

BUDGET OF THE ORGANIZATION 2014 – 2015 – 2016

APPROVED BY THE
THIRTY-EIGHTH SESSION OF THE ASSEMBLY

MONTREAL, OCTOBER 2013



Published by authority of the Secretary General

INTERNATIONAL CIVIL AVIATION ORGANIZATION

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NOTE: Rounding differences may occur throughout the document.

**COUNCIL'S MESSAGE
ON THE BUDGET OF THE ORGANIZATION FOR
2014-2015-2016**

BUDGET STRATEGIC FRAMEWORK

1. In discharge of its obligation under Article 61 of the *Convention on International Civil Aviation* and Financial Regulation 4.6, the Council is pleased to submit budget estimates for the 2014-2015-2016 triennium to the Assembly for an amount of CAD 286.5 million.

2. The ever evolving nature of international civil aviation requires ICAO to combine long-term vision with a degree of flexibility in order to ensure a sustainable global civil aviation system while adapting to the challenges and exigencies that affect the industry. As such, the Council acting with the Secretariat has agreed upon a new Vision and Mission Statement:

Vision:

Achieve the sustainable growth of the global civil aviation system.

Mission:

The International Civil Aviation Organization is the global forum of States for international civil aviation. ICAO develops policies, standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through the cooperation of Member States and stakeholders.

3. In order to best address strategically emerging issues, new priorities, challenges and exigencies facing global civil aviation, the Council expanded the Strategic Objectives to five to complement the vision of sustainable growth of civil aviation:

- a. Safety: *Enhance global civil aviation safety*
- b. Air Navigation Capacity and Efficiency: *Increase capacity and improve efficiency of the global civil aviation system*
- c. Security and Facilitation: *Enhance global civil aviation security and facilitation*
- d. Economic Development of Air Transport: *Foster the development of a sound and economically-viable civil aviation system*
- e. Environmental Protection: *Minimize the adverse environmental effects of civil aviation activities*

4. The current budget collects budgeted costs under five Functions which better reflect how the Organization describes its main activities and represents the manner in which the bureaus undertake their work:

Function 1: Direction

Function 2: Policy/ Standardization

Function 3: Monitoring/ Audit/Data

Function 4: Implementation /Capacity Building /Crisis Intervention

Function 5: Analysis/ Study/Foresight

PREPARATION PROCESS, RESULTS AND CHALLENGES

5. The budget exercise followed a three-step approach:
- a. fix the global spending envelope, taking into account the foreseeable resources (States' assessments and non-assessed income);
 - b. identify savings and efficiencies achievable in order to meet the envelope while performing the whole work programme; and

- c. define the basis of a performance management system to be implemented as soon as possible, in order to continuously monitor the actual results and take actions to reach the objectives.
6. In fixing the global envelope, the Council agreed that (a) the budget should be fixed at zero nominal growth (ZNG); (b) the baseline year for ZNG should be 2013; and (c) ZNG should be with reference to States' Assessments. In other words, States' Assessments should be capped at the 2013 level, on average, i.e. CAD 266.5 million over the triennium. With non-assessed income of CAD 20.0 million, this results in a total budget of CAD 286.5 million.
7. The Council reviewed the source of non-assessed income for the budget, in particular the contribution made by revenue-generating activities. The Council notes with concern that the revenue-producing activities are showing a declining trend. The Secretary General shares the concern of the Council and is working to reverse the situation. So, therefore, even though the contribution from revenue-generating activities has been kept at 2013 level, the Council observes that this will require monitoring and diligence throughout the triennium to ensure that targets are met.
8. In order to identify savings and efficiencies requested by the Council, the Secretary General examined and reviewed, among others, the following areas:
 - a. reduced Home Leave entitlement (savings of approximately CAD 600 000 for the triennium);
 - b. travel policy (10% reduction across the board in proposed travel originating from headquarters);
 - c. use of consultants (20% reduction from historical cost);
 - d. vacancy rate (increased from 4.5% to 6.2%);
 - e. language requirements;
 - f. outdated and obsolete activities; and
 - g. retirement schedule for future staffing requirements.

In several cases, identified efficiencies were implemented with immediate effect.

9. Finally, in line with the Council's recommendation of the budget proposal, a performance management project, including the definition of a high-level set of objectives/indicators/targets for performance management reporting by the Secretary General will be launched as soon as possible in order to be implemented progressively in 2014, on which the Secretary General will be asked to periodically report to the Council. This performance management system should include a similar reporting process of the Directors to the Secretary General.
10. The Council is pleased to point out a number of enhancements in the current budget presentation:
 - a. inclusion of headcount by bureau, by level, and by year;
 - b. budget tables by nature of expense;
 - c. budget by Strategic Objective and by Function;
 - d. inclusion of measurable metrics and targets associated with objectives, as a first basis of the future performance management system, which should be improved in the future;
 - e. a comparison of proposed budget with current budget and actual expenses; and
 - f. a description of the performance during the current year, successes, failures, and achievements.
11. The Council acknowledges that implementation of this budget includes several challenges:
 - a. continuous delivery of programmes despite a constrained human resources policy and reduction in requirements for travel mission and consultancies;
 - b. increased vacancy rate which will delay appointments to vacant posts;
 - c. improvement of the results of the Ancillary Revenue Generation Fund (ARGF); and
 - d. fulfilling language requirements despite reduction in resources.

KEY OF SUCCESS

12. The goal of the budget is to attain a result-oriented, performance-based Organization and to introduce new working methods by ensuring the efficient and prudent use of limited resources. The Council wants the budget to provide the basis for a reporting framework that unites strategies, activities, funds, human resources and time frames into a coherent and effective means of monitoring and evaluating outcomes. The Council intends to work with the Secretary General to engage staff at all levels in the performance improvement process, by highlighting responsibilities, by holding managers accountable for their performance, and by regularly measuring, monitoring and evaluating results.

Resolution A38-22:

Budgets for 2014, 2015 and 2016

A. *The Assembly, with respect to the Budget 2014-2015-2016, notes that:*

1. in accordance with Article 61 of the Convention, the Council has submitted and the Assembly has considered annual budget estimates [indicative estimates for the Administrative and Operational Services Costs of the Technical Co-operation Programme (AOSC)] for each of the financial years 2014, 2015 and 2016;

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

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

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

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

Recognizing that due to the situation cited above, the annual AOSC net budget figures shown below in Canadian dollars (CAD) for the years 2014, 2015 and 2016 represent indicative budget estimates only:

	2014	2015	2016
Estimated Expenditures	8 300 000	8 400 000	8 500 000

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

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

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

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

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

Resolves that:

1. separately for the financial years 2014, 2015 and 2016, the following amounts in Canadian dollars, requiring an outlay of funds, are hereby authorized for expenditure for the Regular Programme in accordance with the Financial Regulations, and subject to the provisions of this Resolution:

	2014	2015	2016	Total
Strategic Objective				
SAFETY	23,219,000	24,097,000	24,721,000	72,037,000
AIR NAVIGATION CAPACITY AND EFFICIENCY	17,353,000	17,628,000	18,353,000	53,334,000
SECURITY AND FACILITATION	8,903,000	9,148,000	9,342,000	27,393,000
ECONOMIC DEVELOPMENT OF AIR TRANSPORT	3,138,000	3,178,000	3,534,000	9,850,000
ENVIRONMENTAL PROTECTION	4,474,000	4,557,000	5,129,000	14,160,000
Programme Support	12,651,000	12,767,000	13,136,000	38,554,000
Management & Administration	15,581,000	15,788,000	16,078,000	47,447,000
Management & Administration - Governing Bodies	7,433,000	7,574,000	8,756,000	23,763,000
TOTAL AUTHORIZED APPROPRIATION	92,752,000	94,737,000	99,049,000	286,538,000
Operational	92,224,000	94,139,000	98,625,000	284,988,000
Capital	528,000	598,000	424,000	1,550,000

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

	2014	2015	2016	Total
a) Assessments on States	86,120,000	88,075,000	92,355,000	266,550,000
b) Reimbursement from AOSC Fund	1,231,000	1,260,000	1,291,000	3,782,000
c) Transfer from ARGF Surplus	5,082,000	5,082,000	5,082,000	15,246,000
d) Miscellaneous Income	319,000	320,000	321,000	960,000
TOTAL:	92,752,000	94,737,000	99,049,000	286,538,000

INTRODUCTION

1. This budget document includes:

- i) the Regular Programme Budget for implementation of the programmes and activities of the Organization mandated under the Convention on International Civil Aviation;
- ii) the Administrative and Operational Services Cost (AOSC) Fund's Indicative Budget for the management of the Technical Co-operation Programme (TCP);
- iii) the financial forecast of the Ancillary Revenue Generation Fund (ARGF) for all the revenue generating of the Organization; and
- iv) An update on the performance for the 2011-2012-2013 triennium.

2. The Regular Programme Budget sets forth the proposed work programme and activities that will be implemented by the Secretariat of the Organization, with the participation of representatives and experts of Member States for the years 2014 to 2016, and the estimated costs of implementing the programmes and activities.

3. The Council establishes the work programme, which covers all areas of civil aviation, undertaken by the Organization following the framework established in the Business Plan, and taking into account a variety of factors, including:

- i) the statutory responsibilities and obligations enshrined in the Convention on International Civil Aviation;
- ii) resolutions and decisions of the Assembly and the Council;
- iii) emerging priorities as identified by the Rolling Business Plan, Global Aviation Safety Plan (GASP), and Global Aviation Navigation Plan (GANP);
- iv) recommendations of standing and other bodies such as the Air Navigation Commission (ANC);
- v) expressions of priority expressed by Member States in various forums; and
- vi) conclusions and recommendations of major conferences and meetings convened by the Organization (such as the Twelfth Air Navigation Conference and the Sixth Worldwide Air Transport Conference), other United Nations organizations and other international bodies concerned with civil aviation and related matters.

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

5. The Programme Budget for the period 2014 through 2016 was based on Zero Nominal Growth (ZNG) for States' assessment. The Council defines ZNG as being built off from the third year of the current approved triennium budget. Therefore, States' assessment was set at CAD 266.5 million. While capping the assessments to average to the 2013 level over the next three years, the budget of CAD 286.5 million not only maintains all important existing activities but also incorporates incremental initiatives.

6. At the recommendation of the 37th Assembly, a working group consisting of Member States and the Secretariat has been constituted to review the methodology used in calculating the scales of assessment. The Working Group has recommended to maintain the status-quo with regard to the Methodology.

7. The AOSC and ARGF Budgets for the period 2014 to 2016 are found in the **Extra-budgetary Funds** section of this document.

STRATEGIC FRAMEWORK AND BUDGET STRUCTURE

8. The ever-evolving nature of international civil aviation requires ICAO to combine long-term vision with a degree of flexibility to ensure a sustainable global civil aviation system, while adapting to the challenges and exigencies that affect the aviation industry. Based on the lessons learned from the 2011-2013 triennium and subsequent to the Council's Charter Letter from the President of the Council to the Secretary General, a review of the three Strategic Objectives was made and the Council, at its 196th Session, approved and updated Vision and Mission Statements and a new set of five Strategic Objectives for 2014-2015-2016: (1) *Safety* (2) *Air Navigation Capacity and Efficiency*; (3) *Security and Facilitation*; (4) *Economic Development of Air Transport*; and (5) *Environmental Protection*.

9. The Council also considered the structure of the budget and manner in which the activities and programmes were organized. The Council considered the recommendation of the Statutory Auditors that the current structure of the budget along thirty-seven (37) programmes was an artificial vivisection of the Organization and did not represent either how the substantive bureaus were managed or how the work force was organized. In reality, the main activities of the Organization, under the responsibility of either the Air Navigation Bureau or the Air Transport Bureau, are organized and standardized around five Functions as part of a comprehensive cycle designed to achieve each Strategic Objective (SO): *Function 1: Direction*; *Function 2: Policy/Standardization*; *Function 3: Monitoring/Audit/Data*; *Function 4: Implementation/ Capacity Building / Crises Intervention*; and *Function 5: Analysis/Study/Foresight*. Therefore, the budget for the 2014-2015-2016 triennium describes the work programme under these five Functions.

10. Each Function, for each Strategic Objective, has specific objectives to achieve certain results. In addition to objectives, the detailed key activities, corresponding output/deliverable, key performance indicators and targets are outlined in the **Narratives** section of this document.

11. The resources required are presented at the Function level. **Annex 1** provides a mapping of the three Strategic Objectives and 37 programmes as presented in the 2011-2013 budget vis-à-vis the new five Strategic Objectives of 2014-2015-2016, including the relevant Bureau/Office (cost center) responsible for reference and comparison purposes. Under the new structure, the Organization retains the ability to manage the budget by: (i) cost center; (ii) by Function; and (iii) by Strategic Objective. This structure continues to fix the deficiency in budget management for the 2008 to 2010 budget triennium.

12. The seven Regional Offices support all Strategic Objectives and perform their own programme support and administration functions. The present regional structure, comprises the following regions which are being served by headquarters and the corresponding regional offices:

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

13. To strengthen the presence of ICAO in the APAC region, a regional sub-office located in Beijing, China, was opened in June 2013 as a result of a Council Decision (C-DEC 194/6). This is the first regional sub-office for the Organization and is under the umbrella of the APAC regional office. One Professional post at a P-5 level was created to manage this sub-office; all remaining resource requirements will be provided by Member States at no cost to the Organization.

14. The diagram on page 24 includes the Organization's vision and mission statements; an overview of the Strategic Objectives and its corresponding Functions; and the functional entities under the Supporting Implementation Strategies.

RESULTS-BASED BUDGET

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

16. For each of the Strategic Objectives, the narrative sections provide the following:

- **Impacts:** long-term changes that result from an accumulation of outcomes. These are the "big picture" changes we are working toward but that our work activities alone may not bring about. Impacts represent the underlying goal of our work; they explain why the work is important. Impacts inspire people to work towards a certain future to which their work activities contribute.
- **Outcomes:** medium-term changes that can be expected as a result of delivering the outputs. They may take place in countries or regions, typically during the life of the key activity. ICAO has less control over outcomes because they are at least one step removed from the activity. Yet it is important to manage towards outcomes because they represent the concrete changes we are trying to bring about in our work.
- **Resource Requirements:** the staff and non-staff requirements needed to perform the activities.

17. For each of the five functions by Strategic Objective under Programme and each of the functional entities falling under either Programme Support, Management and Administration or Management and Administration – Governing Bodies, the subsequent narrative sections provide the following information:

- **Objective/Description:** a brief description of the strategic/supporting function, including a list of the tangible results to be achieved and track the effectiveness of work; concrete deliverables that stem directly from the planned programme or supporting entity;
- **Key Activities:** 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";
- **Output/Deliverable for each key activity:** 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.
- **Key Performance Indicators:** measures taken to determine the achievement of desired results, i.e. measures of success.
- **Target:** target value of the corresponding Key Performance Indicator, i.e. indicates the threshold to be reached to be successful.

18. Programme Support is defined as expenditure where the target audience for a staff member's or work unit's output is *external* whereas "Management Administration" is expenditure where the target audience for a staff member's or work unit's output is *internal*.

19. Reflecting the instructions from Council, the costs for Language Services (translation) now form part of the Strategic Objectives – as part of *Function 2: Policy/Standardization* and *Function 5: Analysis/Study/Foresight* for each Strategic Objective – instead of being part of the "Programme Support" costs. The function of *Administration and Service Management*, to the extent that it supports the Strategic Objectives, has been moved out of Programme Support and included as a cost for each Strategic Objective. "Management and Administration – Governing Bodies" remains to reflect the cost needed to support the meetings of the Assembly, Council and its subsidiary bodies.

20. For a results-based budget to be effectively managed, it needs to be monitored and evaluated. The Secretariat is mandated by the Council to establish, for the 2014-2016 triennium, a performance management by objectives, with (but not exclusively) indicators in the following areas: (i) staff costs; (ii) vacancy rate; (iii) ARGF earnings; (iv) consultancy policy; (v) travel costs; (vi) efficiency gained; and (vii) language services.

FRAMEWORK OF THE 2014-2015-2016 BUDGET

21. This budget has been developed keeping in mind the set of recommendations endorsed by the Council reflecting the strategy for the 2014 to 2016 Budget, and consistent with the direction provided in the Charter Letter from the President of the Council on behalf of the Council to the Secretary General dated 13 March 2012.

22. In response to the Charter Letter, the budget reflected the efforts made by the Secretary General to reduce costs and seek efficiencies for the Organization. The new initiatives identified in the Rolling Business Plan, such as the Remotely Piloted Aircraft Systems (RPAS), Search and Rescue (SAR), Global Navigation Satellite System (GNSS), Annex 19, among others, were included in the budget for the 2014-2016 triennium. Although there is no distinct amount for contingency funding per se included in the budget, the Organization would need to responsibly manage crisis situations within its available resources.

23. The Secretariat incorporated the following measures to meet the recommendations and decisions of the Council:

- Total net post reduction of 18 posts, as compared to 2013 baseline (Refer to Table 5 of Annex 3 for more details);
- Abolishment of posts with greater focus on frontline professional staff and increase the ratio of Professional to General Service staff;
- Reduction in mission travel requirements and consultancy services across the board, especially in Headquarters (HQ);
- Continuing economies in travel through amendments to existing policies on travel entitlements like the home leave and dependent's education;
- ICAO Journal published only in English starting from January 2013;
- Elimination of air cargo for publications and State Letters;
- Increase in the vacancy rate from 4.5 per cent to 6.2 per cent for all posts, which reduces the ability to hire temporary assistance;
- Elimination of out-of-date activity such as the library;
- Strengthening of the regional offices by (1) creating the regional sub-office in APAC region; (2) enhancing technical assistance in five regional offices with the provision of 5 new Officers; (3) continuous support of the ACIP in Nairobi and Dakar offices;
- Strengthening of Human Resources function as recommended by the External Auditors; and
- Continuing integration of Regional Offices (RO) with HQ through a set of common Strategic Objectives.

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

25. In addition, secondments from Member States are still needed to compliment the budget. As of April 2013, the Organization has 48 staff provided for without any charge to the Regular Programme Budget.

26. **Table 1** and **Figure 1** show the breakdown of resources by Strategic Objectives and Supporting Implementation Strategies. For comparison purposes, the Approved Budget of the three 2011-2013 Strategic Objectives has been mapped against the five Strategic Objectives of the 2014-2016 triennium. It should be noted that as described in paragraph 19, the Language Services (translation) portion supporting the Strategic Objectives, for both 2011-2013 and for 2014-2016, is now presented as part of the Strategic Objectives costs. Of total resources in support of Business Plan activities of CAD 286.5 million, 75.1 per cent is Programme-related ("Programme" and "Programme Support" [PS]) whereas "Management and Administration (MAA)" and "Management and Administration – Governing Bodies" (MAA-GB) represent 16.6 per cent and 8.3 per cent, respectively.

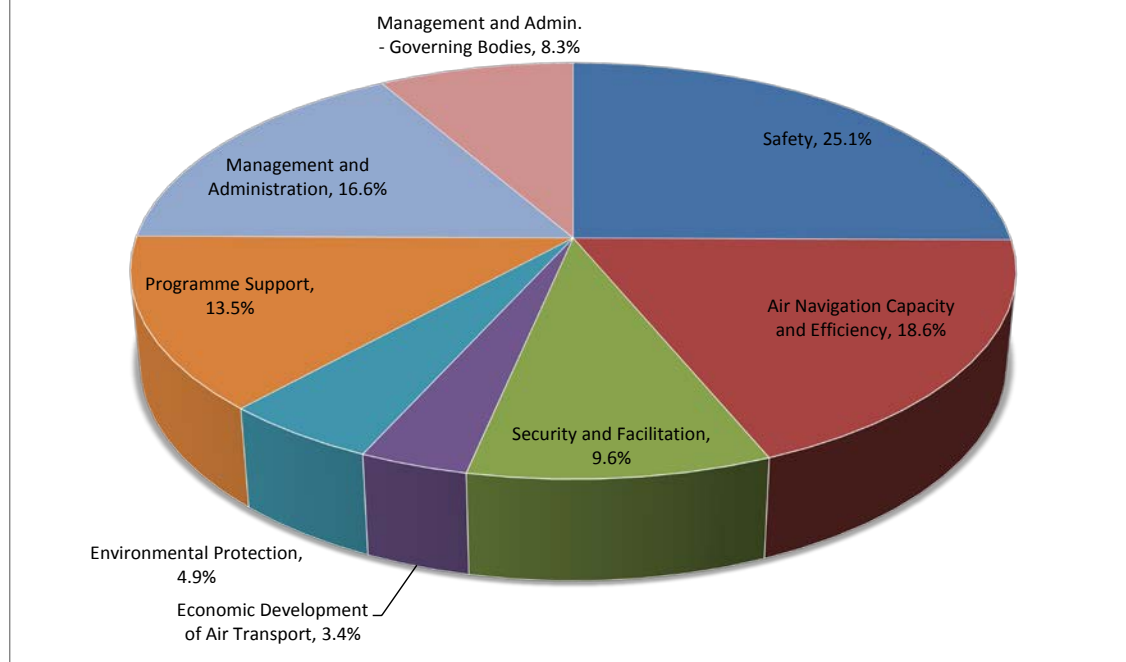
TABLE 1: 2014-2016 BUDGET SUMMARY BY STRATEGIC OBJECTIVES/SUPPORTING IMPLEMENTATION STRATEGIES
(in thousands of CAD)

	STRATEGIC OBJECTIVE	FUNCTION	Budget 2011-2013*	Budgets				% of Total	% inc/dec 2011-2013 vs 2014-2016
				2014	2015	2016	TOTAL 2014-2016		
P R O G R A M M E	SAFETY	1 - Direction		833	852	873	2,558		
		2 - Policy/Standardization		4,769	5,239	4,979	14,987		
		3 - Monitoring/Audit/Data		3,603	3,650	3,783	11,035		
		4 - Implementation/Capacity building/Crisis intervention		2,645	2,725	3,010	8,381		
		5 - Analysis/Study/Foresight		1,427	1,444	1,488	4,359		
	Sub-Total SAFETY (Headquarters):		49,646	13,275	13,910	14,134	41,319	14.4%	-16.8%
	AIR NAVIGATION CAPACITY AND EFFICIENCY	1 - Direction		515	527	540	1,583		
		2 - Policy/Standardization		4,782	4,762	4,873	14,417		
		3 - Monitoring/Audit/Data		739	756	781	2,276		
		4 - Implementation/Capacity building/Crisis intervention		2,100	2,149	2,358	6,607		
		5 - Analysis/Study/Foresight		363	368	376	1,107		
	Sub-Total AIR NAVIGATION (Headquarters):		17,785	8,500	8,563	8,929	25,991	9.1%	46.1%
	SECURITY AND FACILITATION	1 - Direction		900	919	923	2,741		
		2 - Policy/Standardization		1,822	1,766	1,737	5,325		
		3 - Monitoring/Audit/Data		1,687	1,856	1,913	5,456		
		4 - Implementation/Capacity building/Crisis intervention		1,533	1,588	1,658	4,779		
		5 - Analysis/Study/Foresight		973	983	996	2,952		
	Sub-Total SECURITY (Headquarters):		26,615	6,915	7,112	7,226	21,253	7.4%	-20.1%
	ECONOMIC DEVELOPMENT OF AIR TRANSPORT	1 - Direction		506	517	507	1,530		
		2 - Policy/Standardization		770	769	979	2,518		
		3 - Monitoring/Audit/Data		444	444	457	1,345		
		4 - Implementation/Capacity building/Crisis intervention		229	234	345	808		
5 - Analysis/Study/Foresight			801	815	831	2,447			
Sub-Total ECONOMIC DEVELOPMENT OF AIR TRANSPORT (Headquarters):		7,863	2,749	2,778	3,120	8,648	3.0%	10.0%	
ENVIRONMENTAL PROTECTION	1 - Direction		764	776	777	2,317			
	2 - Policy/Standardization		995	1,012	1,466	3,472			
	3 - Monitoring/Audit/Data		321	331	344	996			
	4 - Implementation/Capacity building/Crisis intervention		376	387	407	1,170			
	5 - Analysis/Study/Foresight		739	746	778	2,263			
Sub-Total ENVIRONMENTAL PROTECTION (Headquarters):		11,546	3,195	3,252	3,772	10,219	3.6%	-11.5%	
Sub-Total all PROGRAMMES (Headquarters):		113,456	34,635	35,616	37,180	107,431	37.5%	-5.3%	
SAFETY		27,891	9,944	10,187	10,588	30,718	10.7%	10.1%	
AIR NAVIGATION CAPACITY AND EFFICIENCY		24,465	8,853	9,065	9,425	27,343	9.5%	11.8%	
SECURITY AND FACILITATION		6,116	1,988	2,036	2,116	6,139	2.1%	0.4%	
ECONOMIC DEVELOPMENT OF AIR TRANSPORT		1,835	389	399	414	1,203	0.4%	-34.5%	
ENVIROMENTAL PROTECTION		3,058	1,278	1,305	1,357	3,940	1.4%	28.8%	
Sub-Total all PROGRAMMES (Regional Offices):		63,365	22,452	22,992	23,899	69,344	24.1%	9.4%	
TOTAL STRATEGIC OBJECTIVES		176,821	57,087	58,608	61,080	176,775	61.6%	0.0%	
P R O G R A M M E S U P P O R T	Programme Support	Conference, Security and General Services	9,462	3,013	3,151	3,128	9,292		
		Administration and Services Management		302	300	308	910		
		Information Technology	9,721	2,978	3,132	3,043	9,153		
		Legal and External Relations Services	6,682	2,466	2,329	2,484	7,278		
		Executive Management	5,498	1,946	1,864	1,919	5,729		
		Printing and Distribution Services (RGA)	6,153	1,945	1,992	2,254	6,190		
Sub-Total Programme Support:		37,516	12,651	12,767	13,136	38,554	13.5%	2.8%	
M A N A G E M E N T A N D A D M I N I S T R A T I O N	Management and Administration	Conference, Security and General Services	3,514	1,808	1,891	1,877	5,575		
		Communications	1,897	640	659	678	1,977		
		Administration and Services Management	5,489	1,311	1,300	1,335	3,945		
		Evaluation and Internal Audit	3,087	1,186	1,136	1,045	3,368		
		Budget and Financial Management	12,886	4,207	4,092	4,198	12,497		
		Human Resources	12,113	4,832	5,032	5,308	15,172		
		Information Technology	5,362	1,489	1,566	1,522	4,577		
		Ethics		108	112	115	336		
	Sub-Total Management and Administration:		44,347	15,581	15,788	16,078	47,447	16.6%	7.0%
	Management and Administration - Governing Bodies	Assembly and Council Secretariat	1,422	485	497	512	1,494		
		Conference, Security and General Services	4,967	1,205	1,260	1,251	3,717		
		Administration and Services Management		403	400	411	1,214		
		Information Technology	756	496	522	507	1,526		
		Language Services	12,604	4,520	4,566	4,658	13,744		
		Administrative Support to the ANC	1,400	322	330	343	995		
Executive Management (Assembly)		784	-	-	1,073	1,073			
Sub-Total Management and Admin. - Governing Bodies:		21,933	7,433	7,574	8,756	23,763	8.3%	8.3%	
TOTAL SUPPORTING IMPLEMENTATION STRATEGIES		103,795	35,665	36,129	37,970	109,764	38.3%	5.8%	
TOTAL:		280,616	92,752	94,737	99,049	286,538	100.0%	2.1%	

* For Budget 2011-2013, refer to paragraph 26.

NOTE: Rounding differences may occur

Fig. 1: 2014-2016 Budget by Strategic Objective and Supporting Implementation Strategies



27. Within “Programme”, the five Strategic Objectives account for total combined resources of CAD 176.8 million or 61.6 per cent of the total budget available for Business Plan activities. “Programme Support” accounts for CAD 38.6 million or 13.5 per cent of the total budget available.

28. Out of the CAD 176.8 million budget for direct implementation of the Strategic Objectives, CAD 42.0 million is the estimated cost for technical assistance provided by ICAO, both in HQ and the regional offices, to States. This estimated cost was derived by; (a) taking a portion of the cost of the *Function 4: Implementation/Capacity building/Crisis intervention* for each Strategic Objective (for HQ) and (b) applying the percentages of time spent on technical assistance by each regional office, against the budget for each regional office.

29. As mentioned in paragraph 12, the Regional Offices support all Strategic Objectives. Thus, resources for the Regional Offices, as in 2011-2013 Budget, are provided and managed by each corresponding office. Except for the costs of Technical Officers, a percentage was applied against the resources to determine its corresponding share on the five Strategic Objectives: 42 per cent on *Safety*, 40 per cent on *Air Navigation Capacity and Efficiency*; 10 per cent on *Security and Facilitation*; 3 per cent on *Economic Development of Air Transport*; and 5 per cent on *Environmental Protection and Sustainable Development of Air Transport*. These percentages, based on management’s best (average) estimates on how much time is being spent for each Strategic Objective, is a simplified yet more efficient method of allocating Regional Office costs to the Strategic Objectives. The narrative on the Regional Offices provides details on the Objectives, Key Activities, Outputs, Key Performance Indicators, Targets and Resources, by Strategic Objective, for each regional office.

30. All resource requirements of the Office of the Secretary General and the Office of the President fall under “Executive Management” function in “Programme Support” except for the resources required for the 2016 Assembly which has been allocated under “MAA – Governing Bodies”.

31. As in the 2011-2013 Budget, all corporate costs such as rent, reimbursement to UN bodies, contribution to joint UN activities, staff welfare, training, information technology, etc. form part of the resources falling under the Supporting Implementation Strategies – in particular, functional entities under the Administrative Bureau. The percentage applied, based on managers’ experience and best estimates, are as follows:

Percentages applied to resources under Administrative Services				
Function	Programme	PS	MAA	MAA-GB
Administration and Services Management		15%	65%	20%
Assembly and Council Secretariat				100%
Conference, Security and General Services		50%	30%	20%
Human Resources			100%	
Information Technology		60%	30%	10%
Language Services	63%			37%

32. Comparative data for 2011 to 2013 can be displayed at a higher level only (at Strategic Objective level) because of the fact that there are now five Strategic Objectives (instead of three) and there is no direct link between the five Functions and the thirty-seven Programmes in the 2011-2013 Budget. In addition, the percentages applied to resources under Administrative Services differ in 2014-2016 to those applied in the 2011-2013 Budget. **Annex 1** and **Annex 2** provide a mapping of the strategic and budget framework in 2011-2013 vis-à-vis the one for 2014-2016 triennium.

FUNDING OF THE 2014-2015-2016 BUDGET

33. The Budget is financed by Assessments on Member States, Reimbursement from the Technical Cooperation Programme's Administrative and Operational Services Costs Fund (AOSCF), Transfer from the Ancillary Revenue Generation Fund (ARGF) surplus and Miscellaneous Income.

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

TABLE 2: 2014-2015-2016 BUDGET - SOURCES OF FUNDS
(in thousands of CAD)

	2011	2012	2013	Total 2011-13	% of Total	2014	2015	2016	Total 2014-16	% of Total	\$ incr.	% incr.
Assessments of States	82,024	84,256	88,727	255,007	91%	86,120	88,075	92,355	266,550	93%	11,543	4.5%
Reimbursement from AOSC Fund	1,712	1,758	1,841	5,311	2%	1,231	1,260	1,291	3,782	1%	(1,529)	-28.8%
Transfer from Incentive Scheme for Long-Outstanding Arrears Account	189	1,049	964	2,202	1%	-	-	-	-		(2,202)	-100.0%
Transfer from ARGF Surplus	4,370	4,688	5,082	14,140	5%	5,082	5,082	5,082	15,246	5%	1,106	7.8%
Miscellaneous Income	1,200	1,300	1,455	3,955	1%	319	320	321	960	0%	(2,995)	-75.7%
	89,495	93,051	98,069	280,615	100%	92,752	94,737	99,049	286,538	100%	5,923	2.1%

NOTE: Rounding differences may occur

35. As decided by the Council, the Zero Nominal Growth has to be applied on the Assessments on Member States for the 2014-2016 Budget. This resulted to the total Assessment being capped at CAD 266.5 million, and the budget being built with no increase in the Assessment of the Member States using 2013 assessments as the baseline. Table 2 shows a 4.5% increase, when compared to the 2011-2013 budget.

36. Reimbursement from AOSCF, Transfer from the ARGF Surplus, Incentive Scheme for Long-Outstanding Arrears Account, and Miscellaneous Income are used to further assist in financing the Regular Programme Budget and thus reduce amounts assessed on Member States.

37. The Reimbursement from AOSCF is based on the annual recovery amount of CAD1.2 million approved by Council during the 197th session (C-DEC 197/2), with an annual inflation rate of 2.4% added. A mechanism for adjusting, as required, the amount to be recovered from the AOSC Fund in the next triennium will be developed for consideration by the Council during its 200th Session in the Fall of 2013. The estimated amount for the 2014-2016 triennium is CAD 3.8 million, a decrease of 28.8% as compared to 2011-2013 triennium.

38. Transfer from the ARGF Surplus represents the amount to be contributed to the Regular Programme Budget from the ARGF. The Transfer of ARGF Surplus is projected to increase to CAD 15.2 million for the 2014-2016 triennium, from CAD 14.1 million, a 7.8% increase. Based on declining revenues of the ARGF, a further increase in the contribution would be unrealistic. The ARGF has not produced, in 2012, the revenue expected and the Secretariat is taking measures to improve the situation in 2013.

39. Since there is no cash surplus available as of 31 December 2012, any balance in the Incentive Scheme for Long-Outstanding Arrears Account can no longer be utilized as a funding source of the budget.

40. Miscellaneous Income is composed mostly of investment income which includes interest income expected from the investment of funds in the Working Capital fund. Under Assembly Resolution A26-23, "in preparing the Budget, provision should only be made for interest income which is expected to be earned from investment of unutilized Working Capital Funds. No provision should be made for other interest income which would be dependent on the timing of contribution payments by Contracting States, since the timing of contribution payments is outside the Organization's control." Actual interest income has decreased over the years due to low interest rates thus the estimates have been radically reduced for the 2014-2016 triennium. Other miscellaneous income includes administrative fees charged to Joint Financing Agreements, profits on sale of used Property, Plant and Equipment and Intangible Assets; profits on sale of recycled paper; and other incidental receipts. Miscellaneous Income for 2014 to 2016 is estimated at CAD 1.0 million, as compared to CAD 3.9 million for 2011-2013.

IMPLICATIONS OF IPSAS ADOPTION ON BUDGETING PRACTICES

41. The United Nations (UN) and the UN system Chief Executive Board (CEB) have adopted the International Public Sector Accounting Standards (IPSAS) to be implemented gradually until 2014. IPSAS are a set of independently developed accounting standards, which require adoption of accounting on a full accrual basis. IPSAS were implemented at ICAO effective 1 January 2010.

42. The approved budgets of ICAO, which include those of the Regular Programme and Technical Cooperation Programme (AOSCF) are presented to and approved by the Assembly and, therefore, are publicly available and subject to IPSAS requirements. IPSAS require that these budgets be compared with actual amounts in the financial statements. In order to facilitate a fair comparison of these budgets with actual amounts, which are accounted for and presented on an accrual basis as required by IPSAS, these budgets are also prepared on an accrual basis of accounting. This implies particularly that the budgets:

- a) are on the basis of services rendered and goods received during the financial year;
- b) include separately, when applicable, a Capital Budget to cover both tangible and intangible assets, (i.e. for acquisitions of equipment, vehicles, software etc.) with individual items of a value of CAD 3 000 and CAD 5 000 respectively or more that are foreseen in 2014 to 2016. Paragraph 13 c) of Annex 3 provides the details of the Capital Budget for 2014 to 2016; and
- c) include separately, those non-cash expenses such as depreciation and amortization of Property Plant and Equipment (PPE), finance leases, intangible assets and any other assets that will be impaired or discounted; goods to be received without charge; profit and loss on disposal of PPE and intangibles (when significant); and the foreseen expense and increased liability for annual leave, repatriation benefits and After Service Health Insurance (ASHI).

43. Financial Regulation 4.4 instructs that the Regular Programme Budget estimates be divided into Programme, Programme Support and Management Administration. This is the same classification used when the Budget is being submitted to the Assembly for approval. This classification scheme adopted differs from the one adopted for the financial statements. The financial statements classify items on the basis of object of expenses (salaries, travel, etc.) and the budget classifies items by Strategic Objectives (safety, security, etc.). ICAO continues to disclose budget and actual information consistent with the budget document. Starting from the 2010 financial year, ICAO produces in its audited financial statements a Statement of Comparison of Budget and Actual Amounts, which compares approved appropriations with actual amounts for the General Fund of the Regular Programme.

Additional information is included in the Council Working paper on the annual financial statements and comprises an explanation of material difference between the original and final appropriations and actual amounts. Other publicly available approved budgets are also presented in the financial statements for comparison purposes with actual amounts as required by IPSAS.

MOST SIGNIFICANT NON-CASH ITEMS INCLUDED IN BUDGETS

44. The most significant foreseen non-cash expenditures for 2014 to 2016 to be accounted for in order to comply with IPSAS pertain to employee benefits for: a) After Service Health Insurance (ASHI) benefits, which are currently earned by active employees and also by qualified retired employees during the years of service; b) Annual Leave that are generally payable to employees at end-of-service; and c) Repatriation Benefits, which are payable to internationally-recruited staff members at end of service. Depreciation/amortization of tangible and intangible assets also represent a non-cash expense.

- a) Based on an actuarial valuation performed in 2013, After Service Health Insurance (ASHI) unfunded liability will increase during the triennium in the range of CAD3.9 million per year, annual leave by CAD0.3 million and repatriation benefits by CAD0.2 million annually during the triennium. With regard to the possible funding of these liabilities, the Secretariat will continue to follow the on-going development of this matter in the framework of the UN System and will report to the Council.
- b) IPSAS also requires that tangible and intangible assets of the Organization be reflected in the accounts. From an accounting point of view, this means asset acquisitions (tangible or intangible) are no longer treated as expenses in the accounts. From a budget perspective, funds are still required to purchase an asset, even if the expense is spread over several years in the financial statements (a process known as Depreciation). For 2014 to 2016, expenses will include depreciation on property, plant and equipment, finance leases and intangible assets. It is estimated that the amount of depreciation/amortization will be in the range of CAD1.0 million per year for the triennium¹. Depreciation/amortization does not require funding since the items capitalized, on which depreciation/amortization is calculated, were funded at the time of purchase.

45. The above-mentioned non-cash expenses, not requiring funding under the 2014 to 2016 Budgets are herewith presented to the Assembly as additional estimates to the prepared budgets for its information and consideration.

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

EXECUTION OF REGULAR PROGRAMME BUDGET FOR 2011 and 2012

1. In agreeing to a budget of CAD280.6 million for the 2011 – 2013 triennium, the Council recognised the essential role of ICAO in providing a global regulatory framework in which international aviation could operate and that promoted safe, secure and environmentally responsible growth. The Council also recognised that the Organization needed to be able to respond to changing global needs in ways which were imaginative, flexible and relevant, and so made important recommendations on the governance process. Taken together, the Council firmly believes that through the course of the triennium the Organization will be able to provide the strategic vision and oversight necessary for the sustainable development of international civil aviation.

2. As part of any budgetary planning process, an Organization must review the activities taken to date, reflect on the accomplishments and results and incorporate changes and lessons learned into its upcoming plans.

3. A proactive approach in budget management was followed throughout 2011. Potential cost efficiencies/savings were identified as they became apparent and were used for non-budgeted activities that were either (i) mandated by the Assembly; (ii) mandated by the Council/Charter Letter; or (iii) mandatory/mission-critical, such as the following:

- Safety projects: Global Air Navigation Infrastructure and Global Runway Safety Symposia; E-learning and data mining; support for Global Crisis Management and Future Aviation System Harmonization; additional safety audits;
- Enhanced communication strategy;
- Quality management of outsourced translations;
- Post-earthquake assistance to Haiti;
- Evacuation/relocation – Cairo and Bangkok regional offices;
- Technical Assistance Officers in Regional Offices; and
- IT-related projects: EDRMS; redesigning of website and portals; disaster recovery; e-learning; upgrade of IT facilities in the Council Chamber.

4. The 2011 unutilized appropriations of CAD 2.4 million from savings carried over from 2011 was used to fund the following unbudgeted programme activities, supplemented by any savings that can be identified through cost efficiencies during the year 2012:

- Safety projects: initiate action on Loss of Control; increase implementation on Performance Based Navigation; additional safety audits;
- Environment - Climate Change projects: Global aspirational goals for international aviation; market-based measures (additional requirements) ;
- Public Key Directory programme costs;
- Continuous enhancement of Communications strategy; and
- Requirements of the new Ethics Office.

5. As in 2011, a proactive approach in budget management was followed throughout 2012 and potential cost efficiencies/savings were again identified as they became apparent and were used for non-budgeted activities such as the following:

- Safety projects: the expansion of iSTARS platform; development of implementation readiness kit (iKITS); roll out of newest electronic safety tools to all States; additional safety audits;
- Projects related to enhancement of conference services;
- Additional support for ICAO's Statistical programme;
- Enhanced communication strategy;
- Technical Assistance Officers in Regional Offices; and
- IT-related projects: Enterprise Data Architecture and Management; ICAO public websites hosting for Business Continuity Plans (BCP).

6. The 2012 unutilized appropriations of CAD 3.3 million from the savings carried over from 2012 will be used to fund the following unbudgeted programme activities, and further supplemented by any savings that can be identified through cost efficiencies during the year 2013:

- Additional support for meetings, including the Legal Committee, Committee on Aviation Environmental Protection (CAEP) and the 6th Worldwide Air Transport Conference (AT-Conf/6);
- Support to the Cooperative Arrangement for the Prevention of Spread of Communicable Disease through Air Travel (CAPSCA);
- Technical Assistance Officers in the Regional Offices;
- Increase of External Relations services in LEB;
- Enhancement of ICAO Security;
- Strengthening of HR resources as recommended by the External Auditors;
- Additional Evaluation Officer post in EAO; and
- Requirements of the Ethics Office.

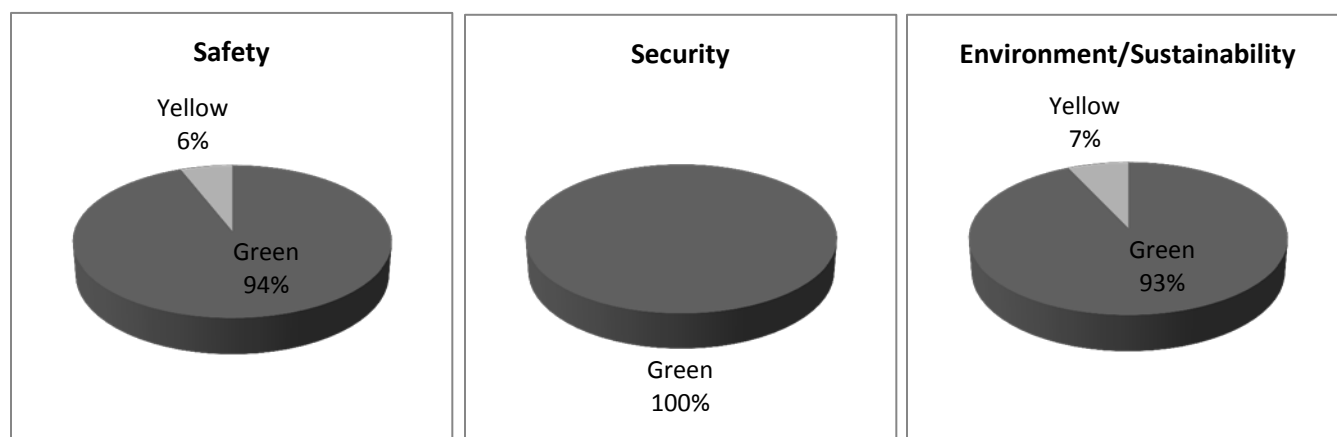
7. As pointed out above, budget management was flexible and imaginative so as to be able to fund the above unforeseen activities. In order to accommodate these activities within the financial envelope of a budget that was fixed in 2010, the Secretary General used the authority conferred on him under Financial Regulations 5.6 and 5.9 to make adjustments to the amounts appropriated by the Assembly to each Strategic Objective and Supporting Implementation Strategies. Consequently, the following adjustments were made:

Strategic Objective/Supporting Implementation Strategy	Transfers (+/-)	
	2011	2012
	<i>(in '000 CAD)</i>	
Safety	403	1,121
Security	-2,410	-2,599
Environmental Protection and Sustainable Development of Air Transport	135	-678
	-1,872	-2,156
Programme Support	1,088	1,029
Management and Administration	1,403	1,387
Management and Administration - Governing Bodies	-619	-260
	1,872	2,156
Total:	0	0

8. The following set of graphs highlights the status of programmes by Strategic Objective of ICAO up to 31 December 2012.

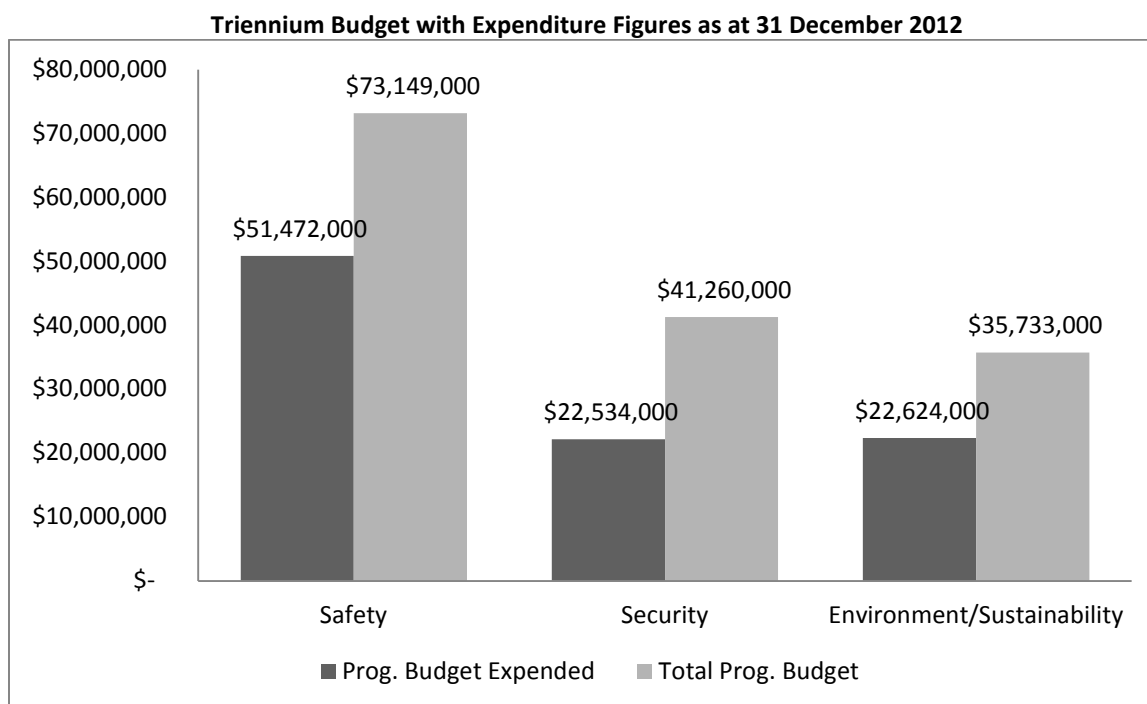
The graph below provides the status of all of ICAO comprising of both Headquarters (HQ) and the Regional Offices:

Programmes by Strategic Objective



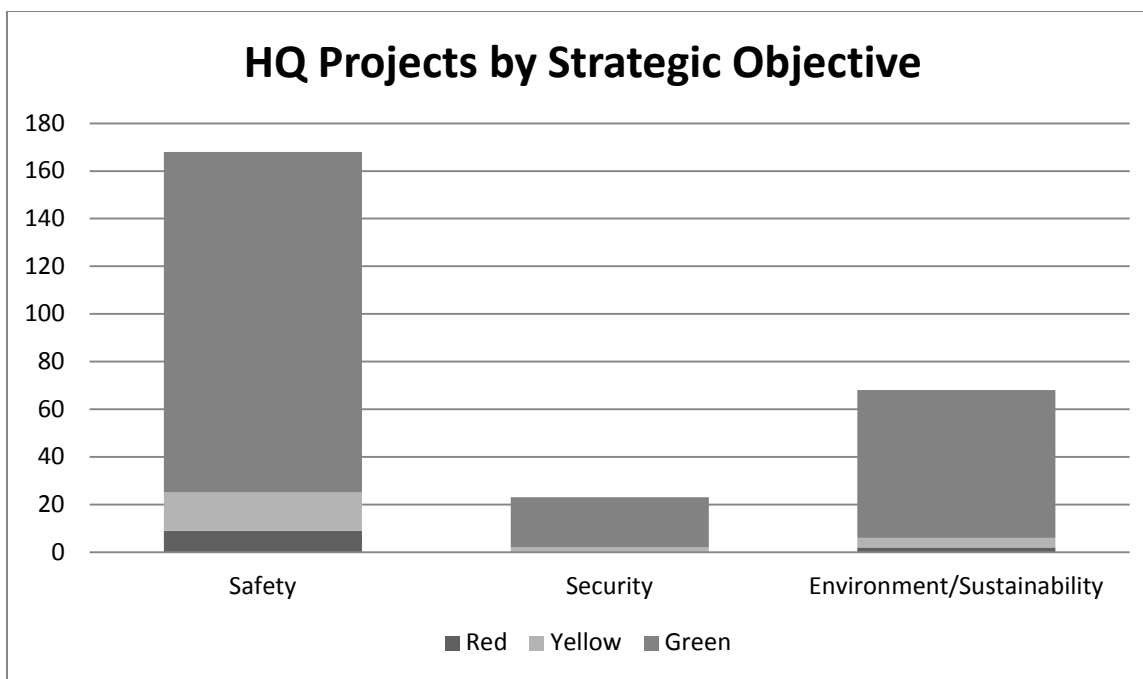
Color coded Health Status: Green, Yellow & Red²

The table below provides the actual expenditures through 31 December 2012 when compared against approved budget for the entire triennium:



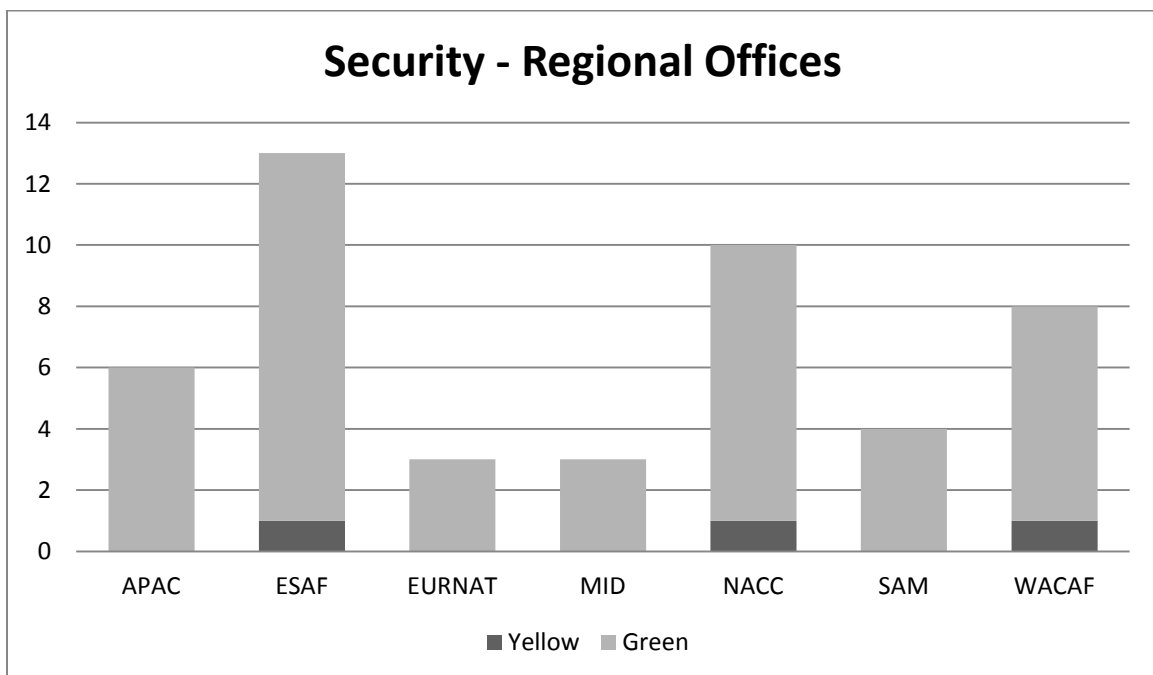
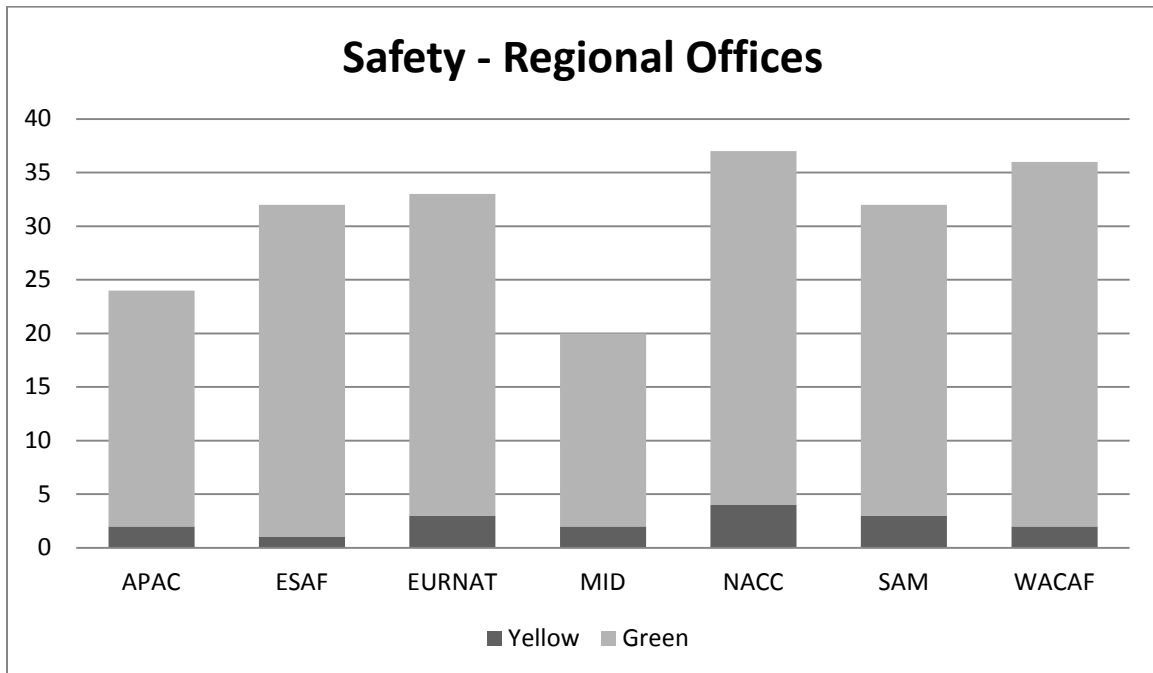
² GREEN: Prog/Project on time; YELLOW: Prog/Project behind schedule, but not delayed (can still meet deadline); RED: Prog/Project delayed, mitigation required

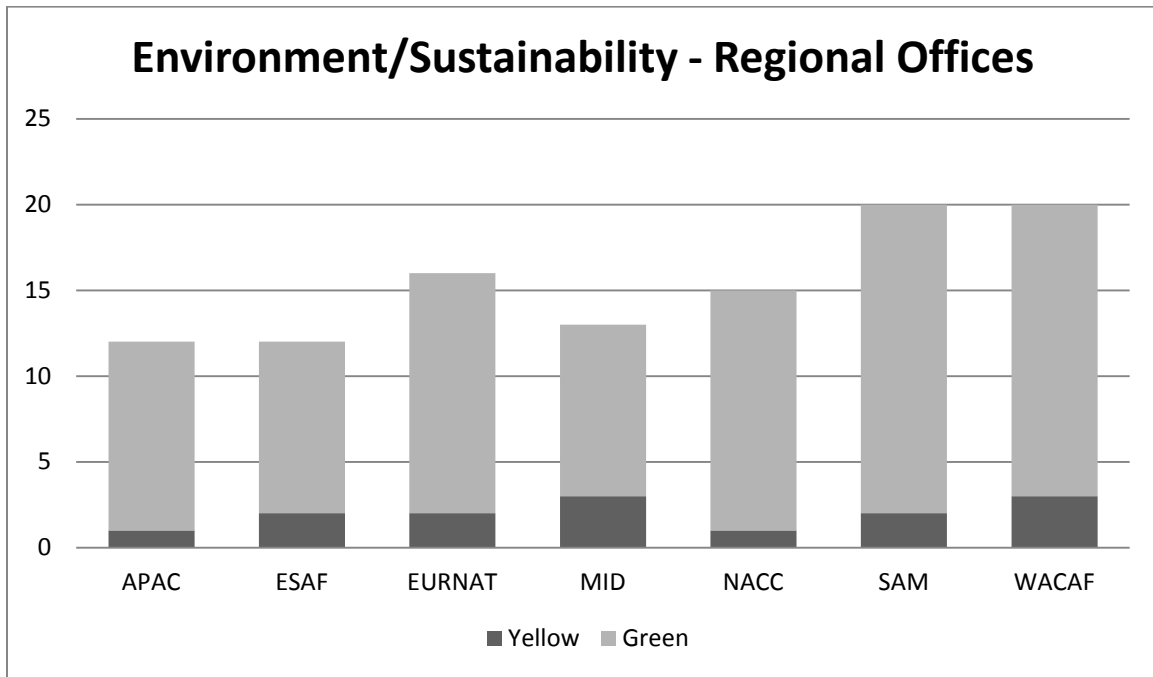
The graph below provides a more granular look at the programme execution by providing a status of the projects under each Strategic Objective. Please note that the information is for HQ only. The list of projects in Red status as at the end of 2012, is attached in a table at the end of this section.



	SAFETY	SECURITY	ENVIRONMENT
Green	85%	92%	91%
Yellow	10%	8%	6%
Red	5%	0%	3%

Likewise the next three graphs provide the status of the projects by Strategic Objective for the seven Regional Offices:





RED PROJECTS
(as at the end of 2012)

PROJECT TITLE	STRATEGIC OBJECTIVE	REGION	PROJECT LEAD	ASSESSMENT-REASON	MITIGATION
Goals and Standards for LAQ	ENV/SUST	HQ	ATB-ENV	The achievement relies on SAE-E31 Committee progress/results. The engine test certification is currently unfunded.	C-WP/13759 describes the agreement by CAEP to delay the development of a new PM certification requirement from original schedule of CAEP/9 in 2013 into the CAEP/10 cycle (2013 to 2016), due to lack of funding for engine testing from States and industry partners.
Allow the safe integration of remotely piloted aircraft (RPA) by developing the regulatory framework to support operations in non-segregated airspace and at aerodromes	SAF	HQ	ANB-ATM	Not fully funded by the regular programme.	Council has clearly indicated that funding for this initiative should be in the next triennium budget, and the Secretariat will insure that it is.
Reduce Loss of Control in-flight (LOC-I) accidents by providing training and licensing requirements, procedures and guidance.	SAF	HQ	ANB-OPS	Safety priority and emerging issue not covered by the regular programme budget	Funding will need to be found for this priority once the community develops a detailed action plan
Improve global awareness for the implementation of Standards and Recommended practices by providing State compliance transparency (EFOD)	SAF	HQ	ANB-SAST	Language resources to translate all 200,000 entries in eFOD into English are not covered by the regular programme budget	The Filing of Difference Task Force (an expert group of users of eFOD) are finalizing guidance that can be used to properly assess which entries effect safety and operational efficiency, this should reduce the work load for translation.
Improved implementation of new technologies and systems by consideration of Human performance issues at design stage.	SAF	HQ	ANB-OPS	Emerging issue not covered in the original regular programme budget	Secretariat has increased resource allotment in the Human Factors/Performance area by replacing an Operations Technical Officer post with a Human Performance Technical Officer post, more funds will, however, be required to develop all ICAO deliverables on the critical path.
Development of a framework for Commercial Space Transportation	SAF	HQ	ANB-OPS	Emerging issue not covered in the original regular programme budget	Voluntary funds and resources would be required
Address the risk of unlawful interference in air transportation by reviewing the mandatory transmission of sensitive airworthiness information	SAF	HQ	ANB-OPS	Emerging issue not covered in the original regular programme budget	Voluntary funds and resources would be required
Optimize capabilities of global, aviation-related search and rescue organizations through the in-depth coordination of relevant requirements with the International Maritime Organization	SAF	HQ	ANB-ATM	Programme was cut in the last budget	Voluntary funds and resources would be required
Assistance to resolve SSCs	SAF	HQ	ANB-SMM	Not fully funded by the regular programme	To the extent possible funding for supporting tailored action plans for specific States has been identified through extra budgetary resources including voluntary funds.

The progress of the Council recommendations on non-programmatic activities as listed under Annex 5 of *DOC 9955 Budget of the Organization 2011-2012-2013* are summarized in the tables below:

SUMMARY OF PROGRESS FOR THE IMPLEMENTATION OF NON-PROGRAMMATIC ACTIVITIES AS AT 31 DECEMBER 2012

SUBJECT	ACTION	TIMELINE/TARGET DATE	STATUS OF PROGRESS/ACTION
IKSN	• Successfully piloted in ANB. • IKSN rolled out progressively to all substantive bureaus and Regional Offices. • Training delivered	End 2011	Completed
Business Plan	Rolling Business Plan	• Plan to be revised in second quarter of each year • Plan to be presented to Council in third quarter	• Ongoing on annual basis
Language services	• Organizational restructuring; • Implementation of CATS tool; • Quality assurance; • Reach UN average output standards	2011 From 2011 to 2013 From 2011 to 2013 End 2013	• Completed. • Implementation started. • Quality Management introduced and outsourcing policy finalized. • Under implementation.
ICT	• Service Quality Enhancement • High Availability Infrastructure • One-ICAO ICT • Enterprise Web Management and Content Management • Outsourcing	} } }From 2011 to 2013 } } Ongoing (continuous process)	• New IT ServiceDesk application implemented. • Disaster Recovery Phase I completed. • Six ICAO Regional Offices integrated in One-ICAO ICT. • ICAO public website updated. • Successful reduction in Consultancy costs

SUBJECT	ACTION	TIMELINE/TARGET DATE	STATUS OF PROGRESS/ACTION
Human Resources	• HRAP Implementation • New contractual arrangements • Global review of posts levels • Training • Ratio of GS:P benchmark	• From 2010 to 2013 • From 2011 to 2013 • From 2011 to 2013 • Ongoing (continuous process) • From 2011 to 2013	• Annual HRAPs implemented. • New arrangements for temporary and fixed-term appointments implemented. Review of the criteria for granting continuing appointments initiated, but requires further review. • New policy for individual consultants and contractors developed and implemented. • Classification review of GS posts identified by managers as requiring classification review is advanced. • Benchmarking with other UN Organizations has been completed in connection with the budget exercise.
Paperless Environment	Reduce the reproduction and distribution of documentation to its Governing Bodies • by 20% (eliminating printed documentation for Committees) • further reductions up to 90%.	• 1 January 2011 • From 2011-2013	• Completed. • Under implementation.
Travel Policies	• Amended rules to be included in revised Service Code • EAO evaluation of mission travel	• Effective date of revised travel rules is 1 January 2011 • First quarter 2011	• Completed • Completed
ARGF	• Study on most effective arrangements for ARGF posts and activities • RGA Advisory Committee and RGA Business Development Group established • Identification and development of new products and new delivery mechanisms	• End of June 2011 • June 2012 • End of 2013	• Completed • Completed • In Progress
Risk Management	Risk assessments and management plans for the 2012 rolling business plan	End of June and end of September 2011, mid 2012 (HR)	Completed

ICAO STRATEGIC FRAMEWORK

VISION : Achieve the sustainable growth of the global civil aviation system.

MISSION : The International Civil Aviation Organization is the global forum of States for international civil aviation. ICAO develops policies, standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through the cooperation of Member States and stakeholders.

STRATEGIC OBJECTIVES

SAFETY

**AIR NAVIGATION CAPACITY
AND EFFICIENCY**

SECURITY AND FACILITATION

**ECONOMIC DEVELOPMENT
OF AIR TRANSPORT**

**ENVIRONMENTAL
PROTECTION**

FUNCTIONS

Direction
Policy / Standardization
Monitoring / Audit / Data
Implementation / Capacity Building / Crisis Intervention
Analysis / Study / Foresight

Language Services (Translation)

SUPPORTING IMPLEMENTATION STRATEGIES

PROGRAMME SUPPORT

- Administration and Services Management
- Conference, Security and General Services
- Executive Management
- Information Technology
- Legal and External Relations Services
- Printing and Distribution Services

MANAGEMENT AND ADMINISTRATION

- Administration and Services Management
- Budget and Financial Management
- Communication
- Conference, Security and General Services
- Ethics
- Evaluation and Internal Audit
- Human Resources
- Information Technology

MANAGEMENT AND ADMINISTRATION-GOVERNING BODIES

- Administration and Services Management
- Administrative Support to the ANC
- Assembly and Council Secretariat
- Conference, Security and General Services
- Executive Management (Assembly)
- Information Technology
- Language Services



Documents

Document Sharing Hub

**PROGRAMME NARRATIVES
BY
STRATEGIC OBJECTIVES**

Safety

Air Navigation Capacity and Efficiency

Security and Facilitation

Economic Development of Air Transport

Environmental Protection

SUMMMARY BY FUNCTION (Headquarters)
for all Strategic Objectives

REGULAR BUDGET - RESOURCE REQUIREMENTS

Function	Year	Posts			Non-Posts					Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD					
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	Language	
1 - Direction										
	2014	9.50	13.25	3,117	110	250	-	42	-	3,518
	2015	9.50	13.12	3,185	112	252	-	43	-	3,592
	2016	9.50	12.25	3,203	115	259	-	44	-	3,621
Total:										10,730
2 - Policy/Standardization										
	2014	27.50	19.25	6,622	175	229	314	-	5,798	13,138
	2015	27.50	19.25	6,799	146	235	485	-	5,882	13,548
	2016	28.50	19.25	7,266	115	239	397	-	6,016	14,033
Total:										40,719
3 - Monitoring/Audit/Data										
	2014	20.50	20.42	5,161	206	1,357	69	-	-	6,793
	2015	20.50	19.75	5,242	211	1,583	0	-	-	7,036
	2016	20.50	19.75	5,442	216	1,620	0	-	-	7,279
Total:										21,108
4 - Implementation/Capacity building/Crisis intervention										
	2014	29.25	6.75	5,918	154	453	139	220	-	6,883
	2015	29.25	6.75	6,070	157	464	166	225	-	7,083
	2016	31.25	6.75	6,731	161	475	181	230	-	7,778
Total:										21,744
5 - Analysis/Study/Foresight										
	2014	10.75	2.50	2,069	222	105	8	-	1,899	4,303
	2015	10.75	2.50	2,119	227	107	12	-	1,891	4,356
	2016	10.75	2.50	2,208	224	113	9	-	1,916	4,470
Total:										13,129
TOTAL all functions										
	2014	97.50	62.16	22,887	866	2,394	530	261	7,697	34,635
	2015	97.50	61.37	23,415	854	2,641	664	268	7,774	35,616
	2016	100.50	60.50	24,850	832	2,707	587	274	7,932	37,180
Total triennium:				71,152	2,552	7,742	1,780	803	23,402	107,431

SAFETY

Description *Enhance global civil aviation safety*

Rationale The safety strategy for aviation, and therefore ICAO, is contained in the Global Aviation Safety Plan (GASP). All outputs and deliverables afforded by this budget in the area of Safety are prioritized and aligned to the GASP which allows for yearly reviews and adjustments based on safety risks.

Impacts The overall impact of the Safety Strategic Objective is to achieve continuous reductions in the global accident rate and enable a safe and sustainable aviation system. Through improvements in standardization, collaboration and the exchange of safety information; Member States increase their levels of implementation of ICAO standards and, along with global aviation stakeholders, develop a coordinated and transparent approach to aviation safety. Furthermore, continued investment in the aviation system enables the development and implementation of new technologies and procedural improvements while providing for the education and training of future aviation professionals to ensure they have the necessary skills to operate the global aviation system safely as it continues to evolve and expand in the future.

Outcome Near-term: All Member States' improve the maturity of their safety oversight systems through the implementation of ICAO Standards and Recommended Practices (SARPs) related to the approval, authorization, certification and licensing of aviation service providers. This process fulfills the State's fundamental safety oversight obligations and is a prerequisite enabler for safe and sustainable air traffic growth. Those States having mature safety oversight systems should focus on the continued implementation of safety management in the near term.

Mid-term: Full implementation of State Safety programmes (SSPs) and safety management systems (SMS) globally to facilitate the proactive management of safety risks. This represents the evolution from a purely compliance-based oversight approach to one which proactively manages risks through the identification and control of existing or emerging safety issues.

Long-term: Implementation of proactive and predictive systems that ensure safety in a real-time, collaborative decision-making environment through the introduction of advanced safety capabilities (e.g. full trajectory-based operations) that increase capacity while maintaining or enhancing operational safety margins, as contained in ICAO's Aviation System Block Upgrades (ASBUs) strategy.

STRATEGIC OBJECTIVE: SAFETY

REGULAR BUDGET - RESOURCE REQUIREMENTS

Function	Year	Posts			Non-Posts					Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD					
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	Language	
1 - Direction										
	2014	2.00	3.75	723	55	46	-	8		833
	2015	2.00	3.75	740	56	47	-	9		852
	2016	2.00	3.75	758	58	48	-	9		873
Total:										2,558
2 - Policy/Standardization										
	2014	10.00	8.00	2,563	55	46	-	-	2,104	4,769
	2015	10.00	8.00	2,638	56	47	223	-	2,275	5,239
	2016	10.00	8.00	2,735	58	48	4	-	2,134	4,979
Total:										14,987
3 - Monitoring/Audit/Data										
	2014	11.00	9.58	2,729	55	819	-	-		3,603
	2015	11.00	9.00	2,755	56	839	-	-		3,650
	2016	11.00	9.00	2,867	58	858	-	-		3,783
Total:										11,035
4 - Implementation/Capacity building/Crisis intervention										
	2014	11.00	3.50	2,373	55	92	15	110		2,645
	2015	11.00	3.50	2,438	56	94	24	112		2,725
	2016	12.00	3.50	2,737	58	97	4	115		3,010
Total:										8,381
5 - Analysis/Study/Foresight										
	2014	4.00	0.00	696	55	46	-	-	630	1,427
	2015	4.00	0.00	714	56	47	-	-	627	1,444
	2016	4.00	0.00	744	58	48	-	-	638	1,488
Total:										4,359
TOTAL all functions										
	2014	38.00	24.83	9,084	274	1,049	15	118	2,734	13,275
	2015	38.00	24.25	9,285	281	1,074	247	121	2,902	13,910
	2016	39.00	24.25	9,842	288	1,100	8	124	2,772	14,134
Total triennium:				28,211	843	3,224	270	363	8,408	41,319

Function 1 Direction

Objective: Keeping ICAO relevant and current; leading global safety initiatives dictated by risk; Increasing the efficiencies related to the implementation of the safety work of the Organization; and Minimizing overlaps and inconsistencies between the safety work between all stakeholders including the Organization.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Support of Assembly, Council and Council Committees	Annual Safety Report	Achievement of the safety objectives in the GASP	Release in 2nd quarter of each year
2. Support of Air Navigation Commission and expert groups	Modernization of the SARPs development process	Level of administrative overhead associated with supporting the expert groups	Reduction of related ICAO resources by 20% of 2013 levels by 2016
3. Collaborate with stakeholders to align resources against common safety challenges	Agreements signed with stakeholders on collaboration for key priorities of the GASP	Harmonized safety initiatives and information Attendance by stakeholders at ICAO safety events	90% alignment with targets of major stakeholders
4. Review safety levels and respond to the most urgent issues	MARB Reports USOAP Reports	Number of SSCs issued and resolved States effective implementation of SARPs and critical elements	All States establish effective safety oversight systems by 2017

STRATEGIC OBJECTIVE: SAFETY

Function 2 Policy and Standardization

Objective: Keeping the GASP relevant and current; and
Delivering SARPs as required to mitigate safety risks associated with the safety priorities.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Revisions to the GASP and related global aviation safety policies to achieve measurable reductions in operational safety risks	GASP revision including adjustments required to address new and emerging safety issues and weaknesses in the implementation of the GASP	Achievement of the safety objectives in the GASP	One year prior to Assembly
2. SARPS and PANS development to address runway safety	Annex 14 PANS-AGA PANS-ATM Annex 19 Annex 3 PANS-MET	Level of effective implementation against USOAP protocols related to runway safety	Output due 2014 and 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017
3. SARPS and PANS development to address controlled flight into terrain	Annex 3 PANS-MET ANNEX 19 PANS-OPS	Level of effective implementation against USOAP protocols related to CFIT	Output due 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017
4. SARPS and PANS development to address loss of control in flight	Annex 1 Annex 3 Annex 6 PANS-MET PANS-TRG	Level of effective implementation against LOC-I	Output due 2014 and 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017
5. SARPS and PANS development to address other safety issues, including:	Annex 13 Annex 2 Annex 4 Annex 11 Annex 10 PANS-ATM Annex 18 Annex 15 Annex 1 PANS-OPS PANS-TRG Annex 8 Annex 6	Level of effective implementation against all USOAP protocols	Output due 2014 and 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017
6. Support to Regional Aviation Safety Groups	Annual review of regional safety performance	Achievement against regional safety targets set by the RASGs (as posted on the regional dashboards)	To be established by RASGs

Note: details and operational benefits of the amendments can be found on the online SARPs and Guidance Materials look ahead: http://www.icao.int/safety/air_navigation

Function 3: Monitoring/Audit/Data

Objective: Continuous monitoring of the level of safety;
Improvement in the safety levels as measured by ICAO; and
Improvement of the currency of ICAO managed safety data.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Monitor Member States through the Universal Safety Oversight Audit Programme (USOAP) - Continuous Monitoring Approach (CMA)	Validation of States corrective action plans to resolve safety deficiencies using the CMA-on-line-framework	Level of implementation against the critical elements of USOAP	Within the timeframe specified in the Memorandum of Understanding signed between ICAO and each Member State
2. Manage USOAP audits to determine States level of effective implementation of SARPs and critical elements of Safety oversight	USOAP-CMA audit activities tailored for each State's safety oversight situation.	Number of audits performed	2014/Q4 – 10 States 2015/Q4 – 10 States 2016/Q4 – 10 States
3. Manage ICAO Coordinated Validation Missions (ICVM) to confirm progress made by States	USOAP-CMA ICVM activities tailored for each State based on progress resolving safety deficiencies	Number of ICVMs performed	2014/Q4 – 15 States 2015/Q4 – 15 States 2016/Q4 – 15 States
4. Development and implementation of a set of Safety Tools required to maintain safety information (e.g. notification of differences)	Develop and implement the electronic filing of differences	Percentage of ICAO States that use the safety tools	2014/Q4 – 20% 2015/Q4 – 40% 2016/Q4 – 60% Outlined in the Safety Report and reported through the online framework

STRATEGIC OBJECTIVE: SAFETY

Function 4: Implementation, Capacity Building and Crisis Intervention

Objective: Increase in the number of resolved SSC's and safety deficiencies;
Maintenance of currency of operational data;
Timely response to crisis; and
Increase in readiness of States and Stakeholders to implement new SARPs.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Together with the Regional Offices assist States in developing tailored plans of action to address risk (including the provision of assistance to States with 60% or less implementation of ICAO SARPs)	Tailored action plans	Number of States assisted	Ongoing as needed
2. Provide assistance, through the development of contingency plans, to enable sufficient numbers of competent safety oversight inspectors available to meet the continued growth of air transportation system	Contingency Plans	Level of effective implementation of related USOAP protocols	Global effective implementation of relevant USOAP protocols at 60% by 2017
3. Assess the safety risks involved in the operation of aging aircraft	Regional seminars (as funded by States)	Attendance at seminars	As requested
4. Develop guidance material, manuals and training material addressing runway safety	AGA DOCS MET DOCS OPS DOCS	Level of effective implementation against USOAP protocols related to runway safety	Output by 2014 and 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017
5. Develop guidance material, manuals and training material addressing CFIT	MET DOCS OPS DOCS	Level of effective implementation against USOAP protocols related to CFIT	Output by 2014 and 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017
6. Develop guidance material, manuals and training material addressing LOC-I	MET DOCS OPS DOCS ATM DOCS	Level of effective implementation against LOC-I	Output by 2014 and 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017
7. Develop guidance material, manuals and training material addressing other safety issues	ALL ANB DOCS	Level of effective implementation against all USOAP protocols	Output by 2014 and 2016 Global effective implementation of relevant USOAP protocols at 60% by 2017

Key Activities	Output/Deliverable	Key Performance Indicators	Target
8. Hold workshops focusing on existing and emerging threats (e.g., runway safety)	2 Runway Safety Seminars per year EDTO/Fuel Workshops (cost recovery) SMS/SSP Workshops (cost recovery) presuming mission funds are available or ROs are trained	Attendance at workshops	As requested
9. Globally share information on existing and proposed technical assistance projects (Safety Collaborative Assistance Network – SCAN)	Maintenance of the SCAN web site	Number of States and stakeholders participating	Ongoing
10. Foster regional and sub-regional cooperation on resolution of safety deficiencies and other priorities (e.g. RSOOs)	Resolution of safety deficiencies	Effective implementation against relevant protocols	Global effective implementation of relevant USOAP protocols at 60% by 2017
11. Help States prepare for future human resource needs by developing provisions on competencies aviation professionals need and by forecasting human resource needs	Training Report 2nd NGAP Symposium (2014)	Attendance at symposium	50% of States attend symposium
12. Help States implement quality aviation English tests for licensing purposes by running a voluntary service where test providers can have their tests assessed	Policy/Procedures (2014) Application/Database System (2015)	Number of States participating in the programme	50% of non-compliant States participating
13. Maintain safety critical operational information (e.g. air operator certificates, location indicators, designators)	Doc 8585 (each quarter) Doc 7910 (each quarter) Doc 8643 (Annually)	Distribution of data	Doc 8585 (each quarter) Doc 7910 (each quarter) Doc 8643 (Annually)
14. Create an online safety data exchange to enable the efficient transaction of safety data between States, ICAO and stakeholders which will serve as a catalyst for the development of safety tools by the community	Development of an open exchange format for safety data Development of an aviation safety data mart	Number of States and stakeholders participating in the data mart	States representing more than 50% of the traffic

Note: details and operational benefits of the amendments can be found on the online SARPs and Guidance Materials look ahead : http://www.icao.int/safety/air_navigation

STRATEGIC OBJECTIVE: SAFETY

Function 5: Analysis, Study and Foresight

Objective: Identify safety risks; and
Provide safety managers and decision makers at regional and global levels with safety intelligence that lead to effective prioritization and use of safety resources.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Share safety information with States and selected international organizations to enable risk assessments	Harmonized accident rate (annually) Amended policies, SARPs and related guidance to facilitate the increased exchange of safety information	Number of States participating	DGCA Conference in 2015
2. Develop and implement a risk-based, proactive approach to global safety management	Safety intelligence analytic concept and operational prototype to demonstrate feasibility and associated benefits for ICAO, States and industry	Number of States and RSOOs, RSOs and COSCAPs using relevant iSTARS tools	DGCA Conference in 2015
3. Facilitate the management of safety by providing States with a capability to perform their own safety analysis (iSTARS analysis capabilities)	iSTARS updates (once per year)	Number of States and RSOOs, RSOs and COSCAPs using relevant iSTARS tools	States representing more than 50% of the traffic

AIR NAVIGATION CAPACITY AND EFFICIENCY

Description	<i>Increase capacity and improve efficiency of the global civil aviation system</i>
Rationale	The Air Navigation strategy for aviation, and therefore ICAO, is contained in the Global Air Navigation Plan (GANP). All outputs and deliverables afforded by this budget in the area of Air Navigation are prioritized and aligned to the GANP which allows for yearly reviews and adjustments based on performance reports at the regional level.
Impacts	The provision of: Sustainable growth of the global civil aviation system, through a fully-harmonized global air navigation system built on modern performance-based technologies and procedures in a progressive, cost-effective and cooperative manner; A global planning framework which includes timelines for future improvements to be implemented by States in accordance with their needs; Standards and Recommended Practices, regulatory requirements, procedures and technology associated with the aviation system block upgrades (ASBU) supplemented by communications, navigation, surveillance (CNS), avionics and information management roadmaps with periodic update of the ASBUs and roadmaps on a rolling fifteen-year planning horizon.; and, certainty for State and industry investment in civil aviation infrastructure, avionics and research and development objectives.
Outcome	Increased capacity and improved efficiency of the global civil aviation system while maintaining or improving safety. Through the adoption of the Aviation System Block Upgrade (ASBU) framework by regions, sub-regions and States, air navigation priorities for the next fifteen years will be established with harmonization and interoperability achieved through consistent application across the regions and the world.

STRATEGIC OBJECTIVE: AIR NAVIGATION CAPACITY AND EFFICIENCY

REGULAR BUDGET - RESOURCE REQUIREMENTS

REGULAR BUDGET - RESOURCE REQUIREMENTS										
Function	Year	Posts			Non-Posts					Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD					
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	Language	
1 - Direction										
	2014	1.00	2.00	406	55	46	-	8		515
	2015	1.00	2.00	416	56	47	-	9		527
	2016	1.00	2.00	426	58	48	-	9		540
Total:										1,583
2 - Policy/Standardization										
	2014	10.00	7.25	2,402	55	46	169	-	2,110	4,782
	2015	10.00	7.25	2,463	56	47	128	-	2,068	4,762
	2016	10.50	7.25	2,663	58	48	15	-	2,089	4,873
Total:										14,417
3 - Monitoring/Audit/Data										
	2014	2.25	4.00	638	55	46	-	-		739
	2015	2.25	4.00	653	56	47	-	-		756
	2016	2.25	4.00	675	58	48	-	-		781
Total:										2,276
4 - Implementation/Capacity building/Crisis intervention										
	2014	9.75	0.00	1,841	55	92	3	110		2,100
	2015	9.75	0.00	1,886	56	94	-	112		2,149
	2016	10.25	0.00	2,073	58	97	15	115		2,358
Total:										6,607
5 - Analysis/Study/Foresight										
	2014	0.50	0.00	102	55	46	-	-	160	363
	2015	0.50	0.00	105	56	47	-	-	160	368
	2016	0.50	0.00	109	58	48	-	-	161	376
Total:										1,107
TOTAL all functions										
	2014	23.50	13.25	5,388	274	276	172	118	2,271	8,500
	2015	23.50	13.25	5,523	281	283	128	121	2,227	8,563
	2016	24.50	13.25	5,947	288	290	30	124	2,250	8,929
Total triennium:				16,858	843	849	330	363	6,748	25,991

Function 1 Direction

Objective: Keeping the AN work of the Organization aligned to the priorities as determined by the GANP; Increasing the efficiencies related to the implementation of the AN work of the Organization; and Minimizing overlaps and inconsistencies between the AN work between all stakeholders including the Organization.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Support of Assembly, Council and Council Committees	Annual AN Report	Achievement of the safety objectives in the GANP	Contained in the AN Report (2nd quarter of each year)
2. Support of Air Navigation Commission and expert groups	Modernization of the expert groups	Level of administrative overhead associated with supporting the expert groups	Reduction of related ICAO resources by 20% of 2013 levels by 2016
3. Collaborate with stakeholders to align resources against common air navigation challenges.	Agreements signed with stakeholders on collaboration in key components of the GANP	Harmonized safety initiatives and information Attendance by stakeholders at ICAO AN events	90% alignment with targets of major stakeholders

STRATEGIC OBJECTIVE: AIR NAVIGATION CAPACITY AND EFFICIENCY

Function 2 Policy and Standardization

Objective: Keeping ICAO relevant and current; leading global safety initiatives dictated by opportunity, need and risk; and
Delivering SARPs for Block 1 modules.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Triennial update of Air Navigation priorities through the Global Air Navigation Plan (GANP)	GANP revision	Achievement of the objectives in the GANP and implementation of Block 0 modules as selected by the PIRGs	One year prior to Assembly
2. Maintain and defend aeronautical frequency spectrum allocations at ITU WRC-2015	ICAO position for ITU WRC-2015	No loss of spectrum	No loss of spectrum
3. SARPs and PANS development to implement PBN/CCO and CDO	PANS-ATM Annex 10 PANS-OPS Annex 3 PANS-MET	Implementation of PBN/CCO/CDO	Output by 2014 and 2016 All regions have established implantation plans and are tracking progress
4. SARPs and PANS development to implement aviation system block upgrades (ASBUs) Block 1 Modules	Annex 11 Annex 10 Annex 15 PANS-AIM PANS-ABC PANS-OPS Annex 3 PANS-MET Annex 6 PANS-OPS	Implementation of Block 0 and 1 modules	Output by 2014 and 2016 All regions have selected and begun implementation of Block 0 modules
5. Collaborate with stakeholders to align resources against common air navigation challenges			90% alignment with stakeholders

Note: details and operational benefits of the amendments can be found on the online SARPs and Guidance Materials look ahead : <http://www.icao.int/safety/XXXXX>

STRATEGIC OBJECTIVE: AIR NAVIGATION CAPACITY AND EFFICIENCY

Function 3 Monitoring, Audit and Data

Objective: Monitoring of the level of implementation of PBN/CCO/CDO; and
Monitoring of implementation of Block 0 and 1 modules as selected by the PIRGs.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Increase transparency on status of selection and implementation of ASBUs through a regional dashboard and through the maintenance of online Air Navigation Plans (eANP)	Revised ANP with improved workflows	Number of States using eANP	States representing 50% of traffic by 2015
2. Monitor research and development activities for eventual inclusion into future blocks	Symposium related to end-to-end demonstration of new technology Block 1 related event Block 1 Gap analysis for SARPs	Attendance at events	2014 and 2016

STRATEGIC OBJECTIVE: AIR NAVIGATION CAPACITY AND EFFICIENCY

Function 4 Implementation, Capacity Building and Crisis Intervention

Objective: Selection of Block 0 and 1 modules by PIRGs that would bring the largest environmental returns on investment;
Increase in readiness of States and stakeholders to implement new SARPs; and
Synchronized, complementary and consistent roll out of Block 0 and Block 1 modules.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Support to, and report from, Planning and Implementation Regional Groups (PIRGs)	Selection and implementation of Block 0 modules	Implementation of Block 0 modules	Ongoing
2. Develop guidance material, manuals and training material related to PBN/CCO/CDO	AGA, ATM, OPS, IIM DOCS	Implementation of PBN/CCO/CDO	Output by 2014 to 2016 All regions have established implantation plans and are tracking progress
3. Develop guidance material, manuals and training material related to Block 0	AGA, ATM, OPS, IIM Docs ATB DOCS	Implementation of Block 0 modules	Output by 2014 to 2016 All regions have selected and begun implementation of Bock 0 modules
4. Organize workshops focusing on specific operational improvements with high return on investment (e.g. performance-based navigation (PBN), ADS-B).	ICAO-IATA PBN go-teams Workshops PBN/CCO/CDO	Implementation of PBN/CCO/CDO	Ongoing
5. Collaborate with States and partners on implementation mechanisms to assist States through 'go-teams' (e.g. PBN go-teams).	Comprehensive Block 0 (2014) (cost recovery with other stakeholders) AFTM training and events (cost recovery)	Implementation of Block 0 modules	as requested
6. Contingency plans for emergencies	ATM contingency plans/volcanic ash digests, etc.		Ongoing

Note: details and operational benefits of the amendments can be found on the online SARPs and Guidance Materials look ahead : http://www.icao.int/safety/air_navigation

STRATEGIC OBJECTIVE: AIR NAVIGATION CAPACITY AND EFFICIENCY

Function 5 Analysis, Study and Foresight

Objective: Measure environmental benefits from operational improvements;
Identify candidate areas for targeted PBN/CCO/CDO and/or ATFM roll out; and
Generation of on demand reports on the status of AN for any State or Region based on ICAO held data.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Measure and analyze benefits achieved through the implementation of the ASBUs (e.g. ICAO Fuel Savings Estimation Tool (IFSET))	Fuel savings estimate attached to each business case for implementation of Block 0 and Block 1 modules	Number of States using IFSET	All regions using IFSET or an equivalent tool
2. Online Regional and Global Air Navigation Reports	Online regional dashboard (2014)	Number of States using dashboard	All regions using dashboards to track progress (replacing paper based reports) by 2015

SECURITY AND FACILITATION

Description	<i>Enhance global civil aviation security and facilitation</i>
Rationale	This Strategic Objective reflects the need for ICAO's leadership in aviation security, facilitation and related border control matters.

Impacts	The ultimate goal of this Strategic Objective is to enhance civil aviation security and facilitation worldwide, that is, to minimize the number of incidents of unlawful interference and other security-related events with civil aviation, ensure appropriate responses when incidents occur, reduce aviation security and border integrity risks and, at the same time, maximize efficiency in border clearance operations to promote trade, tourism and economic development. Although the global civil aviation system is more secure than ever, credible threats to civil aviation security and border integrity persist. Such challenges will be addressed through constant and proactive preventive efforts, including more systematic collaboration and coordination among States and international communities. It is of upmost importance to maintain between facilitation and security requirements, thereby allowing air passenger and cargo traffic to grow in a seamless and secure way. The inability of the Organization to make substantial progress on security and facilitation activities will have an adverse impact on: the adequacy, standardization, coordination and harmonization of security and border integrity measures; the capabilities of ICAO and States to identify and support the resolution of deficiencies; the level of global aviation security and border integrity risks; the expansion of trade and tourism by air; and the efficiency and sustainability of the global civil aviation system.
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Outcomes	The delivery of the results with respect to this Strategic Objective will contribute to producing the following outcomes: 1) Relevant and forward-looking global aviation security and facilitation policy framework; 2) Uniform and consistent implementation of countermeasures and responses by States to address existing, new and emerging threats to civil aviation; 3) Increased level of implementation of Annex 9 and Annex 17 SARPS, including the critical elements of an aviation security oversight system; 4) Improved accessibility to and timely communication of information on security incidents, threat concerns and trends by States; 5) Greater capacities and capabilities of States, and increased efficiency and effectiveness, in border integrity, aviation security and aviation operations; 6) Border clearance operations with minimum operational delays, and high quality security and law enforcement, facilitating movement of people (tourism) and movement of goods (trade) by air; 7) Enhanced capacity of States to uniquely identify individuals through mechanisms to establish and confirm the identity of travelers.
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REGULAR BUDGET - RESOURCE REQUIREMENTS

REGULAR BUDGET - RESOURCE REQUIREMENTS										
Function	Year	Posts			Non-Posts					Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD					
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	Language	
1 - Direction										
	2014	2.92	2.33	798	-	93	-	9		900
	2015	2.92	2.29	815	-	95	-	9		919
	2016	2.92	2.00	817	-	97	-	9		923
Total:										2,741
2 - Policy/Standardization										
	2014	3.00	3.25	790	65	82	82	-	804	1,822
	2015	3.00	3.25	811	34	84	71	-	767	1,766
	2016	3.00	3.25	838	-	86	68	-	744	1,737
Total:										5,325
3 - Monitoring/Audit/Data										
	2014	4.50	4.25	1,142	32	449	63	-		1,687
	2015	4.50	4.25	1,171	33	651	0	-		1,856
	2016	4.50	4.25	1,212	34	666	0	-		1,913
Total:										5,456
4 - Implementation/Capacity building/Crisis intervention										
	2014	5.75	2.50	1,212	22	245	54	-		1,533
	2015	5.75	2.50	1,242	23	251	72	-		1,588
	2016	5.75	2.50	1,294	23	257	84	-		1,658
Total:										4,779
5 - Analysis/Study/Foresight										
	2014	2.50	1.00	507	36	-	-	-	429	973
	2015	2.50	1.00	519	37	-	-	-	427	983
	2016	2.50	1.00	540	29	-	-	-	427	996
Total:										2,952
TOTAL all functions										
	2014	18.67	13.33	4,449	155	870	199	9	1,234	6,915
	2015	18.67	13.29	4,559	127	1,080	143	9	1,194	7,112
	2016	18.67	13.00	4,701	86	1,106	152	9	1,172	7,226
Total triennium:				13,708	368	3,056	495	27	3,599	21,253

STRATEGIC OBJECTIVE: SECURITY AND FACILITATION

Function 1 Direction

Objective: High quality of Secretariat services for governing bodies; efficient and effective management to deliver the results of this Objective; strong ICAO leadership in aviation security and facilitation issues; and enhanced links and cooperation with other UN bodies and international organizations.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Provide support for governing bodies (Assembly, Council, UIC and ATC)	Documentation required for governing bodies; Secretary role for governing bodies; Regular activity/results reports to Council	Percentage of documentation produced according to established timelines	90 per cent for each Committee/Council phase
2. Provide management for Security and Facilitation	Implementation of governing bodies' decisions; Provision of strategic leadership and direction; Business and operational work plans	Establishment and annual review of business and operational work plans	1Q each year
3. Assure recognition of ICAO leadership, international cooperation (including UN system) and coordination of regional activities	Improved service delivery to States through efficient coordination and cooperation; International cooperation strategy for development and dissemination of appropriate security measures*	Percentage of inputs and contribution provided on-time Establishment of annual work plan	90 per cent 1Q each year

* To be funded partially by voluntary contributions from States (ICASS strategic focus area 7).