



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

**Twenty-Third Meeting of the AFI Planning and Implementation Regional Group
(APIRG/23)**

Agenda Item 2: Performance Framework for Regional Air Navigation Planning and Implementation

2.1. Outcome of the Third meeting of the APIRG Airspace and Aerodrome Operations Sub-Group (AAO/SG3)

Focus on KPIs at State and Regional Level for APIRG Projects aligned to ASBU Framework for purposes of promoting Performance Based Approach and regional benchmarking.

(Presented by Kenya)

SUMMARY

In providing the strategic direction for the technical work programme in the field of air navigation, The AFI Planning and Regional Implementation Group (APIRG), adopted performance planning aligned to the ICAO ASBU planning methodology. In particular, APIRG/19 meeting agreed on the application of the ASBU methodology in its work with due consideration given to planning, implementation, monitoring and reporting aspects.

This paper presents a case for a regional push towards the development and implementation of key performance indicators within the performance areas being addressed by the ongoing APIRG projects, in order to:

- Enable the participation of the AFI region in Sharing performance issues/bench marking of best practices at the regional and global level,
- Develop business cases for ASBU Module implementation with investment based on KPIs;
- Inform future decisions on timeliness and appropriateness of ASBU Module deployment according to a performance-driven approach;
- Measure and document the performance benefits brought by the ASBU Modules implemented under APIRG Projects

Action: The meeting is invited to agree to the recommendations in paragraph 3.

References	ICAO Doc 9854, Global Air Traffic Management Operational Concept, 2005; ICAO Doc 9883, Manual on Global Performance of the Air Navigation System, 2009; ICAO Doc 9750, Global Air Navigation Plan
Strategic Objectives	A-Safety, B. Air Navigation Capacity and Efficiency, C. Security and Facilitation D. Economic Development of Air Transport, E. Environmental Protection

1. INTRODUCTION

1.1 Implementation of certain ASBU elements has been achieved in several AFI States guided by the AFI regional plan and priority projects.

1.2 The secretariat reports under Agenda Item 2(*Performance Framework for Regional Air Navigation Planning and Implementation*) reflects progress in the performance planning adopted by APIRG. As the region progresses with these performance improvements, the need for the AFI States to utilize a focused set of Key Performance Indicators (KPIs) that facilitate the identification of shortfalls and prioritization of investments as guided in the Global Air Navigation Plan cannot be over emphasized. The Global Air Navigation Plan recommends a phased development approach for adoption of key Performance indicators by States, noting that States are at different levels in regard to Performance measurement as the basis for the air navigation system improvements.

2. DISCUSSION

2.1 Motivated by the need for a Data Driven Performance Management of Air Navigation Services in Kenya, an ANS operational Performance measurement and monitoring (OPMM) framework was developed as part of the Kenya Airspace Master plan 2015-2030. The OPMM targets to facilitate performance measurement and monitoring of the trends, value additions and actual benefits of implementing various Aviation System Block Upgrade (ASBU) modules and activities listed in the Kenya Airspace Master plan 2015-2030 and Safety Management system implementation plan.

2.2 The OPMM framework is aligned to the ICAO key performance areas but benchmarked with other key industry players for the adopted set of Key Performance Indicators (KPIs).

2.3 The operational performance measurement is similarly accompanied by a matching implementation plan that has factored an incremental approach to data collection in order to align with ASBU implementation plan and allow for maturing of data collection and analysis practices.

2.4 While Kenya is committed to measuring and monitoring the ANS performance using the identified KPIs, Kenya cannot play blind to the wider objective of being able to benchmark the performance attained with peers in the region and the need for the aggregated feedback from evaluations of performances at State and regional levels to support setting of both regional and global priorities.

2.5 Furthermore, Benchmarking at regional level where traffic patterns are homogeneous and procedures are harmonized, enhances quality of decisions made out of such performance evaluations. The opportunity for Kenya and other few States within AFI that have implemented similar ANS OPMM framework is however harbored by the limited number of States with established regimes of KPIs for performance measurement and monitoring.

2.6 The identification and monitoring of KPIs especially those associated with ASBU modules already implemented under ASBU block Zero and those factored under APIRG projects is therefore required to facilitate a joint review of the aggregated performances within the AFI region. This will add value during review of the next AFI Regional priorities in the ASBU framework as the region edge's towards the end of ASBU block Zero and beginning of ASBU Block I timelines.

2.7 Collaboration and coordination being one of the Critical Success Factors to the establishment of regional performance management system, among States is required in the process leading to agreed KPIs.

3. ACTION BY THE MEETING

3.1 Encourage States to adopt performance data reporting & measurement culture and invest in data collection and management to monitor KPIs as part of performance framework for ASBU implementation especially for the agreed APIRG Projects.

3.2 Establish a mechanism at regional level for sharing performance data collected under 3.1 for bench marking purposes and as a basis for the review of regional priorities under the ASBU framework.