



**INTERNATIONAL CIVIL AVIATION ORGANIZATION**

**AFI PLANNING AND IMPLEMENTATION REGIONAL GROUP (APIRG)  
COMMUNICATIONS, NAVIGATION AND SURVEILLANCE SUB-GROUP  
SECOND MEETING  
(CNS/SG/2)**

(Dakar, Senegal 22 – 25 May 2007)

**Agenda Item 7 :** **Implementation strategies for communications, navigation and surveillance systems in the AFI Region**

**Agenda Item 10 :** **Any other business**

**ICAO Strategic Objectives for 2005-2010**

*(Presented by the Secretariat)*

**1. Introduction**

1.1 **Appendix** to this paper presents the meeting with the ICAO strategic objectives for 2005-2010.

**2. Action by the meeting**

3.1 The CNS Sub-group is invited to take note of the information provided in **Appendix** to this paper, for consideration during its discussions under Agenda Items 7 and 10.

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# STRATEGIC OBJECTIVES OF ICAO FOR 2005-2010

## CONSOLIDATED VISION AND MISSION STATEMENT

The International Civil Aviation Organization, a UN Specialized Agency, is the global forum for civil aviation.

ICAO works to achieve its vision of safe, secure and sustainable development of civil aviation through cooperation amongst its member States.

To implement this vision, the Organization has established the following Strategic Objectives for the period 2005-2010:

- A: Safety - Enhance global civil aviation safety*
- B: Security - Enhance global civil aviation security*
- C: Environmental Protection - Minimize the adverse effect of global civil aviation on the environment*
- D: Efficiency - Enhance the efficiency of aviation operations*
- E: Continuity - Maintain the continuity of aviation operations*
- F: Rule of Law - Strengthen law governing international civil aviation*

### **Strategic Objective A: Safety — Enhance global civil aviation safety**

Enhance global civil aviation safety through the following measures:

1. Identify and monitor existing types of safety risks to civil aviation and develop and implement an effective and relevant global response to emerging risks.
2. Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States.
3. Conduct aviation safety oversight audits to identify deficiencies and encourage their resolution by States.
4. Develop global remedial plans that target the root causes of deficiencies.
5. Assist States to resolve deficiencies through regional remedial plans and the establishment of safety oversight organizations at the regional or sub-regional level.
6. Encourage the exchange of information between States to promote mutual confidence in the level of aviation safety between States and accelerate the improvement of safety oversight.
7. Promote the timely resolution of safety-critical items identified by regional Planning and Implementation Groups (PIRGs).
8. Support the implementation of safety management systems across all safety-related disciplines in all States.
9. Assist States to improve safety through technical cooperation programmes and by making critical needs known to donors and financial organizations.

## **Strategic Objective B: Security — *Enhance global civil aviation security***

Enhance the security of global civil aviation through the following measures:

1. Identify and monitor existing types of security threats to civil aviation and develop and implement an effective global and relevant response to emerging threats.
2. Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States.
3. Conduct aviation security audits to identify deficiencies and encourage their resolution by States.
4. Develop, adopt and promote new or amended measures to improve security for air travellers worldwide while promoting efficient border crossing procedures.
5. Develop and maintain aviation security training packages and e-learning.
6. Encourage the exchange of information between States to promote mutual confidence in the level of aviation security between States.
7. Assist States in the training of all categories of personnel involved in implementing aviation security measures and strategies and, where appropriate, the certification of such personnel.
8. Assist States in addressing security related deficiencies through the aviation security mechanism and technical cooperation programmes.

## **Strategic Objective C: Environmental Protection — *Minimize the adverse effect of global civil aviation on the environment***

Minimize the adverse environmental effects of global civil aviation activity, notably aircraft noise and aircraft engine emissions, through the following measures:

1. Develop, adopt and promote new or amended measures to:
  - limit or reduce the number of people affected by significant aircraft noise;
  - limit or reduce the impact of aircraft engine emissions on local air quality; and
  - limit or reduce the impact of aviation greenhouse gas emissions on the global climate.
2. Cooperate with other international bodies and in particular the UN Framework Convention on Climate Change (UNFCCC) in addressing aviation's contribution to global climate change.

## **Strategic Objective D: Efficiency — *Enhance the efficiency of aviation operations***

Enhance the efficiency of aviation operations by addressing issues that limit the efficient development of global civil aviation through the following measures:

1. Develop, coordinate and implement air navigation plans that reduce operational unit costs, facilitate increased traffic (including persons and goods), and optimize the use of existing and emerging technologies.
2. Study trends, coordinate planning and develop guidance for States that supports the sustainable development of international civil aviation.
3. Develop guidance, facilitate and assist States in the process of liberalizing the economic regulation of international air transport, with appropriate safeguards.
4. Assist States to improve efficiency of aviation operations through technical cooperation programmes.

## **Strategic Objective E: Continuity — *Maintain the continuity of aviation operations***

Identify and manage threats to the continuity of air navigation through the following measures:

1. Assist States to resolve disagreements that create impediments to air navigation.
2. Respond quickly and positively to mitigate the effect of natural or human events that may disrupt air navigation.
3. Cooperate with other international organizations to prevent the spread of disease by air travellers.

**Strategic Objective F: Rule of Law — *Strengthen law governing international civil aviation***

Maintain, develop and update international air law in light of evolving needs of the international civil aviation community by the following measures:

1. Prepare international air law instruments that support ICAO’s Strategic Objectives and provide a forum to States to negotiate such instruments.
2. Encourage States to ratify international air law instruments.
3. Provide services for registration of aeronautical agreements and depositary functions for international air law instruments.
4. Provide mechanisms for the settlement of civil aviation disputes.
5. Provide model legislation for States.

**SUPPORTING IMPLEMENTATION STRATEGIES**

To implement its Strategic Objectives, the Organization will take the necessary steps to:

1. operate in a transparent manner and communicate effectively both externally and internally;
2. maintain the effectiveness and relevance of all documents and materials;
3. identify risk management and risk mitigation strategies as required;
4. continuously improve the effective use of its resources;
5. enhance the use of information and communication technology integrating it into its work processes at the earliest possible opportunity;
6. take into account the potential impacts on the environment of its practices and operations;
7. improve its use of diverse human resources in line with the best practices in the UN system; and
8. operate effectively with the highest standard of legal propriety.

**Figure 1. Diagram showing the relationship between the Objectives and the Supporting Implementation Strategies**

<b>Safety</b>	<b>Security</b>	<b>Environment Protection</b>	<b>Efficiency</b>	<b>Continuity</b>	<b>Rule of Law</b>
<b>Supporting Implementation Strategies</b>					

Adopted by Council on 17 December 2004

**Schedule for review:** before January 2006

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