



International Civil Aviation Organization

WORKING PAPER

A37-WP/43

AD/2

9/8/10

ASSEMBLY — 37TH SESSION

ADMINISTRATIVE COMMISSION

Agenda Item 64: Budgets for 2011, 2012 and 2013

**DRAFT BUDGET OF THE ORGANIZATION
FOR 2011, 2012 AND 2013**

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper presents a proposal for the Budget of ICAO for the 2011-2013 triennium.

This is the second results-based budget for the Organization and the first budget which is compliant with IPSAS requirements. To clarify the results-based format, the budget has been developed using a bottom-up approach showing the projects necessary to deliver the programmes on which the budget has been built.

The budget proposal totals CAD 273.1 million and reflects the requirements of the Council's Charter Letter to the Secretary General and the outcome of the Council's examination of the Secretary General's proposals during the 190th Session.

Action: The Assembly is invited to approve the Budget of the Organization for 2011, 2012 and 2013, as presented in the draft Assembly Resolution on page 8.

| | |
|--------------------------------|--|
| <i>Strategic Objectives:</i> | This working paper relates to all Strategic Objectives and all Supporting Implementation Strategies |
| <i>Financial implications:</i> | Authority provided to the Secretary General for a total budget for the 2011-2012-2013 triennium of CAD273.1 million. |
| <i>References:</i> | Doc 9895, <i>Budget of the Organization 2008-2009-2010</i> |

**LETTER OF TRANSMITTAL
OF THE
DRAFT BUDGET 2011-2012-2013
FROM THE PRESIDENT OF THE ICAO COUNCIL
TO THE THIRTY-SEVENTH SESSION OF THE ASSEMBLY**

1. In accordance with Article 61 of the Convention, the Council's Regular Budget for the financial years 2011, 2012 and 2013 is submitted to the Assembly.

2. The Council's Message on the Budget of the Organization is on pages 5 to 7 and provides an outline, *inter alia*, of the significant elements of the Budget, including the main criteria underpinning its formulation. The budget estimates by Strategic Objectives and by Programmes for 2011, 2012 and 2013 are summarized in Table 1, pages 16 and 17.

3. Consistent with the current triennium, this budget proposal is presented in a results-based framework. It builds on the lessons learned and fixes the problems encountered in the current triennium. This is the first budget that is IPSAS compliant. The budget responds to the desire of the Council to see "what are resources for" rather than "where are resources located".

4. The draft budget proposal reflects:
 - A restructured organization that is sufficiently capable of delivering on the Strategic Objectives;
 - A more focused emphasis on fewer Strategic Objectives;
 - Strengthened Regional Offices;
 - Full integration of aviation security and environment activities into the Regular Programme;
 - Adequate funding for language services;
 - Integration of Regional Offices with Headquarter operations through a commonly agreed set of Programmes and projects;
 - Introduction of a Continuous Monitoring Approach to Safety;
 - An emphasis on implementation of Standards and Recommended Practices (SARPs) with 8 per cent of the resources having been allocated for Safety and Security audits; and

- Integration of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) within the Nairobi and Dakar Regional Offices.

5. Similar to the 2005-2007 triennium, it will be noted that a sum of \$2.2 million from the balance of the Incentive Scheme for Long-Outstanding Arrears Account, first established under Assembly Resolution A32-27, will be used to fund the requirements for the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) including other safety requirements for the African regional offices.

6. Under a new indirect cost recovery policy approved by the Council, some positions will move into the Regular Programme budget from the Technical Co-operation Bureau. The costs of these positions will be reimbursed to the Regular Programme budget by the Administrative and Operational Services Cost Fund of the Technical Co-operation Programme. The value of this transfer is estimated at \$5.3 million for the triennium. This change is cost neutral for the Regular Programme budget and does not impact the assessment of the Contracting States.

7. The Ancillary Revenue Generating Fund is presented under the Extra-budgetary section on page 103 while the Administrative and Operational Services Cost Fund of the Technical Co-operation Programme is presented on page 106.

8. I look forward to our discussions at the upcoming Session of the Assembly.



Roberto Kobeh González

9 August 2010

INTERNATIONAL CIVIL AVIATION ORGANIZATION

***DRAFT BUDGET
OF THE ORGANIZATION
FOR 2011, 2012 AND 2013***

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BUDGET OF THE ORGANIZATION FOR 2011, 2012 AND 2013

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NOTE: Rounding differences may occur throughout the document.

**COUNCIL'S MESSAGE
ON THE BUDGET OF THE ORGANIZATION FOR
2011-2012-2013**

INTRODUCTION

1. Article 61 of the *Convention on International Civil Aviation* requires that “*The Council submit to the Assembly annual budgets, annual statements of accounts and estimates of all receipts and expenditures*”. The Council hereby submits its Budget for the financial years 2011, 2012, and 2013.
2. ICAO has a continuing mandate arising from the Convention, its Annexes and Assembly Resolutions to ensure the safe, secure and environmentally sound development of international aviation. In addition it faces ever changing challenges which reflect global political, economic and technological changes over which the Organization has little direct influence: it must therefore be sufficiently agile to react to events in a way which satisfies the expectations and aspirations of the Member States.
3. In order to provide a sharper vision for the activity of the Organization, the Council has redefined the Strategic Objectives: 1) *Safety*; 2) *Security*; and 3) *Environmental Protection and Sustainable Development of Air Transport*. These provide the overarching framework for the definition of Programmes and Projects in order to ensure that the Organization remains focussed and is able to deliver clear and effective results to the States. The Organization must also have a rationally organized, efficient and well managed staff to provide all the functions necessary for the smooth running of an international organization. Last, and not least, it is essential that the Council, as governing body, and the Secretariat work together efficiently and effectively. This budget has been developed to address all three of these elements and to establish a sound foundation for the advancement of ICAO's objectives over the next three years.

BUDGET DISCUSSIONS

4. This Budget proposal was based on the Charter Letter sent by the President of the Council on behalf of the Council to the Secretary General on 27 March 2009; the draft Business Plan for 2011-2012-2013 prepared by the Secretariat; and, the recognition that aviation safety is the Organization's first priority. The draft Budget was first presented to the 188th Session of the Council in September 2009 and covers the resources of the whole Organization, thus includes the assessed amounts for the Regular Programme Budget, indicative planning figures for the Technical Co-operation Programme (and the Administrative and Operational Services Cost Fund), and the financial forecast of the Ancillary Revenue Generating Fund.
5. On 19 January 2010 the Secretary General submitted to Council the Funding Options for the Draft Budget of the Organization for 2011-2012-2013. These options suggested a possible range between: zero nominal growth of CAD245.5 million; and, a level which accounted for all Charter Letter elements and uplifted the current triennium spend in real terms of CAD293.9 million. The Council reviewed these options through its Finance Committee in the 189th Session, taking time to understand the basis for the Secretary General's proposals and requested a revised budget that took into consideration its priorities for action, recommendations and principles.
6. For the 190th Session, the Secretary General submitted three new budget proposals which were characterised as: a) *Net Reduction* Budget proposal of CAD256.2 million; b) *No Growth* Budget proposal of CAD273.1 million; and c) *Modest Growth* Budget proposal of CAD295.9 million. Council, again through the Finance Committee, conducted an in-depth review of these proposals.

COUNCIL'S RECOMMENDATION TO THE ASSEMBLY

7. At its 11th meeting on 14 June 2010 the Council recognized that the lower proposals (CAD256.2 million) would mean substantial programme cuts and enforced redundancies; the central proposal (CAD273.1 million) would deliver most of the programme priorities; and the higher proposal (CAD295.9 million) was unrealistic in the current global economic and financial environment. The Council therefore agreed that the Budget for the

triennium should be set at CAD273.1 million and profiled as CAD87.6 million in 2011, CAD90.1million in 2012 and CAD95.4 million in 2013. (For comparison, the Budget for 2010 was CAD85.5m – see A36-29). Council also decided that the programmes and the projects within them, as set out in this document, should be substantively as described, recognizing that there would need to be some degree of flexibility to deal with changed circumstances or newly emerging developments. In this regard it agreed that the recommendations from the High Level Safety Conference should be funded from the Regular Programme Budget (supplemented by voluntary contributions if necessary) with savings being found from increased efficiencies.

8. The Council also agreed that there were some important measures relating to good governance of the Organization which needed to be addressed. Many of these, it believed, would lead to significant financial savings in the medium to longer term allowing scarce resources to be directed where they were most needed. The Recommendations from the Finance Committee, and approved by the Council, are described in more detail in Annex 5. Council therefore invites the Assembly to endorse them as being essential to secure the long term effectiveness of ICAO.

9. The key Recommendations fell into four categories:

a) Those related to *financial and structural management* of the Organization where the Council recommended that the Secretary General develop a reporting tool to ensure that spending was correctly applied to the budget line items as agreed by Council. Development of the Organization's three-year business plan with cooperation between the Secretariat and Council would aid transparency. Full implementation of the relevant module of Agresso should provide the necessary controls. There should be greater focus on direct delivery by frontline professional staff and hence an increase in the ratio of P to G staff over the triennium within a constant headcount. It would be essential that all posts were correctly graded, and staff performance measured and rewarded consistently across the Organization. Demographic changes would mean this could be achieved solely by natural attrition through retirements, non-renewal of contracts and other departures, and not through enforced separations at the beginning of the triennium.

b) A clear policy requiring application of *project and programme management* processes was essential. It should include associated dashboard, risk registers and independent, high-level quality control procedures to ensure independent assessment and assurance that projects would be delivered according to their agreed objectives. Benchmarking and productivity indicators would help both the Council and the Secretary General to track progress on programmes and projects, including the associated risks to delivery. Such indicators needed to be specific and comparable to ensure that their use compared activities on a consistent basis. Examples include: ratios of P to G posts overall, by Directorate, by region, and by comparison with comparable organizations; cost of ICT support, Human Resource (HR) support, other administration; and language support costs.

c) The requirements for *translation services needed a comprehensive reassessment*, while ensuring an adequate interpretation service. The priority should be on ensuring that new and revised SARPs, manuals, guidance etc. were available in all languages as soon as possible after the text had been approved, and that such translation needed to be at the highest possible standard. The Council recognized that there might need to be progressive implementation but asked that this be completed by the end of the triennium.

d) A *robust and reliable ICT service* fully aligned with the needs of the Organization was essential: Council asked the Secretary General to assess options for provision of an updated ICT service, from external sources if necessary, to ensure that ICAO had the service it needed. Significant savings would be possible from moving to a "paperless" process for distribution of documents to the governing bodies and potentially also from electronic distribution of the saleable documentation.

10. The Council also recognized that there was room for improvement in the process of governance, and to reduce the administrative costs of the Organization. There needed to be a clear distinction between provision of information and decision making, the process for the latter should be much more clearly defined. The Council committed itself to reassessing how it conducted its business including how papers were prepared, and how the Committees and the Council could work more efficiently and effectively.

11. The Council noted it was both desirable and practical to support increased voluntary funding from States and other sources. Such funds could be used to assist States or Regions in urgent need or to fund newly identified programmes which might occur during the triennium and there needed to be an established procedure for accounting for these purposes. The Council therefore recommended that the Secretary General propose a comprehensive funding policy for safety, security, environment and any other funds which might be needed, with a consistent set of principles regarding the scope, receipt and disbursement of funds, and a sound, light touch, governance mechanism which would fully take into account the cost of overheads provided under the Regular Programme Budget.

CONCLUSION

12. In agreeing to a budget of CAD273.1 million, the Council recognised the essential role of ICAO in providing a global regulatory framework in which international aviation could operate and that promoted safe, secure and environmentally responsible growth. The Council also recognised that the Organization needed to be able to respond to changing global needs in ways which were imaginative, flexible and relevant, and so made important recommendations on the governance process. Taken together, the Council firmly believes that through the course of the triennium the Organization will be able to provide the strategic vision and oversight necessary for the sustainable development of international civil aviation.

DRAFT RESOLUTION FOR ADOPTION BY THE 37TH SESSION OF THE ASSEMBLY

Draft Resolution 64/1:

Budgets for 2011, 2012 and 2013

A. *The Assembly*, with respect to the Budget 2011-2012-2013, *notes* that:

1. in accordance with Article 61 of the Convention, the Council has submitted and the Assembly has considered annual budget estimates [indicative estimates for the Administrative and Operational Services Costs of the Technical Co-operation Programme (AOSC)] for each of the financial years 2011, 2012 and 2013;

2. in accordance with Articles 49 (e) and 61 of the Convention, the Assembly approves the budgets of the Organization.

B. *The Assembly*, with respect to the **Technical Co-operation Programme**:

Recognizing that the AOSC are mainly financed by fees from implementation of projects assigned to ICAO for execution by external funding sources such as Governments, the United Nations Development Programme and other sources;

Recognizing that the Technical Co-operation Programme cannot be determined with a high degree of precision until such time as the Governments of donor and recipient countries have decided on the relevant projects;

Recognizing that due to the situation cited above, the annual AOSC net budget figures shown below in Canadian dollars (CAD) for the years 2011, 2012 and 2013 represent indicative budget estimates only:

| | 2011 | 2012 | 2013 |
|------------------------|-------------|-------------|-------------|
| Estimated Expenditures | 10 700 000 | 11 000 000 | 11 600 000 |

Recognizing that technical co-operation is an important means of fostering the development and safety of civil aviation;

Recognizing the circumstances facing the Technical Co-operation Programme of the Organization and the necessity to take continuing measures; and

Recognizing that in the event that the AOSC operation for any given financial year ends in a financial deficit, such deficit should first be met from the accumulated surplus of the AOSC Fund and a call for support from the Regular Programme Budget would be the last resort.

Resolves that the Indicative Budget Estimates of the Administrative and Operational Services Costs of the Technical Co-operation Programme are hereby approved on the understanding that subsequent adjustments to the Indicative Budget Estimates shall be made within the framework of the annual AOSC Budget Estimates in accordance with the provisions of Article IX of the Financial Regulations.

C. The Assembly, with respect to the Regular Programme:

Resolves that:

1. separately for the financial years 2011, 2012 and 2013, the following amounts in Canadian dollars, requiring an outlay of funds, are hereby authorized for expenditure for the Regular Programme in accordance with the Financial Regulations, and subject to the provisions of this Resolution:

| Programme | 2011 | 2012 | 2013 |
|---|-------------------|-------------------|-------------------|
| SAFETY | 22,815,000 | 23,437,000 | 24,913,000 |
| SECURITY | 13,403,000 | 13,771,000 | 13,866,000 |
| ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT OF AIR TRANSPORT | 11,431,000 | 11,843,000 | 12,311,000 |
| Programme Support | 19,748,000 | 20,714,000 | 22,143,000 |
| Management & Administration | 13,265,000 | 13,475,000 | 14,080,000 |
| Management & Administration - Governing Bodies | 6,932,000 | 7,004,000 | 7,951,000 |
| TOTAL AUTHORIZED APPROPRIATION | 87,594,000 | 90,244,000 | 95,264,000 |
| Operational | 86,555,000 | 89,554,000 | 94,681,000 |
| Capital | 1,039,000 | 690,000 | 583,000 |

2. the separate annual Total Authorized Appropriation be financed as follows in Canadian dollars, in accordance with the Financial Regulations:

| | 2011 | 2012 | 2013 |
|-------------------------------|-------------------|-------------------|-------------------|
| a) Assessments on States | 82,024,000 | 84,256,000 | 88,727,000 |
| b) Transfer from ARGF Surplus | 4,370,000 | 4,688,000 | 5,082,000 |
| c) Miscellaneous Income | 1,200,000 | 1,300,000 | 1,455,000 |
| TOTAL: | 87,594,000 | 90,244,000 | 95,264,000 |

3. separately for the financial years 2011, 2012 and 2013, the following additional amounts in Canadian dollars, requiring an outlay of funds, are hereby authorized for expenditure for the Regular Programme in accordance with the Financial Regulations, and subject to the provisions of this Resolution to be financed without increasing Assessment of States through Reimbursement from AOSC fund of \$5,311,500 and by the Transfer from Incentive Scheme for Long-Outstanding Arrears Account of \$2,202,200:

| Programme | 2011 | 2012 | 2013 |
|---|------------------|------------------|------------------|
| SAFETY | 119,000 | 977,000 | 888,000 |
| SECURITY | 71,000 | 73,000 | 76,000 |
| ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT OF AIR TRANSPORT | 48,000 | 49,000 | 51,000 |
| Programme Support | 387,000 | 399,000 | 425,000 |
| Management & Administration | 1,262,000 | 1,295,000 | 1,349,000 |
| Management & Administration - Governing Bodies | 14,000 | 15,000 | 16,000 |
| TOTAL AUTHORIZED APPROPRIATION | 1,901,000 | 2,808,000 | 2,805,000 |

INTRODUCTION

1. This budget document includes:
 - i) the Regular Programme Budget for implementation of the programmes and activities of the Organization mandated under the Convention on International Civil Aviation;
 - ii) the Administrative and Operational Services Cost (AOSC) Fund's Indicative Budget for the management of the Technical Co-operation Programme (TCP); and
 - iii) the financial forecast of the Ancillary Revenue Generating Fund (ARGF) for all the revenue generating and cost recovery activities of the Organization.

2. The Regular Programme Budget sets forth the proposed work programme and activities that will be implemented by the Secretariat of the Organization, with the participation of representatives and experts of Contracting States for the years 2011 to 2013, and the estimated costs of implementing the programmes and activities.

3. The Council establishes the work programme, which covers all areas of civil aviation, undertaken by the Organization following the framework established in the Business Plan, and taking into account a variety of factors, including:
 - i) the statutory responsibilities and obligations enshrined in the Convention on International Civil Aviation;
 - ii) resolutions and decisions of the Assembly and the Council;
 - iii) recommendations of standing and other bodies such as the Air Navigation Commission;
 - iv) expressions of priority expressed by Contracting States in various forums; and
 - v) conclusions and recommendations of major conferences and meetings convened by the Organization (such as the High Level Safety Conference), other United Nations organizations and other international bodies concerned with civil aviation and related matters.

4. The principal means used by ICAO to accomplish its regular work objectives are (i) meetings of the Assembly, the permanent bodies, conferences, divisional meetings, regional meetings, panels and study groups; and (ii) issuance of documentation, including publications. These two principal means are reciprocal and mutually supporting, in that virtually all meetings are conducted on the basis of documentation prepared in advance by the Secretariat (and by States), and the results and decisions of the meetings are communicated to States by publications. Both, meetings within the regions (such as seminars and workshops) and publications (such as technical manuals and circulars), are utilized for implementation purposes and in provision of guidance and assistance to States. In addition, correspondence with and official missions to States are also used to accomplish the objectives within the air navigation and air transport fields.

5. The Programme Budget for the period 2011 to 2013 was based on the Business Plan and set at CAD273.1 million by focussing resources on delivery of core programmes and increasing operational efficiency. This amount represents an 11.2 per cent increase from the previous triennium; yet when viewed against the total funding available in the 2008-2010 triennium (which included voluntary funds), the budget proposal is one of no real growth.

6. Concurrently with the development of this budget proposal, the High Level Safety Conference (HLSC) was taking place. Pending Council review, the recommendations made by HLSC were not integrated into the budget proposal. The HLSC made a total of 48 recommendations, of which:
 - 5 will be implemented in 2010;
 - 14 already exist within the budget proposal for the next triennium;
 - 1 does not need resources; and
 - 28 require supplementary funding of CAD3.6 million.

7. The Secretariat is committed to funding all of the recommendations of the HLSC partly through savings in the budget and partly through voluntary funding so as not to increase the assessment of States.

8. The Secretariat takes note that except for the elimination of the limitation principle, ICAO's methodology and scales of assessment have remained unchanged since 1975. Consequently, a working group consisting of Member States and the Secretariat has been constituted to review the methodology used in calculating the scales of assessment as well as the scales of assessment themselves to take effect from the next ordinary session of the Assembly.

9. The AOSC and ARGF Budgets for the period 2011 to 2013 are found in the *Extra-budgetary Funds* section of this document.

STRATEGIC FRAMEWORK AND PROGRAMME STRUCTURE

10. Given the challenges facing the aviation sector, Council decided that ICAO needed to further focus its activities on tasks that provide the greatest value. By reducing the number of Strategic Objectives from six to three and the related tasks, the vision for the Organization is sharpened. These three Strategic Objectives are: (1) *Safety*, (2) *Security* and (3) *Environmental Protection and Sustainable Development of Air Transport*. These objectives conform exactly to the new vision statement. *Environmental Protection and Sustainable Development of Air Transport* cover aspects related to environment, economics and efficiency.

11. The Regular Programme comprises thirty-seven (37) Programmes. Each Programme falls under one of the three Strategic Objectives, mandated by an Assembly Resolution or a Council decision, and is the responsibility of either the Air Navigation Bureau or the Air Transport Bureau.

12. Each Programme is designed with specific objectives to achieve certain results. In addition to objectives, the results that are expected to be achieved, and the detailed projects/activities are outlined in the Narratives section of this document.

13. The resources required are presented at the Programme level, and the cost centres, which are based on the Organizational structure, will be aligned with the Programme. **Annex 1** provides a mapping of the programmes vis-à-vis the relevant organizational unit responsible. In so doing, the Organization has the ability to manage the budget by: (i) cost center; (ii) programme; and (iii) Strategic Objective. This structure fixes the deficiency in budget management for the 2008 to 2010 budget triennium.

14. The seven Regional Offices support most of the Programmes and perform their own programme support and administration functions. The present regional structure, comprises the following regions which are being served by headquarters and the corresponding regional offices:

- i) Africa-Indian Ocean (AFI) Region – Western and Central African (WACAF) in Dakar, Senegal
- ii) Africa-Indian Ocean (AFI) Region – Eastern and Southern African (ESAF) Office in Nairobi, Kenya
- iii) Asia and Pacific (ASIA/PAC) Region – Asia and Pacific (APAC) Office in Bangkok, Thailand
- iv) Caribbean and South American (CAR/SAM) Region – South American (SAM) Office in Lima, Peru
- v) European (EUR) and North Atlantic (NAT) Regions – European and North Atlantic (EUR/NAT) Office in Paris, France
- vi) Middle East (MID) Region – Middle East (MID) Office in Cairo, Egypt
- vii) North American (NAM) Region – North American, Central American and Caribbean (NACC) Office in Mexico City, Mexico

15. The diagram on page 21 includes the Organization's vision and mission statements; an overview of the Strategic Objectives and its corresponding Programmes; and the functional entities under the Supporting Implementation Strategies.

RESULTS-BASED BUDGET

16. This budget continues to be established in Canadian dollars and prepared in a results-based framework wherein the budget responds to the question “what are resources for” rather than “where are resources located”.

17. Programme Support is defined as expenditure where the target audience for a staff member’s or work unit’s output is *external* whereas “Management Administration” is expenditure where the target audience for a staff member’s or work unit’s output is *internal*.

18. Reflecting the decision of Council, Rule of Law now forms part of Programme Support. Language Services (translation) and Information and Communication Technology (ICT) expenditures, to the extent that they support Programmes, have been moved out of Management and Administration and into Programme Support. A new category of support - “Management and Administration – Governing Bodies” - has been created to better reflect the cost needed to support the meetings of the Assembly, Council and its subsidiary bodies.

19. For each of the 37 programmes falling under Programme and each of the functional entities falling under either Programme Support, Management and Administration or Management and Administration – Governing Bodies, the subsequent narrative sections provide the following information:

- **Objective/Description:** a brief description of the Programme/supporting function ;
- **Expected Results:** lists the tangible results to be achieved and track the effectiveness of work; concrete deliverables that stem directly from the planned programme or supporting entity;
- **Projects/Activities:** activity(ies) resulting in a value-added and/or specific deliverable(s) which basically provide the purpose(s) of what the resources are for;
- **Resources:** funds required for the triennium in support of the programme or support function.

FRAMEWORK OF THE 2011-2012-2013 BUDGET

20. This budget proposal has been developed keeping in mind the set of recommendations endorsed by the Council reflecting the strategy for the 2011 to 2013 Budget, and consistent with the direction provided in the Charter Letter from the President of the Council on behalf of the Council to the Secretary General dated 27 March 2009.

21. With respect to its content, the proposed budget includes the following, in response to the Charter Letter:

- Increased focus on Security achieved through the full integration under the Regular Budget of the remaining proportion of the Aviation Security Plan of Action (AVSEC) (CAD5.7 million);
- Requirements in Environment and Language currently funded by extra-budgetary and/or voluntary funds (CAD8.6 million);
- Communications strategy (CAD1.5 million);
- Organizational risk management programme and strengthening of evaluation and audit (CAD1.3 million);
- Introduction of Continuous Monitoring Approach; and
- Integration of Regional Offices (ROs) with Headquarters (HQ) through a set of common programmes agreed jointly.

22. The Secretariat incorporated the following measures to meet the recommendations of the Council:

- The establishment of a vacancy rate of 4.5 per cent for all posts which reduces the ability to hire temporary assistance and consultants (CAD 9.0 million);
- Strengthening of the seven Regional Offices, in particular, the Nairobi and Dakar Office (CAD 0.8 million);
- Absorption of ACIP starting from 2012 (CAD1.9 million);
- Ensuring that ARGF is managed on a truly commercial basis and staffed accordingly;

- Electronic Documentation and Record Management System (EDRMS) and Computer Assisted Translation Software (CATS) (CAD1.3 million);
- A gradual “paperless” environment (CAD1.1 million); and
- Continuing economies in travel through amendments to existing policies.

23. Voluntary contributions into the SAFE, Security, and Environment funds could be used to provide focused support for specific unbudgeted activities.

24. **Table 1** shows the breakdown of resources by Programme. Of total resources in support of Business Plan activities of CAD273.1 million, 77 per cent is Programme-related (“Programme” and “Programme Support”) whereas “Management and Administration (MAA)” and “Management and Administration – Governing Bodies” represent 15 per cent and 8 per cent, respectively.

25. Within “Programme”, the three Strategic Objectives account for a total combined resources of CAD147.8 million or 54 per cent of the total budget available for Business Plan activities. “Programme Support” accounts for CAD62.6 million or 23 per cent of the total budget available.

26. As mentioned in paragraph 14, the Regional Offices support most of the Programmes. Thus, resources for the Regional Offices will be provided and managed by each corresponding office. An across-the-board percentage was applied against the resources to determine its corresponding share on the three Strategic Objectives: 50 per cent on *Safety*, 30 per cent on *Security* and 20 per cent on *Environmental Protection and Sustainable Development of Air Transport*. These percentages, based on management’s best (average) estimates on how much time is being spent for each Strategic Objective, is a simplified yet more efficient method of allocating Regional Office costs to the Strategic Objectives. The narrative on the Regional Offices provides details on the expected results and resources for each office.

27. All resource requirements of the Office of the Secretary General and the Office of the President fall under “Programme Support” except for the resources required for the 2013 Assembly which has been allocated to the “MAA – Governing Bodies”.

28. Contrary to the 2008 to 2010 budgets which was the first results-based budget, the 2011 to 2013 budgets will no longer have corporate costs such as rent, reimbursement to UN bodies, contribution to joint UN activities, staff safety, etc. prorated to the Programmes. Experience indicates that by doing so, managers were not able to manage all the costs for their respective programme. Instead, these corporate costs are now part of the resources falling under the Supporting Implementation Strategies – in particular, functional entities under the Administrative Bureau. The percentage applied, based on managers’ experience and best estimates, are as follows:

| Percentages applied to resources under Administrative Services | | | |
|---|-----------|------------|---------------|
| Office/Unit | PS | MAA | MAA-GB |
| Administrative Services Management (D/ADB) | | 100% | |
| Assembly and Council Secretariat (ACS) | | | 100% |
| Conference Services (COS) | 50% | 30% | 20% |
| Human Resources (HR) | | 100% | |
| Information and Communication Technology (ICT) | 60% | 35% | 5% |
| Language Services (LPB) | 68% | | 32% |
| Records Management (RMS) | 65% | 15% | 20% |
| Security Services (ISEC) | | 100% | |
| Web Library Management (WLM) | 90% | 10% | |

29. Comparative data for 2008 to 2010 can be displayed at a higher level only (totals) because of the fact that there are now three Strategic Objectives (instead of six) and there is no direct link between the 37 Programmes and the Strategic Results in the 2008 to 2010 Budget. In addition, there are differences in the treatment of costs for the 2011-2012-2013 Budget mentioned in paragraphs 26 and 28. Therefore, we cannot compare costs for the Strategic Objectives in 2008-2010 with those of 2011-2013.

| Strategic Objective | Programme No. | Programme Title | 2011 | 2012 | 2013 | TOTAL | % of Total |
|--|--|---|---------------|---------------|---------------|----------------|---------------|
| PROGRAMME | 1 | ATM - Airspace Optimization | 634 | 651 | 684 | 1,969 | |
| | 2 | Performance-Based Navigation (PBN) | 593 | 611 | 644 | 1,848 | |
| | 3 | Safety Management Implementation | 1,650 | 1,616 | 1,698 | 4,964 | |
| | 4 | Continuing Airworthiness | 558 | 582 | 613 | 1,753 | |
| | 5 | ATM - Global Management | 260 | 266 | 275 | 801 | |
| | 6 | Regional safety-related activities | 424 | 436 | 458 | 1,317 | |
| | 7 | Safety - Revenue-generating (self-funding) activities | 2,453 | 2,519 | 2,649 | 7,620 | |
| | 8 | Regional Coordination of safety-related activities | 637 | 662 | 692 | 1,991 | |
| | 9 | Aerodrome Safety | 541 | 558 | 584 | 1,683 | |
| | 10 | Accident Investigation | 415 | 429 | 451 | 1,295 | |
| | 11 | Safety Audit | 3,670 | 3,861 | 4,304 | 11,835 | |
| | 12 | Civil/Military Cooperation | 134 | 137 | 142 | 412 | |
| | 13 | ATM SARPs | 15 | 15 | 15 | 45 | |
| | 14 | Regional Safety Oversight Organizations | 671 | 692 | 728 | 2,091 | |
| | 15 | Qualified Aviation Professionals | 36 | 38 | 40 | 114 | |
| | 16 | Critical Safety Risk Response | 309 | 231 | 243 | 783 | |
| SAFETY (Headquarters) Sub-Total: | | | 12,998 | 13,305 | 14,219 | 40,522 | 15% |
| PROGRAMME | 18 | Security | 1,543 | 1,610 | 1,671 | 4,824 | |
| | 19 | Regional Coordination of Security-Related Activities | 382 | 397 | 415 | 1,195 | |
| | 20 | Security Audit | 3,457 | 3,548 | 3,345 | 10,349 | |
| | 21 | Facilitation | 301 | 288 | 302 | 891 | |
| | 22 | ISD-Security | 1,500 | 1,553 | 1,486 | 4,539 | |
| | 23 | MRTD and Identity Management | 330 | 338 | 353 | 1,021 | |
| | SECURITY (Headquarters) Sub-Total: | | | 7,513 | 7,734 | 7,571 | 22,818 |
| PROGRAMME | 24 | Environment Outreach | 1,086 | 1,121 | 1,176 | 3,382 | |
| | 25 | Environment - Local Air Quality | 168 | 173 | 183 | 524 | |
| | 26 | Environment - Climate Change | 1,271 | 1,308 | 1,379 | 3,959 | |
| | 27 | Environment - Noise | 226 | 232 | 245 | 703 | |
| | 28 | Data Link | 470 | 487 | 513 | 1,470 | |
| | 29 | Meteorology | 447 | 459 | 480 | 1,386 | |
| | 30 | CNS/Frequency Spectrum | 778 | 799 | 840 | 2,417 | |
| | 31 | Digital aeronautical information | 980 | 1,009 | 1,058 | 3,048 | |
| | 32 | Sustainability - Revenue-generating (self-funding) activities | 353 | 622 | 659 | 1,634 | |
| | 33 | Enhanced Transparency of Aviation Policies | 235 | 241 | 253 | 728 | |
| | 34 | Statistics | 603 | 363 | 380 | 1,346 | |
| 35 | Sustainable Air Transport | 371 | 450 | 390 | 1,211 | | |
| 36 | Airport/ANS Cost-Effectiveness | 261 | 289 | 282 | 832 | | |
| 37 | Regional Coordination of Sustainability-related Activities | 255 | 265 | 277 | 796 | | |
| ENV. PROT. & SUST. DEV. OF AIR TRANS. (Headquarters) Sub-Total: | | | 7,504 | 7,818 | 8,114 | 23,436 | 9% |
| | SAFETY | | 9,817 | 10,132 | 10,694 | 30,644 | 11% |
| | SECURITY | | 5,890 | 6,037 | 6,295 | 18,222 | 7% |
| | ENV. PROTECTION& SUSTAINABLE DEV. OF AIR TRANSPORT | | 3,927 | 4,025 | 4,196 | 12,148 | 4% |
| PROGRAMME (Regional Offices) Sub-Total: | | | 19,635 | 20,194 | 21,185 | 61,014 | |
| SUB-TOTAL PROGRAMMES | | | 47,650 | 49,052 | 51,089 | 147,791 | 54% |
| PROGRAMME SUPPORT | PS-COS | Conference Services | 2,488 | 2,395 | 2,452 | 7,336 | |
| | PS-ICT | Information Technology | 2,811 | 2,850 | 2,862 | 8,522 | |
| | PS-LEB | Legal Services and External Relations | 1,956 | 2,048 | 2,011 | 6,015 | |
| | PS-LPB | Language Services | 8,657 | 8,889 | 9,133 | 26,679 | |
| | PS-OSG | Executive Management | 1,660 | 1,700 | 1,759 | 5,118 | |
| | PS-RGA | Printing and Distribution Services (RGA) | 1,244 | 1,892 | 3,016 | 6,153 | |
| | PS-RMS | Records Management | 721 | 721 | 685 | 2,127 | |
| | PS-WLM | Web Library Management | 211 | 218 | 226 | 655 | |
| PROGRAMME SUPPORT Sub-Total | | | 19,748 | 20,714 | 22,143 | 62,604 | 23% |

| | Strategic Objective | Programme No. | Programme Title | 2011 | 2012 | 2013 | TOTAL | % of Total | |
|---|---|---------------|--|---------------|---------------|---------------|----------------|---------------|-----|
| MANAGEMENT AND ADMINISTRATION | MAA-COS | | Conference Services | 1,029 | 985 | 1,009 | 3,023 | | |
| | MAA-RCC | | Regional Coordination and Communications | 541 | 564 | 792 | 1,897 | | |
| | MAA-DADB | | Administrative Services Management | 1,950 | 1,794 | 1,745 | 5,489 | | |
| | MAA-EAO | | Evaluation and Internal Audit | 851 | 1,090 | 1,146 | 3,087 | | |
| | MAA-FIN | | Budget and Financial Management | 3,231 | 3,260 | 3,410 | 9,901 | | |
| | MAA-HR | | Human Resources | 3,588 | 3,863 | 4,059 | 11,510 | | |
| | MAA-ICT | | Information Technology | 1,640 | 1,662 | 1,669 | 4,971 | | |
| | MAA-ISEC | | Security Services | 247 | 66 | 67 | 379 | | |
| | MAA-RMS | | Records Management | 166 | 166 | 158 | 491 | | |
| | MAA-WLM | | Web and Library Management | 23 | 24 | 25 | 73 | | |
| | MANAGEMENT AND ADMINISTRATION Sub-Total | | | | 13,265 | 13,475 | 14,080 | 40,820 | 15% |
| | MAA GB-ACS | | Assembly and Council Secretariat | 481 | 471 | 470 | 1,422 | | |
| | MAA GB-ANB | | Administrative Support to the ANC | 447 | 464 | 489 | 1,400 | | |
| | MAA GB-COS | | Conference Services | 1,459 | 1,410 | 1,444 | 4,313 | | |
| | MAA GB-ICT | | Information Technology | 234 | 237 | 238 | 710 | | |
| | MAA GB-LPB | | Language Services | 4,089 | 4,200 | 4,315 | 12,604 | | |
| | MAA GB-OSG | | Executive Management | | | 784 | 784 | | |
| | MAA GB-RMS | | Records Management | 222 | 222 | 211 | 654 | | |
| | MANAGEMENT AND ADMIN. - GOVERNING BODIES Sub-Total | | | | 6,932 | 7,004 | 7,951 | 21,887 | 8% |
| SUB-TOTAL PROGRAMME SUPPORT; MAA; MAA-GB | | | | 39,944 | 41,193 | 44,175 | 125,312 | 46% | |
| TOTAL: | | | | 87,594 | 90,244 | 95,264 | 273,103 | 100% | |
| Operational | | | | 86,555 | 89,554 | 94,681 | 270,790 | | |
| Capital | | | | 1,039 | 690 | 583 | 2,312 | | |

FUNDING OF THE 2011-2012-2013 BUDGET

30. The Budget is financed by Assessments on Contracting States, Miscellaneous Income, and Transfer from the ARGF surplus. Additional budget requirements for the next triennium, that will have no impact to the Assessments on Contracting States, are financed through Reimbursement from AOSCF and Transfer from the Incentive Scheme for Long-outstanding Arrears account. (Further details on these are found in **Annex 4**).

31. The Miscellaneous Income for 2011 to 2013 is estimated at CAD3.96 million, while the surplus forecast for ARGF is CAD14.14 million. Thus, the total resource requirement from Contracting States for the 2011 to 2013 triennium totals CAD257.5 million (Table 2 below).

32. The table below provides the comparison of the funding sources of the Regular Programme Budget between the two triennia.

TABLE 2: BUDGET 2011-13 SOURCES OF FUNDS
(in thousands of CAD)

| | 2008 | 2009 | 2010 | Total 2008-10 | 2011 | 2012 | 2013 | Total 2011-13 | \$ incr. | % incr. |
|----------------------------|---------------|---------------|---------------|------------------|---------------|---------------|---------------|------------------|---------------|------------|
| Assessments of States | 74,184 | 74,060 | 79,204 | 227,448 | 82,024 | 84,256 | 88,727 | 255,008 | 27,560 | 12% |
| Transfer from ARGF Surplus | 3,851 | 4,108 | 4,386 | 12,345 | 4,370 | 4,688 | 5,082 | 14,140 | 1,795 | 15% |
| Miscellaneous Income | 1,916 | 1,917 | 1,917 | 5,750 | 1,200 | 1,300 | 1,455 | 3,955 | (1,795) | -31% |
| | 79,951 | 80,085 | 85,507 | 245,543 | 87,594 | 90,244 | 95,264 | 273,103 | 27,560 | 11% |

33. It may be observed that Assessment of the Contracting States increased by CAD27.5 million over the two triennia. This analysis does not reveal that in the 2008 to 2010 triennium, voluntary contributions of, approximately CAD25.0 million over and above the Assessments, were made available to the Secretariat. In the current budget, these activities are integrated at the direction of the Council.

34. Transfer from the ARGF Surplus and Miscellaneous Income is used to help finance the Regular Programme Budget and thus reduces amounts assessed on Contracting States. Transfer from the ARGF Surplus represents the amount to be contributed to the Regular Programme Budget from the ARGF. Based on the 2008 and 2009 financial results, it is forecasted that that contribution to the Regular Programme Budget for 2011-2013 will be 15 per cent higher than 2008-2010.

35. Miscellaneous Income is composed mostly of investment income which includes interest income expected from the investment of funds in the Working Capital fund and any other cash available for temporary investments pending their utilization. Actual interest income earned has decreased over the years due to low interest rates thus the estimates have been reduced for 2011-2012-2013. Other miscellaneous income includes profits on sale of used Property, Plant and Equipment and Intangible Assets; profits on sale of recycled paper; and other incidental receipts.

IMPLICATIONS OF IPSAS ADOPTION ON BUDGETING PRACTICES

INTRODUCTION

36. The United Nations (UN) and the UN system Chief Executive Board (CEB) have adopted the International Public Sector Accounting Standards (IPSAS) to be implemented gradually by UN organizations. IPSAS are a set of independently developed accounting standards, which require adoption of accounting on a full accrual basis. IPSAS is being implemented at ICAO gradually during the triennium (2008-2010). This planned initiative was reported to the Assembly during its 36th regular session.

37. The approved budgets of ICAO, which include those of the Regular Programme, ARGF, and TCP (TCB-AOSC) are presented to the Assembly and, therefore, are publicly available and subject to IPSAS requirements. IPSAS requires that these budgets be compared with actual amounts in the financial statements. In order to facilitate a fair comparison of these budgets with actual results which are accounted for and presented on an accrual basis as required by IPSAS, these budgets are also prepared on an accrual basis starting from 2011. This implies that the budgets:

- a) are on the basis of service rendered and expenses incurred (accrual basis) for the Operational Budget;
- b) include separately, when applicable, a Capital Budget to cover both tangible and intangible assets, i.e. for acquisitions of equipment, vehicles, software etc. with individual items of a value of CAD5 000 or more that are foreseen in 2011 to 2013. Annex 3 provides the details of the Capital Budget for 2011 to 2013; and
- c) include separately, those non-cash expenses such as depreciation and amortization of Property Plant and Equipment (PPE), finance leases, intangible assets and any other assets that will be impaired or discounted; goods to be received without charge; profit and loss on disposal of PPE and intangibles (when significant); and the foreseen increased liability for annual leave, repatriation benefits and After Service Health Insurance (ASHI).

38. Financial Regulation 4.4 instructs that the Regular Programme Budget estimates be divided into Programme, Programme Support and Management Administration. This is the same classification used when the Budget is being submitted to the Assembly for approval. This classification scheme adopted differs from the one adopted for the financial statements. The financial statements classify items on the basis of object of expenditure (salaries, travel, etc.) and the budget classifies items by strategic objectives (safety, security, etc.). ICAO will continue to disclose budget and actual information consistent with the budget document. However, starting from the 2010 financial year, instead of the Statement of Appropriations, ICAO will produce a Status of Appropriations to be included in the annual financial statements, and to include, by way of note disclosure, an explanation of material difference between the original and final appropriations and actual amounts. Other publicly available approved budgets and reconciliations, when necessary, will also be presented in the financial statements for comparison purposes with actual amounts as required by IPSAS.

MOST SIGNIFICANT NON-CASH ITEMS INCLUDED IN BUDGETS

39. The most significant foreseen increases in expenditures for 2011 to 2013 to be accounted for in order to comply with IPSAS pertain to employee benefits for: a) After Service Health Insurance (ASHI) benefits, which are currently earned by active employees and also by qualified retired employees during the years of service; b) Annual Leave that are payable to employees before or at end-of-service; and c) Repatriation Benefits, which are payable to internationally-recruited staff members at end of service. Depreciation/amortization of tangible and intangible assets will also represent a non-cash expense.

- a) Based on an actuarial valuation performed in 2010, After Service Health Insurance (ASHI), costs are estimated during the triennium in the range of CAD5.0 to CAD5.6 million per year, annual leave costs are foreseen to increase by CAD0.5 million and repatriation benefits by CAD0.8 million annually during the triennium. With regard to the possible funding of these liabilities, the Secretariat will continue to follow the on-going development of this matter in the framework of the UN System and will report to the Council.
- b) IPSAS also requires that tangible and intangible assets of the Organization be reflected in the accounts. From an accounting point of view, this means asset acquisitions (tangible or intangible) are no longer treated as expenses in the accounts. From a budget perspective, funds are still required to purchase an asset, even if the expense is spread over several years in the financial statements (a process known as Depreciation). For 2011 to 2013, expenses will include depreciation on property, plant and equipment, finance leases and intangible assets. It is estimated that the amount of

depreciation/amortization will be in the range of CAD1.3 million for the triennium¹. Depreciation/amortization does not require funding since the items capitalized, on which depreciation/amortization is calculated, were funded at the time of purchase.

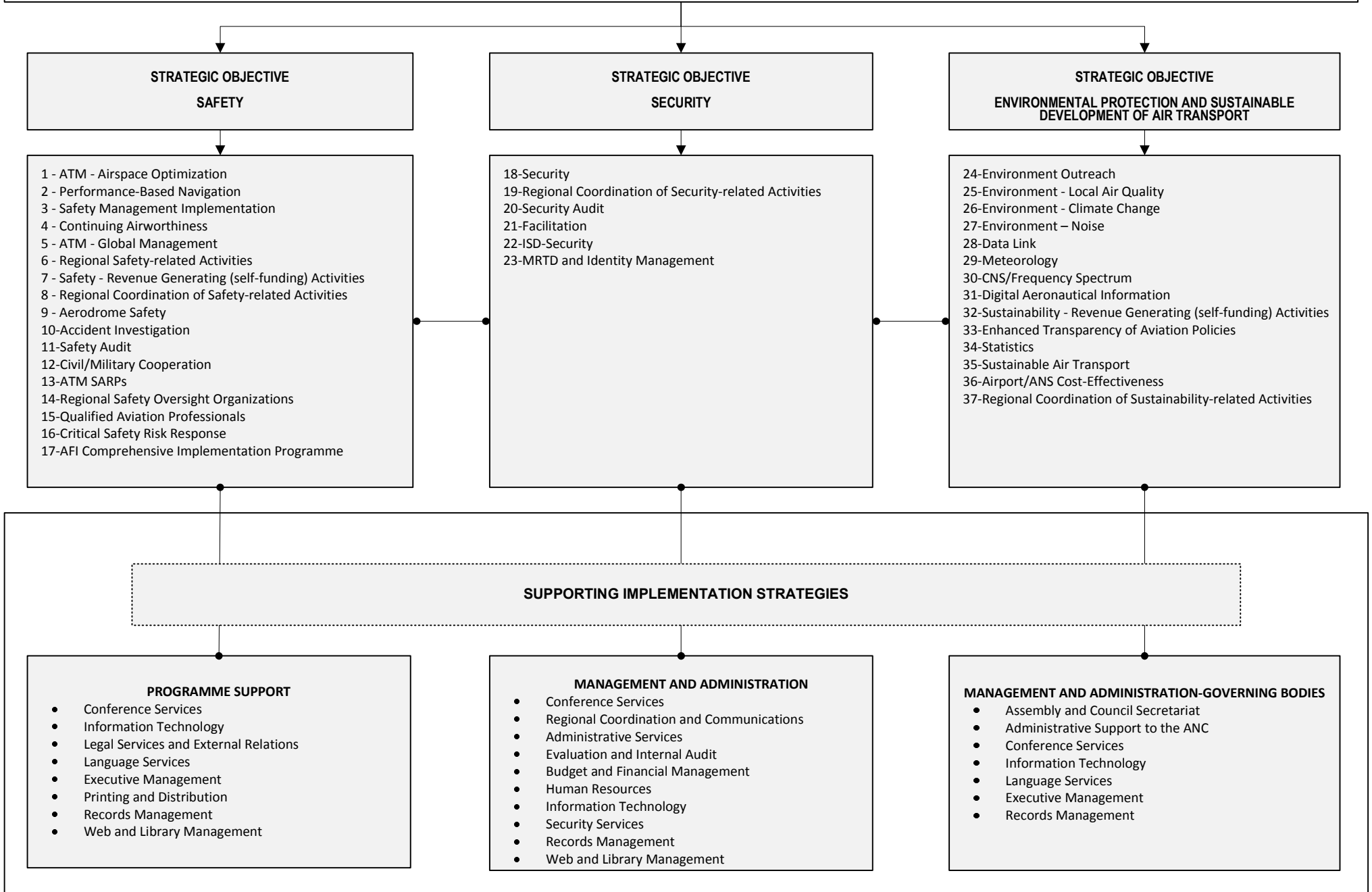
40. The above-mentioned non-cash expenses, not requiring funding under the 2011 to 2013 Budgets are herewith presented to the Assembly as additional estimates to the prepared budgets for its information and consideration.

¹ Figure includes depreciation of all ICAO-owned assets regardless of funding source.

ICAO STRATEGIC FRAMEWORK

VISION : A global air transport system consistently and uniformly operating at peak efficiency, providing optimum safety, security and sustainability.

MISSION : As the global forum for cooperation among its Member States and with the world aviation community, ICAO sets standards and recommended practices for the safe and orderly development of international civil aviation, develops procedures, guidance material and legal instruments to facilitate and harmonize their implementation worldwide, and supports the overall growth of a robust and sustainable air transport system.



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PROGRAMME NARRATIVES

BY

STRATEGIC OBJECTIVE

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STRATEGIC OBJECTIVE A: Safety

Programme No. 1 ATM - Airspace Optimization

Objective: *Develop reduced Aircraft to Aircraft Separation Safety Rules to optimize global airspace and reduce emissions/greenhouse gases*

- Expected Result:**
- Reduction in aircraft to aircraft separation minima in all airspace
 - PANS-ATM – 2012; Annex 10 – 2013
 - Harmonized implementation of new surveillance techniques including ADS-B
 - Annex 10 – 2012; Guidance material on flight testing and safety assessment – 2011
 - Improved wake turbulence separation criteria
 - PANS-ATM – 2012
 - Optimized ATS route structures in terminal and en-route airspace
 - Three ATS route network development meetings - 2013

Projects/Activities:

- | | |
|---|--|
| 1. Harmonized use and exchange of RVSM monitoring data among RMAs. | 2. Introduction of 2.5 NM in-trail separation on final up to 20 miles from runway end. |
| 3. Introduction of MLAT & ADS-B technologies for 3 NM separation minima in use. | 4. Introduction of reduced distance-based longitudinal separation minimum in NAT. |
| 5. Introduction of GNSS distance-based longitudinal separation in oceanic airspace. | 6. Explore reduced oceanic separation using ADS-B (airborne surveillance application). |
| 7. Improved wake turbulence separation criteria to support conflict management. | 8. Reply to consultations made by States, Regional Offices, international organizations or other external/internal sources related to ATM matters. |
| 9. Provide Secretariat support to high-level meetings on the environment. | 10. Implement RVSM in Eurasia (Russian Federation, Mongolia and other States). |
| 11. Introduce the use of Flight and Flow Information for a Collaborative Environment. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 634 | 651 | 684 | 1,969 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 2 Performance-based Navigation (PBN)

Objective: *Develop SARPs/Guidance Material in partnership with Industry to reduce approach and landing accident rates, optimize global airspace and reduce emissions/greenhouse gases*

- Expected Result:**
- Global implementation of PBN
 - PANS-OPS – 2012; Annex 4 – 2011
 - Global implementation of vertically guided approaches
 - PANS-OPS – 2012
 - Introduction of the new ICAO flight plan to maximize aircraft capabilities
 - PANS-ATM – 2012
 - More efficient terminal airspace operations
 - PANS-ATM and guidance material for terminal operations - 2011

Projects/Activities:

- | | |
|--|---|
| 1. Development of Flight Procedure, NAV database and charting requirements (IFPP). | 2. Development and maintenance of PBN navigation specifications (PBN SG). |
| 3. Development of new approach classification scheme (PBNSG). | 4. Coordination and support of PBN regional planning and implementation activities. |
| 5. Education in PBN (management, airspace, Continuous Descent Operations (CDO), operations approval, flight procedures). | 6. Global PBN taskforce (promotion, Go-teams). |
| 7. Establishment and support of regional Flight Procedure Offices. | 8. Efficiency measurement of PBN implementation initiatives. |
| 9. Monitor status of PBN implementation. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 593 | 611 | 644 | 1,848 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 3 Safety Management Implementation

Objective: *Develop Programmes, SARPs/Guidance Material to support implementation of States' safety programmes which move from reactive to proactive action on a global basis; provide training for regional and State entities*

Expected Result:

- Harmonized and global implementation of safety management (extensive training courses)
- Methodology for safety planning and follow-up developed and implemented in all ICAO regions
 - Establishment of Regional Aviation Safety Groups (RASGs) – 2011, Global Aviation Safety Plan (GASP) workshops
- Improved safety data collection, availability and analysis
 - Organized workshops - 2011

Projects/Activities:

- | | |
|---|---|
| 1. Implementation of the State Safety Programme (SSP) and Safety Management Systems (SMS). | 2. Introduction of an ICAO Internal Safety Management Process (ISMP). |
| 3. Analyse data to report to ANC in terms of agreed HLIs. | 4. Revise GASP and Roadmap. |
| 5. GASP and Roadmap implementation - Performance framework. | 6. Methodology for safety planning and follow-up developed and implemented in all ICAO Regions. |
| 7. Organize workshops on the importance of safety data collection and analysis to sensitize African States. | 8. Development of impact assessments for new SARPs and PANS. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 1,650 | 1,616 | 1,698 | 4,964 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 4 Continuing Airworthiness

Objective: *Develop SARPs that support States in regulating the maintenance of aircraft thereby reducing the likelihood of aviation accidents*

- Expected Result:**
- Strengthen continuous airworthiness capabilities within States – and harmonize the use of airworthiness terminology and restructure Annex 8
 - Annexes 6 and 8 – 2011 (AIRP, workshops)
 - Phase out the use of halon as a fire extinguishing agent on civil aircraft
 - Annexes 6 and 8 – 2012; Guidance material – 2011
 - Maintain international register of air operator certificates (AOCs)
 - First version - 2011

Projects/Activities:

- | | |
|--|--|
| 1. Harmonize the use of airworthiness terminology and restructure Annex 8. | 2. Phase out the use of Halon as fire extinguishing agents on civil aircraft. |
| 3. Update guidance material on airworthiness issues to make it more readable to those States with limited continuing airworthiness capability. | 4. Update Annex 8 to reflect operational realities. |
| 5. Maintain ICAO international aircraft information system. | 6. Reply to consultations made by States, Regional Offices, international organizations or other external/internal sources related to airworthiness matters. |
7. Deal with States' complaints and disputes related to airworthiness issues. Coordinate appropriate responses/positions with other Bureaux, as needed and brief Pres/RK.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 558 | 582 | 613 | 1,753 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 5 ATM – Global Management

Objective: *Enable the real-time global management of air navigation through the development and rollout of digital Regional Air Navigation Plan (eANP) and other tools including the Electronic Filing of Differences (EFOD)*

- Expected Result:**
- All ANPs available in digital format
 - CD-ROM version (2011)
 - Online GIS based system (2012)
 - Maintain electronic system for the notification and publication of difference (EFOD)
 - EFOD fully operational - 2013

Projects/Activities:

1. Develop a set of Safety Tools for States to manage SARP development and compliance, including electronic filing of differences and producing supplements to Annexes on demand.
2. Development of a suite of electronic tools to support States and PIRGs in air navigation planning.
3. Develop a set of safety tools for States to collect and share data pertinent to aircraft habitually involved in international aviation.
4. Support implementation of the Global Air Navigation Plan (GANP) – Performance framework for air navigation systems.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 260 | 266 | 275 | 801 |

STRATEGIC OBJECTIVE A: Safety

Programme No. 6 Regional Safety-related activities

Objective: *Technical activities (Flight Safety, Air Traffic Management, Aerodromes, Communication/Navigation and Surveillance and Meteorology Staff)*

- Expected Result:**
- Strengthening the regional safety work programmes
 - Seminars and workshops on technical issues in all regions
 - Technical support to regional and sub-regional groups

Projects/Activities:

- | | |
|--|---|
| 1. Improve requirements and guidance material for pandemic preparedness. | 2. States implement pandemic preparedness plans. |
| 3. Planning and training in contingency procedures in pandemic and public health for ANSP and aerodrome operators. | 4. Actions taken to expand the participation in the Cooperative Arrangement for the Prevention of Spread of Communicable Disease through Air Travel (CAPSCA). |
| 5. CAPSCA Steering Committee meeting and Regional Aviation Medicine Team meeting annually in each CAPSCA region. | 6. Enhanced search and rescue capability. |
| 7. Provide technical support to the COSCAPs and the ACIP programme. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 424 | 436 | 458 | 1,317 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 7 Safety – Revenue-Generating (Self-Funding) activities

Objective: *Intellectual property, reinvestment of revenue generated through air navigation intellectual capital*

Expected Result: • Approximately \$12 million of revenue generation (for triennium)

Projects/Activities:

| | |
|---|---|
| 1. ICARD (5-letter name codes, route designators, route design, unique codes for facilities). | 2. Publish Doc 8585 - Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services every three months (Jan/Apr/Jul/Oct). |
| 3. Publish Doc 7383 - Aeronautical Information Services Provided by States annually (June). | 4. Doc 8585 – Database. |
| 5. Serve ICAO/IMO Joint Working Group. | 6. Update IAMSAR Manual. |
| 7. Produce 2011/2012 provisions for safe transport of dangerous goods by air. | 8. Produce 2013/2014 provisions for safe transport of dangerous goods by air. |
| 9. Produce 2015/2016 provisions for safe transport of dangerous goods by air. | 10. Produce 2017/2018 provisions for safe transport of dangerous goods by air. |
| 11. Produce 2019/2020 provisions for safe transport of dangerous goods by air. | 12. Develop dangerous goods training aids and disseminate information. |
| 13. Analysis/development/implementation of a Dangerous Goods incident/accident database and subsequent ongoing analysis of the data. | 14. Development of specialized dangerous goods courses (e.g. infectious and radioactive substances) and subsequent biennial delivery in the regions. |
| 15. Analysis/development/implementation of dangerous good information (Docs 9284, Supplement to 9284, 9481 and training documents) into XML. | 16. Review proposals of amendments to Doc 7030 (Regional Supplementary Procedures) and Air Navigation Plans that come into ATM section and take the necessary actions to get them approved. |
| 17. Prepare and/or make presentations on ATM/SAR matters at Forums, Conferences, Seminars, Workshops and courses representing ICAO. | 18. Review Aeronautical Information Publications to identify significant differences to Annexes 1, 6 and 8. |
| 19. Provide administrative support for amendments to PANS-OPS as it relates to Performance-based Navigation. | 20. Provide administrative support as it relates to amendments to Annex 16 and related guidance documents. |
| 21. Reply to consultations made by States, Regional Offices, international organizations or other external/internal sources related to SAR matters. | 22. Reply to consultations made by States, Regional Offices, international organizations or other external/internal sources related to dangerous goods matters. |
| 23. Maintenance of ATM Documents. | 24. Maintenance of AGA Documents. |
| 25. Maintenance of OPS Documents. | 26. Maintenance of CNS Documents. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 2,453 | 2,519 | 2,649 | 7,620 |

STRATEGIC OBJECTIVE A: Safety

Programme No. 8 Regional coordination of safety-related activities

Objective: *Effective and efficient coordination and facilitation of the safety work of the Regional Offices*

Expected Result:

- Enhanced operation of the Regional Offices, resulting in improved service delivery to States

Projects/Activities:

1. Support the resolution of ATS unsatisfactory condition reports particularly relating to upper airspace.
2. Maintain the single point of entry at Headquarters.
3. Improve efficiency and accountability of the Regional Offices.
4. Conduct seminars and workshops.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 637 | 662 | 692 | 1,991 |

STRATEGIC OBJECTIVE A: Safety

Programme No. 9 Aerodrome Safety

Objective: *Implement Aerodrome design and operations SARPs/Guidance Material, which optimize safe aerodrome operations*

- Expected Result:**
- Optimized aerodrome design and improved aerodrome operations
 - Annex 14, Volume I – 2015
 - Updated reference codes in anticipation of new types of aircraft
 - Annex 14, Volume I – 2015; Guidance material – 2016
 - Standardized naming conventions for taxiways to help reduce runway incursions
 - Annex 14, Volume I – 2015
 - Reduction of runway excursions by effective runway surface condition assessment and friction reporting
 - SARPS on runway surface condition assessment and friction reporting – 2012
 - Implementation of advanced surface movement guidance systems to support operations in all weather conditions
 - Availability of guidance material for the certification of aerodromes - 2012

Projects/Activities:

- | | |
|--|--|
| 1. Effective implementation of LED technology in visual aids for navigation. | 2. Standardize marking and lighting of obstacles outside obstacle limitation surfaces. |
| 3. Comprehensive review of Annex 14, Volume I, Chapter 3, on physical characteristics for all aerodrome reference codes. | 4. Standardize naming conventions for taxiways to help reduce runway incursions. |
| 5. Provision of runway end safety area (RESA) and associated mitigating measures. | 6. Reduction of runway excursions by effective runway surface condition assessment and friction reporting. |
| 7. Development and implementation of PANS-Aerodromes. | 8. Development of visual aids for A-SMGCS and for prevention of runway incursions, including a comprehensive review of stop bar and RGL interoperability in regard to their use with other marking, lighting and sign visual cues at RHPs. |
| 9. Reduction of runway incursions with technological solutions | 10. Guidance material for the certification of aerodromes |
| 11. Enhanced aerodrome emergency response and RFF | 12. Increase operational safety and efficiency of heliports |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 541 | 558 | 584 | 1,683 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 10 Accident Investigation

Objective: *Ensure the effective investigation of, and follow through of recommendations following aviation accidents and incidents, by updating or amending SARPs/Guidance Material*

- Expected Result:**
- Support the prevention and ensure the effective investigation of aircraft accidents and incidents
 - Improved evaluation of flight recorder data for investigations
 - Annex 6, Parts I, II and III — 2011
 - Introduction of the light-weight recording systems and search recovery of flight recorders
 - New SARPs in Annex 6 — 2011
 - Implementation of safety recommendations of global concern
 - Guidelines on definitions — 2010; Safety recommendations on ICAO website — 2013

Projects/Activities:

- | | |
|--|--|
| 1. Evaluation of the use of airborne image recordings of the general cockpit area. | 2. Evaluation of flight recorder data for investigations. |
| 3. Introduction of the light weight recording systems and search for and recovery of flight recorders. | 4. Sharing of safety information in Final Reports. |
| 5. Safety recommendations (SR) addressed to ICAO. | 6. Develop and revise investigation methodology documentation. |
| 7. Implement safety recommendations of global concern. | 8. Implementation of regional accident and incident investigation systems. |
| 9. Develop guidelines for the processing of safety recommendations (SR) in States. | 10. Assistance between States in investigations. |
| 11. Review options for increasing the likelihood of the flight recorders' data being available for investigations. | 12. Assistance to States for implementation of Annex 13 provisions. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 415 | 429 | 451 | 1,295 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 11 Safety Audit

Objective: *Implement a Continuous Monitoring Approach and supporting activities to determine the safety oversight capability of States and encourage the resolution of identified deficiencies*

- Expected Result:**
- Improve States' safety oversight capability by identifying deficiencies and encourage their resolution by States (2013)
 - Perform intervention strategies under the continuous monitoring approach (CMA) to identify deficiencies and monitor States' level of oversight capability (2011 onwards)
 - Identify and manage significant safety concerns (SSCs) resulting from the conduct of CMA intervention strategies (2011 onwards)

Projects/Activities:

- | | |
|---|--|
| 1. Perform intervention strategies under the Continuous Monitoring Approach (CMA) to identify deficiencies and monitor States' level of oversight capability. | 2. Manage ICAO Coordinated Validation Missions (ICVMs) to confirm progress made by States. |
| 3. Identify and manage Significant Safety Concerns (SSCs) resulting from the conduct of CMA intervention strategies. | 4. Develop and maintain the CMA On-line reporting and data management system. |
| 5. Manage and administer the Computer-based training (CBT) on CMA intervention strategies and provide training on CMA to ICAO auditors, including Regional Officers. | 6. Establish bilateral; multilateral agreements between ICAO and international organizations on safety data sharing and recognition in the context of CMA. |
| 7. Promote the continued cooperation and participation of Contracting States in USOAP CMA activities through the conduct of seminars and workshops and participation in International fora. | 8. Monitor CMA safety oversight results and produce and disseminate on a regular basis and in accordance with Council Decisions, related analyses for ICAO's Representative bodies, Secretariat and international organizations. |
| 9. Maintain public and Contracting States' confidence in programme deliverables by ensuring adherence to programme principles and through the application of consistent and objective criteria and methodology in the conduct of CMA interventions. | 10. USOAP missions. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 3,670 | 3,861 | 4,304 | 11,835 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 12 Civil/Military Cooperation

Objective: *Develop guidance material for Aviation Authorities to optimize the use of global airspace and reducing emissions/greenhouse gases*

Expected Result:

- Facilitate improved cooperation of civil and military aviation authorities (seminars, workshops)
 - Follow-up Global Air Traffic Management Forum on civil/military cooperation (2012)
 - Guidance material on civil/military cooperation (2011)

Projects/Activities:

1. Follow-up Global Air Traffic Management Forum on civil/military cooperation.
2. Guidance material on civil/military cooperation.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 134 | 137 | 142 | 412 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 13 ATM SARPs

Objective: *Develop with the Aviation Industry and rollout SARPs and Guidance Material to States that introduce Global Air Traffic Flow Management and Collaborative Decision-making*

Expected Result:

- Facilitate the implementation of air traffic flow management and collaborative decision-making resulting in improved demand and capacity balancing
 - Guidance material on air traffic flow management (ATFM) – 2011 (seminars)

Projects/Activities:

- | | |
|--|---|
| 1. Improve demand and capacity balancing based on air traffic flow management. | 2. Introduce the use of collaborative decision-making process. |
| 3. Introduce the application of service delivery management. | 4. Implementation of a yearly data collection on FIR/UIR data for comprehensive efficiency measurement and monitoring analysis. |
| 5. Guidance material on air traffic flow management. | 6. Introduce the use of Flight and Flow Information for a Collaborative Environment. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 15 | 15 | 15 | 45 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 14 Regional Safety Oversight Organizations

Objective: *Develop and revise guidance material, which will allow States with limited resources to maintain acceptable levels of safety oversight and support its implementation*

- Expected Result:**
- Coordinated and direct assistance to States in strengthening their safety oversight capabilities
 - Cooperative arrangements and partnerships for matching donors with projects
 - Coordinated assistance to regional safety oversight systems
 - Coordinated training to inspectors with the ICAO-endorsed GSI Training Centres

Projects/Activities:

- | | |
|--|--|
| 1. Develop an ICAO Strategic Plan of Action for Regional Cooperation. | 2. Facilitate the establishment of and coordinate assistance to regional safety oversight systems including Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs) and Regional Safety Oversight Organizations (RSOOs). |
| 3. Develop and maintain cooperative arrangements and partnerships in order to support regional groupings. | 4. Revise and update Doc. 9734 B Establishment and Management of a Regional Safety Oversight System. |
| 5. Coordinate and promote the provision of training to inspectors with the ICAO-Endorsed GSI Training Centres network. | 6. Provide ICAO support to States to correct Safety oversight deficiencies. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 671 | 692 | 728 | 2,091 |

STRATEGIC OBJECTIVE A: Safety

Programme No. 15 Qualified Aviation Professionals

Objective: *Working through an industry task force, develop and rollout a global programme which will ensure that the future demand for professionals is met*

- Expected Result:**
- Implementation of focused programmes to develop a sufficient number of qualified aviation professionals to meet future demand
 - Introduction of the use of a competency –based approach to training and assessment —2010
 - Improved safety, quality and capacity of flight crew training
 - Guidance material — 2011
 - Harmonization of training for Designated Medical Examiners (DMEs)
 - Evaluation of DME training courses — 2013

Projects/Activities:

- | | |
|---|--|
| 1. Identify unnecessary regulatory barriers in the training processes. | 2. Introduction of the use of a competency-based approach to training and assessment. |
| 3. Improve the safety, quality and capacity of flight crew training. | 4. Harmonized and improved training capacity/approach and approval of training organization certification. |
| 5. Competency of MPL holders. | 6. Harmonization of training for Designated Medical Examiners (DMEs). |
| 7. Implementation of a yearly data collection on civil aviation licensed personnel and training capacity. | 8. Support the work of the Next Generation of Aviation Professionals (NGAP) task force. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 36 | 38 | 40 | 114 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 16 Critical Safety Risk Response
Objective: *Develop and rollout SARPs/Guidance material and/or procedures which address safety-related occurrences of immediate and high aviation safety risks*

- Expected Result:**
- Improved safety of helicopters engaged in emergency medical services (EMS) operations
 - Annex 6 – 2012
 - Harmonized and expeditious implementation of language proficiency requirements
 - Guidance materials – 2011
 - Implementation of revised medical requirements for license holders and applicants
 - Regional seminars and conferences – 2013
 - Implementation of the electronic system for the notification and publication of difference (EFOD)
 - Phased approach for implementation of EFOD – 2011
 - New fuel carriage SARPs and guidance that address safety concerns and improve fuel efficiency
 - Annex 6, Part I – 2011
 - New measures for extended diversion time operations (EDTO) to include aeroplanes with more than two turbine engines
 - Annex 6 and associated guidance materials – 2011
 - Improved safety by providing States and industry with a risk-based approach to managing pilot fatigue
 - Annex 6 and associated guidance material – 2011
 - Improved safety by reducing the abuse of flags of convenience
 - Develop and implement international aircraft information system – 2011
 - Implementation of a yearly data collection on aircraft accidents and serious incidents
 - Data collection - 2011

Projects/Activities:

- | | |
|--|---|
| 1. Improve the safety of helicopters engaged in Emergency Medical Services (EMS) operations. | 2. Implement language proficiency requirements. |
| 3. Implement revised medical requirements for license holders and applicants. | 4. Develop and implement the electronic system for the notification and publication of difference (EFOD). |
| 5. Develop new fuel carriage SARPs and guidance that address safety concerns and improve efficiency. | 6. New measures for Extended Diversion Time Operations (EDTO) to include aeroplanes with more than two turbine engines and to incorporate fire protection requirements. |
| 7. Improve safety by providing States and industry with a risk-based approach to managing pilot fatigue. | 8. Improve safety by reducing the abuse of flags of convenience. |
| 9. Implementation of a yearly data collection on aircraft accidents and serious incidents. | 10. Support the United Nations Aviation Technical Advisory Group (Division of Peace Keeping Operations and World Food Programme). |
| 11. Review SARPS and guidance material to improve the timely and adequate provision of search and rescue services. | 12. Deal with States' complaints and disputes related to operations and personnel licensing issues; general complaints and disputes in general and also with sensitive matters. Coordinate appropriate responses/positions with other Bureaux, as needed and brief Pres/RK. |
| 13. Participate in the Industry Safety Strategy Group. | |

| Estimated Resources 2011-2012-2013 | | | |
|------------------------------------|------|------|-------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 309 | 231 | 243 | 783 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE A: Safety

Programme No. 17 AFI Comprehensive Implementation Programme (ACIP)

Objective: *Coordinate activities, initiatives and implementation strategies of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa*

Expected Result: Improved aviation safety in Africa

Projects/Activities:

1. Implement the ACIP activities identified by the Council and approved by the Assembly (AFI Plan).
2. Improve aviation safety in Africa.
3. Address aviation deficiencies in Africa.
4. Improve leadership and deliver strong Programme management in Africa, resulting in greater accountability in the regions.
5. Develop implementation modalities in the AFI Region.
6. Conduct seminars and workshops.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| | | | |

* Resources for this programme are shown in the *Regional Office Section* of the Document under the Dakar and Nairobi Offices and Annex 4.

STRATEGIC OBJECTIVE B: Security

Programme No. 18 Security

Objective: *Develop practical countermeasures and guidance material to respond effectively to new and existing threats to civil aviation*

Expected Result: Increase the level of implementation of practical countermeasures to address new and emerging threats to civil aviation

Projects/Activities:

- | | |
|---|---|
| 1. Assess and analyse existing and potential threats to civil aviation with the assistance of the AVSECP Working Group- Annex 17. | 2. Develop practical countermeasures to address new and emerging threats to civil aviation from a risk management-based approach. |
| 3. Update Annex 17 SARPs (Amendment 13) to ensure that AVSEC measures remain effective. | 4. Promote harmonious implementation of SARPs and adoption of effective security processes and concepts. |
| 5. Develop a strategy to assist Contracting States and industry in employing new and innovative security measures including the use of advanced technology. | 6. Collect, analyse and update the database on reports of acts of unlawful interference against civil aviation. |
| 7. Respond to requests for information and guidance from States and industry on security matters. | 8. Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters. |
| 9. Monitor currency of Annex 17 SARPs in order to address contemporary requirements of States. | 10. Monitor the implementation of Annex 17. |
| 11. Provide expertise and advice on AVSEC matters to the Council, UIC, ATC and various Secretariat entities, as well as external entities. | 12. Enhance, with assistance of AVSECP working groups, application of human factors principles in aviation security (Doc 9808) to ensure that measures and standards are implemented effectively. |
| 13. Assume coordination role for various security-related research and development initiatives under way worldwide with assistance of AVSECP Working Group. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 1,543 | 1,610 | 1,671 | 4,824 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE B: Security

Programme No. 19 Regional coordination of security-related activities

Objective: *Effective and efficient coordination and facilitation of the security work of the Regional Offices*

Expected Result: Enhanced operation of the Regional Offices, resulting in improved service delivery to States

Projects/Activities:

1. Provide security leadership role through the Regional Offices.
2. Develop formal monitoring mechanisms to ensure implementation.
3. Identify the level of implementation of the critical elements of an effective security oversight system.
4. Conduct seminars and workshops.
5. Maintain the single point of entry at Headquarters..
6. Improve efficiency and accountability of the Regional Offices.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 382 | 397 | 415 | 1,195 |

STRATEGIC OBJECTIVE B: Security

Programme No. 20 Security Audit

Objective: *Improve global civil aviation security through the conduct of aviation security audits and supporting activities to determine the security oversight capability of States and encourage the resolution of identified deficiencies*

Expected Result: Increase the level of implementation of the critical elements of an aviation security oversight system

Projects/Activities:

- | | |
|---|---|
| 1. Identify the level of implementation of the critical elements of an effective security oversight system, as well as deficiencies in the implementation of all Annex 17 and security-related provisions of Annex 9. | 2. Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| 3. Identify and manage Significant Security Concerns (SSeCs) resulting from the conduct of aviation security audits and ICVMs. | 4. Monitor security audit results and produce and disseminate on a regular basis, and in accordance with Council Decisions, related analyses for ICAO's representative bodies, Secretariat and international organizations. |
| 5. Promote the continued cooperation and participation of Contracting States in USAP activities through the conduct of seminars and workshops and participation in international for a. | 6. Maintain confidence in programme deliverables by ensuring adherence to audit principles and through the application of consistent and objective criteria and methodology in the conduct of security audits and ICVMs. |
| 7. Establish new, or revise existing, bilateral / multilateral agreements on security cooperation and data sharing with international and regional organizations. | 8. Develop and provide auditor training courses to maintain an adequate roster of certified aviation security auditors. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 3,457 | 3,548 | 3,345 | 10,349 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE B: Security

Programme No. 21 Facilitation

Objective: *Develop SARPs/guidance material to improve efficiency in the movement of passengers and cargo*

Expected Result: Increase the uniformity of application of Annex 9 SARPs

Projects/Activities:

| | |
|---|---|
| 1. Update and promote PNR guidelines. | 2. Update and promote API guidelines, in coordination with IATA and WCO. |
| 3. Promote implementation of SARPs on inadmissible persons and deportees (Chapter 5). | 4. Update Annex 9 SARPs (Amendment 22) to ensure that border control procedures remain effective. |
| 5. Respond to requests for information and guidance from States and industry on various facilitation matters. | 6. Enhance coordination with States and partner agencies with respect to FAL related matters. |
| 7. Monitor currency of Annex 9 SARPs in order to address contemporary requirements of States. | 8. Monitor the implementation of Annex 9. |
| 9. Provide expertise and advice on FAL matters to the Council, UIC, ATC and various Secretariat entities, as well as external entities. | 10. Develop guidance material or a model for a national/airport FAL committee, in consultation with States. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 301 | 288 | 302 | 891 |

STRATEGIC OBJECTIVE B: Security

Programme No. 22 ISD-Security

Objective: *Improve States' security oversight capability by facilitating and coordinating assistance in partnership with stakeholders to support States in need of implementation of SARPs and the rectification of deficiencies identified by the USAP*

Expected Result: Increase the number of States who are compliant with Annex 17;
Increase coordinated and cooperative Regional AVSEC Activities

Projects/Activities:

- | | |
|--|---|
| 1. Develop assistance proposals for States to address deficiencies and monitor their implementation. | 2. Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars. |
| 3. Coordinate and liaise with donors to strengthen cooperation and partnerships as well as provide direct assistance to States. | 4. Facilitate the development and maintenance of training courses and support the ASTC network. |
| 5. Develop and conduct region-specific assistance programmes in coordination with donor States and regional entities in order to promote a regionalized approach and best practices. | 6. Provide Secretariat support to NAM/CAR/SAM AVSEC/FAL/RG. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 1,500 | 1,553 | 1,486 | 4,539 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE B: Security

Programme No. 23 MRTD and Identity Management

Objective: *Improve security worldwide by providing leadership, tools and assistance to states to effectively implement MRTD programmes*

Expected Result: Increase the number of participants in ICAO PKD;
Reduce MRTD issuance fraud in States; and
Increase States capabilities to authenticate travel documents at borders

Projects/Activities:

- | | |
|---|---|
| 1. Update Document 9303 specifications or related technical reports, as required, in response to emerging needs of States, challenges and technological developments, including the development of standards for breeder documents. | 2. Respond to requests for information and guidance from States and industry on various MRTD matters. |
| 3. Develop standards and specifications to ensure security and integrity of breeder documents. | 4. Provide expertise and advice on MRTD matters to the Council, UIC, ATC and various Secretariat entities, as well as external entities. |
| 5. Implement assistance projects for States having difficulty with meeting the 1 April 2010 deadline for the introduction of MRTDs according to ICAO standards and specifications. | 6. Design and deliver reference material and vocational training programmes promoting MRTD standards and travel document integrity and security. |
| 7. Implement assistance projects for States having difficulty in relation to security vulnerabilities related to breeder documents (birth certificates, national ID cards, etc.) required to apply for travel documents. | 8. Implement assistance projects for States to introduce automated migrant processing systems equipped with passport readers in order to obtain full benefits of the facilitation and security advantages provided by MRTDs and its related technologies and processes. |
| 9. Enhance coordination with States and partner agencies with respect to MRTD related matters. | 10. Liaise with donor agencies to secure funds for projects focused on achieving compliance with MRTD specifications and related areas in developing States. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 330 | 338 | 353 | 1,021 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 24 Environment Outreach

Objective: *Enhance ICAO's leadership position in environmental issues related to international aviation and improve support/cooperation with other UN bodies*

Expected Result: Increase recognition of ICAO as the organization in charge of international aviation environmental matters

Projects/Activities:

| | |
|--|--|
| 1. Facilitate and foster the dialogue within the aviation community on measures to address aviation's impact on climate change. | 2. Monitor international developments and trends relating to the environment and handle as necessary. |
| 3. Develop outreach strategy and a media plan for ENV including: a brochure, flyer, poster, CD, DVD, video campaign and others. | 4. Coordinate and prepare articles to the yearly special edition of the ICAO journal - 3 editions. |
| 5. Coordination, documentation and publication of 2013 Environmental report. | 6. Prepare articles on aviation and the environment for external and internal publications - ad hoc articles (around 20 in total). |
| 7. Enhance cooperation with United Nations Framework Convention on Climate Change (UNFCCC) in addressing aviation's contribution to global climate, in particular providing updated information on ICAO's activities and relevant aviation data. | 8. Enhance cooperation with UNEP in particular in the areas of carbon neutrality and transport and energy. |
| 9. Enhance cooperation with IMO on environmental related matters and in particular climate change. | 10. Provide support and cooperate with other bodies: IEA; WB; UNWTO; UNECE; UNESCAP; Montreal Protocol; CBD; etc. |
| 11. Cooperation with IPCC on scenarios; data collection; providing input to the 5th assessment report. | 12. Promoting and tracking research aimed at addressing the uncertainties identified in the IPCC. |
| 13. Enhance cooperation with CEB/EMG. | 14. Enhance cooperation with WHO on noise and emission matters. |
| 15. Cooperation with WMO (mutual support e.g. research on collecting data in aircraft). | 16. Promote a better understanding of the environmental effects of aviation. |
| 17. Provide guidance, advice and support internally and externally on matters relating to environmental issues. | 18. Disseminate information on ICAO's work in the field of aviation environmental protection, including estimates of future impacts through updating the public website. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 1,086 | 1,121 | 1,176 | 3,382 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 25 Environment – Local Air Quality

Objective: *Limit or reduce the impact of aircraft engine emissions on local air quality*

Expected Result: Increase the effectiveness of measures to address aviation emissions that affect LAQ

Projects/Activities:

- | | |
|--|---|
| 1. Quantify and model aircraft LAQ emissions (present and future). | 2. Ensure LAQ models used for ICAO assessments work from consistent assumptions and datasets. |
| 3. Establish mid and long term technology goals for LAQ emissions. | 4. Develop methodology and assess design and operational interdependencies with noise and GHG emissions. |
| 5. Enhance understanding on LAQ emissions (arrange seminars and workshops at regional levels to promote and enhance harmonization of international best practices on LAQ emissions). | 6. Develop environmental indicators and associated guidance material. |
| 7. Maintain Databases and Annex 16: ▪ Annex 16 - Environmental Protection: Vol. II – Aircraft Engine Emissions; ▪ ICAO Engine Emissions Databank | 8. Develop measurement methodologies and metrics for Particulate Matter (PM). |
| 9. Develop a PM Standard. | 10. Further develop a new ETM for LAQ emissions. |
| 11. Establish a database of Annex 16 Vol. II amendments and cooperate with efforts to electronically track filing of differences. | 12. Develop guidance material on LAQ environmental impact assessment applied to CNS/ATM. |
| 13. Develop guidance material on computing, assessing and reporting LAQ aviation emissions. | 14. Develop methodology and assess potential LAQ emissions reduction benefits from uniform airspace and aerodrome organization and management principles on the basis of collaborative decision-making. |
| 15. Develop guidance material on application of market-based measures to reduce aviation LAQ emissions. | 16. Conduct economic analysis of the financial impact of applying market-based measures to reduce LAQ emissions. |
| 17. Conduct cost-benefit analysis of various market-based measures to reduce LAQ emissions. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 168 | 173 | 183 | 524 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 26 Environment – Climate Change

Objective: *Limit or reduce the impact of aviation greenhouse gas emissions, and implement and enhance the UN Climate Neutral Programme for ICAO activities*

Expected Result: Increase the effectiveness of measures to address aviation emissions that affect global climate

Projects/Activities:

- | | |
|---|--|
| 1. Quantify and model aircraft GHG emissions (present and future). | 2. Establish mid and long term technology goals for GHG emissions. |
| 3. Study on environmental indicators | 4. Quantify design and operational interdependencies with noise and LAQ emissions. |
| 5. Enhance understanding on GHG emissions (arrange seminars and workshops at regional levels to promote and enhance harmonization of international best practices on GHG emissions). | 6. Establish a global CO2 Standard for aviation. |
| 7. Further develop aircraft fuel efficiency metrics. | 8. Establish mid and long term operational Goals for GHG emissions. |
| 9. Enhance the capability of ICAO Carbon Emissions Calculator. | 10. Develop calculator's methodologies for cargo-aircraft operations. |
| 11. Develop and implement a mechanism under Article 67 of the Convention to collect annually from States data on traffic and fuel consumption in order to measure the achievement of fuel consumption efficiency. | 12. Develop Metrics to account for non-CO2 effects from aviation. |
| 13. Economic analysis of the new CO2 standard. | 14. Develop new ETM material for GHG emissions. |
| 15. Foster the global development and introduction of aviation alternative fuels. | 16. Develop a Global Market-Based Measure Framework. |
| 17. Conduct economic analysis of the financial impact of including aviation into market-based measures. | 18. Conduct cost-benefit analysis of various market-based measures for aviation. |
| 19. Study the economic aspects of MBM for aviation emission reductions. | 20. Support States and Organizations in developing interfaces on Carbon Emissions Calculator. |
| 21. Develop guidance to support States with the National Action Plans on Aviation and Climate Change. | 22. Develop guidance to support States' monitoring, verifying and reporting GHG emissions. |
| 23. Projects arising from HLM and other UN for a. | 24. Develop guidance material on environmental impact assessment applied to CNS/ATM. |
| 25. Develop methodology and assess potential GHG emissions reduction benefits from more flexible use of airspace enabled through improved civil and military cooperation. | 26. Develop methodology and assess potential GHG emissions reduction benefits from reductions in aircraft to aircraft separation minima. |
| 27. Develop methodology and assess potential GHG emissions reduction benefits from global implementation of area navigation (RNAV) and performance-based navigation (PBN). | 28. Develop methodology and assess potential GHG emissions reduction benefits from implementation of air traffic flow management techniques. |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

- 29. Develop methodology and assess potential GHG emissions reduction benefits from improved terminal area design and management on the basis of Standard Terminal Arrivals (STARs) and Standard Instrument Departures (SIDs) and PBN.
- 30. Develop methodology and assess potential GHG emissions reduction benefits from the functional integration of ground systems with airborne systems.
- 31. Develop methodology and assess potential GHG emissions reduction benefits from the efficient provision of air navigation services on the basis of enhanced meteorological services.
- 32. Develop methodology and assess potential GHG emissions reduction benefits from enhanced and dynamic ATS route planning.
- 33. Develop methodology and assess potential GHG emissions reduction benefits from new fuel carriage SARPs and guidance.
- 34. Improve the methodology for estimating fuel consumption based on the studies on regional differences in international airline operating economics.
- 35. Report international aviation fuel consumption data to UNFCCC.
- 36. Quantification of ICAO greenhouse gas emissions.
- 37. Coordination of the external verification of the ICAO greenhouse gas emissions inventory.
- 38. Analysis of opportunities to reduce ICAO greenhouse gas emissions.
- 39. Enhance cooperation with UNEMG and UNIMG on the UN Climate Neutral Initiative.
- 40. Participate in UNEMG meetings in what concerns the ICAO Carbon Calculator and inventories.
- 41. Further develop of the Carbon Calculator interface for estimating UN aviation emissions.
- 42. Develop methodology to support the offsetting of ICAO greenhouse gas emissions.
- 43. Initiate sustainable procurement practices in ICAO.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 1,271 | 1,308 | 1,379 | 3,959 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 27 Environment – Noise

Objective: *Limit or reduce the number of people affected by significant aircraft noise*

Expected Result: Increase the effectiveness of measures to address the impact of aviation noise

Projects/Activities:

| | |
|---|--|
| 1. Quantify and model aircraft noise exposure (present and future). | 2. Ensure noise models used for ICAO assessments work from consistent assumptions and datasets. |
| 3. Establish mid and long term technology goals for noise. | 4. Develop methodology and assess design and operational interdependencies with local air quality and GHG emissions. |
| 5. Develop a new noise certification Standard for subsonic jet aircraft. | 6. Evaluate farther-out noise (i.e. farther away from airports) for its impact on existing SARPs and recommend methodologies to deal with it. |
| 7. Continue to evaluate the environmental effect of noise curfews in one region on other regions and recommend methodologies to deal with it. | 8. Enhance understanding on aircraft noise issues (arrange seminars and workshops at regional levels to promote and enhance harmonization of international best practices on noise). |
| 9. Update Doc 9501 (ETM) with evolving measurement and modelling methods. | 10. Evaluate new aircraft concepts (open rotor, blended wing body) against current certification methodologies. |
| 11. Establish a database of Annex 16 Vol. I amendments and cooperate with efforts to electronically track filing of differences. | 12. Evaluate emerging issues in land-use planning for their impact on existing SARPs and recommend methodologies to deal with them. |
| 13. Update balanced approach guidance with case studies for population and noise contour changes. | 14. Develop methodology and assess potential noise reduction benefits from improved terminal area design and management on the basis of Standard Terminal Arrivals (STARs), Standard Instrument Departures (SIDs) and PBN. |
| 15. Compile best practices of implementing and quantifying benefits of Noise Abatement Procedures (e.g. NADPs, CDA, cutbacks). | 16. Study the economic impact of new noise standard. |
| 17. Maintain Databases and Annex 16: ▪ Annex 16 – Environmental Protection: Vol. I – Noise ▪ ICAO Noise dB | 18. Improve information sharing with related Standard setting bodies (ISO, IEC, and especially SAE International) to ensure their output is consistent with ICAO SARPs. |
| 19. Support assessment of health and annoyance impacts of aircraft noise. | 20. Develop methodology and plan for a new supersonic noise certification standard. |
| 21. Establish an aircraft fleet database to monitor chapter 3 aircraft fleet on the global level. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 226 | 232 | 245 | 703 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 28 Data Link

Objective: *Develop and rollout SARPs and/or Guidance Material for air-air, air-ground and ground-ground data link to enable more optimum flights using existing equipment and technology*

- Expected Result:**
- Implementation of controller pilot data link communications
 - ATN Manual Update (2011); Regional Survey on Status of ADS-C and CPDLC (2012)
 - Availability of guidance for ATS Data Link Applications
 - ATS Data Link Manual Update (2011)
 - New set of data link messages
 - ATS Data Link Manual Update (2013)

Projects/Activities:

- | | |
|---|---|
| 1. Increase efficiency/cost effectiveness of existing data link implementation. | 2. Increase harmonized data link procedures allowing for seamless operations. |
| 3. New set of data link messages for DLIC, CPDLC and DFIS that support ATS. Includes D-OTIS, Departure clearance, D-TAXI. | 4. NextGen/SESAR future com issues. |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 470 | 487 | 513 | 1,470 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 29 Meteorology

Objective: *Develop and rollout SARPs and/or Guidance Material which introduce new and enhanced services that enable continuous safe aviation operations*

Expected Result:

- Optimization of flight trajectory by avoiding volcanic ash and hazardous MET conditions while preventing unnecessary closure of airspace (Provision of data in a format compatible with the "weather exchange model" of NextGen/SESAR)
 - Annex 3 (2013); Regional Seminars (2013)
- Annex 3 provisions and guidance material allowing the use of fully automated local reports
 - Annex 3 (2011)

Projects/Activities:

- | | |
|--|--|
| 1. Optimization of flight trajectory by avoiding volcanic ash and hazardous MET conditions while preventing unnecessary closure of airspace (Provision of data in a format compatible with the "weather exchange model" of NextGen/SESAR). | 2. Optimum use of available airport capacity by enhanced accuracy and timeliness of MET information (To provide data in support of NextGen/SESAR). |
|--|--|

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 447 | 459 | 480 | 1,386 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 30 CNS/Frequency Spectrum

Objective: *Develop SARPs and Guidance Material introducing new communication, navigation and surveillance technologies to optimize global airspace and address aviation growth in a sustainable manner while sustaining current aviation spectrum*

- Expected Result:**
- Implementation of Satellite based augmentation systems for CAT 1 approaches
 - Aeronautical Communications Panel (ACP)
 - Annex 10 (2011)
 - Updated ICAO frequency spectrum policy statements
 - Frequency spectrum seminars in regions (2011)
 - New Policy Statement (2012)
 - SARPs and guidance for modernized GPS (L5) / GLONASS and GALILEO
 - Annex 10 (2011)

Projects/Activities:

| | |
|---|---|
| 1. Introduction of SBAS-based CAT 1 operations. | 2. Improvements to situational awareness and collision avoidance systems. |
| 3. Maintain and defend aeronautical frequency spectrum allocations at ITU WRC-2011. | 4. Introduction of surveillance capability extended to wide area multilateration systems. |
| 5. Utilization of SATCOM Voice for routine ATS communications (OCA). | 6. Improve GNSS constellation availability and performance. |
| 7. Introduce GNSS-based all-weather operations (Cat II/III). | 8. Maintain and defend aeronautical frequency spectrum allocations at ITU WRC-2014. |
| 9. ICAO Global Planning for Safety and Efficiency. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 778 | 799 | 840 | 2,417 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 31 Digital aeronautical information

Objective: *Develop SARPs and Guidance Material to migrate the aviation system to a digital environment as one of the first phases of the NEXTGEN/SESAR programmes*

- Expected Result:**
- Availability of data exchange models and related guidance material
 - Annex 15 (2011)
 - Availability of guidance and training material related to staffing and training for transition from AIS to AIM
 - Guidance Material (2011)
 - Regional seminars supporting implementation of the AIS to AIM transition (2013)

Projects/Activities:

1. Increased cost effectiveness, timeliness and quality of aeronautical information/data, including MET (To provide data in support of NextGen/SESAR).

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 980 | 1,009 | 1,058 | 3,048 |

* Regional Office resources are shown in the *Regional Office Section* of the Document.

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 32 Sustainability – Revenue Generating (Self-funding) Activities

Objective: *Intellectual property: reinvestment of revenue generated through air transport intellectual capital*

Expected Result: Increase the turn-over generated by the sales of the current and the new products, such as databases, forecasts and studies

Projects/Activities:

1. Based on the results of economic analyses, develop and provide area weightings to the Prorate Agency in support of prorating of passenger revenues from interline journeys.
2. Develop analyses to UPU to support the calculation of air mail basic conveyance rate on an annual basis.
3. Increase on-line sales of statistics due to the added value of new data collections.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 353 | 622 | 659 | 1,634 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 33 Enhanced Transparency of Aviation Policies

Objective: *Improve the collection and dissemination of States' policies and practices regarding air transport regulation (including air service agreements (ASAs)) and airport and air navigation services economics (including charges and taxes)*

Expected Result: Increase the number of new agreements in Doc 9511 (Database on the World's Air Services Agreements (WASA)); and
Increase the coverage of tariffs in Doc 7100 (Tariffs for Airports and Air Navigation Services)

Projects/Activities:

- | | |
|---|---|
| 1. Update States' policies on user charges (Supplement to Doc 9082 – 2012 edition). | 2. Publish Tariffs for Airports and Air Navigation Services (Doc 7100 – 2011, 2012 and 2013 editions). |
| 3. Develop a new online product for Tariffs for Airports and Air Navigation Services (e-tariffs). | 4. Update States' policies and positions on taxation in the air transport field (Supplement to Doc 8632 - 2013 edition). |
| 5. Publish annual status reports on regulatory and industry trends (information paper – 2011, 2012 and 2013 updates). | 6. Maintain and enhance databases on regulatory and industry developments: <ul style="list-style-type: none"> ▪ information on liberalized agreements; ▪ ownership and control of airlines; ▪ consumer protection; and ▪ case studies on liberalization |
| 7. Update/enhance global quantitative indicators for evaluating the degree of liberalization (every year) | 8. Publish World's Air Services Agreements (WASA, Doc 9511 – 2011 and 2013 editions) and enhance online product (2013). |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 235 | 241 | 253 | 728 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 34 Statistics

Objective: *Enhance data series available in the ICAO statistics programme, produce more sophisticated forecasts and enlarge the efficiency and applications of economic analyses that would build a decision support process for safety, security and environmental protection*

Expected Result: Improve long-term forecast accuracy (traffic growth registered each year to be compared on a long-term projection); and
Increase reporting coverage (percentage of States reporting their statistics to the ICAO Statistics Programme)

Projects/Activities:

1. Enhance structure and management of the Integrated Statistical Database to facilitate data requirements of ICAO and its Contracting States.
2. Enhance the effectiveness of ICAO forecasting by producing generic regional and route-groups forecasts in support of ICAO and States' planning activities.
3. Enhance the efficiency and applications of economic analyses.
4. Implement a decision support process for safety, security and environmental protection.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 603 | 363 | 380 | 1,346 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 35 Sustainable Air Transport

Objective: *Update and promote ICAO policy guidance on air transport economic policy matters and provide a global forum for addressing challenges including those of liberalization of international air transport, while enhancing assistance to states in the field of air transport through the common use of databases leading to improved efficiencies by avoidance of duplication of activities with regional organizations and civil aviation bodies*

Expected Result: Increase the number of States utilizing the ICAO facility of Air Services Negotiation Conferences (ICAN)

Projects/Activities:

- | | |
|---|---|
| 1. Update/revise Policy and Guidance Material on the Economic Regulation of International Air Transport (Doc 9587 – 4th Edition). | 2. Update/revise Manual on the Regulation of International Air Transport (Doc 9626 – 3rd Edition). |
| 3. Review implications of expansion of GATS Annex on air transport to ground handling and airport management services (arising from GATS review and Trade in services and issues). | 4. Review future prospects for liberalization of market access on a global basis (multilateralism in exchange of commercial rights). |
| 5. Update/revise Template Air Services Agreements (TASAs) (2012 edition – CD-ROM and/or Doc 9587) and develop online product. | 6. ICAO Air Services Negotiation Conferences (ICAN/2011, 2012 and 2013). |
| 7. Air transport policy workshops/seminars. | 8. Monitor and report on developments within WTO concerning the review of GATS' Air Transport Annex. |
| 9. Provide guidance, advice and support internally and externally on matters relating to sustainability of civil aviation. | 10. Provide advice, guidance, and support to other Bureaux and office on matters on sustainable development of international air transport involving air transport policy and regulatory practices (e.g. on safety and security implications of economic liberalization, flags of convenience). |
| 11. 6th Worldwide Air Transport Conference (ATConf/6). | 12. Follow up work of ATConf/6. |
| 13. Air Transport Regulation Panel meetings to prepare for ATConf/6 (pre-conf and follow up). | 14. Study on consumer protection rules and practices (prepare for ATConf/6). |
| 15. Review ICAO's Policies on Taxation in the Field of International Air Transport (Doc 8632 – 3rd Edition), taking into account new policies on ENV. | 16. Review application of trade rules on international air transport (arising from GATS review and Trade in services issues). |
| 17. Development and execution of common programmes of air transport activities, in cooperation with regional and sub-regional bodies. | 18. RO/ATs participation in the main activities organized by regional bodies for addressing ICAO's air transport goals, policies, plans and activities. |
| 19. Assistance in organizing regional activities and disseminating ICAO policies, guidance and information on air transport programmes and activities. | 20. Assistance in collecting information for air transport statistics data bases, surveys and studies. |
| 21. Provide tools for exchanging air transport knowledge, experience and information amongst ICAO, States and Intl organizations. | 22. Provide first hand assistance on air transport matters to States. |
| 23. A Data Base Related to Air Transport (DBRAT) available for being used and updated through contributions of all its users (ICAO Secretariat, Member States and International Organizations). | |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 371 | 450 | 390 | 1,211 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 36 Airport/ANS Cost-Effectiveness

Objective: *Update ICAO's policies and guidance material for the efficient provision and management of airports and air navigation services, and promote their implementation by States and providers*

Expected Result: Increase the implementation by States of ICAO's policies on airport and air navigation services charges (Doc 9082)

Projects/Activities:

- | | |
|--|--|
| 1. Update/revise ICAO's Policies on Charges for Airports and Air Navigation Services (Doc 9082 – 9th Edition). | 2. Update/revise Airport Economics Manual (Doc 9562 – 3rd Edition). |
| 3. Update/revise Manual on Air Navigation Services Economics (Doc 9161 – 5th edition). | 4. Develop guidance on the inclusion of main principles of ICAO's policies on user charges into air services agreements. |
| 5. Regional workshops on airport and air navigation services economics including financing issues. | 6. ICAO-ACI training course on airport charges (twice per year). |
| 7. Airport Economics Panel meeting. | 8. Air Navigation Services Economics Panel meeting. |
| 9. Study on non-viable airports. | 10. Provide guidance, advice and support internally and externally on matters relating to infrastructure management. |
| 11. Provide advice, guidance and support to other Bureaux and office on matters involving air transport policy and regulatory practices, and infrastructure management and economics (e.g. on economic aspects of the implementation of the global ATM operational concept, and GNSS). | 12. Develop policies on GNSS cost allocation (for inclusion in Doc 9082). |
| 13. Develop guidance and case studies on commercialization and privatization of airports and air navigation services providers. | |

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 261 | 289 | 282 | 832 |

STRATEGIC OBJECTIVE C: Environmental Protection and Sustainable Development of Air Transport

Programme No. 37 Regional coordination of sustainability-related activities

Objective: *Effective and efficient coordination and facilitation of the environmental protection and sustainable development of air transport work of the Regional Offices*

Expected Result: Enhanced operation of the Regional Offices, resulting in improved service delivery to States

Projects/Activities:

1. Provide guidance, advice and support internally and externally on matters relating to sustainability of civil aviation.
2. Support air transport policy workshops/seminars.
3. Support seminar/symposium on taxation issues, and on implementation of ICAO's policies.
4. Support ICAO Air Services Negotiation Conferences.
5. Improved efficiency and accountability of the Regional Offices.

| Estimated Resources 2011-2012-2013 | | | |
|---|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | |
| 2011 | 2012 | 2013 | TOTAL |
| 255 | 265 | 277 | 796 |

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PROGRAMME NARRATIVES

REGIONAL OFFICES

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REGIONAL OFFICES

Location: APAC (Bangkok, Thailand)
Objective: Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Asia and Pacific Regional Office to implement the policies and directives of the Organization in the field of air navigation, air transport and technical co-operation.

| Programme | Activities |
|---|---|
| ATM – Airspace Optimization | <ul style="list-style-type: none"> • Airspace Safety Monitoring to achieve TLS (RASMAG). • Optimize ATS Route structure in en-route and Terminal airspace. • Improved surveillance using ADS-B. • Monitor and coordinate RMA activities. • Implement RVSM in the remaining part of the region. |
| Performance-Based Navigation (PBN) | <ul style="list-style-type: none"> • Modify ATS route networks to shorten time or distance flown. • Implementation of performance-based navigation for terminal area operations. |
| Safety Management Implementation | <ul style="list-style-type: none"> • Establish database in the APAC office for foreign operator surveillance • Support implementation of State Safety Programme. • Strengthen national safety oversight functions by providing assistance programmes. |
| Regional Safety-Related Activities | <ul style="list-style-type: none"> • CAPSCA Steering Committee meeting and Regional Aviation Medicine Team meeting annually in each CAPSCA region. |
| Aerodrome Safety | <ul style="list-style-type: none"> • Enhance safety and efficiency of aerodrome operations. • Implementation of aerodrome certification. |
| Safety Audit | <ul style="list-style-type: none"> • Participate in safety oversight audits and conduct ICAO Coordinated Validation missions (ICVMs). • Support the implementation of the Continuous Monitoring Approach to ICAO Universal Safety Oversight Audits. |
| Meteorology | <ul style="list-style-type: none"> • Implementation of international airways volcano watch (IAVW), international tropical cyclone watch (ITCW) and SIGMET. • Implementation of WAFS and associated developments. • Improve OPMET exchange efficiency. • Develop regional MET requirements to support ATM. • Enhanced provision of AIS/AIM. |
| Digital aeronautical information Security | <ul style="list-style-type: none"> • Implementation of WGS-84 and e-TOD. • Assess and analyze existing and potential threats to civil aviation as per the guidance provided in AVSECP Working Group – Annex 17. • Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters. • Validate the implementation of State’s corrective action plans through ICVM. • Develop assistance proposals for State to address deficiencies and monitor implementation. |
| Security Audit | <ul style="list-style-type: none"> • Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| ISD-Security | <ul style="list-style-type: none"> • Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars. |
| Qualified Aviation Professionals | <ul style="list-style-type: none"> • Improve regional requirements of human resources planning and a competency-based approach to training and assessment. |
| Civil/Military Cooperation | <ul style="list-style-type: none"> • Enhance civil/military coordination and cooperation. |

REGIONAL OFFICES

CNS/Frequency Spectrum

- Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network and Aeronautical Message Handling System (AMHS).
- Improved communications interoperability between ACCs in adjacent FIRs - implementation of ATS inter-facility data communication circuits (AIDC).
- Enhanced communications and situational awareness in oceanic and remote areas.
- Improved situational awareness in TMA and aerodrome surface operations.
- Coordination and implementation of navigation facilities to meet PBN implementation requirement. Protection and coordination for optimum usage of radio frequency spectrum.
- Improve ICAO Regional Planning Process.

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| SAFETY | 1,569 | 1,592 | 1,657 | 4,818 |
| SECURITY | 941 | 955 | 994 | 2,891 |
| SUSTAINABILITY | 627 | 637 | 663 | 1,927 |
| TOTAL: | 3,137 | 3,184 | 3,315 | 9,635 |

REGIONAL OFFICES

Location: MID (Cairo, Egypt)

Objective: *Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Middle East Regional Office to implement the policies and directives of the Organization in the field of air navigation, air transport and technical co-operation.*

| Programme | Activities |
|------------------------------------|---|
| ATM – Airspace Optimization | <ul style="list-style-type: none"> • Monitor and coordinate RMA activities. • Airspace safety monitoring to achieve TLS. • Implement RVSM in the remaining parts of the Regions. • Optimize ATS route structure in en-route airspace. • Optimize ATS route structure in terminal airspace. • Align upper airspace classification. |
| Performance-Based Navigation (PBN) | <ul style="list-style-type: none"> • Modify ATS route networks to shorten time or distance flown. • Implementation of performance-based navigation for terminal area operations. |
| Safety Management Implementation | <ul style="list-style-type: none"> • Support implementation of State Safety Programmes. • Support implementation of Safety Management Systems (SMS). |
| Continuing Airworthiness | <ul style="list-style-type: none"> • Assist in strengthening the capabilities of States in the area of continuing airworthiness. |
| Aerodrome Safety | <ul style="list-style-type: none"> • Assist States for the effective operations of future aircraft generations at existing aerodromes. • Enhance safety and efficiency of aerodrome operations. • Implementation of aerodrome certification. |
| Accident Investigation | <ul style="list-style-type: none"> • Assistance to States for implementation of Annex 13 provisions. |
| Safety Audit | <ul style="list-style-type: none"> • Participate in safety oversight audits and conduct ICAO Coordinated Validation missions (ICVMs). • Support the implementation of the Continuous Monitoring Approach to ICAO Universal Safety Oversight Audits. |
| Civil/Military Cooperation | <ul style="list-style-type: none"> • Enhance civil/military coordination and cooperation. |
| ATM SARPs | <ul style="list-style-type: none"> • Implementation of a yearly data collection on FIR/UIR data for comprehensive efficiency measurement and monitoring analysis • Implementation of new ICAO flight plan provisions. |
| Qualified Aviation Professionals | <ul style="list-style-type: none"> • Improve regional training capacity and support implementation of the use of a competency-based approach to training and assessment. |
| Critical Safety Risk Response | <ul style="list-style-type: none"> • Support the implementation of the Global Aviation Safety Plan/Global Aviation Safety Roadmap by assisting States and their aviation industries through the conduct of Roadmap Workshops, conduct of safety gap analysis, monitoring the development and implementation of action plans. |
| Data Link | <ul style="list-style-type: none"> • Implement interoperable technologies. • Improved coordination between ACCs in adjacent FIRs along major traffic flow. |
| Meteorology | <ul style="list-style-type: none"> • Implement international airways volcano watch (IAVW), international tropical cyclone watch (ITCW) and SIGMETS. • Implement WAFS and associated developments. • Develop regional MET requirements to support ATM. • Improve OPMET exchange efficiency. |

REGIONAL OFFICES

| | |
|------------------------------------|--|
| CNS/Frequency Spectrum | <ul style="list-style-type: none"> • Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network. • Enhanced communications and situational awareness in oceanic/remote areas. • Protection and optimum usage of radiofrequency spectrum. |
| Digital aeronautical information | <ul style="list-style-type: none"> • Enhanced provision of AIS/AIM. • Implementation of WGS-84 and e-TOD. |
| Security | <ul style="list-style-type: none"> • Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters. |
| Security Audit | <ul style="list-style-type: none"> • Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| ISD-Security | <ul style="list-style-type: none"> • Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars. |
| Regional Safety-Related Activities | <ul style="list-style-type: none"> • Establishment of CAPSCA for the MID Region. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| SAFETY | 1,021 | 1,039 | 1,068 | 3,128 |
| SECURITY | 612 | 624 | 641 | 1,877 |
| SUSTAINABILITY | 408 | 416 | 427 | 1,251 |
| TOTAL: | 2,041 | 2,079 | 2,137 | 6,257 |

REGIONAL OFFICES

Location: WACAF (Dakar, Senegal)
Objective: Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Western and Central African Regional Office to implement the policies and directives of the Organization in the field of air navigation, air transport and technical co-operation.

| Programme | Activities |
|------------------------------------|--|
| ATM – Airspace Optimization | <ul style="list-style-type: none"> • Monitor and coordinate RMA activities. • Optimize ATS route structure in en-route airspace. • Optimize ATS route structure in terminal airspace. • Align upper airspace classification. |
| Performance-Based Navigation (PBN) | <ul style="list-style-type: none"> • Modify ATS route networks to shorten time or distance flown. • Implementation of performance-based navigation for terminal area operations. |
| Safety Management Implementation | <ul style="list-style-type: none"> • Support implementation of State safety programmes. • Strengthen national safety oversight functions by providing assistance programmes. • Develop practical countermeasures and guidance material to respond effectively to existing threats of Bird Hazard. • Support ACIP activities. |
| Aerodrome Safety | <ul style="list-style-type: none"> • Enhance safety and efficiency of aerodrome operations. • Support for the implementation of aerodrome certification requirements, including SMS. • Improve heliport safety and efficiency. • Support ACIP activities. |
| Accident Investigation | <ul style="list-style-type: none"> • Implementation of accident and incident investigation provisions. |
| Safety Audit | <ul style="list-style-type: none"> • Participate in safety oversight audits and conduct ICAO Coordinated Validation missions (ICVMs). • Support the implementation of the Continuous Monitoring Approach to ICAO Universal Safety Oversight Audits. |
| Civil/Military Cooperation | <ul style="list-style-type: none"> • Enhance civil/military coordination and cooperation. |
| ATM SARPs | <ul style="list-style-type: none"> • Implementation of a yearly data collection on FIR/UIR data for comprehensive efficiency measurement and monitoring analysis. • Implementation of new ICAO flight plan provisions. • Improve demand and capacity balancing. |
| Qualified Aviation Professionals | <ul style="list-style-type: none"> • Support the full implementation of language proficiency requirements. • Building regional training capacity and support implementation of the use of a competency-based approach to training and assessment. • Support ACIP activities. |
| Critical Safety Risk Response | <ul style="list-style-type: none"> • Support the implementation of the Global Aviation Safety Plan/Global Aviation Safety Roadmap by assisting States and their aviation industries through the conduct of Roadmap Workshops, conduct of safety gap analysis, monitoring the development and implementation of action plans. • Follow up on already conducted roadmap workshops and safety gap analysis and assistance to States and industry through missions and seminars. • Support ACIP activities. |
| Data Link | <ul style="list-style-type: none"> • Improved coordination between ACCs in adjacent FIRs along major traffic flow. |

REGIONAL OFFICES

| | |
|----------------------------------|---|
| Meteorology | <ul style="list-style-type: none">• Implement international airways volcano watch (IAVW), international tropical cyclone watch (ITCW) and SIGMETS.• Implement WAFS and associated developments.• Develop regional MET requirements to support ATM (AFI ATM/MET Task Force meetings).• Improve OPMET exchange efficiency (through 3 AFI OPMET/M TF meetings (1 each year)).• Implement Quality Management Systems for the provision of aeronautic MET information.• Improve aerodrome and terminal area warning forecasts (At least 1 visit to each of the 24 States during the triennium).• Cooperative Development of Aviation MET Services in 9 WACAF States (IFFAS: CODEVMET Project). |
| CNS/Frequency Spectrum | <ul style="list-style-type: none">• Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network.• Enhanced communications and situational awareness in oceanic areas.• Improved situational awareness in TMA and aerodrome surface operations.• Enhanced communications and situational awareness in continental remote areas.• Improved situational awareness in TMA and aerodrome surface operations.• Protection and optimum usage of radiofrequency spectrum. |
| Digital aeronautical information | <ul style="list-style-type: none">• Enhanced provision of AIS/AIM.• Implementation of WGS-84 and e-TOD.• Support the Implementation of QMS within AIS/AIM Services.• Support the implementation of the AFI-CADProject in the AFI Region. |
| Security | <ul style="list-style-type: none">• Assess and analyse existing and potential threats to civil aviation with the assistance of the AVSECP Working Group- Annex 17.• Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters. |
| Security Audit | <ul style="list-style-type: none">• Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| ISD-Security | <ul style="list-style-type: none">• Develop assistance proposals for States to address deficiencies and monitor their implementation.• Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars.• Develop and conduct region-specific assistance programmes in coordination with donor States and regional entities in order to promote a regionalized approach and best practices. |
| Continuing Airworthiness | <ul style="list-style-type: none">• Support the States in the implementation of airworthiness-related SARPs.• Assist States in resolving identified safety oversight deficiencies under the terms of the Regional Office Safety Team (ROST).• Provide continuing support to ACIP initiatives related to establishment of Regional Safety Oversight Organizations and the establishment of Regional Accident Investigation Agencies.• Support ACIP related activities including performance of GAP analyses, development of implementation plans, workshops and seminars. |

REGIONAL OFFICES

Regional Safety-Related Activities

- Support the resolution of ATS unsatisfactory condition reports particularly relating to upper airspace.
- Support ACIP activities.

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| SAFETY | 1,287 | 1,343 | 1,584 | 4,214 |
| SECURITY | 772 | 785 | 828 | 2,386 |
| SUSTAINABILITY | 515 | 523 | 552 | 1,590 |
| TOTAL: | 2,575 | 2,651 | 2,964 | 8,190 |

In addition to the resources above, other resources for this Office have been provided through the Transfer of funds from the Incentive Scheme for Long-Outstanding Arrears Account. Please see Annex 4 for details.

REGIONAL OFFICES

Location: SAM (Lima, Peru)

Objective: Assist in the pursuit of the objectives of ICAO, encourage States accredited to the South American Regional Office to implement the policies and directives of the Organization in the field of air navigation, air transport and technical co-operation.

| Programme | Activities |
|------------------------------------|--|
| ATM – Airspace Optimization | <ul style="list-style-type: none"> • Airspace safety monitoring to achieve TLS. • Optimize ATS route structure in en-route airspace. • Optimize ATS route structure in terminal airspace. |
| Performance-Based Navigation (PBN) | <ul style="list-style-type: none"> • Modify ATS route networks to shorten time or distance flown. • Implementation of performance-based navigation for terminal area operations. |
| Safety Management Implementation | <ul style="list-style-type: none"> • Implement mechanisms for sharing of safety-related data. • Support implementation of State safety programmes. • Strengthen national safety oversight functions by providing assistance programmes. • One Regional Seminar on UAS. |
| Continuing Airworthiness | <ul style="list-style-type: none"> • Assist and supervise Technical Committee of SRVSOP on the Implementation of New amendments of Annex 6 and 8 into LARs and Airworthiness Inspector Manual as per new Airworthiness Manual. |
| Aerodrome Safety | <ul style="list-style-type: none"> • Action taken to ensure support and implementation of aerodrome requirements. • Enhance safety and efficiency of aerodrome operations. • Implementation of aerodrome certification. • Increase operational safety and efficiency of heliports. |
| Accident Investigation | <ul style="list-style-type: none"> • Implementation of a regional mechanism for accident and incident investigation under the Latin American RSOO. |
| Safety Audit | <ul style="list-style-type: none"> • Participate in safety oversight audits and conduct ICAO Coordinated Validation missions (ICVMs). • Support the implementation of the Continuous Monitoring Approach to ICAO Universal Safety Oversight Audits. |
| Civil/Military Cooperation | <ul style="list-style-type: none"> • Enhance civil/military coordination and cooperation. |
| ATM SARPs | <ul style="list-style-type: none"> • Implementation of a yearly data collection on FIR/UIR data for comprehensive efficiency measurement and monitoring analysis. • Implementation of new ICAO flight plan provisions. • Improve demand and capacity balancing. |
| Qualified Aviation Professionals | <ul style="list-style-type: none"> • Improve regional requirements of human resources planning and a competency-based approach to training and assessment. |
| Critical Safety Risk Response | <ul style="list-style-type: none"> • Support the implementation of the Global Aviation Safety Plan/Global Aviation Safety Roadmap by assisting States and their aviation industries through the conduct of Roadmap Workshops, conduct of safety gap analysis, monitoring the development and implement. |
| Data Link | <ul style="list-style-type: none"> • Implement interoperable technologies. • Improved coordination between ACCs in adjacent FIRs along major traffic flow. |

REGIONAL OFFICES

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|----------------------------------|--|
| Meteorology | <ul style="list-style-type: none"> • Implement international airways volcano watch (IAVW), international tropical cyclone watch (ITCW) and SIGMETS. • Implement WAFS and associated developments. • Develop regional MET requirements to support ATM. • Improve OPMET exchange efficiency. |
| CNS/Frequency Spectrum | <ul style="list-style-type: none"> • Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network. • Enhanced communications and situational awareness in oceanic areas. • Improved situational awareness in TMA and aerodrome surface operations. • Protection and optimum usage of radiofrequency spectrum. • Implementation of the Multinational Regional Organization (RMO). |
| Digital aeronautical information | <ul style="list-style-type: none"> • Enhanced provision of AIS/AIM. • Implementation of WGS-84 and e-TOD. |
| Security | <ul style="list-style-type: none"> • Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters. |
| Security Audit | <ul style="list-style-type: none"> • Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| ISD-Security | <ul style="list-style-type: none"> • Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| SAFETY | 1,249 | 1,281 | 1,342 | 3,872 |
| SECURITY | 749 | 769 | 805 | 2,323 |
| SUSTAINABILITY | 500 | 512 | 537 | 1,549 |
| TOTAL: | 2,498 | 2,562 | 2,685 | 7,744 |

REGIONAL OFFICES

Location: NACC (Mexico City, Mexico)

Objective: *Assist in the pursuit of the objectives of ICAO, encourage States accredited to the North American, Central American and Caribbean Regional Office to implement the policies and directives of the Organization in the field of air navigation, air transport and technical co-operation.*

| Programme | Activities |
|------------------------------------|--|
| ATM – Airspace Optimization | <ul style="list-style-type: none"> • Airspace safety monitoring to achieve TLS. • Optimize ATS route structure in en-route airspace. • Optimize ATS route structure in terminal airspace. |
| Performance-Based Navigation (PBN) | <ul style="list-style-type: none"> • Implementation of performance-based navigation for terminal area operations. • Modify ATS route networks to shorten time or distance flown. • Provide Secretariat support to GREPECAS CNS/ATM/SG PBN programme. |
| Safety Management Implementation | <ul style="list-style-type: none"> • Support implementation of State Safety Programmes (SSP). • Strengthen national safety oversight functions by providing assistance. |
| Regional Safety-Related Activities | <ul style="list-style-type: none"> • Airport evaluations and CAPSCA Steering Committee meeting and Regional Aviation Medicine Team meeting annually. • Support the resolution of ATS unsatisfactory condition reports, particularly relating to upper airspace. |
| Continuing Airworthiness | <ul style="list-style-type: none"> • Strengthening the capabilities of States in the area of continuing airworthiness. |
| Aerodrome Safety | <ul style="list-style-type: none"> • Support for implementation of aerodrome requirements. • Enhance safety and efficiency of aerodrome operations. • Implementation of aerodrome certification. • Provide Secretariat support to GREPECAS AGA/AOP/SG and CARSAMPAF. |
| Accident Investigation | <ul style="list-style-type: none"> • Enhance safety occurrences reporting by States to ICAO • Implementation of accident and incident investigation provisions. |
| Safety Audit | <ul style="list-style-type: none"> • Support the implementation of the Continuous Monitoring Approach to ICAO Universal Safety Oversight Audits. • Participate in safety oversight audits and conduct ICAO Coordinated Validation missions (ICVMs). |
| Civil/Military Cooperation | <ul style="list-style-type: none"> • Enhance civil/military coordination and cooperation. |
| ATM SARPs | <ul style="list-style-type: none"> • Implementation of a yearly data collection on FIR/UIR data for comprehensive efficiency measurement and monitoring analysis. • Implementation of new ICAO flight plan provisions. • Improve demand and capacity balancing. |
| Qualified Aviation Professionals | <ul style="list-style-type: none"> • Improve regional requirements of human resources planning and a competency-based approach to training and assessment. |
| Critical Safety Risk Response | <ul style="list-style-type: none"> • Implementation of the Global Aviation Safety Plan/Global Aviation Safety Roadmap to assist States and their aviation industries. • Provide Secretariat support to RASG-PA. • Support RSOOs (ACSA and CASSOS). • Support States to implement ICAO Standards and Recommended Practices (SARPs) and resolve air navigation deficiencies. |
| Data Link | <ul style="list-style-type: none"> • Implement interoperable technologies. • Improved coordination between ACCs in adjacent FIRs along major traffic flow. |

REGIONAL OFFICES

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|------------------------------------|---|
| Meteorology | <ul style="list-style-type: none"> • Implement international airways volcano watch (IAVW), international tropical cyclone watch (ITCW) and SIGMETS. • Implement WAFS and associated developments. • Develop regional MET requirements to support ATM. • Improve OPMET exchange efficiency. |
| CNS/Frequency Spectrum | <ul style="list-style-type: none"> • Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network. • Enhanced communications and ATM situational awareness. • Provide Secretariat support to GREPECAS CNS/ATM/SG Automation and ATM Situational Awareness programme. • Protection and optimum usage of radiofrequency spectrum. • Improve ICAO Regional Planning Process. |
| Digital aeronautical information | <ul style="list-style-type: none"> • Enhanced provision of AIS/AIM. • Implementation of WGS-84 and e-TOD. • Provide Secretariat support to GREPECAS AIM/SG. |
| Security | <ul style="list-style-type: none"> • Assess and analyse existing and potential threats to civil aviation with the assistance of the AVSECP Working Group- Annex 17. • Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters. |
| Security Audit | <ul style="list-style-type: none"> • Support the implementation of the 2nd cycle ICAO Universal Security Audits. • Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| ISD-Security | <ul style="list-style-type: none"> • Develop assistance proposals for States to address deficiencies and monitor their implementation. • Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars. • Develop and conduct region-specific assistance programmes in coordination with donor States and regional entities in order to promote a regionalized approach and best practices. • Provide Secretariat support to AVSEC/FAL/RG-PA. • Coordinate training courses and workshops at ICAO ASTCs. |
| Regional Safety-Related Activities | <ul style="list-style-type: none"> • Implementation of search and rescue provisions. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| SAFETY | 1,336 | 1,367 | 1,441 | 4,144 |
| SECURITY | 802 | 820 | 865 | 2,486 |
| SUSTAINABILITY | 534 | 547 | 576 | 1,658 |
| TOTAL: | 2,672 | 2,734 | 2,882 | 8,288 |

In addition to the resources above, other resources for this Office have been provided through the Reimbursement from the AOSC Fund. Please see Annex 4 for details.

REGIONAL OFFICES

Location: ESAF (Nairobi, Kenya)

Objective: *Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Eastern and Southern African Regional Office to implement the policies and directives of the Organization in the field of air navigation, air transport and technical co-operation.*

| Programme | Activities |
|------------------------------------|--|
| ATM – Airspace Optimization | <ul style="list-style-type: none"> • Airspace safety monitoring to maintain acceptable level of safety. • Monitor and support RMA activities. • Optimize ATS route structure in en-route airspace in ESAF region. • Optimize ATS route structure in terminal airspace. • Comprehensive review of AFI ATS route network. • Foster implementation of surveillance in identified airspaces. • Align upper airspace classification. |
| Performance-Based Navigation (PBN) | <ul style="list-style-type: none"> • Implementation of performance-based navigation for terminal area operations. • Modify ATS route networks to shorten time or distance flown. |
| Safety Management Implementation | <ul style="list-style-type: none"> • Support implementation of State safety programmes. • Support implementation of Safety Management Systems at certified aerodromes. • Strengthen national safety oversight functions by providing assistance programmes • Develop and conduct region-specific assistance workshops/seminars to promote a “safety culture”. • Support ACIP activities. • Two Regional Seminars on integration of UAS into non-segregated airspace. • Support development of procedures for integration of UAS into non-segregated airspace. |
| Continuing Airworthiness | <ul style="list-style-type: none"> • Support the States in the implementation of airworthiness related SARPs. • Coordinate and facilitate ACIP related activities such as conducting GAP analysis, development of implementation plans, workshops and seminars. • Facilitate the establishment of Centres of Excellence for Aviation Medicine under existing Regional Safety Oversight Organizations. |
| Regional Safety-Related Activities | <ul style="list-style-type: none"> • Support the resolution of ATS unsatisfactory condition reports particularly relating to upper airspace. • Support ACIP activities. |
| Aerodrome Safety | <ul style="list-style-type: none"> • Enhance safety and efficiency of aerodrome operations. • Implementation of aerodrome certification. • Support States in the implementation of CAPs to remove deficiencies identified by USOAP. • Support ACIP activities. • Effective implementation of heliport design and operational requirements. |
| Accident Investigation | <ul style="list-style-type: none"> • Facilitate the establishment of Regional Accident Investigation Units under existing Regional Safety Oversight Organizations as required by ACIP implementation plans. |
| Civil/Military Cooperation | <ul style="list-style-type: none"> • Enhance civil/military coordination and cooperation. |

REGIONAL OFFICES

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|----------------------------------|--|
| ATM SARPs | <ul style="list-style-type: none">• Implementation of a yearly data collection on FIR/UIR data for comprehensive efficiency measurement and monitoring analysis.• Improve demand and capacity balancing.• Implementation of new ICAO flight plan provisions. |
| Qualified Aviation Professionals | <ul style="list-style-type: none">• Support the full implementation of language proficiency requirements.• Support ACIP activities. |
| Critical Safety Risk Response | <ul style="list-style-type: none">• Support States to implement ICAO Standards and Recommended Practices (SARPs).• Coordinate and facilitate workshops and seminars initiated by the RO and the ACIP aimed at reducing the risk of aviation accidents.• Support ACIP activities. |
| CNS/Frequency Spectrum | <ul style="list-style-type: none">• Enhanced communications and situational awareness in oceanic areas.• Improved situational awareness in en-route, TMA and aerodrome operations.• Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network.• Protection and optimum usage of radiofrequency spectrum.• Ensure that PBN Navigation Infrastructure is implemented to meet operational requirements. |
| Digital aeronautical information | <ul style="list-style-type: none">• Enhanced provision of AIS/AIM.• Implementation of WGS-84 and e-TOD.• Support harmonization and interoperability in ATM data link applications.• Improve data link communications to reduce reliance on voice along major traffic flows. |
| Security | <ul style="list-style-type: none">• Assess and analyse existing and potential threats to civil aviation with the assistance of the AVSECP Working Group- Annex 17.• Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters.• Support the implementation of the Africa Road Map on Civil Aviation Security as endorsed by Ministers responsible for civil aviation in Africa in Abuja, Nigeria in April 2010. |
| Security Audit | <ul style="list-style-type: none">• Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| ISD-Security | <ul style="list-style-type: none">• Develop assistance proposals for States to address deficiencies and monitor their implementation.• Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars.• Develop and conduct region-specific assistance programmes in coordination with donor States and regional entities in order to promote a regionalized approach and best practices. |

REGIONAL OFFICES

Meteorology

- Implement international airways volcano watch (IAVW), international tropical cyclone watch (ITCW) and SIGMETS.
- Implement WAFS and associated developments.
- Develop regional MET requirements to support ATM (AFI ATM/MET Task Force meetings).
- Improve OPMET exchange efficiency (through 3 AFI OPMET/M TF meetings (1 each year)).
- Implement Quality Management Systems for the provision of aeronautical MET services.
- Improve aerodrome and terminal area warning forecasts (At least 1 visit to each of the 24 States during the triennium).

Safety Audit

- Participate in safety oversight audits and conduct ICAO Coordinated Validation missions (ICVMs).
- Support the implementation of the Continuous Monitoring Approach to ICAO Universal Safety Oversight Audits.

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| SAFETY | 1,326 | 1,407 | 1,425 | 4,158 |
| SECURITY | 796 | 823 | 855 | 2,474 |
| SUSTAINABILITY | 531 | 549 | 570 | 1,649 |
| TOTAL: | 2,653 | 2,778 | 2,850 | 8,281 |

In addition to the resources above, other resources for this Office have been provided through the Transfer of funds from the Incentive Scheme for Long-Outstanding Arrears Account. Please see Annex 4 for details.

REGIONAL OFFICES

Location: EUR/NAT (Paris, France)

Objective: *Assist in the pursuit of the objectives of ICAO, encourage States accredited to the European and North Atlantic Regional Office to implement the policies and directives of the Organization in the field of air navigation, air transport and technical co-operation.*

| Programme | Activities |
|------------------------------------|--|
| ATM – Airspace Optimization | <ul style="list-style-type: none">• Monitor and coordinate RMA activities.• Implement RVSM in the remaining parts of the EUR Region.• Reduced horizontal separation.• Airspace monitoring to ensure that the risk is contained within the TLS.• Optimize ATS route structure in en-route airspace in EURNAT region.• Align upper and lower airspace classification. |
| Performance-Based Navigation (PBN) | <ul style="list-style-type: none">• Modify ATS route networks to shorten time or distance flown.• Implementation of performance-based navigation. |
| Safety Management Implementation | <ul style="list-style-type: none">• Implement mechanisms for sharing of safety-related data.• Enhance safety reporting by States to ICAO.• Support implementation of Safety Management Systems.• Support implementation of State safety programmes.• Strengthen national safety oversight functions by providing assistance programmes. |
| Aerodrome Safety | <ul style="list-style-type: none">• Enhance safety and efficiency of aerodrome operations.• Implementation of aerodrome certification. |
| Accident Investigation | <ul style="list-style-type: none">• Enhance safety occurrences reporting. |
| Safety Audit | <ul style="list-style-type: none">• Participate in safety oversight audits and conduct ICAO Coordinated Validation missions (ICVMs).• Support the implementation of the Continuous Monitoring Approach to ICAO Universal Safety Oversight Audits. |
| Civil/Military Cooperation | <ul style="list-style-type: none">• Enhance civil/military coordination and cooperation. |
| ATM SARPs | <ul style="list-style-type: none">• Implementation of a yearly data collection on FIR/UIR data for comprehensive efficiency measurement and monitoring analysis• Implementation of Amdt 1 to 15th Ed of PANS ATM (FPL Changes).• Organise two meetings Task Force meetings a year.• Improve demand and capacity balancing. |
| Qualified Aviation Professionals | <ul style="list-style-type: none">• Support the full implementation of language proficiency requirements.• Support the development of competency in PAN OPS design in the EUR Region.• Support the development of competency in transportation of dangerous goods in the EUR Region. |
| Critical Safety Risk Response | <ul style="list-style-type: none">• Assist States to implement ICAO Standards and Recommended Practices (SARPs).• Support and coordinate the implementation of GASP and GASR methodologies in partnership between accredited States and the industry.• Support the implementation of the Global Aviation Safety Plan/Global Aviation Safety Roadmap by assisting States and their aviation industries through the conduct of Roadmap Workshops, conduct of safety gap analysis, monitoring the development and implementation of action plans.• Decrease risk through the implementation of new technologies. |

REGIONAL OFFICES

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|----------------------------------|--|
| Data Link | <ul style="list-style-type: none"> • Support harmonization and interoperability in data link applications. • Improve data link communications to reduce reliance on voice along major traffic flows. |
| Meteorology | <ul style="list-style-type: none"> • Implement international airways volcano watch (IAVW), international tropical cyclone watch (ITCW) and SIGMETS. • Implement WAFS and associated developments. • Develop regional MET requirements to support ATM. • Improve OPMET exchange efficiency. |
| CNS/Frequency Spectrum | <ul style="list-style-type: none"> • Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network. • Improved communications interoperability – implementation of aeronautical telecommunication network (ATN) for ground – ground communication network. • Enhanced communications and situational awareness in oceanic areas. • Improved situational awareness in TMA and aerodrome surface operations. • Protection and optimum usage of radio frequency spectrum. • ICAO Regional Planning Process. |
| Digital aeronautical information | <ul style="list-style-type: none"> • Support the implementation of functional airspace blocks (FAB). • Enhanced provision of AIS/AIM. • Implementation of WGS-84 and e-TOD. |
| Security | <ul style="list-style-type: none"> • Organize and provide support for symposia, seminars and workshops concerned with various aviation security, facilitation and MRTD matters. |
| Security Audit | <ul style="list-style-type: none"> • Validate the implementation of States' corrective action plans through the conduct of ICAO Coordinated Validation Missions (ICVM). |
| ISD-Security | <ul style="list-style-type: none"> • Develop subject specific assistance workshops and organize as well as provide support to AVSEC conferences and seminars. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|---------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| SAFETY | 2,029 | 2,104 | 2,176 | 6,309 |
| SECURITY | 1,218 | 1,262 | 1,306 | 3,786 |
| SUSTAINABILITY | 812 | 841 | 870 | 2,524 |
| TOTAL: | 4,059 | 4,207 | 4,352 | 12,618 |

PROGRAMME NARRATIVES

BY

SUPPORTING IMPLEMENTATION STRATEGY

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SUPPORTING IMPLEMENTATION STRATEGY

Function: Administration and Services Management

Description: *Plan, manage and oversee the activities of the Bureau of Administration and Services related to Human Resources management, Information and Communication Technology, Language and Publications services, Council and Assembly secretariat, Conference and Office services, Records and Web Management, security services and travel services.*

Provide support and strategic advice on diverse management issues to the Assembly, Council, Human Resources Committee, and Finance Committee as well as to the Secretary General and other operational committees of the Secretariat.

Collaborate on UN Inter-Agency initiatives in support of administrative and management reforms aimed at improving organizational efficiency and effectiveness.

Expected Results:

1. Modernization of administrative and management process:
 - Electronic Document and Records Management System (EDRMS);
 - Computer-Assisted Translation Tools (CATS).
2. Advancement of Human Resources management policies, rules and procedures in order to meet the changing needs of the Organization and to foster an international Secretariat of the highest calibre and motivation.
3. Dynamic allocation of HR resources to face new challenges through the identification of resources required to support high priority activities.

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA-DADB | 1,950 | 1,794 | 1,745 | 5,489 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Administrative Support to the Air Navigation Commission

Description: *This function will involve administrative support to the management of the Air Navigation Commission. This includes support scheduling, recording and procedural matters as well as the maintenance and enhancement of the ANC Web Site.*

Expected Results:

- | | |
|--|--|
| 1. Effective sessional and long-term planning. | 2. Accurate records of ANC meetings. |
| 3. Effective communication of documentation supporting ANC meetings. | 4. Quality assurance on air navigation working papers. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA GB-ANB | 447 | 464 | 489 | 1,400 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Assembly and Council Secretariat

Description: *Provide Secretariat assistance for Plenary and Executive meetings of the Assembly and for meetings of the Council. Monitor follow-up action taken on decisions of the Council and the Assembly.*

Expected Results:

1. Timely issuance of Council related decisions, minutes and action sheets.
2. Improved monitoring of follow-up actions regarding the decisions of the Council and the Assembly
3. Timely preparation of verbatim transcripts for meetings of the Council and the Air Navigation Commission, for the Plenary and Executive Committee Meetings of the Assembly, and for meetings of other bodies, as requested.
4. Continue the implementation of the Electronic Voting System for election of the Council during Assembly Sessions.

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA GB-ACS | 481 | 471 | 470 | 1,422 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Budget and Financial Management

Description: *This function will involve enhancing and maintaining systems of financial management and control; applying the Financial Regulations, Rules and related procedures; ensuring accountability; managing the financial assets of the Organization; supporting the allocation of programme and operating resources to optimize the use of expected and/or available funds based on the Organization's priorities (planning and budget); and managing and reporting on financial transactions including the Annual Financial Statements and Donor Reports .*

Expected Results:

- | | |
|--|---|
| 1. Unqualified opinion of the External Auditor for each year. | 2. Application of IPSAS transitional provisions within the time limit imposed by these standards and further refinements implemented as required. |
| 3. Budget expenditures in compliance with Financial Regulations and within approved appropriation. | 4. Timely and accurate financial reports and statements issued. |
| 5. Revised financial regulations, policies and procedures issued by January 2012. | 6. Write an Internal Control Framework to enhance the management and protection of ICAO's resources. |
| 7. Budget of the Organization prepared and approved by all governing bodies. | 8. Timely and accurate payments of staff members, field experts and consultants. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA-FIN | 3,231 | 3,260 | 3,410 | 9,901 |

In addition to the resources above, other resources for this Office have been provided through the Reimbursement from the AOSC Fund. Please see Annex 4 for details.

SUPPORTING IMPLEMENTATION STRATEGY

Function: Conference Services

Description: *Strategic management, coordination and/or restructuring of conference facilities, telephone systems, inventory control and office space for Headquarters and Regional Offices; provision of proper, timely and cost-effective conference services. Maintenance of effective communication with Public Works and Government Services Canada regarding operations and maintenance costs, joint cost-sharing projects as well as major repairs of the ICAO premises.*

Expected Results:

- | | |
|--|--|
| 1. Improved coordination and quality of conference services and support for Council, ANC and Committee Meetings. | 2. Configuration of permanent video-conferencing at Headquarters. |
| 3. Optimization of floor space to make better use of the existing space for offices. | 4. Review of telephone system configuration, taking into consideration the integration of Regional Offices |
| 5. Upgrade of interpretation system from analogue to digital in conference rooms. | 6. Upgrade of on-line registration system and automation of conference room reservations. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|---------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| PS-COS | 2,488 | 2,395 | 2,452 | 7,336 |
| MAA-COS | 1,029 | 985 | 1,009 | 3,023 |
| MAA GB-COS | 1,459 | 1,410 | 1,444 | 4,313 |
| TOTAL: | 4,976 | 4,791 | 4,905 | 14,671 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Evaluation and Internal Audit

Description: *In accordance with the EAO Charter, the objective of the Evaluation and Internal Audit Office is to improve the economy, efficiency and effectiveness of ICAO's operations through completion of an agreed programme of internal audits, evaluations and investigations. Internal audits are aimed at identifying and recommending mitigating actions to address risks, internal control weaknesses, and operational inefficiencies. Through structured and systematic evaluations, recommendations are formulated to improve the relevance, effectiveness, efficiency, impact and sustainability of programmes, policies and projects. Prompt and thorough investigations address allegations of wrongdoing, thereby reinforcing the ethical framework of the Organization. EAO also contributes to improving ICAO's operations and processes through the provision of advice to management, as well as support to AGEA, External Auditor and Joint Inspection Unit (JIU).*

Expected Results:

- | | |
|---|--|
| 1. Independent risk based internal audit reports with a view to attaining greater compliance with established policies, regulations rules and procedures and greater economy, efficiency and effectiveness of operations. | 2. Independent evaluations with recommendations intended to improve the relevance, effectiveness, efficiency, impact and sustainability of programmes, policies and projects. |
| 3. Support to ICAO's ethical framework by implementing a whistleblower mechanism and coordinating investigations into allegations of wrongdoing. | 4. Improved operations and processes through the provision of advice to management. |
| 5. Increased implementation of recommendations from EAO, the External Auditor and the Joint Inspection Unit through systematic follow-up action. | 6. An Organization-wide risk management framework, aimed at assessing the risks and their impact on programmes and integrating risk mitigation strategies into programme formulation and planning. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA-EAO | 851 | 1,090 | 1,146 | 3,087 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Executive Management

Description: *Includes the Offices of the President and the Secretary General.*

The Office of the President provides the necessary support and services to the Council and its subordinate bodies to perform their statutory responsibilities and other functions efficiently.

The Office of the Secretary General provides strategic direction to the Secretariat and manages the implementation of the Organization's mandate through the execution of the policies, directives and work programmes approved by the Assembly and the Council.

Also included in the resources are those of the 2013 Assembly so as to provide the necessary support and services to enable the Assembly to perform its statutory responsibilities and other functions efficiently.

Expected Results:

- | | |
|---|---|
| 1. Advise the Council. | 2. Promote organization and stakeholder change related to organization's mission and mandate. |
| 3. Support motivation of employees in programmes and operations. | 4. Implement business plan and budget. |
| 5. Formulate policies and planning recommendations for the Council. | 6. Respond to emerging priorities and crises situations by guiding and mediating Council action with respect to organizational priorities and governance concerns |
| 7. Improve employee morale and institute succession planning. | 8. Manage financial, human and physical resources in the most economical and efficient manner so that the appropriation is not exceeded and expected results are delivered. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| PS-OSG | 1,660 | 1,700 | 1,759 | 5,118 |
| MAA GB-OSG | | | 784 | 784 |
| TOTAL: | 1,660 | 1,700 | 2,543 | 5,903 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Human Resources

Description: *Continuous enhancement of Human Resources management policies, rules and procedures of the Organization to support the creation of a result-oriented culture and to meet the changing staffing needs of the Organization through the attraction, retention and motivation of a competent and diverse workforce. This strategy involves Human Resources and succession planning, recruitment, compensation and staff development/training, effective performance management systems (PACE), the provision of services and professional advice to staff and managers of the Organization (contract and entitlement management, social security issues, pensions, occupational health and life insurance), the development of an enabling work environment through clear policies, harmonious staff relations, efficient conflict resolution and fair and equitable treatment of all staff.*

Participate in UN Common System meetings and in the completion/conduct of, studies, questionnaires, surveys regarding conditions of employment and UN Common System Rules and Regulations.

Expected Results:

1. Improved transparency, availability and consistency in the implementation of revised Staff Regulations and Rules through the revision of policies and procedures as well as the development and implementation of a comprehensive on-line HR Manual.
2. Timely filling of posts through annual workforce analysis and reports, identification and selection of candidates of the highest standard of competence and efficiency and adherence to recruitment timelines. Provision of technical support to the Secretary General and HRC for the selection senior posts (D1 and D2).
3. Timely and accurate processing of contracts and benefits for all categories of personnel, including staff members, seconded experts, associated Experts/JPO, interns and consultants.
4. Improved knowledge and skills of staff members, in order to meet the evolving needs of the Organization, through the identification of learning and development opportunities and the management of training plans and budgets.
5. Conversion of General Service salary structure and classification system to seven levels, in compliance with UN common system developments.
6. Increased responsibility and accountability of line managers in performance management through the implementation and evaluation of a revised PACE system.
7. Effective planning and conduct of surveys on the conditions of service for Professional and General Service, namely the Comprehensive Salary Survey for General Service; DSA survey (yearly); post adjustment-related surveys (yearly); and adjustments of salaries and emoluments for the Secretary General and President.
8. Provision of social security services and support, including pension entitlements, medical insurances, compensation claims and medical services.
9. Update, implement and manage contractual arrangements taking into account best UN practices.
10. Develop a succession planning framework.

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA-HR | 3,588 | 3,863 | 4,059 | 11,510 |

In addition to the resources above, other resources for this Office have been provided through the Reimbursement from the AOSC Fund. Please see Annex 4 for details.

SUPPORTING IMPLEMENTATION STRATEGY

Function: Information Technology

Description: *Develop and maintain IT Master Plan and support the ICT Management Committee in the coordination and prioritization of IT activities; Protect ICAO's information and IT services through the development and implementation of an IT security framework; Support ICAO business units activities through planning, deploying and maintaining the computing infrastructure required, including electronic mail, network, data storage and web/SharePoint; provide users support services; transform legacy applications to modern platforms in a safe, secure, fast and cost-effective manner; and ensure that data and information captured, generated or shared are validated, secured, of high quality and readily accessible through the formulation of policies, strategies and standards.*

Expected Results:

1. Coordination of organizational IT priorities and annual adjustment of IT Master plan
2. Information security:
 - Improvement of data protection in line with ICT Security Roadmap
 - Implementation of Phase 2 Disaster Recovery Development and implementation of Information security management system
3. Management of IT infrastructure: enhanced communication facilities, reduced storage costs and improved data availability
 - Implement remote access strategy for access by ROs to the systems and resources in Headquarters (HQ)
 - Implement unified communication strategy and integration of electronic mail, VOIP, telephony, instant messaging and Web conferencing for HQ and Regional Offices
 - Configuration and installation of multi-media and web facilities in meeting rooms of HQ and ROs
 - Complete the deployment of a Data Lifecycle Management system
 - Management of workstations in compliance with equipment lifecycle; software upgrades and maintenance of server and data storage infrastructure
 - Specialized applications development and support of major corporate systems
 - Upgrade of internal software applications for compatibility with MS and windows
4. ERP project management: complete the initial deployment of the IRIS system. Adjust the system to new ICAO requirements and business processes.
5. Project management, database design and administration and technical support for the development and implementation of
 - enhanced knowledge/document/records management systems EDRMS/CMS
 - Computer Assisted Translation System (CATS)
 - Upgrade of ICAO databases
6. Programme support: work in collaboration with Bureaux in the development of the necessary applications and databases: EANP, IIAID, ISDCAS, EFOD, Electronic State letters

SUPPORTING IMPLEMENTATION STRATEGY

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|---------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| PS-ICT | 2,811 | 2,850 | 2,862 | 8,522 |
| MAA-ICT | 1,640 | 1,662 | 1,669 | 4,971 |
| MAA GB-ICT | 234 | 237 | 238 | 710 |
| TOTAL: | 4,685 | 4,750 | 4,770 | 14,204 |

In addition to the resources above, other resources for this Office have been provided through the Reimbursement from the AOSC Fund. Please see Annex 4 for details.

SUPPORTING IMPLEMENTATION STRATEGY

Function: Language Services

Description: *Provide adequate interpretation and translation services in the six ICAO languages (English, French, Spanish, Russian, Arabic and Chinese) for programme support activities, and for activities of the Council, its Governing Bodies, and the ANC. Ensure timely issuance of working papers for ICAO meetings on the basis of simultaneous distribution in the six ICAO languages. Ensure timely issuance of communications and publications to Member States.*

Expected Results:

1. Provision of the following: interpretation to Programme Support (1,465 sittings per year); translation to programme support (9 million words per year); editorial services for publications (55,000 pages per year); referencing services (8,280 jobs per year); addition and updating of 2,900 terminology records published in ICAOTERM in six languages.
2. Expansion of the roster for translation and interpretation services.
3. Implementation of a computer-assisted translation system (CATS).
4. Improved outsourcing process.

| Estimated Resources 2011-2012-2013 | | | | |
|---|---------------|---------------|---------------|---------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| PS-LPB | 8,657 | 8,889 | 9,133 | 26,679 |
| MAA GB-LPB | 4,089 | 4,200 | 4,315 | 12,604 |
| TOTAL: | 12,745 | 13,090 | 13,448 | 39,283 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Legal and External Relations Services

Description: *This function will involve provision of legal advice to the other bureaux and offices of the Organization, member States, the governing bodies, the President of the Council and the Secretary General, on constitutional, policy, administrative, procedural and other matters; facilitating the preparation of international air law instruments; promoting the ratification of international air law instruments; performing depositary functions in relation to international air law instruments; registration of aeronautical agreements pursuant to Articles 83 and 83 bis of the Chicago Convention; participating in the administration of the internal system of justice; participating in the implementation of certain aspects of ICAO's policy on ethics; providing assistance to the Organization, members of national delegations and ICAO staff regarding privileges and immunities; and liaising with the Host State, the United Nations and other organizations.*

Expected Results:

- | | |
|--|--|
| 1. Protection of ICAO's legal interests and ensuring that the Organization operates with the highest standards of legal propriety. | 2. All formal documentation has a legal basis for the action proposed therein. |
| 3. Timely and high quality advice within the stipulated deadlines. | 4. A draft legal instrument on disruptive/unruly passengers by the end of the triennium. |
| 5. Continued ratification by States of international air law instruments. | 6. All deposits of instruments of ratification processed within seven working days of receipt. |
| 7. Elimination during the triennium of the backlog of agreements awaiting registration, and keeping registrations current. | 8. Appeals by staff members handled expeditiously. |
| 9. Financial Disclosure policy of ICAO administered in an efficient manner. | 10. Civil aviation disputes between States prevented or mitigated. |
| 11. Possibility of disputes between ICAO and stakeholders lessened. | 12. High quality protocol assistance given promptly. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| PS-LEB | 1,956 | 2,048 | 2,011 | 6,015 |

In addition to the resources above, other resources for this Office have been provided through the Reimbursement from the AOSC Fund. Please see Annex 4 for details.

SUPPORTING IMPLEMENTATION STRATEGY

Function: Records and Web Library Management Services

Description: *Management of the Organization's official records; maintenance of the Organization's official records database; collection of archives; provision of reference services for the Secretariat and external users; provision and enhancement of a secure web-portal (ICAO-NET) for Member States, national Delegations and international organizations; as well as the production and dissemination of State letters and the internal distribution of publications and documentation.*

Expected Results:

1. Improved management of the production, processing and dissemination of information, correspondence and documentation through the introduction of a content management system CMS/EDRMS.
2. Establishment of a new public website management governance framework and strategy.
3. Implementation of a records retention schedule.
4. Development of a web-based repository of ICAO information and documentation available within the Library and Archives.
5. Update of existing Secretariat standards and procedures and of General Secretariat Instructions related to records management.
6. Expansion of commercially available electronic products and services (ICAO eSHOP), including production of CD-ROMS
7. Improved inventory control

Records Management

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| PS-RMS | 721 | 721 | 685 | 2,127 |
| MAA-RMS | 166 | 166 | 158 | 491 |
| MAA GB-RMS | 222 | 222 | 211 | 654 |
| TOTAL: | 1,110 | 1,109 | 1,053 | 3,272 |

Web Library Management

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| PS-WLM | 211 | 218 | 226 | 655 |
| MAA-WLM | 23 | 24 | 25 | 73 |
| TOTAL: | 235 | 242 | 251 | 728 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Regional Coordination and Communications

Description: *This office is responsible for coordinating the management and administrative activities of the 7 regional offices and the ACIP program at Headquarters. It is responsible for developing, negotiating and administering formal agreements of coordination between ICAO and various regional organizations and regional bodies. It provides all administrative support to the Council Working Group on Efficiency. It is responsible for developing and managing a comprehensive communications program to raise the visibility and enhance the image of ICAO.*

Expected Results:

1. Closely coordinate the activities of the Regional Offices with Headquarters, to improve efficiency and effectiveness in the implementation of programmes.
2. Standardize of post descriptions and office plans across the regional offices to produce more reliable performance in achieving the strategic objectives against objectively measurable metrics.
3. The regional offices in Africa will lead the ACIP programme to improve safety performance in the region and fulfil the mandate deriving from the AFI-RA.
4. The regional offices will lead TCB projects of a regional nature, assist TCB in identifying new projects and raise the image of ICAO as an implementation agency for aviation.
5. Reach formal agreements on cooperation with the EU, AU, ACAC, AFCAC, ECAC, LACAC and other regional bodies that improve coordination and enhance effectiveness of delivery of aviation programmes to States in the Regions.
6. The administrative duties imposed upon ICAO by the various cooperation agreements will be reliably accomplished and positive working relationships sustained.
7. Implement a progressive communications strategy fully and effectively with action-oriented messages geared to the various communities of interest.
8. Enhance the visibility and image of ICAO through the execution of an outreach strategy and the developing of effective relationships with key constituencies.
9. Fully support the Working Group on Efficiency in all aspects of its work. Associated records, reports, documents will be produced and recorded in a timely and professional manner.

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA-RCC | 541 | 564 | 792 | 1,897 |

SUPPORTING IMPLEMENTATION STRATEGY

Function: Security Services

Description: *Protect the entire Organization, its personnel and assets by implementing measures to strengthen the security policies of Headquarters premises and by ensuring adherence to the UN security requirements and policies. Perform risks and threats review in cooperation with UN security authorities (DSS).*

Expected Results:

- | | |
|--|---|
| 1. Provision and maintenance of a safe and secure working environment for national Delegations, meeting attendees and staff members. | 2. Enhancement of staff awareness through implementation of a security awareness program for employees on a continuing basis. |
| 3. Increased efficiency of communications related to safety guidelines and procedures throughout the Organization. | 4. Reinforcement of access control measures and office security. |
| 5. Identification and implementation of mitigating measures for improved safety and security prevention. | 6. Promotion of first-aid, emergency, anti-terrorism and trauma training programs. |

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|-------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| MAA-ISEC | 247 | 66 | 67 | 379 |

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PROGRAMME NARRATIVES

EXTRA-BUDGETARY FUNDS

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EXTRA-BUDGETARY FUND

Fund: Ancillary Revenue Generation Fund

Description: *The Ancillary Revenue Generation Fund (ARGF) has been created to consolidate revenues from ICAO's current revenue generating activities, strengthen these revenue streams and manage costs effectively in accordance with C-DEC 177/2. The goal of the ARGF is to maximise revenue generation opportunities from activities that do not directly contribute to ICAO's Strategic Objectives. One expected outcome over time is to contain the increase in assessments from ICAO Contracting States*

Issues and Challenges:

- *Develop business opportunities and partnerships that are aligned to support, and more effectively promote, ICAO's regular programme activities*
- *Determine and put in place the required governance framework to optimise results*
- *Identify and allocate all costs which are directly related to revenue generating activities*
- *Manage all ARGF revenues and costs more effectively*
- *Establish benchmarks for revenue and costs in each product area*
- *Maximise internal synergies and develop new revenue generating opportunities*
- *Prioritise areas of development and assess risks*
- *Protect ICAO's intellectual property and manage the ICAO brand*
- *Maximise licensing and partnership opportunities*

Strategic Approaches:

Periodicals, Publications, special reports, ICAO Journal, agenda:

- *Strengthen and coordinate marketing and promotional activities through a structured product management approach*
- *Expand sales of electronic publications (CD-ROMS, ASTP's) and plan the conversion of traditional publications to enhanced electronic applications*
- *Implement renewal processes and develop more subscription based publications and online products to increase customer loyalty*
- *Improve use of ICAO website (ICAO eShop) to increase sales of ICAO publications*
- *Re-Focus the positioning of the ICAO Journal and overall editorial strategy to make it profitable*
- *Maximise advertising sales efforts for ICAO Journal, special reports and websites*
- *Increase advertising revenues of the ICAO Journal and eliminate the deficit*
- *Optimally utilise ICAO media to promote and increase visibility of RP activities*

Reproduction, document sales and external distribution:

- *Provide high quality profitable pre-press, reproduction, distribution and customer services to internal and external clients*
- *Improve processes, reduce costs and improve margins on external services contracts*

Events and Symposia:

- *Manage, coordinate and support the delivery of high quality*

EXTRA-BUDGETARY FUND

events that are closely linked to our RP activities

- *Ensure the necessary resources and support framework to promote events*
- *Maximise revenue generation through innovative sponsorship programs*
- *Strengthen proven and already implemented solutions*
- *Develop and implement tools to facilitate event management for Project Managers*

Training:

- *Continue to support development of training courses that enhance ICAO RP activities*
- *Develop and increase training courses and materials in areas that will maximise return on investment*

Licensing and Partnerships:

- *Manage current agreements and ensure maximum visibility and promotion of services*
- *Identify and develop new opportunities to licence ICAO information and data*
- *Ensure that the ICAO intellectual property is protected*
- *Dangerous goods*
- *Manage and expand the portfolio of (TI) Dangerous Goods products and services.*
- *Deliver to market the ICAO/OAG online DG data service*
- *Develop business initiatives and partnerships with key industry DG data users*

Conferences and Office Services:

- *Manage and deliver high quality profitable conference services*
- *Ensure that all support services for events are up-to-date, of the highest quality and adapted to client's requirements.*
- *Provide highest quality customer service available.*

Expected Results:

- | | |
|--|--|
| 1. Increase publications revenues by optimizing pricing policy, sales agents' commission rates, implement new promotional efforts and sales tactics. | 2. Reduce number of traditionally printed publications and convert to electronic versions. Launch new e-products through new e-commerce system by the end of 2011. |
| 3. Eliminate the ICAO Journal deficit by the end of 2012 while enhancing editorial impact. | 4. Increase revenues generating opportunities from special reports and editions with advertising. |
| 5. Develop relationships with key industry partners and develop partnerships to maximise their visibility through ICAO media opportunities. | 6. Achieve stable increase in advertising revenues for ICAO media and reduce ICAO's dependency on outsourcing of advertising sales. |
| 7. Develop, promote and deliver high quality events, symposia, seminars and training courses to our different constituencies while maximizing revenue opportunities. | 8. Ensure that Bureau event managers are satisfied with support activities for the delivery of events in terms of quality and timeliness. |
| 9. Provide reproduction, distribution and customer services to respond and meet all requirements of the organisation. | 10. Expand external reproduction services to reduce overall reproduction, sales and external distribution services costs without adding new resources. |
| 11. Manage current licensing agreements to ensure increase in revenues for ICAO at renewal of contracts. Identify new licensing and partnership opportunities. | 12. Deliver high quality conference services to internal and external clients; ensure support tools are up to date and meet clients' requirements. |
| 13. Continue to grow current training programs and develop new ones in a cost effective manner. | |

EXTRA-BUDGETARY FUND

| ARGF Financial Forecast 2011-2013 | | | |
|--|-----------------|----------------------|----------------|
| (in thousands of CAD) | | | |
| Activities | Revenues | Expenditures* | Surplus |
| Reproduction, Sales, External Distribution | 28,372 | 15,494 | 12,877 |
| Conference Service and Facilities | 7,956 | 7,790 | 166 |
| Commissariat | 1,840 | 1,639 | 201 |
| Dangerous Goods | 6,564 | 2,441 | 4,123 |
| Periodicals | 2,654 | 2,398 | 256 |
| Events | 2,225 | 807 | 1,418 |
| Statistics/Licensing | 2,196 | 928 | 1,268 |
| RGA Governance | | 4,919 | (4,919) |
| Total | 51,806 | 36,416 | 15,390 |
| Estimated reserve fund retained | | | 1,250 |
| Contribution to RP | | | 14,140 |

*Includes Capital expenditures of \$1.09 million

EXTRA-BUDGETARY FUND

| | |
|-------------------------|--|
| Fund: | Administrative and Operational Service Costs Fund Technical Co-operation Programme |
| Objective: | <i>Assist Member States in the Development of Civil Aviation Administration Infrastructure and Human Resources as well as in the Implementation of ICAO's Standards and Recommended Practices (SARPs) and Air Navigation Plans (ANPs) in line with ICAO's Strategic Objectives</i> |
| Expected Result: | Member States improve their capacity to achieve their civil aviation goals in compliance with ICAO SARPs |

Projects/Activities:

1. Cooperate with Member States and other stakeholders in the identification, formulation, mobilization of resources and implementation of Civil Aviation projects.
2. Explore potential sources of funding for civil aviation technical cooperation projects, particularly, third party funding for the benefit of States in need of assistance, lacking the financial resources required for the implementation of their civil aviation development programme.
3. Encourage States, when implementing civil aviation projects through the Technical Cooperation Bureau, to give due regard to Universal Safety Oversight Audit Programme (USOAP) and Universal Security Audit Programme (USAP) findings and recommendations in order to rectify deficiencies and resolve significant safety concerns within the required timeframe.
4. Make efficient use of audit results to identify and develop potential projects with the agreement of the audited State.
5. Develop an organization-wide emergency response strategy to natural disaster, national calamities and post conflict situations.
6. Improve TCB's quality of service, image and profile with Member States by implementing a Quality Management standard (ISO9001) and ensuring that all efforts are made to minimize administrative overhead charges to projects.
7. Develop coordination procedures between TCB and Regional Offices to strengthen business continuity.
8. Maintain up to date rosters of Experts and Suppliers.

EXTRA-BUDGETARY FUND

ESTIMATED TECHNICAL COOPERATION PROGRAMME IMPLEMENTATION (2010)
(In thousands of US Dollars)

| STRATEGIC OBJECTIVES | US\$ | % |
|--|----------------|-------------|
| 1. SAFETY | 140,000 | 75% |
| 2. SECURITY | 35,000 | 19% |
| 3. ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT OF AIR TRANSPORT | 12,000 | 6% |
| TOTAL | 187,000 | 100% |

ESTIMATED TECHNICAL COOPERATION PROGRAMME FOR 2011-2012-2013
EXPRESSED IN PERCENTAGE AS A FUNCTION OF 2010 ESTIMATED PROGRAMME IMPLEMENTATION

| | Safety | Security | Environment |
|-------------------------------------|---------------|-----------------|--------------------|
| ESTIMATED FOR 2011-2012-2013 | 75% | 19% | 6% |

Note: The size of the Technical Cooperation Programme for 2011-2012-2013 cannot be determined with a great degree of precision and hence, cannot be expressed in dollar form. The programme expressed above as percentages of ICAO's strategic objectives is for estimation purposes only.

ESTIMATED ADMINISTRATIVE AND OPERATIONAL SERVICES COST (AOSC) FOR 2011-2012-2013
(In thousands of Canadian Dollars)

| | 2011 | 2012 | 2013 | TOTAL |
|--|---------------|---------------|---------------|---------------|
| TCB MANAGEMENT AND ADMINISTRATION | 10,700 | 11,000 | 11,600 | 33,300 |

Note: The budgetary estimates for the Administrative and Operational Services Costs are for planning purposes and are indicative only. They will be reviewed annually and be submitted to Council for approval in conjunction with updated forecasts of programme levels for the coming year and revised, if required.

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ANNEXES

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ANNEX 1: MAPPING OF PROGRAMMES AND SUPPORTING FUNCTIONS TO ORGANIZATIONAL STRUCTURE

| Strategic Objective | Programme No. | Programme Title | Bureau/Office |
|---------------------|---|---|---------------|
| PROGRAMME | SAFETY* | | |
| | 1 | ATM - Airspace Optimization | ANB |
| | 2 | Performance-Based Navigation (PBN) | ANB |
| | 3 | Safety Management Implementation | ANB |
| | 4 | Continuing Airworthiness | ANB |
| | 5 | ATM - Global Management | ANB |
| | 6 | Regional Safety-Related Activities | ANB |
| | 7 | Safety - Revenue-generating (self-funding) activities | ANB |
| | 8 | Regional Coordination of safety-related activities | RCC |
| | 9 | Aerodrome Safety | ANB |
| | 10 | Accident Investigation | ANB |
| | 11 | Safety Audit | ANB |
| | 12 | Civil/Military Cooperation | ANB |
| | 13 | ATM SARPs | ANB |
| | 14 | Regional Safety Oversight Organizations | ANB |
| | 15 | Qualified Aviation Professionals | ANB |
| | 16 | Critical Safety Risk Response | ANB |
| | 17 | AFI Comprehensive Implementation Programme (ACIP) | RO |
| | SECURITY* | | |
| | 18 | Security | ATB |
| | 19 | Regional Coordination of Security-Related Activities | RCC |
| | 20 | Security Audit | ANB/ATB** |
| | 21 | Facilitation | ATB |
| | 22 | ISD-Security | ATB |
| | 23 | MRTD and Identity Management | ATB |
| | ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT OF AIR TRANSPORT* | | |
| | 24 | Environment Outreach | ATB |
| | 25 | Environment - Local Air Quality | ATB |
| | 26 | Environment - Climate Change | ATB |
| | 27 | Environment - Noise | ATB |
| | 28 | Data Link | ANB |
| | 29 | Meteorology | ANB |
| | 30 | CNS/Frequency Spectrum | ANB |
| | 31 | Digital aeronautical information | ANB |
| | 32 | Sustainability - Revenue-generating (self-funding) Activities | ATB |
| | 33 | Enhanced Transparency of Aviation Policies | ATB |
| | 34 | Statistics | ATB |
| 35 | Sustainable Air Transport | ATB | |
| 36 | Airport/ANS Cost-Effectiveness | ATB | |
| 37 | Regional Coordination of Sustainability-related Activities | RCC | |

| | Strategic Objective | Programme No. | Programme Title | Bureau/Office |
|-------------------------------|---|---------------|--|---------------|
| PROGRAMME SUPPORT | PROGRAMME SUPPORT | | | |
| | | PS-COS | PS - Conference Services | ADB-COS |
| | | PS-ICT | PS - Information Technology | ADB-ICT |
| | | PS-LEB | PS - Legal Services and External Relations | LEB |
| | | PS-LPB | PS - Language Services | ADB-LPB |
| | | PS-OSG | PS - Executive Management | OSG |
| | | PS-RGA | PS - Printing and Distribution Services | ADB-LPB |
| | | PS-RMS | PS - Records Management | ADB-RMS |
| | | PS-WLM | PS - Web Library Management | ADB-WLM |
| MANAGEMENT AND ADMINISTRATION | MANAGEMENT AND ADMINISTRATION | | | |
| | | MAA-COS | MAA - Conference Services | ADB-COS |
| | | MAA-RCC | MAA - Regional Coordination and Communications | RCC |
| | | MAA-DADB | MAA - Administrative Services Management | ADB-D/ADB |
| | | MAA-EAO | MAA - Evaluation and Internal Audit | EAO |
| | | MAA-FIN | MAA - Budget and Financial Management | FIN |
| | | MAA-HR | MAA - Human Resources | ADB-HRB |
| | | MAA-ICT | MAA - Information Technology | ADB-ICT |
| | | MAA-ISEC | MAA - Security Services | ADB-ISEC |
| | | MAA-RMS | MAA - Records Management | ADB-RMS |
| | | MAA-WLM | MAA - Web and Library Management | ADB-WLM |
| | MANAGEMENT AND ADMINISTRATION - GOVERNING BODIES | | | |
| | | MAA GB-ACS | MAA GB - Assembly and Council Secretariat | ADB-ACS |
| | | MAA GB-ANB | MAA GB - Administrative Support to the Air Navigation Commission | D/ANB |
| | | MAA GB-COS | MAA GB - Conference Services | ADB-COS |
| | | MAA GB-ICT | MAA GB - Information Technology | ADB-ICT |
| | | MAA GB-LPB | MAA GB - Language Services | ADB-LPB |
| | | MAA GB-OSG | MAA GB - Executive Management | OSG |
| | | MAA GB-RMS | MAA GB - Records Management | ADB-RMS |

* Several of the Programmes are supported by the Regional Offices.

** Discussions are still taking place concerning the final division of the former SSA Branch between ANB and ATB.

ANNEX 2: REGULAR PROGRAMME BUDGET BY ORGANIZATIONAL STRUCTURE AND OBJECT OF EXPENDITURE

1. This Annex provides an overview of ICAO's Budget requirements for 2011 to 2013 similar to the traditional format, i.e. by Organizational structure. Because the 2008 to 2010 Budget was still managed by Organizational structure, this Annex allows some degree of comparison between budget resources approved for the ongoing triennium and the ones estimated for the next one.

2. A description of the Organization's Bureaux, major Offices and their responsibilities is provided hereunder:

3. The **Air Navigation Bureau** carries out activities under ICAO's Strategic Objectives for *Safety and Environmental Protection and Sustainable Development of Air Transport*, derived from the mandate contained in the Chicago Convention. It is responsible for several critical activities under the GASP and the GANP, including the development and maintenance of safety and sustainability Standards, the implementation of the USOAP, the implementation of ICAO safety management processes and working with the PIRGs and Regional Offices on implementation of air navigation facilities and services. Accomplishing these activities involves, among other things:

- a) addressing global technical issues related to most of the Articles of the Conventions, 16 of the 18 Annexes, over 100 manuals and service documents, and over 40 Panels, Study Groups and Task Forces;
- b) covering all technical aspects of aviation including the following : Aerodromes, Accident Investigation, Air Traffic Management, Aviation Medicine, Meteorology, Aeronautical Information Management, Communication, Surveillance, Navigation, Operations, Airworthiness, Training, and Personnel Licensing;
- c) conducting safety audits and validation missions;
- d) developing and implementing a Global Aviation Safety Strategy;
- e) identifying safety critical work where ICAO efforts can provide a substantial and positive impact;
- f) managing a voluntary workforce of over 600 experts from across the globe that serve on panels, study groups and taskforces to develop future Standards and Recommended Practices (SARPs);
- g) convening conferences and Divisional meetings;
- h) serving the Air Navigation Committee (ANC) and Council;
- i) maintaining core services and products critical to aviation;
- j) coordinating the aviation related tasks in response to crises;
- k) assisting States in implementing State safety programmes, executing their corrective action plans to resolve identified deficiencies and shortcomings and with overcoming air navigation deficiencies;
- l) facilitating and coordinating the safety assistance provided by Donor States;
- m) encouraging and supporting the establishment of Regional Safety Oversight Organizations; and
- n) managing the Audit Results Review Board activities.

4. The **Air Transport Bureau** is responsible for the provision of expert assistance required by the Assembly, Council, Air Transport Committee (ATC), Committee on Unlawful Interference (UIC), Committee on Joint Support of Air Navigation Services (JSC), Committee on Aviation Environmental Protection (CAEP) and the specialized conference, divisional, panel and working group meetings that may be convened in the air transport (i.e. aviation security and facilitation, environment and economics) field. The Bureau assists in developing, updating, and promoting the implementation of Standards and Recommended Practices (SARPs) in Annexes 9, 16 and 17 and is responsible for developing ICAO policies and guidance with respect to air transport (such as air transport regulation and economics of airports and air navigation services) as well as the specifications for machine readable travel documents. The Bureau is also charged with the development of environment-related policies and measures such as the ICAO Programme of Action on International Aviation and Climate Change, aimed at enhancing the sustainability of air transport. In addition, the Bureau manages the Universal Security Audit Programme (USAP) and

assists States in rectifying deficiencies identified by the USAP. Furthermore, it maintains and provides access to civil aviation statistics including forecasts. Data on acts of unlawful interference and environmental protection (noise and emissions) are also maintained in the Bureau. The Bureau provides technical advice to other offices of the Organization, performs liaison and provides input on the above-mentioned issues to the United Nations (including the United Nations Framework Convention on Climate Change) and to other international organizations (including regional civil aviation organizations). For the 2011 to 2013 triennium, the Air Transport Bureau will play a leading role in meeting the Strategic Objectives of the Organization with regard to Security and Environmental Protection and Sustainable Development of Air Transport.

5. The **Legal Affairs and External Relations Bureau** is responsible for the following: provision of legal advice to the other bureaux and offices of the Organization, member States, the governing bodies, the President of the Council and the Secretary General, on constitutional, policy, administrative, procedural and other matters; facilitating the preparation of international air law instruments; promoting the ratification of international air law instruments; performing depositary functions in relation to international air law instruments; registration of aeronautical agreements pursuant to Articles 83 and 83 *bis* of the Chicago Convention; participating in the administration of the internal system of justice; participating in the implementation of certain aspects of ICAO's policy on ethics; providing assistance to the Organization, members of national delegations and ICAO staff regarding privileges and immunities; and liaising with the Host State, the United Nations and other organizations.

6. The **Regional Offices and the Regional Coordination and Communications Office (RCC)**:

- a) The Regional Offices (located in Paris, Dakar, Nairobi, Lima, Mexico, Bangkok and Cairo) are primarily responsible for maintaining continuous liaison with the States to which they are accredited and with appropriate organizations, regional civil aviation bodies and United Nations Agencies and programmes. They ensure interregional coordination and promote the timely and harmonized implementation of ICAO policies, decisions, Standards and Recommended Practices and air navigation plans. They also provide technical guidance and assist States with implementation.
- b) The focus of RCC's regional coordination activities are to: promote increased efficiency and effectiveness of the Regional Offices; ensure that ICAO's Regional Offices are kept fully informed of ICAO policy, as determined by the governing bodies of the Organization; and strengthen coordination with regional organizations and regional civil aviation bodies. RCC also ensures that the administrative needs of the Regional Offices are met promptly. The Office provides Secretariat support to the deliberative bodies of ICAO on matters of a regional nature and represents Regional Offices when and where regional input is required. The office liaises with and coordinates the work of the seven Regional Offices with that of Headquarters on matters related to the recruitment of staff, external auditors and audits, and policy implementation and collection of data. RCC also promotes increased efficiency and effectiveness of the Regional Offices and is responsible for the coordination of major regional meetings that involve the various Regional Offices.
- c) RCC is responsible for developing, negotiating and finalizing agreements of cooperation with Regional Organizations and regional civil aviation bodies. This process is carried out as part implementation of the ICAO Policy on Regional Cooperation, which commits ICAO to render assistance, advice and any other form of support, to the extent possible, in the technical and policy aspects of international civil aviation to Contracting States in carrying out their responsibilities pertaining to the *Convention on International Civil Aviation* and ICAO Strategic Objectives. In implementing the ICAO policy on Regional Cooperation, RCC optimally uses the resources both at Headquarters and its Regional Offices and applies the principles enunciated in the relevant ICAO Assembly Resolutions, guidance and policy.
- d) The Communications Unit of RCC supports ICAO in achieving its Strategic Objectives and work programme through the creation of enhanced awareness of its achievements and policies among the general public, traditional and non-traditional news media, and influential social and political constituents worldwide. It also aims to raise the profile of the Organization in its host city of Montreal and those of Regional Offices, solidify partnerships with Member States in the

implementation of outreach activities, and enlist the participation of staff in developing communications projects. Close cooperation with Regional Offices ensures the effective implementation of the ICAO outreach communications programme, especially with regards to media relations.

7. The **Bureau of Administration and Services** is responsible for providing the administrative support required by the Organization relating to the following: human resources; conference and office services; information and communication technology; registry, distribution and sales; web, library and archives; languages, printing and publications; and Assembly and Council Secretariat.
8. The current Organigram is in **Appendix B**.
9. **Table 3** provides the breakdown of the Budget for 2011 to 2013 by Organizational Structure. Comparability with the 2008 to 2010 Budget is allowed by the percent columns displayed.

TABLE 3: BUDGETS FOR 2011-13 AND 2008-10 BY ORGANIZATIONAL STRUCTURE*

(in thousands of CAD)

| | 2011 | 2012 | 2013 | Total | % of Total | 2008 | 2009 | 2010 | Total | % of Total |
|--------------|---------------|---------------|---------------|----------------|-------------|---------------|---------------|---------------|----------------|-------------|
| OSG | 1,660 | 1,700 | 2,543 | 5,903 | 2% | 1,641 | 1,694 | 2,472 | 5,807 | 2% |
| ANB | 16,643 | 17,024 | 18,089 | 51,756 | 19% | 14,598 | 15,333 | 16,897 | 46,828 | 19% |
| ATB | 10,546 | 10,973 | 10,919 | 32,439 | 12% | 7,561 | 8,925 | 9,971 | 26,457 | 11% |
| LEB | 1,956 | 2,048 | 2,011 | 6,015 | 2% | 1,818 | 1,953 | 2,249 | 6,021 | 2% |
| RO | 21,448 | 22,082 | 23,362 | 66,893 | 24% | 18,787 | 19,368 | 20,311 | 58,466 | 24% |
| ADB | 30,015 | 30,174 | 30,768 | 90,957 | 33% | 26,893 | 27,172 | 27,810 | 81,875 | 34% |
| FIN | 3,231 | 3,260 | 3,410 | 9,901 | 4% | 2,674 | 2,566 | 2,585 | 7,826 | 3% |
| EAO | 851 | 1,090 | 1,146 | 3,087 | 1% | 739 | 770 | 786 | 2,295 | 1% |
| RGA | 1,244 | 1,892 | 3,016 | 6,153 | 2% | 2,351 | 2,227 | 2,285 | 6,862 | 3% |
| TOTAL | 87,594 | 90,244 | 95,264 | 273,103 | 100% | 77,062 | 80,009 | 85,367 | 242,437 | 100% |

* Amended to reflect the Organizational restructuring that took place during the 2008-10 triennium and to reflect the centralization of IT resources to ADB.

10. **Table 4** provides the breakdown of the Budget for 2011 to 2013 by major objects of expenditures, which are termed “budget blocks”. Under Posts, there are IP Posts and General Service Posts. Under Non-posts, there are: Capital Expenditures, Consultancy and Outsourcing, Discretionary Staff-related Costs, Operational Expenditures, SIP, Meeting, Travel on Mission, and Hospitality. Definitions of these terms are in paragraph 13 below. As in previous budgets, resources for posts take up approximately 75 per cent.

| Budget Block | PROPOSED BUDGET | | | | EXPENDITURES | | BUDGET |
|-----------------------------|-----------------|---------------|---------------|----------------|---------------|---------------|---------------|
| | 2011 | 2012 | 2013 | TOTAL | 2008 | 2009 | 2010 |
| Posts | | | | | | | |
| IP Posts | 49,750 | 51,268 | 54,150 | 155,169 | 40,319 | 42,559 | 48,029 |
| General Service Posts | 16,340 | 16,720 | 17,113 | 50,173 | 15,279 | 14,737 | 15,939 |
| <i>Total Posts:</i> | <i>66,090</i> | <i>67,988</i> | <i>71,263</i> | <i>205,341</i> | <i>55,598</i> | <i>57,296</i> | <i>63,969</i> |
| Non-Posts | | | | | | | |
| Capital Expenditures | 1,040 | 690 | 584 | 2,313 | | | 136 |
| Discr. Staff Related Costs | 925 | 1,118 | 1,223 | 3,266 | 1,430 | 885 | 1,643 |
| SIP | 207 | 212 | 217 | 635 | 110 | 201 | 206 |
| Consultancy and Outsourcing | 3,537 | 3,458 | 3,510 | 10,505 | 664 | 2,821 | 474 |
| Operational Expenditures | 10,792 | 11,408 | 12,691 | 34,891 | 8,536 | 9,882 | 12,832 |
| Meetings | 1,129 | 1,245 | 1,857 | 4,231 | 451 | 828 | 2,013 |
| Travel on Mission | 3,796 | 4,045 | 3,838 | 11,678 | 2,327 | 2,884 | 4,025 |
| Hospitality | 79 | 81 | 83 | 242 | 46 | 46 | 70 |
| Exchange Gain/Loss | | | | | -25 | -141 | |
| <i>Total Non-Posts:</i> | <i>21,504</i> | <i>22,256</i> | <i>24,001</i> | <i>67,762</i> | <i>13,538</i> | <i>17,405</i> | <i>21,398</i> |
| GRAND TOTAL: | 87,594 | 90,244 | 95,264 | 273,103 | 69,136 | 74,701 | 85,367 |

11. The proposed post changes by Organizational Structure and Post category are displayed in **Table 5**. The table highlights the increases due to ACIP, AVSEC, ENV and Language integration (28 posts); Charter Letter recommendations and other requirements (20 posts); and the reductions through elimination of vacant posts and/or by attrition.

TABLE 5: BUDGET POSTS*

| Bureau/Office | Revised** Year 2010 | AMENDMENTS | | | INTEGRATION | | | | | Total Year 2013 | Net Change |
|----------------|------------------------|--------------|-------------|--------------|--------------|------------|------------|-------------|-------------|--------------------|---------------|
| | | Transfers | Re-Class | Del | ACIP | AVSEC | ENV | Lang | NEW/CL/R | | |
| OSG P | 5.0 | | | -1.0 | | | | | | 4.0 | -1.0 |
| | GS | 2.0 | | | | | | | | 2.0 | |
| | Total P + GS | 7.0 | | | -1.0 | | | | | 6.0 | -1.0 |
| FIN P | 7.0 | | | | | | | | 3.0 | 10.0 | 3.0 |
| | GS | 10.0 | | | | | | | 3.0 | 13.0 | 3.0 |
| | Total P + GS | 17.0 | | | | | | | 6.0 | 23.0 | 6.0 |
| EAO P | 3.0 | | | | | | | | 1.0 | 4.0 | 1.0 |
| | GS | 2.0 | | | | | | | | 2.0 | |
| | Total P + GS | 5.0 | | | | | | | 1.0 | 6.0 | 1.0 |
| ANB P | 60.0 | 1.0 | | | | | | | | 61.0 | 1.0 |
| | GS | 46.0 | | | | 2.0 | | | 2.0 | 50.0 | 4.0 |
| | Total P + GS | 106.0 | 1.0 | | | 2.0 | | | 2.0 | 111.0 | 5.0 |
| ATB P | 30.0 | | | -2.0 | | 3.0 | 5.0 | | 1.0 | 37.0 | 7.0 |
| | GS | 26.0 | | | -4.0 | 3.0 | 1.0 | | | 26.0 | |
| | Total P + GS | 56.0 | | | -6.0 | 6.0 | 6.0 | | 1.0 | 63.0 | 7.0 |
| LEB P | 7.0 | | | -1.0 | | | | | 1.0 | 7.0 | |
| | GS | 4.5 | | | | | | | 1.0 | 5.5 | 1.0 |
| | Total P + GS | 11.5 | | | -1.0 | | | | 2.0 | 12.5 | 1.0 |
| RO P | 73.0 | | 1.0 | -1.0 | 1.0 | | | | 1.0 | 75.0 | 2.0 |
| | GS | 81.0 | | -1.0 | | | | | 2.0 | 82.0 | 1.0 |
| | Total P + GS | 154.0 | | -1.0 | 1.0 | | | | 3.0 | 157.0 | 3.0 |
| ADB P | 64.0 | -1.0 | | -6.1 | | | | 7.0 | 3.0 | 66.9 | 2.9 |
| | GS | 85.5 | | -10.6 | | | | 6.0 | 2.0 | 82.9 | -2.6 |
| | Total P + GS | 149.5 | -1.0 | -16.7 | | | | 13.0 | 5.0 | 149.8 | 0.3 |
| TOTAL P | 249.0 | | 1.0 | -11.1 | 1.0 | 3.0 | 5.0 | 7.0 | 10.0 | 264.9 | 15.9 |
| | GS | 257.0 | | -1.0 | -14.6 | 5.0 | 1.0 | 6.0 | 10.0 | 263.4 | 6.4 |
| | Total P + GS | 506.0 | | | -25.7 | 1.0 | 8.0 | 6.0 | 13.0 | 20.0 | 528.3 |

* Excludes posts funded by inter-fund transfers detailed in Annex 4.

** Revised to reflect the Organizational restructuring which took place during the 2008-10 triennium; RCC is included under RO.

12. Pursuing the analysis by organizational structure, **Table 6** provides the distribution between HQ Montreal and Regional Offices of resources between the 2008 to 2010 budget and the 2011 to 2013 budget.

| TABLE 6: SUMMARY OF BUDGET 2011-13 BY LOCATION | | | | | | |
|---|---------------|---------------|---------------|----------------|-------------|-------------|
| <i>(in thousands of CAD)</i> | | | | | | |
| | 2011 | 2012 | 2013 | Total | Percentage | |
| | | | | | 2008-2010 | 2011-2013 |
| Headquarters* | 67,231 | 69,291 | 73,289 | 209,811 | 76.8% | 76.8% |
| WACAF Office | 2,575 | 2,651 | 2,964 | 8,190 | 3.0% | 3.0% |
| EUR/NAT Office | 4,059 | 4,207 | 4,352 | 12,618 | 4.7% | 4.6% |
| APAC Office | 3,137 | 3,184 | 3,315 | 9,635 | 3.4% | 3.5% |
| MID Office | 2,041 | 2,079 | 2,137 | 6,257 | 2.2% | 2.3% |
| NACC Office | 2,672 | 2,734 | 2,882 | 8,288 | 3.0% | 3.0% |
| SAM Office | 2,498 | 2,562 | 2,685 | 7,744 | 3.0% | 2.8% |
| ESAF Office | 2,653 | 2,778 | 2,850 | 8,281 | 3.0% | 3.0% |
| Meetings of Regional Offices | 522 | 547 | 573 | 1,642 | 0.6% | 0.6% |
| SIP | 207 | 212 | 217 | 635 | 0.2% | 0.2% |
| Total Regional Offices | 20,363 | 20,953 | 21,975 | 63,292 | 23.2% | 23.2% |
| GRAND TOTAL | 87,594 | 90,244 | 95,264 | 273,103 | 100% | 100% |

* Includes CAD1,412,000 per annum (average) for RCC; and amended to reflect the centralization of IT resources to ADB.

13. Hereunder is an overall description of what is included under the major Objects of Expenditure, i.e. budget blocks as defined in ICAO's ERP system:

- a) **IP Posts:** remuneration and other entitlements received by staff members under the Professional category, in particular salaries, post adjustment, dependency allowances, medical insurance, pension contribution of the Organization, education grants/travels, home leave travels, recruitment and separation entitlements such as assignment grants, repatriation grants, removal costs, and accrued leave.
- b) **General Service Posts:** remuneration and other entitlements received by staff members under the General Service category, in particular salaries, dependency allowances, language allowances, medical insurance and pension contribution of the Organization.
 - i) Standard costs have been used for each category of post (Professional and General Service) both at HQ and in Regional Offices. Staff entitlements are in accordance with the Staff Regulations, which are approved by the Council and are based on rates that are established by the International Civil Service Commission (ICSC) for the United Nations common system.
 - ii) In addition to annual salary increments, mandatory cost increases for posts are due to salary revisions resulting from inflationary and other factors determined by the United Nations International Civil Service Commission.
- c) **Consultancy and Outsourcing:** remuneration paid to holders of special service agreements (SSA);

- fees of outsourcing of language and IT services; and other external contractual services.
- d) **Discretionary Staff Related Costs:** cost of staff training, staff welfare, staff security and other staff-related costs.
- e) **Travel on Mission:** travel expenses and daily subsistence allowances on official travel. This includes:
- i) missions to Contracting States in connection with the implementation of the work programme, which include consultations, provision of advice and assistance, and work in connection with oversight audits;
 - ii) missions to meetings, governmental or non-governmental, on aviation subjects to present the ICAO viewpoint or to maintain contact with technical developments;
 - iii) missions to represent ICAO at relevant meetings of the United Nations, the Specialized Agencies and other international organizations.
- f) **Capital Expenditures:** purchases of items with a value greater than USD 5 000 that has a useful life of more than a year. This includes provision for IT-related purchases such as servers, and for the purchase, of non-IT office equipment such as photocopying and audio-visual devices, office furniture and fittings and vehicles. Most of the provisions relating to the purchases are for the replacement of obsolete and unserviceable items.
- g) **Operational Expenditures:** includes, among others, the following:
- i) **Information Technology Software/Hardware:** The provisions under this item are for the acquisition and maintenance of information technology/office automation related hardware, software in respect of desktop computers, information technology infrastructure and major systems applications that do not fit the description of a Capital item. The provision for equipment is mainly intended to replace obsolete equipment. Provision for software includes annual licence and maintenance fees, upgrades and replacements and the acquisition of more contemporary software.
 - ii) **Buildings Rental, Maintenance and Security:** This item includes building rental, maintenance and security costs of Headquarters premises in Montreal and the premises of the seven Regional Offices. In accordance with the Agreement with the Host Government, ICAO is required to pay the Government of Canada 25 per cent of the rental and operating costs of the Headquarters premises. The Government of Canada assumes, on a yearly basis, 75 per cent of the rent and of the operating costs and all of the property taxes. The rent of the premises has been fixed, but the operating costs are based on actual expenditures incurred by the Government of Canada. The Budget is based on information received from the latter. Premises for APAC, MID, WACAF and part of the premises for EUR/NAT are provided free of rent by the respective host governments, i.e. Thailand, Egypt, Senegal and France, respectively. The rental and maintenance costs of NACC and the SAM are partly subsidised by the Mexican and Peruvian governments, respectively.
 - iii) **Communications Telecommunications Distribution:** includes provision for telephone/cell phone services, long distance services, and facsimile and data phone long distance charges.
 - iv) **Office Supplies and Services:** includes provision for photocopy, stationery and office supplies as well as internal printing in the Regional Offices.
 - v) **Contributions to United Nations common services:** ICAO participates in and benefits from certain services, which are jointly provided by the United Nations System. The costs of these

services are shared by all the participating organizations on the basis of a mutually agreed cost-sharing formulae.

- vi) ARGF services: includes resources required by bureaux/offices to procure printing and distribution services from RGA.
- h) **Special Implementation Projects:** resources required for implementation of special projects for the purpose of advising States on the implementation of parts of Regional Plans, which have significant effect on safety and efficiency. Project plans are submitted for Council approval prior to project initiation. These projects, although implemented in the regional offices, are managed by the Air Navigation Bureau.
- i) **Meetings:** resources required for internal meetings which can include salaries and allowances for temporary personnel including interpreters; travel costs of Secretariat staff; overtime; rental of conference rooms/audio-visual equipment; office and reproduction supplies; hospitality; and miscellaneous expenses.
- j) **Hospitality:** provision for hospitality expenses.

14. With respect to travel, the Secretariat has engaged in a revision of its current policies, in order to reduce costs. As a result, it has been agreed to implement the following changes:

- One-day rest stop is discontinued;
- All statutory travel is to be undertaken in economy class, regardless of the travel time;
- Travel time entitlement for Business Class Travel is increased from seven to nine hours;
- The extra 15 per cent of Daily Subsistence Allowance for staff members at D-1 level and above, has been discontinued; and
- Lump sum entitlements for Home Leave and Education Grant are decreased from 75 per cent to 65 per cent.

ANNEX 3: ITEMIZED LIST OF PROPOSED CAPITAL ASSETS

ITEMIZED CAPITAL ASSETS
(in thousands of CAD)

| Office | Item | 2011 | 2012 | 2013 |
|----------------|--|-------------------------|-------------|--------------|
| <i>Dakar</i> | | | | |
| | Official vehicle | | | 41 |
| | Second vehicle | 39 | | |
| <i>Bangkok</i> | | | | |
| | Baggage x-ray machine | 61 | | |
| | Digital copier | | 13 | |
| <i>Cairo</i> | | | | |
| | Official vehicle | | 40 | |
| | Second vehicle | 39 | | |
| | Sound system | 26 | | |
| <i>Mexico</i> | | | | |
| | Multi-function printer/copier/scanner | 9 | | |
| | Official vehicle | | | 41 |
| | Video-conference equipment | 6 | | |
| <i>Lima</i> | | | | |
| | Office equipment | 25 | 14 | |
| | Official vehicle | | | 41 |
| | Furniture and fixtures | 23 | 9 | 6 |
| <i>D/ADB</i> | | | | |
| | CATS | 307 | 105 | 107 |
| | EDRMS | 300 | 300 | 200 |
| <i>ICT</i> | | | | |
| | Disaster Recovery and IT Business Continuity | | 157 | |
| | Server Replacement/Storage | 51 | 52 | 67 |
| | Storage Upgrade | | | 80 |
| | Unified Messaging System | 154 | | |
| Total: | | 1,039 | 690 | 583 |
| | | TOTAL TRIENNIUM: | | 2,312 |

ANNEX 4: ADDITIONAL INTER-FUND TRANSFERS

There are additional inter-fund transfers for the 2011-2012-2013 triennium that will be used to finance some activities without affecting the assessments of the Contracting States:

- a) **Reimbursement from AOSC Fund:** During the years 2007-2009, the Council worked to develop a new cost recovery policy to recognize the indirect costs incurred by the Regular Programme budget in providing support services to TCB. Council agreed that costs should be accounted in dollar terms rather than using proxy posts. Therefore from 2010, the posts previously paid out of the AOSC Fund were moved to the Regular Budget and a cash transfer of CAD1.7 million, equal to the estimated value of these posts, was made from the AOSC Fund to the Regular Budget. Consequently, the Regular Programme Budget for 2011-2012-2013 will be increased by the value of these posts, to be financed by the Reimbursement from AOSC. This amount, estimated at CAD5.3 million for the 2011-2012-2013 triennium, is the value of services that TCP receives from the Regular Programme Budget. Below provides the breakdown of this by Strategic Objective/Supporting Implementation Strategy for which these funds will be used:

| Estimated Resources 2011-2012-2013 | | | | |
|---|--------------|--------------|--------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| Programme | 49 | 50 | 51 | 149 |
| Programme Support | 387 | 399 | 425 | 1,211 |
| MAA/MAA-GB | 1,276 | 1,310 | 1,365 | 3,951 |
| Total | 3,723 | 3,770 | 3,854 | 5,311 |

- b) **Transfer from Incentive Scheme for Long-Outstanding Arrears Account:** The Council had agreed to use the Incentive Scheme for Long-Outstanding Arrears Account to augment *Safety* in the African regional offices including the funding of the requirements for ACIP starting from 2012. This Account was established to finance expenditure on aviation security activities, and new and unforeseen projects related to aviation safety, and/or for the enhancement of the efficient delivery of ICAO programmes. The current balance available in this Account is CAD2.2 million and this amount will be utilized to add to the resources for the following regional offices in the 2011-2012-2013 triennium:

| Estimated Resources 2011-2012-2013 | | | | |
|---|-------------|--------------|-------------|--------------|
| <i>(in thousands of CAD)</i> | | | | |
| | 2011 | 2012 | 2013 | TOTAL |
| ESAF (Nairobi) | | 426 | 481 | 906 |
| WACAF (Dakar) | 189 | 623 | 483 | 1,296 |
| Total | 189 | 1,049 | 964 | 2,202 |

ANNEX 5: RECOMMENDATIONS OF THE COUNCIL

1. INTRODUCTION

1.1 The purpose of this Annex is to provide additional information on the views of the Council and its recommendations in setting the budget for 2011 – 2012 – 2013.

1.2 The initial budget proposal was submitted to the Council in its 189th Session and this was passed to its Finance Committee for detailed consideration. The Finance Committee undertook extensive consultation with all Directors and other senior staff on their areas of responsibility in order to fully understand how the budget had been developed and consider carefully where cost savings might be made.

1.3 The Finance Committee made two sets of recommendations to the Council: in the 189th Session with respect to the initial examination of the proposals from the Secretary General, and in the 190th Session as a package with respect to approval of the budget total. Many of the initial recommendations were included in the revised proposal from the Secretary General. All were endorsed by the Council and have continuing validity. The following Recommendations are therefore those of the Council.

2. FINDINGS AND RECOMMENDATIONS FROM THE 189TH SESSION

2.1 In the 189th Session, the Council identified common themes for most programmes, recognizing that they would be implemented over three separate annual budget periods within the triennium. The Council concluded that not all programmes would be initiated immediately, and in some cases there were clear inter-relationships between programmes. The Council also considered that there was likely to be considerable scope for partnership and cooperation on programmes with a wide range of organizations: IATA, ACI, CANSO, and McGill and Leiden Universities have already expressed interest in joining such partnerships.

2.2 The intent of the Council was to provide strategic governance, not to micro-manage. The Council made clear that where detailed suggestions were made they were meant to assist the Secretary General and not to confine him to a particular course of action. Equally, when the Council referred to elements such as staff levels, grades and competencies, these references were to posts and their respective job descriptions, not to individual staff members.

2.3 The Council therefore recommended that:

- a) the Secretary General review the programmes within and across Bureaux to see where there was scope, consistent with good programme and project management principles, to combine programmes to avoid duplication and reduce overheads and administration costs;
- b) the Secretary General look at the revised set of programmes to see which ones would need to start immediately within the triennium and which ones could be implemented progressively;
- c) the Secretary General examine whether programmes could be spread across two trienniums thus reducing the costs for the 2011-13 period;
- d) the Secretary General profile the budget for each of the three years rather than provide a lump-sum figure for the three year period; and
- e) the Secretary General further explore partnerships with organizations relevant to ICAO's work. Such partnerships should be formalized under Memorandum of Understanding agreements to ensure clarity and transparency.

2.4 In looking at the programmes in more detail, the Council noted that there needed to be an appropriate balance in the resources between core and support functions, and in the way that the attribution of support cost was calculated. The current methodology of a uniform mark-up to cover corporate overheads might under- or over-allocate such support costs by programme. The Council underscored that allocation of resources should be directed as a priority towards delivery of the Strategic Objectives and programmes which met the needs of States and that greater efficiencies and savings needed to be found from support areas and from internal process and governance.

2.5 While acknowledging the role of outreach, the Council emphasized that the core business of developing and updating guidance materials to assist all States must take precedence over discretionary activities such as hosting of seminars, workshops and symposiums which, while useful, benefitted only a limited audience. The presumption should be that the latter should be budget neutral and sponsored by States and/or in collaboration with other agencies on the basis of cost recovery.

2.6 The Council recommended that:

- a) The Secretary General carefully consider whether posts should be filled by permanent staff, or whether short term contracts to match specific (and potentially changing) requirements might in some cases be a better option;
- b) Professional (P) level staffing be examined in all areas to ensure that P posts were correctly loaded in terms of the work they were expected to do: staff should not be expected to work significantly above grade but, of particular concern to the Committee, neither should posts be over-graded;
- c) General Service (GS) posts should be similarly examined with respect to grade level. In addition, there appeared to be a higher than expected ratio of GS to P staff and the Secretary General should progressively reduce the number of secretarial posts for P-5 and D-1 staff; and
- d) all staff be trained in programme and project management skills appropriate to their responsibilities so as to deliver the programmes identified in the business plan.

2.7 Turning to some specific areas, the Council recognized the importance of the following activities and sought to increase their efficiency. In all cases the Secretary General would need to ensure that the appropriate balance of quality, timeliness and costs were fully taken into account. The Council made the following recommendations:

- a) Information and communications technology had considerable potential to enhance the productivity and efficiency of the administrative process. However, work in this respect, especially on management of websites, did not appear to be coherent. Optimisation of the use of the Information and Communication Technology Section (ICT) was urgent and the Secretary General should consider how much of this activity might be provided by staff and/or specialized contractors, taking account the effectiveness and efficiencies of each option;
- b) Internal audit and evaluation had been identified both by the Advisory Group on Evaluation and Audit (AGEA) and the External Auditor as a priority area for additional resources to assist the Organization in obtaining best value for money. The Council suggested that the Secretary General might wish to budget for a smaller number of additional core staff to be supplemented, as necessary, by specialized audit consultancies and support from seconded staff or from interns;

- c) Language provision was recognised as a politically sensitive area, and the Council noted that there was no one-size-fits-all approach to achieving an optimum outcome. All ICAO language staff should at least meet the standards required by the UN qualification system. The Secretary General needed to examine whether, for example, this core staff might be supplemented by well-qualified project-specific contractors. The approach to management of languages could bear re-examination, perhaps dividing the roles and tasks into: short term, for example interpretation and translation of documents at short notice; medium term, for example where documents are translated for the Assembly, Conferences and Symposia; and slightly longer term, which mainly relates to preparation of Manuals and Guidance documents. It should be noted that whilst the quality of translation should be high at all times, this quality control is absolutely essential where States are required to comply with specific safety or security standards;
- d) There appeared to be considerable opportunity for re-examining travel policies, particularly in respect of justification of need to travel and in regard to airfare class, duration of mission and number of staff attending particular events. All ICAO official travel should serve a Strategic Objective in a way that is specific and quantifiable. The Secretary General might also wish to invite travel agencies to bid as providers of travel services to ICAO;
- e) The Ancillary Revenue Generation Fund (ARGF) was a matter of considerable concern to the Council. These recommendations should be taken into consideration alongside the Recommendations of the Finance Committee in response to the EAO Report on the Audit of the ARGF. Many observed that the unit appeared to be significantly over-staffed and posts over-graded. Posts needed to be more clearly defined, and once contracts at UN rates expired the posts should have been, if they were still justified, filled at local commercial rates. It was also important that the costs, benefits and risks for new projects be quantified and that if justified they be run on commercial lines. The ARGF and the projects it runs needed to be justified on the basis of its fully allocated costs (including all overheads) and not on a marginal cost basis; and
- f) Staffing of Regional Offices was also of concern. The Council had consistently made recommendations about devolving responsibilities for implementation of ICAO policy to the ROs – but this related to a transfer of functions and staff from HQ to the RO: it did not mean simply increasing staff in the ROs. It was also important to distinguish between staff needed to deliver the updated responsibilities of the RO, as compared to those which are directly related to HQ activities. The Committee noted considerable differences in staffing ratios of P to GS staff in different regions, but recognised that staffing in each RO in terms of number and specialization/job description would need to reflect priorities or specific areas of concern in that region.

INDICATORS

2.8 Many of the elements suggested above are measurable. Both benchmarking and productivity indicators would be useful to both the Council and to the Secretary General. Such indicators should also be established to keep track of progress on programmes and projects, including the associated risks to delivery.

2.9 The Council recommended that:

- a) the Secretary General consider indicators along the following lines: ratios of P to G posts overall, by a Directorate, by region, and by comparison with comparable organizations; cost of ICT support, Human Resource (HR) support, other administration; language support costs, internal/external costs of translation by Translation Page Unit (TPU), internal translation

words per day (for example, those in ICAO compared to UN), interpretation booked and provided; programme costs/total costs; and

- b) the Secretary General establish a process which tracks programmes and projects from inception to closure with associated risk registers and a gateway procedure that would provide an independent check that they are likely to deliver according to their agreed objectives.

GOVERNING BODIES

2.10 The Council also recognized that the deliberations of the governing bodies gave rise to costs for the Organization and whilst there was no wish to stifle discussion and debate it could assist both the Council and the Secretariat if steps were taken to further improve the process. It noted with interest that the Air Navigation Commission had made considerable progress towards a paperless meeting approach.

2.11 The Council therefore recommended that:

- a) the Secretary General examine ways of progressively reducing the number and volume of printed documents prepared for the Council and its subsidiary bodies so as to progress towards a "paperless" environment;
- b) the Secretary General, in consultation with the Working Group on Efficiency (WGOE), apply rigour in preparing agenda for the Council so that it would be able to focus on items requiring strategic discussion and decision. It would also be useful for the WGOE to examine how the number of Council and subsidiary body meetings could be further reduced, without loss of efficiency of the process; and
- c) the Council might also consider how it might work in ad hoc groups, where practicable, to develop and prepare its own discussion papers rather than instinctively seeking input from the Secretariat.

VOLUNTARY FUNDS

2.12 The Council noted that in the current triennium (2008 – 2010) there are funds for aviation security and environment, funded from extra budgetary resources including voluntary contributions on carry forward; the Incentive Scheme for outstanding long-outstanding arrears accounts and funds for languages and the Africa-Indian Ocean (AFI) plan. There had been agreement for the 2008 to 2010 budget that 50 per cent of the aviation security should be included in the Regular Programme budget, and that the remainder would be included in the 2011-13 budget. The Council had already supported inclusion of AFI Comprehensive Implementation Programme (ACIP) in the budget for the next triennium. The environment fund had been established under Assembly Resolution A36-22 largely to support the Group on International Aviation and Climate Change (GIACC) process. The languages fund arose from a need to make adjustments to the 2008-10 budget at the beginning of the triennium and was largely funded from carry forward from the previous triennium and from higher than expected ARGF receipts.

2.13 The Council recognized that voluntary contributions were valuable for supplemental funding, special circumstances which might occur in some States or Regions, and to address newly identified programmes which might occur during the triennium. Accordingly, there needed to be established management procedures for accounting for such funds.

2.14 The Council therefore recommended that the Secretary General consider proposing the establishment of specific funds, as needed, with a consistent set of principles regarding the scope, receipt and

disbursement of funds, and a sound, light touch, governance mechanism which would fully take into account the cost of overheads provided under the Regular Programme Budget.

3. FINDINGS AND RECOMMENDATIONS FROM THE 190TH SESSION

3.1 The Council examined the revised proposal from the Secretary General at its 11th meeting in the 190th Session on 14 June 2010. It expressed satisfaction that the Secretary General had included many of its earlier Recommendations and recognized that there was a balance between what might be achieved immediately and what could take longer to accomplish. To the extent that these recommendations had been included in the revised proposal from the Secretary General, this revision was welcomed and much improved the presentation – but where recommendations had not been fully reflected they remained valid and should be taken forward during the 2011-13 triennium.

3.2 The Council agreed that the central scenario of CAD 273 million would deliver most of the programme priorities and should be profiled as CAD 87.5 million in 2011, CAD 90 million in 2012 and CAD 95.4 million in 2013. (Note: for comparison, the 2010 budget was CAD 85.5 million – see Resolution A36-29). The Programme as set out in this present Document and the projects within them should be substantively as described. However, by way of modification the Council believed that the ACIP programme should be added for years two and three, including the appropriate support to the Regional Offices. Furthermore, and in this vein, the Secretary General needed to ensure that allocation of resources to Regional Offices reflected their particular requirements.

3.3 Council also recommended that the Secretary General should further consider the following elements:

- a) Establishment of a management reporting tool to ensure that spending was correctly applied to the budget line items as agreed by Council;
- b) Timely provision of his three-year business plan to the Council for its information;
- c) In terms of good governance, the Council believed there needed to be a comprehensive reassessment of the Organization's requirements for translation services, while ensuring an adequate interpretation service. The priority needed to be on ensuring high-quality translation of mission-critical documentation, such as SARPs, manuals, and guidance as soon as possible after the text has been agreed. Of lower priority was translation of documents for the informal and Committee stages of policy development. Council asked the Secretary General to complete a review and report as soon as possible, with proposals for improvement and progressively implement over the course of the triennium;
- d) As currently provided, Information and Communication Technology (ICT) seemed to be inconsistent with the Organization's needs and priorities: for example there had recently been several extended periods of loss of service, and the ICAO website and portals needed to be redesigned. The Secretary General should assess options for provision of a robust and reliable service, from an outside provider if this would be most effective, to ensure that ICAO has the service it needs. This would be particularly important as the Organization moves towards a paperless working environment. The Secretary General should start to implement this recommendation immediately;
- e) The Secretary General should provide support to the Council in a comprehensive assessment of how the process of governance could be improved, and so reduce the administrative overhead of the Organization. There was a need for a clear distinction between provision of information and decision making, the latter needed to be much more clearly defined;

- f) The Council asked that there be an immediate headcount freeze, and preferably that there should be a reduction in total staff employed by the Organization over the triennium. There should be greater focus on direct delivery by frontline professional staff and hence an increase in the ratio of professional to general staff. This to be facilitated by job inspections to ensure all posts are correctly graded, (as previously recommended) and an improved assessment process to ensure that staff at each grade are measured and rewarded consistently across the Organization. The Council believes that this should be achieved solely by natural attrition through retirements, non-renewal of contracts and other departures, and not through enforced separations at the beginning of the triennium – this would be neither necessary nor desirable. Progressive implementation over the three year period would also avoid additional separation costs;
- g) Significant savings are possible from moving to a “paperless” process for distribution of documents to the governing bodies: but in order to be successful that ICT interface would need to be attractive, easy to use and reliable. A phased approach could be started immediately, however a target of a 50 per cent reduction in the circulation of documents to the governing bodies could be proposed from January 2011, with this being a 90 per cent reduction by January 2012. The Secretary General should also examine whether more of the saleable documentation could be distributed electronically on a pay-per-download basis, and/or as print-on-demand; and
- h) Benchmarking and productivity indicators shall be developed to help the Council and the Secretary General track progress on programmes and projects, including the associated risks to delivery. Such indicators needed to be specific and comparable to ensure that they can be used on a consistent basis.

VOLUNTARY FUNDS

3.4 The Council confirmed that it was both desirable and practical to support increased voluntary funding from States and other sources. Such funds could be used to assist States or Regions in urgent need or to fund newly identified programmes which might occur during the triennium and there needed to be an established procedure for accounting for these purposes. The Committee therefore recommended that the Secretary General propose a comprehensive funding policy for safety, security, environment and any other funds which might be needed, with a consistent set of principles regarding the scope, receipt and disbursement of funds, and a sound governance mechanism which would fully take into account the cost of overheads provided under the Regular Programme Budget.

4. CONCLUSION

4.1 The Council and its Finance Committee benefitted from the unstinting cooperation of the Secretary General and his staff and the budget setting process was the better for it. The Council has a clear understanding of the elements which make up the budget and the programmes and projects within them which will be delivered in the coming triennium. Both the Council and the Secretary General also understand that further work is needed to improve the efficiency and effectiveness of both the governing body and the Secretariat: and, recognize that with these improvements the Organization will be better equipped to fulfil its mandate of providing the necessary framework for the sustainable development of a safe and secure international civil aviation industry.

APPENDICES

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APPENDIX A

ACRONYMS AND ABBREVIATIONS

| | |
|----------|---|
| ACAC | Arab Civil Aviation Commission |
| ACC | Area control centre |
| ACIP | AFI Comprehensive Implementation Programme |
| ACS | Assembly and Council Secretariat |
| ADB | Administration and Services Bureau |
| ADS-B | Automatic dependent surveillance - broadcast |
| ADS-C | Automatic dependent surveillance - contract |
| AFCAC | African Civil Aviation Commission |
| AFI | Africa-Indian Ocean |
| AGA | Aerodromes Section |
| AIRP | Airworthiness Panel |
| AMHS | Aeronautical Message Handling System |
| ANB | Air Navigation Bureau |
| ANC | Air Navigation Commission |
| ANP | Air Navigation Plans |
| ANSP | Air Navigation Service Provider |
| AOCs | Air Operator Certificates |
| AOSC | Administrative and Operational Services Costs |
| APAC | Asia and Pacific |
| ARGF | Ancillary Revenue Generation Fund |
| ASA | Aviation Security Audit Section |
| ASIA/PAC | Asia and Pacific Region |
| A-SMGCS | Advanced surface movement guidance and control systems |
| ASTP | Aviation Security Training Package |
| ATB | Air Transport Bureau |
| ATC | Air Transport Committee |
| ATM | Air Traffic Management |
| AU | African Union |
| AVSEC | Aviation Security |
| AVSECP | Aviation Security Panel |
| CAD | Canadian dollars |
| CAEP | Committee on Aviation Environmental Protection |
| CAPSCA | Cooperative Arrangement for the Prevention of Spread of Communicable Disease through Air Travel |
| CAR/SAM | Caribbean and South American Region |
| CATS | Computer-Assisted Translation System |
| CBT | Computer-based Training |
| CDO | Continuous Descent Operations |
| CEB | Chief Executives Board for Coordination |
| CNS | Communications, Navigation, and Surveillance |
| CODEVMET | Cooperative Development of Aviation Meteorology |
| COS | Conference and Office Services Section |
| COSCAPS | Cooperative Development of Operational Safety and Continuing Airworthiness Programmes |
| CPDLC | Controller-pilot data link communications |
| DBRAT | Data Base Related to Air Transport |
| DFIS | Data Link — Flight Information Service |
| DG | Dangerous Goods |
| DGCA | Directors General of Civil Aviation |
| DLIC | Data Link Initiation Capability |
| DMEs | Designated Medical Examiners |
| D-OTIS | Data link operational terminal information service |
| DSA | Daily Subsistence Allowance |

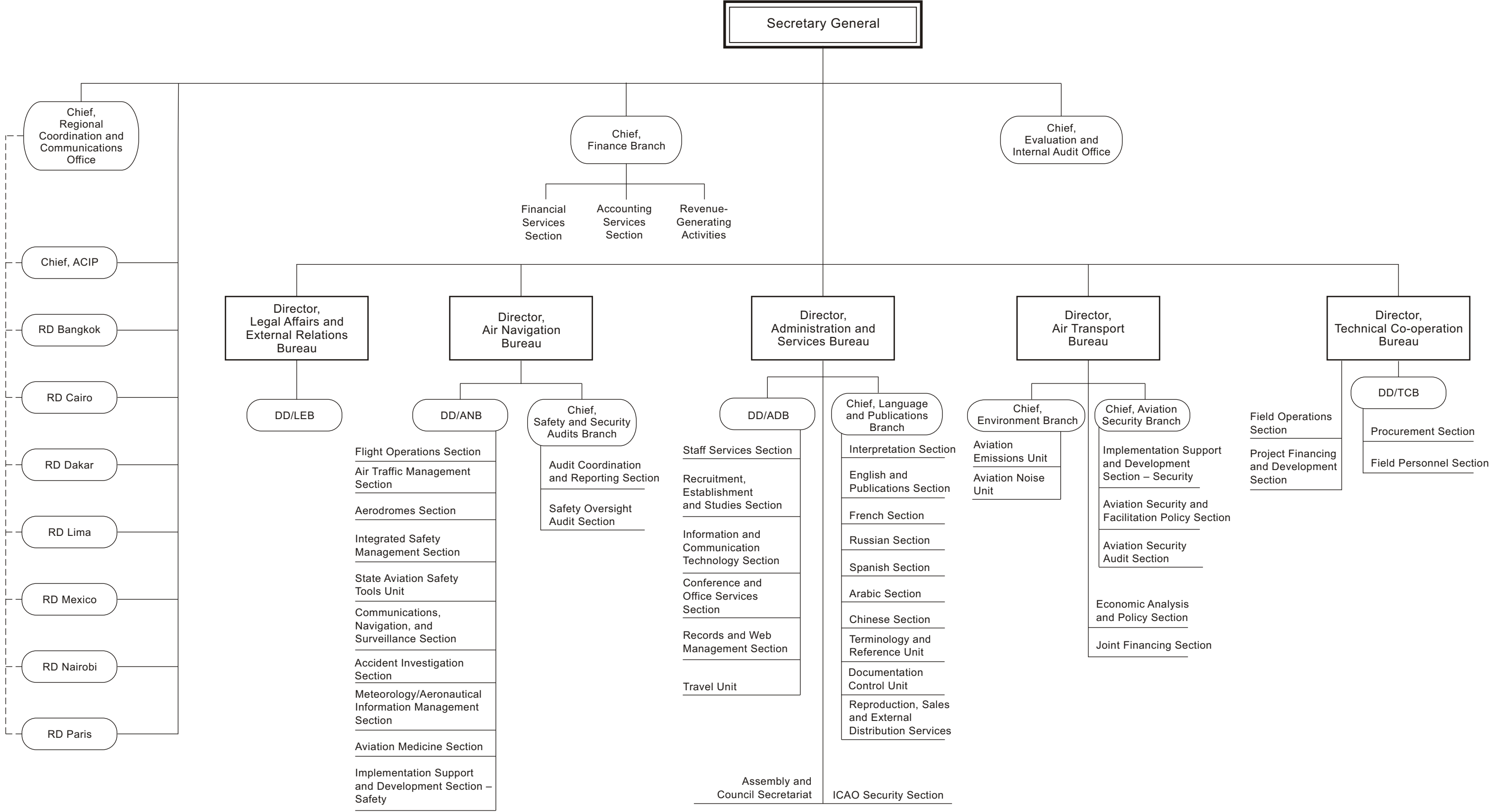
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| D-TAXI | Departure Taxi |
| eANP | Digital Regional Air Navigation Plan |
| EAO | Programmes Evaluation, Audit and Management Review |
| ECAC | European Civil Aviation Conference |
| EDTO | Extended Diversion Time Operations |
| EDRMS | Electronic Document and Record Management System |
| EFOD | Electronic Filing of Differences |
| EMG | Environment Management Group |
| ENV | Environment Branch |
| EPO | External Relations and Public Information |
| ERP | Enterprise Resource Planning |
| ESAF | Eastern and Southern African |
| e-TOD | Electronic Terrain Obstacle Database |
| EU | European Union |
| EUR/NAT | European and North Atlantic |
| FAB | Functional Airspace Blocks |
| FAL | Facilitation |
| FIC | Finance Committee |
| FIN | Finance |
| FIR/UIR | Flight Information region/upper flight information region |
| GANP | Global Air Navigation Plan |
| GASP | Global Aviation Safety Plan |
| GATS | General Agreement on Trade in Services |
| GHG | Greenhouse Gas |
| GLONASS | Global Navigation Satellite System |
| GNSS | Global Navigation Satellite System |
| GREPECAS | CAR/SAM Regional Planning and Implementation Group |
| GS | General Service Category |
| HLIs | High Level Indicators |
| HLM | High Level Meeting |
| HQ | Headquarters |
| HRB | Human Resources Branch |
| HRC | Human Resources Committee |
| IAMSAR | International Aeronautical and Maritime Search and Rescue |
| IAVW | International Airways Volcano Watch |
| ICAN | ICAO Air Services Negotiation Conferences |
| ICAO | International Civil Aviation Organization |
| ICARD | International Codes and Routes Designators |
| ICSC | International Civil Service Commission |
| ICT | Information and Communication Technology |
| ICVM | ICAO Coordinated Validation Missions |
| IFFAS | International Financial Facility for Aviation Safety |
| IIAID | ICAO International Aircraft Information Database |
| IPCC | Intergovernmental Panel on Climate Change |
| IPSAS | International Public Sector Accounting Standards |
| ISD | Implementation Support and Development |
| ISEC | Security Services |
| ISMP | ICAO Internal Safety Management Process |
| ISO | International Organization for Standardization |
| IT | Information Technology |
| ITCW | International Tropical Cyclone Watch |
| ITU | International Telecommunication Union |
| JSC | Joint Support Committee |
| LACAC | Latin American Civil Commission |
| LAQ | Local Air Quality |

| | |
|----------|---|
| LEB | Legal Bureau |
| LED | Light-emitting diode |
| LPB | Language and Publications Branch |
| MBM | Market-based Measure |
| MET | Aeronautical Meteorology |
| MID | Middle East |
| MLAT | Multilateration |
| MAA | Management and Administration |
| MAA-GB | Management and Administration – Governing Bodies |
| MRP | Machine Readable Passport |
| MRTD | Machine Readable Travel Document |
| NACC | North American, Central American and Caribbean |
| NAM | North American Region |
| NAT | North Atlantic Region |
| NextGen | Next Generation |
| NGAP | Next Generation of Aviation Professionals |
| NM | Nautical Mile |
| OAG | Official Airline Guide |
| OCA | Obstacle clearance altitude |
| OPMET | Operational Meteorological |
| P | Professional Category |
| PACE | Performance and Competency Enhancement |
| PANS | Procedures for Air Navigation Services |
| PANS-ATM | Procedures for Air Navigation Services – Air Traffic Management |
| PANS-OPS | Procedures for Air Navigation Services – Aircraft Operations |
| PBN | Performance-based Navigation |
| PBNSG | Performance-Based navigation (PBN) Study Group |
| PCO | Planning and Global Coordination Office |
| PIRG | Planning and Implementation Regional Group |
| PKD | Public Key Directory |
| PPE | Property Plant and Equipment |
| PS | Programme Support |
| RASGs | Regional Aviation Safety Groups |
| RASMAG | Regional Airspace Safety Monitoring Advisory Group |
| RBB | Results-based Budgeting |
| RESA | Runway end safety area |
| RGL | Runway Ground Lights |
| RHPs | Runway Holding Points |
| RMAs | Regional Monitoring Agencies |
| RMS | Records Management Section |
| RNAV | Area Navigation |
| ROST | Regional Office Safety Team |
| RSOOs | Regional Safety Oversight Organizations |
| RVSM | Reduced Vertical Separation Minimum |
| SAM | South American |
| SARPs | Standard and Recommended Practices |
| SATCOM | Satellite communication |
| SBAS | Satellite-based augmentation system |
| SESAR | Single European Sky ATM Research Programme |
| SIDs | Standard Instrument Departures |
| SIGMETS | Significant Meteorological Condition |
| SMS | Safety Management Systems |
| SR | Safety Recommendations |
| SSeCs | Significant Security Concerns |
| SSP | State Safety Programme |

| | |
|-------|---|
| SSA | Safety and Security Audits Branch |
| STARs | Standard Terminal Arrivals |
| TASAs | Template for Air Services Agreements |
| TCB | Technical Co-operation Bureau |
| TCP | Technical Co-operation Programme |
| TLS | Target level of safety |
| TMA | Terminal control area |
| UAS | Unmanned Aerial Systems |
| UIC | Committee on Unlawful Interference |
| UN | United Nations |
| UNEMG | United Nations Environment Management Group |
| UNIMG | United Nations Issue Management Group |
| UNEP | United Nations Environment Programme |
| UPU | Universal Postal Union |
| USAP | Universal Security Audit Programme |
| USD | United States dollars |
| USOAP | Universal Safety Oversight Audit Programme |
| WACAF | Western and Central African |
| WAFS | World Area Forecast System |
| WASA | Database on the World's Air Services Agreements |
| WGS | World Geodetic System |
| WHO | World Health Organization |
| WLM | Web Library Management |
| WTO | World Trade Organization |
| XML | Extensible Mark-up Language |

STRUCTURE OF ICAO SECRETARIAT

1 May 2010



--- For coordination