



ICAO

UNITING AVIATION

NO COUNTRY LEFT BEHIND



ICAO Business Plan 2020 – 2022

Sixteenth Meeting of Civil Aviation Authorities

6 To 7 December 2018
Lima, Peru



The ICAO Business Plan Concept

- Sets the tone for the triennium
- Vision, Mission Global Aviation Context
- ICAO Strategic Objectives
- Identifies emerging aviation issues and internal/external risks
- Key Priorities
- Expected Results (outcomes)
- Operating Plans by SO/SS (outputs)





Strategic Objectives – Key Priorities – Expected Results How They Align





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STRATEGIC OBJECTIVES	KEY PRIORITIES	EXPECTED RESULTS	
Safety	Continuous Safety Improvements	1	Improved Aviation Safety
		2	Strengthened Regulatory Capacity
Air Navigation Capacity and Efficiency	Harmonized Global Air Navigation Modernization	3	Increased Air Navigation Capacity.
		4	Optimized performance of the Global Aviation System
Security and Facilitation	Continuous Aviation Security and Facilitation Improvements	5	Reduced Aviation Security Risk
		6	Improved Efficiency in Border Clearance Operations
Economic Development of Air Transport	Enhanced Role of Aviation for Economic Development	7	Lower Impediments to Air Transport Operations
		8	Increased Use of Aviation as a Development Tool
Environmental Protection	Environmentally Friendly Aviation	9	Improved Environmental Performance of Aviation
		10	Reduced Environmental Impact on Global Climate



Strategic Objectives – Key Priorities – Expected Results How They Align

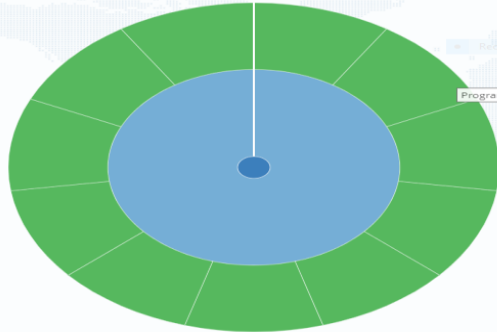
STRATEGIC OBJECTIVES	KEY PRIORITIES	EXPECTED RESULTS	
All Strategic Objectives	Quality Data, Analysis and Forecasting	11	Improved Data, Analysis and Forecasting
	No Country Left Behind	12	Strengthened Capacity Development
	Training and Capacity Building in Aviation	13	Strengthened Aviation Professional Skills
	Technical Assistance and Cooperation	14	Optimized Capacity and Project Delivery
	Enhancing the International Legal Framework	15	Strengthening the Rule of Law



Corporate Key Performance Indicators (CKPIs)

CKPIs & PROGRAMMES DASHBOARDS

— 1 - SAFETY —



1.1 Accidents Rate / Total Fatalities

1.1a Accidents Rate
Accidents / Million Departures
 Programmatic Status: Flight and Ground Safety
 Baseline: **2.8** Actual: **2.29** Target: **N/A**
 Target Trend: **Downward**
 Number of accidents per million departures, commercial schedules over 5700 kgs by year Baseline: 2015 Last Updated: 29 November 2017 Next update: June 2018

1.1b Total Fatalities
Fatalities / Year
 Baseline: **474** Actual: **47** Target: **N/A**
 Target Trend: **Downward**
 Number of fatalities, commercial schedules over 5700 kgs, by year. Baseline: 2015 Last Updated: 29 November 2017 Next update: June 2018

1.2 Overall Effective Implementation

1.2 States Above 60% EI
Percentage of States with EI over 60%
 Baseline: **63** Actual: **68.45** Target: **N/A**
 Target Trend: **Upward**
 Overall effective implementation Baseline: 2015 Last Updated: 29 November 2017 Next update: June 2018

1.3 SMS/SSP Implementation

1.3 SMS/SSP Implementation
Percentage of States with EI above 50% that have started implementation
 Baseline: **78** Actual: **84.92** Target: **N/A**
 Target Trend: **Upward**
 Percentage of States with EI above 60% that have started the implementation process Baseline: 2015 Last Updated: 29 November 2017 Next update: June 2018



Strategic Objectives – Programmes - Key Activities – Deliverables – Targets

How They Align

SAMPLE DATA

Strategic Objective – SAFETY

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

With air traffic projected to double in the next 15 years, current and emerging safety risks must be addressed proactively to ensure that this significant capacity expansion is carefully managed and supported through strategic regulatory and infrastructure developments. It is therefore imperative that States and regions remain focused on establishing, updating and addressing their safety priorities as they continue to encourage expansion of their air transport sectors. To ensure that continuous safety improvement and harmonized global air navigation modernization advance hand-in-hand, global, regional and State aviation safety planning is essential. This also facilitates the safe and sustained growth, increased efficiency and responsible environmental stewardship that societies and economies globally expect and demand of Government aviation agencies and industry. The delivery of the results with respect to this Strategic Objective will contribute to reducing the level of global safety risks and enhance the efficiency and sustainability of the global civil aviation system.

Expected Result 1: Improved Aviation Safety: Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance

- **Key Performance Indicator:** Number of States having implemented Safety Management provisions (via USOAP results, PQs, SAAQs, CC, EFOD)

Programme: Strategy and Policy

Expected Result #	#	Key Activity	Deliverable	Target
1	SAF.1.1	Develop, maintain and oversee the implementation of the Global Aviation Safety Plan	GASP Revision	GASP update by Assembly (2022)



Emerging Issues for the Business Plan 2020 - 2022

- Increased use of unmanned aeronautical systems (UAS), including drones and Remotely Pilot Aircraft Systems (RPAS)
- Carbon Offsetting and Reduction Scheme for International Aviation
- Cybersecurity and Trust Framework
- Inclusion of aviation in national development plans
- E-commerce (facilitation, safety and security)
- Aviation Infrastructure/system financing
- Big data analytics for aviation
- Commercial space transport and higher airspace operations
- Disruptive technology (e.g. artificial intelligence, blockchain)



Business Plan Key Activity Review

- Each Bureau reviewed all **Key Activities** in the current Business Plan and identify its status for the Business Plan 2020 - 2022:
 - New Key Activity
 - Ongoing Key Activity
 - Completed Key Activity
 - Modified Key Activity
 - Cancelled Key Activity
- Update the **Target** for the 2020 – 2022 Triennium
- The Regional Offices reviewed Headquarters Key Activities and aligned/adapted their Key Activities for the specific needs of each Region



Expanded/New Key Activities by Strategic Objective

HQ Level:

- **Safety**
 - Strengthening safety oversight capabilities by providing States with a range of solutions focused on an activity to recognize competent Regional Safety Oversight Organizations (RSOOs) and supporting the implementation of Safety Management; and
 - Implementing appropriate regulatory measures to support drones operations and preparing initial Remotely Piloted Aircraft System (RPAS) integration
 - Strengthening monitoring, auditing and oversight programme activities.
- **Air Navigation Capacity and Efficiency**
 - Developing a Trust Framework (cyber security);
 - Developing a programme that address the increased use of unmanned aerial systems (UAS) including drones and RPAS
 - Developing a programme related to new entrants to the global air navigation system (commercial space transport and higher altitude operations)



Expanded/New Key Activities by Strategic Objective

HQ Level:

- **Security and Facilitation**
 - Intensifying support for the Global Aviation Security Plan (GASeP) implementation
 - Developing a framework to facilitate e-commerce activities
 - Strengthening the ICAO TRIP strategy
 - Developing a policy framework on cybersecurity
 - Strengthening monitoring, auditing and oversight activities
- **Economic Development of Air Transport**
 - Finalizing a specific protocol document to facilitate further liberalization of air cargo services
 - Analyzing e-commerce activity development
 - Implementing and managing aviation-related big data solutions



Expanded/New Key Activities by Strategic Objective

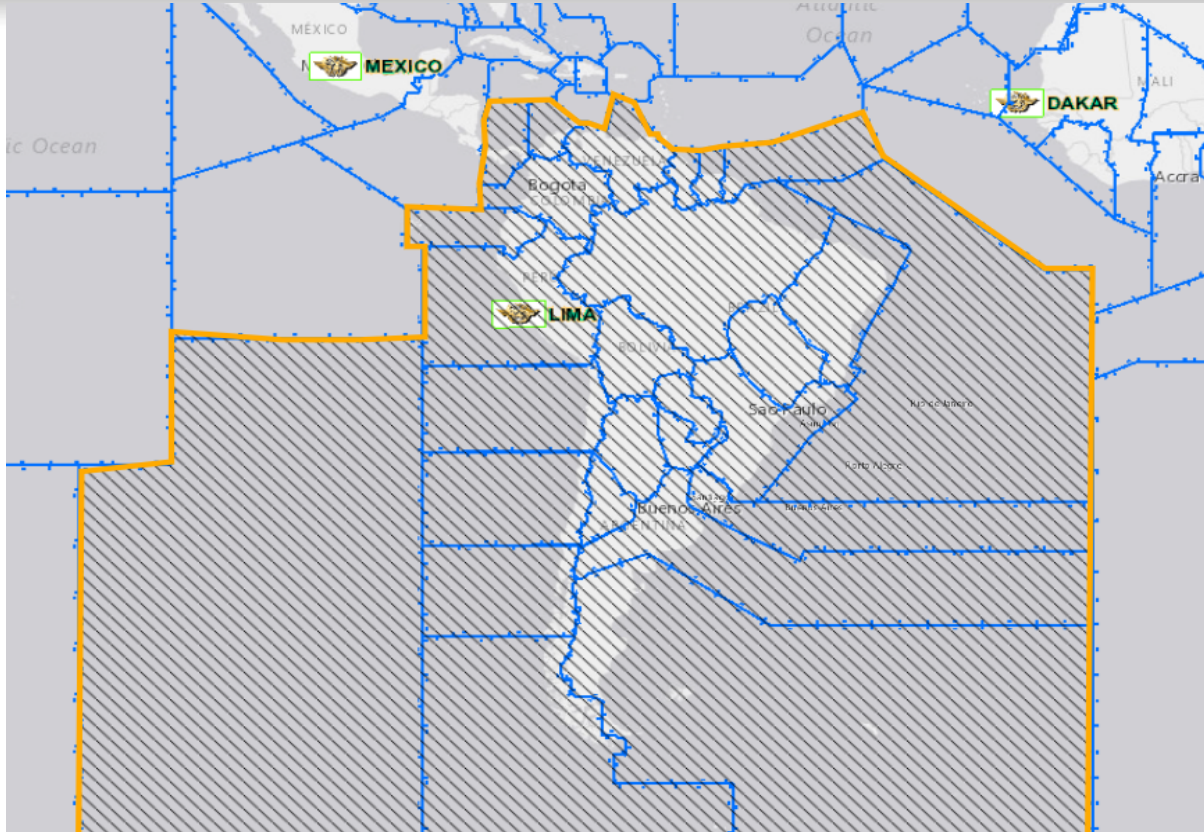
HQ Level:

- **Environmental Protection**
 - Implementing the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA);
 - Developing ICAO Global Environmental Plan (GAEP) consistent with UN sustainable development framework.



Expanded/New Key Activities by Supporting Strategy

- **Executive Management & Leadership**
 - Promoting the inclusion of aviation in National Development Plans
 - Facilitating the resolution of international aviation disputes
 - Strengthening of the internal investigation function
 - Strengthening Information Management including cyber-security
- **Human Resources**
 - Strengthening of human resource management to better align with strategic organizational requirements



Flight Information Regions covered: **27 FIR**

Area: **Approx. 84 million km²**

SAM Representative Area: **17% of the world's FIRs.**





SAFETY

In 2018:

- ✓ Draft for the **Regional Safety Plan** for the approval of DG meeting
- ✓ 11 States in the **SSP Pilot Project** + 1 observer
- ✓ 4 **RASG-PA** projects (100% CFIT, LOC-I & RE and 80% in MAC)
- ✓ ATS SMS capacity building actions
- ✓ Runway safety project and 1st RWY Safety Go-Team
- ✓ New and updated guidance materials from **SRVSOP** (AGA, AIR, PEL, OPS, ANS)

For 2019:

- ✓ Regional Safety Plan in implementation phase
- ✓ Specific support for implementation of SSP (SDCPS)
- ✓ New RASG-PA projects (RE, MET events)
- ✓ AD certification plan for each State in place
- ✓ Review of critical USOAP PQs and compliance of CAPs

Areas	2016	2017	2018*	2019
EI	77.67%	78.56%	79.85%	81%
SSP Proj Participation	-	7 States	11 States	13 States
AD Certified	23 ADs	30 ADs	33 ADs	37 ADs
Accident rate	1.09	1.65	3.50	1.98



Safety

New targets for the Key Activities:

- All States assisted in the implementation of policies to address critical safety issues
- Foster the implementation of current standards that are not yet been in place
- Early identification of lags against agreed safety priorities
- Improved regional EI average by 4.5% by 2022
 - SAM States with EI less than 65% will reach 75%
 - SAM States with EI with 65% or more and less than 75% will reach 80%
 - SAM States with EI with 75% or more and less than 80% will reach 85%
 - SAM States with EI higher than 80% will reach 90%
- Organize annual Runway Safety activities (including RS Go Team) to support RST implementation



CAPACITY & EFFICIENCY

In 2018:

- ✓ Update of the **PBN and Regional Plan** by GREPECAS
- ✓ New AMHS interconnection P2P strategy
- ✓ SAM CAR Interregional route optimization 10 initiatives
- ✓ ATFM 10 states with FMP/FMU implement
- ✓ Feasibility study of the Satellite ADS-B
- ✓ Longitudinal optimized separation fully implementer 80 to 40 NM
- ✓ AIM Phase 1 completed by 6 States and Phase 2 Advanced in 7
- ✓ A-CDM data prioritization
- ✓ Airport Planning Project Kick-off event

For 2019:

- ✓ Have 10 States with updated National Air Nav Plans
- ✓ Further implementation of PBN procedures (table)
- ✓ ATFM nodal and multinodal initiatives; interregional & intraregional.
- ✓ Longitudinal optimized separation = 40 reduced to 20 NM
- ✓ Elaborate, in coordination with NACC Office, the Vol. III of e-ANP

Area	2016	2018*	2019
APV	75%	83%	90%
STAR	37.2%	47.8%	60%
SID	58.5%	63.6%	80%
Regional Route RNAV-5	105	115	163
AMHS	6	15 + EUR + SITA	27
AIDC	-	2	8
Ph 1 AIM	4 States	6 States	10 States
A-CDM	-	-	4 ADs



Air Navigation Capacity and Efficiency

New targets for the Key Activities:

- GANP and Regional eANP Implementation;
 - 85 per cent of Implementation of selected B0 modules by 2021;
 - 30 per cent of implementation of selected B1 modules by 2022;
 - 50 per cent of new requirement introduced by Amendment 40 and PANS-AIM by 2022
- N-ANP national air navigation plans, 13 states, updated by 2020.
- ATFM; 8 states implemented. ATFM measures among nodes, as a part of an initial network, by 2020
- 50% of international selected aerodromes implementation of basic elements of A-CDM by 2022;
- ADPlan Roadmap to AD Planning by 2020; Guidelines by 2021 and; training 01 per State by 2022

New Key Activity:

- Implementation of a cyber resilient ATM systems and operations



SECURITY

In 2018:

- ✓ Alignment of regional strategy to GAsEP roadmap among all States of the Region
- ✓ Training centers program, 100% completed
- ✓ 5 ASIP in the Region

For 2019:

- ✓ Assist States in implementing GAsEP activities
- ✓ Develop KPIs to measure the progress of GAsEP for the States
- ✓ Coordinate and develop Security Programs for standardization in the Region
- ✓ Coordinate and develop security inspection procedures for standardization in the Region
- ✓ Promote Cybersecurity workshop

USAP	2016	2017	2018*
EI SAM	69.45%	71.05%	71.28%
EI World	72.02%	72.62%	TBI





Expanded/New Key Activities in SAM Regions by Strategic Objective

Security and Facilitation

New targets for the Key Activities:

- Increase compliance with Annex 17 and Annex 9 SARPs
 - 80% of States reach above 70% EI, by 2020
 - 90% of States reach above 85% EI, by 2023
- USAP-CMA activities completed on schedule
- Successful completion of training courses as per schedule of ASTC training each year
- 3 assistance activities per year with RO participation;

New Key Activity:

- Provide support for GAsEP implementation
 - a. Enhance risk awareness and response;
 - b. Develop security culture and human capability in Aviation Security;
 - c. Improve technological resources and foster innovation;
 - d. Improve oversight and quality assurance; and
 - e. Increase regional cooperation and support



ECONOMIC DEVELOPMENT AND AIR TRANSPORT

- Declaration to promote connectivity through the development and sustainability of air transport in the Pan-american region – vision 2020-2035.

ENVIRONMENTAL PROTECTION

- Environment CO2 reduction State Action Plans completed by 9 States
- Regulation in CORSIA implementation: 4 States complete and 6 States in process



Expanded/New Key Activities in SAM Regions by Strategic Objective

Economic Development of Air Transport

New targets for the Key Activities

- Targets related to Pan-American Declaration regionally agreed and alignment with ICAO's policies and strategies

Environmental Protection

Expanded Key Activity:

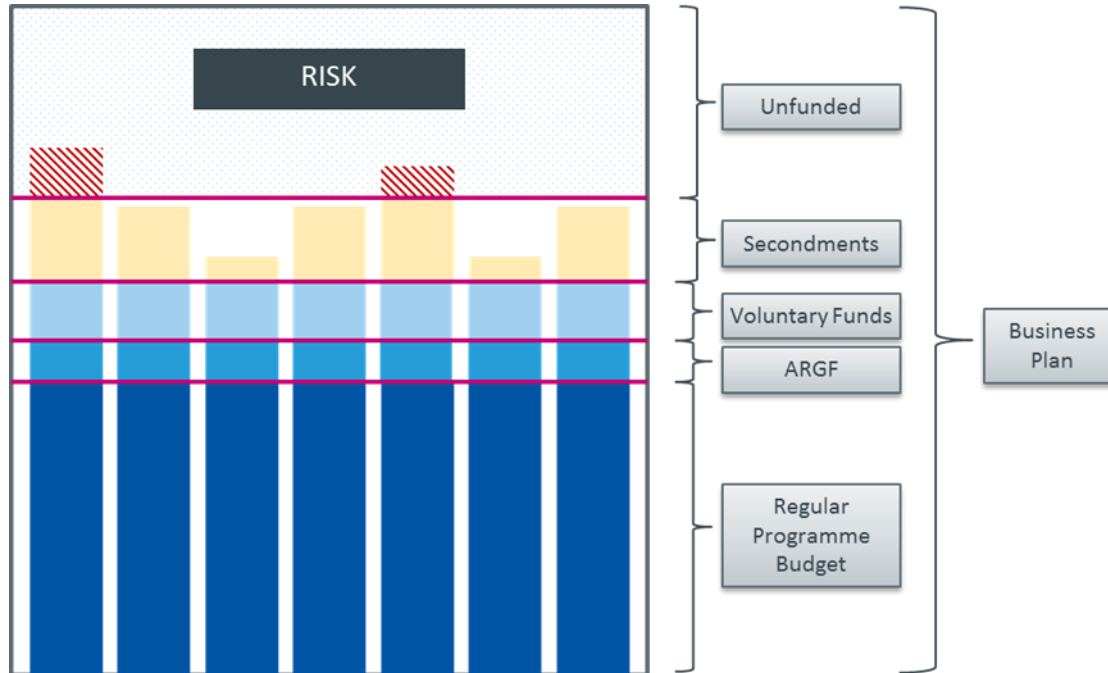
- Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region, as well as the implementation of CORSIA

New Targets for ongoing activities:

- Increased number of States complying with Annex 16 SARPs;
- Increased and appropriate reporting of environmental benefits from operational improvements



Overview of Funding at ICAO





- Emerging issues primarily drive the expansion and addition of new Key Activities
- Some new and expanded Key Activities may not be funded and additional resources will be required. Lack of resources to support these activities present a risk to the delivery of the corresponding Expected Results.
- Linked to the unfunded portion of the 2020 to 2022 Business Plan.



Funding Needs Comparison (2020 to 2022 Estimates Only)

Source of Funding	2017-2018-2019 Amount (CAD 000)	2020-2021-2022 Amount (CAD 000)	Notes
Regular Programme Budget (RPB)	302,053	≈ 329,573	Zero Real Growth using 2019 amount (assuming that resources funded by savings be absorbed)
ARGF	50,019	≈ 55,214	Excluding contribution to Regular Programme Budget and internal settlement amounts
AOSC	26,780	≈ 29,163	Excluding contribution to Regular Programme Budget and internal settlement amounts
Voluntary Funds	22,895	≈ 24,054	Assume continuous availability of the same amounts (with inflation adjusted)
Other Funds	2,470	≈ 2,623	Trust funds such as Joint Financing, SADIS, PKD
Secondees	44,488	≈ 47,909	Assume continuous availability of the same level (with inflation adjusted)
Total Funded	448,705	≈ 488,536	
Unfunded	47,800	≈ 43,295	
Total Business Plan	496,505	≈ 531,831	



Conclusions & Request

- Most ongoing Key Activities can be accommodated within the 2020 to 2022 Triennial Regular Programme Budget by further improving operational efficiency of the Organization and adjusting the priority of the work programmes
- To address emerging issues in global civil aviation, the Organization must continue to benefit from additional funding through increase in regular programme budget, voluntary contributions, financial and in-kind, as well as revenue-generating activities;
- More flexible model to conduct business and generate revenue
- These extra-budgetary resources have already become an integrated, non-separable part of “one system” that is required to deliver the tangible expected results jointly with the resources funded by the Regular Programme Budget



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Thank You

