

PROGRAMME BUDGET OF THE ORGANIZATION 2005 — 2006 — 2007

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INTERNATIONAL CIVIL AVIATION ORGANIZATION

PROGRAMME BUDGET OF THE ORGANIZATION FOR 2005, 2006 AND 2007

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Note: All figures in this document are expressed in United States dollars unless specified otherwise.

MESSAGE¹ ON THE PROGRAMME BUDGET 2005-2006-2007

INTRODUCTION

1. In accordance with Article 61 of the Convention on International Civil Aviation, the 35th Session of the Assembly approved ICAO's Programme Budget for the financial years 2005-2006-2007. A summary of the Programme Budget appears on page 9.
2. ICAO, as a specialized agency within the UN system, has set for itself a wide range of aims and objectives that cover almost every aspect of civil aviation. These are defined in Article 44 of the Convention and further elaborated by Assembly Resolutions. The ever changing technological, economic and political environment in which global civil aviation operates gives rise to new opportunities and challenges, which the Organization has to continually meet in order to satisfy the aspirations of Contracting States and remain relevant. The Strategic Action Plan of the Organization, included in Annex III, which takes into account the developments in civil aviation and the related challenges, outlines the strategic objectives and the planned key activities for the achievement of those objectives.
3. ICAO provides a unique forum for consensus building on global priorities relating to civil aviation. To fulfil its mandate effectively and to reinforce its commitment to States, ICAO continues to focus on priorities, improve coordination, increase cost effectiveness and reduce overlap, whenever necessary. Naturally, with the numerous important and technically complex tasks, which ICAO is expected and required to perform, the full support of all Contracting States is necessary.

PROGRAMME BUDGET PROCESS

4. The 33rd Session of the Assembly, while supporting the initiatives of the Council of ICAO with respect to the Regular Programme Budget, noted, *inter alia*, that:
 - (a) the Council will actively commence its budget-related considerations earlier and preferably within a year of the Assembly session just concluded; and
 - (b) the triennial budget planning will take into account the Organization's past performance and future needs beyond the immediately forthcoming triennium.
5. Accordingly, the Council commenced its consideration of the budget issues in November 2002, and after a review of the major budget options presented by the Secretary General in March 2003, established a Working Group to review the longer-term outlook and perspective for ICAO's Major Programmes, as well as the budget forecasts for the next triennium. Following this, in a State letter issued in July 2003, Contracting States were informed of the budget forecasts and were also requested to provide comments and views on various budget issues.

¹ This message is based on the Council's Message on the Programme Budget 2005-2006-2007 and reflects the decisions of the 35th Session of the Assembly.

6. Taking into account the various views expressed by Contracting States in their response to the State letter as well as the direction of the Council, the Secretary General presented for the Council's consideration the Draft Programme Budget for 2005, 2006 and 2007 in September 2003. The Council and the various subsidiary bodies of the Council immediately commenced the review of the Draft Programme Budget taking into consideration the following;

- (a) the need to sustain and ensure the long-term stability of the Organization's core programmes relating to safety, security, environment, air navigation, and economic and regulatory issues;
- (b) the long-term sustainability and financial stability of the newly established Universal Safety Oversight Audit Programme (USOAP) and the Aviation Security (AVSEC) Plan of Action, which are now considered to be part of the core mandate of ICAO, by gradually incorporating into the Regular Programme Budget as much of the resource requirements as feasible within the context of funding constraints and having due regard for the traditional core programmes mentioned in (a) above;
- (c) the Organization's outreach to all Contracting States with respect to all air transport issues through more effective focusing and coordination of programme activities managed at Headquarters and the Regional Offices;
- (d) the continuous need to establish processes for further improving the effectiveness and efficiency of the Organization; and
- (e) minimizing cost increases so as to reduce assessments on Contracting States.

FACTORS AFFECTING THE PROGRAMME BUDGET FOR 2005, 2006 AND 2007

7. While the demands on the Organization's services continue to increase and intensify, the resources available to the Organization and the capacity of the Contracting States to finance its work programme are rather limited. The difficulty of balancing resources required and the resources available was exacerbated by the factors outlined in the following paragraphs.

8. **Unfavourable exchange rates** – The budget of the Organization is established in United States dollars, while nearly 80 per cent of the actual expenditures are directly or indirectly impacted by the Canadian dollar and other currencies used by the Regional Offices. In the five triennia between 1990 and 2004, the U.S. dollar had generally appreciated against the Canadian dollar and other currencies used in establishing the budget. For instance, during this period, the U.S. dollar appreciated against the Canadian dollar from CAD\$ 1.16 to CAD\$ 1.54, resulting in reduced resource requirements in terms of U.S. dollars. This favourable exchange rate had helped stabilize cost increases and assessments on Contracting States. In fact, the assessments on Contracting States during the 1999-2001 triennium were lower than the 1996-1998 triennium.

9. However, for the first time in fifteen years, because of the general depreciation of the U.S. dollar, the exchange rates used in the budget in respect of the Canadian dollar and five of the seven currencies used by the Regional Offices are substantially higher than during the previous triennium. For instance, the exchange rate used for the Canadian dollar in the 2002-2004 Programme Budget amounted to \$1.54 Canadian dollars to the U.S. dollar, whereas the rate used in the 2005-2007 Programme Budget is \$1.32 Canadian dollars, a depreciation of 14.29 per cent. Consequently, the resource requirements in U.S. dollar terms for the next triennium are significantly higher than the current triennium. The impact of this increase on assessments on Contracting States in U.S. dollar terms is similarly adverse. However, the actual impact on Contracting States will vary in accordance with the relative change in the value of their respective currencies against the U.S. dollar.

10. The Council considered various measures, including split assessment in local currency and U.S. dollars and budgeting in Canadian dollars as a means of protecting and providing for a more stable budget for the Organization. However, because of the current state of the financial management system and also the need to make appropriate preparations, the Council decided to continue with the current practice of budgeting in U.S. dollars and protecting the approved budget with the purchase of forward currency contracts at exchange rates used in the budget. This issue will be reexamined by the Council in the next triennium.

11. **Use of cash surplus** – In the 1999-2001 and 2002-2004 triennia, accumulated cash surplus was utilized to fund part of the Universal Safety Oversight Audit Programme (USOAP) as well as part of the Regular Programme itself. During the 2002-2004 triennium, cash surplus totaling \$10.7 million or the equivalent of 6.1 per cent of the total appropriations was used to fund the Regular Programme Budget and USOAP. As a result, the cash surplus has been exhausted, and the Organization in fact had a modest cash deficit of \$0.2 million at the end of 2003.

12. Accumulated surplus of the Organization amounted to \$14.4 million at the end of 2003. However, all of the surplus is represented by arrears of assessments receivable from Contracting States amounting to \$14.6 million and, therefore, this does not represent actual cash on hand. Consequently, the Organization is unable to use this surplus. As mentioned in Assembly Working Paper A35-WP/21, EX/5, AD/3, the level of arrears has remained at about this level for the last few years. The Assembly approved additional measures to further improve the recovery of the arrears. It is imperative for Contracting States in arrears to settle their dues early in order to further improve the financial capacity of the Organization.

13. **Increasing demands on services** – The demand on the Organization's services has continued to increase as expressed through the traditional forums such as the recently concluded major conferences on air transport and air navigation, expert panels and the various Planning and Implementation Regional Groups. This demand is not only confined to the traditional programmes, but also new initiatives, particularly in the areas of safety and security oversight.

14. **Stable funding for the Universal Safety Oversight Audit Programme (USOAP) and Aviation Security (AVSEC) Plan of Action** – In the 2002-2004 triennium, only part of USOAP was incorporated within the core Regular Programme and part was funded directly from cash surplus. The Programme also continues to depend on voluntary contributions from Contracting States. The Assembly, in its Resolution A33-8, requested the Council to ensure the long-term financial sustainability of USOAP, phasing in all of its activities into the Regular Programme Budget, in due course.

15. Following the tragic events of 9/11, a High-level Ministerial Conference and the Council approved the AVSEC Plan of Action, including the Universal Security Audit Programme (USAP), with funding to be provided through voluntary contributions from Contracting States. Some Contracting States have requested for a significant part of the AVSEC Plan of Action to be included in the Regular Programme Budget.

16. These two Programmes, which have overwhelming support from Contracting States, are now deemed to be part of the core mandate of ICAO, and therefore need to be assimilated into the Regular Programme Budget to ensure their long-term stability by providing new resources or through prioritization and reallocation of existing resources. This issue is further referred to in paragraphs 19 and 23.

17. **Cost increases** – Nearly 84 per cent of the budget is made up of staff costs reflecting the nature of the Organization's activities. In addition to annual salary increments, cost increases due to salary revisions resulting from inflationary and other factors determined by the United Nations International Civil Service Commission are unavoidable and beyond the control of the Organization. The 2002-2004 Programme Budget was prepared on the basis of the remuneration levels prevailing in September 2001. The Programme Budget for the 2005-2007 triennium is based on salary levels prevailing

in September 2004 that include revisions since September 2001, and, based on past experience, provisions for potential cost increases at a rate of 2.5 per cent per year have also been made. With respect to non-staff costs, provisions of 2.5 per cent per year have been made for potential cost increases, where appropriate.

THE PROGRAMME BUDGET FOR 2005, 2006 AND 2007

18. The Programme Budget for 2002-2004 amounted to \$174.8 million. This included \$3.88 million used from cash surplus for the continuation and expansion of USOAP. Taking the 2002-2004 Programme Budget as a basis and allowing for cost increases, the Programme Budget for the 2005-2007 triennium would have amounted to \$216.7 million at the current exchange rates, resulting in an increase of \$41.9 million, or 24.0 per cent. Of this increase, \$21.6 million would have been attributed to cost increases and \$20.3 million to fluctuations in exchange rates.

19. The Programme Budget for the 2005-2007 triennium, as shown on page 9, amount to \$197 million. Apart from integrating most of the requirements for USOAP into the core Regular Programme Budget, additional provisions amounting to \$0.7 million have been included in the Programme Budget for essential renovations and improvements of three Regional Office premises.

20. The overall increase in the Programme Budget for the 2005-2007 triennium compared with the 2002-2004 triennium is \$22.2 million or 12.7 per cent. However, taken on a year-to-year basis, the increase from 2004 to 2005 is 7 per cent and the increases for 2006 and 2007 amount to 1.8 per cent and 1.1 per cent, respectively.

21. Taking into account the factors outlined above, particularly the burden of higher assessments on Contracting States, the Secretary General and the Council embarked on an extensive exercise identifying opportunities for cost savings through efficiencies and economies as well as cost reductions through postponement or elimination of least priority activities without significantly weakening the core programmes of the Organization. As a result of these efforts, savings and reductions totaling \$17.2 million, minimizing the potential increase in the budget, were identified and taken into account in establishing the Draft Programme Budget. In addition, the Assembly further reduced the Programme Budget by an amount of \$2.55 million. Better organization, coordination and additional efforts to improve efficiency and economy through efficient use of technology are expected to reduce the impact of the reductions. However, in some areas the delivery of some services would either be reduced or delayed.

22. As staff costs constitute approximately 84 per cent of the total costs, a large part of the cost savings or reductions had to be made by reduction of staff through a combination of natural attrition and non-renewal or termination of contracts. At the end of 2007, the Organization will have a total establishment of 270 Professional and 351 General Service staff compared with 289 Professional and 376 General Service staff provided in the 2004 Programme Budget. This reduced level includes an additional 4 Professional and 6 General Service staff provided for USOAP. The net reduction of 19 Professional and 25 General Service staff returns the staffing level of the Organization to the level of 1993, however, since that year the Organization has taken on a number of additional activities. The further reduction of \$2.55 million in the Programme Budget by the Assembly, referred to in paragraph 21 above, requires the freezing of additional 4 Professional and 7 General Service positions that fall vacant during the triennium, as well as delay in the recruitment of staff to certain positions due to retirement or separation.

23. As mentioned above, the AVSEC Plan of Action is now deemed to be part of the core programmes of the Organization. Currently, all of the new initiatives under the Plan are being funded by voluntary contributions. However, considering the significant increase in the budget, the Council is of the view that the present mode of funding the AVSEC Plan of Action should continue into the next triennium and consideration should be given to incorporating major parts of the Plan of Action initiatives in the 2008-2010 triennium. The estimated budget for the implementation of the AVSEC Plan of Action during 2005-2007 amounts to \$20.05 million. This budget is shown as “extra-budgetary resources” under the various Programmes under which the Plan of Action will be implemented.

24. Under Assembly Resolution A33-24, a total of \$3.6 million was allocated from prior years’ unobligated appropriations and other balances to the Information and Communication Technology Fund for the purpose of investments in information technology. Of this amount, \$2.5 million was allocated for the purpose of modernization of the financial systems. However, as mentioned in Assembly Working Paper A35-WP/32, AD/14, this amount would not be adequate to meet the cost of acquisition of even the core financial management system. No additional provision is made in the budget for this purpose. The Assembly, however, authorized the transfer to the ICT Fund of \$2.0 million from the accumulated funds of the Administrative and Operations Services Fund of the Technical Co-operation Programme, and such amounts as are available and are deemed appropriate from the Incentive Scheme for Long-Outstanding Arrears Account.

RESOURCE REQUIREMENTS

25. The Regular Programme Budget is financed by Miscellaneous Income and Assessments on Contracting States. The estimated Miscellaneous Income is \$5.2 million, \$5.4 million and \$5.7 million for 2005, 2006 and 2007 respectively, or a total of \$16.3 million for the triennium. In comparison, the estimated income for the 2002-2004 triennium is \$13.3 million. The increase in income is expected mainly from the sales of publications.

26. As shown in the following table, the net funding required, excluding Miscellaneous Income, is \$59.5 million, \$60.4 million, and \$60.8 million for 2005, 2006 and 2007 respectively, or a total of \$180.7 million for the triennium.

(expressed in thousands of United States dollars)

		2002	2003	2004	2002-2004	2005	2006	2007	2005-2007
Budget		56 743	57 584	60 456	174 783	64 669	65 820	66 511	197 000
Less: Miscellaneous Income		(4 544)	(4 454)	(4 327)	(13 325)	(5 162)	(5 413)	(5 723)	(16 298)
Net Budget		52 199	53 130	56 129	161 458	59 507	60 407	60 788	180 702
Contributions from Contracting States:									
- Cash Surplus		2 259	2 800	5 629	10 688	-	-	-	-
- Incentive Scheme Account		-	-	-	-	1 000	-	-	1 000
- Assessments		49 940	50 330	50 500	150 770	58 507	60 407	60 788	179 702
Total Contributions		52 199	53 130	56 129	161 458	59 507	60 407	60 788	180 702
Increase in Contributions compared with the prior year/triennium	\$	742	931	2 999	11 045	3 378	900	381	19 244
	%	1.4	1.8	5.6	7.3	6.1	1.5	0.6	11.9

27. It will be noted that during the 2002-2004 triennium, the Regular Programme Budget was financed by cash surplus totaling \$10.7 million and assessments totaling \$150.8 million. Cash surplus belongs to Contracting States and was used to reduce the amount of direct assessments. Therefore, the total funding by Contracting States amounted to \$161.5 million.

28. As mentioned above, there is no cash surplus that can be used to reduce assessments any longer. However, considering the significant increase in funding requirements, the Assembly approved the Council's recommendation that \$1 million from the balance of funds in the Incentive Scheme for Long-Outstanding Arrears Account, first established under Assembly Resolution A32-27, be used in the 2005-2007 triennium to reduce the direct assessments on Contracting States. As a result, the resources required directly from Contracting States by way of assessments amount to \$58.5 million for 2005, \$60.4 million for 2006 and \$60.8 million for 2007, or a total of \$179.7 million for the triennium.

29. The total resource requirement from Contracting States for the 2005-2007 triennium amounting to \$180.7 million is more than the requirement for the 2002-2004 triennium by \$19.2 million, or 11.9 per cent. Compared on a year-to-year basis, the increase from 2004 to 2005 is 6.1 per cent, from 2005 to 2006 is 1.5 per cent, and from 2006 to 2007 is 0.6 per cent. In spite of the substantial savings and reductions in costs, the unfavourable exchange rates and the non-availability of any cash surplus to subsidize the Regular Programme have necessitated the increase in assessments.

MAJOR PROGRAMMES

30. The Regular Programme Budget work programmes of the Organization, as in previous years, have been organized under eight Major Programmes. The objectives and expected results of the various Programmes under each of the Major Programmes are reflected in detail in the Programme Budget. The following paragraphs provide a brief description of the high priority programmes.

31. **Major Programme II – Air Navigation** is critical in pursuit of the objectives of the Organization, as reflected in Article 44 of the Convention, in particular that of promoting safety of flight in international air navigation. The Air Navigation Bureau, which manages this Major Programme, supports the work of the Air Navigation Commission and Council in keeping the Annexes to the Convention, related documents and regional air navigation plans up to date. This Programme ensures that the basis for international regulation of all air navigation matters and the requisite infrastructure of facilities and services is adapted to evolving requirements to ensure that the global air navigation system continues to meet the needs of the peoples of the world for safe, regular, efficient and economical air transport.

32. High priority initiatives related to safety are converging under the umbrella of the Global Aviation Safety Plan (GASP). Most prominent among these initiatives is the Universal Safety Oversight Audit Programme (USOAP). Under USOAP (Major Programme VIII), regular, mandatory, systematic and harmonized safety audits are carried out, and States undertake to remedy deficiencies. In general, Contracting States have made good progress in implementing corrective action plans established to remedy deficiencies identified in the audits. However, such progress was not achieved in about 25 per cent of the States concerned, who were unable to remedy the identified deficiencies, as observed during audit follow-up visits. A unified strategy has been developed to address this situation. Through a partnership approach, the strategy provides for the identification of problems, the analysis of root causes, and the tailoring of solutions and implementation methods at regional, sub-regional or State levels. Increased transparency, cooperation, and assistance are the basic principles of the strategy, aimed at enabling States to fulfil their safety oversight obligations.

33. The controlled flight into terrain (CFIT) prevention and approach and landing accident reduction (ALAR) programme is another high priority initiative. This initiative, with the development and implementation of accident prevention material and of associated ICAO SARPs, procedures and guidance material, is intended to achieve a further reduction in the annual occurrence of these types of accidents.

34. With regard to regularity and efficiency, this Major Programme includes continued development of the technical SARPs and guidance material for the CNS components necessary to support a global, seamless ATM system. A global ATM operational concept developed under the guidance of the Air Navigation Commission was endorsed by the Eleventh Air Navigation Conference (AN Conf/11) in 2003. Subsequently, the related recommendations supporting the concept were approved by the Council. The new operational concept provides a range of conceptual changes to the global ATM system. These conceptual changes should evolve over a period of twenty-five years and serve as a vision to allow States and regions to align their planning processes aimed at a performance-based global ATM system supported by CNS/ATM systems that provide increased capacity, while at the same time improving safety.

35. The two main objectives of the Air Navigation element of the ICAO AVSEC Plan of Action are to ensure that: (i) the 16 Annexes under the responsibility of the Air Navigation Bureau and the associated Procedures for Air Navigation Services (PANS) and guidance material take into account security considerations; and (ii) the safety and security activities of the Organization are properly coordinated to achieve the best possible synergy between the two.

36. **Major Programme III – Air Transport** reflects continuing evolution, consistent with the Strategic Action Plan, in response to heightened concerns regarding aviation security (see following paragraph), facilitation issues (including security enhancements to machine-readable travel documents with biometrics), environmental concerns associated with aviation (in close coordination with Major Programme II, particularly in respect of technical issues), increasing globalization and transnationalization of markets, the emergence of regional and sub-regional trading and regulatory blocks, liberalization of economic regulation, and changes taking place in the provision of airport and air navigation services. The Council wishes to accommodate these priority activities while maintaining core activities in other important air transport fields such as forecasting and economic planning, policy guidance on charges, and the provision of statistics making maximum use of the new Integrated Statistical Database (ISDB).

37. This Major Programme also includes high priority initiatives related to aviation security as a consequence of the Air Transport Bureau's major role in implementing the Aviation Security Plan of Action that was adopted by the Council in 2002. Under the newly created Universal Security Audit Programme (USAP), aviation security audits will be undertaken at a rate of some 40 Contracting States each year, with a goal of auditing all of them by the end of the 2005-2007 triennium. The Plan of Action also provides for short-term and urgent assistance in correcting deficiencies identified by the audits. In the present triennium, much of the Organization's work on aviation security has been funded by voluntary contributions from States through the Enhanced AVSEC Mechanism and this will continue in the 2005-2007 triennium.

38. **Major Programme IV – Legal**, considered by Council as having high priority, ensures the development and codification of international air legislation, including the modernization of the Rome Convention of 1952, the consideration of the establishment of a legal framework with regard to CNS/ATM systems including global navigation satellite systems (GNSS), and *Acts or offences of concern to the international aviation community* and not covered by existing air law instruments, in accordance with the General Work Programme of the Legal Committee.

39. Under **Major Programme V – Regional and Other Programmes**, ICAO's seven Regional Offices and the Regional Affairs Office (RAO) will actively assist States to identify the facilities and services required to support international civil aviation, thus allowing the real value of ICAO Annexes and associated Standards and Recommended Practices to be found through their extensive implementation by States. Air navigation deficiencies that are having a negative impact on safety levels will be actively and persistently sought out and eradicated. With regard to enhancing safety oversight, Regional Offices, as the operative arm of ICAO, are well positioned to identify root causes for difficulties experienced by States within their areas of accreditation and will have a leading role in the development of solutions to common and specific problems.

40. RAO, Regional Offices and the six Planning and Implementation Regional Groups (PIRGs) will further develop the ICAO regional air navigation plans (ANPs) and actively pursue their implementation. PIRGs will also collaborate with sub-regional safety oversight organizations. The interregional mechanism will be utilized to ensure that all interface issues are attended to with a view to moving one step closer to a seamless global ATM system.

41. On-going work to increase the efficiency and effectiveness of Regional Offices and PIRGs should ensure that these overall initiatives can be pursued in a cost-effective manner within an environment of reduced resources.

42. Concerning **Major Programme VI – Administrative Support**, the Council reaffirms that parity in quality of service in all working languages of ICAO is the continuous objective of the Organization in line with UN Assembly Resolution A/50/L of 4 November 1995 in respect of the linguistic rules in the United Nations organizations. The Council recommends that the greatest possible efficiency and effectiveness should be achieved in the operations of the Organization through the better use of communication technology with Contracting States, appropriate organizations, service providers, and industry, as well as within the Secretariat. Faster communications through Web/Internet would reduce the circulation of hard copies and savings would be achieved in printing and distribution costs.

43. As to **Major Programme VIII – Universal Safety Oversight Audit Programme (USOAP)**, the Council continues to accord high priority to this Programme. In the initial phase, audits covering Annexes 1, 6 and 8 were conducted in 181 Contracting States and by the end of 2004, 164 audit follow-ups are expected to be completed. Based on this experience and in order to further strengthen this oversight programme, a new comprehensive systems approach covering safety-related provisions in all relevant Annexes is being proposed to be undertaken with effect from 2005. Assembly Working Paper A35-WP/7, EX/3 refers.

PROGRAMME BUDGET 2005-2006-2007

SUMMARY OF EXPENDITURES (expressed in thousands of U.S. dollars)

Regular Budget					Extra-budgetary Resources
Major Programmes	2005-2007			Total	
	2005	2006	2007		
	Appropriations				
I.	General Policy and Direction	1 082	1 114	1 708	3 904
II.	Air Navigation	9 024	9 227	9 413	27 664
III.	Air Transport	5 325	5 403	5 485	16 213
IV.	Legal	1 163	1 119	1 063	3 345
V.	Regional and Other Programmes	16 966	16 355	16 240	49 561
VI.	Administrative Support	25 262	25 731	26 029	77 022
VII.	Finance, External Relations/Public Information and Programmes Evaluation, Audit and Management Review	3 840	3 844	3 974	11 658
VIII.	Universal Safety Oversight Audit Programme	2 007	3 027	2 599	7 633
Total Appropriation Regular Budget		64 669	65 820	66 511	197 000
X.	Technical Co-operation				18 343
Total Appropriation		64 669	65 820	66 511	197 000
Extra-budgetary Resources					
	Technical Co-operation	6 299	6 051	5 993	18 343
	Joint Financing Activities	576	591	601	1 768
	AVSEC Plan of Action	6 591	6 700	6 760	20 051
Total Extra-budgetary Resources		13 466	13 342	13 354	40 162

SUMMARY OF RESOURCES (expressed in thousands of U.S. dollars)

Regular Budget				
Major Programmes	2005-2007			Total
	2005	2006	2007	
Assessments of States	58 507	60 407	60 788	179 702
Miscellaneous Income	5 162	5 413	5 723	16 298
Incentive Scheme Account	1 000	-	-	1 000
Total	64 669	65 820	66 511	197 000

Note: Extra-budgetary resources are the same as the budget shown above.

TECHNICAL CO-OPERATION PROGRAMME

44. During the 2002-2004 triennium, ICAO's technical cooperation activities continued to place greater emphasis on the global implementation of Standards and Recommended Practices and Air Navigation Plans and to reflect major shifts in funding opportunities of technical cooperation projects, from UNDP to Funds in trust provided by the countries themselves. However, in realizing that technical cooperation in the development of civil aviation within the economic and social development of countries is still an important requirement, the economic development-oriented objective was maintained as an important component in the implementation of the new policy on technical cooperation. Further measures were introduced to streamline compatible activities in the Technical Co-operation Bureau with those of the Regular Programme, and to obtain technical and administrative support from the other programmes of the Organization.

45. In A33-WP/50, EX/12, the Council has presented the progress made in the implementation of the new policy on technical co-operation, including elements of an updated new policy. This proposes a minimum Technical Co-operation Programme of U.S.\$40 million per year that would require a permanent core staff of 50 for its implementation in place of the U.S.\$25 million and 40 staff previously identified. For a larger programme, additional temporary staff will be appointed as required. The paper also outlines Council's decision to transfer the 15 staff currently working in the Finance Branch and the Personnel Branch and funded by the Administrative and Operational Services Cost (AOSC) Fund to the Regular Programme Budget in a progressive way. However, because of budget constraints, it has not been possible to absorb any of the staff in the Regular Programme Budget during the 2002-2004 triennium nor would it be possible to do so during the 2005-2007 triennium. In addition, it is emphasized that ICAO should give the proper priority and resources to those remedial actions related to the USOAP to be implemented by TCB as one of the instruments of ICAO to assist States in those remedial actions. This would include an additional role in exercising quality control functions for supervision of projects being carried out by States in the areas of remedial follow-up to the USOAP.

IMPROVING EFFICIENCY AND EFFECTIVENESS AND INCREASING REVENUE

46. On one hand, the increasing demand for resources due to addition or expansion of activities and unavoidable cost increases have resulted in increasing budgets from year to year. On the other, the Council realizes that the capacity and willingness of Contracting States to finance these increases are not unlimited. This imbalance between the needs of the Organization and the available resources has continued to remain an issue over the years. Therefore, it is imperative that: (i) cost of all operations continue to be properly reviewed and controlled; (ii) new programmes or activities added to the Programme Budget be adequately justified within the context of the Organization's principal objectives and widely supported and ensured of funding by Contracting States; and (iii) alternative sources of funding, without affecting the character of the Organization, be identified and used.

47. Improving the effectiveness and efficiency of the implementation and delivery of the Organization's programmes and activities is a continuous process. Considerable efforts have been made by the Council and the Secretariat to achieve economies and efficiencies across the board to stretch the limited resources. In Assembly Working Paper A35-WP/35, EX/8, the measures that have been taken or initiated have been outlined. The Council will continue to monitor the initiatives being undertaken and will explore further measures as is necessary.

48. In addition, the Secretariat is planning to establish comprehensive business plans and monitoring systems to ensure that the work programmes are properly focused, prioritized and implemented to achieve specified programme objectives. This effort is also expected to further rationalize, coordinate and strengthen programme implementation particularly in crosscutting areas involving Headquarters Bureaux and Regional Offices.

49. The Council realizes that information and communication technology will play an increasingly important role in all areas of the Organization and has the potential for further improving effectiveness and operational efficiencies. The Assembly, in Resolution A34-1, authorized the Council to use \$1 million and interest thereon from the Incentive Scheme for the Long-Outstanding Arrears Account for enhancing the efficient delivery of ICAO programmes. The Council has recently allocated \$1 million from the amount for further improvements and development of the information technology infrastructure of the Organization as well as for training.

50. Income from sales of publications remains the main source of Miscellaneous Income. In order to further increase revenues and reduce reliance on assessments on Contracting States, it is imperative that the Organization seek alternative sources of funding its programmes and activities. The Secretariat is taking measures to make available a wider range of its publications and other information products in electronic media to Contracting States and is using the process to widen its paying customer base. In addition, action is also being taken to market more products and services by partnering with other interested organizations and the private sector in order to make its products more widely available and at the same time increase revenue. The Council and the Secretariat will continue to explore other means of increasing revenue, including cost recovery.

CONCLUSION

51. Globalization and traffic growth are posing increasing challenges for civil aviation worldwide. The Council believes that ICAO needs to play a key role in helping its Contracting States to overcome these challenges. Contracting States will recognize that ICAO's success in meeting the challenges and serving the interests of international aviation will depend on their support for the proposed Programme Budget, followed by the prompt payment of assessments. Contracting States should pay their assessed contributions at the beginning of ICAO's financial year, which is the first day of January.

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Resolution A35-22

Budgets 2005, 2006 and 2007

A. *The Assembly*, with respect to the **Programme Budget 2005-2006-2007**, 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 2005, 2006 and 2007;

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 income 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 difficulties cited above, the annual AOSC net budget figures shown below for the years 2005, 2006 and 2007 represent indicative budget estimates only:

2005	2006	2007
6 299 000	6 051 000	5 993 000

Recognizing that technical co-operation is an indispensable 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, provided that the overall requirements shall not at any time exceed the funds placed at the disposal of the Organization for this purpose.

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

Recognizing that on one hand, the increasing demand for resources due to addition or expansion of activities and unavoidable cost increases have resulted in increasing budgets from year to year and that on the other, the ability of Contracting States to finance these increases is not unlimited; and

Recognizing that it is imperative that: (i) cost of all operations continue to be properly reviewed and controlled; (ii) new programmes or activities added to the Programme Budget be adequately justified within the Budget levels, the context of the Organization's principal objectives and widely supported and ensured of funding by Contracting States; and (iii) alternative sources of funding, without affecting the character of the Organization, be identified and used.

Resolves that:

1. for the financial years 2005, 2006 and 2007, there are hereby authorized for expenditure in accordance with the Financial Regulations, and subject to the provisions of this Resolution, the following amounts for the Regular Programme, **separately** for the years stated:

	2005	2006	2007
I. General Policy and Direction	1 090 000	1 118 000	1 718 000
II. Air Navigation	9 138 000	9 314 000	9 521 000
III. Air Transport	5 363 000	5 468 000	5 561 000
IV. Legal	1 171 000	1 123 000	1 069 000
V. Regional and Other Programmes	17 120 000	16 493 000	16 392 000
VI. Administrative Support	25 646 000	26 047 000	26 401 000
VII. Finance, External Relations/ Public Information and Programmes Evaluation, Audit and Management Review	3 984 000	4 081 000	4 101 000
VIII. Universal Safety Oversight Audit Programme	2 007 000	3 027 000	2 599 000
Reduction (not to adversely affect Safety, Security, and Environment activities both at Headquarters and regional levels)	(850 000)	(851 000)	(851 000)
TOTAL AUTHORIZED APPROPRIATION	64 669 000	65 820 000	66 511 000

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

	2005	2006	2007
a) by Assessments on Contracting States in accordance with Resolution on the Scale of Assessments	58 507 000	60 407 000	60 788 000
b) by Miscellaneous Income	5 162 000	5 413 000	5 723 000
c) by Transfer from the Incentive Scheme for Long-Outstanding Arrears Account	1 000 000		
TOTAL	64 669 000	65 820 000	66 511 000

3. the Secretary General inform all Contracting States of the revised appropriations for the Regular Programme Budget by Major Programme, which would take into account the proposed reduction of \$ 2.55 million, before the end of 2004.

**INTERNATIONAL CIVIL AVIATION ORGANIZATION
PROGRAMME BUDGET FOR
2005, 2006 AND 2007**

INTRODUCTION

1. The ICAO Programme Budget includes:
 - (i) the Regular Programme Budget for implementation of the programmes and activities of the Organization mandated under the Convention on International Civil Aviation. The budget is financed by Miscellaneous Income, Assessments on Contracting States and Transfer from the Incentive Scheme for Long-Outstanding Arrears Account as approved by the Assembly;
 - (ii) the Administrative and Operational Services Cost (AOSC) Fund Indicative Budget for the management of the Technical Co-operation Programme (TCP). The AOSC budget is primarily funded by income derived from administrative charges levied on projects implemented under the TCP. The TCP itself is financed entirely by extra-budgetary funds; and
 - (iii) budget estimates for extra-budgetary activities proposed to be undertaken in the fields of Aviation Security through voluntary contributions.
2. The Regular Programme Budget sets forth the proposed work programme and activities that will be implemented by the Secretariat of the Organization, with the participation of representatives and experts of Contracting States, during the years 2005, 2006 and 2007, 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 Strategic Action Plan, and taking into account a variety of factors, including:
 - (i) the statutory responsibilities and obligations enshrined in the Convention on International Civil Aviation;
 - (ii) resolutions and decisions of the Assembly and the Council;
 - (iii) recommendations of standing and other bodies such as the Air Navigation Commission;
 - (iv) expressions of priority expressed by Contracting States in various forums; and
 - (v) conclusions and recommendations of major conferences and meetings convened by the Organization, other United Nations organizations and other international bodies concerned with civil aviation and related matters.
4. The Regular Programme comprises eight Major Programmes. Each Major Programme has a hierarchical structure of Programmes, Sub-programmes and Programme Elements. Each Programme is designed with specific objectives to achieve certain results. Groups of Sub-programmes, with specific objectives, contribute to the achievement of objectives and results at the Programme level. Programme Elements under each Sub-programme include activities that would result in outputs, which contribute to the achievement of the results and objectives. While some Programmes Elements are of a recurring nature, others may have a clear start and end date.

5. Cost estimates are generally provided at the Programme level. Some common costs, such as procurement of equipment and relating travel costs, which cannot be attributed to specific Programmes, are shown under the Management and Coordination Programme of each Major Programme.

6. Under each Programme, in addition to objectives, the results that are expected to be achieved, and the performance indicators by which the results may be measured, are also outlined. Results-based budgeting and performance measurement, as done in other United Nations organizations, is still in its infancy and continues to evolve. Much of the work undertaken by the Organization relates to the establishment of standards and guidance on technical matters relating to safety, security, economic, environmental and other such matters involving civil aviation. The implementation of these standards and guidance is the responsibility of the Contracting States. Hence, much of the results of the Organization, if at all amenable to meaningful measurement, would require the collection and analysis of data at considerable expense, which the present priorities and resource constraints do not make possible.

7. The principal means used by ICAO to accomplish its regular work objectives are meetings of the Assembly, the permanent bodies, conferences, divisional meetings, regional meetings, panels and study groups; and 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, air transport and legal fields.

8. The Programme Budget for the period 2005-2007 may be read in conjunction with the Annual Reports of the Council for the immediately preceding years. The descriptions in the Annual Reports of concrete accomplishments provide pertinent background for the statements of anticipated work activity for the future.

9. The Financial Regulations provide the Council with a degree of latitude in the method and rate of implementation. Within the triennium, the pace and emphasis to be applied to each of the specialized activities or disciplines within the air navigation, air transport and legal fields will vary depending upon the needs of States, rate of technological change, and other factors. The Council will determine from time to time the priority to be accorded to individual activities, including the possibility of new activities, having regard to budgetary considerations.

PROGRAMME BUDGET 2005-2006-2007

SUMMARY OF EXPENDITURES

(expressed in thousands of U.S. dollars)

Regular Budget						Extra-budgetary Resources
Major Programmes	2005-2007			Total		
	2005	2006	2007			
	Appropriations					
I.	General Policy and Direction	1 082	1 114	1 708	3 904	
II.	Air Navigation	9 024	9 227	9 413	27 664	722
III.	Air Transport	5 325	5 403	5 485	16 213	20 657
IV.	Legal	1 163	1 119	1 063	3 345	440
V.	Regional and Other Programmes	16 966	16 355	16 240	49 561	
VI.	Administrative Support	25 262	25 731	26 029	77 022	
VII.	Finance, External Relations/Public Information and Programmes Evaluation, Audit and Management Review	3 840	3 844	3 974	11 658	
VIII.	Universal Safety Oversight Audit Programme	2 007	3 027	2 599	7 633	
Total Appropriation Regular Budget		64 669	65 820	66 511	197 000	
X.	Technical Co-operation					18 343
Total Appropriation		64 669	65 820	66 511	197 000	40 162

Extra-budgetary Resources				
Technical Co-operation	6 299	6 051	5 993	18 343
Joint Financing Activities	576	591	601	1 768
AVSEC Plan of Action	6 591	6 700	6 760	20 051
Total Extra -budgetary Resources	13 466	13 342	13 354	40 162

Regular Budget				Total	Extra-
TOTAL - MAJOR PROGRAMME	2005-2007				budgetary
	2005	2006	2007		Resources
(Work years)					
Professional Staff	274	270	268	812	85
General Service Staff	352	347	344	1 043	39
(in thousands of U.S. dollars)					
Professional Staff	39 357	39 941	40 211	119 508	11 870
General Service Staff	14 045	14 230	14 599	42 873	1 623

MAJOR PROGRAMME I: GENERAL POLICY AND DIRECTION

TABLE I – MAJOR PROGRAMME COST – GENERAL POLICY AND DIRECTION

Regular Budget					Extra - budgetary Resources
Programmes	2005-2007			Total	
	2005	2006	2007		
	(thousands of U.S. dollars)				
1.1	Assembly			579	579
1.2	Council and Subordinate Bodies	533	548	555	1 636
1.3	Direction and Management	549	566	574	1 689
TOTAL - MAJOR PROGRAMME		1 082	1 114	1 708	3 904

Regular Budget				Total	Extra - budgetary Resources
TOTAL - MAJOR PROGRAMME	2005-2007				
	2005	2006	2007		
(Work years)					
Professional Staff	3	3	3	9	
General Service Staff	2	2	2	6	
(in thousands of U.S. dollars)					
Professional Staff	876	900	916	2 692	
General Service Staff	110	113	115	338	

INTRODUCTION

In accordance with Article 44 of the Convention on International Civil Aviation, the aims and objectives of the International Civil Aviation Organization are to develop the principles and techniques of international air navigation and to foster the planning and development of international air transport so as to, *inter alia*, ensure the safe and orderly growth of international civil aviation throughout the world.

The Assembly, which is the sovereign body of ICAO, meets in regular triennial sessions to *inter alia*: elect Contracting States to be represented on the Council; establish policies and direction for the work of the Organization; approve the work programme and budget for the next three years and the assessments on Contracting States for financing the budget; review and take appropriate action on reports and recommendations submitted by the Council; and review expenditures and approve the audited accounts for previous three years.

The Council is a permanent body responsible to the Assembly and is composed of 36 Contracting States elected by the Assembly for a three-year term. The Council discharges the duties and obligations as provided in the Chicago Convention and is responsible for implementing the directions of the Assembly and overseeing the work programme of the Organization. The Council submits reports and recommendations for the consideration of the Assembly.

In performing its work the Council is supported by the following principal subordinate bodies: the Air Navigation Commission, the Air Transport Committee, the Finance Committee, the Joint Support Committee, the Technical Co-operation Committee and the Committee on Unlawful Interference.

In accordance with Article 51 of the Chicago Convention, the Council elects a President; the duties of the President are to convene meetings of the Council and its subordinate bodies, to serve as representative of the Council and to carry out, on behalf of the Council, the functions that the Council assigns him.

In accordance with Article 54 of the Chicago Convention, the Council appoints the Secretary General. As Chief Executive Officer of the Organization, the Secretary General is responsible for the over all direction and management of the programmes and activities of the Organization. The Secretary General acts as the Secretary of the Council.

SUMMARY FOR MAJOR PROGRAMME I

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
1 838	888	1 437	4 163	1 012	1 428	1 082	1 114	1 708	3 904

<i>Link to Strategic Action Plan Key Activities:</i>	Provide leadership in the development and implementation of Key Activities
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1.1 PROGRAMME: **ASSEMBLY****Objectives**

To provide the necessary support and services to enable the Assembly to perform its statutory responsibilities and other functions efficiently.

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
-	-	526	526	-	26	-	-	579	579

1.2 PROGRAMME: **COUNCIL AND SUBORDINATE BODIES****Objectives**

To provide the necessary support and services to the Council and its subordinate bodies to perform their statutory responsibilities and other functions efficiently.

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
429	438	449	1 316	414	423	533	548	555	1 636

1.3 PROGRAMME: **DIRECTION AND MANAGEMENT****Objectives**

Provide strategic direction to the Secretariat and manage the implementation of the Organization's mandate through the execution of the policies, directives and work programmes approved by the Assembly and the Council.

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
1 409	450	462	2 321	598	979	549	566	574	1 689

MAJOR PROGRAMME II: AIR NAVIGATION

TABLE II – MAJOR PROGRAMME COST – AIR NAVIGATION

Regular Budget						Extra - budgetary Resources
Programmes	2005-2007			Total		
	2005	2006	2007			
	(thousands of U.S. dollars)					
2.1	Management, Coordination and Support	1 633	1 633	1 675	4 941	722
2.2	Aerodromes, Air Routes and Ground Aids (AGA)	602	615	631	1 848	
2.3	Accident Investigation and Prevention (AIG)	663	680	690	2 033	
2.4	Aeronautical Information Services and Aeronautical Charts (AIS/MAP)	1 061	1 091	1 119	3 271	
2.5	Air Navigation Bureau (ANB)	-	-	-	-	
2.6	Air Traffic Management (ATM)	1 018	1 044	1 062	3 124	
2.7	Communications, Navigation, and Surveillance System (CNS)	991	1 044	1 062	3 097	
2.8	Aviation Medicine (MED)	199	206	209	614	
2.9	Aeronautical Meteorology (MET)	530	544	553	1 627	
2.10	Operations/Airworthiness (OPS/AIR)	1 258	1 275	1 307	3 840	
2.11	Personnel Licensing, Flight Safety and Human Factors, Training, Air Navigation Aspect of Aviation Security and Audio-Visual Aids (PEL/TRG)	1 022	1 048	1 058	3 128	
2.12	Multi-disciplinary or Unspecified Air Navigation Meetings	47	47	47	141	
TOTAL - MAJOR PROGRAMME		9 024	9 227	9 413	27 664	722

Regular Budget				Total	Extra - budgetary Resources
TOTAL - MAJOR PROGRAMME	2005-2007				
	2005	2006	2007		
(Work years)					
Professional Staff	48	48	48	144	4.50
General Service Staff	43	42	42	127	-
(in thousands of U.S. dollars)					
Professional Staff	6 846	7 042	7 147	21 035	645
General Service Staff	1 736	1 747	1 811	5 294	-

INTRODUCTION

1. The requested budget level is not sufficient to sustain all the air safety initiatives of the organization as defined by the Assembly, during the 33rd session. Therefore, in order to spend in the best possible interest of safety a process of prioritization was applied and the resulting work programme is presented below. Further to the reduction in the staffing profile the figures for the Programme also include a significantly constrained mission budget that will require the development of closer integration of the work of Headquarters and regional offices.

2. The major programme is derived from Articles 37 and 44 of the ICAO Convention. Its objectives are to develop the principles and techniques of international air navigation and to foster the planning and development of international air transport.

3. In exercising its functions that are derived from Articles 37 and 44 of the Convention, the Air Navigation Bureau is responsible for:

- a) audit the degree of implementation of Standards, Recommended Practices, Procedures and Industry Accepted Practices as selected by the Assembly/Council;
- b) provision of expert Secretariat assistance required by the Assembly, the Council, the Air Navigation Commission and its panels and working groups, regional air navigation meetings and other air navigation meetings;
- c) preparation of studies and documentation for consideration by the Air Navigation Commission;
- d) preparation of commentaries on recommendation of air navigation meetings for international Standards, Recommended Practices and Procedures for submission to the Air Navigation Commission;
- e) preparation of material covering approved amendments;
- f) compilation of the list of differences between national regulations and practices and the international Standards;
- g) protect international civil aviation air navigation interests from encroachments upon safety-critical aspects;
- h) planning air navigation meetings and supporting documentation;
- i) cooperation with other international bodies in areas of common concern;
- j) support of the Technical Co-operation Bureau in the planning and implementation of air navigation facilities and services;
- k) provision of technical and operational advice on jointly financed facilities and services;
- l) assisting the development and maintenance of regional plans and regional supplementary procedures and coordinate this work with the development of SARPs and PANS;
- m) facilitating worldwide planning and implementation of air navigation systems/capabilities as per ICAO SARPs by providing expertise in selection and trade-off of technologies to regions, groups of States and/or individual States;
- n) encouraging States to provide the Organization with the current information on the progress of research and development projects of interest to ICAO, and

- o) ensure that the sixteen Annexes under its responsibility and the associated Procedures for Air Navigation Services (PANS) and guidance material take into account security considerations, and that the safety and security activities of the Organization are properly coordinated to achieve the best possible synergy between the two.

The Director of the Air Navigation Bureau serves as the Secretary of the Air Navigation Commission. The Deputy Director assists with work coordination and staff direction of the bureau.

4. The work programme of the bureau comprises continuing functions that are common to the whole bureau as well as specific projects that are envisaged for action only during the next triennium. In carrying out the functional missions that have devolved from Articles 37 and 44 of the Convention, and to keep in step with operational growth as well as technological changes in international civil aviation, and ad hoc short-term technical and administrative activities are required by the bureau. The increasing complexity and interrelationships of technical developments as well as associated problems will require monitoring and, frequently, in-depth studies.

5. Inevitably, during each triennium, the bureau also is called upon to respond to unexpected technical developments or totally unpredictable problems on which the Organization may wish to have a comprehensive technical analysis or to consider taking extraordinary actions. Such developments usually stem from natural phenomena, untoward social or political situations, air navigation service interruptions for various reasons, aviation accidents or incidents, and other unforeseeable events. These developments are formalized through SAP revisions, changing ANC objectives, evolving GASP elements and approved recommendations from meetings (e.g. 11th Air Navigation Conference).

SUMMARY FOR MAJOR PROGRAMME II

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
8 236	8 640	8 765	25 641	7 776	8 528	9 024	9 227	9 413	27 664

Extra-budgetary Resources

AVSEC PLAN OF ACTION (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
398	580	440	1 418	18	2	236	242	244	722

2.1 PROGRAMME: **MANAGEMENT, COORDINATION AND SUPPORT****Issues and Challenges**

Promote safety of flight in international air navigation. Develop international facilities and services so as to promote the safe and orderly growth of international civil aviation throughout the world. Keep pace with rapidly developing technology and guide its safe application in civil aviation. Update SARPs and related procedures and guidance material in light of current and anticipated technological developments in aircraft and aviation systems. Focus safety-related activities within ICAO on safety initiatives of GASP that offer the best dividend in terms of reducing accident numbers and rates worldwide. Provide secretariat assistance required by the Assembly, Council, Air Navigation Commission and its panels and working groups, regional air navigation meetings and other air navigation meetings.

Objectives

Plan, develop, coordinate and supervise the implementation and administration of the air navigation programme including the provision of secretariat support. To keep up with the increasing demands of international civil aviation for regulatory material and supporting guidance with the constraints of limited resources.

Link to Strategic Action Plan Key Activities:

A, B, C, D, E, G, H

Expected Results by End 2007**Performance Indicators**

- | | |
|---|--|
| a) Further progress in planning, developing and supervising air navigation activities. | Quality control, increased productivity and maintenance of deadlines. |
| b) Continued support of the Air Navigation Commission. | Quality control, increased productivity and maintenance of deadlines. |
| c) Continued support and reporting to governing and other deliberative bodies. | Satisfaction of members of bodies concerned, quality control and maintenance of deadlines. |
| d) Closer integration of activities, where relevant, within the Organization, notably the Regional Offices and Technical Co-operation Bureau. | Economies of cooperation; numbers of regional workshops, presentations and missions undertaken with and without Headquarters support. Consistency of technical cooperation projects with international requirements. |
| e) Maintenance of close relations with leading aviation organizations. | Increased productivity and less duplication of activities. |
| f) Increased automation. | Increased productivity. |
| g) Improved level and currency of expertise. | Participation in international civil aviation for a; training courses completed; and Performance Appraisal Reports. |
| h) Improved staff motivation. | Job satisfaction surveys. |

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
1 436	1 497	1 526	4 459	1 010	1 338	1 633	1 633	1 675	4 941

Extra-budgetary Resources

AVSEC PLAN OF ACTION (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
398	580	440	1 418	18	2	236	242	244	722

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Office automation	Local area network/applications	Continuing	A

2.2 PROGRAMME: AERODROMES, AIR ROUTES AND GROUNDS AIDS (AGA)**Issues and Challenges**

To foster a harmonized and uniform development of aerodrome facilities and services globally for ensuring safety, regularity and efficiency of aircraft operation keeping in view the objectives laid down in Articles 28 and 37 of the Chicago Convention and Assembly Resolution A33-14, Appendices A, E and Q.

Objectives

Maintain the currency of Annex 14, Volumes I and II, and related documents. Undertake studies and provide guidance related to airport location, design and operation. Prepare, monitor and amend, as required, the aerodrome operations planning (AOP) part of the air navigation plans. Provide assistance to States as required.

Maintain one computer file: ICAO bird strike information system (IBIS) file that now contains over 100 000 entries.

<i>Link to Strategic Action Plan Key Activities:</i>	A.1, A.4, A.5, B.1, B.2, D.1, D.3, E.1, E.6
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Expected Results by End 2007

- a) Updated Annex 14, Volumes I and II, specifications to maintain their currency.

Performance Indicators

States' responses and conformance with Annex 14 provisions.

Expected Results by End 2007

- b) Improved Annex 14 related manuals to keep pace with developments in the industry.
- c) Introduction of new specifications to improve further aerodrome operational safety.
- d) Review of current specifications with the view to improving airport capacity without compromising safety.
- e) Monitoring airport privatization trends to guide States in ensuring safety of operations.

Performance Indicators

- Availability of better, updated guidance to States to assist in implementation of SARPs.
- Aerodrome safety enhancement globally.
- Improved airport capacity without degradation of safety.
- States' ability to ensure safety at their airports and thus meet their obligations under the Convention.

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
484	498	512	1 494	371	397	602	615	631	1 848

2.2.1 Programme management

Objectives: Plan, develop and supervise the implementation of the programme; coordinate administrative aspects related to the execution of the programme and personnel matters; maintain awareness of technical trends and developments.

2.2.2 Maintenance of Annexes and related documents

Objectives: Analyze the adequacy of the provisions of Annex 14 and related documents, initiate amendment action when appropriate, ensure compatibility with other Annexes and analyze differences received with regard to the implementation of SARPs.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Updating of Annex 14	Amendments to Annex 14, Volumes I and II	1Q – 07	A
2. Analysis of differences between national regulations and international Standards	Supplements to Annex 14, Volumes I and II	4Q – 07	A
3. Updating of Annex related documents	Amendments of Annex related documents	3Q – 08	A



2.2.3 Airport design

Objectives: Coordinate ANB activities related to airport and airspace congestion. Continue studies on airport design specifications for improving the safety and capacity of airports with special emphasis on the requirements of new larger aircraft.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Airport design	Monitoring; Annex 14, Volume I	Continuing	A
2. Impact of new larger aeroplanes on Annex 14, Volume I and PANS-OPS (ANC Task No. AGA-8603)	Amendments to Annex 14, Volume I and PANS-OPS (Doc 8168)	4Q – 07	A
3. Take-off from runway/taxiway intersections (ANC Task No. AGA-9204)	Amendments to Annex 4 and Annex 14, Volume I	4Q – 04	A
4. Licensing/certification of aerodromes (ANC Task No. AGA-9801)	Amendment to Annex 14, Volume I and development of new related document	4Q – 07	A

2.2.4 Visual aids

Objectives: Review and update the Annex 14, Volume I specifications on visual aids for air navigation taking into account recent advances on the subject.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Visual aids for air navigation	Monitoring; Annex 14, Volume I	Continuing	A
2. Visual aids for land and hold short operations (ANC Task No. AGA-9802)	Amendments to Annex 14, Volume I	4Q – 07	B
3. Aerodrome lighting specifications (ANC Task No. AGA-9803)	Amendment to Annex 14, Volume I	4Q – 07	B
4. Design and monitoring of electrical systems/reliability of aerodrome lighting systems (ANC Task No. AGA-9804)	Amendments to Annex 14, Volume I and revision of <i>Aerodrome Design Manual</i> , Part 5	4Q – 07	A
5. Apron marking/retro-reflective markers (ANC Task No. AGA-9805)	Amendments to Annex 14, Volume I	4Q – 07	B
6. Modification of approach lighting configurations (ANC Task No. AGA-9806)	Amendments to Annex 14, Volume I	4Q – 07	A
7. Obstacles marking and lighting (ANC Task No. AGA-0302)	Amendment to Annex 14, Volume I	4Q – 07	A
8. Use of light emitting diode (LED) technology in visual aids (ANC Task No. AGA-0303)	Amendment to Annex 14, Volume I and updating <i>Aerodrome Design Manual</i> , Part 4	4Q – 07	B
9. Displaced threshold lighting (ANC Task No. AGA-0304)	Amendment to Annex 14, Volume I	4Q – 07	A



2.2.5 Surface movement guidance and control systems (SMGCS)

Objectives: Continue studies on improving specifications and guidance material related to surface movement guidance and control systems with special emphasis on visual aids component of SMGC.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Surface movement guidance and control	Monitoring; Annex 14, Volume I	Continuing	A
2. Advanced surface movement guidance and control systems (ANC Task No. AGA-9202)	Amendments to Annex 14, Volume I	4Q – 07	A

2.2.6 Heliports and stolports

Objectives: Develop specifications for siting, design, visual aids and other facilities for heliports, stolports and altiports.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Physical characteristics of heliports	Monitoring; Annex 14, Volume II	Continuing	B
2. Physical characteristics and visual aids for stolports	Monitoring; Annex 14, Volume I	Continuing	B
3. Visual aids for vertical take-off and landing (VTOL) operations (ANC Task No. AGA-9807)	Amendments to Annex 14, Volume II	4Q – 07	A
4. Review and update of Annex 14, Volume II (ANC Task No. AGA-0301)	Amendment to Annex 14, Volume II	4Q – 07	A

2.2.7 Bird and wildlife hazards to aircraft

Objectives: Develop proposals concerning means of reducing the bird and wildlife hazards and improving the reporting of bird and wildlife strikes to aircraft.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Bird hazard reduction	Monitoring; Annex 14, Volume I	Continuing	A
2. ICAO Bird Strike Information System (IBIS)	Annual bird strike analysis IBIS	Continuing	B
3. Bird strike and wildlife hazard reduction on or in the vicinity of airports (ANC Task No. AGA-0101)	Amendment to Annex 14, Volume I	4Q – 07	A

2.2.8 Operational information

Objectives: Develop procedures and techniques for the reporting of aerodrome data. Particular attention to be focused on reporting pavement strength and runway friction characteristics.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Runway friction characteristics	Monitoring; Annex 14, Volume I	Continuing	A
2. Friction measuring devices	Monitoring; Annex 14, Volume I	Continuing	B
3. Reporting pavement strength (ANC Task No. AGA-9301)	Amendment to Annex 14, Volume I	4Q – 07	B
4. Runway surface unevenness (ANC Task No. AGA-9501)	Amendment to Annex 14, Volume I	4Q – 07	B

2.2.9 Rescue and fire fighting

Objectives: Develop specifications for more efficient rescue and fire fighting equipment and procedures.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Rescue and fire fighting	Monitoring; Annex 14, Volume I	Continuing	A
2. Amounts of principal extinguishing agents (ANC Task No. AGA-8902)	Amendment to Annex 14, Volume I	4Q – 07	A
3. Aerodrome category for rescue and fire fighting (ANC Task No. AGA-8903)	Amendment to Annex 14, Volume I	4Q – 07	A
4. Specifications related to rescue and fire fighting vehicles (ANC Task No. AGA-9401)	Amendment to Annex 14, Volume I	4Q – 07	B

2.2.10 Regional air navigation plans

Objectives: Provide assistance for the development and amendment of regional air navigation plans (ANPs).

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Regional planning	Amendments and meetings ANPPs	Continuing	A
2. Monitoring regional developments	Monitoring ANPPs	Continuing	B
3. Implementation support	Support to States ANPPs	Continuing	B



2.2.11 Technical support

Objectives: Provide technical support to and maintain liaison with States, international organizations and other parts of the Organization.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Technical support to States	Advice and assistance	Continuing	A
2. Technical support to other ANB sections	Advice and assistance	Continuing	A
3. Technical support to TCB and other ICAO bureaux	Advice and assistance	Continuing	B
4. Technical support to Regional Affairs Office and regional offices	Advice and assistance	Continuing	B
5. Liaison with international organizations and other agencies	Coordination	Continuing	A
6. Planning and conducting seminars/workshops	Assist implementation	Continuing	B

2.3 PROGRAMME: ACCIDENT INVESTIGATION AND PREVENTION (AIG)

Issues and Challenges

The ultimate goal of this programme is the prevention of aircraft accidents. This goal is reflected in the objectives of GASP, which are to reduce the number of accidents and fatalities worldwide, irrespective of the volume of air traffic but particularly in those regions where they remain high. In addition, the expansion of the ICAO Universal Safety Oversight Audit Programme into the field of accident investigation (Annex 13) requires support from the AIG Section.

To provide mechanisms and guidance to facilitate international cooperation in the investigation of accidents and incidents, in the determination of the causes, the development of safety recommendations and their effective dissemination.

To promote safety awareness worldwide by facilitating the effective sharing and use of aviation safety information from sources other than accident investigations, while protecting the sources of such information.

To identify those elements of the aviation system that can impair safety and recommend corrective action.

To upgrade the Accident/Incident Data Reporting (ADREP) system to meet demands for more timely and comprehensive information and to cope with the increased volume of reporting of accidents and incidents.

Objectives

Keep Annex 13 and the *Manual of Aircraft Accident and Incident Investigation* current. Provide assistance to States in implementing and applying Annex 13 SARPs.

Monitor the development of investigation principles and techniques. Collect and disseminate best practices to States.

Conduct training seminars in accident investigation and provide States with guidance on the conduct of investigations.

Assist in the development of the Annex 13 aspects of the expansion of the audit programme and training packages in the field of accident investigation.

Develop guidance/training material related to hazards at aircraft accident sites.

Study possible solutions to the funding of large accident investigations.

Upgrade flight recorder requirements for use in investigations.

Develop safety indicators to identify problem areas and establish safety trends.

Objectives

Based on the safety indicators, develop accident prevention programmes in cooperation with States and industry, aimed at specific accident types.

Monitor developments in system safety concepts and practices in order to keep the prevention programme current.

Progress AIG related aspects of the ICAO Global Aviation Safety Plan (GASP).

Facilitate the flow of safety information through actions aimed at protecting the sources of such information.

Undertake studies and provide guidance on accident prevention matters.

Contribute to other ICAO safety projects, such as CFIT/ALAR and the integration of human factors considerations into ICAO provisions.

Conduct seminars in accident prevention.

Keep the *Accident Prevention Manual* current.

Operate and maintain the Accident/Incident Data Reporting (ADREP) System, which currently contains some 31 500 records.

Annually process some 1 000 accident/incident reports received from States, 100 requests for information from the ADREP database, and over 100 inquiries from the public.

Develop a web-based data system to permit electronic reporting by States as well as the dissemination of ADREP data to States.

Publish ADREP summaries of reports received.

Produce the ADREP annual statistics.

Keep the *Accident/Incident Reporting (ADREP) Manual* current.

Develop and maintain an electronic library of accident final reports.

Develop and maintain an AIG Web page.

Develop a global aviation database taxonomy.

Link to Strategic Action Plan Key Activities:

A.3, A.4, B.1, B.2, E.1

Expected Results by End 2007**Performance Indicators**

- | | |
|--|--|
| a) Current Annex 13. | Timely processing of amendments. On-line provision of related working papers. |
| b) Conduct of accident investigation seminars. | Satisfaction of States with the quality of the seminars. |
| c) Current <i>Manual of Aircraft Accident and Incident Investigation</i> . | Satisfaction of States with the guidance material provided. Level of demand for the manual. |
| d) Current <i>Accident Prevention Manual</i> . | Satisfaction of States with the guidance material provided. Level of demand for the manual. |
| e) Current <i>Accident/Incident Reporting (ADREP) Manual</i> . | Manual in line with technical developments of the ADREP system. |
| f) Current ADREP system. | ADREP system in line with evolving technology. Controlled access to ADREP data via the Web. Electronic library operational and used. |
| g) Conduct of accident prevention seminars. | Satisfaction of States with the quality of the seminars. |
| h) Conduct of ADREP workshops. | Satisfaction of States with the quality of the workshops. |

Expected Results by End 2007

- i) Annual safety briefings conducted.
- j) Publication of safety indicators.
- k) Briefings and guidance material on accident/incident trends.
- l) Advice/support to States, international organizations and other ICAO bodies.

Performance Indicators

- Satisfaction of ICAO bodies with the quality and relevance of the information provided.
- Use of safety indicators in the work of ICAO.
- Satisfaction of States regarding: timeliness and relevance of safety briefings.
- Satisfaction of States regarding: frequency, timeliness and accuracy of the advice given.

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
532	546	561	1 639	616	634	663	680	690	2 033

2.3.1 Programme management

Objectives: Plan, develop and supervise the implementation of the programme; coordinate administrative aspects related to the execution of the programme and personnel matters; maintain awareness of technical trends and developments.

2.3.2 Maintenance of Annexes and related documents

Objectives: Analyze the adequacy of the provisions of Annex 13 and related documents, initiate amendment action when appropriate, ensure compatibility with other Annexes and analyze differences received with regard to the implementation of SARPs.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Maintain the currency of Annex 13 (ANC Task No. AIG-9202)	Amendments to Annex 13	Continuing	A
2. Analysis of differences between national regulations and international Standards	Supplements to Annex 13,	Continuing	A
3. Updating of Annex related documents	Amendments of Annex related documents	Continuing	A
4. Study of confidentiality of accident records. (ANC Task No. AIG-9902)	Amendment proposals for Annex 13	4Q – 07	A
5. Provide assistance to States in implementing and applying Annex 13 SARPs, monitor the application of investigation principles and techniques and assist States by providing guidance for the conduct of investigations	Assistance to States	Continuing	A

2.3.3 Accident investigation

Objectives: Provide assistance to States in applying Annex 13 SARPs, monitor the application of investigation principles and techniques and assist States by maintaining Annex 13 and related guidance material current. Inform States of accident reports available in other States for investigation and prevention purposes. Review the current state of flight recorder technology with a view to developing amendments to the appropriate ICAO provisions consistent with the accident investigation objectives, operational considerations, future air navigation systems and accident prevention objectives. Review and amend the format of the Final Report contained in the Appendix to Annex 13 and to revise and update the *Manual of Aircraft Accident Investigation* (Doc 6920). Study the issues related to hazardous material at aircraft accident sites.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Monitor developments in accident investigation techniques and practices, and provide guidance for the conduct of investigations	Assistance to States	Continuing	A
2. Flight recorder developments (ANC Task No. AIG-9201)	Amendments to Annex 6, update guidance material	4Q – 06	A
3. Updating of Manual of Aircraft Accident Investigation (ANC Task No. AIG-9202)	Amendments to Doc 6920	1Q – 07	A
4. Preparing Aircraft Accident Digest	Annual digests of selected aircraft accident reports from States (<i>Council Dec 86/20</i>)	Continuing	A
5. Regional accident investigation workshops	Facilitation of investigation cooperation, investigation material, expert contacts, resolution of investigation difficulties (<i>A21-20, AIG/92, AIG/99</i>)	Continuing	A
6. Conduct study on hazardous materials at accident sites (ANC Task No. AIG-0003)	Guidance material on hazardous materials at accident sites	4Q – 06	A
7. Study possible solutions to the funding of large accident investigations	Guidance material on the funding of large accident investigations	4Q – 07	C
8. Review the participation of States of code-share and alliance partners in the investigation of accidents and incidents	Guidance material on the participation of States of code-share and alliance partners in the investigation of accidents and incidents.	4Q – 07	C

2.3.4 Accident prevention

Objectives: Coordinate the application of the accident prevention concept, principles and techniques in the technical work of ANB and assist States in the implementation of prevention programmes within their administrations and the aviation industry. Prepare and publish appropriate prevention material in ICAO documents. Plan and execute accident prevention seminars to include human factors.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Flight safety and accident prevention (ANC Task No. AIG-9002)	Enhance ICAO flight safety and accident prevention programme (ANC (128-1 and 12))	Continuing	A
2. Regional accident prevention seminars	Accident prevention material, technical papers, slides, videos, posters.	Continuing	A
3. Accident Prevention aspects of GASP (ANC Task No. AIG-9002)	Progress the aims of GASP.	Continuing	A
4. Updating of aviation safety indicators (ANC Task No. AIG-9803)	Up-to-date agreed aviation safety indicators	Continuing	A
5. Facilitate and improve the flow of safety information in the industry	Standardized taxonomies for safety data exchange.	4Q – 07	B
6. Develop, in cooperation with States and industry, accident prevention programmes aimed at specific accident types	Input into States' and industry accident prevention programmes.	Continuing	B
7. Develop appropriate policies and guidance to foster the voluntary reporting of occurrences, including the means to adequately protect information and data sources	Input into Flight Safety Foundation (FSF) and Global Aviation Information Network (GAIN) related activities.	Continuing	A

2.3.5 Accident/Incident Data Reporting (ADREP) System

Objectives: Develop an on-line aviation safety information system based on the existing ADREP system and the state-of-the-art of aviation occurrence database technology within States and other organizations. Operate, maintain and improve the ADREP system for the purpose of providing accurate and complete data in support of accident prevention and investigation activities within States, and in support of ANB technical work programmes. Develop web-interface for ADREP. Develop on-line electronic library. Develop database for safety recommendations. Assist States as appropriate, participate in international efforts to develop a standardized data exchange format and review the global accident scene on the basis of ADREP data.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. ADREP 2000 (ANC Task No. AIG- 9804, AIG-9802)	Update of related guidance material. Inclusion of new taxonomies.	Continuing	A
2. ADREP system operation and maintenance (ANC Task No. AIG-9804)	Improvement in over-all system operation in line with technological developments. ANC (70-11).	Continuing	A

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
3. Improvement of ADREP on-line data entry (ANC Task No. AIG-9804)	ADREP on-line data entry (AIG/99).	Continuing	A
4. ADREP data dissemination (ANC Task No. AIG-9804)	ADREP reports –bi-monthly summaries.	Continuing	A
5. Quality control of ADREP data (ANC Task No. AIG 9804)	Accurate ADREP products.	Continuing	A
6. Ad hoc requests from States for ADREP data (ANC Task No. AIG-9804)	Report printouts, statistics, studies.	Continuing	A
7. Maintenance of on-line access to ADREP (ANC Task No. AIG-9804)	ADREP on-line accessibility	Continuing	A
8. Maintenance of electronic library of final reports on major accidents (ANC Task No. AIG-0005)	Up-to-date Electronic library of final reports on major accidents (AIG/99)	Continuing	A

2.3.6 Technical support

Objectives: Provide technical support to and maintain liaison with States, international organizations and other parts of the Organization.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Technical support to States	Advice and assistance	Continuing	A
2. Technical support to other ANB sections	Advice and assistance	Continuing	A
3. Technical support to TCB and other ICAO bureaux	Advice and assistance	Continuing	A
4. Technical support to Regional Affairs Office and regional offices	Advice and assistance	Continuing	A
5. Liaison with international organizations and other agencies	Coordination of studies and safety initiatives	Continuing	A
6. Planning and conducting seminars/workshops	Assist implementation of Annex 13 related provisions	Continuing	A
7. CFIT Task force (ANC Task No. OPS-9103)	Provision of ADREP report printouts, statistics and studies	Continuing	A
8. Support for United Nations aircraft operations	Expert assistance and guidance	Continuing	A

2.4 PROGRAMME: **AERONAUTICAL INFORMATION SERVICES AND AERONAUTICAL CHARTS (AIS/MAP)**

Issues and Challenges

There is a need to update SARPs in Annexes 4 and 15 and guidance material in light of current and anticipated technological developments and the evolving demand for the provision of quality aeronautical information in support of the global air traffic management system. The global interchange of aeronautical information including charts and electronic terrain data through a computerized aeronautical information services system would facilitate the maintenance and provision of high-quality aeronautical information to any user, anytime, anywhere, and would enable States and other users to access aeronautical information in textual or graphical form on a real-time basis. The main challenge will be to foster the development of such a global system on the basis of new supporting SARPs and in preparation for worldwide implementation of the system.

The planning and implementation of the worldwide infrastructure of facilities and services should be guided by an operational concept and requirements for an integrated global air traffic management system, which should be translated into requirements for systems, facilities and services to be provided by States and reflected in the air navigation plan, comprising the sum of all regional air navigation plans.

Objectives

To continue to maintain the currency of Annexes 4 and 15, the *Procedures for Air Navigation Services – ICAO Abbreviations and Codes* (PANS-ABC) and related documentation by preparing amendments to the Annexes and documents. Undertake studies and provide guidance on aeronautical information services and charts, aeronautical and terrain databases, WGS-84, quality systems, AIS/MAP training and other AIS and MAP matters. Provide technical expertise concerning the aeronautical information and charts subject to the Assembly, Council and the Air Navigation Commission.

To foster maintenance and interchange of quality electronic aeronautical information including charts and electronic terrain data through establishing and implementing a global network of a computerized Aeronautical Information Services system.

To improve maintenance and updating of air navigation planning material including charts and regional supplementary procedures (SUPPS). To ensure timely provision of air navigation planning and cartographic services to regional offices, meetings, States and other interested parties through online availability of quality air navigation planning data and charts. To continue providing customized charts for contingency measures taken by ICAO and/or specific regional planning in different complex political and other aviation safety related situations. To continue to maintain the Airport Characteristics Data Bank (ACDB) and assign/maintain aircraft type designators, three-letter and telephony designators, location indicators, aeronautical information services provided by States and aeronautical chart catalogue. Continue to support regional seminars and training, provide technical reference and research library service from the States' aeronautical information publications (AIPs) and charts, analyze States' AIP and differences filed to Standards contained in Annexes 4 and 15.

To continue developing and maintain the AIS/MAP database that supports preparation of planning and service documents listed in the paragraph above. Provide Web-based service of the following applications for Intranet/Internet use: WGS-84; Airport Characteristics Data Bank (ACDB); aircraft type designators; designators for aircraft operating agencies, aeronautical authorities and services; location indicators; five-letter name codes; and air navigation plans (ANPs) and facilities and services implementation documents (FASIDs) including associated charts.

<i>Link to Strategic Action Plan Key Activities:</i>	A.3, A.4, A.5, B.1, B.2, D.1, D.3, E.1, E.6, E.7, E.9, G.5, H.3, H.4, H.5, H.7, H.8
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Expected Results by End 2007

- a) Timely production of high quality working papers to maintain the currency of Annexes 4, 15 and the PANS-ABC.
- b) Agreement on a global network of a computerized Aeronautical Information Services system and on the interchange format for aeronautical data.
- c) Improvement in the quality and quantity of AIS/MAP guidance material and technical advice available to States.
- d) Implemented Web-based AIS/MAP database for the preparation, maintenance and provision of air navigation planning data including charts to all interested users.
- e) Improvement in the timeliness, quality and availability of regional planning and service documents produced by AIS/MAP.
- f) Increase the quantity, functionality and availability of cartographic services.

Performance Indicators

- The percentage of working papers submitted by the planned date. The satisfaction of members of the Council and the Air Navigation Commission as reflected by their comments.
- Satisfaction of the aviation community on the agreement reached. Improved aeronautical information service to users.
- Increased production of high quality guidance material and training aids.
- The percentage of air navigation planning material submitted by the planned meeting date. The satisfaction of users as reflected by their comments.
- The percentage of documents submitted by the planned date to Document Control. The number of documents published on the Web and available on CD-ROM.
- Increase in the quantity and scope of cartographic production (e.g. wall charts, CD-ROM and web formats).

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
783	874	900	2 557	733	802	1 061	1 091	1 119	3 271

2.4.1 Programme management

Objectives: Plan, develop and supervise the implementation of the programme; coordinate administrative aspects related to the execution of the programme and personnel matters; maintain awareness of technical trends and developments.

2.4.2 Maintenance of Annex 4 and related documents

Objectives: Analyze the adequacy of the provisions of Annex 4 and related documents, initiate amendment action when appropriate, ensure compatibility with other Annexes, and analyze differences received with regard to the implementation.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Updating of Annex 4	Amendments to Annex 4	Continuing	A
2. Analysis of differences between national Regulations and international Standards	Supplements to Annex 4	Continuing	A
3. Updating of Annex related documents	Amendments to Annex related documents	Continuing	A
4. Electronic aeronautical charts for cockpit display (ANC Task No. AIS-9801)	Amendments to Annex 4	4Q – 07	A
5. Charting of area navigation and required navigation performance-based procedures (ANC Task No. AIS-9804)	Amendments to Annex 4	4Q – 07	A
6. Aerodrome obstacle charts (ANC Task No. AIS-9805)	Amendments to Annex 4	4Q – 07	A

2.4.3 Aeronautical charts services

Objectives: Provide advice to States on cartographic matters; publish a guidance manual related to Annex 4; assist States by means of critiques to improve their charting programmes; provide advice on cartographic matters and on States' aeronautical charts by means of a chart library and audio-visual aids; provide a chart production service including customized charts for contingency planning.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Provision of advice and assistance to States	Assistance	Continuing	A
2. Updating of Aeronautical Chart Manual (Doc 8697)	Amendments to Doc 8697	Continuing	A
3. Preparation of critiques on States' aeronautical charts	Critique	Continuing	A
4. Maintenance of chart library	Updated library	Continuing	A
5. Updating of Aeronautical Chart Catalogue (Doc 7101)	Doc 7101	Currently suspended	C
6. Provision of a chart production service, including web charting applications, for the HQ offices and sections, regional offices and regional air navigation and other meetings	Charts	Continuing	A

2.4.4 Maintenance of Annex 15 and related documents

Objectives: Analyze the adequacy of the provision of Annex 15 and related documents, initiate amendment action when appropriate, ensure compatibility with other Annexes, and analyze differences received with regard to the implementation of SARPs.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Updating of Annex 15	Amendments to Annex 15	Continuing	A
2. Publication of differences between national regulations and international Standards contained in Annex 15	Supplements to Annex 15	Continuing	A
3. Updating of Annex related documents	Amendments to Annex related documents	Continuing	A
4. Aeronautical data bases (ANC Task No. AIS-9401)	Amendments to Annex 15	4Q – 06	A
5. Electronic Terrain Data (ANC Task No. AIS-9802)	Amendments to Annex 15	4Q – 06	A
6. Electronic exchange of aeronautical information (ANC Task No. AIS-9806)	Amendment to Annex 15	4Q – 06	A
7. Automated aeronautical information systems (ANC Task No. AIS-0001)	Amendment to Annex 15	4Q – 06	A

2.4.5 Aeronautical information services (AIS)

Objectives: Assist States in the provision of aeronautical information services (AIS); provide research and information service on AIS matters, supported by a library of States' Aeronautical Information Publications, NOTAM and circulars to the Organization and external users.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Provision of technical advice to States	Technical advice related to Annex 15	Continuing	A
2. Updating of AIS Manual (Doc 8126)	Amendments to Doc 8126	Continuing	A
3. Preparation of critiques on States' aeronautical information publications	Critique States' AIP	Continuing	A
4. Updating of Aeronautical Information Services Provided By States (Doc 7383)	New edition Doc 7383	Continuing	C
5. Updating of WGS-84 Manual (Doc 9674)	Amendments to Doc 9674	Continuing	A
6. Development of AIS/MAP personnel training course	Doc (new)	Continuing	A
7. Maintenance of AIS library	Updated library	Continuing	A



2.4.6 ICAO abbreviations, codes, indicators and designators

Objectives: Analyze, develop, maintain, process and publish, including Web availability, standardized abbreviations, codes, indicators and designators for use in ICAO documents and for international operational use by States.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Updating of Procedures for Air Navigation Services — Abbreviations and Codes (PANS-ABC) (Doc 8400)	Amendments to Doc 8400	Continuing	A
2. Updating of Location Indicators (Doc 7910)	New Edition Doc 7910 and web availability	Continuing	A
3. Updating of Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services (Doc 8585)	New Edition Doc 8585 and web availability	Continuing	A
4. Updating of Aircraft Type Designators (Doc 8643)	New Edition Doc 8643 and web availability	Continuing	A
5. Updating of name-code database for significant navigation points	On-line service/web availability	Continuing	A

2.4.7 Regional air navigation plans, supplementary procedures and CNS/ATM planning

Objectives: Provide assistance for the development, including Web availability, and amendment or regional air navigation plans (ANPs) and regional supplementary procedures (SUPPs).

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Regional planning	Amendments and meetings ANPPs Doc 7030	Continuing	A
2. Monitoring regional developments	Monitoring ANPPs	Continuing	A
3. Implementation support	Support to States ANPPs	Continuing	A
4. Maintaining and updating of Air Navigation Plan Publications (ANPPs) and Facilities And Services Implementation Documents (FASIDs)	Amendments to ANPPs Doc 7474, Doc 8733, Doc 7754, Doc 8755, Doc 9634, Doc 9635, Doc 9673 and Web availability	Continuing	A
5. Updating of Regional Supplementary Procedures (Doc 7030)	Amendments to SUPPs Doc 7030	Continuing	A
6. Updating of CNS/ATM Global Plan	Amendments to Global Plan	Continuing	A

2.4.8 Airport Characteristics Data Bank (ACDB)

Objectives: Develop computer databases and programmes, in addition to ongoing activities, to assist in the planning for new aircraft types and the monitoring of implementation of regional air navigation plans.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Collection, analysis, update and publication of data on airport characteristics	ACDB printed documents ACDB on-line service/Web availability	Continuing	B
2. Monitoring future developments	Monitoring	Continuing	B
3. Further development of ACDB and integration into the aeronautical data base for ANPP production	Improvements in ACDB	Continuing	B

2.4.9 Technical support

Objectives: Provide technical support to and maintain liaison with States, international organizations and other parts of the Organization.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Technical support to States	Advice and assistance	Continuing	A
2. Technical support to other ANB sections	Advice and assistance	Continuing	A
3. Technical support to TCB and other ICAO bureaux	Advice and assistance	Continuing	A
4. Technical support to Regional Affairs Office and regional offices	Advice and assistance	Continuing	A
5. Liaison with international organizations and other agencies	Coordination	Continuing	A
6. Planning and conducting seminars/workshops	Assist implementation	Continuing	A

2.5 PROGRAMME: AIR NAVIGATION BUREAU (ANB)

Elements relating to administrative matters are assimilated in Programme 2.1: Management, Coordination and Support.

2.6 PROGRAMME: AIR TRAFFIC MANAGEMENT (ATM)

Issues and Challenges

One of the keys to maintaining the vitality of civil aviation is to ensure that a safe, secure, efficient, and environmentally sustainable air navigation system is available at the global, regional and national levels. The ATM Section is deeply involved in strategies to deal effectively with these issues and to address the continued growth in civil aviation. The primary effort and the long-term strategy is to ensure the implementation of an air traffic management system that allows maximum use to be made of the enhanced capabilities provided by technical advances both in the air and on the ground. This will, in turn, assist the international civil aviation community to transition from the air traffic control environment of the 20th Century to the integrated and collaborative air traffic management system needed to meet aviation's needs in the 21st Century.

Objectives

To address the challenges and issues above, several objectives must be met. These include providing a description of how the emerging and future ATM system should operate and developing the Standards, procedures and ATM requirements needed to direct the implementation of CNS/ATM technology so that it results in an interoperable and seamless ATM system. There are several performance and safety-related issues that will be progressed as part of the overall effort related to improvement of ATM globally, which include development of guidance material on language proficiency requirements and safety management, further development of the concept of required total system performance (RTSP) and implementation of a runway safety education and awareness campaign. Other objectives include the updating of Annexes 2, 11, 12 and related documents, particularly the PANS-ATM; undertaking studies and providing guidance on matters relating to rules of the air and the organization, practice, procedures and implementation of air traffic services (ATS) and search and rescue (SAR) services; reviewing and coordinating proposals for amendment of Regional Air Navigation Plans and Regional Supplementary Procedures; undertaking real-time ATS contingency planning and crisis management; and maintaining liaison with international organizations.

Link to Strategic Action Plan Key Activities:

B.1, D.3, D.5, D.7, E.6

Expected Results by End 2007**Performance Indicators**

- | | |
|---|---|
| a) Amendments to Annexes 2, 11, and the PANS-ATM, in light of changing technology, new procedures and a set of emerging ATM requirements. | The successful convening and completion of the Eleventh Air Navigation Conference in 2003, with an agreement on the utility of the ATM operational concept. Provisions for ATS data link applications completed. Update of the ATSP Manual, the SOIR Manual and the Manual on A-SMGCS. |
| b) Development of ATM requirements for, <i>inter alia</i> , communications, navigation and surveillance. | The successful convening and completion of the Eleventh Air Navigation Conference in 2003, with an acceptance or endorsement of the ATM operational concept and agreement on the need to develop ATM requirements. Set of ATM requirements finalized. The concepts of RCP, RNP and RSP further progressed. |
| c) Development of provisions necessary for implementation of ATM safety management systems and for a systems safety approach to implementation of ATM systems. Assist States with implementation of safety management systems through seminars and workshops. | Implementation of safety management systems and a systems safety approach to ATM by States. |
| d) Advance the work on required total system performance (RTSP) by setting performance targets and establishing the means for measuring performance of the future ATM system, including safety. | The successful convening and completion of the Eleventh Air Navigation Conference in 2003, with an acceptance of the need to develop performance requirements for the future ATM system and to progress the concept of RTSP. Development of the means and metrics related to the measurements and achievement of performance targets. |

Expected Results by End 2007

- e) Implementation of a runway safety education and awareness campaign.
- f) Harmonize search and rescue provisions internationally.
- g) Management of real time ATC contingency planning and implementation of contingency plans.
- h) Advice to States regarding ICAO provisions.

Performance Indicators

Convening of a series of runway safety seminars and development of a runway safety toolkit.

Amendments to Annex 12 and amendment of the International Aeronautical and Maritime Search and Rescue Manual.

Contingency plans approved and, where necessary, successfully implemented.

Satisfaction of States regarding the response to queries.

Regular Budget

RESOURCES (US\$ thousand)									
Approved Budget				Actual		Approved Budget			
2002	2003	2004	Total 2002-2004	2002	2003	2005	2006	2007	Total 2005-2007
933	955	982	2 870	1 005	1 027	1 018	1 044	1 062	3 124

2.6.1 Programme management

Objectives: Plan, develop and supervise the implementation of the programme; coordinate administrative aspects related to the execution of the programme and personnel matters; maintain awareness of technical trends and developments.

2.6.2 Maintenance of Annexes and related documents

Objectives: Analyze the adequacy of the provisions of Annexes 2, 11, 12 and related documents, including the PANS-ATM and initiate amendment action when appropriate; ensure compatibility with other Annexes and analyze differences received with regard to implementation of SARPs and in light of data received as a result of the safety oversight audits of Annex 11 and the PANS-ATM.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Updating of Annexes 2, 11 and 12 and Doc 4444	Amendments to Annexes 2, 11 and 12 and Doc 4444	Continuing	A
2. Analysis of differences between national regulations and international standards	Supplements to Annexes 2, 11 and 12 and Doc 4444	Continuing	A
3. Updating of Annex related documents	Amendments to Annex related documents	Continuing	A

2.6.3 Air traffic management (ATM) requirements for communications, navigation, and surveillance (CNS)

Objectives: Support the evolutionary design and development of an interoperable, seamless and global ATM system with the aim of realizing the benefits expected from implementation of CNS/ATM systems, based on a common ATM concept. In follow-up to the Eleventh Air Navigation Conference, develop the ATM functional and operating requirements for a global ATM system, using the ATM operational concept as the basis. From the ATM requirements, develop the SARPs, procedures and guidance material necessary to cater to the development and implementation of the emerging and future ATM system. Further develop the concept of required total system performance (RTSP) to serve as the means to ensure that the emerging and future ATM system meets the performance objectives established on the basis of the aviation community's expectations.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Global air traffic management (ANC Task No. ATM-9202)	Amendments to Annexes 2 and 11, Doc 4444 and Doc 9750 Develop ATM system requirements emerging from the global ATM operational concept	4Q – 07 4Q – 06	A
2. Interoperability and functional integration of flight operations, ATS, ATFM and tactical ASM (ANC Task No. ATM-9510)	Amendments to Annexes 2 and 11 and Doc 4444	4Q – 07	A
3. Required total system performance (ANC Task No. ATM-9501)	Draft policy statement Develop performance parameters and metrics to measure performance	3Q – 05 Continuing	A
4. ATM requirements for communications (ANC Task No. ATM-9502)	Amendments to Annexes 2, 6 and 11 and Doc 4444 Develop set of ATM requirements	4Q – 06 Continuing	A
5. ATS applications for air-ground data links (ANC Task No. ATM-9102)	Amendments to Annex 11, Doc 4444 and Doc 9694	3Q – 05	A
6. Data interchange between automated ATS systems (ANC Task No. ATM-9103)	Amendments to Annex 11 and Doc 4444	3Q – 05	A
7. ATM requirements for navigation (ANC Task No. ATM-9503)	Amendments to Annexes 2, 6 and 11 and Doc 4444 Develop set of ATM requirements	4Q – 06 Continuing	A
8. ATM requirements for surveillance (ANC Task No. ATM-9504)	Amendments to Annexes 2, 6, and 11 and Doc 4444 Develop set of ATM requirements	4Q – 06 Continuing	A

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
9. ADS-B traffic situational awareness and airborne separation assurance (ANC Task No. ATM-0002)	Amendments to Annex 11 and Doc 4444	3Q – 05	A
10. Review of secondary surveillance radar (SSR) transponder and collision avoidance system carriage requirements	Amendments to Annex 11 and Doc 4444	Continuing	B

2.6.4 Airspace Management (ASM)

Objectives: Facilitate the optimal use of airspace, organized so as to provide for efficiency of service, while improving existing levels of safety. Develop the SARPs, procedures and guidance material necessary to ensure airspace design that provides safe aircraft operations for the intended phases of flight. This includes navigation along the intended flight path, obstacle avoidance and support of separation minima that accommodates system capacity and safety.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Airspace infrastructure planning (ANC Task No. ATM-9505)	Guidance material	3Q – 06	A
2. Separation between aircraft (ANC Task No. ATM-6301)	Amendments to Annexes 2, 6 and 11 and Doc 4444, Doc 7030, Doc 9574, Doc 9613 and Doc 9689	Continuing	A
3. Updating and harmonization of separation minima in regional SUPPs and consolidation for inclusion in the PANS-ATM	Amendments to Doc 4444 and Doc 7030	2Q – 04	A
4. Minimum distance between parallel instrument runways (ANC Task No. ATM-9001)	Amendments to Annex 14, Doc 4444, Doc 8168 and Circ 207	Continuing	C

2.6.5 Air Traffic Services (ATS)

Objectives: Develop SARPs, procedures and guidance material necessary to facilitate global harmonization and efficiency of ATS. Develop the provisions needed for implementation of ATS data link applications including automatic dependent surveillance (ADS), ADS-broadcast and controller pilot data link communications. Develop guidance material to support States with implementation of safety management systems to facilitate implementation of systematic and appropriate safety management programmes to ensure that appropriate levels of safety are achieved globally. Conduct a runway safety education and awareness campaign aimed at improving runway safety.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. Revision of the provisions relevant to air traffic services (ANC Task No. ATM-6901)	Amendments to Annexes 2 and 11 and Doc 4444	Continuing	A



<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
2. Simultaneous operations on intersecting and same runways (ANC Task No. ATM-9203)	New manual and amendments to Doc 4444	3Q – 04	A
3. ADS systems and procedures (ANC Task No. ATM-9506)	Amendments to Annexes 1 and 11 and Doc 4444	4Q – 04	B
4. A-SMGCS (ANC Task No. ATM-9703)	New manual and amendments to Annexes and PANS	3Q – 04	A
5. Review and monitoring of national ATS procedures and provision of advice, as necessary	Correspondence	Continuing	A
6. Runway incursions (ANC Task No. ATM-0101)	Amendments to Annexes 2, 11 and Doc 4444 Education and awareness campaign	2Q – 04	A
7. Development of an ATS applications manual	New Manual	4Q – 04	A
8. Update the ICAO Model Flight Plan Form (ANC Task No. ATM-0301)	Amendments to Doc 4444	4Q – 06	A
9. Safety certification of ATM system (ANC Task No. ATM-0402)	Annex 11	2Q – 06	A
10. ATM safety management (ANC Task No. ATM-0403)	Annex 11 Doc 4444 New manual	4Q – 07	A

2.6.6 Air traffic flow management (ATFM)

Objectives: Develop the SARPs, procedures and guidance material necessary to facilitate implementation of demand/capacity balancing to ensure an optimal flow of air traffic, taking due account of available capacity of the global air traffic control system.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. ATFM systems and procedures (ANC Task No. ATM-9509)	Amendments to Annexes 2, 11 and Doc 4444	4Q – 07	C

2.6.7 Contingency planning and crisis management

Objectives: Provide technical support in relation to real time ATC contingency planning and crisis management to ensure the safety of international operations during crises; coordinate the implementation of contingency procedures.

<i>Programme elements</i>	<i>Output, reference</i>	<i>Target date</i>	<i>Priority</i>
1. In-flight emergency response procedures for air traffic controllers (ANC Task No. ATM-0401)	Amendments to Annex 11 and Doc 9426	4Q – 06	A