

# ICAO BUSINESS PLAN 2017 – 2019



| ICAO

UNITING AVIATION

Approved and published under the authority of the Secretary General.

First Edition - 2016



## Message from the Secretary General

As we prepare for the approaching 2017 – 2019 triennium, I believe we have the unique opportunity to chart a course for ICAO, ensuring it flourishes in the future as the global forum for international civil aviation and strengthens its leadership role within the global aviation sector.

In 2015, 100 000 daily flights were managed safely and a total number of 3.5 billion passengers were carried, by some 1 400 commercial airlines, connecting 4 130 airports through airspace managed by 173 air navigation services providers. Aviation currently moves over half of the 1.1 billion tourists who travel across international borders each year – a figure which rises to over 80 per cent in various small island States. It also transports some 35 per cent of world trade by value and contributes to the creation of 8.5 million jobs and to around 700 billion dollars to global gross domestic product (GDP). Because of its cross-cutting nature and multiple links to other economic sectors, the total economic impact of aviation reaches some 3.5 per cent of world GDP, equivalent to 2.4 trillion dollars, with the creation of 58.1 million jobs.

More importantly, aviation can continue to help to create and preserve friendship and understanding among the nations and people of the world and transform lives and societies by connecting the world. It allows access to new technologies, business opportunities and opens global markets for rural producers. For Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS) especially, aviation represents an essential lifeline to enhance connectivity, which in turn promotes greater tourism, trade and other vital business activities. Aircraft are also well-appreciated for their role in carrying lifesaving medicines to communities in need, urgent supplies for disaster relief, and in reducing poverty through all of the economic factors I have already outlined.

Going forward, ICAO has been proactively working with the international community to address the challenges of rapidly-expanding air traffic, which is now projected to double by 2030. To foster this projected growth in a sustainable manner and produce inclusive and productive development and employment, aviation must have coherent policies with tourism, trade and other transport sectors to further improve connectivity and modernize infrastructure. These measures alone could nearly double aviation's share of GDP to 5.8 trillion dollars in the next 15 years. Upgrading air traffic systems, for example, would contribute to the global economy an estimated 300 billion dollars per year.

ICAO has launched a *No Country Left Behind* initiative to assist States to effectively implement ICAO Standards and Recommended Practices (SARPs) and policies, leading to the improvement of their air connectivity and access to the global aviation system. An increase in connectivity spurs tourism and trade, creates jobs, and generates numerous economic benefits supporting poverty eradication. This growth subsequently feeds into aviation re-investment creating a sustainable and healthy cycle of national aviation and economic development. With the recent adoption of the 2030 Agenda for Sustainable Development, for the first time air transport is now considered an enabler of sustainable development; and as such improvements in this sector should be inherently linked to and embedded within, global, regional and national development frameworks. ICAO is actively engaged, in concert with its Strategic Objectives, in supporting the implementation of the 2030 Agenda by assisting its Member States in enhancing their air transport systems with a view of ultimately contributing, to the United Nations (UN) Sustainable Development Goals (SDGs).

Bearing this in mind, I am convinced that we can chart a course to ensure ICAO is ready and relevant to meet the needs of global civil aviation. Ultimately, I would like for us to lay out a strategic direction for ICAO, ensuring that it is optimally organized and staffed both operationally and administratively, efficiently run, financially sound and viable, and beholden to realistic performance and results management measures. Developing this strategic direction may result in a fundamental change as to how we approach our work and may thus require a “Corporate or Organizational Change” to meet these goals.

The tangible next step in this process is the *ICAO Business Plan 2017 – 2019*, which is a living document, and a joint endeavour between the Council and the Secretariat. The ICAO Business Plan 2017 – 2019 is the foundation for the planning of activities and resource allocation as reflected in the ICAO Operating Plan and results-based Regular Programme Budget for the 2017 – 2019 triennium.

Dr. Fang Liu

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# Executive Summary

## The Global Aviation Context

Aviation is the great connector of people and the world, overcoming oceans and borders, creating economic growth, and contributing to sustainable development. A strong and affordable global air transport network helps improve quality of life, spread knowledge of different societies and cultures, deliver better services and aid to the public, and enhance access to remote and lesser-developed areas.

With 3.5 billion passengers, 50 million tons of freight, some 1 400 commercial airlines, 26 700 aircraft in service, 4 130 airports, 173 air navigation services providers, and 100 000 daily flights around the world, aviation is a global industry affecting all sectors of the economy.

Aviation directly contributed to the creation of 8.5 million jobs and approximately USD 700 billion to the global gross domestic product (GDP). Because of its cross-cutting nature and multiple links to other economic sectors, the total economic impact of aviation reaches some 3.5 per cent of world GDP, equivalent to USD 2.4 trillion, with the creation of over 58 million jobs.

The continued growth of a safe, secure, efficient, economically viable and environmentally responsible air transport network is direct benefit to the world's economy.

## The Role of States

State governments set national priorities and allocate resources to attain various development objectives and to meet people's expectation according to such priorities. As the statutory authority in each State, Civil Aviation Authorities (CAAs) and other agencies oversee various aspects of civil aviation in their respective countries and are responsible for implementing and achieving the priorities and expectations set by the State governments.

## The Role of ICAO

The International Civil Aviation Organization (ICAO) is a specialized agency of the United Nations (UN), established by States in 1944 to manage the administration and governance of international civil aviation as mandated by the *Convention on International Civil Aviation* (Chicago Convention). ICAO's mission is "to serve as the global forum of States for international civil aviation. ICAO develops policies and Standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many other activities and the cooperation of its Member States and stakeholders."

ICAO works with its 191 Member States, as well as industry stakeholders, to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, secure, efficient, economically sustainable and environmentally responsible civil aviation sector. Member States implement these SARPs and policies within their local civil aviation regulations to ensure that their local civil aviation operations conform to global norms, which in turn permits more than 100 000 daily flights in aviation's global network to operate safely and reliably in every region of the world.

## The ICAO Business Plan

The ICAO Business Plan sets the Strategic Objectives, and priorities to guide the activities of the Organization to enable Member States to attain a safe, secure, efficient, economically viable and environmentally responsible air transport network. The Plan emphasizes ten (10) **Key Priorities** to advance the realization of the fifteen (15) **Expected Results** attributable to the Organization's five (5) **Strategic Objectives**: Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection, which are designed to benefit global civil aviation and Member States.

The ICAO Business Plan is a living document that must be continuously adjusted to meet the changing needs of States and the global aviation community. To that end changes to relevant elements of the Business Plan including the review of emerging aviation issues, the assessment and mitigation of internal and external risk factors, and the implementation of the work programme through the Operating Plan are monitored, updated and optimized by the Secretariat on an ongoing basis. The Corporate Performance Management Framework provides clarity and transparency to these adjustments, through which the ICAO Business Plan remains current.

STRATEGIC OBJECTIVES	KEY PRIORITIES	EXPECTED RESULTS	
Safety	Continuous Safety Improvements	1	<b>Improved Aviation Safety:</b> Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance.
		2	<b>Strengthened Regulatory Capacity:</b> Enhanced capabilities of States, in particular those with low levels of effective implementation of global standards, to fulfil their mandates.
Air Navigation Capacity and Efficiency	Harmonized Global Air Navigation Modernization	3	<b>Increased Air Navigation Capacity:</b> Enhanced capabilities of States to access develop, implement and use technologies in Air Navigation Systems to meet current and future demand.
		4	<b>Optimized the performance of the Global Aviation System:</b> Enhanced the capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones.
Security and Facilitation	Continuous Aviation Security and Facilitation Improvements	5	<b>Reduced Aviation Security Risk:</b> Enhanced capabilities of States to reduce the level of risk posed by existing, new and emerging threats to civil aviation and boarder integrity by effective regulatory oversight frameworks and implementation of countermeasures and responses commensurate with the level of threat, as well as the harmonized global aviation security policy framework.
		6	<b>Improved Efficiency in Border Clearance Operations:</b> Enhanced capabilities of States to facilitate movement of people and goods by air with minimum operational delays, and high quality security and law enforcement.

<b>Economic Development of Air Transport</b>	<b>Enhanced Role of Aviation for Economic Development</b>	7	<b>Lower Impediments to Air Transport Operations:</b> Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions.
		8	<b>Increased Use of Aviation as a Development Tool:</b> Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding for aviation infrastructure development and investment in air connectivity.
<b>Environmental Protection</b>	<b>Environmentally Friendly Aviation</b>	9	<b>Improved Environmental Performance of Aviation:</b> Enhanced capabilities of States to apply integrated measures to address aircraft noise and engine emissions embracing technological and operational improvements, and the use of sustainable aviation alternative fuels and a global market-based measure for international aviation as appropriate.
		10	<b>Reduced Environmental Impact on Global Climate:</b> Enhanced capabilities of States to voluntarily prepare and implement appropriate measures to reduce their CO2 emissions from international aviation within the harmonized global regulatory framework in consistent with the UN system environmental protection policies and practices.
<b>All Strategic Objectives</b>	<b>Quality Data, Analysis and Forecasting</b>	11	<b>Improved Data, Analysis and Forecasting:</b> Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development.
	<b>No Country Left Behind</b>	12	<b>Strengthened Capacity Development:</b> Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity.
	<b>Training and Capacity Building in Aviation</b>	13	<b>Strengthened Aviation Professional Skills:</b> Enhanced capabilities of States to harmonize their training programmes through the provision of efficient criteria and procedures for the development and recognition of civil aviation training centres and training courses addressing ICAO provisions and programmes.
	<b>Technical Assistance and Cooperation</b>	14	<b>Optimized Capacity and Project Delivery:</b> Enhanced capabilities of States to develop required capacity and implement aviation related projects in a cost effective manner.

	<b>Enhancing the International Legal Framework</b>	15	<b>Strengthening the Rule of Law:</b> Enhanced capabilities of States and stakeholders to better comply with their legal obligations and to cooperate within a common legal framework and guidance to build up harmonized relations.
<p><i>Note - In order to deliver the Expected Results above to States and the global aviation system in an optimized manner, ICAO will implement a Corporate Performance Management Framework to continually monitor and enhance its accountability and performance with respect to the implementation of the direction of the Assembly and Council. To that end, a further nine (9) Expected Results are attributed specifically to improving the <b>Supporting Strategies</b> (as described in paragraph 5.3)</i></p>			

The Key Priorities are designed to guide decisions for the upcoming triennium 2017 – 2019 to ensure that the Business Plan brings the greatest benefits to Member States and global civil aviation. These priorities as well as Expected Results (Annex II) are partially reflected in the draft ICAO results-based Regular Programme Budget and completely detailed in the draft ICAO Operating Plan (Annex III) which presents time-bound programme activities and projects. The draft ICAO Operating Plan forms the basis for resource allocation, and defines the performance matrices against which to assess progress to achieve Expected Results.

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# ICAO BUSINESS PLAN FOR 2017 – 2019

## 1. INTRODUCTION

### 1.1 The Global Aviation Context

1.1.1 The Preamble to the *Convention on International Civil Aviation* (Chicago Convention) recognizes that “the future development of international civil aviation can greatly help to create and preserve friendship and understanding among the nations and people of the world”.

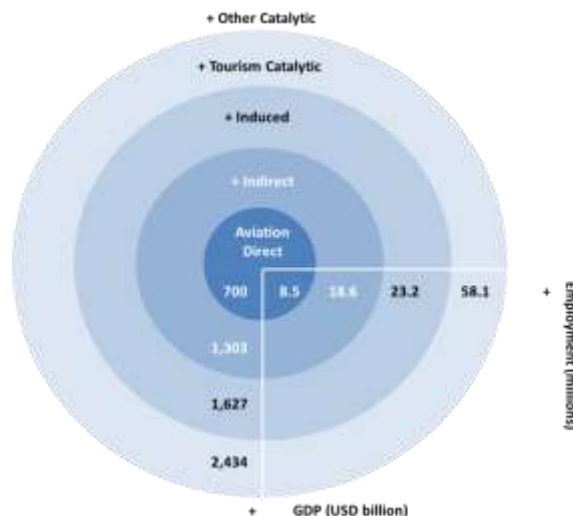
1.1.2 Aviation connects people and the world, overcoming oceans and borders, creating economic growth, and contributing to sustainable development. Aviation provides freedom to travel, enables access to foreign markets, and allows the exchange of cultural experiences. A strong and affordable global air transport network helps improve quality of life, spread knowledge of different societies and cultures, deliver better services and aid to the public, and enhance access to remote and lesser-developed areas.

1.1.3 With 3.5 billion passengers, 50 million tons of freight, some 1 400 commercial airlines, 26 700 aircraft in service, 4 130 airports, 173 air navigation services providers, and 100 000 daily flights around the world, aviation is a global industry affecting all sectors of the economy.

1.1.4 Aviation currently moves over half of the 1.1 billion international tourists – a figure which rises to over 80 per cent in various Small Island Developing States (SIDS). It also transports some 35 per cent of world trade by value. In 2014, airlines, the world over, flew almost 44 million kilometres, a distance which is equivalent to travelling from Earth to Venus.

1.1.5 Moreover, aviation directly contributed to the creation of 8.5 million jobs and to around USD 700 billion to global gross domestic product (GDP). Because of its cross-cutting nature and multiple links to other economic sectors, the total economic impact of aviation reaches some 3.5 per cent of world GDP, equivalent to USD 2.4 trillion, with the creation of over 58 million jobs.

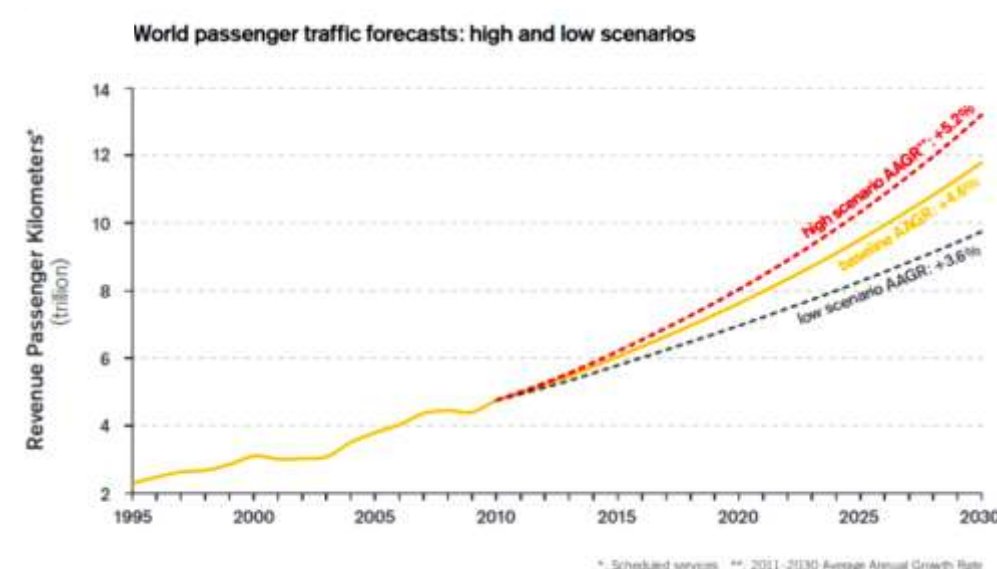
### Aviation’s Global Employment and GDP Impact



1.1.6 Aviation transforms lives and societies by connecting the people and the world, allowing access to new technologies, business opportunities and opening global markets for rural producers. Aviation is also well-appreciated for its role in carrying lifesaving medicines to communities in need, urgent supplies for disaster relief, and in reducing poverty.

1.1.7 For Landlocked Developing Countries (LLDCs) and SIDS especially, aviation represents an essential lifeline to enhance connectivity, which in turn promotes greater tourism, trade and other vital business activities. An example of the impact of aviation can be seen by the economic damage caused by the disruption of air connectivity after the 25 April 2015 earthquake in Nepal has been estimated at USD 1 million per day. It is estimated that a one day shutdown of air transport worldwide would cost approximately USD 660 million.

1.1.8 Historically, the air transport industry doubles in size every fifteen years, and current forecasts indicate that air traffic volume will double by 2030 with a 4.6 per cent annual growth of passenger traffic and a 5.3 per cent growth of freight traffic each year to 2030.



1.1.9 To foster this projected growth in a sustainable manner and produce inclusive and productive development and employment, aviation must have coherent policies with tourism, trade and other transport sectors to further improve connectivity and modernize infrastructure using emergent technologies and procedures while minimizing any possible adverse impacts this growth on the environment. Upgrading air traffic systems, for example, would contribute to the global economy an estimated USD 300 billion per year, at the same time it would produce significant environmental benefits.

1.1.10 Aviation remains the safest, and a highly efficient mode of transport. The growth of aviation, which includes a doubling of aircraft movements in the near term, puts pressure on the system and needs to be managed so that the safety performance and the air navigation capacity remains ahead of the current and future demand. If this is not achieved there will be increased delays, fuel burn, and an overall reduction in the safety levels.

1.1.11 The technical challenges to ensure that capacity of the global aviation system is able to meet current and future demands, while maintaining public confidence that it is safe, secure and environmentally responsible requires the international community to invest significantly in the collective proactive efforts: from global policies, to international standards, through to their effective implementation. Virtually every factor of the business of aviation is growing: there will be more airlines, airports, types of aircraft, routes, business models, lessees. This results in the complexity of the system increasing exponentially in relation to the growth of traffic and puts tremendous pressure on the regulatory resources and human capacity which are not able to keep pace without the development of smarter regulation.

1.1.12 Continuous improvement in global aviation safety and security is fundamental to ensuring air transport continues to play a major role in driving sustainable economic and social development around the world. A safe, secure, economically viable and environmentally friendly air transport system is the ultimate goal of ICAO and its Member States.

## 1.2 **The Role of States**

1.2.1 State governments set national priorities and allocate resources to attain various development objectives and to meet people's expectation according to such priorities. Civil aviation is often considered as one of the priority sectors for social and economic development.

1.2.2 While Transport Ministry/Department is an entity in charge of civil aviation, their day-to-day regulatory and/or operational functions are, in many States, assigned to the Civil Aviation Authorities (CAAs), which oversee the various aspects of civil aviation, including critical aspects of aircraft airworthiness and their operation. Close coordination and negotiations are required with other States to operate international air transport services, and with the private sector to ensure the proper funding for sustaining and upgrading the aviation system and for operational improvements.

1.2.3 Experience gained worldwide indicates that where airports and air navigation services are operated by autonomous entities their overall financial situation and managerial efficiency have generally improved. Such autonomous entities were established by governments, although many, in particular airports, have since been transferred partly or completely to private enterprises. Regardless of the ownership and control of airports and air navigation services providers, States are ultimately responsible for safety, security and economic oversight of these entities. States' exercise of their oversight responsibilities should be clearly separated from the operation and provision of airports and air navigation services, with roles and powers clearly defined for each function.

1.2.4 In addition to the CAA, other statutory authorities may be involved in supporting the function of the investigation of aircraft accidents and incidents. As for aviation security, Interior and Defence Ministries are responsible entities while economic issues need to be coordinated with Finance, Foreign Affairs and Economic Planning Ministries. In many States, aviation environmental matters are also left to Environment Ministry.

## 1.3 **The Role of ICAO**

1.3.1 The International Civil Aviation Organization (ICAO) is a specialized agency of the United Nations (UN), established by States in 1944 to manage the administration and governance of international civil aviation as mandated under the *Convention on International Civil Aviation* (Chicago Convention). ICAO's mission is "to serve as the global forum of States for international civil aviation. ICAO develops policies and Standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many activities and the cooperation of its Member States and stakeholders."

1.3.2 ICAO works with its 191 Member States, as well as industry stakeholders, to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector. Member States implement these SARPs and policies within their local civil aviation regulations to ensure that their local civil aviation operations conform to global norms, which in turn permits more than 100 000 daily flights in aviation's global network to operate safely and reliably in every region of the world.

1.3.3 In addition to its core work creating consensus-driven international SARPs and policies among its Member States and industry, and among many other priorities and programmes, ICAO also coordinates assistance and capacity building for States in support of numerous aviation development objectives; produces global plans to coordinate multilateral strategic progress for safety and air navigation; monitors and reports on air transport sector performance metrics; and audits States' civil aviation oversight capabilities in the areas of safety and security.

1.3.4 Since 1944 the number of Contracting States to the Chicago Convention has increased to 191 States. This means that every dollar spent on the development and effective implementation of standards and policies recognized as necessary for the safety, security and regularity of international aviation, saves multiple dollars in States as it removes the need to invest in multiple agreements. The investment in ICAO therefore provides for cost efficient and scalable solutions to the needs of States and industry.

1.3.5 One of the main challenges of ICAO today is the assessment of human resource needs-based on each State's aviation profile. In this regard, ICAO Regional Offices are at the forefront of the Organization's work, more often than not; it is at the regional level where the bulk of ICAO's work gets accomplished. Strengthening ICAO's regional support to address the real needs of the States consistent with a globally-harmonized framework is imperative for the success of ICAO's mission and forms an underlying tenet of the No Country Left Behind (NCLB) initiative as described below.

## 1.4 The ICAO Strategic Objectives

1.4.1 ICAO's Strategic Objectives (SOs) are directly attributable to the betterment of civil aviation globally and form the foundation for all work undertaken by the Organization. Acknowledging the clear need to anticipate and manage the projected doubling of global air transport capacity by 2030 without unnecessary adverse impacts on system safety, efficiency, convenience or environmental performance, ICAO will continue to work within its five comprehensive Strategic Objectives, which were established in 2014:

- a) **Safety:** Enhance global civil aviation safety. This Strategic Objective is focused primarily on the State's regulatory oversight capabilities. The Global Aviation Safety Plan (GASP) outlines the key activities for the triennium;
- b) **Air Navigation Capacity and Efficiency:** Increase the capacity and improve the efficiency of the global civil aviation system. Although functionally and organizationally interdependent with Safety, this Strategic Objective is focused primarily on upgrading the air navigation and aerodrome infrastructure and developing new procedures to optimize aviation system performance. The Global Air Navigation Plan (GANP) outlines the key activities for the triennium;
- c) **Security and Facilitation:** Enhance global civil aviation security and facilitation. This Strategic Objective reflects the need for ICAO's leadership in aviation security,



facilitation and related border security matters. Upon direction from the Assembly ICAO shall develop a Global Aviation Security Plan (GASeP) during this triennium.

- d) **Economic Development of Air Transport:** Foster the development of a sound and economically-viable civil aviation system. This Strategic Objective reflects the need for ICAO's leadership in harmonizing the air transport framework focused on economic policies and supporting activities; and
- e) **Environmental Protection:** Minimize the adverse environmental effects of civil aviation activities. This Strategic Objective fosters ICAO's leadership in all aviation-related environmental activities and is consistent with the ICAO and UN system environmental protection policies and practices.

## 1.5 **No Country Left Behind**

1.6 At the behest of the Council, ICAO has launched a No Country Left Behind (NCLB) initiative to assist States to effectively implement ICAO SARPs and policies, leading to improvement of their air connectivity and access to the global aviation system. An increase in connectivity spurs tourism and trade, creates jobs, and generates numerous economic benefits supporting poverty eradication. This growth subsequently feeds into aviation re-investment creating a sustainable and healthy cycle of national aviation and economic development.

1.6.1 Through NCLB, ICAO resolves to be more effective in directly supporting all willing States that need assistance to develop and improve the aviation system by implementing ICAO's global standards and policies. In its role as an advocate for aviation, ICAO will work with States to ensure aviation be given greater importance in the context of development at the country level. NCLB is a needs based initiative focusing on those States which require the most assistance and advocates on their behalf.

1.6.2 NCLB cannot rely solely on ICAO. Its success will hinge on support and collaboration of resources of partners and donors and requires firm commitment from the States, as well as significant investments, involving both aviation and non-aviation sectors. This will allow the well-established economic development frameworks, both at the international and national levels, to engage in providing resources for the effective implementation of aviation global standards. ICAO must use its unique role as an advocate for aviation by a) promoting and advising governments on the benefits of aviation for their national aspirations; b) facilitate the mobilization of resources in cooperation with development banks, funds and other financial institutions; and c) partnering with international organizations on matter of mutual interest.

## 1.7 **ICAO and United Nations 2030 Agenda for Sustainable Development**

1.7.1 Despite aviation's crucial role in any State's development, neither specific target nor indicator was set for air transport within the UN Millennium Development Goals (MDGs) framework adopted in 2000. This fact posed challenges when assisting States in developing their air transport system and the necessary infrastructure and capacity, as well as for measuring the progress and success of that development.

1.7.2 In September 2015, the UN Summit adopted *Transforming Our World: the 2030 Agenda for Sustainable Development*, including the new Sustainable Development Goals (SDGs), which seeks to end poverty, promote, long-term economic growth, and ensure that sufficient social and environmental resources will exist for future generations to thrive.

1.7.3 As a member of the UN family, ICAO is committed to supporting implementation of the SDGs, 13 of which are strongly linked to ICAO’s Strategic Objectives. NCLB and the SDGs are inexorably linked because a safe and secure air transport system as called for in the NCLB initiative, contributes directly to both the advancement of aviation and greater overall economic development. The SDGs provide ICAO a once in a generation opportunity to assist those States most in need of attaining safe and secure aviation, that is economically viable and environmentally responsible.

UN SDGs		ICAO STRATEGIC OBJECTIVES				
		SAFETY	CAP/EFF	SEC/FAL	ECON DEV	ENV
1	End poverty in all its forms everywhere					
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture					
3	Ensure healthy lives and promote well-being for all at all ages					
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all					
5	Achieve gender equality and empower all women and girls					
6	Ensure availability and sustainable management of water and sanitation for all					
7	Ensure access to affordable, reliable, sustainable and modern energy for all					
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all					

9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation					
10	Reduce inequality within and among countries					
11	Make cities and human settlements inclusive, safe, resilient and sustainable					
12	Ensure sustainable consumption and production patterns					
13	Take urgent action to combat climate change and its impacts					
14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development					
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss					
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels					
17	Strengthen the means of implementation and revitalize the global partnership for sustainable development					

1.7.4 Consistent with ICAO’s NCLB and the UN SDGs, the Organization has begun to unite efforts beyond the civil aviation sector to position aviation as a strategic tool for the development of the country. ICAO does so not only by serving an essential coordinating role, but also by providing States, financial institutions, international organizations and industry with the planning and monitoring tools they need to develop business cases supporting dependable socio-economic returns on investment and safe and

secure aviation operations, which ultimately look to end poverty, promote, long-term economic growth, and ensure sustainability.

## 1.8 **Building on Achievements**

1.8.1 Since its inception, ICAO and its Member States have worked hand in hand to make aviation safe, secure, economically viable and environmentally responsible. Some recent examples of the many achievements made are as follows:

- a) The establishment of a comprehensive regulatory environment that allows Member States to develop their own regulatory framework, keeping always in mind the need for risk and performance based approach in the development and amendment of SARPs for safety and air navigation. Use of dedicated tools and products that allows States to define their needs, to optimize in the most efficient way their implementation and to benefit of the experience of other countries, the industry and all the stakeholders.
- b) Timely, effective and efficient response to a number of large-scale emergencies and aviation safety-related events, including volcanic ash, the aftermath of a tsunami, Ebola scourge, accidents such as MH370 and MH17, and countless other smaller-scale safety crises.
- c) The continued improvement of safety and air navigation performance through a needs-based life-cycle approach to the technical programme, including analysis of data to identify global and regional needs; development of plans with all States and stakeholders to agree on priorities and coordinate efforts; timely development and update of SARPs; provision of assistance to States; and continuous monitoring of the level of effective implementation of the global standards.
- d) Significant progress in ensuring the global aviation security framework is more responsive to the dynamic threat environment, including the development of risk-based Standards and guidance; completion of the transition to a risk-based continuous monitoring approach for the conduct of aviation security audits; provision of coordinated targeted technical assistance to States appropriate to local needs; and implementation of the ICAO Traveler Identification Programme (TRIP) Strategy to build an identification management framework with a strong focus on capacity-building initiatives.
- e) Adoption of a long-term vision for air transport liberalization and core principles on consumer protection to move toward modernizing the global regulatory framework while various business analysis tools have been developed to measure and, to the extent possible, predict the various aspects of civil aviation development.
- f) A consensus agreement reached by Member States in 2013 on the development of a global Market-Based Measures (MBM) scheme for international aviation with a clear roadmap and expected milestones in developing a recommendation for a global MBM scheme capable of being implemented from 2020; and also a new CO<sub>2</sub> metric system were agreed in 2013 and Noise Standards were adopted in 2014.

## 2. EMERGING AVIATION ISSUES

2.1 The ever changing nature of civil aviation necessitates that ICAO be prepared for any and all changes that may occur. As such, the Organization must be cognizant of emerging issues and have contingencies in place. Some of the emerging issues in global civil aviation are as follows:

- a) **Global Tracking:** Lead by ICAO in cooperation with the industry on the new aircraft tracking standards and the timely response to abnormal flight behavior in an integrated and multidisciplinary manner.
- b) **Conflict Zones:** A risk mitigation, including an online repository hosted by ICAO, which will serve as a single public source for up-to-date risk assessments from States and international organizations; harmonization of terminology used for risk assessments; review of existing requirements and message formats; and Industry-led initiatives to share operational information and be more transparent with passengers on conflict zone risk methodologies being applied.
- c) **New Technologies, Solutions and the Global Air Traffic Management (ATM) System:** Timely evaluation and adoption of technologies, including global navigation satellite systems (GNSS), to increase capacity and efficiency of the global ATM system so that current and future demand can be met.
- d) **Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA):** Enhancement of the CAPSCA programme to assist States in preparing for and responding promptly to any new public health emergency.
- e) **Safety Management:** Continued adoption of proactive safety management approaches in States.
- f) **Cyber Security:** Provisions on the protection of critical information systems used to ensure safety and security of international civil aircraft operation.
- g) **Cargo Security:** Development of a regulatory framework to secure cargo and mail while at the same time facilitating the movement of goods.
- h) **Competition in Liberalized Markets:** Creation of a better operating environment, taking into account divergent views and the reality faced by the industry and regulators in terms of the development stages, competitive strength, geographic location, as well as legal systems.
- i) **Big Data:** Leveraging a large amount of data to achieve and monitor sustainable development (UN Data Revolution), for example, analysis of automatic dependent surveillance – broadcast (ADS-B) enabling wide-ranging, more robust analyses.
- j) **Aviation System Financing:** Provision of solutions to economic challenges of aviation infrastructure modernization, which requires a large number of investments, as well as search and rescue (SAR) operations involving significant costs.
- k) **Improvement of Air Connectivity in line with UN Sustainability Approach:** Facilitation of States' access to financial resources such as official development assistance (ODA) for investments in air connectivity improvement.

- l) **Global Market-Based Measures (MBM) Scheme:** Development of operational/implementation modalities and a registry system for a global MBM scheme.
- m) **Aircraft Recycling and Adaptation Related to Meteorology:** Evaluation of best practices in aircraft recycling and impacts of climate change to operations and infrastructure in a holistic manner.

### 3. **EXISTING AND EMERGING CHALLENGES**

#### 3.1 **Internal Risk Factors Influencing ICAO's Work**

3.1.1 A number of internal risk factors affect the work of ICAO, ultimately impacting what ICAO can achieve and deliver. Some examples of these factors are listed below:

- a) potential loss of institutional knowledge of the Organization with the retirement of 88 staff members in the 2017 – 2019 triennium; even if the retirement age is extended to 65 for existing staff in 2018, it is estimated 60+ staff would retire in the same timeframe;
- b) siloed messaging by the various elements of the organization thus potentially detracting from the objective of “One ICAO”;
- c) heavy reliance on voluntary financial and in-kind contribution from States, as well as revenue-generating activities;
- d) unclear understanding concerning the scope and degree of ICAO's role and responsibility for the implementation of global standards and policies; and
- e) rigid Finance Regulations limiting the Secretary General's ability to flexibly use resources as needed to address unforeseen issues affecting global civil aviation.

#### 3.2 **External Risk Factors Influencing ICAO's Work**

3.2.1 A number of external risk factors affect the work of ICAO, ultimately impacting what ICAO can achieve and deliver. Some of these factors are listed below:

- a) inability of some States to effectively implement global aviation standards and policies;
- b) economic and financial instability in the form of a cyclical recessions;
- c) potential outbreaks of conflict in the form of declared wars and low intensity conflicts, terrorist attacks, and political instability;
- d) changes in the nature of the business and regulation of aviation including: the continued privatization and liberalization; the emergence of leasing companies as the majority owner of aircraft; and the migration of aviation expertise from the public to the private sector;

- e) the realization that growth continues to outpace the development of human and infrastructure capacity;
- f) changes in consumer preferences, perceptions, spending patterns, and/or demographic trends;
- g) weather and natural disasters, resulting in actual or potential disruptions in the air traffic system;
- h) increases in costs of safety, security, and environmental measures;
- i) profitability differences between the stakeholders of the air transport value chain in an increasingly competitive environment;
- j) involvement of multi-jurisdictional state governing bodies and international organizations affecting aviation related matters;
- k) divergent views and interests among States and regions on various aviation matters; and
- l) disparity between aviation's capacity to foster sustainable development and the low priority given to aviation in funding.

#### 4. ICAO KEY PRIORITIES 2017 – 2019

##### 4.1 Key Priorities

4.1.1 While the goals and rationale of the five (5) Strategic Objectives remain as relevant today as when they were established in 2014, at no time has there been a greater need for ICAO to adapt to the emerging aviation issues and challenges epitomized in the previous section. The ten (10) Key Priorities listed below, which combine ICAO's long-term vision with a degree of flexibility, are designed to ensure that ICAO's work will bring the greatest benefits to Member States and the global civil aviation system, and will at the same time enable ICAO to play a more active role in addressing the emerging aviation issues and staying abreast of the changing needs of States.

- a) **Continuous Safety Improvements:** Ensure that continuous safety improvements are made via global, regional and State aviation planning using a data-driven decision making process.
- b) **Harmonized Global Air Navigation Modernization:** Ensure that harmonized global air navigation modernization advances hand-in-hand via global, regional and State aviation planning.
- c) **Continuous Aviation Security and Facilitation Improvements:** Enhance civil aviation security and facilitation worldwide while optimizing a balance between facilitation and security requirements
- d) **Enhanced Role of Aviation for Economic Development:** Foster the development of a sound and economically viable air transport system.

- e) **Environmentally Friendly Aviation:** Limit or reduce the number of people affected by significant aircraft noise, and the impact of aviation emissions on local air quality and of aviation greenhouse gas emissions on the global climate
- f) **Quality Data, Analysis and Forecasting:** Promote the availability of complete, comprehensive and reliable aviation data and its analysis.
- g) **No Country Left Behind (NCLB):** Enhance capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity for the sustainable development of local and global economies.
- h) **Training and Capacity Building in Aviation:** Provide support to Member States and aviation industry by assisting in human resource development activities, technical and institutional capacities.
- i) **Technical Assistance and Cooperation:** Provide more enhanced assistance to develop required capacity and improve the effectiveness and quality of technical cooperation projects guided by principles of transparency and relevance.
- j) **Enhancing the International Legal Framework:** Prepare and promote ratification of international air law instruments, depository and dispute-settlement functions related thereto, registration of aeronautical agreements and preparation of model legislation.

## 4.2 **Focus Areas**

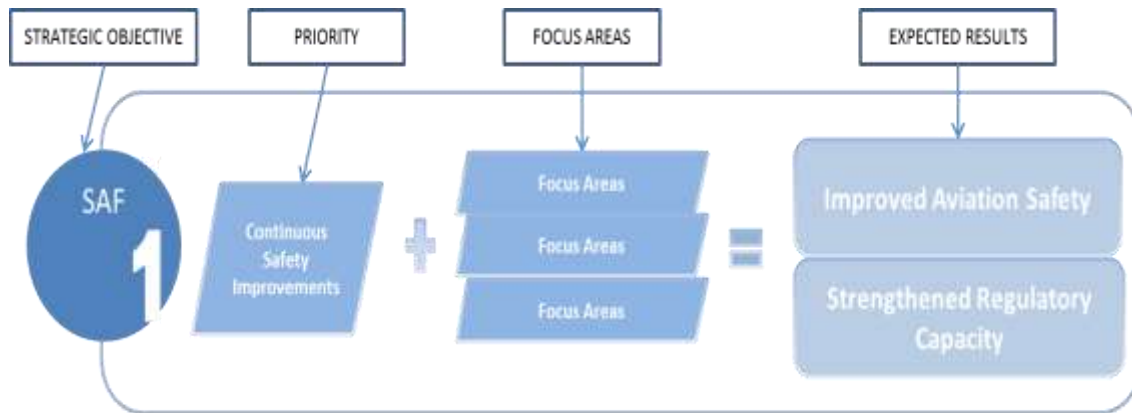
4.2.1 The above Key Priorities will not only strengthen ICAO's leadership role in various civil aviation activities but also drive its Supporting Strategies and results-based budgetary process. In the same way that the Chicago Convention has proven itself adaptable as the legal framework for this work, the methodology that the Organization uses to achieve results must also be adapted to keep up with modern business practices, expectations and requirements.

4.2.2 To this effect, a series of Focus Areas are identified as Organization-wide endeavours, aiming to enhance the efficiency, effectiveness and impact of ICAO's work to attain the Expected Results (as described in the next section) within the resource constraints. Ultimately, ICAO's success in this regard will be measured in how well the Organization progresses the work on its Key Priorities. ICAO's Focus Areas are as follows:



- a) **Strengthening ICAO's Regional Presence:** By strengthening ICAO Regional Offices' responsibility and accountability to engage and coordinate directly with States, the Organization will ensure seamless organizational coordination at a global and regional level, generate the political will required to build capacity, and promote and implement the NCLB initiatives, which in turn enhance the capabilities of States to reflect their needs and address their specific issues in a regional context and in consistent with globally-harmonized framework.
- b) **Improving ICAO's SARP and Policy Development:** By improving the development process of SARPs and policies through responding to the needs of States and industry and facilitating their effective implementation, the Organization will not only maintain and strengthen its capacity to develop performance based and other global standards and policies but also work on more timely development and updating of SARPs to address evolving issues.
- c) **Strengthening Partnerships:** By strengthening partnerships with international and regional organizations, the Organization will advance programmatic issues of mutual interest, and avoid duplication of work and optimize resources, especially in the context of the SDGs. These types of partnerships improve aviation and development, and demonstrate the value of ICAO contributions to States, relevant regional entities, and within the UN system.
- d) **Enhancing ICAO Governance:** By enhancing ICAO governance mechanisms via the regular review of operating arrangements, management and administration, human resources policies, budgeting practices and funding mechanisms; and by adopting innovative approaches and continuous improvement measures, utilizing industry/UN agency best practices and re-engineering existing business processes, the Organization will improve its overall efficiency and effectiveness and operate as "One ICAO".
- e) **Improving Corporate Performance and Risk Management:** By establishing and inculcating performance and risk management as key components of how ICAO works, the Organization will ensure the best possible use of the resources entrusted to it by Member States while successfully accomplishing its mandate.
- f) **Mobilizing Resources:** By mobilizing resources for aviation development centrally, as well as locally, the Organization will ensure that funds are channelled to those States with the greatest aviation needs. This can be achieved through the analysis of international development assistance policies, donor trends and the country context; by streamlining internal priority setting and the strategic use of resources; by promoting partnerships with governments, UN agencies, civil society and the private sector; and by facilitating coordination among ICAO donors.
- g) **Effectively Responding to Aviation Emergencies:** By establishing an appropriate mechanism for emergency response management, the Organization can effectively respond to aviation emergencies without burdening the existing budget structure.

4.2.3 The conceptual interrelationship of the Strategic Objectives, Key Priorities and Focus Areas, and Expected Results is illustrated by the graphic example below:



4.3 Some activities are pertinent to more than one **Strategic Objective** and address several **Key Priorities** by applying several **Focus area** enhancements in order to achieve **Expected Results** that are measurable. One of the good examples is the recently-launched iMPLEMENT framework, which provides consistent aviation data, analysis and tools covering all the Strategic Objectives for States in determining their own priorities. By using iMPLEMENT, Regional Offices can easily connect one State with another State who have faced the same priorities (Strengthening ICAO’s Regional Presence and Partnerships) and attract investment in regulatory solutions (Mobilizing Resources). The iMPLEMENT leverages the Organization’s intellectual capital with modern applications in a cost effective manner, leading to improve transparency (Corporate Performance). The envisioned outcome is enhanced capabilities of States to identify their key priorities, create a tailored action plan, obtain necessary resources to act, and to do all of this more consistently, efficiently and quickly than observed today.

## 5. EXPECTED RESULTS

5.1 Against ten (10) Key Priorities, a total of fifteen (15) Expected Results are identified. Each of the five (5) Strategic Objectives has two unique Expected Results attributable to it. The remaining five Expected Results (including aviation training, technical cooperation and legal services) are attributable to all the Strategic Objectives. Annex II maps out the relationship between the Strategic Objectives, Key Priorities and Expected Results.

5.2 To achieve significant, targeted improvements in its work, which is designed to benefit global civil aviation and Member States, ICAO will focus its endeavors on attaining the following Expected Results:

- a) **Improved Aviation Safety:** Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance

- b) **Strengthened Regulatory Capacity:** Enhanced capabilities of States, in particular those with low levels of effective implementation of global standards, to fulfil their mandates.
- c) **Increased Air Navigation Capacity:** Enhanced capabilities of States to access develop, implement and use technologies in Air Navigation Systems to meet current and future demand
- d) **Optimized Performance of the Global Aviation System:** Enhanced capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones.
- e) **Reduced Aviation Security Risk:** Enhanced capabilities of States to reduce the level of risk posed by existing, new and emerging threats to civil aviation and border integrity by effective regulatory oversight frameworks and implementation of countermeasures and responses commensurate with the level of threat, as well as the harmonized global aviation security policy framework.
- f) **Improved Efficiency in Border Clearance Operations:** Enhanced capabilities of States to facilitate movement of people and goods by air with minimum operational delays, and high quality security and law enforcement.
- g) **Lower Impediments to Air Transport Operations:** Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions.
- h) **Increased Use of Aviation as a Development Tool:** Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding for aviation infrastructure development and investment in air connectivity.
- i) **Improved Environmental Performance of Aviation:** Enhanced capabilities of States to apply integrated measures to address aircraft noise and engine emissions embracing technological and operational improvements, and the use of sustainable aviation alternative fuels and a global market-based measure for international aviation as appropriate.
- j) **Reduced Environmental Impact on Global Climate:** Enhanced capabilities of States to voluntarily prepare and implement appropriate measures to reduce their CO2 emissions from international aviation within the harmonized global regulatory framework in consistent with the UN system environmental protection policies and practices.
- k) **Improved Data, Analysis and Forecasting:** Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development
- l) **Strengthened Capacity Development:** Enhanced capabilities of States in particular, developing and least developed States (No Country Left Behind), to implement ICAO SARPs and policies.

- m) **Strengthened Aviation Professional Skills:** Enhanced capabilities of States to harmonize their training programmes through the provision of efficient criteria and procedures for the development and recognition of civil aviation training centres and training courses addressing ICAO provisions and programmes.
- n) **Optimized Capacity and Project Delivery:** Enhanced capabilities of States to develop required capacity and implement aviation related projects in a cost effective manner.
- o) **Strengthening the Rule of Law:** Enhanced capabilities of States and stakeholders to better comply with their legal obligations and to cooperate within a common legal framework and guidance to build up harmonized relations.

5.3 In order to deliver the Expected Results above to States and the global aviation system in an optimized manner, ICAO will implement a Corporate Performance Management Framework to continually monitor and enhance its accountability and performance with respect to the implementation of the direction of the Assembly and Council. To that end, the following eight (8) Expected Results are attributed specifically to improving the **Supporting Strategies**:

- a) Efficient and effective management of administrative resources and services of the Organization, to enhance and facilitate the implementation of Strategic Objectives and programme activities for the benefit of Member States and the civil aviation community.
- b) Meeting the changing staffing needs of the Organization and optimal use of the human resources in support of a result-oriented and performance-based culture.
- c) Efficient and effective availability of services provided in all official languages to maximize reach to States with regard to the implementation of SARPs and facilitates discussion during meetings, as well as safe-keeping and availability of Organization records and documents.
- d) Efficient and effective management and availability of information and communications technology, conference, security and general services, to enhance the productivity of staff in support of ICAO's Strategic Objectives and to facilitate the interaction and work of Member States and the civil aviation community. Target contribution of the ARGF to the Regular Programme Budget met, new and improved products and services created and efficient printing services provided.
- e) Enhancement of assurance through the systematic evaluation and audit of ICAO's programmes, projects and activities; investigations into allegations of misconduct of a financial nature; and coordination with external oversight entities.
- f) Efficient and effective oversight of the Organization's operation per the direction of the Council and the Assembly; and financial management of the Organization's operations by the Secretary General and Programme Managers.
- g) Enhancement of mainstream and aviation community awareness of ICAO and the Organization's Strategic Objectives.
- h) Enhancement of ICAO's reputation as a standard setter and trusted ethical partner.

5.4 The degree to which this Business Plan is factored at global, regional and State levels will influence the achievement of some of the Expected Results. Previously identified external risk factors have an impact on both regular assessed contributions as well as potential voluntary contributions, which are envisaged to provide a portion of the resources for implementing Key Priorities, particularly to support those States which would benefit the most from the NCLB initiative.

## **6. ICAO FUNDING MECHANISMS AND RESOURCE MOBILIZATION**

6.1 The Business Plan takes into consideration all of the work mandated to be undertaken by the Organization. It therefore incorporates all activities funded by the Regular Programme Budget; the Ancillary Revenue Generation Fund (ARGF); Administrative and Operational Service Cost (AOSC) Fund; voluntary funds, trust funds and in-kind contributions. Activities and projects that are considered critical but which cannot be covered by any funding source are also included in this Business Plan (as described in Annex I), as well as Operating Plan (Annex III refers). The lack of support for these activities and projects present a risk to the achievement of the results and are therefore to be considered during the discussions on the draft Regular Programme Budget. Those that remain unfunded will form the basis of the Risk Register (Annex V refers).

### **6.2 Regular Programme Budget**

6.2.1 The work of the ICAO Secretariat is primarily funded by assessed contributions from all of its Member States. These assessed contributions make up the Regular Programme Budget of the Organization, which is allocated over a triennial period. The Regular Programme Budget of ICAO for 2017 – 2019 will be presented in a results-based budget (RBB) format.

### **6.3 Ancillary Revenue Generation Fund (ARGF)**

6.3.1 The ARGF was established by the ICAO Council with the main purpose to match full costs with the related income earned from activities supplementary to the Organization's Strategic Objectives. The objectives of revenue-generating activities, and thereby the ARGF, are to leverage ICAO's revenue-generating opportunities by developing and promoting products and services which facilitate the implementation of Strategic Objectives and provision of Programme Support within ICAO; streamlining procedures related to revenue-generating activities; exploring potential revenue-generating opportunities; and developing, promoting and protecting the intellectual property of ICAO.

### **6.4 Administrative and Operational Services Cost (AOSC) Fund**

6.4.1 The AOSC Fund was established under the provisions of Article IX of the ICAO Financial Regulations. The AOSC Fund is utilized to meet the cost of administration and management of the ICAO technical cooperation programme, which earns income from technical cooperation projects it executes. The Fund is primarily financed from administrative overhead charges on technical cooperation projects.

## 6.5 Voluntary Funds

6.5.1 ICAO has established thematic or multi-donor trust funds. The objectives and conditions of these funds are in line with its Strategic Objectives. ICAO continuously encourages donors to contribute to these funds as supplementary funding to the Regular Programme Budget. There are currently six voluntary funds at ICAO:

- a) **Aviation Safety Fund (SAFE):** Since the International Financial Facility for Aviation Safety (IFFAS) was transformed into SAFE in 2010, States and partners have contributed to it either by specified or non-specified contributions. The funds have been utilized to assist certain States facing challenges in rectifying their safety deficiencies in partnership with donor States and/or regional organizations. The beneficiary States are encouraged, whenever possible, to co-finance the fund required for a project as part of demonstrating their willingness to tackle the deficiencies.
- b) **Aviation Security Plan of Action Fund (AVSEC Fund):** Voluntary contributions to the AVSEC Fund are used to cover ICAO Headquarters and Regional Office positions that are not funded under the Regular Programme Budget, as well as various assistance activities, in accordance with the ICAO Comprehensive Aviation Security Strategy (ICASS) and the ICAO Aviation Security Assistance and Capacity Building Strategy. Voluntary contributions are also used to fund part of the technical assistance projects, such as the Cooperative Aviation Security Programmes (CASPs) in Asia Pacific and Middle East Regions.
- c) **Environment Fund:** The fund was established in 2007 to support the growing demands for environmental protection activities. The majority of the fund is received through the grant agreements and directed to support specific projects or initiatives. In 2013, ICAO established partnerships with the United Nations Development Programme (UNDP), the Global Environment Facility (GEF) and the European Union to provide assistance to selected States in reducing their emissions from international aviation.
- d) **Voluntary Air Transport Fund (TRAF):** This Fund was established in February 2014 as recommended by the Sixth Worldwide Air Transport Conference (ATConf/6). The objective of the Fund is to allow timely execution of air transport activities under the Strategic Objective – Economic Development of Air Transport, for example, tasks and projects that were recommended by the ATConf/6 but not covered by the Regular Programme Budget.
- e) **Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan):** With the integration of AFI Plan activities into the Regional Offices in 2011, the Fund has been used primarily to support the safety missions related to the presentation of ICAO Plans of Action, attending meetings of AFI Plan and missions of the Regional Offices Safety Teams (ROST). The ROST missions are undertaken mainly to assist African States to improve their Effective Implementation (EI) of the critical elements of a safety oversight system and to resolve SSCs.
- f) **Voluntary Human Resources Development Fund (HRDF):** The Fund was established in September 2014 to support human resources capacity building in Africa.

## 6.6 **In-Kind Contributions**

6.6.1 International and non-governmental organizations, as well as national civil services, or academic institutions often wish to contribute to work at the international level. In the area of civil aviation, ICAO is at the centre of multinational governance. Cognizant of the value of these contributions, ICAO's constituents have determined that it is in the interest of the Organization to use third party expertise in the form of secondees, gratis personnel, Junior Professional Officers (JPOs) and Associate Experts (AEs) enhanced by the ICAO Programme for Aviation Volunteers (IPAV).

6.6.2 Aside from funds and personnel, ICAO receives in-kind contributions in the form of facilities, airline tickets, accommodations, commodities and services from various contributors.

## 6.7 **Other Funds**

6.7.1 ICAO makes use of other funds, which are subject specific and not voluntary; these funds are governed by special agreements and include:

- a) Technical Cooperation Programme Funds;
- b) Joint Financing Funds;
- c) Joint Financing Administrative Fee Fund;
- d) North Atlantic Heights Monitoring System Fund;
- e) Satellite Distribution System for Information relating to Air Navigation (SADIS) Fund;
- f) Public Key Directory Fund (PKD); and
- g) Fund Provided by the International Registry of Mobile Assets (Aircraft Equipment).

## 6.8 **Resource Mobilization**

6.8.1 ICAO is in the process of establishing a dedicated resource mobilization capacity with the primary intent of supporting States in the quest for the improvement of global civil aviation. In conjunction with this, ICAO will also look to:

- a) enhance partnership and cooperation with UN organizations;
- b) provide assistance to States in securing funding for their aviation development;
- c) assist in humanitarian operations and crisis management; and
- d) supplement ICAO's work programmes not funded by the Regular Programme Budget.

## 7. **EFFICIENCY GAINS**

7.1 Efficiency gains can be derived from the improvement of operational efficiency and the reduction of operational costs of the Organization, the latter of which can be quantified in monetary terms.

## 7.2 Operational Efficiency

7.2.1 Various areas of the Organization have experienced improvement of their operational efficiency through leveraging available existing resources and utilizing advanced technology. In the recent past, the following areas have delivered the same or more results in terms of quality and/or quantity with the same or less resources, thereby attaining a measureable degree of operational efficiency.

- a) **Languages and Publications:** The Regular Programme Budget of Languages and Publication has been reduced by 24 Professional and 23 General Service posts in previous budgets since 2008, and the budget for 2014 – 2016 saw a further reduction with the elimination of six additional interpreter posts. Despite these reductions, the output and level of translation services were increased through the years and interpretation services were maintained at the same level. Yearly translation capacity for 2014 was set at 9.1 million words and 1 500 sittings for interpretation; output for 2014 was 10.8 million words for translation and 1,200 sittings of interpretation as per forecast for 2014. For comparison purposes, the yearly translation output in 2008 was 10.1 million words with a much larger team. Interpreters are assigned to translation work when not providing interpretation to increase efficiency of operations. Furthermore, electronic tools were implemented to improve planning and work distribution, and additional staff training was provided for quality enhancement.
- b) **Human resources:** A more transparent and competitive selection and assessment procedure was introduced for all categories of posts (for example, written tests before the interview; use of the assessment centre for senior posts). In an effort to increase efficiency, various electronic self-service facilities have been implemented to give Bureaus and Regional Offices access to human resource management reports for improved decision making. Specialized courses to improve management and leadership skills have also been delivered.
- c) **Budget and financial management:** Although there has been a reduction in headcount, the Finance Branch is required to handle more voluntary funds (for example, Voluntary Human Resources Development Fund in 2014 and Air Transport Fund in 2014) and grants (for example, environment assistance projects funded by UNDP, GEF and the European Union in 2013). Also, since 2008, work has been required with three currencies and three ledgers (USD, CAD and EUR), and invoices have been issued to Member States in two currencies (USD and CAD).
- d) **Building management and general services:** First, ongoing floor optimization projects ensure optimal use of limited available space and improve productivity of units across the Organization. Second, the ICAO Museum was constructed in 2014, and has been managed and operated within regular programme resources. Third, the introduction of a standard inventory system across the organization reduced processing time in the shipping and receiving area. Fourth, the introduction of a centralized ServiceDesk for building management requests optimized work assignments, coordination and progress monitoring.
- e) **Aviation economic data and analysis:** A work programme related to aviation data and analysis is currently carried out by 4 Professionals and 4 General Service posts, compared to 6 Professionals and 8 General Service posts allocated in 2008. Nevertheless, increasingly more deliverables (for example, the process of approximately 130 000 statistical reporting forms every year) have been provided through the business process re-engineering, the intensive use of interns, as well as



close cooperation with other international organisations and academics (i.e. “cost-export”).

- f) **Council Support:** Coordination of the inaugural Council off-site strategy meetings, as well as the Extraordinary Session of the Council to commemorate the 70th Anniversary of the Chicago Convention, whilst unforeseen and unplanned requirements, were successfully undertaken within existing personnel capacity.
- g) **The Working Group on Governance and Efficiency (WGGE):** Two Professional staff (including a member of senior management) have been providing regular support to the work of the WGGE.
- h) **Council Committee on Cooperation with Third Parties (CC3P):** Six Professional staff (including senior management) has been providing regular support for the work of the CC3P in carrying out its functions in accordance with the Policy on Interactions with Third Parties. This support work is additional to their normal duties.
- i) **Information and communication technology:** The information technology (IT) resources allocated to the Air Transport and Air Navigation Bureaus have been centralized to obtain economies of scale. An upgrade of the Agresso system enables the Organization to modernize and further automate core administrative processes, including Finance, Human Resources and Procurement. To further improve the business process and materialize the efficiency gains for the whole organization in the long term, additional projects have been undertaken within the available budget envelope to introduce and implement, inter alia:
  - 1) electronic digital recording system to achieve time savings in the preparation of transcripts and minutes for the Council and the Air Navigation Commission (ANC);
  - 2) electronic filing of all official correspondence in a common repository and a Documents Management System (DMS);
  - 3) unified communications and internet protocol telephony to further facilitate interactions and communication, including between Headquarters and Regional Offices;
  - 4) latest version of the SharePoint platform to improve collaboration and facilitate interaction across organizational units;
  - 5) Customer Relationship Management system for registrations for all ICAO events;
  - 6) Enterprise Data Management (EDM) initiative; and
  - 7) event management framework to offer centralized conference services and modern electronic tools.
- j) **Conference Management:** The number of internal and external meetings and events managed increased substantially to more than 500 events serviced in 2015. The implementation of a new event management framework assists Bureaus in planning and organizing their events in an efficient manner. New electronic tools improve the

efficiency of the room booking and registration processes for Delegations and Secretariat staff.

7.2.2 Through the efforts outlined in the Focus Areas and the work of Evaluation and Internal Audit, the Organization will continue the pursuit of operational efficiencies where they can be achieved. For the 2017 – 2019 triennium, further operational efficiency will be envisaged through, inter alia:

- a) establishment of a joint venture or cost-export model at the specific project level in partnership with international and regional organizations, instead of conducting the project by ICAO alone;
- b) consolidation of resources and functions related to strategic planning, risk management, work programme coordination, regional office coordination, as well as resource mobilization, into the Office of Secretary General;
- c) streamlining the technical assistance functions and activities which currently includes Technical Cooperation Bureau (TCB), Regional Offices as well as implementation support and development at Headquarters for all Strategic Objectives; and
- d) introduction of innovative, collaborative tools for process management and effective communication in substantive Bureaus in support of programme activities.

### 7.3 **Operational Cost Reduction**

7.3.1 Based on the 2014-2015 experience in executing the existing budget, the following opportunities are identified to reduce operational costs of the Organization. As they could have little impacts on the operation of the Organization, materialized or potential savings are to be used to alleviate short- and long-term risks that the Organization faces, which are described in the Corporate Risk Register.

- a) **Printing:** Automation and modernization of equipment led to a reduction in headcount required for reproduction services. In addition, since 2011, the Organization has gradually decreased in the number of printed documentations to its Governing Bodies and events by the implementation of paperless environment. As a result, for the past two years, the expenditure for internal printing (approximately CAD 2.5 million) was well below the total budgeted amount of CAD 3.2 million. Estimated cost savings in printing for the next triennium – CAD 350 000 per year.
- b) **Distribution:** Further optimization was achieved by taking advantage of resource synergies and a flexible work schedule, using temporary resources at lower cost. With the implementation of paperless environment, the distribution of printed documentations to its Governing Bodies and events has also been significantly decreased. Consequently, the expenditure for internal distribution from 2014 to 2015 (approximately CAD 600 000) was 25 per cent below the budgeted amount of CAD 800 000. Estimated cost savings in distribution for the next triennium – CAD 100 000 per year.
- c) **Interpretation services:** Due to a reduced in-house interpretation team for the triennium, the regular programme budget can only cover maximum seven sittings (i.e. session of three-hour duration) with interpretation for the Category 3 meetings with no more than three consecutive sittings on any two successive days on a given week. Nevertheless, the full interpretation services have been provided for most of the Category 3 meetings such as panels and task forces. Assuming that no such

additional interpretation services are provided, the Organization could save CAD 52 000 for ICAO's meetings for the last two years. Potential cost savings for the next triennium – CAD 26 000 per year.

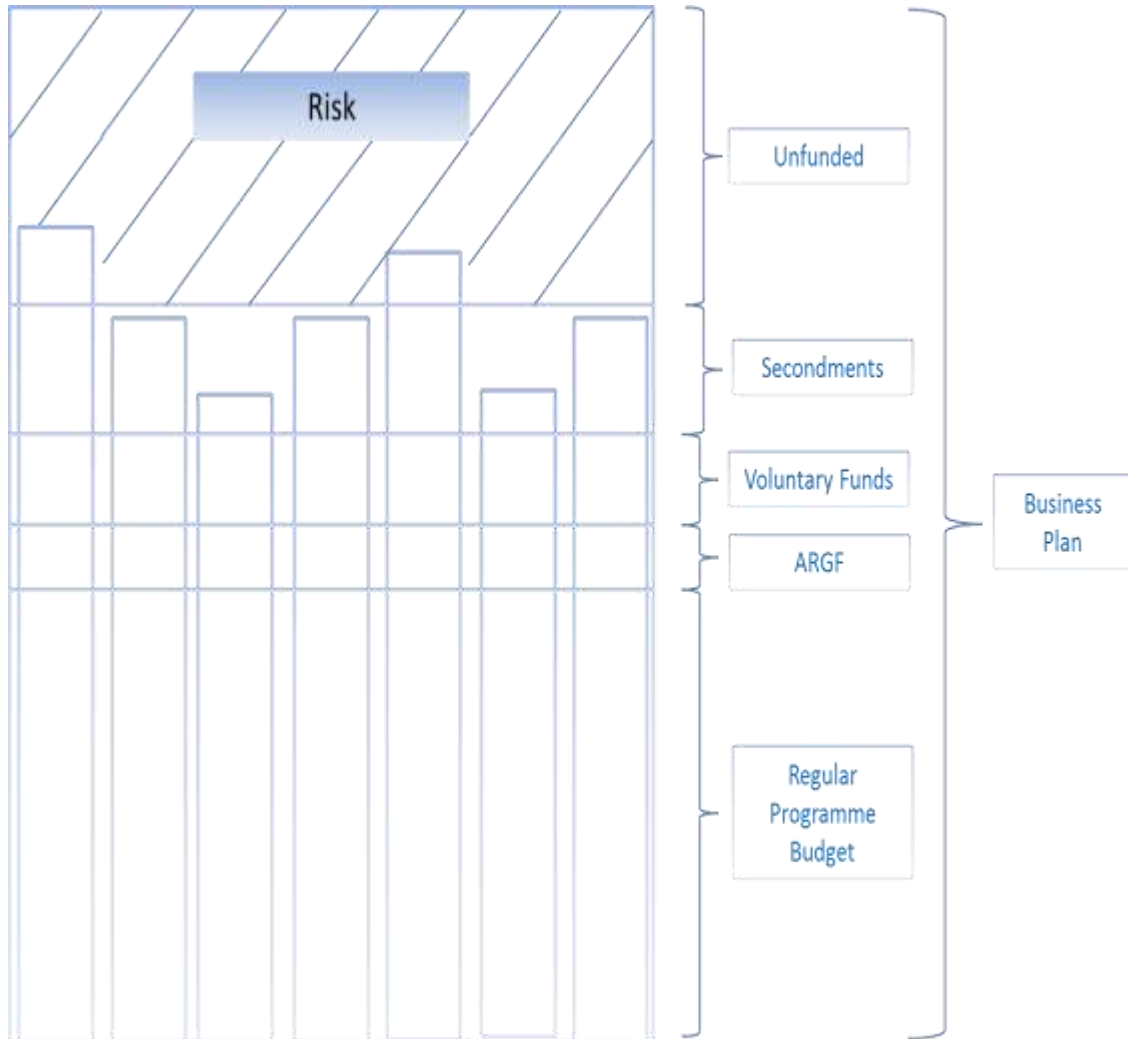
- d) **Meetings related to the Committee on Aviation Environmental Protection (CAEP):** From 2011 to 2014, the CAEP had 55 working group and steering group meetings, among which only three were organized at the Headquarters. Attendance at these meetings held outside the Headquarters incurred significant travel costs. Assuming that 80 per cent of the next cycle of the CAEP-related meetings are organized at the Headquarters, the Organization could save approximately CAD 45 000 per year. Potential cost savings for the next triennium – CAD 45 000 per year.

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**ANNEX I**

**THE RELATIONSHIP BETWEEN THE REGULAR PROGRAMME BUDGET AND THE BUSINESS PLAN**



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## ANNEX II

### SCHEMATIC REPRESENTATION OF RELATIONSHIP BETWEEN STRATEGIC OBJECTIVES, KEY PRIORITIES AND EXPECTED RESULTS

STRATEGIC OBJECTIVES	KEY PRIORITIES	EXPECTED RESULTS	
<b>Safety</b>	<b>Continuous Safety Improvements</b>	1	<b>Improved Aviation Safety:</b> Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance.
		2	<b>Strengthened Regulatory Capacity:</b> Enhanced capabilities of States, in particular those with low levels of effective implementation of global standards, to fulfil their mandates.
<b>Air Navigation Capacity and Efficiency</b>	<b>Harmonized Global Air Navigation Modernization</b>	3	<b>Increased Air Navigation Capacity:</b> Enhanced capabilities of States to access develop, implement and use technologies in Air Navigation Systems to meet current and future demand.
		4	<b>Optimized the performance of the Global Aviation System:</b> Enhanced the capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones
<b>Security and Facilitation</b>	<b>Continuous Aviation Security and Facilitation Improvements</b>	5	<b>Reduced Aviation Security Risk:</b> Enhanced capabilities of States to reduce the level of risk posed by existing, new and emerging threats to civil aviation and boarder integrity by effective regulatory oversight frameworks and implementation of countermeasures and responses commensurate with the level of threat, as well as the harmonized global aviation security policy framework.
		6	<b>Improved Efficiency in Border Clearance Operations:</b> Enhanced capabilities of States to facilitate movement of people and goods by air with minimum operational delays, and high quality security and law enforcement.
<b>Economic Development of Air Transport</b>	<b>Enhanced Role of Aviation for Economic Development</b>	7	<b>Lower Impediments to Air Transport Operations:</b> Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions.
		8	<b>Increased Use of Aviation as a Development Tool:</b> Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding for aviation infrastructure development and investment in air connectivity

<b>Environmental Protection</b>	<b>Environmentally Friendly Aviation</b>	9	<b>Improved Environmental Performance of Aviation:</b> Enhanced capabilities of States to apply integrated measures to address aircraft noise and engine emissions embracing technological and operational improvements, and the use of sustainable aviation alternative fuels and a global market-based measure for international aviation as appropriate
		10	<b>Reduced Environmental Impact on Global Climate:</b> Enhanced capabilities of States to voluntarily prepare and implement appropriate measures to reduce their CO2 emissions from international aviation within the harmonized global regulatory framework in consistent with the UN system environmental protection policies and practices
<b>All Strategic Objectives</b>	<b>Quality Data, Analysis and Forecasting</b>	11	<b>Improved Data, Analysis and Forecasting:</b> Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development
	<b>No Country Left Behind</b>	12	<b>Strengthened Capacity Development:</b> Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity
	<b>Training and Capacity Building in Aviation</b>	13	<b>Strengthened Aviation Professional Skills:</b> Enhanced capabilities of States to harmonize their training programmes through the provision of efficient criteria and procedures for the development and recognition of civil aviation training centres and training courses addressing ICAO provisions and programmes
	<b>Technical Assistance and Cooperation</b>	14	<b>Optimized Capacity and Project Delivery:</b> Enhanced capabilities of States to develop required capacity and implement aviation related projects in a cost effective manner
	<b>Enhancing the International Legal Framework</b>	15	<b>Strengthening the Rule of Law:</b> Enhanced capabilities of States and stakeholders to better comply with their legal obligations and to cooperate within a common legal framework and guidance to build up harmonized relations
<p><i>Note - In order to deliver the Expected Results above to States and the global aviation system in an optimized manner, ICAO will implement a Corporate Performance Management Framework to continually monitor and enhance its accountability and performance with respect to the implementation of the direction of the Assembly and Council. To that end, a further nine (9) Expected Results are attributed specifically to improving the <b>Supporting Strategies</b> (as described in paragraph 5.3)</i></p>			



## ANNEX III

### ICAO OPERATING PLAN

<b>Strategic Objective – SAFETY</b>
<b>Key Priority – Continuous Safety Improvements; Quality Data, Analysis and Forecasting; No Country Left Behind</b>
<p>With air traffic projected to double in the next 15 years, current and emerging safety risks must be addressed proactively to ensure that this significant capacity expansion is carefully managed and supported through strategic regulatory and infrastructure developments. It is therefore imperative that States and regions remain focused on establishing, updating and addressing their safety priorities as they continue to encourage expansion of their air transport sectors.</p> <p>To ensure that continuous safety improvement and harmonized global air navigation modernization advance hand-in-hand, global, regional and State aviation safety planning is essential. This also facilitates the safe and sustained growth, increased efficiency and responsible environmental stewardship that societies and economies globally expect and demand of Government aviation agencies and industry.</p> <p>The delivery of the results with respect to this Strategic Objective will contribute to reducing the level of global safety risks and enhance the efficiency and sustainability of the global civil aviation system.</p>
<p><b>Expected Result 1: Improved Aviation Safety: Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance</b></p> <ul style="list-style-type: none"><li>• <b>Key Outcome 1:</b> Implementation of State Safety Programmes among Member States (An-19 provisions) is increased</li><li>• <b>Key Performance Indicator:</b> Number of States having implemented Safety Management provisions (via USOAP results, PQs, SAAQs, CC, EFOD)</li></ul>
<p><b>Expected Result 2: Strengthened regulatory capacity: Enhanced capabilities of States, in particular those with low levels of effective implementation of global standards, to fulfil their mandates</b></p> <ul style="list-style-type: none"><li>• <b>Key Outcome 2:</b> Implementation of effective safety oversight systems among Member States is increased</li><li>• <b>Key Performance Indicator:</b> Number of States having a score of above 60 per cent effective implementation (EI) of the critical elements (CEs) of a State safety oversight system (via USOAP results, PQs, SAAQs, CC, EFOD)</li></ul>
<p><b>Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development</b></p> <ul style="list-style-type: none"><li>• <b>Key Outcome 11:</b> Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved</li><li>• <b>Key Performance Indicator:</b> Number of analysis using ICAO data, analysis and forecasts</li></ul>

<b>Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity</b>				
<ul style="list-style-type: none"> <li>• <b>Key Outcome 12:</b> ICAO's No Country Left Behind initiatives are implemented.</li> <li>• <b>Key Performance Indicator:</b> Effective implementation rates of safety and security oversight systems; Number of outstanding SSCs and/or SSeCs</li> </ul>				
<b>Programme: Strategy and Policy</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
1	SAF.1.1	Develop, maintain and oversee the implementation of the Global Aviation Safety Plan	GASP Revision	GASP endorsed by Assembly (2019)
1	SAF.1.2	Manage the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and manage and coordinate the effort to achieve NCLB goals within the Safety objective	Crisis response plans (reactive/proactive); Coordinated Urgent Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the time initial response within 24 hours; Successful resolution of the issue (90% of the time)
11	SAF.1.3	Review safety levels and respond to the most urgent issues	Review of safety levels and urgent issues published in annual safety report	Report published 1st QRT of 2017, 2018 and 2019
1,2,11,12	SAF.1.4	Support of Assembly, Council, Air Navigation Commission, Council Committees and expert groups	Documentation required for governing bodies; Secretary role for governing bodies; Amendments to the Annexes and PANS	100 WPs per year; 90 per cent of actions (Reponses to Council Decisions) to be implemented per year
1,2,11,12	SAF.1.5	Collaborate with stakeholders to align resources against common safety challenges	Agreements with stakeholders	5 by 2019
11	SAF.1.6	Share safety information with States and selected international organizations to enable risk assessments	Safety data and information	5 participants (providing data) by 2019
1	SAF.1.7	Develop and implement a risk-based, proactive approach to global safety management	State Safety briefs; Tools for States to facilitate their own safety analysis (ISTARS analysis capabilities); Safety Tools to maintain safety information (e.g. Electronic Notification of Differences (eFOD), Air Operator Certificate (AOC) registry, location indicators, designators)	191 State Safety briefs on demand / 10 new Apps; 90% of States linked in to tools by 2019; Timely publication of data (yearly or quarterly depending on the document)/50% of data

				available electronically by 2019
1,2	SAF.1.08	Develop and implement ICAO policy and provisions to mitigate cyber security risks	Global Standards and policies	Strategy agreed (by 2018)
12	SAF.1.09	Contribute towards the implementation of the Resource Mobilization Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States	Review of project plan in 1Q each year
<b>Programme: Flight and Ground Safety</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
1,2	SAF.2.1	Increase harmonization of the regulatory approach to air operators' approvals and recognition (ANIWP :ROI-02)	Global Standards and Policies/Guidance Material/Workshops	15 Amendments/2 Manuals/7 Train the trainer workshops
1,2	SAF.2.2	Improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	Global Standards and Policies/Guidance Material/Workshops	21 Amendments/2 Manuals/7 Train the trainer workshops
1,2	SAF.2.3	Facilitate access by RPA to non-segregated airspace (ANIWP :ROI-07)	Global Standards and Policies/Guidance Material/Workshops	41 Amendments/4 Manuals/7 Train the trainer workshops
1,2	SAF.2.4	Improve in-flight safety performance (ANIWP :ROI-10)	Global Standards and Policies/Guidance Material/Workshops	5 Amendments/3 Manuals/7 Train the trainer workshops
1,2	SAF.2.5	Human Performance (ANIWP :ENB-HF)	Global Standards and Policies/Guidance Material/Workshops	8 Amendments/2 Manuals/4 Train the trainer workshops
1,2	SAF.2.6	Safety Management (ANIWP :ENB-SM)	Global Standards and Policies/Guidance Material/Workshops	14 Amendments/3 Manuals/7 Train the trainer workshops
1,2	SAF.2.7	Develop and deliver global standards and policies to address critical safety issues concerning Cargo Safety, Accident investigation, Search and Rescue, Aviation Medicine, Personnel licensing, and other areas	Global Standards and Policies/Guidance Material/Workshops	35 Amendments/13 Manuals/21 Train the trainer workshops
1,2,11	SAF.2.8	Global Flight Tracking and Conflict Zone Risks	Global Standards and Policies/Guidance Material/Workshops	1 Amendments/2 Manuals/7 Train the trainer workshops

<b>Programme: Implementation Planning and Support</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
2,12	SAF.3.1	Support ICAO Regional Offices in assisting States with the implementation of improvements to safety including the development and implementation of Plans of Action and Technical Assistance projects	Implementation Plans of Action to improve safety; Technical Assistance Projects related to safety improvements; Recurrent training of the Regional Offices professional staff	40 by 2019; 40 Regional Officers trained by 2019
2	SAF.3.2	Harmonize the work of regional safety groups with global strategies and priorities and provide technical expertise as necessary to RASGs, COSCAPs, RSOOs, AFI Plan and other regional groups, programmes and projects	Direct support to Regional initiative activities; Regional programmes and projects that are harmonized with the Global Plans	40 by 2019
12	SAF.3.3	Coordinate the ICAO Aviation Safety Implementation Assistance Partnership (ASIAP) and manage the ICAO Safety Fund (SAFE)	Increased level and ASIAP Partners; Development and assessment of projects supported by SAFE	5 by 2019; 10 by 2019
2	SAF.3.4	Support technical development and implementation of ICAO Technical Cooperation projects	Technical Cooperation Projects supported	20 by 2019
12	SAF.3.5	Coordinate the ICAO Next Generation of Aviation Professionals (NGAP) Programme and the ICAO Runway Safety Programme	Agreement on strategies for addressing NGAP priorities; Assessment of progress of the Runway Safety Programme and agreement on next steps	7 by 2019; 7 by 2019
12	SAF.3.6	Coordinate the development and maintenance of safety implementation kits	Implementation kits	10 by 2019
2,12	SAF.3.7	Coordinate the Monitoring and Assistance Review Board (MARB)	Agreement on action to be taken to address safety concerns reviewed by the MARB; MARB Report	15 by 2019
<b>Programme: Monitoring and Oversight</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
2	SAF.4.1	Monitor Member States through USOAP Continuous Monitoring Approach (CMA)	Assessment of Corrective Action Plans when more than 75% progress is made	90%
2	SAF.4.2	Manage USOAP audits to determine States' level of effective implementation of SARPs and critical elements of Safety Oversight System	USAOP CMA Audits	10 per year
1,12	SAF.4.3	Manage ICAO Coordinated Validation Missions	ICVMs	15 per year

		(ICVM) and off site validation activities to confirm progress made by States		
2	SAF.4.4	Manage ICAO Off site Validation activities to confirm progress made by States	Off-site validation activities	15 per year
12	SAF.4.5	Manage activities related to Significant Safety Concerns (SSCs)	Assessment of SSC Corrective Actions when progress has been submitted	100%
2	SAF.4.6	Building States capacity in performing oversight responsibilities through the conduct of seminar and workshops	Workshops/Seminars	2 per year
2	SAF.4.7	Maintain public and Member States' confidence in programme deliverables by maintaining ISO 9001 certification in order of ensuring adherence to programme principles and through the application of consistent and objective criteria and methodology in the conduct of CMA activities	ISO 9001 certification; Satisfaction rate on State Feedback forms from CMA activities	Maintain ISO 9001 certification and achieve 85% satisfaction rate
<b>Programme: Regional Offices</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
<b>Asia and Pacific (APAC)</b>				
1, 2	SAF. APAC.1	Assist States in the implementation of policies and provisions to address critical safety issues concerning Safety Management , Search and Rescue, and other areas	Establishment of SAR Team of Experts; Assistance to States and workshops/seminars on implementation of SAR requirements through regional workshops in coordination with adjacent regions; Improve regional EI in CE-3 area  Increased level of implementation of safety policy and SMS	1 SAR Team of Experts established for the APAC Region; 80% States with an effective and operational SAR organization by end of 2019; 60% regional EI in CE-3 by 2019; 80 - 90 % SMS by all States by 2019
1, 2, 12	SAF. APAC.2	Develop, and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety Groups (RASGs)	Early identification of lags against agreed safety priorities through RASG	Continuous monitoring of safety performance/ Annual safety reports; 90 per cent of actions (Reponses to RASG

				Decisions) to be implemented per year
1, 2	SAF.APA C.3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANIWP :ROI-10) and Improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	Assistance to States through workshops/seminars based on available ICAO SARPs and guidance material; Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme	2-3 workshops conducted; 20-30 of State experts successfully completed workshops
1, 2, 12	SAF. APAC.4	Monitor Member States through USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions	95 % State CAPs assessed; 30 APAC States above global EI average of 60%
1, 2, 12	SAF. APAC.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the crises initially responded to within 25 hours; Successful resolution of the issue (90% of the time)
<b>Eastern and Southern African (ESAF)</b>				
1, 2	SAF. ESAF.1	Assist States in the implementation of policies and provisions on Search and Rescue	Establishment of SAR Team of Experts; Assistance to States and workshops/seminars on implementation of SAR requirements through regional workshops in coordination with adjacent regions (WACAF, APAC and MID)	1 SAR Team of Experts established for the AFI Region; 1SAR regional workshops conducted; 80% States with an effective and operational SAR organization by end of 2019
1, 2, 12	SAF. ESAF.2	Develop, and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety Groups (RASGs)	Assistance to States in implementation of Abuja safety targets through the AFI Plan work programme and RASG-AFI activities and	90% Abuja safety targets implemented by States by Dec 2019; 90 per cent of actions (Reponses to RASG Decisions) to be implemented per year
1, 2	SAF. ESAF.3	Assist States in the implementation of policies and provisions to improve in-flight safety	Assistance to States through workshops/seminars on in-flight safety performance;	3 regional workshop successfully conducted

		performance (ANIWP :ROI-10), improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04) and facilitate access by RPA to non-segregated airspace (ANIWP :ROI-07)	Assistance to States in establishing runway safety teams; Assistance to States in establishing a regulatory framework and procedures through workshops/seminars on RPAS	per year; 90% of international airports with operational runway safety teams  workshops
1, 2, 12	SAF. ESAF.4	Monitor Member States through USOAP Continuous Monitoring Approach (CMA)	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress)	15% State CAPs assessed; Improved regional EI average
1, 2, 12	SAF. ESAF.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the crises initially responded to within 24 hours; Successful resolution of the issue (90% of the time)
<b>Europe and North Atlantic (EUR/NAT)</b>				
1, 2	SAF. EUR/ NAT.1	Assist States in the implementation of policies and provisions to address critical safety issues concerning Safety Management, Search and Rescue and other areas	Increased level of implementation of safety policy and SMS; Improve EI in the SAR area; Improve regional EI in CE-3 area	90 % SMS by all States by 2019; 60 % regional EI in SAR area by 2019; 60% regional EI by 2019
1, 2, 12	SAF. EUR/ NAT.2	Develop, and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety Groups (RASGs)	Early identification of lags against agreed safety priorities through RASG EUR and NAT SPG	Continuous monitoring of safety performance/ Annual safety reports; 90 per cent of actions (Responses to RASG Decisions) to be implemented per year
1, 2	SAF. EUR/ NAT.3	Monitor Member States through USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions	90 % State CAPs assessed; Improved regional EI average
1, 2, 12	SAF. EUR/ NAT.4	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the crises initially responded to within 24 hours; Successful resolution of the issue (90% of the

				time)
1, 2	SAF. EUR/ NAT.5	Assist States in the implementation of policies and provisions to improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme	2per year
<b>Middle East (MID)</b>				
1, 2	SAF. MID.1	Assist States in the implementation of policies and provisions to address critical safety issues concerning Safety Management, Search and Rescue, and other areas	Establishment of SAR Team of Experts; Assistance to States on implementation of SAR requirements; Regional/Interregional workshops in coordination with adjacent regions (ESAF, APAC and EUR), as appropriate.	1 SAR Team of Experts established for the MID Region; 3 Assistance Missions on implementation of SAR requirements by 2019; 1 SAR regional/interregional workshop conducted successfully by 2019; Development of MID SAR Plan/Guidance Material; 65% States with an effective and operational SAR organization by end of 2019 1 meeting per year addressing SAR; 2 meetings per year addressing safety management; Workshops/seminars on safety management conducted, as requested by RASG-MID; 70% of MID States with EI>60% to complete implementation of SSP by 2019; All MID States with EI>60% established a



				process for acceptance of individual service providers' SMSs by 2018; 90 per cent achievement of milestones by 2018
1, 2, 12	SAF. MID.2	Develop, and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety Groups (RASGs)		Continuous monitoring of safety performance and regional safety targets; 1 Annual safety report per year; 90 per cent achievement of milestones.
1, 2	SAF. MID.3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANIWP :ROI-10) and improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	Assistance to States related to aerodrome/runway safety through Runway Safety Go Teams, workshops/seminars and meetings	Workshops conducted as requested by RASG-MID; At least 1 RS Go-Team mission per year (if requested by States) Workshops/seminars conducted, as approved by RASG-MID
1, 2, 12	SAF. MID.4	Monitor Member States through USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions	States' CAPs assessed within 1 month after completion; Increase the regional average EI to be above 70% by 2019  10 States to have at least 60% EI by 2019 Support ICVM missions, as required

1, 2, 12	SAF. MID.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the crises initially responded to within 24 hours; Meetings organized, as deemed necessary;  Contingency plan maintained up-to-date;  Successful resolution of the SSCs, if any, within 12 months from their identification (90% of the time)
<b>North American, Central American and Caribbean (NACC)</b>				
1, 2	SAF. NACC.1	Assist States in the implementation of policies and provisions on Safety Management (ANIWP :ENB-SM)	Increased level of implementation of safety policy and SMS	60% of SMS (Implementation of Phase I and II) by 19 States by 2019
1, 2, 12	SAF. NACC.2	Develop, and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety Groups (RASGs)	Early identification of lags against agreed safety priorities through RASG	Continuous monitoring of safety performance/ 1 Annual safety report; 90 per cent of actions (Reponses to RASG Decisions) to be implemented per year
1, 2	SAF. NACC.3	Assist States in the implementation of policies and provisions to improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme	3 per year
1, 2, 12	SAF. NACC.4	Monitor Member States though USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress);	100% State CAPs assessed; Improved regional EI average from

		action to address risk	Participation in ICVM missions	68.63% to 85% by 2019
1, 2, 12	SAF. NACC.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the crises initially responded to within 24 hours; Successful resolution of the issue (90% of the time)
<b>South American (SAM)</b>				
1, 2	SAF. SAM.1	Assist States in the implementation of policies and provisions to address critical safety issues concerning Accident investigation , Safety Management, Personnel licensing , and other areas	Assistance activities through interaction with States; Reports on current policy initiatives in the region	13 States assisted; 3 workshops conducted; by 2019; Increased number of States complying with AIG SARPS by 7 by 2019 (above 80%EI); Increased number of States complying with PEL SARPS by 5 States by 2019 (above 80% EI); 95% SMS by 9 of the SAM States by 2019
1, 2	SAF. SAM.2	Assist States on the management of the SRVSOP (LATAM RSOO)	Assistance activities through interaction with States	SRVSOP Report
1, 2, 12	SAF. SAM.3	Develop, and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety Groups (RASGs)	Early identification of lags against agreed safety priorities through RASG	Continuous monitoring of safety performance/ Annual safety reports; 90 per cent of actions (Responses to RASG Decisions) to be implemented per year
1, 2	SAF. SAM.4	Assist States in the implementation of policies and provisions to facilitate access by RPA to non-segregated airspace (ANIWP :ROI-07), improve in-flight safety performance (ANIWP :ROI-10) and improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	Assistance to States in establishing a regulatory framework and procedures through workshops/seminars on RPAS; Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme	5 workshops conducted by 2019; 50 of State experts successfully completed workshops

1, 2, 12	SAF. SAM.5	Monitor Member States through USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions	90 % State CAPs assessed; Improved regional EI average by 10%
1, 2, 12	SAF. SAM.6	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the crises initially responded to within 24 hours; Successful resolution of the issue (90% of the time)
<b>Western and Central African (WACAF)</b>				
1, 2	SAF. WACAF. 1	(Assist States in the implementation of policies and provisions to address critical safety issues concerning Accident investigation , Safety Management Rescue, and other areas	Assistance activities through interaction with States; Reports on current policy initiatives in the region; Establishment of SAR Team of Experts; Assistance to States and workshops/seminars on implementation of SAR requirements through regional workshops in coordination with adjacent regions (WACAF, APAC and MID); Increased level of implementation of safety policy and SMS	## of States assisted; Increased number of States complying with AIG SARPS; 1 SAR Team of Experts established for the AFI Region; ## workshops conducted; 80% States with an effective and operational SAR organization by end of 2017; 50% of Service Providers implement SMS and 50% of States implement SSP by end of 2017; 90% of Service Providers implement SMS and 90% of States implement SSP by end of 2019
1, 2, 12	SAF. WACAF. 2	Develop, and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety Groups (RASGs)	Early identification of lags against agreed safety priorities through RASG	Continues monitoring of safety performance/ Annual safety reports; 90 per cent of actions (Reponses to RASG Decisions) to be

				implemented per year
1, 2	SAF. WACAF. 3	Assist States in the implementation of policies and provisions to improve in-flight safety performance (ANIWP :ROI-10) and improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	Assistance to States through workshops/seminars based on available ICAO SARPs and guidance material; Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme in the context of, and in coordination with, aerodrome certification activities.	## workshops conducted; ## of State experts successfully completed workshops 8 RSTs established
1, 2, 12	SAF. WACAF. 4	Monitor Member States through USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of action to address risk	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met.(more than 75% progress); Participation in ICVM missions	100 % State CAPs assessed for all WACAF States having more than 75% progress; Improved regional EI average
1, 2, 12	SAF. WACAF. 5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Timely response to crises; Coordinated Assistance to States; Contingency plans; Assessment of Corrective Action Plans to address SSCs	99% of the crises initially responded to within 24 hours; Successful resolution of the issue (90% of the time)

### Strategic Objective – AIR NAVIGATION CAPACITY AND EFFICIENCY

#### Key Priority – Harmonized Global Air Navigation Modernization; Quality Data, Analysis and Forecasting; No Country Left Behind

Air navigation has witnessed some important improvements in recent decades, with a number of States and operators having pioneered the adoption of advanced avionics and satellite-based procedures. And yet despite these important, localized advances, a considerable remainder of the global air navigation system is still limited by conceptual approaches that arose in the 20th century. These legacy air navigation capabilities limit air traffic capacity and growth and are responsible for unnecessary gas emissions being deposited in our atmosphere. A fully-harmonized global air navigation system built on modern performance-based procedures and technologies is a solution to these concerns. This goal has been on the minds of Communications, Navigation and Surveillance/Air Traffic Management (CNS/ATM) planners for many years. Since technology never stands still, the realization of a strategic path to such a globally harmonized system has proven elusive. The solution to this impasse lies at the heart of ICAO's core mission and values. Only by bringing together the States and stakeholders from every corner of the aviation community can a viable solution to twenty-first century air navigation be determined.

The work under this Strategic Objective provides flexibility to Member States, through the consultative and cooperative approach to regional planning, to select and implement the solutions that brings the most benefit to them while ensuring that their part of the global system fits in seamlessly with all others.

This will permit all States and stakeholders to realize the global-harmonization, increased capacity, and environmental efficiency that modern air traffic growth now demands in every region around the world.

**Expected Result 3: Increased Air Navigation Capacity: Enhanced capabilities of States to access, develop, implement and use technologies in Air Navigation Systems to meet current and future demand**

- **Key Outcome 3:** Timely access to SARPs and guidance material to implement and use technologies is improved
- **Key Performance Indicator:** Number of simultaneous publication of SARPs and guidance material

**Expected Result 4: Optimized the performance of the Global Aviation System: Enhanced the capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones**

- **Key Outcome 4:** Use of business cases and coordination at local and regional level is improved
- **Key Performance Indicator:** Number of reported deployment plans

**Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development**

- **Key Outcome 11:** Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved.
- **Key Performance Indicator:** Number of analysis using ICAO data, analysis and forecasts

**Expected Result 12: Strengthened Capacity Development Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity**

- **Key Outcome 12:** ICAO's No Country Left Behind initiatives are implemented.
- **Key Performance Indicator:** Effective implementation rates of safety and security oversight systems; Number of outstanding SSCs and/or SSeCs

**Programme: Strategy and Policy**

KO#	#	Project/Key Activity	Deliverable	KPI
3,4,5,11,12	CAP.1.1	Support the harmonization and modernization of the Global ATM system by developing, maintaining and overseeing the implementation of the Global Air Navigation Plan (GANP)	GANP Revision; Online Regional and Global Air Navigation Reports	GANP endorsed by the Assembly (2019); Annual report / Quarterly update of web site
3,4,11,12	CAP.1.2	Support of Assembly, Council, Air Navigation Commission, Council Committees and expert groups	Documentation required for governing bodies; Secretary role for governing bodies; Amendments to the Annexes and PANS	60 WPs per year; 90 per cent of actions (Responses to Council Decisions) to be implemented per year

3,4,11,12	CAP.1.3	Collaborate with stakeholders to align resources against common air navigation challenges	Agreements	15 by 2019
3	CAP.1.4	Maintain and defend aeronautical frequency spectrum allocations at ITU WRC-2015	Common Aviation position on frequency protection; Regional plans and agreements in support of the ICAO position; Workshops	Protection of the Aviation Spectrum; 7 of workshops per year
3	CAP.1.5	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and manage and coordinate the effort to achieve the NCLB goals within the Air Navigation Capacity and Efficiency objective	Contingency/Emergency/Preparedness Plans	99% of the time initial response within 48 hours
3	CAP.1.6	Monitor research and development activities for eventual inclusion into future blocks	Assessments of new solutions for potential inclusion in GANPs	Published in the annual GANP report
12	CAP.1.7	Contribute towards the implementation of the Resource Mobilization Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States	Review of project plan in 1Q each year
<b>Programme: Airspace Optimization</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
3,4	CAP.2.1	Optimize airspace and airport usage through demand/capacity balancing (ANIWP : ROI-01)	Global Standards and Policies/ Guidance Material/Workshops	2 Amendments/5 Manuals/7 Train the trainer workshops
3,4	CAP.2.2	Improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Global Standards and Policies /Guidance Material/Workshops	32 Amendments/4 Manuals/7 Train the trainer workshops
3,4	CAP.2.3	Optimise aerodrome departure/arrival rates in all meteorological conditions (ANIWP : ROI-08)	Global Standards and Policies /Guidance Material/Workshops	52 Amendments/5 Manuals/7 Train the trainer workshops
3,4	CAP.2.4	Improve efficiency of TMA operations (ANIWP : ROI-09)	Global Standards and Policies/Guidance Material/Workshops	16 Amendments/4 Manuals/7 Train the trainer workshops
3,4	CAP.2.5	Information Management (ANIWP : ENB-IM)	Global Standards and Policies/Guidance Material/Workshops	1 Amendments/4 Manuals/7 Train the trainer workshops

<b>Programme: Aerodrome Optimization and Infrastructure</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
3	CAP.3.1	Improve efficiency of surface operations, in particular at congested aerodromes (ANIWP : ROI-03)	Global Standards and Policies/Guidance Material/Workshops	15 Amendments/4 Manuals/7 Train the trainer workshops
3	CAP.3.2	Improve throughput at aerodromes through integration of landside/airside (ANIWP : ROI-05)	Global Standards and Policies/Guidance Material/Workshops	1 Amendments/1 Manuals
3	CAP.3.3	Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	Global Standards and Policies/Guidance Material/Workshops	24 Amendments/4 Manuals/4 Train the trainer workshops
3	CAP.3.4	Meteorology (ANIWP : ENB-MET)	Global Standards and Policies/Guidance Material/Workshops	24 Amendments/5 Manuals/4 Train the trainer workshops
<b>Programme: Implementation Planning and Support</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
12	CAP.4.1	Collaborate with stakeholders to align resources against common air navigation challenges	Agreements with stakeholders	10 number by 2019
4,11	CAP.4.2	Support the selection and implementation of ASBUs	Regional dashboard Online Air Navigation Plans (eANP); Interactive ASBUs performance assessment tools; Development Packages to assist with implementation of Block 0 and 1	90% of States linked in to tools by 2019;  10 number by 2019
3, 4, 11, 12	CAP.4.3	Support to, and report from, Planning and Implementation Regional Groups (PIRGs)	PIRG Reports; Assessment on progress and agreement on next-steps	1 report per region per year
3,11,12	CAP.4.4	Support harmonization of global services and performance through inter-regional coordination	Regional Plans Amendments to Global and Regional Plans to improve harmonization	Regional Plans kept up-to-date annually
11,12	CAP.4.5	Help States to assess impacts of operational improvements in the reduction of fuel burn	Impact assessments provided to States	30 number by 2019
11,12	CAP.4.6	Help States on selection of International Codes and Route Designators through an automated system	Tools/Website	90% of States linked in to tools by 2019
12	CAP.4.7	Support recurrent training of the Regional Offices professional staff	Regional staff trained	40 number by 2019



Programme: Regional Offices				
KO#	#	Project/Key Activity	Deliverable	KPI
<b>Asia and Pacific (APAC)</b>				
<b>NOTE: Many projects/key activities for Air Navigation Capacity and Efficiency are critically dependent on a fully functioning of Regional Sub-Office which can only be achieved with continued availability of extra-budgetary resources provided by States</b>				
4	CAP. APAC.1	(CNS) Assist States in the implementation of policies and provisions on Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	Regional agreements, decisions and recommendations of regional meetings (AFSG and FMG)	6 per year; 50-60% Implementation of selected B0 modules by 2019
4	CAP. APAC.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (AIM TF)	3 per year; 40-50% Implementation of selected B0 modules by 2019
4	CAP. APAC.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG)	5 per year; 50-60% Implementation of selected B0 modules by 2019
4, 11, 12	CAP. APAC.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	PIRGs and their working structure meetings	Implementation of the regional air navigation plans in line with the agreed timeline; 90 per cent of actions (Reponses to PIRG Decisions) to be implemented per year
4	CAP. APAC.5	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Assistance to States and workshops/seminars on development of PBN routes	1 workshops/seminars; 50-60% of user preferred routes implemented
4	CAP. APAC.6	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANIWP : ROI-09)	Assistance to States and workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules	5 workshops/ seminars; xx% Implementation of selected ASBU B0-CDO and B0-CCO modules by 2019
4	CAP. APAC.7	Assist States in the implementation of policies and provisions to optimize airspace and airport	Assistance to States and workshops/seminars on implementation of flexible use of airspace (FUA)	4 workshops/ seminars; 40-50% of States that

		usage (ANIWP : ROI-01)		have implemented FUA
<b>Eastern and Southern African (ESAF)</b>				
4	CAP. ESAF.1	(CNS) Assist States in the implementation of policies and provisions on Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	Assistance to States and workshops/seminars on <ul style="list-style-type: none"> <li>• Implementation of AMHS</li> <li>• Implementation of ASBU B0-FICE module elements</li> <li>• Upgrade of ANS infrastructure (NAFISAT and SADC VSAT networks)</li> </ul>	3workshops/ seminars per year; 60% of States with AMHS implemented and interconnected with other States AMHS; 60% of FIRs within which all applicable ACCs have implemented at least one interface to use AIDC with neighboring ACCs; Upgrade of NAFISAT and SADC VSAT networks completed by 2019
4	CAP. ESAF.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Assistance to States and workshops/seminars on <ul style="list-style-type: none"> <li>• Implementation of AIS Quality;</li> <li>• Management System (QMS);</li> <li>• Transition from AIS to AIM;</li> <li>• Implementation of ASBU B0 – DATM module elements</li> </ul>	2workshops/seminars per year; 50-60% % of States that have implemented QMS for AIS/AIM by 2019; 60% of States that have National AIM Implementation Plan/Roadmap by 2019; 60% of States that have implemented an IAID driven AIP Production (eAIP) by 2019
4	CAP. ESAF.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Assistance to States and workshops/seminars on <ul style="list-style-type: none"> <li>• Implementation of MET Quality Management System (QMS);</li> <li>• Implementation of SADIS FTP</li> </ul>	4workshops/seminars per year; 50-60% % of States that have implemented QMS for MET ; 50-60% of States that have

				implemented SADIS 2G satellite broadcast or Secure SADIS FTP service by 2019
4, 11, 12	CAP. ESAF.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	Assistance to States with <ul style="list-style-type: none"> <li>• Implementation of AN priorities through APIRG projects</li> </ul> Implementation of ANS targets under the AFI Plan	Reduction of ANS deficiencies; 50-60% of ANS targets implemented by 2019; 90 per cent of actions (Responses to PIRG Decisions) to be implemented per year
4	CAP. ESAF.5	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Assistance to States and workshops/seminars on <ul style="list-style-type: none"> <li>• Development of PBN routes</li> <li>• Implementation of ASBU B0-FRTO module elements</li> </ul>	2 workshops/seminars per year; 60-80% of user preferred routes implemented by 2019; 60-80%% of required Routes that are not implemented due military segregated areas by 2019
4	CAP. ESAF.6	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANIWP : ROI-09)	Assistance to States and workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules	2workshops/ seminars per year; 50-60% of International Aerodromes/TMA with PBN STARs/SIDs implemented by 2019; 50-60% of International Aerodromes/TMA with CDO/CCO implemented by 2019
4	CAP. ESAF.7	Assist States in the implementation of policies and provisions to optimize airspace and airport	Assistance to States and workshops/seminars on implementation of flexible use of airspace (FUA);	4 workshops/ seminars per year;

		usage (ANIWP : ROI-01)	Assistance to States and workshops/seminars on implementation of ASBU B0-ACDM elements	40-60% of States that have implemented FUA by 2019; 40-60% of international aerodromes having implemented improved airport operations through airport-CDM by 2019
<b>Europe and North Atlantic (EUR/NAT)</b>				
4	CAP.EUR /NAT.1	Promote ICAO ITU WRC position	Workshops/Meetings	2 workshops/meetings per year; ICAO WRC position is included in the national WRC preparations
4	CAP.EUR /NAT.2	Assist States in the development of regional and national Contingency plans	Regional Contingency plans; National Contingency plans	EUR and NAT contingency plans (e.g VACP); 90 % States with national contingency plans
4	CAP.EUR /NAT.3	Assist States in the implementation of policies and provisions to optimise aerodrome departure/arrival rates in all meteorological conditions (ANIWP : ROI-08)	Decisions and recommendations of AWOG and PBN TF	2 meetings per year; 80% RNP APCH at all instrument runway ends by 2019
4	CAP.EUR /NAT.4	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANIWP : ROI-09)	Decisions and recommendations of ATMGE, PBN TF	3 meetings per year; 60 % PBN STAR/SID at all international TMAs by 2019
4	CAP.EUR /NAT.5	Assist States in the implementation of policies and provisions to improved efficiency of surface operations, in particular at congested aerodromes (ANIWP : ROI-03)	Decisions and recommendations of AWOG, ATMGE	3 meetings per year; XX % of international aerodromes having implemented improved efficiency of surface operations
4	CAP.EUR /NAT.6	(CNS) Assist States in the implementation of policies and provisions on Communication,	Regional agreements, decisions and recommendations of regional meetings (AFSG and	4 meetings per year; 80% Implementation of

		Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	FMG)	selected B0 modules by 2019
4	CAP.EUR /NAT.7	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (AIM TF) - AIM assistance missions to States; - Regional and/or Interregional Seminar(s)/Workshop(s) on IM and SWIM	4 meetings per year; - 2 missions per year - 1 interregional and 1 regional by 2019; 80% Implementation of selected B0 modules by 2019
4	CAP.EUR /NAT.8	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG)	4 meetings per year; 80% Implementation of selected B0 modules by 2019
4, 11, 12	CAP.EUR /NAT.9	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	PIRGs (EANPG and NAT SPG) and their working structure meetings	Implementation of the regional air navigation plans in line with the agreed timeline; 90 per cent of actions (Reponses to PIRG Decisions) to be implemented per year
4	CAP.EUR /NAT.10	Improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Airspace and ATS route development managed through EUR RDGE and NAT IMG contributory bodies; extend the use of free flight operations	Implementation of the regional air navigation plans in line with the agreed timeline
4	CAP.EUR /NAT.11	Optimize airspace and airport usage (ANIWP : ROI-01)	Airspace and ATS route development managed through EUR RDGE and NAT contributory bodies; extend the use of free flight operations	Implementation of the regional air navigation plans in line with the agreed timeline
<b>Middle East (MID)</b>				
4	CAP. MID.1	(CNS) Assist States in the implementation of policies and provisions on Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	Assistance provided to States related to the implementation of CNS policies and provisions and regional requirements and priorities, in accordance with the MID Air Navigation Strategy, through workshops/seminars, assistance missions	Achievement of the performance targets related to CNS included in the MID Air Navigation Strategy; Workshops/seminars conducted, as approved
			2 meetings per year addressing CNS;	

			and meetings	by MIDANPIRG; At least 1 assistance mission per year conducted by RO/CNS
4	CAP. MID.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Assistance provided to States related to the implementation of Information Management and SWIM policies and provisions; and regional requirements and priorities, in accordance with the MID Air Navigation Strategy, through workshops/seminars, assistance missions and meetings. 2 meetings per year addressing Information Management and SWIM;	Achievement of the performance targets related to Information Management included in the MID Air Navigation Strategy; Workshops/seminars conducted, as approved by MIDANPIRG; At least 1 assistance mission per year conducted by RO/AIM/ATM.
4	CAP. MID.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Assistance provided to States related to the implementation of MET policies and provisions; and regional requirements and priorities, in accordance with the MID Air Navigation Strategy, through workshops/seminars, assistance missions and meetings. 2 meetings per year addressing MET;	Achievement of the performance targets related to MET included in the MID Air Navigation Strategy; Workshops/seminars conducted, as approved by MIDANPIRG; Assistance missions conducted, as required (in coordination with the EUR/NAT Office).
4, 11, 12	CAP. MID.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	PIRGs and their working structure meetings Identification/update of regional air navigation priorities; MID eANP kept up-to-date; Meetings convened in accordance with the agreed schedule;	Implementation of the regional air navigation strategy and plans in line with the agreed timeline  (90 per cent achievement

				of milestones); Proposals for Amendment of the MID eANP processed in a timely manner.
4	CAP. MID.5	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Airspace management and ATS route network optimization addressed by MIDANPIRG contributory bodies;	3 meetings addressing airspace management and ATS route network optimization, by 2019
4	CAP. MID.6	Assist States in the implementation of policies and provisions to optimise aerodrome departure/arrival rates in all meteorological conditions (ANIWP : ROI-08)	Assistance provided to States related to PBN implementation, through the establishment of the MID FPP and conduct of meetings, workshops/seminars and assistance missions. 2 meetings per year addressing PBN;	Achievement of the performance targets related to PBN included in the MID Air Navigation Strategy; Workshops/seminars conducted, as approved by MIDANPIRG; At least 1 assistance mission conducted per year. MID FPP established and its work programme implemented as per agreed timelines.
4	CAP. MID.7	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANIWP : ROI-01)	Assistance to States through the conduct of the MID Civil/Military Support Team visits and workshops/seminars to foster implementation of flexible use of airspace (FUA)	workshops/ seminars conducted as required by MIDANPIRG; Civil/Military Support Team visits conducted, as required by States; 40 % of States have implemented FUA by 2018
<b>North American, Central American and Caribbean (NACC)</b>				
4	CAP. NACC.1	(CNS) Assist States in the implementation of policies and provisions on Communication,	Regional agreements, decisions and recommendations of regional meetings (AFSG and	1 Meeting per year; By 2019: 75%

		Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	FMG)	implementation of BO-TBO module; 42% implementation of BO-SURF module; 55% implementation of BO-ASUR module; 10% implementation of BO-ACAS module; and 64% implementation of BO-FICE module
4	CAP. NACC.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (AIM TF)	1per year; 46% Implementation of BO DATM module by 2019
4	CAP. NACC.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG)	1 per year; 86% Implementation of selected BO modules by 2019
4, 11, 12	CAP. NACC.4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	PIRGs and their working structure meetings	Implementation of the regional air navigation plans in line with the agreed timeline; 90 per cent of actions (Reponses to PIRG Decisions) to be implemented per year
4	CAP. NACC.5	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANIWP : ROI-01)	Assistance to States and workshops/seminars on implementation of flexible use of airspace (FUA)	2 workshops/ seminars; 70% of States that have implemented FUA
<b>South American (SAM)</b>				
4	CAP. SAM.1	(CNS) Assist States in the implementation of policies and provisions on Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	Regional agreements, decisions and recommendations of regional meetings (AFSG and FMG)	1 per year; 50% Implementation of selected BO modules by 2019



4	CAP. SAM.2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (AIM TF)	1 per year; 50% Implementation of selected B0 modules by 2019
4	CAP. SAM.3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG)	1 per year; 50% Implementation of selected B0 modules by 2019
4	CAP. SAM.4	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Airspace and ATS route development managed through contributory bodies; extend the use of free flight operations	Implementation of the regional air navigation plans in line with the agreed timeline
4	CAP. SAM.5	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANIWP : ROI-09)	Assistance to States and workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules	3 workshops/ seminars
4	CAP. SAM.6	Assist States in the implementation of policies and provisions to improve efficiency of surface operations, in particular at congested aerodromes (ANIWP : ROI-03)	Assistance to States through workshops/seminars based on available ICAO SARPs and Guidance Material	3 workshops conducted successfully
4	CAP. SAM.7	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANIWP : ROI-01)	Assistance to States and workshops/seminars on implementation of flexible use of airspace (FUA)  Assistance to States and workshops/seminars on implementation of ASBU B0-ACDM elements	3f workshops/ seminars; 50% of States that have implemented FUA  50 % of international aerodromes having implemented improved airport operations through airport-CDM
4, 11, 12	CAP. SAM.8	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	PIRGs and their working structure meetings	Implementation of the regional air navigation plans in line with the agreed timeline;  90 per cent of actions (Reponses to PIRG Decisions) to be implemented per year

Western and Central African (WACAF)				
4	CAP. WACAF. 1	(CNS) Assist States in the implementation of policies and provisions on Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	Regional agreements, decisions and recommendations of regional meetings (AFSG and FMG)	2 per year; 95% Implementation of selected BO modules by 2019
4	CAP. WACAF. 2	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (APIRG) and the endorsed AIM Implementation Projects	1 AIM implementation support workshop/seminar per year; 75% Implementation of selected BO- DATM modules by 2019
4	CAP. WACAF. 3	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Regional agreements, decisions and recommendations as adopted by APIRG	6 States per year; 80% Implementation of BO-AMET elements by 2019
4, 11, 12	CAP. WACAF. 4	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	PIRGs and their working structure meetings  Assistance to States with <ul style="list-style-type: none"> <li>Implementation of AN priorities through APIRG projects</li> </ul> Implementation of ANS targets under the AFI Plan	Implementation of the regional air navigation plans in line with the agreed timeline;  95% of the AFI ANS Targets met by 2019  90 per cent of actions (Reponses to PIRG Decisions) to be implemented per year
4	CAP. WACAF. 5	Assist States in the implementation of policies and provisions to improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Airspace and ATS route development managed through contributory bodies; extend the use of free flight operations	Implementation of the regional air navigation plans in line with the agreed timeline
4	CAP. WACAF. 6	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANIWP : ROI-09)	Assistance to States and workshops/seminars on implementation of ASBU B0-CDO and B0-CCO modules	1 workshops/ seminars per year; 70% of airports with CDO and CCO operations by

				end 2019
4	CAP. WACAF. 7	Assist States in the implementation of policies and provisions to optimise aerodrome departure/arrival rates in all meteorological conditions (ANIWP : ROI-08)	decisions and recommendations of AWOG and PBN TF	7 per year; 80% RNP APCH at all instrument runway ends by 2019
4	CAP. WACAF. 8	Assist States in the implementation of policies and provisions to optimize airspace and airport usage (ANIWP : ROI-01)	Assistance to States and workshops/seminars on implementation of flexible use of airspace (FUA)	Number of workshops/ seminars; % of States that have implemented FUA

### Strategic Objective – SECURITY AND FACILITATION

#### Key Priority – Continuous Aviation Security and Facilitation Improvements; Quality Data, Analysis and Forecasting; No Country Left Behind

Although the global civil aviation system is more secure than ever, vulnerabilities and threats to civil aviation security and border integrity persist, affecting a greater number of States across all regions. Such challenges must be addressed through constant and proactive preventive efforts, including systematic collaboration, coordination and communication among States and industry. It is of utmost importance to optimize the balance between security and facilitation requirements, thereby enabling air passenger and cargo traffic to grow in a secure and seamless way.

The ultimate goal of this Strategic Objective is to enhance civil aviation security and facilitation worldwide, that is, to a) minimize the risk of unlawful interference with civil aviation and ensure appropriate responses when incidents occur, b) minimize border integrity risks and, c) maximize efficiency in border clearance operations to promote trade, tourism and economic development.

The delivery of the results with respect to this Strategic Objective will contribute to reducing the level of global aviation security and border integrity risks, facilitating movement of people and movement of goods by air, and enhancing the efficiency and sustainability of the global civil aviation system.

**Expected Result 5: Reduced Aviation Security Risk: Enhanced capabilities of States to reduce the level of risk posed by existing, new and emerging threats to civil aviation and boarder integrity by effective regulatory oversight frameworks and implementation of countermeasures and responses commensurate with the level of threat, as well as the harmonized global aviation security policy framework**

- **Key Outcome 5:** Uniform and consistent countermeasures and responses are implemented
- **Key Performance Indicator:** Level of effective implementation (as observed by USAP-CMA)

**Expected Result 6: Improved Efficiency in Border Clearance Operations: Enhanced capabilities of States to facilitate movement of people and goods by air with minimum operational delays, and high quality security and law enforcement**

- **Key Outcome 6:** The border crossing procedures and the mechanisms to establish and confirm the identity of travellers are enhanced
- **Key Performance Indicator:** Level of Annex 9 implementation (from Compliance Checklists completed by States)

**Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development**

- **Key Outcome 11:** Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved
- **Key Performance Indicator:** Number of analysis using ICAO data, analysis and forecasts

**Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity**

- **Key Outcome 12:** ICAO's No Country Left Behind initiatives are implemented
- **Key Performance Indicator:** Effective implementation rates of safety and security oversight systems; Number of outstanding SSCs and/or SSeCs

**Programme: Strategy and Policy**

KO#	#	Project/Key Activity	Deliverable	KPI
5, 6, 11, 12	SEC.1.1	Develop Global Aviation Security Plan (GASeP) and assess aviation security, facilitation and TRIP/MRTD implementation	Approved GASeP document; Implementation and risk analysis documents	GASeP approved by 4Q 2018; 90 per cent review of all risk matrices annually
5, 6, 12	SEC.1.2	Provide support for governing bodies of ICAO (Assembly, Council, UIC and ATC)	Documentation required for governing bodies; Secretary role for governing bodies	19 papers and briefings per year; 90 per cent of actions (Response to Council Decision) to be implemented each year
5, 6	SEC.1.3	Enhance recognition of ICAO leadership, international cooperation (including UN system) and coordination of regional activities	Improved service delivery to States through efficient coordination and cooperation; Increased outreach to States on API and PNR Programmes through collaboration with WCO, IATA and UN System	90 per cent of inputs and contribution provided on-time
12	SEC.1.4	Contribute towards the implementation of Resource Mobilization Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the	Review of project plan in 1Q each year

			States	
Programme: Aviation Security Policy				
KO#	#	Project/Key Activity	Deliverable	KPI
5	SEC.2.1	Refine and harmonize the global aviation security framework (including development and update of guidance)	Actions required as a result of High-level Conference on Aviation Security and by 39th Assembly resolutions; Development of necessary SARPs for Annex 17 Security; Provision of support to Aviation Security Panel working groups and coordination of relevant industry initiatives; New and revised guidance material, including in response to new threats and risks	75 per cent of follow up actions completed by 4Q 2019; Publication of updated Annex 17 SARPs as required
5	SEC.2.2	Respond promptly when significant events occur - includes PoC network, contingency planning, response (usually short term)	Provision of leadership and support to States in response to significant events; Provision of short-term assistance in such cases	100 per cent of appropriate and timely coordination in response to crisis
5, 11	SEC.2.3	Establish information-sharing mechanisms	Refined tools for handling aviation security information; Provision of appropriate information; Regular worldwide testing of Point of Contact (PoC) Network	Test PoC Network every 18-24 months;
5, 11	SEC.2.4	Address and analyze threats, risks and vulnerabilities	Annual update of Risk Context Statement (RCS)	Revised RCS published at least once annually
5	SEC.2.5	Develop and implement ICAO's policy and provision to mitigate cyber security risks	Policy framework and guidance material on cybersecurity (establishment of common cyber security standards for aviation systems)	Continuous release of relevant guidance; Cybersecurity Management System by 4Q 2019
Programme: Aviation Security Audit				
KO#	#	Project/Key Activity	Deliverable	KPI
5, 12	SEC.3.1	Conduct and enhance Universal Security Audit Programme Continuous Monitoring Approach (USAP-CMA) activities	USAP-CMA activities tailored to each State's aviation security situation; Reports reflecting the findings of monitoring activities; Additional monitoring activities through on-site and documentation-based audits	80 per cent of planned monitoring activities (26 each year and 4 additional activities per year); 90 per cent of reports produced within 60 days of

				monitoring activity completion; Satisfactory feedback from 90 per cent of States
5, 12	SEC.3.2	Analyze results of monitoring activities	Produce periodic analyses of USAP-CMA results	Report to MARB annually
5, 12	SEC.3.3	Conduct supporting activities in ICAO regions	Conduct regional seminar/workshops, auditor training courses, and missions in support of other UN bodies	4 targeted assistance activities
<b>Programme: Implementation Support and Development</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
5, 12	SEC.4.1	Assist States through the updates of training material and Aviation Security Training Centre (ASTC) activities	Training courses/workshops aimed towards increasing Member State's capability to implement Annex 17 and 9; Development of training material and the enhancement of Aviation Security Training Packages/workshops; Oversight of the ASTC network	75 per cent of training material updated within 6 months after Annex/guidance material are revised; Additional training material available by 4Q 2018
5, 12	SEC.4.2	Assist States in resolving significant security deficiencies identified through the USAP and to assist States in their efforts to implement SARPs of Annex 17	Comprehensive projects that assist States in addressing deficiencies (development, implementation and monitoring); Guidance and advice to States in support of their action to implement ICAO SARPs through special-purpose missions or through communications with State authorities; Structured State-specific aviation security improvement plans (SIP); Coordination of assistance projects on a State and/or regional level involving multiple partners	6 States assisted using the SIP process per year; Change in level of effective implementation by assisted States
5, 12	SEC.4.3	Provide support to regional cooperation initiatives that seek to improve compliance with Annex 17 SARPs	Support to region-specific programmes through coordination with donor States and regional entities; Information shared with TCB regarding assistance provided to States under the respective Cooperative Aviation Security Programmes (CASP) programmes	Progress in implementation of regional initiatives
<b>Programme: Facilitation</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>

6	SEC.5.1	Refine and harmonize global facilitation policy framework	Actions required as a result of High-level Conference on Aviation Security and by 39th Assembly resolutions; Development of necessary measures and policies for Annex 9 - Facilitation; Provision of support to Facilitation Panel working groups; Publication of Manual on National Air Transport Facilitation Programmes	75 per cent of follow up actions completed by 4Q 2019; Publication of updated Annex 9 SARPs as required
6, 12	SEC.5.2	Develop and update contents of training material related to facilitation	Additional training materials	Additional training material available by 4Q 2018
6, 12	SEC.5.3	Assist States in their efforts to implement Annex 9 SARPs and build required capacity, and monitor compliance with relevant Annex 9 SARPs	Regional assistance workshops; States assisted with setting up National Air Transport Facilitation Programmes; Establishment of regional Facilitation Coordination Programmes; Follow up actions to the Annex 9 online compliance checklist; Adjustments to protocol questions of USAP/USOAP practices to reflect any new or amended security-related or safety-related provisions of Annex 9; Auditing of Annex 9 (subject to the governing bodies' decision)	Assistance aligned with requests and priority needs; 75 per cent of follow up actions completed by 4Q 2019
<b>Programme: TRIP/MRTD</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
6	SEC.6.1	Implement Traveller Identification Programme (TRIP) Strategy	Progress reports on TRIP Strategy milestones; Doc 9303 compliance scheme; ePassport roadmaps	90 per cent achievement of milestones
6	SEC.6.2	Develop and update travel document specifications, as well as guidance material on evidence of identification, Machine Readable Travel Documents (MRTDs), inspection systems and tool	Amendments to travel document specifications (Doc 9303)	Publication of Doc 9303 revisions as required
6, 12	SEC.6.3	Develop and update contents of training material related to TRIP	New TRIP training course materials	Training course materials available as required
6, 12	SEC.6.4	Assist States in their efforts to build required capacity in implementing Machine	Symposia and regional seminars; Donor-funded assistance projects	One symposium and two regional seminars per year:

		Readable Passports and ePassports projects		Assistance project(s) implementation according to plan
6	SEC.6.5	Administer, operate and promote the ICAO Public Key Directory (PKD)	ICAO Public Key Directory; Provision of support to PKD Board	Over 50 States participating in the ICAO PKD by 4Q 2019
<b>Programme: Regional Offices</b>				
KO#	#	Project/Key Activity	Deliverable	KPI
5, 6, 12	SEC.7.1	Supports States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Assistance activities through interaction with States; Reports on current aviation security and facilitation policy initiatives in the region	Increased number of States complying with Annex 17 and Annex 9 SARPs; Increase in average level of effective implementation in the Region
5, 12	SEC.7.2	Supports the effective implementation of the USAP-CMA Programme	Pre-audit and liaison; Audit participation; Post-audit follow-up actions	USAP-CMA activities completed on schedule
5, 12	SEC.7.3	Coordinates and supports the ICAO ASTCs	Timely support of work of ASTCs as a focal point	Successful completion of training courses as per schedule of ASTC training each year
5, 6, 12	SEC.7.4	Assists in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources)	3 assistance activities per year with RO participation
5, 6	SEC.7.5	Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international organizations

**Strategic Objective – ECONOMIC DEVELOPMENT OF AIR TRANSPORT**

**Key Priority – Enhanced Role of Aviation for Economic Development; Quality Data, Analysis and Forecasting; No Country Left Behind**



A sound and economically-viable civil aviation system provides the freedom to travel affordably, a fair and equal opportunity for States and air transport users to benefit financially, a business environment where firms can operate profitably and a basis for sustainable economic development globally. To maximize aviation's contribution to economies, uniting efforts among States and the international communities is required beyond the civil aviation sector.

Removing impediments to economic sustainability of air transport and overcoming the low-priority given to aviation in financing are the ultimate goals of this Strategic Objective. States can use aviation as an effective development tool by placing it in the centre of the national/regional development framework and international financing for development flows, resulting in a) improving air connectivity; b) creating more competitive business opportunities in the marketplace; c) increasing consumer's benefits and choices; and at the same time d) reducing financial burden and costs in performing their regulatory oversight functions.

The delivery of the results with respect to this Strategic Objective will contribute to the growth of civil aviation activities and the efficiency of the air transport, and hence to the global economy, and the expansion of trade and tourism.

**Expected Result 7: Lower Impediments to Air Transport Operations: Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions**

- **Key Outcome 7:** The global air transport regulatory framework is harmonized and converged with other economic sectors
- **Key Performance Indicator:** A utilization rate of connectivity opportunities by air carriers, comparing the number of available markets created by air transport liberalization with the number of those markets having actual air services

**Expected Result 8: Increased Use of Aviation as a Development Tool: Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding for aviation infrastructure development and investment in air connectivity**

- **Key Outcome 8:** Access to financial resources and investments for aviation development activities is improved
- **Key Performance Indicator:** Number of States that include aviation in their national development plan

**Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development**

- **Key Outcome 11:** Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved.
- **Key Performance Indicator:** Number of analysis using ICAO data, analysis and forecasts

**Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity**

- **Key Outcome 12:** ICAO's No Country Left Behind initiatives are implemented.
- **Key Performance Indicator:** Effective implementation rates of safety and security oversight systems; Number of outstanding SSCs and/or SSeCs

<b>Programme: Strategy and Policy</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
7, 8, 12	DEV.1.1	Develop global air transport economic strategy/plan, as well as state of the industry	Development of the global plan; Regular revision including adjustments required to address new and emerging issues and weaknesses in the implementation of global plan	Establishment of global plan by 4Q 2017; Publication of state of the industry in 4Q each year
7, 8, 12	DEV.1.2	Provide support for governing bodies of ICAO (Assembly, Council, ATC and JSC)	Production of required documentation according to established timelines; Secretary role for governing bodies; Regular activity reports to Council	90 per cent of actions (Response to Council Decision) to be implemented each year
7, 8	DEV.1.3	Promote and enhance role of ICAO in both global and regional, and financial and economic communities to support ICAO's No Country Left Behind (NCLB) Initiative to contribute to the UN Sustainable Development Goals (SDGs)	Improved service delivery to States through efficient coordination and cooperation; Increased recognition by different UN bodies regarding contribution to SDGs; Ensuring ICAO policies fit into the overall framework of the NCLB Initiative and SDGs	90 per cent of inputs and contribution provided on-time
12	DEV.1.4	Contribute towards the implementation of Resource Mobilization Strategy	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States	Review of project plan in 1Q each year
<b>Programme: Aviation Data and Analysis</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
7, 8, 11	DEV.2.1	Collect, analyze and disseminate aviation data/statistics	Strengthened partnership with other organizations and academia (ACI, UNWTO, World Bank, ILO, UNCTAD, OECD-ITF, ICM, etc.) to rationalize data management and reduce costs; Modernizing and re-engineering the business processes of the Statistics Programme under the Enterprise Data Management (EDM) framework; Obtaining UN Statistical Commission's endorsement	Average number of days for processing (less than 200 days); Business process re-engineering completed by 4Q 2018
7, 8, 11	DEV.2.2	Develop business analysis tools to maximize the utility of data through visualization	Constant release of new and updated tools; UN-wide Data Catalogue application; Big Data analytical applications	5 business analysis tools developed or updated per year
7, 8, 11	DEV.2.3	Evaluate economic contribution and benefits of aviation-related activities/projects (including safety and air	Establishment of aviation satellite account (aviation GDP) methodologies approved by UN Statistical Commission;	UN Statistical Commission approval obtained by 2Q 2018;

		navigation improvement) by using refined methodologies	Annual economic contribution report; Reports to evaluate economic benefit of safety and air navigation improvements; Quantification of impact of liberalization on traffic, fares, economies, etc.	Release of the report by 4Q each year
7, 8, 11	DEV.2.4	Develop updated forecasts and harmonize databases in support of aviation development, air navigation planning and environmental economics work	Updated single harmonized set of long-term traffic forecasts; Customized forecasts for air navigation planning; Updated forecasts of licensed personnel requirements (Doc 9956) Harmonized traffic databases and related statistical information in support of CAEP work; Provision of fuel consumption data enabling to report on CO2 emissions to UNFCCC	Release of updated long-term traffic forecasts by 4Q each year; Accuracy of the forecast measured by actual variation divided by forecasted variation (less than 15% of average growth rate deviation)
7, 8, 11	DEV.2.5	Deliver and promote results of economic analyses on emerging issues of global importance and various aspects of air transport in cooperation with other international organizations	Updated global and State-level indicators to monitor the implementation of UN SDGs; Studies on airport capacity constraints, ASBU costs-benefit-analysis etc. Annual studies on regional differences in airline operating economics to support global airline revenue prorating system; Annual calculation of air mail basic conveyance rate for Universal Postal Union (UPU); Air freight indices in cooperation with UNCTAD; Cost-benefit analysis related to air connectivity; Studies on linkages between air transport and health and their economic impact, in coordination with World Health Organization (WHO); Economic Analysis of effectiveness and impact of social regulations with International Labor Office (ILO) (safety, health, security, etc.); Studies on economic aspects of environmental and social impacts; Evaluation of effectiveness and impact of economic regulation, as well as air navigation and safety standards implementation	Indicators updated by 4Q each year; Release of studies on regional differences in airline operating economics and air mail basic conveyance rate by 1Q each year; Release of 2 study/reports by 4Q each year

<b>Programme: Economic Regulatory Framework</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
7, 8	DEV.3.1	Modernize and harmonize global air transport regulatory framework in line with ICAO Long-Term Vision for International Air Transport Liberalization and lead the international community to converge it with tourism and trade sectors	Updated policy guidance (Docs 9587 and 9626) to reflect A39 Resolutions; Updated high-level principles on consumer protection; Updated policies on taxation (Doc 8632); Interventions, statements, papers to ensure that the priorities of ICAO Member States reflected in tourism policies through World Tourism Organization (UNWTO) and trade in services negotiations through World Trade Organization (WTO)	75 per cent of follow up actions completed by 4Q 2019; Publication of updated Doc 8632 as required;
7, 8	DEV.3.2	Finalize a draft long-term vision for air transport liberalization, obtain support and administer the implementation as required (Doc 10027, A38-EC refers)	New draft long-term vision for air transport liberalization and related protocols	Final draft long-term vision ready by 4Q 2017
7, 8	DEV.3.3	Develop policies and guidance for infrastructure improvement and development for funding of aviation infrastructure and financing of air transport operations	New policy and guidance material adapted to the implementation of ASBUs; Updated policies on charges (Doc 9082) economics manuals on airports and air navigation services (Docs 9161 and 9562); Guidance on funding of safety, security and economic oversight functions, including RSOOs; Guidance and analysis of Public-Private-Partnerships for infrastructure funding/financing	Publication of Docs 9161 and 9562 revisions by 2Q 2018
7, 8	DEV.3.4	Develop new guidance material on air cargo services, aircraft leasing and business aviation services	New guidance material on air cargo services; Studies on aircraft leasing; Studies and guidance on business and general aviation services	Inclusion of guidance on air cargo services in Doc 9626 by 3Q 2019
7, 8	DEV.3.5	Provide tools to enhance transparency of air transport regulatory framework and development	Updated ICAO aeronautical charges online/ Doc 7100; Updated and improved database on world air services agreements (WASA); Updated ICAO on-line Compendium of Competition Policies and Practices	Coverage of air services agreements in WASA measured by the number of country-pairs with agreements in WASA divided by the number of country-pairs with traffic (50%)

<b>Programme: Technical Assistance</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
7, 8, 12	DEV.4.1	Raise awareness of ICAO's air transport policies and guidance, develop State/Regional Action Plans, and assist States to implement them	Development of Regional Actions Plans for economic development in cooperation with regional bodies; Provision of support for their implementation and updating Regional Action Plans; Development of Action Plans for small island groups (Caribbean, Indian Ocean, Pacific Islands); Promotional activities through international meetings, events and social media	66 per cent of States following ICAO's policies on charges (Doc 9082) by 4Q 2019
7, 8, 12	DEV.4.2	Facilitate States' air services negotiations and provide an exchange forum for States and aviation stakeholders to reduce regulatory costs	Enhanced ICAO Air Services Negotiation Event (ICAN), incorporating full spectrum of air transport supply chain; Organization of policy exchange forum (such as ICAO Air Transport Symposium); Topic- and regional specific ICAN events including the wider intermodal transport community, such as ICAN CARGO or ICAN AFRICA	Cumulative number of Member States utilizing the ICAN facility increased by 10 every year
7, 8, 12	DEV.4.3	Facilitate States' access to financial resources for investments in connectivity and infrastructure improvements and poverty alleviating actions, as well as to deal with emergency situations	Implementation of regulatory tools for decision-makers for poverty alleviation and connectivity enhancement (ESCI Scheme); Analysis and subsequent facilitation of financial resources (such as official development assistance, ODA) and Enhanced Integrated Framework (EIF) for trade-related assistance for Least Developed Countries (LDC); Contingency planning in response to events affecting consumer protection (iPlan); Provision of economic data for disaster relief activities	Proposal of ESCI scheme ready by 4Q 2017; Website on ODA updated by 4Q each year; Provision of information/responses within 1 day for disaster relief activities
<b>Programme: Joint Financing</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
7, 8	DEV.6.1	Administer the Danish and Icelandic Joint Financing Agreements	Danish and Icelandic Joint Financing Agreements	User charges calculated /approved by the Council by 4Q each year
7, 8	DEV.6.2	Administer the Arrangement on the Joint	HMS Arrangement	User charges calculated by

		Financing of the North Atlantic Height Monitoring System (HMS)		4Q each year
7, 8	DEV.6.3	Administer the Agreement on the Sharing of Costs of the Satellite Distribution System for Information relating to Air Navigation (SADIS)	SADIS Agreement	Report of the SADIS Cost Recovery Administrative Group (SCRAG) by 4Q each year
<b>Programme: Regional Offices</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
7, 8, 12	DEV.5.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Reports on current air transport policy initiatives in the region	Increased number of States with a high level of observance to ICAO air transport policies and Regional Action Plans
7, 8, 11, 12	DEV.5.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics; Regional traffic forecasts customized based on global traffic forecasts	Increased number of States submitting statistics forms; Availability of regional traffic forecasts within 1-year after global forecasts are revised
7, 8	DEV.5.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international organizations

## Strategic Objective – ENVIRONMENTAL PROTECTION

### Key Priority – Environmentally Friendly Aviation; Quality Data, Analysis and Forecasting; No Country Left Behind

Civil aviation plays a key role in society as it delivers social, cultural, economic, and political benefits; however, there is a need to take into account the impact on the environment. While technological progress and operational improvements continue, the rate of traffic growth will result with a net increase in aircraft noise and aviation emissions if additional measures are not taken.

The ultimate goals of this Strategic Objective are to limit or reduce the number of people affected by significant aircraft noise, and to limit or reduce the impact of aviation emissions on local air quality and aviation greenhouse gas emissions on the global climate. Given the existence of many UN agencies and intergovernmental forums for negotiating environmental matters, comprehensive and balanced measures are required to fulfil such goals at the global level in consistent with the UN system environmental protection policies and practices. Environmental protection and in particular climate change is broad in nature, and affects all sectors of public and private activities.

The delivery of the results with respect to this Strategic Objective will contribute to environmental sustainability, which could result in producing efficiencies in the global civil aviation system.

**Expected Result 9: Improved Environmental Performance of Aviation: Enhanced capabilities of States to apply integrated measures to address aircraft noise and engine emissions embracing technological and operational improvements, and the use of sustainable aviation alternative fuels and a global market-based measure for international aviation as appropriate**

- **Key Outcome 9:** SARPs and mitigation measures are implemented and tools to quantify their benefits are developed
- **Key Performance Indicator:** Number of States complying with environment-related SARPs

**Expected Result 10: Reduced Environmental Impact on Global Climate: Enhanced capabilities of States to voluntarily prepare and implement appropriate measures to reduce their CO2 emissions from international aviation within the harmonized global regulatory framework in consistent with the UN system environmental protection policies and practices**

- **Key Outcome 10:** Voluntary preparation and implementation by States of appropriate measures is enhanced
- **Key Performance Indicator:** Number of States' action plans on CO2 emissions reduction activities submitted to ICAO, number of national focal points trained, number of States that receive assistance for preparation and implementation of action plans

**Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development**

- **Key Outcome 11:** Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved
- **Key Performance Indicator:** Number of analysis using ICAO data, analysis and forecasts

<b>Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity</b>				
<ul style="list-style-type: none"> <li>• <b>Key Outcome 12:</b> ICAO's No Country Left Behind initiatives are implemented</li> <li>• <b>Key Performance Indicator:</b> Effective implementation rates of safety and security oversight systems; Number of outstanding SSCs and/or SSeCs</li> </ul>				
<b>Programme: Strategy and Policy</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
9, 10, 12	ENV.1.1	Develop global environmental protection strategy/plan/report consistent with UN sustainable development framework	Development of the environmental global plan; Regular revision including adjustments required to address new and emerging issues and weaknesses in the implementation of global plan	Establishment of environmental global plan by 4Q 2017; Regular review in 4Q each year
9, 10	ENV.1.2	Provide support for governing bodies of ICAO (Assembly, Council, ANC, ATC) as well as CAEP	Production of required documentation according to established timelines; Secretary for governing bodies and CAEP; Regular activity reports to Council	90 per cent of actions (Response to Council Decision) to be implemented each year
9, 10	ENV.1.3	Promote and enhance recognition of ICAO leadership in aviation environmental matters, international cooperation (including UN system) and coordination of regional activities as well as ICAO's role in supporting UN environmental initiatives and groups, including SDGs	Improved service delivery to States through efficient coordination and cooperation; Management and coordination of ICAO's contribution to UN environmental initiatives and groups, inputs to UNFCCC/COP, and follow up on the outcome of SDGs; Cooperation and follow-up with UN agencies on efforts that affect international aviation and environment, including WHO, WMO, IMO, IAEA, IRENA, etc. Environment Report, symposium and seminars; Contribution to IPCC Assessment Reports and UNEP publications	90 per cent of inputs and contributions provided on-time; 1 environmental event organized annually
10, 12	ENV.1.4	Contribute towards the implementation of Resource Mobilization Strategy, including establishment and overseeing of external environmental assistance projects	Identification of potential donors and development of specific projects for voluntary funds and/or grants for the provision of technical assistance for the States; Project documents required for UNDP/GEF and EU assistance projects	Establishment and annual review of projects in 1Q each year; 90 per cent of expected results provided on-time
<b>Programme: Climate Change</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>



9, 10	ENV.2.1	Develop operational/implementation modalities for Global Market-based Measures (MBM)	Development of new Annex 16 SARPs; Governance structure establishment; MRV rules and carbon credits eligibility guidance (to be defined by A39); Training and capacity building seminars for development and implementation of a global MBM (to be defined by A39)	Publication of updated Annex 16 SARPs as required
9, 10	ENV.2.2	Establish, maintain and update the ICAO MBM Registry and initiate small-scale deployment of ICAO global MBM framework	Establishment of registry system for a global MBM scheme (to be defined by A39); A pilot scheme on a limited trial basis (to be defined by A39)	Availability of registry system by 4Q 2019; Initiation of a pilot scheme by 1Q 2018
9, 10	ENV.2.3	Develop policies on sustainable alternative fuels and guidance for adapting aviation infrastructure and procedures to climate change	SUSTAF Recommendations to Council/Assembly; Analysis of existing policy frameworks; Development of uniform “guiding principles” to pursue the global harmonized frameworks; Analysis of costs and benefits of different existing alternative fuels policy measures; GFAAF maintenance; Global risk assessment of aviation facilities; New guidance on adaptation to climate change	Presentation of Draft Assembly paper to Council by 2Q 2019; Update of GFAAF once a year; Completion of preparatory work and development of guidance on adaptation by 2Q 2019
9, 10	ENV.2.4	Monitor work on climate finance under UNFCCC process, etc. and explore further opportunities for financing to aviation	Interventions, statements, papers to ensure that the priorities of ICAO Member States reflected in external policies	90 per cent of ICAO’s position expressed at appropriate forums
10	ENV.2.5	Implement Climate Neutral UN initiative (ICAO Emission Reduction Plan)	Development of a methodology to support the offsetting of ICAO GHG emissions; Guidance to UN system on reducing emissions; Sustainable procurement practices in ICAO	Release of updated carbon inventory in 3Q each year
<b>Programme: Environmental Standards</b>				
KO#	#	Project/Key Activity	Deliverable	KPI
9	ENV.3.1	Develop and maintain Noise Standards and Recommended Practices	Maintenance of Annex 16 Vol. I; Update of Doc 9501 (Environmental Technical Manual); Update of Doc 9829 (balanced approach), in which emerging areas (e.g. supersonics, UAS noise) are addressed; Provision of support to CAEP working groups	Publication of documents and updates to Annex 16, as required

9	ENV.3.2	Develop and maintain Local Air Quality Standards and Recommended Practices	Maintenance of Annex 16 Vol. II (including new PM Standard); Update of Doc 9501 (Environmental Technical Manual); Update of Doc 9889 (Airport Air Quality Manual); Provision of support to CAEP working groups	Publication of documents and updates to Annex 16, as required
9, 10	ENV.3.3	Develop and maintain climate change Standards and Recommended Practices	Maintenance of Annex 16 Vol. III; Update of Doc 9501 (Environmental Technical Manual); Update of Circular 337; Provision of support to CAEP working groups	Publication of documents and updates to Annex 16, as required
9	ENV.3.4	Update and maintain guidance on eco-friendly airports, evaluate policies for aircraft recycling, and develop Clean Development Mechanism (CDM) methodologies for aviation	Development of guidance on eco-friendly airports; Assessment of policies for aircraft recycling; Methodologies that will allow aviation projects to qualify for credits under CDM of the UNFCCC	Report to Council and Assembly on current practices related to aircraft recycling by 2Q 2019; New CDM methodology by 4Q 2019
9, 10, 11	ENV.3.5	Update, monitor and assess goals and trends	Update of Noise Technology Goals; Update of NOx and Fuel Burn Technology Goals; Monitoring the achievement of environmental goals; Maintenance of environmental databases; Assessment of the feasibility of global aspirational goals; Follow-up and review of scientific aspects of aviation and environment (e.g. IPCC); Provision of support to CAEP working groups	Release of goals reports by 2Q 2019; Regular continuous update of databases
<b>Programme: Assistance and Implementation Support</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
10, 12	ENV.4.1	Assist implementation of States' action plans and build required capacity	Regional workshops on action plan development and measure implementation etc; Updates of guidance and web-interface; Direct support to States in action plan development and implementation; Partnerships for access to financing; Development of pilot projects in various regions that	Over 90 national focal points for State Action Plans trained or directly contacted per year; 25 States directly assisted in implementing their action plans per year

			can be used as a model for implementation	
11	ENV.4.2	Analyze and update tools to assess the effects of aviation on the environment	EBT, IFSET, Carbon Calculator, Green Meetings Calculator	7 environment-related tools under development or updated per year
9, 10	ENV.4.3	Implement and monitor environmental assessment guidance	Doc 9889, APM Vol. II, Doc 10013, Doc 10031, Reference material on collaboration and community engagement with a concentration on PBN	Release of update material to include the latest, best practices on environmental assessment guidance
<b>Programme: Regional Offices</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
10, 12	ENV.5.1	Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional training/seminars on action plan development and measure implementation etc.	60 per cent of States submitting action plans by 4Q 2019
9, 10, 11, 12	ENV.5.2	Assist States in the region to implement Annex 16 and guidance , as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Assistance/training on use of the ICAO Fuel Savings Estimation Tool (IFSET)	Increased number of States complying with Annex 16 SARPs; Increased and appropriate reporting of environmental benefits from operational improvements
9, 10	ENV.5.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums as per schedule of other international organizations

## All Strategic Objectives – TECHNICAL COOPERATION

### Key Priority – Technical Assistance and Cooperation

The Technical Cooperation Programme is a permanent priority activity of ICAO that complements the role of the Regular Programme in assisting States with the effective implementation of SARPs and Air Navigation Plans (ANPs), as well as in the development of their civil aviation administration infrastructure and human resources. The programme is also one of the main instruments of ICAO to assist States in remedying the deficiencies identified through ICAO's assessment and audit activities. The Technical Co-operation Bureau (TCB) executes this programme.

Under various Trust Fund arrangements, on a yearly basis TCB implements an average of 100 technical cooperation projects (national or regional) across the full spectrum of civil aviation in approximately 150 countries. These projects are aimed at enhancing the States' capabilities in the areas of safety, security, environmental protection, air navigation and sustainable development of national and international civil aviation.

TCB provides a broad range of services, through the provision of expertise, the procurement of civil aviation equipment and services, and capacity building. Assistance rendered includes, inter alia, reviewing the structure and organization of national civil aviation institutions, updating the infrastructure and services of airports, protecting the environment, facilitating technology transfer and capacity building, promoting ICAO SARPs and supporting remedial action resulting from the Universal Safety Oversight Audit Programme (USOAP) and the Universal Security Audit Programme (USAP) audits.

#### **Expected Result 14: Optimized Capacity and Project Delivery: Enhanced capabilities of States to develop required capacity and implement aviation related projects in a cost effective manner**

- **Key Outcome 14a:** Assistance for States in the development of their civil aviation programmes is provided, including infrastructures, equipment and human resources, with a view to fostering their economic development and their achievement of self-sufficiency in the civil aviation field
- **Key Performance Indicator:** TCB's Conversion Rate ((No. of new TC Projects/No. of TC Requests \* 100) > 90%  
Technical Cooperation Programme Volume ((Total Implementation in USD /Forecast in USD \* 100) = 100%
- **Key Outcome 14b:** The global implementation of ICAO's SARPs and ANPs is fostered keeping in mind the Strategic Objectives of the Organization
- **Key Performance Indicator <sup>1</sup>:** Implementation of Corrective Action Plans: (CAP% after project– CAP% before project / CAP% before project\* 100 (per project) > 0))
- **Key Outcome 14c:** Rapid emergency assistance to Governments, the UN and other development partners is provided in response to post conflict, natural disaster and national calamities situations in States
- **Key Performance Indicator:** TCB's Response to Emergency Assistance ((No. of new projects in response to rapid emergency assistance/No. of emergency assistance requested from TCB \* 100) = 100%

<sup>1</sup> This KPI will be populated upon implementation of the Business Process Management System (BPMS) in TCB

<b>Programme: Technical Cooperation</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
14a	1.1.1	Cooperate with States and other stakeholders in the identification, formulation, mobilization of resources and implementation of civil aviation projects.	Technical Cooperation Programme	Number of technical cooperation projects implemented
14a	1.1.2	Make optimum use of ICAO Voluntary Funds and other development partners funding for technical assistance and technical cooperation projects.	Technical Assistance Programme	Number of technical assistance projects implemented
14b	2.1.1	Encourage States, when implementing civil aviation projects through the Technical Cooperation Bureau, to give due regard to the Universal Safety Oversight Audit Programme (USOAP) Continuing Monitoring Approach (CMA) and Universal Security Audit Programme (USAP) audit findings and recommendations in order to rectify deficiencies and resolve Significant Safety and Significant Security Concerns within the required time frame.	Safety and security related projects	Number of safety and security related projects implemented
14b	2.1.2	Make use of audit results, gap analyses, mission reports, ICAO/States Plans of Action and other sources to identify and develop potential projects with the agreement of the audited State.	Safety and security related projects	Number of safety and security related projects implemented
14c	3.1.1	Participate in Organization-wide emergency response actions to address natural disasters, national calamities and post conflict situations in States.	Projects related to rapid emergency response	Number of projects implemented in response to rapid emergency requests

**All Strategic Objectives – GLOBAL AVIATION TRAINING**

**Key Priority – Training and Capacity Building in Aviation**

The ICAO Global Aviation Training (GAT) Office establishes coordinated, effective and efficient mechanisms to support the development of human resources in aviation and the implementation of competency-based training for Member States and the industry. The GAT facilitates the global implementation of ICAO provisions, sets training and qualifications standards and frameworks, supports qualifications for the current and next generation of aviation professionals, supports harmonization of human performance in aviation and the No Country Left Behind initiative and provides guidance to States and industry in skills development

**Expected Result 13: Strengthened Aviation Professional Skills: Enhanced capacities of States to harmonize their training programmes through the provision of efficient criteria and procedures for the development and recognition of civil aviation training centres and training courses addressing ICAO provisions and programmes**

- **Key Outcome 13a:** Mechanisms for the recognition of training centres and activities are established
- **Key Performance Indicator:** Conduct 25 assessments of training organizations per year; Recognize seven new training centres and develop 20 ICAO harmonized training packages
- **Key Outcome 13b:** Capacity-building activities for States and industry in skills development in aviation are delivered
- **Key Performance Indicator:** Three thousand participants successfully trained yearly through ICAO-harmonized training packages. Twenty courses delivered per year addressing instructional teams qualification. Three training events delivered per year addressing standardization, human resources development and TRAINAIR PLUS activities. Five cost recoverable capacity-building missions per year.

**Programme: Global Aviation Training**

KO#	#	Project/Key Activity	Deliverable	KPI
13a	1.1.1	Implement criteria for ICAO recognition of aviation training centres and enhancement of the network they comprise	a) Effective and efficient assessment of training centres under the TRAINAIR PLUS Programme using qualified assessors; b) New training centres joining the TRAINAIR PLUS Programme	Conduct 25 assessments per year; 7 new ICAO recognized training centres per year.
13a	1.1.2	Develop and validate ICAO- harmonized training packages and guidelines in cooperation with ICAO Bureaus, Regional Offices and TRAINAIR PLUS Members	a) ICAO validated training packages by the GAT Office and Bureaus using qualified validators, course developers, subject-matter-experts and consultants; b) Training guidelines addressing the implementation of ICAO provisions, course development, delivery, management and evaluation;	20 ICAO harmonized training packages developed each year through the TRAINAIR PLUS Electronic Management System (TPeMS); 1 guideline developed or revised per year.
13a	1.1.3	Deliver ICAO- harmonized training packages in cooperation with ICAO Bureaus, Regional	a) Trainees successfully completing ICAO-harmonized training packages;	3000 trainees yearly; Twenty courses delivered

		Offices and TRAINAIR PLUS Members		per year addressing instructional teams qualification
13a	1.1.4	Implement a systematic evaluation of training effectiveness and qualification of instructional teams	a) Training effectiveness assessed for all ICAO-harmonized training packages; b) Qualified ICAO instructors and course developers, who are monitored through the Integrated Global Aviation Training Database (I-GAT).	80% satisfaction for level 1 and level 2; 40% satisfaction for level 3; 80% of instructors' evaluation exceeds 80%;
13b	2.1.1	Organize events addressing standardization, human resources development and TRAINAIR PLUS activities	Regional training standardization workshop; Global TRAINAIR PLUS symposium; Regional HRD/capacity building event	3 training events delivered per year
13b	2.1.2	Provide technical support, through consultancy, to States and aviation industry on training needs, capacity-building and skills development	Cost-recoverable missions to support human resources development, training needs assessments and capacity-building using qualified experts and consultants	5 cost-recoverable missions per year

### All Strategic Objectives – LEGAL AND EXTERNAL RELATIONS SERVICES

#### Key Priority – Enhancing the International Legal Framework

The Legal Affairs and External Relations Bureau provides legal advice to Member States, the governing bodies, the President of the Council and the Secretary General, and the other bureaux and offices on constitutional, policy, administrative, procedural and other matters; facilitates the preparation of international air law instruments and conducting studies especially on items in the work programme of the Legal Committee; promotes the ratification of international air law instruments, performs depositary functions in relation to international air law instruments; registers aeronautical agreements pursuant to Articles 83 and 83 bis of the Chicago Convention; participates in the administration of the internal system of justice; provides assistance to the Organization, members of national delegations and ICAO staff regarding privileges and immunities; and liaises with the Host State, the UN and other organizations. All these functions will be exercised to produce the expected result mentioned above.

**Expected Result 15: Strengthening the Rule of Law: Enhanced capabilities of States and stakeholders to better comply with their legal obligations and to cooperate within a common legal framework and guidance to build up harmonized relations**

- **Key Outcome 15:** Timely and high quality of legal advice, protocol services and other working arrangements are provided; every decision or action has a legal basis, and the relevant parties interact under and in accordance with an appropriate legal framework
- **Key Performance Indicator:** Timely legal support to Member States and the Organization achieving the targets as established in the Legal and External Relations Services programme (for 2017-2019)

<b>Programme: Legal and External Relations Services</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
15	1.1.1	Provision of legal advice and assistance to Member States, governing bodies of the Organization, President of the Council, Secretary General and other Bureaux and offices	Legal opinions	4000
15	1.1.2	Research and studies in international air law to promote its codification and development and facilitating the preparation of international air law instruments	Reports and studies	5
15	1.1.3	Secretariat services to the Legal Committee, Diplomatic Conferences, Executive Committee, Legal Commission, RHCC and certain other bodies/groups	Attendance at meetings	50
15	1.1.4	Performing external relations functions, including relations with Host States, the UN common system, other international organizations, and protocol services to delegations	Protocol assistance	1050
15	1.1.5	Depositary and treaty registration functions	Deposits and registrations	105 & 180
15	1.1.6	Participating in the system of administration of justice as regards employment disputes	Pleadings and proceedings	18



<b>Supporting Strategies – ADMINISTRATION AND SERVICES MANAGEMENT</b>				
<b>Key Priority – Improved Efficiency and Effectiveness</b>				
<p>Administrative and Service Management plans, manages and oversees the activities of the Secretariat in administration and services in order to enhance efficiency and effectiveness, to provide support and strategic advice on management issues to ICAO governing bodies as well as to the Secretary General, and to lead operational committees of the Secretariat. Support services are provided for meetings of the ICAO governing bodies, specifically the Council and Assembly, to facilitate the work of Member States and especially those elected to the Council in order to efficiently and effectively conduct meetings.</p>				
<p><b>Expected Result 16: Improving Supporting Strategies: Efficient and effective management of administrative resources and services of the Organization, to enhance and facilitate the implementation of Strategic Objectives and programme activities for the benefit of Member States and the civil aviation community</b></p> <ul style="list-style-type: none"> <li>• <b>Key Outcome 16a:</b> Full range of administrative management services are provided to the Organization, through modernized, automated tools and management systems, including corporate performance management</li> <li>• <b>Key Performance Indicator:</b> Number of modernized tools and management systems implemented and support provided</li> <li>• <b>Key Outcome 16b:</b> ICAO governing bodies (Assembly and Council) are able to respond effectively to the mandate bestowed on them in Chapters VIII and IX of the Convention on International Civil Aviation</li> <li>• <b>Key Performance Indicator:</b> Percentage of supporting documentation issued for meetings of the governing bodies within the established timeframes</li> </ul>				
<b>Programme: Administration and Services Management</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
16a	1.1.1	Plan, manage and oversee activities of the Bureau of Administration	Modernization of administrative and management processes and best practices to ensure efficient management of human and physical resources of the Organization	Implementation of (at least) 3 management systems
16a	1.1.2	Provide support and strategic advice on diverse management issues to the Assembly, Council, Human Resources and Finance Committees as well as to the Secretary General and other operational committees of the Secretariat	Timely and efficient issuance of working papers, briefs and background documentation on administrative and service management issues	75% of documentation issued within mandated timelines.
16a	1.1.3	Collaborate on UN Inter-Agency initiatives in support of administrative and management reforms aimed at improving	Collaborate with other UN system agencies and adopt suitable management framework and systems from best practices, through participating at UN wide	Participating in and implementing at least 3 UN wide initiatives

		organizational efficiency and effectiveness	network meetings	
16a	1.1.4	Implementation of an integrated, results-based Corporate Performance Management System	Completion of Corporate Performance management system and dashboard	System deployment by the end of triennium
16a	1.1.5	Plan, manage and oversee organization-wide projects to increase efficiency and effectiveness in administration and services management	Implementation of automated electronic tools and completion of management systems and dashboard.	3 tools implemented by the end of the triennium
<b>Programme: Assembly and Council Secretariat</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
16b	1.2.1	Provision of Secretariat assistance for meetings of the Council and Assembly, including preparation of Council decisions and minutes as well as Assembly minutes	Council Work Programme, Orders of Business, C-DECs, C-MINs, verbatim transcripts, and other documentation related to the sessions of the governing bodies	Documentation issued within the established timeframes and less than three amendments/revisions per session for C-DECs and C-MINs
16b	1.2.2	Preparation and issuance of report on the follow-up action undertaken by the Secretariat in response to decisions taken by the Council	Council Decisions For Action (CDFA) report	Issued within four months following the conclusion of the relevant session

### Supporting Strategies – HUMAN RESOURCES

#### Key Priority – Improved Efficiency and Effectiveness

Human Resources serves as a strategic partner to assist Bureaus and Offices in the implementation of their work programmes. It ensures that the necessary policy frameworks and tools are in place to attract and retain a competent, diverse, motivated and flexible workforce, capable of delivering the required outcomes in accordance with ICAO Strategic Objectives. Human Resources Management (HRM) encourages staff development and facilitates the acquisition of new skills and competencies, as well as updated knowledge, and it provides advisory services on human resource-related matters to the entire workforce. Through the continuous enhancement of HRM policies, rules and procedures, HRM is contributing to building a performance-based culture and in meeting the overall needs of the Organization.

**Expected Result 17: Improving Supporting Strategies: Meeting the changing staffing needs of the Organization and optimal use of the human resources in support of a result-oriented and performance-based culture**

- **Key Outcome 17a:** Strategic HRM advisory support, effective and consistent application of HRM regulatory framework and efficient staff administration services are provided
- **Key Performance Indicator:** Prevalence of up-to-date human resources policies and procedures, reflective of a modern international organization and consistent with the principles and practices of a good employer
- **Key Outcome 17b:** Diverse and Flexible workforce, equipped with required competencies to deliver work programme, is attained
- **Key Performance Indicator:** Length of recruitment timelines and quality of staff development programme promoting continuous enhancement of competencies and substantive skills, and a culture of high ethical standards

**Programme: Human Resources**

KO#	#	Project/Key Activity	Deliverable	KPI
17a, 17b	1.1.1	HRM Policy development and improved transparency, availability and consistency in the implementation of Staff Regulations, Rules and procedures (including delegation of authority for HRM)	a) Updated policies in accordance with evolving needs of Organization and UN best practices; b) Strategic HRM Framework and Guidance material	Implementation of at least 3 revised/update policies, procedures and guidance material per year
17a, 17b	1.1.2	Talent acquisition to meet ICAO's operational requirements, including timely recruitment of human resources through workforce planning, taking into consideration geographical distribution and gender representation	a) Timely recruitment (adherence to recruitment timelines); b) broader geographical representation of ICAO staff; c) enhanced representation of women in professional posts	80% of all recruitments completed within established timelines
17a, 17b	1.1.3	Improve knowledge and skills of staff members in order to meet the evolving needs of the Organization	a) skills/career profiles; b) training programme; c) internal staff mobility	500 training days provided per year
17a, 17b	1.1.4	Enhance and manage performance management framework responsive to the operational needs of the Organization	Comprehensive policy on performance management	Policy implemented by 31/12/2017
17a, 17b	1.1.5	Timely provision of HR services for the administration of staff, contracts and entitlements, social security (including pension, insurances), and health services	Client satisfaction	Actions taken within 3 - 5 days of receipt of request
17a, 17b	1.1.6	Continued automation of HR functions and enhancement of HR systems and applications (staff administration, recruitment, performance management, training,	a) ERP update to align with UN Common System changes ; b) electronic workflows; c) digitization of files; d) PACE; e) eHRAP; f) Skills profiles; and g)	3 HR functions automated per year

		pension and medical services, etc), thus enhancing timeliness, transparency and cost-effectiveness of HR services delivery	training platform	
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### Supporting Strategies – LANGUAGE SERVICES

#### Key Priority – Improved Efficiency and Effectiveness

Language Services endeavor to ensure the timely delivery and accuracy of quality documentation, publications and interpretation services in the six ICAO official languages in support of programme activities, activities of the governing bodies and other meetings of the Organization, by internal staff resources and through outsourcing, , in an efficient and effective manner.

**Expected Result 18: Improving Supporting Strategies: Efficient and effective availability of services provided in all official languages to maximize reach to States with regard to the implementation of SARPs and facilitates discussion during meetings, as well as safe-keeping and availability of Organization records and documents**

- **Key Outcome 18a:** Multi-lingual communication in the official languages of the organization during meetings is facilitated, resulting in optimal opportunities for enriched dialogue between stakeholders
- **Key Performance Indicator:** Level of stakeholder satisfaction with quality of services provided
- **Key Outcome 18b:** Broad availability of essential aviation safety and security communications, standards, and recommended practices is ensured through timely production of key documents and publications in six ICAO languages
- **Key Performance Indicator:** Level of stakeholder satisfaction with the quality of service provided and its timely delivery

#### Programme: Language Services

KO#	#	Project/Key Activity	Deliverable	KPI
18a	1.1.1	Provide interpretation in the six ICAO languages for deliberative bodies in other ICAO meetings per established rules and regulations. Including temporary recruitment for freelancers and funding the gap to fully service Category 3 meetings, as required	Simultaneous interpretation available for all approved scheduled meetings, in all ICAO languages required	90% client satisfaction
18b	1.1.2	Provide translation services in the six ICAO languages for deliberative bodies and communication to States as well as for	Simultaneous distribution of ICAO publications and documentation, in accordance with the timetable	90 % of translations delivered within the established deadline for

		<p>other ICAO meetings in accordance with established rules and regulations:</p> <p>Translation for Publications and Handouts, temporary recruitment for freelancers, outsourcing of translation and editorial services as well as funding the gap for the translation demand for other ICAO meetings, and Publications and Handouts, with freelancers, as required;</p> <p>Quality management for outsourced translation and training junior translators</p>		<p>deliberative bodies, communications to States and other ICAO meetings;</p> <p>80 % of translations delivered within the established deadline for Publications</p>
18b	1.1.3	Quality Management for outsourced translation work	Quality management performed on outsourced translations identified by translation chiefs spot-checking performed on 25% of outsourced translations, and full quality review done on 25% of outsourced translations	90% user satisfaction with quality of outsourced language versions
18b	1.1.4	Project to train junior translators	Short-term contracts for young translators through MOUs with universities, providing them with on-the-job training and mentoring from senior ICAO translation staff	Reduced costs when hiring local translators as travel and DSA costs are not incurred; Succession planning
16, 18a, 18b	1.1.5	Administration and management of Languages and Publications	Well-organized services for translation and interpretation through editorial, terminology, referencing, documents management and administrative support	90% utilization of resources to minimize costs and maximize output

### Supporting Strategies – INFORMATION MANAGEMENT AND GENERAL ADMINISTRATIVE SERVICES

#### Key Priority – Improved Efficiency and Effectiveness

Information Management and General Administrative Services (IAS) endeavors to plan, develop and implement an information management strategy and to manage central information and communications technology services efficiently and effectively to support the various business needs expressed through ICAO's Strategic Objectives and programme activities. IAS provides administrative and logistics support services for all categories of meetings, coordinates the safety and security management for the organisation and the UN Security Management System in Canada, provides building management and general

services for the Organisation, and develops and manages the Organisational Resilience Management System.

IAS also endeavors to generate revenue through the delivery of products and services such as events, licensing of ICAO intellectual properties, the sale of ICAO publications, as well as the provision of training, while strengthening recognition of the ICAO brand. Printing and distribution services are provided in support of programme activities and Member States. In addition, IAS services endeavor to ensure the preservation and availability of organization-wide records and documents management systems, as well as the distribution and tracking of State letters and Electronic Bulletins.

**Expected Result 19: Improving Supporting Strategies: Efficient and effective management and availability of information and communications technology, conference, security and general services, to enhance the productivity of staff in support of ICAO's Strategic Objectives and to facilitate the interaction and work of Member States and the civil aviation community. Target contribution of the ARGF to the Regular Programme Budget met, new and improved products and services created and efficient printing services provided**

- **Key Outcome 19a:** Modern, sustainable Information and Communication Technology systems are provided to support ICAO's mandate and programme activities
- **Key Performance Indicator:** Implementation rate, aggregated by area, of the ICT Strategic Plan foreseen for the triennium
- **Key Outcome 19b:** Efficient management is provided for conferences and events, the safety and security requirements of the Organization, as well as the organisations core business processes ensured during a crisis, and ongoing improvements of office space and building infrastructure implemented for the benefit of programme activities, Member States and civil aviation stakeholders
- **Key Performance Indicator:** Minimal number of disruptions in conference, building and security management
- **Key Outcome 19c:** Agreed financial contribution of the ARGF to the Regular Programme Budget is met by introduction of new products and services that support the creation of intellectual property, support brand recognition and generate revenues; as well as affordable and timely print services provided to programme activities and aviation stakeholders
- **Key Performance Indicator:** Variance of the financial contribution of the ARGF to the contribution target
- **Key Outcome 19d:** Preservation and availability of ICAO's official records is ensured, to achieve greater efficiency in retrieval of information as well as digitization of documents in support of substantive work programmes
- **Key Performance Indicator:** Level of user satisfaction and level of efficiency of filing and records processes

**Programme: Information and Communications Technology**

KO#	#	Project/Key Activity	Deliverable	KPI
19a	1.1.1	Develop and maintain IT Master Plan and support the ICT Management Committee in the coordination and prioritization of IT activities; Ensuring that ICAO information captured,	Up to date ICT Master Plan, listing ICT services and current projects as well as the resources dedicated to their implementation and maintenance; Major project list and initiatives presented to IMC for	Annual ICT Master Plan submitted and reviewed by IMC; Percentage completion

		generated or shared are validated, secured, of high quality and readily accessible through the formulation and implementation of industry best practice policies, strategies and standards	prioritization at least twice a year; Major New Systems and roll-outs validated independently for compliance with relevant industry or internationally recognised information security standards; Sustainability of deployed tools (in terms of maintenance and running overhead) factored into their planning, prioritization and ICT funding model	(90%) of Information Security and sustainability assessment report for all new major systems
19a	1.1.2	Support ICAO Business Units activities through the planning, analysis, acquisition and deployment of ICT infrastructure including electronic mail, network, telephony, data storage as well as server and operating system landscape	Deployed and well maintained core infrastructure; Implemented Industry standards used to unify information management and technology architecture; Set of policies and standards to ensure ICT investments generate business value	Implementation rate (85%) from Approved Infrastructure deployment Roadmap; User Satisfaction Levels above 90%
19a	1.1.3	Provide User Support services and deliver modern office automation and collaboration tools including modern web presence and portals for internal and external ICAO stakeholders	A responsive and responsible ICT service environment and enhanced ICT Service Management System; Service Approach driven deployment and management of: Intranet Services; Extranet Services; Portal Services and Central User Management	Service Level Agreement (SLA) adoption rate (50%) for introduced services; Percentage of service requests (90%) resolved within an agreed-upon/acceptable period of time
19a	1.1.4	Deliver and manage Enterprise applications for Financial and Human resources management, providing support and tools to facilitate the streamlining and automation of work processes, enhancing their transparency across the organization	A properly configured ERP and associated systems operating within accepted parameters	Percentage ERP system availability (90%)
19a	1.1.5	Provide expertise and support to units across ICAO in the acquisition, development and deployment of their core-business applications including systems for performance management, knowledge retention and management or	Knowledge Management or core business applications and solutions developed and deployed in accordance with approved project prioritisation	Percentage of ICT application development projects within cost and time tolerance (85%)

		supplementary revenue generation		
19d	1.1.6	Manage the Organization's official records and digital capture	Manage the Organization's official records, including the Electronic Documents and Records Management System (EDRMS) and Digital Capture	90% user satisfaction
<b>Programme: Conference, Security and General Administrative Services</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
19b	1.2.1	Conferences and events management; Meeting Resource Management; EBookings for Secretariat Office Tower and ICAO Conference Center; Conference Registration Services for ICAO Meetings	Effective planning in all areas of event management; Meeting budget allotment distribution and monitoring; Remote, self-service room bookings; Registration of internal and external meeting participants	80% implementation of new technologies for logistics and administrative coordination of events; 90% meetings completed within Meeting Budget parameters; Minimal disruptions to registration tool and waiting periods at registration < 10 minutes
19b	1.2.2	Effective management of technical systems in Council and ANC Chamber	All technical support systems for meeting rooms fully functional	Less than 3 disruptions to Council or ANC meetings due to technical failure
19b	1.2.3	Provision of General Services for ICAO Secretariat Inventory Management of Organisational Assets Delivery of sundry goods and material	HelpDesk service calls response fully functional. Management of Non-Expendable Property, Inventory System. Serviceable loading dock and functional operation.	General calls to the CSG service desk answered and completed within 48hrs; 1- completed inventory per triennium of organisational assets with up to date database
19b	1.2.4	Building Management Projects and Coordination for building maintenance	Plans, specs, construction and budgetary estimates. Coordination PWGSC, suppliers and clients	80% of building projects completed on time and within budget
19b	1.2.5	Safety and Security for the ICAO Secretariat and support for UN system in Canada in	Secure HQ and RO premises;	Security guards operational 24/7,



		safety and security matters	Safe conduct of UN business in Canada	contingency plans completed to 90%; SMT meetings, Policies and Contingency Plans 90% completed and approved by UNDSS
19b	1.2.6s	Organisational Resilience Management Provision of Training and Testing	Provide technical and operational support for Organisational Resilience Management. Provide training and testing in ORM	90% Compliance rating with UN Secretariat requirements
<b>Programme: Revenue and Product Management</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI</b>
19c	1.3.1	Improve Printing Services Business Practices, Contract Renewals and new business development	Renew license agreement agreements ; Maximize use of existing resources through improved equipment and business processes; Implementation of print on demand (POD) service; Additional clients; Additional print jobs	25 client contracts that increase the profile the ICAO brand and improve revenue generation
19c	1.3.2	Sell and distribute publications, periodicals and magazines, both print and electronic	Publish and sell ICAO publications (Annexes, SARPs, Circulars, ICAO Journal, MRTD Report, ICAO States Today, ICAO Aviation Training Report); Improve sales through reseller licenses expansion	15 client contracts that increase the profile the ICAO brand and improve revenue generation; Timely response to filling orders; 10% net surplus from periodicals and magazines
19c	1.3.3	Organize profitable Category-4 events, which facilitate the implementation of Strategic Objectives	Sales and marketing of events	20% net surplus from events
19c	1.3.4	Develop and execute advertising and promotional initiatives that support the delivery of RPM products and service	Develop and enhance e-commerce, mobile applications and web-based products that support the sale and awareness of ICAO products and services	Improvement in sales of online electronic publications and ICAO brand awareness (web

				page visits)
19c	1.3.5	Develop new ICAO products which showcase and market the intellectual property generated in the organization and support the ICAO brand	Create new product development unit in RPM; Develop business plan for new product development unit; Develop business cases for new ICAO revenue generation products	Introduce 3 new products per year

### Supporting Strategies – EVALUATION AND INTERNAL AUDIT

#### Key Priority – Improved Efficiency and Effectiveness

Evaluation and Internal Audit Office (EAO) contributes to: a) providing assurance to the Secretary General and Member States that adequate internal controls are in place and are functioning effectively, and that resources are expended with due regard for economy, efficiency and effectiveness; b) holding the Organization accountable for the achievement of results, both programmatic and operational, to which it has agreed with its Member States and partners; and c) enhancing organizational performance in support of the achievement of the aforementioned results.

**Expected Result 20: Improving Supporting Strategies: Enhancement of assurance through the systematic evaluation and audit of ICAO's programmes, projects and activities; investigations into allegations of misconduct of a financial nature; and coordination with external oversight entities**

- **Key Outcome 20a:** Effectiveness and efficiency of projects, programmes and functional units is improved
- **Key Outcome 20b:** Risks are managed effectively and internal controls are strengthened
- **Key Outcome 20c:** Cost savings are achieved
- **Key Outcome 20d:** Organizational learning is fostered
- **Key Performance Indicator:** Timely conduct of evaluations, audits and investigations achieving the targets as established in the Evaluation and Internal Audit Programme (for 2017-2019)

#### Programme: Evaluation and Internal Audit

KO#	#	Project/Key Activity	Deliverable	KPI
20a, 20d	1.1.1	Conduct independent evaluations of programmes, policies and projects	Evaluation reports	# of draft evaluation reports completed and issued to evaluate per year (target = 2)
20a, 20b,	1.1.2	Conduct independent internal audits	Internal audit reports	# of draft internal audit

20c				reports completed and issued to auditee per year (target = 7 financial, compliance and/or performance audits, and 2 IT audits)
20b, 20c	1.1.3	Conduct investigations	Investigation reports	% of investigation reports completed and submitted to Ethics Officer within assigned target timeframes (target = 100%)
20a, 20c, 20d	1.1.4	Act as focal point for the Joint Inspection Unit (JIU)	Secretariat action plans in response to JIU reports	# of Secretariat action plans completed for JIU reports (target = same as number of reports submitted to the Council)
20a, 20b, 20c	1.1.5	Track and monitor the status of all oversight recommendations	Follow-up meetings with senior managers	Follow-up meetings on outstanding oversight recommendations of C/EAO with relevant senior managers (target = 3 per year)

### Supporting Strategies – BUDGET AND FINANCIAL MANAGEMENT

#### Key Priority – Improved Efficiency and Effectiveness

The Finance Branch provides financial and accounting services for all the operations of the Organization through the management, control and reporting of the Organization's assets, liabilities, income and expenses of all funds in accordance with the Financial Regulations, policies, and procedures as well as Assembly and Council directives; ensuring accountability; 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); providing guidance on policy matters that have financial considerations; custodial protection of organization's assets and managing and reporting on financial transactions including the Annual Financial Statements and contributors' reports while maintaining steady state operations.

**Expected Result 21: Improving Supporting Strategies: Efficient and effective oversight of the Organization's operation per the direction of the Council and the Assembly; and management of the Organization's operations by the Secretary General and Programme Managers**

- **Key Outcome 21:** Smooth and seamless running of operations are ensured while safeguarding the Organization's assets
- **Key Performance Indicator:** Zero downtime because of financial issues

**Programme: Budget and Financial Management**

KO#	#	Project/Key Activity	Deliverable	KPI/Target
21	1.1.1	Manage expenditures within approved budget and available funds	Monthly and Budget reports	0% overspending
21	1.1.2	Produce Financial Statements, donor and other financial reports	Financial reports	98% reports produced on time
21	1.1.3	Support to Finance Committee and Assembly	C-WPs, A-WPs and Oral Reports	100% on-time delivery
21	1.1.4	Process payments for staff members, field experts, and consultants	Monthly payroll run	100% on-time
21	1.1.5	Invest funds of the Organization securely within acceptable liquidity to maintain required cash flow and maximize investment potential	Cash position reports	0% cash-out situation
21	1.1.6	Vendor payments	5 business day turnaround time for processing invoices	95% on-time processing

**Supporting Strategies – COMMUNICATIONS**

**Key Priority – Improved Efficiency and Effectiveness**

The Communications Unit is responsible for highlighting and raising public awareness on ICAO's priorities and achievements, ensuring that the Organization's mission and role are understood and appreciated all over the world.

**Expected Result 22: Improving Supporting Strategies: Enhancement of mainstream and aviation community awareness of ICAO and the Organization's Strategic Objectives**

- **Key Outcome 22a:** Public awareness of ICAO and its work is improved

- **Key Outcome 22b:** ICAO is consistently portrayed as dynamic and responsive
- **Key Outcome 22c:** Cross-enterprise knowledge and coherence on the ICAO brand and other key public messaging requirements are improved
- **Key Outcome 22d:** The international profile of ICAO is raised by promptly and regularly highlighting its activities and achievements
- **Key Outcome 22e:** ICAO's engagement with the trade and mainstream media is improved
- **Key Outcome 22f:** The level of public recognition of ICAO and the quality of its reputation are effectively monitored and addressed
- **Key Performance Indicator:** Upward trending positive results for ICAO and ICAO's brand in the NGO Global Barometer, with annual results being aggregated for trend assessment each triennium

**Programme: Communications**

KO#	#	Project/Key Activity	Deliverable	KPI
22a, 22b, 22d, 22e	1.1.1	Promote ICAO's programmes, priorities, and achievements in a timely and effective manner	Same day news releases on latest development; PRES and SG blogs from which posts/images can be shared to social media feeds; More real-time, dynamic and engaged, social media presence; Establish permanent public displays in Montreal area promoting ICAO's presence and role; Ensure all information on ICAO's public website is well-presented and up-to-date; Ensure the ICAO Journal remains relevant, well-presented and published on schedule Improved regularity and quality of ICAO Media Relations	% of PRES/SG releases issued same day; # of followers on Facebook ; # of followers on Twitter ; % of SM queries responded to within 60 mins during regular business hours; Minimum 12 editorial articles placed or developed with relevant trade media; Minimum 52 Press releases or Statements issued per year on ICAO developments
22a 22c	1.1.2	Improve the ICAO brand and implement its consistent application on relevant ICAO material	Intranet website with guidelines, collateral (logo files, etc.) and brand explanation	90% of ICAO material consistent with ICAO branding
22f	1.1.3	Monitor and report on ICAO's international reputation and media presence in the COM intranet area	Daily reports on ICAO news mentions with links to relevant stories, and monthly aggregated reports on the COM intranet site; Ensure annual participation in the WinLeger Global NGO Barometer	Improve ICAO's NGO Barometer scoring year

Supporting Strategies – ETHICS				
Key Priority – Improved Efficiency and Effectiveness				
<p>The ICAO Framework on Ethics was adopted by the Council at its 193rd Session with an effective date of 1 January 2012. The goal of the framework is "to provide standards leading to a fully operational ethics function within ICAO that is designed to ensure an understanding by all staff members of minimum acceptable standards of behaviour." Reporting to the Secretary-General and to Council through an annual report, the Ethics Officer provides advice and guidance on ethics issues to all staff and mandatory and voluntary training on ethics issues. The Ethics Officer is also responsible for the receipt, review and administration of all reports of misconduct; the administration of subsequent authorized investigations; the administration of the ICAO Protection From Retaliation Policy; and the administration of the ICAO Financial Disclosure Policy.</p>				
<p><b>Expected Result 23: Improving Supporting Strategies: Enhancement of ICAO's reputation as a standard setter and trusted ethical partner</b></p> <ul style="list-style-type: none"> <li>• <b>Key Outcome 23:</b> Organisational risks arising from conflicts of interest, the non-application of ICAO rules and regulations, and non-compliance with ICAO Standards of Conduct are mitigated</li> <li>• <b>Key Performance Indicator:</b> Strength (level) of ICAO's ethical culture</li> </ul>				
Programme: Ethics				
KO#	#	Project/Key Activity	Deliverable	KPI
23	1.1.1	Provide guidance and advice to all staff on ethics related matters	ICAO training literature and communication materials; Updated relevant ICAO policies; Basic and specialist ethics training courses	95% of requests responded to within 48 hours; 95% of new Montreal-based staff to have received basic ethics induction guidance
23	1.1.2	Administer all reports of misconduct as per the ICAO Framework on Ethics, up to and including investigation	Administration of all reported claims of misconduct	90% of reports administered within target dates set by ICAO PI/1.6
23	1.1.3	Administer ICAO Policies related to ethics including those on Financial Disclosure, and Protection from Retaliation	Reports on compliance; Deliver annual report to Council	100% compliance rate of staff with policy requirements

<b>Supporting Strategies – Executive Leadership &amp; Management</b>				
<b>Key Priority – Improved Efficiency and Effectiveness</b>				
<p>Executive leadership and management pertains to the establishment of clearly defined goals and directions for the organization; a coordinated and coherent approach to work by all units of the organization; good governance and the creation of an environment in which all staff are encouraged and motivated to work in toward the goals of ICAO. It includes:</p> <ul style="list-style-type: none"> <li>• The effective management of resources, both financial, human, physical and intellectual</li> <li>• The establishment of, and adherence to, good governance and best practices</li> <li>• The establishment of, and adherence to, risk management for the purpose of organizational planning and operations</li> <li>• The establishment of, and adherence to corporate performance management with the intent of improving efficiency and effectiveness</li> </ul>				
<p><b>Expected Result 24: Improving Performance: Optimal performance of ICAO in achieving its Vision, Mission, Strategic Objectives and Goals.</b></p> <ul style="list-style-type: none"> <li>• <b>Key Outcome 24:</b> Optimal performance of the ICAO Secretariat resulting in a positive impact on States and the global aviation system</li> <li>• <b>Key Performance Indicator 24:</b> % of all Operating Plan KPIs/Targets successfully attained</li> </ul>				
<b>Programme: Executive Leadership &amp; Management</b>				
<b>KO#</b>	<b>#</b>	<b>Project/Key Activity</b>	<b>Deliverable</b>	<b>KPI/Target</b>
24	1.1.1	To lead ICAO, under the direction of Council, in the achievement of its Vision, Mission, Strategic Objectives and Goals.	Programme Results; Business Plan	On time delivery of results and within budget; Rolling Business Plan each year; Business Plan for each triennium
24	1.1.2	Effectively manage the budget resources within Appropriation and according to Council and Assembly guidelines	Periodic budget status reports to Council	Budget is not overspent while carry over is minimized
24	1.1.3	Corporate Performance Management in ICAO	Establishment of a Corporate Performance Management Framework; Regular Performance Management Reporting; Establishment of a culture of performance, accountability, teamwork and cooperation	Establishment of a CPMF tool; Linking CPMF and individual staff performance appraisal; Performance management

				reporting each year;
24	1.1.4	Risk Management in ICAO	Establishment of a Risk Matrix; Regular Risk Management Reporting; Utilization of Risk Management in organizational planning and operations	Establishment of a Risk Matrix; Regular updates of the Risk Matrix; Risk Management Reporting each year
24	1.1.5	Lead Resource Mobilization activities and oversee extra-budgetary resources	Establishment of a Resource Mobilization mechanism; AOSC and ARGF remain profitable; Existing donors continue support ICAO's mandate; New donors are identified and successfully engaged to support ICAO's mandate	Resource Mobilization mechanism established; Effective implementation of TC projects; ARGF profitability; Voluntary fund raised
24	1.1.6	Assure that the Organization and its Mission, Strategic Objectives, programmes, products and services consistently present a strong, positive image to Member States, stakeholders, and the public.	Better name recognition of ICAO	Press Releases, websites, and a vibrant communication strategy
24	1.1.7	Ensure that ICAO has appropriate systems, processes and controls to enable it to conduct its activities in an economical, efficient, lawful and ethical manner.	Audit and Evaluation reports	Unqualified audit opinion; Audit recommendations acted upon in a timely manner
24	1.1.8	Provide leadership and manage the human resources through an effective and solid ICAO organizational structure.	Productive and adequately qualified staff	Efficient recruitment procedures; skills development and training programme; succession planning

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**ANNEX IV**

**CORPORATE KEY PERFORMANCE INDICATORS - (TBD)**

**ANNEX V**

**RISK - (TBD)**

## ANNEX VI

### GLOSSARY OF TERMS

Business Plan:	Shall mean the "Business Plan" of the Organization, representing the Operating Plan for implementing the Strategic Objectives and the Supporting Strategies of the Organization. A Business Plan summarizes the operational for the near future (usually one to three years) and shows how they will be achieved.
Deliverable:	Shall refer to the most immediate results of our work activities, the results over which we have the most control of, i.e. "what we produce". Outputs include products or services delivered by an office. Concrete deliverables that stem directly from the planned programme or supporting entity.
Focus Area:	Shall refer to a specific area that requires Organization-wide endeavors, aiming to enhance the efficiency, effectiveness and impact of the Organization's work to attain the Expected Results within the resource constraints.
Expected Result:	Shall mean the long-term impact produced by ICAO activities. Each of the five Strategic Objectives has two unique Expected Results attributable to it. An additional five Expected Results are attributable to all the Strategic Objectives while a further nine Expected Results are attributed specifically to improving the Supporting Strategies
Key Performance Indicator:	Measure taken to determine the achievement of desired results, i.e. measures of success.
Key Priority:	Shall refer to the priority identified in the Business Plan to ensure that the work programmes of ICAO will bring the greatest benefits to Member States and the global civil aviation system, and will at the same time enable the Organization to play a more active role in addressing the emerging aviation issues and staying abreast of the changing needs of States.
Key Outcome:	Results of delivering the outputs.
Operating Plan:	Shall refer to the document which provides details on key outcomes, deliverables and activities to be implemented to achieve expected results defined in the ICAO Business Plan.
Programme:	Shall refer to a set of related projects/key activities with a particular aim within each Strategic Objective and Supporting Strategy.
Project/Key Activity:	Action(s) taken resulting in a value-added and/or specific deliverable(s) which basically provide the purpose(s) of what the resources are for, i.e. "what we do".
Regular Budget:	Shall refer to the document that sets forth the proposed work programme and activities that will be implemented by the Secretariat, with the participation of representatives and experts of Member States for the years 2017 to 2019, and the

estimated costs of implementing the programmes and activities. It is also called Regular Programme Budget.

**Resource Mobilization:** Shall refer to the mobilization of adequate, timely and predictable financial resources to support the achievement of ICAO mission and objectives at the global, regional and State level as well as to assist States in securing funds to enhance their civil aviation systems.

**Results Based Budget:** Shall refer to a budget process in which (a) budget formulation revolves around a set of predefined objectives and Expected Results; (b) Expected Results justify the resource requirements which are derived from and linked to outputs required to achieve such results; and (c) in which actual performance in achieving results is measured by objective performance indicators.

**Results Based Management:** Shall mean a programme/project life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. The approach focuses on achieving outcomes, implementing performance measurement, learning, and adapting, as well as reporting on performance.

**Risk:** Shall refer to A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through pre-emptive action

**Strategic Objectives:** Shall mean the units into which the programmatic elements of the Business Plan shall be subdivided.

**Supporting Strategies:** Shall refer to all management and administrative activities included in the Regular Budget.

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