such as climate change adaptation and infrastructure resilience**
SDGs supported (Choose a maximum of 4)	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 4.1	Develop ICAO guidance for States for the development and implementation of climate change adaptation measures to aviation operations and infrastructure resilience, including support to CAEP work		A	RB 20%	Unfunded	A41-21	Modified
ENV 4.2	Facilitate the exchange of best practices for aviation climate change adaptation measures implemented by States, such as seminars and workshops, in cooperation with other UN bodies and international organizations	ENV 9.1, ENV 9.2, ENV 9.3, ENV 9.4, ENV 9.5, ENV 9.6, ENV 9.7, ENV 9.10, ENV 9.14, ENV 9.21, ENV 9.22, ENV 9.23, ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	B	RB 20%	Unfunded	A41-21	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 4.3	Global overview assessment of climate change risk to aviation operations and infrastructure and associated economic cost impacts		A	Unfunded	***Note 5: No dedicated officer for Climate Adaptation (see also ENV 4.1, 4.2, 4.4)***	A41-21	New
ENV 4.4	Establish ENV assistance projects in partnerships with external organizations to facilitate capacity building and financing for the implementation of specific aviation climate adaptation measures by States	ENV 9.1, ENV 9.2, ENV 9.3, ENV 9.4, ENV 9.5, ENV 9.6, ENV 9.7, ENV 9.10, ENV 9.14, ENV 9.21, ENV 9.22, ENV 9.23, ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	C	Unfunded		A41-21	New
ENV 4.5	Undertake studies and develop necessary guidance on other ENV-related emerging areas, such as circular economy, environment management practices, and carbon capture and storage (CCS)	ENV 9.1, ENV 9.2, ENV 9.3, ENV 9.4, ENV 9.5, ENV 9.6, ENV 9.7, ENV 9.10, ENV 9.14, ENV 9.21, ENV 9.22, ENV 9.23, ENV 8.4	C	Unfunded		A41-21	New

Bureau / (Regional) Office:	**ATB**
Output ENV 5:	**Enhanced leadership of ICAO for addressing all aviation environmental issues**
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 5.1	Develop and disseminate material on ICAO's activities and achievements on environment (e.g., environment reports, newsletters, symposia and seminars) to Member States, aviation industry, civil society (e.g., ATAG, ACI, CANSO, IATA, IBAC, ICCAIA, ICSA) and Youth representatives	ENV 1, 2, 3, 4, 6, ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	C	RPB 40%	Unfunded	A41-20, A41-21, A41-22	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 5.2	Closely follow-up and provide ICAO input to the UNFCCC process, including statements, submissions and side events, on relevant issues to international aviation (e.g. climate goals, CORSIA, State Action Plans, climate finance)	ENV 1, 2, 3, 4, 6	A	RPB 40%	Unfunded	A41-21, A41-22	Modified
ENV 5.3	Cooperate with other relevant UN bodies and international organizations (e.g., UNSG-CC, UNDESA, WHO, WMO, IMO, IEA, IRENA, ITF, IPCC, Sum4All, UNEP, UNDP, UN-HABITAT, UNDP, UNDRR, UNWTO, GEF, GCF, ISO, IAF, SAE, IEC, AFRA, ABFA, GBEP), including the provision of ICAO input to their conferences and events , and the establishment of partnerships, joint programmes and initiatives (e.g. ICAO Global Coalition for Sustainable Aviation)	ENV 1, 2, 3, 4, 6, ENV 8.4	C	RPB 40%	Unfunded	A41-20, A41-21, A41-22	Modified
ENV 5.4	Manage and coordinate ICAO's contribution to UN-wide environmental initiatives and groups (e.g., UN Climate Summits, UN Environment Management Group, UN Climate Neutral Initiative), as well as partnerships with external parties, including the use of ICAO Carbon Calculator and other tools	ENV 1, 2, 3, 4, 6, ENV 8.4	A	RPB 40%	Unfunded	A41-21	Modified
ENV 5.5	Coordinate and support ICAO Regional Offices on ENV-related meetings, events and initiatives in the regions	ENV 1, 2, 3, 4, 6, ENV 8.4	A	RPB 40%	Unfunded	A41-20, A41-21, A41-22	Modified

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Bureau / (Regional) Office:	**ATB**
Output ENV 6:	**Enhanced support to development, update and implementation of plans, programmes and initiatives for providing States with the means of implementation toward the achievement of the collective ICAO long-term global aspirational goal (LTAG) of net-zero carbon emissions by 2050**
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 6.1	Update ICAO guidance, tools and website for the development, update and implementation of State Action Plans (SAP), including long-term CO2 reduction projections as voluntary contributions to the LTAG		A	VF 70%	RB 30% ***Note 6: No dedicated officer for Sate Action Plans (see also ENV 2.3, 6.2, 6.5)***	A41-21	Modified
ENV 6.2	Support the SAP development and update to include new green innovations and long-term roadmaps, such as through seminars and exchange of best practices	ENV 9.1, ENV 9.2, ENV 9.3, ENV 9.4, ENV 9.5, ENV 9.6, ENV 9.7, ENV 9.10, ENV 9.14, ENV 9.21, ENV 9.22, ENV 9.23, ENV 8.1, ENV 8.2, ENV 8.3, ENV 8.4	A	VF 70%	RB 30%	A41-21	Modified
ENV 6.3	Implementation of ICAO Assistance, Capacity-building and Training for SAF (ACT-SAF) programme, including providing capacity-building guidance/trainings and sharing best practices, as well as facilitating SAF feasibility studies, policy development and specific projects (e.g. TCB projects), through partnerships and cooperation amongst States, industry, financing organizations etc., which should be extended to ICAO ACT-LTAG programme to support other measures (e.g. technologies, operations, LCAF and other cleaner energy sources)	ENV 9.1, ENV 9.2, ENV 9.3, ENV 9.4, ENV 9.5, ENV 9.6, ENV 9.7, ENV 9.10, ENV 9.14, ENV 9.21, ENV 9.22, ENV 9.23, ENV 8.1, ENV 10.2, ENV 8.3, ENV 8.4	A	Unfunded	***Note 7: No dedicated officer for ACT-SAF/ACT-LTAG***	A41-21	Modified
ENV 6.4	Development of specific measures or mechanisms to facilitate better access to financing (e.g. private investment capacities, as well as funding from financial institutions such as development banks) for developing countries and States having particular needs, and consideration of the establishment of a		A	Unfunded	***Note 8: No dedicated officer for ENV-Finance***	A41-21	New

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
	climate financing initiative or funding mechanism under ICAO, while addressing the possible financial, institutional and legal challenges						
ENV 6. 5	Assess the contributions of submitted State Action Plans on aviation CO2 reduction activities	ENV 2.3	B	VF 100%		A41-21	Modified

Bureau / (Regional) Office:	**ROs**	**APAC**
Output ENV 7:	**Strengthened environmental sustainability of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal .7 Ensure access to affordable, reliable, sustainable and modern energy for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/ENV 7.1	Support States in the implementation of Annex 16 requirements and ICAO guidance material on ENV aspects, in particular for the development, update and implementation of States' action plans on CO2 emissions reduction and implementation of CORSIA requirements.	ENV 3, ENV 6, ENV 5.5	A	RB 100%		Annex 16 Vol IV A40-18 A40-19	Modified
APAC/ENV 7.2	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing ENV protection matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 5.5, ENV 4.2, ENV 4.3	B	RB 100%		A40-18 A40-19	Modified
APAC/ENV 7.3	Monitor the implementation of the ICAO ENV provisions, policies and guidance; and identify common challenges and States' needs for assistance.	ENV 3, ENV 6, ENV 5.5	A	RB 100%		Annex 16 Vol I to IV	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
APAC/ENV 7.4	Promote research on the impact of climate change on aviation	ENV 4.1, ENV 4.2	C	Unfunded		A40-18 A40-19	New

Bureau / (Regional) Office:	**ROs**	**ESAF**
Output ENV 7:	**Strengthened environmental sustainability of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/ENV 7.1	Support States in the implementation of Annex 16 requirements and ICAO guidance material on ENV aspects, in particular for the development, update and implementation of States' action plans on CO2 emissions reduction and implementation of CORSIA requirements	ENV 3 ENV 6 ENV 5.5	A	RB 100%		Annex 16 Vol IV, Assembly resolution A40-18, A40-19	
ESAF/ENV 7.2	Cooperate with international/regional organizations, on events and activities addressing ENV protection matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 3	A	RB 100%		ICAO Assembly resolution A40-18	Maintained
ESAF/ENV 7.3	Monitor the implementation of the ICAO ENV provisions, policies and guidance; identify common challenges and States' needs for assistance and provide technical assistance through workshops and trainings	ENV 3, ENV 6, ENV 5.5	A	RB 100%		ICAO Assembly resolutions, ICAO SARPs and ICAO guidance documents	Maintained
ESAF/ENV 7.4	Promote research on the impact of climate change/ aviation green /environmental innovation	ENV 3, ENV 6, ENV 5.5	A	ARGF 100%		Annex 16 Vol IV A40-18, A40-19	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ESAF/ENV 7.5	Cooperate with international/regional organizations, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 5.5, ENV 4.2, ENV 4.3	A	RB 100%		Relevant ICAO Assembly resolutions, SARPs and guidance documents	Maintained

Bureau / (Regional) Office:	**ROs**	**EUR/NAT**
Output ENV 7:	**Strengthened environmental sustainability of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
EUR/NAT/ENV 7.1	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings and missions addressing ENV protection matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 5.5, ENV 4.2, ENV 4.3	B	ARGF 100%		A40-18 A40-19	Modified
EUR/NAT/ENV 7.2	Monitor the implementation of the ICAO ENV provisions, policies and guidance; and identify common challenges and States' needs for assistance.	ENV 3, ENV 6, ENV 5.5	B	ARGF 100%		Annex 16 Vol I to IV	Modified
EUR/NAT/ENV 7.3	promote green /environmental innovation	ENV 3, ENV 6, ENV 5.5	A	ARGF 100%		A40-18 and A40-19	Modified
EUR/NAT/ENV 7.4	Assist States with the development and update of SAP and support States with the implementation of innovative CO2 emissions reduction activities and	ENV 3, ENV 6, ENV 5.5	A	ARGF 100%		Annex 16 Vol IV A40-18 A40-19	Modified

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
	assist States on the ICAO ENV tools such as Carbon Calculator, EBT, MAC Curve Tool, IFSET, etc.						
EUR/NAT/ENV 7.5	Assist States with the implementation of CORSIA requirements through ACT CORSIA and ICAO ENV related tools such as CERT and CCR	ENV 3, ENV 6, ENV 5.5	A	ARGF 100%		Annex 16 Vol IV A40-18 A40-19	Modified
EUR/NAT/ENV 7.6	Provide technical Assistance to States to implement Annex 16 requirements and ICAO guidance documents on other ENV aspects (green airports, Land-use planning, Community engagements, etc.) through workshops and trainings	ENV 3, ENV 6, ENV 5.5	A	ARGF 100%		Annex 16 Vol IV A40-18 A40-19	Modified

Bureau / (Regional) Office:	**ROs**	**MID**
Output ENV 7:	**Strengthened environmental sustainability of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/ENV 7.1	Support States in the implementation of Annex 16 requirements and ICAO guidance material on ENV aspects, in particular for the development, update and implementation of States' action plans on CO2 emissions reduction and implementation of CORSIA requirements.	ENV 3, ENV 6, ENV 5.5	B	RB 20%	Unfunded	Annex 16 Vol IV A40-18 A40-19	Modified
MID/ENV 7.2	Cooperate with international/regional organizations, on events and activities addressing ENV protection matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 5.5, ENV 4.2, ENV 4.3	C	RB 20%	Unfunded	A40-18 A40-19	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
MID/ENV 7.3	Monitor the implementation of the ICAO ENV provisions, policies and guidance; and identify common challenges and States' needs for assistance.	ENV 5.5,	B	RB 40%	Unfunded	Annex 16 Vol I to IV	Modified
MID/ENV 7.4	Promote research on the impact of climate change/ aviation green /environmental innovation	ENV 1, ENV 5.5	C	Unfunded		A40-18	New

Bureau / (Regional) Office:	**ROs**	**NACC**
Output ENV 7:	**Strengthened environmental sustainability of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
NACC/ENV 7.1	Support States in the implementation of Annex 16 requirements and ICAO guidance material on ENV aspects, in particular for the development, update and implementation of States' action plans on CO2 emissions reduction and implementation of CORSIA requirements.	ENV 3, ENV 6, ENV 5.5	A	RB 60%	Unfunded	Annex 16 Vol IV A40-18 A40-19	Modified
NACC/ENV 7.2	Cooperate with international/regional organizations, on events and activities addressing ENV protection matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 5.5, ENV 4.2, ENV 4.3	B	RB 60%	Unfunded	A40-18 A40-19	Modified
NACC/ENV 7.3	Monitor the implementation of the ICAO ENV provisions, policies and guidance; and identify common challenges and States' needs for assistance.	ENV 5.5,	B	RB 60%	Unfunded	Annex 16 Vol I to IV	Modified
NACC/ENV 7.4	Promote research on the impact of climate change/ aviation green /environmental innovation	ENV 1, ENV 5.5	C	Unfunded		A40-18	New

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Bureau / (Regional) Office:	**ROs**	**SAM**
Output ENV 7:	**Strengthened environmental sustainability of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SAM/ENV 7.1	Support States in the implementation of Annex 16 requirements and ICAO guidance material on ENV aspects, in particular for the development, update and implementation of States' action plans on CO2 emissions reduction and implementation of CORSIA requirements.	ENV 2.3 ENV 3.6 ENV 6.2 ENV 6.4	A	RB 100%		Annex 16 Vol IV A40-18 A40-19	Modified
SAM/ENV 7.2	Cooperate with international/regional organizations, including through participation in external conferences, seminars, meetings, and missions addressing ENV protection matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 2.4 ENV 6.3 ENV 5.3	C	RB 100%		A40-18 A40-19	Modified
SAM/ENV 7.3	Monitor the implementation of the ICAO ENV provisions, policies and guidance; and identify common challenges and States' needs for assistance.	ENV 5.5	B	RB 100%		Annex 16 Vol I to IV	New
SAM/ENV 7.4	Promote research on the impact of climate change on aviation	ENV 4.2 ENV 4.3	C	RB 100%		A40-18 A40-19	New

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Bureau / (Regional) Office:	**ROs**	**WACAF**
Output ENV 7:	**Strengthened environmental sustainability of civil aviation at the regional level**	
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
WACAF/ENV 7.1	Support States in the implementation of Annex 16 requirements and ICAO guidance material on ENV aspects, in particular for the development, update and implementation of States' action plans on CO2 emissions reduction and implementation of CORSIA requirements	ENV 6 ENV 5.5	A	RB 100%		ICAO Assembly ICAO SARPs and ICAO guidance documents	
WACAF/ENV 7.2	Cooperate with international/regional organizations, on events and activities addressing ENV protection matters, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 3	A	RB 100%		ICAO Assembly A40-18	Maintained
WACAF/ENV 7.3	Monitor the implementation of the ICAO ENV provisions, policies and guidance; identify common challenges and States' needs for assistance and provide technical assistance through workshops and trainings	ENV 1, ENV 3, ENV 6, ENV 5.5	A	RB 100%		ICAO Assembly ICAO SARPs and ICAO guidance documents	Maintained
WACAF/ENV 7.4	Promote research on the impact of climate change/ aviation green /environmental innovation	ENV 1, ENV 5.5	A	RB 100%		ICAO Assembly ICAO SARPs and ICAO guidance documents	Maintained
WACAF/ENV 7.5	Cooperate with international/regional organizations, as well as promote collaboration among different stakeholders to maximize synergies and ensure efficient and cost-effective assistance to States.	ENV 3, ENV 6, ENV 5.5	A	ARGF 100%		Annex 16 Vol IV A40-18 A40-19	Modified

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Bureau / (Regional) Office:	**GAT**
Output ENV 8:	**Enhanced, accessible and guided ICAO training in environmental protection to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 8.1	Leverage available resources, such as new technology, up-to-date subject matter expertise and enhanced collaboration with the Air Transport Bureau, to increase its training production	ENV 1.1, ENV 1.4, ENV 1.5, ENV 1.6, ENV 3.1, ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 5.1	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
ENV 8.2	Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions	ENV 1.1, ENV 1.4, ENV 1.5, ENV 1.6, ENV 3.1, ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 5.1	A	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
ENV 8.3	Consolidate and expand GAT network of partners under the TPP framework across all regions, providing courses in all ICAO language	ENV 1.1, ENV 1.4, ENV 1.5, ENV 1.6, ENV 3.1, ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 5.1	B	ARGF 100%		A40-25 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained
ENV 8.4	Bring together States, educational institutions, UN and other actors to attract, train and educate the next generation of aviation professionals and retain a competent workforce capable of meeting the needs and challenges of the global aviation community into the future	ENV 1.1, ENV 1.4, ENV 1.5, ENV 1.6, ENV 2.1, ENV 2.4, ENV 3.1, ENV 3.7, ENV 4.4, EMV 5.3, ENB 5.4, ENV 5.5, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 5.1	B	Unfunded		A40-25 A39-29 A38-12, Appendix D ICAO Civil Aviation Training Policy C-WP/15239	Maintained

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Bureau / (Regional) Office:	**TCB**
Output ENV 9:	**Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in environmental protection**
SDGs supported (Choose a maximum of 4)	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 10. Reduce inequality within and among countries Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 9.1	Implement policy aligning technical assistance and technical cooperation activities	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	CR 100%		A40-24, C-DECs, Audit Recommendation	Maintained
ENV 9.2	Strengthen Integrated Project Performance Monitoring and Reporting Mechanism to enhance project management	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		A40-24	Maintained
ENV 9.3	Implement a Quality Assurance Process for TCB projects	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	B	AOSC 100%		A40-24	Maintained
ENV 9.4	Develop new set of Implementation Packages (iPacks) in coordination with technical Bureaus as well as Regional Offices	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	CR 100%		A40-24 C-DECs	New
ENV 9.5	Develop new implementation support products in coordination with technical Bureaus and Regional Offices	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	CR 100%		A40-24 C-DECs	New
ENV 9.6	Perform TCB External Customer Satisfaction Survey under revised methodology	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		A40-24, C-DECs	Maintained
ENV 9.7	Establish tailored action plans based on TCB External Customer Satisfaction Survey results	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		A40-24, C-DECs	Maintained
ENV 9.8	Implement cost reduction and control mechanism for the triennium		A	AOSC 100%		A40-24, C-DECs	Modified
ENV 9.9	Establish an updated cost-sharing arrangement between TCB and the Regular Programme		A	AOSC 100%		A40-24 C-DECs	Modified
ENV 9.10	Develop a cost-recovery policy for TCB products and services in coordination with FIN	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		A40-24 C-DECs	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
ENV 9.11	Identify and implement new business development initiatives		C	AOSC 100%		A40-24 C-DECs	Modified
ENV 9.12	Organize technical cooperation symposia and forums across all ICAO regions		C	AOSC 100%		A40-24 C-DECs	Maintained
ENV 9.13	Implement Outreach Plan for TCB		A	AOSC 100%		A40-24 C-DECs	Modified
ENV 9.14	Enhance One-Single Process Approach for project management	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		A40-24 C-DECs	Modified
ENV 9.15	Maintain ISO 9001:2015 Certification		A	AOSC 100%		A40-24 C-DECs	Maintained
ENV 9.16	Enhance risk and quality management process and culture		A	AOSC 100%		A40-24 C-DECs	New
ENV 9.17	Assist States in addressing Significant Safety Concerns (SSCs) and Significant Security Concerns (SSeCs)		A	AOSC 100%		A40-24	Maintained
ENV 9.18	Implement the ICAO Programme for Aviation Volunteers (IPAV)		A	AOSC 100%		A40-24	Maintained
ENV 9.19	Implement Talent Outreach Plan and Programme		A	AOSC 100%		A40-24	Maintained
ENV 9.20	Establish ICAO Global Outreach for Aviation Leaders (GOAL) database and programme for capacity building support		A	AOSC 100%		A40-24	Maintained
ENV 9.21	Develop and implement Service-Level Agreements (SLAs) regarding the services provided to TCB	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		C-DECs	Modified
ENV 9.22	Implement strengthened due diligence and risk assessment regarding the acceptance of new technical cooperation and technical assistance projects and activities	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		A40-24 Audit Recommendation	New
ENV 9.23	Follow-up, in close coordination with ROs, identified/validated needs while promoting TCB implementation support to increase support coverage	ENV 3.7, ENV 6.2, ENV 6.3, ENV 4.2, ENV 4.3, ENV 4.4	A	AOSC 100%		A40-24 C-DECs	Maintained
ENV 9.24	Bolster collaboration with SPCP to strengthen fund raising/resource mobilization through donors and voluntary contributions		A	AOSC 100%		A40-24 C-DECs	New
ENV 9.25	Implement long-term TCB Human Resources Training and Development Plan		A	AOSC 100%		C-DECs	Maintained

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SUPPORTING STRATEGIES	
Bureau / (Regional) Office:	**LEB**
Output SS 1:	**Enhanced common legal framework, governance and harmonious international relations on the basis of the rule of law.**
SDGs supported (Choose a maximum of 4)	Goal 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

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 1.1	Provide legal advice and assistance to Member States, governing bodies of the Organization, President of the Council, Secretary General and other Bureaux and offices	All SOs, All SSs	A	RB 75%	Unfunded	Core function	Maintained
SS 1.2	Undertake research and studies in international air law to promote its codification and development and facilitate the preparation of international air law instruments		C	RB 75%	Unfunded	Core function	Maintained
SS 1.3	Provide Secretariat services to the Legal Committee, Diplomatic Conferences, Executive Committee, Legal Commission, RHCC and certain other bodies/groups		A	RB 75%	Unfunded	Core function	Maintained
SS 1.4	Perform external relations functions, including relations with Host States, the UN common system, other international organizations, and protocol services to delegations		A	RB 70%	Unfunded	Core function	Maintained
SS 1.5	Undertake Treaty depositary and registration functions		A	RB 60%	Unfunded	Arts. 83 and 83 bis, Chicago Convention; ICAO/Secretary General named depositary under relevant air law treaties	Maintained
SS 1.6	Participate in the system of administration of justice as regards employment disputes	TO 2.4	A	RB 25%	Unfunded	ICAO Service Code, Article XI	Maintained
SS 1.7	Facilitate the proper functioning of the ICAO Contracts Board	SS 9	A	RB 80%	Unfunded	ICAO Procurement Code	Maintained
SS 1.8	Be the Focal Point for the Cape Town Convention (CTC) and International Registry matters; perform functions per Article 17 of the CTC, Articles XVII and XX of the Aircraft Protocol		A	CR 100%		Resolution No. 2 of the Cape Town Diplomatic Conference of 2001; C-DEC 175/16	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 1.9	Facilitate the resolution of formal international aviation disputes		A	RB 75%	Unfunded	Core function	Maintained
SS 1.10	Undertake Outreach and air law training		C	RB 80%	Unfunded	Assembly Res. A41-4	Maintained
SS 1.11	Develop and operation of LEB document management system		C	RB 20%	Unfunded	ICAO Corporate Risk Register	New
SS 1.12	Undertake legal Work Programme: International legal aspects of unmanned (pilotless) aircraft operations and integration into civil aviation		A	Unfunded	Unfunded	C-DEC 226/4, A41	Maintained
SS 1.13	Undertake legal Work Programme: Review of the ICAO Rules for the Settlement of Differences		A	RB 100%		C-DEC 226/4, A41	Maintained
SS 1.14	Undertake legal Work Programme: Processes and procedures for States to fulfil their obligations under Article 12 of the Chicago Convention		A	Unfunded	Unfunded	C-DEC 226/4, A41	Maintained
SS 1.15	Undertake legal Work Programme: Acts or offences not adequately covered by existing air law instruments, including cyber threats	SEC 1 - SEC 1.2	B	RB 70%	Unfunded	C-DEC 226/4, A41	Maintained
SS 1.16	Undertake legal Work Programme: Consideration of guidance on conflicts of interests		C	RB 75%	Unfunded	C-DEC 226/4, A41	Maintained
SS 1.17	Undertake legal Work Programme: Promotion of the ratification of international air law instruments		B	RB 80%	Unfunded	C-DEC 226/4, A41 /7	Maintained
SS 1.18	Undertake legal Work Programme: Implementation of Article 21 of the Chicago Convention		C	RB 50%	Unfunded	C-DEC 224/4, A41	Maintained
SS 1.19	Undertake legal Work Programme: Study of international legal issues relating to global satellite systems and services supporting international air navigation services		C	Unfunded	Unfunded	C-DEC 226/4, A41	Maintained
SS 1.20	Appointment of ICAO External Auditor	SS 8	A	Unfunded	Unfunded	C-DEC 224/5	New

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Bureau /(Regional) Office:	**ADB**
Output SS 2:	**Efficient, effective, transparent, and responsive administration services provided to the Secretariat, which facilitate the implementation of the Strategic Objectives.**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SS 2.1	Plan, manage and oversee activities of the Bureau of Administration to increase efficiency and effectiveness in administration and services management	TO 1; TO 3: TO 4; SS 2; SS 3; SS 4; SS 5; SS 6; SS 9	A	RB 100%		Existing Business Plan	Maintained
SS 2.2	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 operational committees of the Secretariat	SS 3.2	B	RB 90%	Unfunded	Existing Business Plan	Maintained
SS 2.3	Collaborate on UN Inter-Agency initiatives in support of administrative and management reforms aimed at improving organizational efficiency and effectiveness	SS 11.2 All TOs	C	RB 90%	Unfunded	Existing Business Plan; Chief Executives Board (CEB) for Coordination of the UN System	Maintained

Bureau / (Regional) Office:	**ADB-ACS**
Output SS 3:	**Efficient and effective management of secretariat services provided to the ICAO governing bodies, including support to the presiding officer of the Council, which facilitate discussion and decisions relating to the implementation of the Strategic Objectives.**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SS 3.1	Coordinate the preparation and issuance of pre-session documentation for the governing bodies (Council and Assembly), including the work programme and inputs for the schedule of items.	SS 2.2	A	RB 85%	Unfunded	As per existing Business Plan	Modified

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 3.2	Coordinate the preparation and issuance of in-session documentation for the governing bodies (Council and Assembly), including orders of business, C-DECs, and verbatim transcripts.	SS 2.2	A	RB 80%	Unfunded	As per existing Business Plan	Modified
SS 3.3	Coordinate the preparation and issuance of post-session documentation for the governing bodies (Council and Assembly), including C-DECs, C-MINs, revised work programme, and Assembly Resolutions in Force.	SS 2.2	A	RB 85%	Unfunded	As per existing Business Plan	Modified
SS 3.4	Synchronize arrangements and script scenarios for the conduct of election processes to be undertaken by the governing bodies.	SS 2.2	B	RB 85%	Unfunded	As per existing Business Plan	Modified

Bureau / (Regional) Office:	**ADB/HR**
Output SS 4:	**Improved staff recruitment results orientation, continuous learning, transparency and accountability as well as gender equality and equitable geographical representation**
SDGs supported (Choose a maximum of 4)	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 5. Achieve gender equality and empower all women and girls

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 4.1	Provide efficient HR services in a simplified, timely and cost effective manner, including automation of HR business processes on the administration of staff contracts, benefits and entitlements, social security entitlements and health services, as well as, onboarding and familiarization, bearing in mind that the future of work is evolving.	All SO, TO and SS outputs	A	RB 70%	Unfunded	Service Code/Staff Rules/Policies of ICAO'/decisions of ICAO's Council/ICSC, UNGA, Pension Board, HLCM and CEB	Maintained
SS 4.2	Administer all processes regarding secondments, finalisation of State Letters and MOUs pertaining thereto and the engagement of consultants	TO 1.10	B	Unfunded	Unfunded	Council decision	New
SS 4.3	Collaborate with the ICSC, HR Network and relevant UN Common System networks, on the development, evolution, and implementation of changes to the compensation system, HR policy framework, conditions of employment, etc.	SS 11.2;	A	RB 100%		Service Code/Staff Rules/Policies of ICAO/decisions of ICAO's Council/ICSC, Resolutions of the	Modified

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
						UNGA/decision of HLCM and CEB	
SS 4.4	In coordination with the Host Country, address all matters relating to visas for staff, their accreditation and attestations, including immunities and privileges.	SS 1.4; TO 1.10	B	Unfunded		Host Country Agreement	New
SS 4.5	Acquire talent in a timely manner through better workforce planning to serve ICAO's mandates, taking into consideration the highest standards of competence and integrity, as well as equitable geographical distribution and gender representation.	All SO, TO and SS outputs	A	RB 85%	Unfunded	ICAO Strategic Objectives	Modified
SS 4.6	Monitor percentage of Performance and Competency Evaluation (PACE) reports completed within three months of the performance cycle (i.e., by 31 March)	All SO, TO and SS outputs	A	RB 100%		Service Code/Staff Rules/Policies of ICAO'/decisions of ICAO's Council	Maintained
SS 4.7	Improve knowledge and skills of staff members in order to meet the evolving needs of the organization	All SO, TO and SS outputs	A	RB 100%		Service Code/Staff Rules/Policies of ICAO/decisions of ICAO's Council/ICSC, Resolutions of the UNGA/decision of HLCM and CEB	Maintained

Bureau / (Regional) Office:	**ADB/LPB**
Output SS 5:	Efficient and timely provision of quality language and publication services in the six ICAO languages, as part of a comprehensive Multilingualism Strategy, which facilitates seamless international dialogue and communication on civil aviation matters, as well as the implementation of SARPs in all Member States
SDGs supported (Choose a maximum of 4)	N/A

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 5.1	Plan, organize, manage and oversee the operations and resources of the Languages and Publications department.	All SO, TO and SS outputs	A	RB 100%		Work programmes, Meetings programme,	Modified: The fundamental principle of language parity is

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
						Publications programme	breached, creating an imbalance in the staffing of the different languages.
SS 5.2	Provide quality and timely interpretation services in the six ICAO language, within allocated resources and in accordance with established rules and regulations.	All SO, TO and SS outputs	A	RB 100%		Meetings programme	Modified: Interpretation capacity reduced by 40% in case of virtual meetings (5 sittings per week—vs 7 sittings per AIs), from 1,344 sittings to 960 sittings per year.
SS 5.3	Provide quality and timely translation services in the six ICAO languages, within allocated resources and in accordance with established rules and regulations.	All SO, TO and SS outputs	A	RB 100%		Work programmes, Meetings programme, Publications programme	Modified: Translation capacity is reduced by 11.7%, from 8.6 million words to 7.7 million words. The ratio of in-house to outsourcing becomes 68/32 (instead of 60/40).
SS 5.4	Provide programme support services (documentation planning and management; editing; text processing and proofreading; referencing, terminology and outsourcing) as integral elements of language services provision.	All SO, TO and SS outputs	A	RB 100%		Work programmes, Meetings programme, Publications programme	Modified: The reduction of editorial resources in non-English languages will cause delays in the delivery of publications related to standards and recommended practices as well as manuals with guidance for implementation.
SS 5.5	Implement a comprehensive strategy for the provision of quality language services in a timely and efficient manner while strengthening linguistic capabilities both at Headquarters and Regional Offices. Member States to actively collaborate with the ICAO Secretariat to promote multilingualism as an integral part of the Organization's programmes and activities.	All SO, TO and SS outputs	C	Unfunded	VF, Secondees	Assembly decision	New A41-WP/664 19.15

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Bureau / (Regional) Office:	**ADB-COS**
Output SS 6:	**Efficient and effective conference and general services solutions leveraging on emerging tools, trends, and technologies, supporting security and safety, business continuity, inclusion, and greater participation of the Member States and civil aviation community**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SS 6.1	Enhance Event hybridization solution with reinforced (adequate) capacity (developed in 2022) (creation of staff posts for core positions)	SS 2.1	A	RB 75%	Unfunded	Council (informal)	New
SS 6.2	Maintain and develop sustainable event practices (with certification covering carbon neutrality)	SS 2.3	C	RB 20%	Unfunded	BP 2020-2022& VEM ISO Management System	Modified
SS 6.4	Improve accessibility to meetings for attendants and staff	SS2.3, SS11	B	RB 70%	Unfunded	UN JIU/CWP15275	New
SS 6.5	Conduct Conferences and events management; Conduct Meeting Resource Management; Provide E-Bookings for Secretariat Office Tower and ICAO Conference Center; Provide Conference Registration Services for ICAO Meetings; implement sustainable venue and event management.	SS 2.1, 2.2, SS 6.1	A	RB 80%	ARGF 20%	BP 2020-2022 Core function	Maintained
SS 6.6	Effectively manage technical systems in Council and ANC Chamber	SS SS 2.1, SS 2.2, SS 6.1	A	RB 100%		BP 2020-2022 Core function	Maintained
SS 6.7	Provide General Services for ICAO Secretariat; Conduct Inventory Management of organisational	SS 2.1	B	RBP 100%		BP 2020-2022 Core function	Maintained
SS 6.8	Manage Building Management Projects and Coordinate for building maintenance	SS 2.1, SS 6.5	A	RB 100%		BP 2020-2022 Core function	Maintained
SS 6.9	Ensure Safety, Security and Business continuity for the ICAO Secretariat and the governing bodies and support for UN system in Canada in safety and security matters	SS 2.1, SS 2.3	A	RB 80%	Unfunded	BP 2020-2022 Core function	Maintained
SS 6.10	Conduct Organisational Resilience Management; Provide training and testing	SS 2.1, SS 2.3	A	RB 100%		BP 2020-2022 Core function	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 6.11	Reinforce and enhance the efficiency of property control and inventory management as well as the logistics services to Council members, ICAO Headquarters and Regional Offices	SS 2.1, SS 6.7	B	RB 80%	Unfunded	BP 2020-2022	New

Bureau / (Regional) Office:	**OIO**
Output SS 7:	**Improved use of oversight findings and recommendations for enhanced governance, organizational learning, programme improvement and accountability.**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 7.1	Conduct a total of 18 audits and 6 evaluations (i.e. 6 audits, 2 evaluations every year)		A	RB 100%		OIO Charter	Maintained
SS 7.2	Ensure the quality of oversight reports by complying with IPPF and UNEG standards and use of oversight manuals/ guidelines	SS 7.1	A	RB 100%		OIO Charter	Maintained
SS 7.3	Follow up the implementation of oversight recommendations	SS 7.1	A	RB 100%		OIO Charter	Maintained
SS 7.4	Implement External Quality Assessment and Peer Review Recommendations	SS 7.1	A	RB 100%		External Quality Assessment and Peer Review Recommendations	Maintained
SS 7.5	Build the capacity of relevant staff and stakeholders on audits and evaluations through advice and support as appropriate	SS 7.1	B	RB 100%		OIO Charter	Maintained
SS 7.6	Provide advice on organizational effectiveness, efficiency as well as governance, risk management and internal controls to stakeholders		A	RB 100%		OIO Charter	Maintained
SS 7.7	Organize regular discussions on audit and evaluation findings with stakeholders	SS 7.6	B	RB 100%		OIO Charter	Maintained
SS 7.8	Respond to other ad-hoc requests of ICAO	SS 7.6	C	RB 100%		OIO Charter	Maintained

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Bureau / (Regional) Office:	**FIN**
Output SS 8:	**Optimized management of the financial resources of the Organization through provision of financial and accounting services, transparent budgeting and enhanced financial reporting.**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 8.1	Prepare triennium budget of the organization	Activities related to BP preparation	A	RB 100%		Financial Regulations and Rules (FRR)	Maintained
SS 8.2	Manage accounts receivable, including close monitoring on timely receipts of assessments		A	ARGF 70%	RB 30%	Assembly resolution, FRR	Maintained
SS 8.3	Support to governing bodies of ICAO (Assembly, Council, Finance Committee and working groups) as required		A	RB 100%		FRR	Maintained
SS 8.4	Maintain IPSAS compliant accounts and prepare the Financial Statements of the Organization and other financial reports to external and governing bodies		A	RB 100%		FRR	Maintained
SS 8.5	Manage treasury activities of the Organization by maintaining bank accounts, processing payments to staff, field experts, consultants and other vendors		A	RB 90%	ARGF 10%	FRR	Maintained
SS 8.6	Manage investment activities of the Organization by securely investing funds, maintaining the required cash flow, and maximizing investment potential		A	RB 100%		FRR	Maintained
SS 8.7	Support in management and reporting on voluntary funding, technical cooperation (TCP), ARGF and other projects by monitoring and review of fund balances, preparation of donor reports, and timely financial closure of completed agreements	SAF 9, CAP 9, SECF 8, DEV 9, ENV 8	B	RB 80%	ARGF 20%	FRR	Modified
SS 8.8	Prepare financial performance management reports on funds utilization and other financial trends to ensure efficient planning, expenditures within the approved budget and funds available		B	RB 100%		Internal	Maintained

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 8.9	Support internal and external audit functions and implement finance-related audit recommendations		B	RB 100%		FRR	Maintained
SS 8.10	Support the Organization's corporate priorities and initiatives	All transformational objectives	B	Unfunded		C-DEC, C-WPs, AIs	Modified
SS 8.11	Review and provide advice to other bureaux and offices on agreements, MOUs; coordinate certain arrangements as required		C	Unfunded		Internal	Maintained
SS 8.12	Participate in the UN system wide and harmonization initiatives including finance and budget network, IPSAS taskforce activities, FAFA and other committees		C	RB 50%	50% unfunded	UN initiatives	Modified
SS 8.13	Align results-based budgeting model to support the changes in the results-based management	TO 6-5	C	Unfunded		OIO /JIU recommendation	Modified
SS 8.14	Develop and maintain finance policies and procedures		B	RB 50%	Unfunded	Financial Regulations and Rules (FRR)	New

Bureau / (Regional) Office:	**ADB/PRO**
Output SS 9:	**Enhanced procurement Services provided effectively and efficiently to all operations of the Organization in order to achieve best value for money in a fair and transparent manner.**
SDGs supported (Choose a maximum of 4)	Goal 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development; Goal 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 9.1	Collaborate with the allotment holders to implement the Individual Procurement Plan for all the significant procurement	Interdependency with most TOs and SSOs in particular SS02, SS09, TO6, TO5, TO2	A	RB 100%		New ICAO Procurement Code and upcoming new Financial Rules and Regulations, & C-DEC 223	New

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 9.2	Harmonize solicitation documents to capture best practices of UN organizations, specifically in sustainability aspects.	Interdependency with most TOs and SSOs in particular SS02, SS09, TO6, TO5, TO2	A	RB 100%		New ICAO Procurement Code and upcoming new Financial Rules and Regulations, & C-DEC 223	New
SS 9.3	Foster collaboration with other UN Organizations in the use of Long Term agreements and/or joint procurement	Interdependency with most TOs and SSOs in particular SS02, SS09, TO6, TO5, TO2	B	RB 100%		New ICAO Procurement Code and upcoming new Financial Rules and Regulations, & C-DEC 223	New
SS 9.4	Reinforce vendor performance monitoring to ensure ICAO suppliers always strive to provide the highest quality of services.	Interdependency with most TOs and SSOs in particular SS02, SS09, TO6, TO5, TO2	B	RB 100%		New ICAO Procurement Code and upcoming new Financial Rules and Regulations, & C-DEC 223	New
SS 9.5	Provide on-going training to ICAO staff on procurement processes and shared responsibilities either through dedicated training or an on-line module.	Interdependency with most TOs and SSOs in particular SS02, SS09, TO6, TO5, TO2	B	RB 100%		Best Practices	New
SS 9.6	Manage the Vendor Bid Challenge Mechanism and support the ICAO Award Review Board (IARB) in their review of claims	Interdependency with most TOs and SSOs in particular SS02, SS09, TO6, TO5, TO2	B	RB 100%		New ICAO Procurement Code and upcoming new Financial Rules and Regulations, & C-DEC 223	New

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Bureau / (Regional) Office:	**COM**
Output SS 10:	**Increased engagement with sector and global audiences**
SDGs supported (Choose a maximum of 4)	Supports all SDGs which benefit from aviation connectivity

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 10.1	Grow ICAO's aggregate social media followers by minimum 10% per annum	Interdependency with all COM outputs	B	RB 100%		Core organizational support requirement	Modified
SS 10.2	Promote ICAO's programmes, priorities, and achievements rapidly and effectively, maximizing opportunities for positive developments and mitigating all negative reputational risks	Speech contributions; media relations; statements/correspondence; op-eds; etc.	A	RB 100%		Core organizational support requirement	Maintained
SS 10.3	Assure the ICAO brand is implemented consistently on all internal and external design products	Interdependency with all COM outputs	A	RB 100%		Core organizational support requirement	Maintained
SS 10.4	Monitor reputational risks and provide comprehensive monitoring and reporting on ICAO's media presence	SS 9.2	B	RB 100%		Core organizational support requirement	Maintained
SS 10.5	Foster partnerships with industry, local, and other organizations to better address aligned priorities	SS 9.2; SS 9.3	B	RB 100%		OSG	New

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Bureau / (Regional) Office:	**SPCP**
Output SS 11:	**Coordinated cross-organizational efforts to support governing bodies & OSG and advance innovation, gender equality, and aviation as an enabler of the SDGs as well as facilitate contributions to UN and stakeholders' reports, documents, guidelines, policies & frameworks**
SDGs supported (Choose a maximum of 4)	Goal 5. Achieve gender equality and empower all women and girls Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
SS 11.1	Develop and maintain the ICAO Business plan including operating plan and KPIs for Regional Offices and Headquarters and monitor its implementation and provide timely reports on Organizational outcomes.	All SO, TO and SS outputs	A	RB 100%		OIO Evaluation Report on RBM, A41-20	Modified
SS 11.2	Manage ERM programme by tracking and monitoring and reporting on internal control and internal control and risk mitigation action status to ensure appropriate controls and actions are implemented by their due dates.	All SO, TO and SS outputs	A	RB 100%		JIU/REP/2020/5; UN RMM; EAAC; OIO, A41-20	Modified
SS 11.3	Improve crisis response and preparedness through enhanced coordination between aviation and humanitarian stakeholders (Humanitarian Assistance and Disaster Reduction in Aviation)	All SO, TO and SS outputs	C	Unfunded	Unfunded	A41-13 Strategy on Disaster Risk Reduction and Crisis Response in Aviation; 2017 ICAO Crisis Response Policy; OIO Recommendations included in C-WP/15454	Modified
SS 11.4	Contribute to shaping UN policies and strategies, notably contribution to the 2030 Agenda for Sustainable Development and SDGs	SS 2.1.3 All TOs	B	Unfunded	Unfunded	ICAO SG member of the UN Chief Executives Board for Coordination, including the High-level Committee on Programmes (HLCP) and the	Maintained

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
						Executive Committee on Economic and Social Affairs (ECESA) Plus, membership of the United Nations Sustainable Development Group (UNSDG), continuous analysis and showcasing of aviation's contribution to sustainable development	
SS 11.5	Receive, assess and coordinate cross-organizational initiatives on innovation, including those supporting a culture change	All SO, TO and SS outputs	A	RB 50%	VF 50%	A40-27 Innovation in Aviation	New
SS 11.6	Serve ICAO Governing bodies efficiently and effectively	All SO, TO and SS outputs	B	RB 50%	Unfunded	A40-20 Increasing the Efficiency and Effectiveness of ICAO	Modified
SS 11.7	Managing of Resource Mobilization efforts for voluntary funding.	All SO, TO and SS outputs	A	Unfunded		C-WP/14398, Revised and Blue Rider, Resource Mobilization Policy	Maintained
SS 11.8	Management of the partnerships framework and supporting the development of cross organizational partnerships for ICAO. Advocate and collaborate with the United nations system and key partners to enhance alignment with global frameworks and agendas, for sustainable development.	All SO, TO and SS outputs	A	Unfunded	Unfunded	A41-24: Aviation's Contribution towards the United Nations 2030 Agenda for Sustainable Development	Maintained

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 11.9	Coordinate the implementation of the ICAO Gender Equality Programme and proactive outreach activities to raise awareness on gender equality and empowerment of women in support of the achievement of the SDG 5 of the 2030 Agenda for Sustainable Development	All SO, TO and SS outputs	B	Unfunded	Unfunded	A41-26: ICAO Gender Equality Programme promoting the participation of women in the global aviation sector; C-DEC 222/7	New
SS 11.10	Produce multi-annual and detailed statistics on gender equality outlining progress made at all levels and to present such statistics in its reports to the Council and Assembly.	SS 11.9, DEV 4.3 and TO 6	B	Unfunded	Unfunded	A41-26: ICAO Gender Equality Programme promoting the participation of women in the global aviation sector	New
SS.11.11	Develop studies and analysis that can help States in their efforts around gender equality and provision of a unified guideline for the implementation of ICAO Gender Equality Programme	SS 11.9, TO6	B	Unfunded	Unfunded	A41-WP/611 27.8. 27.11, 27.13	New

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Bureau / (Regional) Office:	**OSG**
Output SS 12:	**Optimised governance, management and performance of the Secretariat to contribute to ICAO's Vision, Mission, Strategic Objectives**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 12.1	Lead ICAO, under the direction of Council, in the achievement of its Vision, Mission, and Strategic Objectives		A	RB 100%		ICAO Mission	Maintained
SS 12.2	Manage effectively and efficiently the Secretariat staff and budget resources within appropriation and according to Council and Assembly guidelines		B	RB 100%		ICAO Mission	Maintained
SS 12.3	Promote the Organization and its Vision, Mission, Strategic Objectives, programmes, products and services to consistently present a strong and positive image to Member States, stakeholders and the public		C	RB 100%		ICAO Mission	Maintained
SS 12.4	Lead and manage the Transformational Objective Portfolio ensuring ICAO is strategically aligned under the Transformational Objective, the Strategy is executed and the portfolio of Transformational Outputs is co-ordinated and reported.		A	Unfunded	VF 33%	Business Plan 2023 - 2025	New activity

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Bureau / (Regional) Office:	**ADB/RPM**
Output SS 13:	**Annual revenue generation targets achieved in the ARGF budget and operating plan and protected the intellectual property of the Organization**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 13.1	Provide timely printing and distribution service		C	ARGF 100%		C-WP/15236	Maintained
SS 13.2	Sell and distribute publications and digital content, both print and electronic	SAF6.3, CAP6.3, SAF6.10, SAF6.7, SAF6.12, CAP6.6, SEC1.7, SEC2.5, DEV1.1, DEV1.3, DEV2.2, ENV2.1, ENV3.1, ENV4.1, ENV5.1, DEV3.1, DEV, 4.1, ENV2.3	A	ARGF 100%		C-WP/15236	Maintained
SS 13.3	Protect the intellectual property of the Organization	SS5.1	B	ARGF 100%		C-WP/15236	New
SS 13.4	Organize profitable ICAO events that support the Strategic Objectives	SAF12.9, SAF6.1, SAF8.2, CAP3.5, CAP8.2, CAP9.12, SEC9.12, DEV9.12, ENV9.12, ENV1.2, ENV4.2, ENV6.1, ENV6.5	B	ARGF 100%		C-WP/15236	Maintained
SS 13.5	Provide marketing services for ICAO products and services and support the ICAO brand	SAF9.13, CAP9.13, SEC9.13, DEV9.13, ENV9.13, ENV6.1, SS12.3, SS1.9, SS10.2	A	ARGF 100%		C-WP/15236	Maintained
SS 13.6	Manage ICAO product development	SAF9.11,CAP9.11, SEC9.11, DEV9.11, ENV9.11	A	ARGF 100%		C-WP/15236	Maintained

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Bureau / (Regional) Office:	**ETHICS**
Output SS 14:	**Enhanced promotion and improvement of Ethics principles and values**
SDGs supported (Choose a maximum of 4)	N/A

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 14.1	Provide confidential advice and guidance to all staff and management on ethics related matters	Interdependency with all TOs and SSs Outputs (in particular TOs 1, 2, 5, 6 and SSs 1, 2, 3, 4, 7, 8, 9, 10, 11, 12) and all Ethics Activities	A	RB 60%	ARGF40%	C/DEC 193/6 & Paragraph 91 of the Framework on Ethics; C-DEC 225/3	Modified
SS 14.2	Provide advice to the Secretary General and the Council on policies and procedures related to ethics issues	Interdependency with all TOs and SSs Outputs (in particular TOs 1, 2, 5, 6 and SSs 1, 2, 3, 4, 7, 8, 9, 10, 11, 12) and all Ethics Activities	A	RB 60%	ARGF 40%	C/DEC 193/6 & Paragraph 91 of the Framework on Ethics; C-DEC 225/3	Modified
SS 14.3	Administer ICAO policy for the protection of staff against retaliation	Interdependency with all TOs and SSs Outputs (in particular TOs 1, 2, 5, 6 and SSs 1, 2, 3, 4, 7, 8, 9, 10, 11, 12) and all Ethics Activities	A	RB 80%	Unfunded	C/DEC 193/6 & Paragraph 91 of the Framework on Ethics; C-DEC 225/3	Modified
SS 14.4	Prevention and outreach through trainings and internal communication	Interdependency with all TOs and SSs Outputs (in particular TOs 1, 2, 5, 6 and SSs 1, 2, 3, 4, 7, 8, 9, 10, 11, 12) and all Ethics Activities	A	RB 60%	Unfunded	C/DEC 193/6 & Paragraph 91 of the Framework on Ethics; C-DEC 225/3	Modified
SS 14.5	Administer ICAO Policy related to the Financial Disclosure and Conflict of Interest Declaration programmes.	Interdependency with all TOs and SSs Outputs (in particular TOs 1, 2, 5, 6 and SSs 1, 2, 3, 4, 7, 8, 9, 10, 11, 12) and all Ethics Activities	A	RB 60%	Unfunded	C/DEC 193/6 & Paragraph 91 of the Framework on Ethics; C-DEC 225/3	Modified

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Bureau / (Regional) Office:	**ADB/ICT**
Output SS 15:	**Enhanced ICT services that are aligned with the industry and UN best practices**
SDGs supported (Choose a maximum of 4)	

Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 15.1	Manage and oversee ICT as a modern service entity, aligned with UN best practices and industry standards. Support and enhance ICT governance framework and strategy in the coordination and prioritization of activities in line with organizational strategic objectives.	SS 15.2 SS 15.3 SS 15.4 SS 15.5 SS 15.6 SS 15.7	A	70% RB	Unfunded	From Business Plan 2020-2022	Modified
SS 15.2	Support of the core infrastructure services covering the establishment, maintenance and operational support of the Systems and the Network infrastructure, including but not limited to Office automation, Help desk, IT assets management as well as Telephony and meetings support	SS 15.1 SS 15.3 SS 15.4 SS 15.5 SS 15.6 SS 15.7	A	70% RB	Unfunded	From Business Plan 2020-2022	Maintained
SS 15.3	Provision of technical services covering development, maintenance, and operational support of mostly web-based enterprise applications including but not limited to Enterprise Resource Planning (ERP), Client Relationship Management (CRM), Enterprise Document and Records Management systems (EDRMS), Procurement, Business Intelligence, as well as business-centric applications that require an enterprise approach.	SS 15.1 SS 15.2 SS 15.4 SS 15.5 SS 15.6 SS 15.7	A	70% RB	Unfunded	From Business Plan 2020-2022	Modified
SS 15.4	Provision of web content-management services focusing on the operational management of ICAO's web channels (i.e. the Public Websites, the Secure Portal, as well as the Intranet) with an emphasis on user support, user management, and advanced web content management in six languages where required.	SS 15.1 SS 15.2 SS 15.3 SS 15.5 SS 15.6 SS 15.7	A	70% RB	Unfunded	From Business Plan 2020-2022	Modified

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Reference #	Activity (incl. programmes and projects)	Interdependency (with Outputs and Activities)	Priority	Primary Source of Funding	Secondary Source of Funding	Source of Mandate	Traceability Status of Activities from BP 2020-2022
SS 15.5	Provide expertise and support in the acquisition, development and deployment of core business solutions, including systems for the management of performance, business processes, knowledge retention, and for supplementary revenue generation; supporting value-added innovation, for both internal as well as external stakeholders.	SS 15.1 SS 15.2 SS 15.3 SS 15.4 SS 15.6 SS 15.7	A	70% RB	Unfunded	From Business Plan 2020-2022	
SS 15.6	Support the Organization's official records, documents and digital capture, enhancing digital transformation, paperless initiative, and streamlined innovative archival processes.	SS 15.1 SS 15.2 SS 15.3 SS 15.4 SS 15.5 SS 15.7	A	70% RB	Unfunded	From Business Plan 2020-2022	
SS 15.7	Enhancement and Maintenance of the Enterprise Architecture and Project Management frameworks ensuring proper support to IT and business professionals, maintaining adequate and fit-for-purpose policies, managing the pool of architects and analysts, creating architecture assessments, managing the IT project portfolio, and keeping their related tools updated, to efficiently deliver transformational and innovative architectural initiatives.	SS 15.1 SS 15.2 SS 15.3 SS 15.4 SS 15.5 SS 15.6	A	70% RB	Unfunded	From Business Plan 2020-2022	

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TRANSFORMATIONAL OBJECTIVE							
Bureau / (Regional) Office:		**ADB-HR and COM**					
Output TO 1:		**People & Culture: Implementation of a comprehensive People centric Strategy which evolves organizational culture and performance.**					
SDGs supported (Choose a maximum of 4)		Goal 5. Achieve gender equality and empower all women and girls Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
TO 1.2	Employee Engagement Project: Develop a Framework that encompasses an end to end view of Employee Engagement woven around the Employee Experience journey. This will include the development and implementation of a Wellness strategy, a Staff Recognition and Rewards Program, Annual Engagement surveys and Quarterly Pulse surveys.	SS 2.1.4 SS 4.5	A	Unfunded		2020 Global Engagement Survey	Modified
TO 1.3	Competency Framework project: Re-introduce and embed the UN set core values, core competencies and managerial competencies in an enhanced ICAO Competency Framework with a view of developing technical competencies at a later stage.	SS 11.2	A	Unfunded			New
TO 1.4	Internal communication project: Develop and implement an internal communications strategy and action plan to enhance ICAO internal communications and create a sustainable model and framework for the future.		B	RB 50%		2020 Global Engagement Survey Priority Action Plan	New
TO 1.5	HR Workflows & Delegation of Authority project: As part of simplifying HR, revamp the Delegation of Authority Framework, building on simplified HR workflows.	SS 2.1.4	B	Unfunded		Service Code/Staff Rules/Policies of ICAO	New
TO 1.8	Diversity, Equity & Inclusion project: Develop a Framework that embraces diversity, equity and inclusion by incorporating outreach programs as part of recruitment to ensure that we get a diversified pool of candidates and delivering a Gender Equality Plan that encompasses the ICAO Young Women Leaders in Aviation Fellowship Programme amongst others.	TO 1; TO 2	B	Unfunded		Service Code/Staff Rules/Policies of ICAO/decisions of ICAO's Council/Assembly Resolutions/ Resolutions of the UNGA/HLCM and CEB	New

TO 1.9	Talent Mobility project: Develop a Framework to evolve ICAO as a Talent Marketplace and minimize barriers to mobility.	SS 11-6	A	Unfunded			Modified
TO 1.11	People Strategy project: To develop and launch a new people centric Strategy for ICAO.			RB 100%			New
TO 1.12	Cultural transformation project: Complete a diagnostic of existing culture at ICAO, agree the desired cultural state and develop supporting initiatives.			Unfunded			New
TO 1.13	Leadership development project: Design and develop a Leadership Development Programme for leaders and people managers across ICAO, in the context of global best practice and in collaboration with our partners.			RB 30%			New
TO 1.14	Strategic Workforce Planning project: Developing and implementing a Strategic Workforce Planning framework that incorporates the demand for resources with the supply while determining the actual gaps and strategies to cover the gap.			Unfunded			New

Bureau / (Regional) Office:		**OSG, ADB-HR, LEB**					
Output TO 2:		**Principles & Values: Strengthened adherence and compliance to ethics principles and values considering best practices of other organizations of the United Nations system and development of robust mechanisms of formal and informal dispute resolution.**					
SDGs supported (Choose a maximum of 4)		N/A					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
TO 2.1	Informal Conflict Resolution project: Enhance ICAOs informal conflict resolution mechanisms in order to enable timely resolution of work-related disputes		B	RB 80%		C-DEC 221/2,C-DEC 220/7, C-DEC 220/1	New

TO 2.2	Ethical Enablement project: Enable and enhance understanding of ethics principles and values through effective training and outreach, together with ongoing assessment of current progress towards desired state with appropriate intervention to build capability and capacity.		B	RB 50%		C-DEC 221/2,C-DEC 220/7, C-DEC 220/1; C-DEC 225/3	New
TO 2.3	Formal Conflict Resolution project: Enhance formal conflict resolution by transitioning from the in-house appeals board to the services of the United Nations Dispute Tribunal (UNDT).		A	RB 40%		C-DEC 221/2,C-DEC 220/7, C-DEC 220/1	New

Bureau / (Regional) Office:		**ADB-ICT**					
Output TO 3:		**Digitalization: Modernization and enhancement of ICAOs digital capability through implementation of a comprehensive ICT Digital Transformation Strategy.**					
SDGs supported (Choose a maximum of 4)		N/A					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
TO 3.2	**SARP Document Management System:** Implementation of the Standards and Recommended Practices and Document Management System (SARPs+DMS) Signature project digitally transforming the process and improving collaboration and management in the development and lifecycle of ICAO's core products, its published SARPs.	SAF 1.1/ SAF 1.4/ CAP 1.1/ CAP 1.4/ CAP 6.3/ SEC 1.1	A	RB 100%		From Business Plan, ICT Strategy and Action Plan 2022 -2025	New
TO 3.3	**Enterprise Resource Planning and Project Portfolio Planning:** Implementation of the Enterprise Resource Planning and Project Portfolio Management (ERP/PPM) Signature Project creating "the backbone" for the enterprise systems portfolios. Encompassing many functions from portfolio management, payroll, and procurement, providing an integrated view of ICAO's projects including financials, KPIs, and outcomes. .	SAF 3.1/ SAF 9.2/ SAF 9.8/ SAF 9.9/ SAF 9.10/ SAF 9.11/ SAF 9.14/SAF 9.16/ SAF 9.24/ CAP 1.1/ CAP 6.1/ CAP 6.3/ CAP 9.2/ CAP 9.3/ CAP 9.10/ CAP 9.16/ CAP 9.22/ CAP 9.24/ SEC 1.1/ SEC 8.2/ SEC 8.3/ SEC 8.10/ SEC 8.14/ SEC 8.22/ DEV 9.2/ DEV 9.3/ DEV 9.10/ DEV 9.14/ DEV 9.22/ ENV 9.2/ ENV 9.3/ ENV 9.16/ ENV 9.22/ SS 4.1/ SS 8.1/ SS 8.4/ SS 8.5/ SS 8.6/ SS 8.7/ SS 8.8/ SS 8.13/ SS 9.1 / SS 9.4/ SS 12.2/ SS 15.1/ SS 15.2/ SS 15.3 / SS 15.7 / TO 4.3/ TO 4.4/ TO 4.8/ TO 4.9/ TO 4.10/ TO 5.1/ TO 6.6	A	RB 100%		From Business Plan, ICT Strategy and Action Plan 2022 -2025	New

TO 3.4	**Corporate Performance, Monitoring & Reporting:** Implementation of the Corporate Performance, Monitoring and Reporting (CPMR & RBM) Signature Project to design, create and implement a new tool to enable effective strategic planning and monitoring and to support results based management.	SS 8.1/ SS 8.8/ SS 11.1/ SS 11.6/ SS 12.3/ TO 6.1/ TO 6.5	A	RB 100%	Unfunded	From Business Plan, ICT Strategy and Action Plan 2022 -2025 OIO Evaluation report on RBM C-DEC 223/3 A40-20 Increasing the Efficiency and effectiveness of ICAO	New
TO 3.5	**Enterprise Risk Management Platform:** Implementation of the Enterprise Risk Management Programme (ERMP) Signature Project, documenting and managing risks through technology and standardized processes enhancing ICAO's risk register and integration with other systems.	SAF 9.16/ CAP 9.16/ SEC 8.16/ DEV 9.16/ ENV 9.16/ SS 11.2/ TO 6.4	B	Unfunded	Unfunded	From Business Plan, ICT Strategy and Action Plan 2022 -2025 JIU/REP/2020/5; UN RMM; EAAC; OIO	New
TO 3.6	**Business Intelligence + Enterprise Data Management:** Implementation of the Business Intelligence + Enterprise Data Management (BI+EDM) Signature Project, transforming ICAO toward a data-driven organization through the establishment of data governance, creation of unified data views and the implementation of more comprehensive analytical capabilities.	CAP 6.6 / CAP 6.7/ DEV 3.1 /DEV 3.2/ DEV 4.1/ DEV 4.2/SS 15.3 / TO 6.5	B	Unfunded	Unfunded	From Business Plan, ICT Strategy and Action Plan 2022 -2025 A40-9	New
TO 3.7	**Customer Relationship Management & Event Management System:** Implementation of the Customer Relationship Management, Event Management and Resource Mobilization (CRM) Signature Project providing a 360 view of the profile and driving engagement with ICAO's Member States, customers, donors, partners, and stakeholders.	SAF 9.24 / CAP 9.6/ CAP 9.7 /CAP 9.24/ SEC 8.6/ SEC 8.7/ SEC 8.24/ DEV 9.6/ DEV 9.7/ DEV 9.24/ ENV 9.6/ ENV 9.7/ ENV 9.24/ SS 11.7/ SS 11.8/ SS 13.5/ SS 15.3 / TO 6.2	B	Unfunded	Unfunded	From Business Plan, ICT Strategy and Action Plan 2022 -2025 A40-24 C-DECs C-WP/15236 C-WP/14398	New

TO 3.8	**Human Capital Management:** Implementation of the Human Capital Management (HCM) Signature Project to enhance capabilities to meet ICAO's workforce management goals and increase capabilities in key functions such as workforce planning, performance management, and eLearning.	SFA 9.25/ CAP 9.25/ SEC 8.25/ DEV 9.25/ ENV 9.25/ SS 4.1/ SS 15.3 / TO 1.6	A	RB 100%		From Business Plan, ICT Strategy and Action Plan 2022 -2025	Modified
TO 3.9	**Language Services Management System:** Implementation of the Language Services Management System (LSMS) Signature Project to establish a more efficient system for organizing, integrating and managing translation, interpretation, editorial and text processing operations as well as printing, distribution, posting and other associated services across ICAO related to publications and documentation.	SAF 1.1/ SAF 1.4/ CAP 1.1/ CAP 1.4/ CAP 6.3/ SEC 1.1/ SS 5.2/ SS 5.3/ SS 5.4/ SS 5.5/ SS 15.3	A	RB 100%		From Business Plan, ICT Strategy and Action Plan 2022 -2025	Modified
3.11	**Service Management:** Implement a centralized cloud service management platform improving organizational capabilities to manage individual users and proactively engage with those users.			Unfunded			

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Bureau / (Regional) Office:		**ADB-Information Security**					
Output TO 4:		**Information Security: Strengthened Information Security through a holistic risk-based and maturity-based information security strategy encompassing both organizational and operational security.**					
SDGs supported (Choose a maximum of 4)		N/A					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
TO 4.2	**Information Security Governance:** Transform Information Security governance through enhanced policies, procedures and capability integration considering third party suppliers, HR security processes, vulnerability management and deliver an Information Security Risk Strategy..		A	RB 100%		Internal audits (OIO) External audits (SFAO) Sessions of the Council	New
TO 4.4	**Identity & Privilege Access Management:** Design, develop and implement the Identity & Access Management (IAM) and Privileged Access Management (PAM) policies, procedures, including access controls, reviews, and monitoring.		A	RB 100%	Unfunded	Internal audits (OIO) External audits (SFAO) Sessions of the Council	New
TO 4.5	**Data Protection:** Design and implement the Data Protection and Data Loss Prevention solution.		A	RB 100%	Unfunded	Internal audits (OIO) External audits (SFAO) Sessions of the Council	New
TO 4.6	**Vulnerability Management:** Review, enhance, design, and implement the required Perimeter Security solution, including antivirus, email security, web application security, Wi-Fi access, and firewalls.		A	RB 100%	Unfunded	Internal audits (OIO) External audits (SFAO) Sessions of the Council	New
TO 4.9	**Business Continuity:** Enhance the Business Continuity Plan for ICAO through the completion of effective Business Impact Analysis.		A	RB 100%		Internal audits (OIO) External audits (SFAO) Sessions of the Council	New

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Bureau / (Regional) Office:		**FIN**					
Output TO 5:		**Financial Management: Strengthened financial management and sustainability including the application of results based budgeting and best practices in the areas of cost recovery.**					
SDGs supported (Choose a maximum of 4)		N/A					
Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
TO 5.1	**Cost Recovery** **Phase 1 - Policy:** Develop Cost Recovery policy applying best practices to support internal and external cost recovery mechanisms. **Phase 2 – Implementation:** Develop solution to implement Cost Recovery policy to support internal and external cost recovery mechanisms.		A	RB 50%		FIC and Council decisions	New
TO 5.2	**Results-Based Budgeting:** Enhance the results-based budgeting model to support the implementation of the results-based management in ICAO.			Unfunded			
TO 5.3	**Budget Sustainability:** Explore options to ensure long-term budget sustainability for ICAO. Develop and implement agreed changes.			Unfunded			

Bureau / (Regional) Office:	**SPCP, TCB**
Output TO 6:	**Strategic Organizational Reform: Reformed organizational-wide management and operations through strengthened results based management, enterprise risk management, a sound accountability framework, with enhanced resource mobilization efforts, partnerships, innovation and gender equality.**
SDGs supported (Choose a maximum of 4)	Goal 10. Reduce inequality within and among countries Goal 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 Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Reference #	**Activity (incl. programmes and projects)**	**Interdependency (with Outputs and Activities)**	**Priority**	**Primary Source of Funding**	**Secondary Source of Funding**	**Source of Mandate**	**Traceability Status of Activities from BP 2020-2022**
TO 6.1	**Accountability:** Develop and implement an ICAO Accountability Framework		A	RB 30%	Unfunded	C-DEC 223/3 JIU/REP/2011/5	New

TO 6.2	**Resource Mobilization:** Strengthen the implementation of the ICAO Resource Mobilization Strategy (2022) and update as necessary, resulting in enhanced capacity in Resource Mobilization throughout the organization thereby ensuring aadequate funding and support for the achievement of the 2023-2025 ICAO BP and beyond.	TO 5.2 Interdependencies with outputs/activities under the Strategic Objectives pending Budget outcome.	A	RB 20%	Unfunded	C-WP/14398, Revised and Blue Rider, Resource Mobilization Policy	Modified
TO 6.4	**Enterprise Risk Management:** Enhance and reform all aspects of risk management and internal controls by developing and implementing an Enterprise Risk Management Framework.		A	RB 50%	unfunded	JIU/REP/2020/5; UN RMM; EAAC; OIO	Modified
TO 6.5	**Results-Based Management:** To develop, implement and mainstream results-based management in ICAO by 2028, in line with the projected maturity level based on the JIU Benchmarking Framework.	TO 5.2	A	RB 50%	unfunded	OIO Evaluation Report on RBM	Modified
TO 6.6	**Effective Programme Management:** Establish and operate a Programme Management office (PMO)		B	Unfunded	Unfunded		New
TO 6.7	**Innovation:** To establish an interactive ICAO Innovation Portal on the cloud. To undertake and review an independent assessment on innovation in ICAO to develop further innovation initiatives. To undertake a sludge audit resulting in improved processes and procedures creating efficiency.		A	Unfunded	Unfunded	A40-27; C-DEC 224/9	New
TO 6.8	**Organizational Structure: Assess, re-**design and implement ICAO organizational structure changes to meet future ICAO business model needs	TO 6.5, TO 1, TO 3	B	Unfunded	Unfunded	Council	New
TO 6.9	**Gender Equality:** To transform gender equality in ICAO by mainstreaming it into its programmatic and operational work.		A	Unfunded	Unfunded	A41-26	New
TO 6.10	**Implementation Support Business Model:** Design and implement an operating model for implementation support to enable an improved service to Member States and to realize efficiencies.			Unfunded			
TO 6.11	**Partnerships:** Transform ICAOs Partnerships approach through development and implementation of relevant partnerships policy, strategy and framework to drive coherence and efficiencies.		B	Unfunded	Unfunded	A41-24; C-DEC223/4	New

TO 6.12	**Knowledge & Process Management:** Assess, design and develop an ICAO wide knowledge and process management system enabling process simplification & continuous improvement.			Unfunded			

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