



Agenda Item 1A: Current situation and regional priorities

STRATEGIC PLANNING PERFORMANCE MEASUREMENT AND EVALUATION MECHANISM IN THE SAM REGION

(Presented by Secretariat)

SUMMARY	
Esta nota de estudio presenta la importancia de la planificación estratégica regional como parte del proceso de transformación, y plantea la necesidad de preparar de un Mecanismo de medición y evaluación del rendimiento de la planificación estratégica en la Región SAM.	
This working paper presents the importance of regional strategic planning as part of the transformation process, and raises the need to prepare a Mechanism for measuring and evaluating the performance of strategic planning in the SAM Region.	
ICAO Strategic Objectives:	<ul style="list-style-type: none">• <i>Safety</i>• <i>Capacity and Efficiency</i>• <i>Economic development</i>• <i>Environmental Protection</i>• <i>Security</i>

1. Introducción

1.1 Strategic planning is the process of setting long-term goals and objectives, as well as determining the means to achieve those goals. Here are some of the importance and benefits of strategic planning:

- a) **Direction:** Strategic planning provides a clear sense of direction by setting goals and objectives. It helps focus efforts and resources on what really matters, enabling you to achieve the mission and vision.
- b) **Prioritization:** strategic planning allows initiatives and projects to be prioritized, based on their importance and alignment with objectives. This ensures that resources are allocated effectively and efficiently.
- c) **Coordination:** Strategic planning promotes coordination and collaboration among different stakeholders. By involving all relevant parties in the planning process, you can ensure that everyone is on the same page and working towards the same goals.
- d) **Flexibility:** Strategic planning allows implementation to be flexible and adapt to changing circumstances. When setting long-term goals and objectives, strategies and tactics can be adjusted as needed to respond to new challenges and opportunities.
- e) **Measurement:** Strategic planning provides a framework for measuring and evaluating performance. By setting clear goals and objectives, progress can be tracked and areas for improvement identified.

- f) **Communication:** Strategic planning promotes communication by ensuring that everyone is aware of goals, objectives and strategies. This helps build trust and alignment among stakeholders.
- 1.2 Overall, strategic planning is critical to success. It helps ensure efforts move in the right direction, using your resources effectively and responding to changes in the environment.
- 1.3 As part of the discussions related to the strategic vision of the Region, 5 work axes have been suggested: Governance (including human resources management), Innovation, Competitiveness, Effectiveness of global plans, and Environment, with time references to 5, 10 and 15 years.
- 1.4 To achieve the transformation process, it is critical to develop the ability to monitor the progress of the strategic vision, evaluate its performance, and identify areas that require priority attention during the coming years. To this end, it is necessary to establish a performance measurement mechanism, including the vision, objectives, goals and indicators.

2. Reference Sources available

2.1 For each axe of work referred to in paragraph 1.3, it is necessary to establish a performance measurement mechanism at the strategic level, which allows awareness at the executive level, and facilitates the strategic decision-making process.

2.2 At present, there are several sources of references, at the technical/operational level, that could be used as sources of information for the preparation of a strategic reference framework for the SAM Region. These sources are described below:

- 2.2.1 **Governance (including human resources management).** - ICAO and the Organisation for Economic Co-operation and Development (OECD) delivered a report stating the results of a mapping of governance arrangements among 29 civil aviation authorities in Latin American and Caribbean countries, with the International Civil Aviation Organization's South and North America, Central America and Caribbean regions. Applying the methodology of the OECD Indicators on the Governance of Sector Regulators, the results provide an overview of the independence, responsibility and scope of action of the participating authorities. This paper explains the methodology of the indicator, summarizes key data points, and presents high-level conclusions. A copy of the aforementioned report can be accessed at the following link: <https://www.oecd.org/countries/peru/the-governance-of-civil-aviation-authorities-in-latin-american-countries-e8bdf362-en.htm>
- 2.2.2 **Innovation.** - The World Intellectual Property Organization (WIPO) annually produces the Global Innovation Index, which is the main benchmark for measuring the innovation performance of States. A large number of countries use the GII to assess and improve their innovation ecosystems and use the GII as a reference in economic plans and/or policies. A copy of the last report can be accessed at the following link: www.wipo.int/edocs/pubdocs/en/wipo-pub-2000-2022-en-main-report-global-innovation-index-2022-15th-edition.pdf
- 2.2.3 **Competitiveness.** – ICAO has formed an Aviation Competitiveness Index Working Group (ACWG) under ADAP (*Aviation Data and Analysis Panel*) with the task of developing methodologies and data sources to arrive at an aviation competitiveness index by State and this index will be used to measure a State's ability to create and maintain the value of its civil aviation sector. However, discussions are still ongoing focused on 4 main pillars: economic, aero-political, financial and regulatory with a series of indicators and metrics that are still being studied. There

are also some studies and indexes that serve as a parameter in the group's discussions, such as an IATA report *Air transport Regulatory Competitiveness Indicators* and the OECD *Service Trade Restrictiveness Index* (STRI) focused in air transport, with access through the following link: <https://www.oecd.org/trade/topics/services-trade/documents/oecd-stri-sector-note-trair.pdf>.

In the regional context, we have ALTA and Amadeus study published in 2022 entitled – Air Transport Competitiveness Index in Latin America and the Caribbean. In this document you can find comparisons and best practices in key indicators such as taxes on the ticket price, connectivity, fuel price, passenger influx, among others, which provide a very broad overview of the situation of the airline industry.

2.2.4 **Effectiveness of global plans.** – Regarding the monitoring of progress of global plans, the SAM Regional Office has developed a series of dashboards, which contain a series of indicators, and support the decision-making process. **Appendix A** contains the list of indicators of these dashboards, and their values for the last quarter of 2024. Regional dashboards are available through the following link: <https://istars.icao.int/Sites/PortalDashboard/SouthAmericaRegion>

2.2.5 **Environment.** – On environmental protection measures, and the carbon offset and reduction scheme for international aviation (CORSIA), ICAO has developed the Basket of Proposed Measures to Reduce CO2 Emissions. Details of these measures can be found in **Appendix B**. Additional information on ICAO's environmental initiatives can be found in the link: <https://www.icao.int/environmental-protection/Pages/default.aspx>

3. **Suggested Action**

3.1 The RAAC17 meeting is invited to:

- a) Take note of the availability of regional Dashboards in the areas of Safety, Air Navigation and Facilitation;
- b) Comment on the need to establish the objectives, goals and indicators of strategic level for the 5 suggested work axes; and
- a) With the result of the agreements of the above mentioned, instruct the Secretariat to prepare a Mechanism for measuring and evaluating the performance of strategic planning in the SAM Region, which includes objectives, goals and indicators for each of the work axes, to be presented for consideration by the RAAC/18 Meeting.

APÉNDICE A / APPENDIX A**Indicadores de Seguridad Operacional**

Nombre del indicador	Valor al 31-12-22
Promedio de implementación efectiva regional	79.62%
Tasa de accidentes 2022	TBD
Número de despegues en SAM en 2022	1,687,796
Establecimiento del SMS	36.62%
Establecimiento del SSP	39.08%
Establecimiento de los SDCPS	21.15%
Documentos SSP enviados	92.31%
Porcentaje de Planes Nacionales de Seguridad Operacional (NSP) enviados	84.6%
Porcentaje de Reportes Nacionales de Seguridad Operacional (NSR) enviados	76.9%
Porcentaje de aeródromos internacionales certificados	52.88%
Porcentaje de aeródromos internacionales con RST	41.35%

Indicadores de Navegación Aérea

Nombre del indicador	Valor al 31-12-22
AIM QMS	61.54%
ATFM	76.92%
MET QMS Certificado	53.85%
MET QMS Implementado	69.23%
eAIP Plan de acción	76.92%
eAIP Operacional	30.77%
eAIP Software	61.54%
IWXXM	30.77%
Implementación AIDC	22%
Progreso AMHS	91%
Progreso APV	92.8%
Progreso PBN SID	68.8%
Progreso PBN STAR	54.8%
eTOD Area 1	39%
eTOD Area 2	54%
eTOD Area 4	60%
eTOD Superficie limitadora	54%
eTOD Trayectoria 1.2%	53.8%
Progreso ACDM	22%
Progreso AIDC	22%

Indicadores de Facilitación

Nombre del indicador	Valor al 31-12-22
Implementación regional API	77%
Implementación regional PKD	46%
Implementación regional PNR	31%
Implementación regional ePassport	77%



ICAO

ENVIRONMENT

NO COUNTRY LEFT BEHIND



New ICAO Activities and State Action Plans

Neil Dickson

Chief, Environmental Standards, ICAO Secretariat





Vision

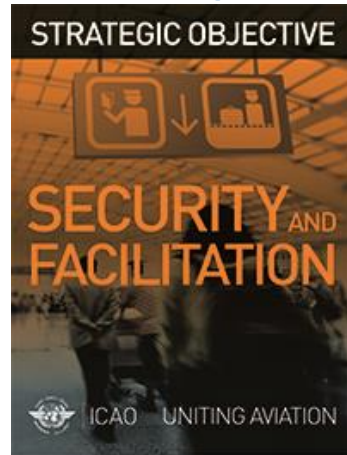
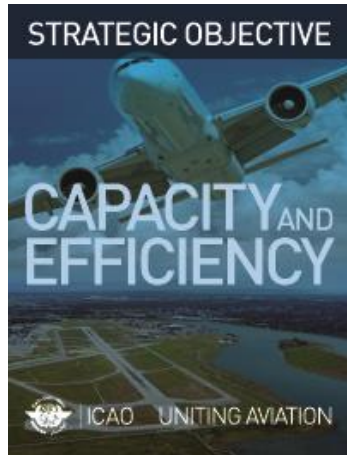
Achieve the sustainable growth of the global civil aviation system.



Mission

To serve as the global forum of States for international civil aviation.

ICAO Strategic Objectives

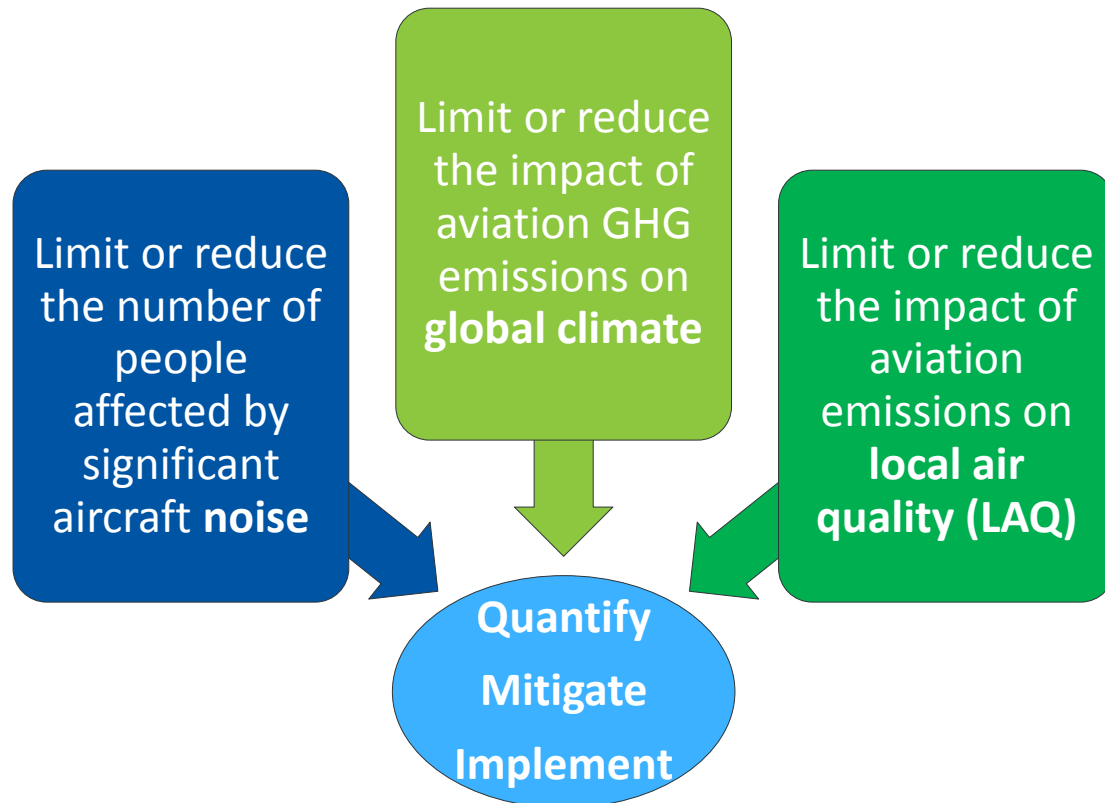




ICAO Strategic Objective Environmental Protection:

Minimize the adverse effect of global civil aviation on the environment

ICAO Environmental Goals





ICAO Global Aspirational Goals – Relationship with State Action Plans

Selecting mitigation measures from the **basket of measures** and quantifying their expected impacts (expected results) are required elements of a State Action Plan

2% fuel improvement per year

Carbon neutral growth from 2020



BASKET OF MEASURES

Complemented by

CORSIA

- ICAO utilizes the information submitted in all States' Action Plans to assess global progress towards the ICAO **global aspirational goals**
- Results are presented in an aggregated manner

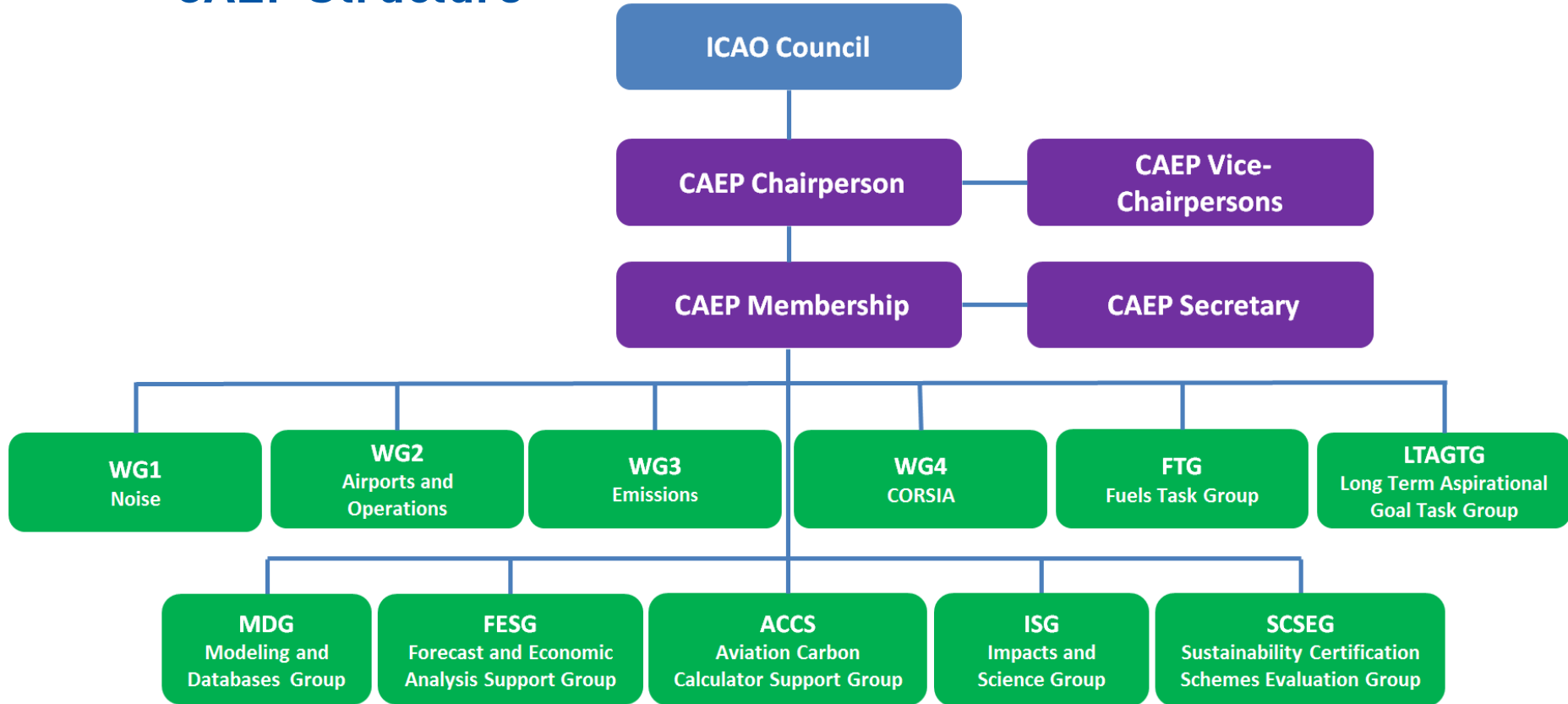


Basket of CO₂ mitigation measures

<p>Aircraft technology</p>	<p>First-ever global CO₂ certification Standard for new types and in-production aeroplanes. Fast-paced innovation (new designs, composite materials, hybrid-electric aircraft, renewable energy sources, etc.).</p>	
<p>Operational improvements</p>	<p>CO₂ benefits from air traffic management; air navigation; green airports; etc.</p>	
<p>Sustainable aviation fuels</p>	<p>Around 250,000 commercial flights with drop-in aviation fuels; 8 conversion processes; 9 airports distributing drop-in aviation fuels</p>	
<p>Market-based measures</p>	<p>Carbon Offsetting and Reduction Scheme for International Aviation (CORSA)</p>	

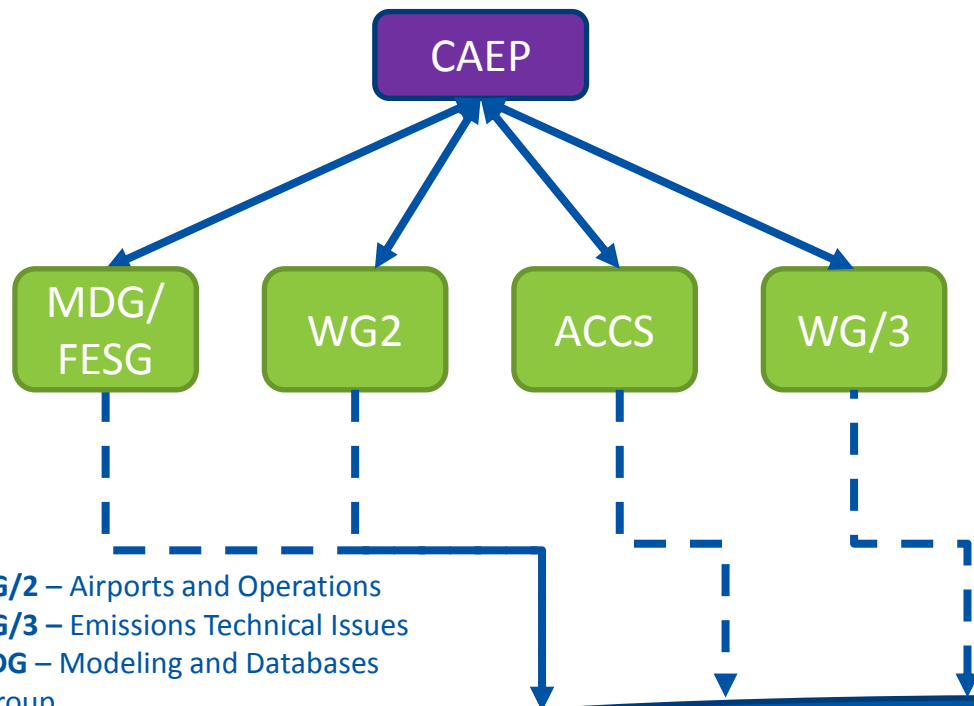


CAEP Structure





State Action Plan interactions with CAEP working groups, con't

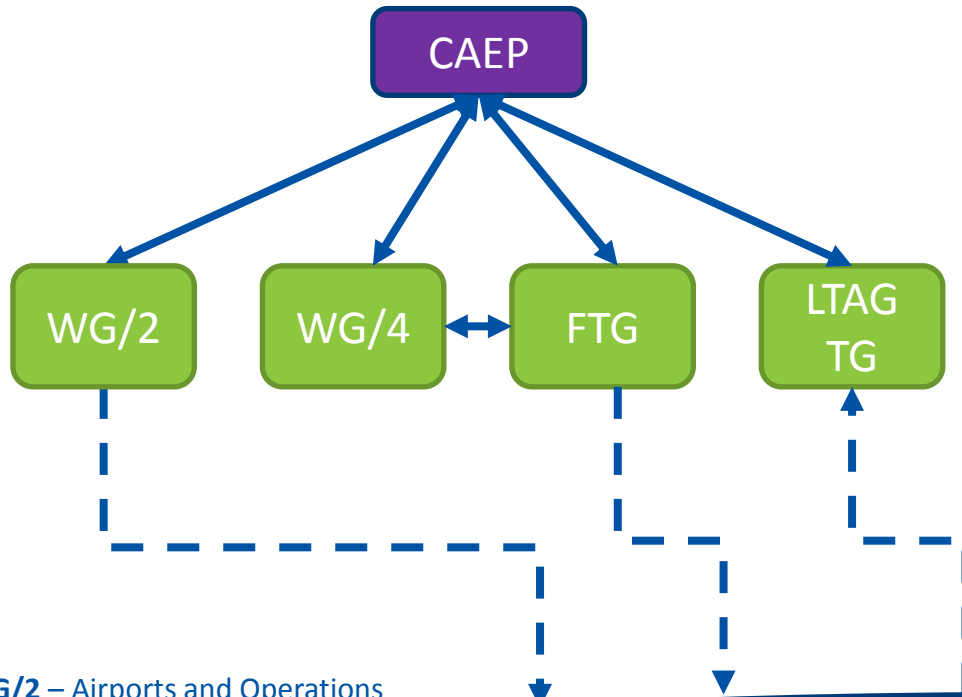


- MDG, FESG and WG2 developed the Rules of Thumb within Doc 9988
- ACCS developed the Carbon Calculator, which can be used within the SAP development process
- WG/3 developed the CO₂ standard, which impacts new aircraft design and production

WG/2 – Airports and Operations
WG/3 – Emissions Technical Issues
MDG – Modeling and Databases Group
FESG – Forecasting and Economic Analysis Support Group
ACCS – Aviation Carbon Calculator Support Group



State Action Plan interactions with CAEP working groups, con't



- WG/2 includes work on air traffic management and flight efficiency (“operational procedures” within the basket of measures)
 - Documents developed by WG/2 can support SAP development
- WG/4 on CORSIA and FTG on fuels. Presentation on CORSIA tomorrow.
- Information from publically-available SAPs can feed into LTAG TG work

WG/2 – Airports and Operations
WG/4 – CORSIA
FTG – Fuels Task Group
LTAG TG – Long Term Aspirational Goal Task Group

State Action Plans



CORSIA

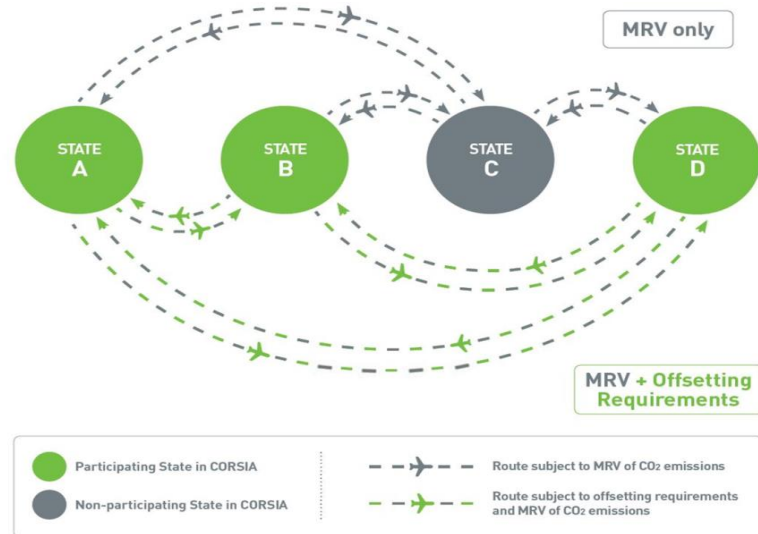


- SARPs - Annex 16 Volume IV
- ICAO CORSIA Implementation Elements
 - CORSIA States for Chapter 3 State Pairs
 - ICAO CORSIA CO₂ Estimation and Reporting Tool (CERT)
 - CORSIA Eligible Fuels
 - CORSIA Eligible Emissions Units
 - CORSIA Central Registry (CCR)

From 1 January 2021...

All States with operators performing international flights have to continue undertaking the MRV for CO₂ emissions

All States with operators performing international flights between States participating in CORSIA have to ensure that these operators comply with the CORSIA offsetting requirements





CORSIA Eligible Fuels (CEF)

- A sustainability certification process should be followed to determine if the fuel meets the CORSIA requirements.



- Fuel producers** use **Sustainability Certification Scheme (SCS)** as approved by the ICAO Council
- Fuel assessed against the Council-approved CORSIA Sustainability Criteria
- Aeroplane operators** can claim CEF emissions reduction from CORSIA offsetting requirements

Emissions reduction by the CEF depends on its **life cycle emissions values (LSf)**, with **default values or calculation methodologies** provided by ICAO.

For the purpose of the State Action Plan, States may use the CORSIA default life cycle emissions values and the methodology for calculating actual life cycle emissions values.



Fuel efficiency & aircraft technology

2% fuel improvement per year

ICAO develops **standards, policies and guidance** to ensure that the latest technology is incorporated to new type and in-production aircraft.

Annex 16 Vol III - ICAO Aeroplane CO₂ Emissions Standard (2016)

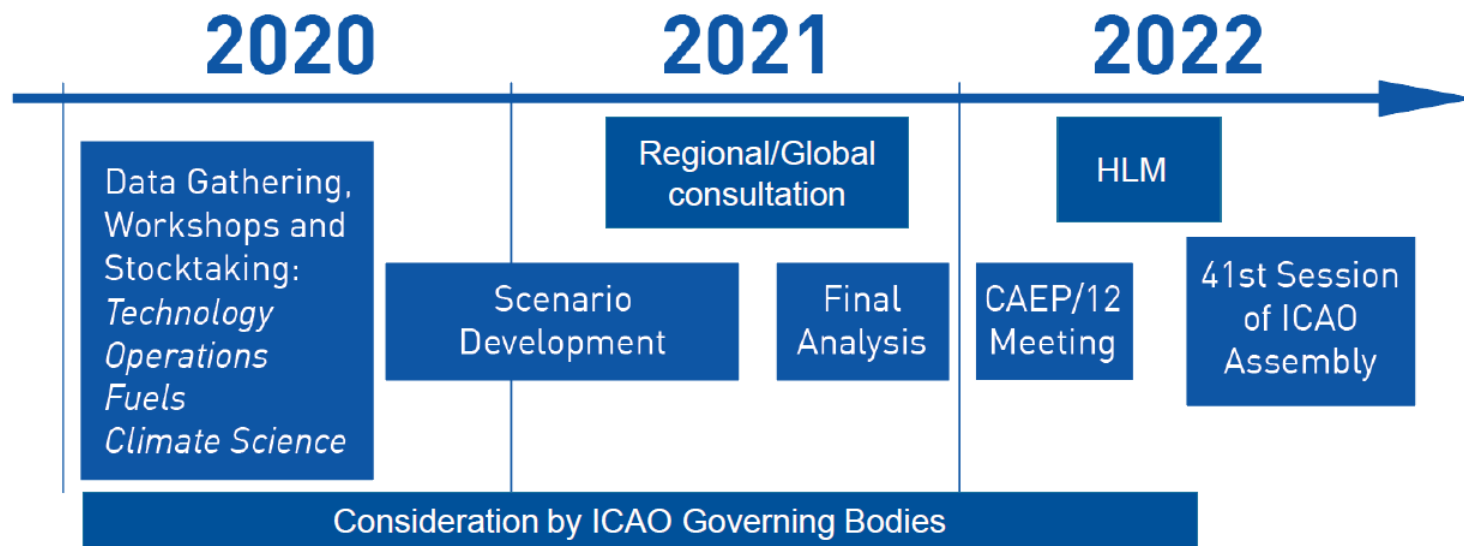
- New aircraft type designs from 2020
- Aircraft that are already in production as of 2023

States may be interested in highlighting their compliance with this standard within their State Action Plan
(Mitigation Measure: Technology)



Exploration of the feasibility of a Long-Term Global Aspirational Goal (LTAG) for international aviation: open & inclusive. Existing, foreseen and innovative measures.

General LTAG Work Timeline



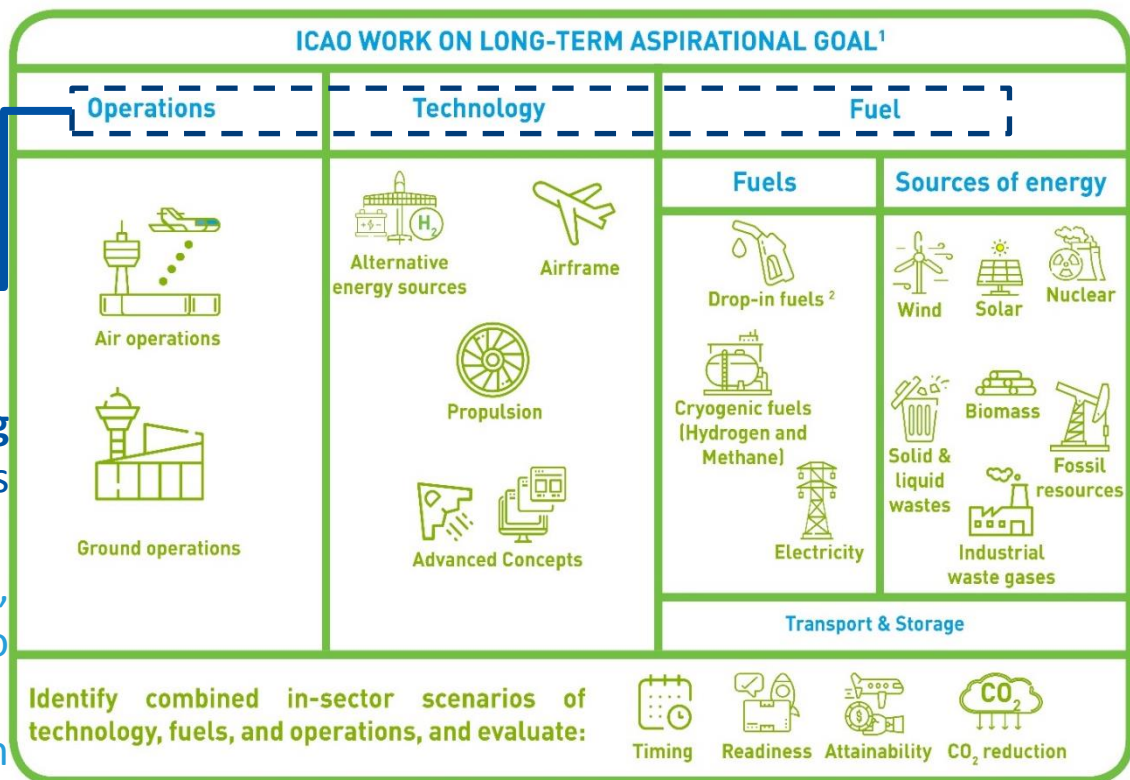


Interactions between Long-Term Aspirational Goal (LTAG)

& State Action Plan (SAP)

“In-sector” measures from the basket of measures

- LTAG work is assessing both **existing and innovative in-sector** emissions reductions measures.
- **SAP → LTAG**: source of information, experiences and good practices to be shared (bottom up)
- **LTAG → SAP**: source of inspiration for you to build **your next State Action Plan** (top down)



¹ This work should identify and evaluate existing, foreseen, and innovative in-sector measures in technology, fuels and operations, and their enablers, including information of probable costs. This will assist in identifying gaps, and information and expertise needed, in order to complete a thorough assessment of all in sector CO₂ reductions for international aviation. This should include timing, readiness, attainability and the quantity of CO₂ reduction possible, based on a feasible roll out into the aviation sector.

² Sustainable Aviation Fuels (SAF), Low Carbon Aviation Fuels (LCAF), E-Fuels. Icons made by Freepik from www.flaticon.com



ICAO Stocktaking Seminar





- ICAO Stocktaking Seminar on aviation in-sector CO₂ emissions reductions

- 8-11 September 2010
- **More than 1000 participants**
- Over 100 questionnaire
- Feed LTAG process
- “Take stock” of Member States’



and stakeholders’ progress on aviation in-sector CO₂ emissions reductions

- Collecting data on technology, operations and fuels
- Solutions, innovations, visions, roadmaps
- Questionnaires – Support the ICAO work on the feasibility of a long-term global aspirational goal for international aviation

 CO ₂ reductions per flight	80%
 Level of finance required	75%
 Timeframe	2025
 Main challenges	<ul style="list-style-type: none">• Scaling-up• Financing



Stocktaking Process



- **Questionnaires**
- Open and inclusive

- All ICAO Member States and relevant stakeholders are invited to submit a Stocktaking Questionnaire to share information on measures they implement or plan to implement



LTAG work



- **1 - Data Gathering**

- All publically-available SAPs will be considered within the context of the LTAG work

BOTTOM UP APPROACH

State Action Plans



Stocktaking Process



- Questionnaires
- Open invitation



LTAG work



- 1 - Data Gathering

TOP DOWN APPROACH

- Work on LTAG and Stocktaking: great source of inspiration for you to **build your next State Action Plan**
- Submitted questionnaires from stakeholders in your State may also provide new or updated quantified information that may be relevant for the State Action Plan
 - important role of the SAP Focal Point in coordinating with national Stakeholders

State Action Plans



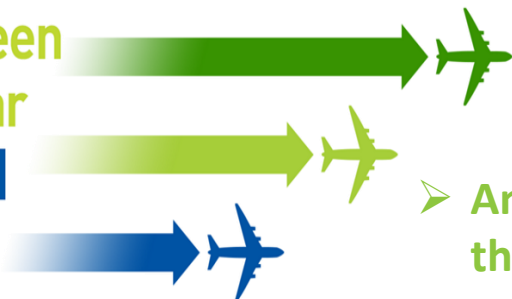
ICAO Aviation Green Recovery Seminar (23 to 24 November 2020)

ICAO Aviation Green Recovery Seminar

TIME TO BUILD BACK BETTER

Virtual event | 23 - 24 NOVEMBER 2020

#GreenRecovery



- Answering the call for aviation green recovery in the context of COVID 19 and climate change
- Forum of discussion, with aviation and climate leaders and experts
- Beyond aviation in-sector CO2 reduction measures

Seminar programme – 4 sessions:

1. Climate Crisis and Aviation
2. Deep Decarbonisation Pathways
3. Supporting Green Recovery Beyond Aviation
4. Aviation Global Green Recovery, What's the Plan?



Three “in-sector” measures aligned with the Global Coalition for Sustainable Aviation

In-sector aviation CO2 emissions reduction initiatives - Tracker tool

Updates on recent **in-sector** aviation CO₂ emissions reduction initiatives is continuously monitored through the Tracker tool



The main objective of the ICAO Global Coalition for Sustainable Aviation is to promote the sustainable growth of international aviation.

As part of the Coalition, the ICAO in-sector aviation CO₂ emissions reduction initiatives tracker tool provides a variety of information related to initiatives to reduce the environmental footprint of aviation, including details on past and ongoing measures and initiatives.

The tracker tool has **three main streams: Technology, Operations and Sustainable Aviation Fuels.**



Technology



Operations



Sustainable Aviation Fuels



Including New Activities in a State Action Plan

- The adoption of new measures or technologies may require coordination with new stakeholders
 - Research organizations and academia
 - Start-up companies
 - Energy suppliers
 - Battery producers
 - New fuel suppliers
 - Waste management companies
 - NGOs and local communities





Airport development, adaptation and resilience to climate change

ICAO's work:

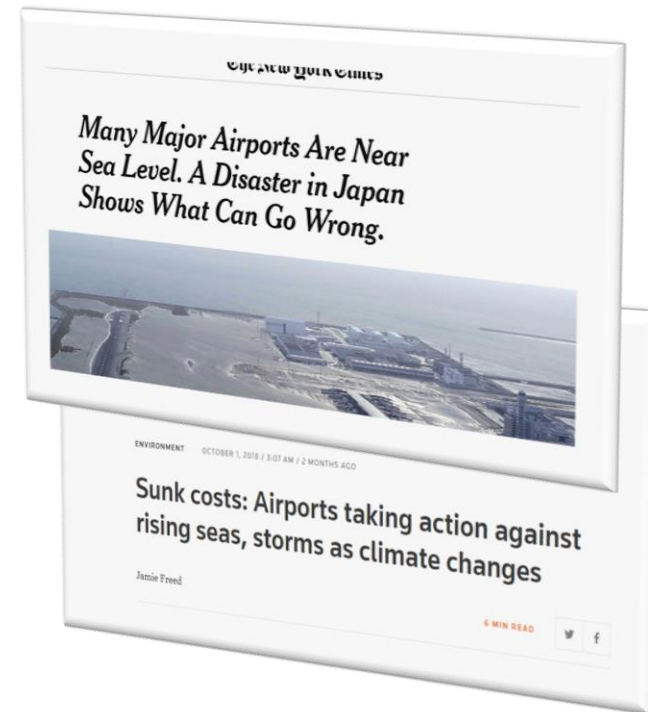
- Report on the possible effects of climate change on air navigation services over the North Atlantic
- Airport Planning Manual, Part 2 (Doc 9184)
- Climate Adaptation Synthesis (2019)
- Development of a climate change risk assessment methodology
- Cooperation with other UN Bodies
- Build partnerships to implement resilience programs at airports
- Raise awareness, key to enhancing preparedness: ICAO Environmental reports, Green Airport Seminar
- Eco-Airport Toolkit e-collection



Science-based work

Capacity Building

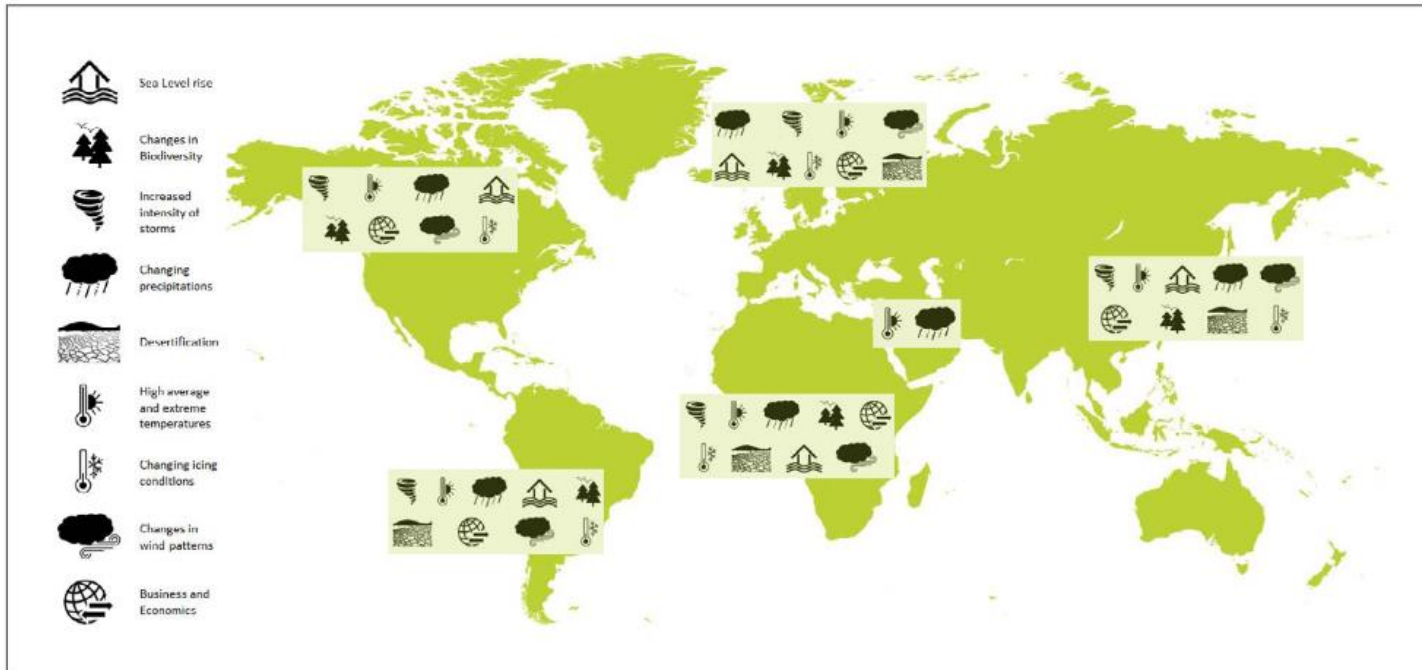
Outreach





Climate Adaptation Synthesis (2019)

FIGURE 1: Based on replies from ICAO Member States, the ICAO Global Climate Adaptation Risk Map (ICAO, 2019) shows the nature of the climate change impacts on international aviation.



- Not a traditional element of a State Action Plan
- Could be a useful element to consider within the context of your State Action Plan



Quantification within State Action Plans

- Including quantified information within State Action Plans ensures that:
 - Your State develops a **clear understanding** of the share and projections of international aviation CO₂ emissions
 - ICAO can **assess progress towards the global aspirational goals**
- ICAO has developed a range of tools to support the quantification of the State Action Plans

A40-18, para 11 – ... **the action plans should include** information on the basket of measures considered by States, reflecting respective national capacities and circumstances, **quantified information** on the expected environmental benefits from the implementation of the measures chosen from the basket, and information on any specific assistance needs;



Publically-available State Action Plans

- States that have granted ICAO permission to make their State Action Plan publically-available are posted on:
 - https://www.icao.int/environmental-protection/Pages/ClimateChange_ActionPlan.aspx
- States are encouraged to make their SAP publically available
 - Showcases your State's commitment to environmental actions
 - Provides an example for States that have not yet developed a SAP
 - Ensures that your State's information will be considered within:
 - ICAO Work on the Feasibility of a Long-Term Aspirational Goal (LTAG) for International Aviation



Conclusions

- Think about highlighting your State's compliance with ICAO **standards** within your State Action Plan
- **ICAO Stocktaking and LTAG** work focussed on in-sector reductions:
 - SAPs are a great source of information, experiences and **good practices to be shared** with Stocktaking and LTAG. (Submit a Questionnaire)
 - Stocktaking & LTAG, Green Recovery and the Innovation Symposium are a great source of **inspiration** for you to build your next State Action Plan (ICAO TV)
- In order to include new activities within a State Action Plan, coordination with **new stakeholders** may be needed
- Think about **adaptation and resilience** for your next State Action Plan
- Interdependencies with other sectors require **strong coordination** and long term sustainable solutions should include **holistic approaches**



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THANK YOU