



WORKING PAPER

ASSEMBLY — 41ST SESSION

TECHNICAL COMMISSION

Agenda Item 30: Aviation Safety and Air Navigation Policy

30.2 Latest developments related to the Global Air Navigation Plan (GANP)

PERFORMANCE-BASED MANAGEMENT IN ATM MODERNIZATION PROJECTS

(Presented by the United Arab Emirates)

EXECUTIVE SUMMARY

The *Global Air Navigation Plan* (GANP, Doc 9750) defines the global strategy in the technical and operational layers has an important role in supporting the United Nations 2030 Agenda for Sustainable Development. It provides guidance for planning and implementation activities which establish priorities, targets and indicators consistent with globally-harmonized objectives, taking into account operational needs. The GANP lays the foundation for a needs-oriented and performance-based approach towards air traffic management modernization while ensuring global interoperability.

As focal points for the planning and implementation on the regional level the planning and implementation regional groups (PIRGs) form the foundation for ATM modernization activities and are expected to pursue a performance-based management approach by identifying define performance targets and to systematically break this down to the regional programmes and activities, thus implementing the structure needed for the individual States and their ATM modernization programs to work towards a globally harmonized air navigation system with aligned performance targets.

Action: The Assembly is invited to:

- a) note the contents of this working paper;
- b) urge ICAO PIRGs to establish a regional performance-based management approach and define performance targets for the eleven key performance areas identified in the GANP and related to the regional strategy and priorities;
- c) urge ICAO PIRGs to promote the performance-based management approach and define performance targets in collaboration with the States and regional organisations to establish quantified performance targets aligned with the regional strategy and priorities; and
- d) encourage States to establish a performance-based management approach when implementing modernization projects and establish performance targets related to the key performance areas to determine the success of modernization projects.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	The activities referred to in this paper should be borne by the individual States and the ICAO global and regional offices, subject to the resources available in the Regular Programme Budget and/or from extra budgetary contributions.
<i>References:</i>	Doc 9883, <i>Manual on Global Performance of the Air Navigation System</i> Doc 9750, <i>Global Air Navigation Plan, Sixth Edition</i> Resolution A39-12, <i>ICAO global planning for safety and air navigation</i>

1. INTRODUCTION

1.1 The *Global Air Navigation Plan* (GANP, Doc 9750) has been instrumental in providing the strategic direction for global air navigation system evolution. The sixth edition of the GANP applies a multi-layer structure for the modernization of air traffic management (ATM) and global interoperability. It includes a performance framework, articulation of appropriate ATM concepts based on the aviation system block upgrades (ASBUs), identification tool for possible enhancements based on operational challenges, operational performance monitoring, and the basic building block (BBB) Framework to ensure the alignment of GANP to the No Country Left Behind (NCLB) initiative.

1.2 The Planning and Implementation Regional Groups (PIRGs) have been established by the Council to, amongst other items, identify regional priorities, identify implementation targets and indicators related to air navigation for the regional implementation of the GANP and relevant ICAO provisions. It should become best practise for the PIRG to complement their work programmes with a performance-based management approach involving the stakeholders to assure that the programme ambitions deliver towards the global air navigation performance ambitions.

2. DISCUSSION

2.1 The GANP is the authoritative ICAO document to support global air navigation policies and practices providing an implementable roadmap towards the future harmonized global air navigation system. As an integral part the GANP identifies several performance requirements derived from the fundamental aviation principles of safety, security and economic and environmental sustainability.

2.2 Assembly Resolution A39-12 calls upon Member States, PIRGs, and aviation industry to use the GANP as the guidance for the cooperative development of regional, sub-regional and national planning and implementation activities for ATM based on commonly established priorities and targets to meet globally harmonised objectives.

2.3 The GANP supports the vision and outlines how emerging and future ATM system should operate and in turn provide the common framework for the planning and implementation. The ICAO regional offices and the respective PIRGs are thus well-positioned to facilitate planning and subsequent implementation activities as coordinated programmes with the States at the regional and national levels.

2.4 The GANP provides stakeholders with a comprehensive process to achieve the ambitions through the ASBU framework. At the same time, the all-encompassing scope and level of granularity of ASBU elements and the BBB require collaboration and coordination among individual stakeholders in the region to align the priorities and adoption of these elements in a practical and cost-efficient manner using a performance-based management approach for the modernization of the whole ATM system to ensure interoperability across the systems and stakeholder organisations.

2.5 Any ATM modernization program that are aligned with the GANP are expected to deliver benefits in one or more of the eleven key performance areas (KPAs) as identified in the *Manual on Global Performance of the Air Navigation System* (Doc 9883). To assure the cost-effectiveness of the programme a performance-based management approach needs to become an integral part of the regional planning and should require the involved stakeholders to transparently set measurable targets on the benefits that are expected from the activities in the regional plan. These targets are expected to specifically relate to the performance ambitions and the KPAs.

2.6 The PIRGs are well positioned to become the focal point a performance-based management system identifying and collecting the relevant performance data and setting performance targets as part of their routine work programme to support their role to identify regional priorities, identify implementation targets and indicators related to air navigation for the regional implementation of the GANP.

2.7 It is therefore envisaged that PRIGs and their subordinate groups implement a performance-based approach identifying and collecting the relevant performance data and setting performance targets as part of their routine work programme and for the planning and implementation on the regional level and form the foundation for ATM modernization activities and initiatives to be prioritized, planned and developed.

2.8 The PIRGs are envisaged to identify quantified performance targets with associated targets in each of the KPAs. As an integral part of the planning programme are to be considered for the regional work programmes and activities of the PIRGs as well as the subordinate groups. Collectively this shall support the regional strategy towards the future harmonized global air navigation system and to allow monitoring the success of the regional

2.9 The performance-based management approach of the PIRGs can server as the foundation for ATM modernization activities and initiatives. The PIRGs therefore should collaborate with the States and all regional stakeholders to break down the regional performance-based approach management system and the performance targets for national or organisational performance-based management approaches for the purpose of ATM projects and also on an organizational level. Once established a fully developed performance-based management system is expected to consistently contribute towards a global air navigation system.

3. CONCLUSION

3.1 PIRGs are expected to plan the implementation of essential air navigation services, as well as operational improvements, according to their specific needs, to contribute to the global performance ambitions defined in the GANP. To effectively support this the PRIRs need to establish a regional performance-based management approach that allows to transparently monitor the achievements in KPAs.

3.2 As part of the regional programme the PIRGs are to pursue a performance-based approach when implementing the regional strategy working towards the performance ambitions identified in the GANP by setting quantified performance targets. In collaboration with States and regional organisations the PIRGS are to agree on the targets the expected quantified benefits criteria for success for modernization programs.

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