International Civil Aviation Organization

WORKING PAPER

ASSEMBLY — 38TH SESSION

ADMINISTRATIVE COMMISSION

Agenda Item 50: Budgets for 2014, 2015 and 2016

DRAFT BUDGET OF THE ORGANIZATION
FOR 2014, 2015 AND 2016

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper contains the budget proposal of the Organization for the 2014-2015-2016 triennium.

This is the third results-based budget for the Organization and the second budget which is compliant with IPSAS requirements. The budget encompasses five strategic objectives for the next triennium and builds upon the lessons learned during the current triennium. Importantly, the approach of defining the work programme through projects has been abandoned in favour of describing the Organization by the functions through which it is managed. Hence, there are five Functions under each Strategic Objective. This approach is considered more intuitive and closer to the organizational structure. Details on projects for each function have been provided for increased transparency of the activities to be undertaken and expected results.

The budget proposal totals CAD 286.5 million and reflects the suggestions and recommendations of the Council's Charter Letter to the Secretary General and the outcome of the Council's examination of the Secretary General's budget proposals during the 199th Session.

Action: The Assembly is invited to approve the Budget of the Organization for 2014, 2015 and 2016, as presented in the draft Assembly Resolution on page 4.

Strategic Objectives:	This working paper relates to all Strategic Objectives and all Supporting Implementation Strategies
Financial implications:	Authority provided to the Secretary General for a total budget for the 2014-2015-2016 triennium of CAD 286.5 million.
References:	Doc 9955, *Budget of the Organization 2011-2012-2013*

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LETTER OF TRANSMITTAL
OF THE
DRAFT BUDGET OF THE ORGANIZATION 2014-2015-2016
FROM THE PRESIDENT OF THE ICAO COUNCIL
TO THE THIRTY-EIGHTH SESSION OF THE ASSEMBLY

1.	In accordance with Article 61 of the Convention, the Council's Regular Budget for the financial years 2014, 2015 and 2016 is submitted to the Assembly.

2.	The Council's Message on the Budget of the Organization is on pages 1 to 3 and provides an outline, *inter alia*, of the significant elements of the Budget, including the new budget strategic framework, the preparation process, results and challenges of the proposed budget. The budget estimates by Strategic Objectives and by Functions for 2014, 2015 and 2016 are summarized in Table 1 on page 10.

3.	This budget proposal builds on the lessons learned and corrects the problems encountered in the current triennium. While still retaining the results-based format, the budget structure better reflects the manner in which the Organization is managed. It incorporates input from the Statutory Auditors, the Council and budget owners to deliver a product which will contribute to measuring performance.

4.	The draft budget proposal reflects:

- A restructured Organization that is sufficiently capable of delivering the new Vision, Mission and five Strategic Objectives;

- Costs collected by Functions which better describes how substantive bureaus are managed;

- Strengthened Regional Offices including technical assistance and a new Regional Sub-Office in the Asia and Pacific Region;

- Introduction of new initiatives such as Remotely Piloted Aircraft Systems, Search and Rescue, Global Navigation Satellite System, and Annex 19;

- Strengthened Human Resources function as recommended by the Statutory Auditors; and

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

5.　　　　This proposed budget for the next triennium is built with no increase in the Assessment of Member States using the 2013 assessments as the baseline. While capping the assessments to average to the 2013 level over the next three years, this budget proposal not only maintains all important existing activities, but also incorporates incremental initiatives.

6.　　　　The Ancillary Revenue Generation Fund will finance five per cent of this budget proposal. The Secretariat is seized of the situation that revenues declined in 2012 and measures are being taken to improve the situation in order for the Fund to meet its contribution target of $15.2 million for the next triennium.

7.　　　　In accordance with a Council decision, reimbursement from the Administrative and Operational Services Costs Fund for costs incurred by the Regular Programme in providing support to the Technical Co-operation Programme is set at $3.8 million for the next triennium. A mechanism for adjusting this reimbursement will be developed for consideration by the Council in the Fall of 2013.

8.　　　　The Ancillary Revenue Generation Fund is presented under the Extra-budgetary section on page 131 while the Administrative and Operational Services Costs Fund of the Technical Co-operation Programme is presented on page 129.

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

Roberto Kobeh González

5 August 2013

INTERNATIONAL CIVIL AVIATION ORGANIZATION

DRAFT BUDGET
OF THE ORGANIZATION
FOR 2014, 2015 AND 2016

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BUDGET OF THE ORGANIZATION FOR 2014, 2015 AND 2016

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NOTE: Rounding differences may occur throughout the document.

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

BUDGET STRATEGIC FRAMEWORK

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

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

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

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

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

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

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

        Function 1: Direction
        Function 2: Policy/ Standardization
        Function 3: Monitoring/ Audit/Data
        Function 4: Implementation /Capacity Building /Crisis Intervention
        Function 5: Analysis/ Study/Foresight

PREPARATION PROCESS, RESULTS AND CHALLENGES

5.   The budget exercise followed a three-step approach:
   a. fix the global spending envelope, taking into account the foreseeable resources (States' assessments and non-assessed income);
   b. identify savings and efficiencies achievable in order to meet the envelope while performing the whole work programme; and
   c. define the basis of a performance management system to be implemented as soon as possible, in order to continuously monitor the actual results and take actions to reach the objectives.

6.   In fixing the global envelope, the Council agreed that (a) the budget should be fixed at zero nominal growth (ZNG); (b) the baseline year for ZNG should be 2013; and (c) ZNG should be with reference to States' Assessments. In other words, States' Assessments should be capped at the 2013 level, on average, i.e. CAD 266.5 million over the triennium.   With non-assessed income of CAD 20.0 million, this results in a total budget of CAD 286.5 million.

7.   The Council reviewed the source of non-assessed income for the budget, in particular the contribution made by revenue-generating activities. The Council notes with concern that the revenue-producing activities are showing a declining trend. The Secretary General shares the concern of the Council and is working to reverse the situation. So, therefore, even though the contribution from revenue-generating activities has been kept at 2013 level, the Council observes that this will require monitoring and diligence throughout the triennium to ensure that targets are met.

8.   In order to identify savings and efficiencies requested by the Council, the Secretary General examined and reviewed, among others, the following areas:

   a. reduced Home Leave entitlement (savings of approximately CAD 600 000 for the triennium);
   b. travel policy (10% reduction across the board in proposed travel originating from headquarters);
   c. use of Consultants (20% reduction from historical cost);
   d. vacancy Rate (increased from 4.5% to 6.2%);
   e. language requirements;
   f. outdated and obsolete activities; and
   g. retirement schedule for future staffing requirements.

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

9.   Finally, in line with the Council's recommendation of the budget proposal, a performance management project, including the definition of a high-level set of objectives/indicators/targets for performance management reporting by the Secretary General will be launched as soon as possible in order to be implemented progressively in 2014, on which the Secretary General will be asked to periodically report to the Council. This performance management system should include a similar reporting process of the Directors to the Secretary General.

10.   The Council is pleased to point out a number of enhancements in the current budget presentation:

   a. inclusion of headcount by bureau, by level, and by year;
   b. budget tables by nature of expense;
   c. budget by Strategic Objective and by Function;

d. inclusion of measurable metrics and targets associated with objectives, as a first basis of the future performance management system, which should be improved in the future;

e. a comparison of proposed budget with current budget and actual expenses; and

f. a description of the performance during the current year, successes, failures, and achievements.

11. The Council acknowledges that implementation of this budget includes several challenges:

a. continuous delivery of programmes despite a constrained human resources policy and reduction in requirements for travel mission and consultancies;

b. increased vacancy rate which will delay appointments to vacant posts;

c. improvement of the results of the Ancillary Revenue Generation Fund (ARGF); and

d. fulfilling language requirements despite reduction in resources.

KEY OF SUCCESS

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

DRAFT RESOLUTION FOR ADOPTION BY THE 38TH SESSION OF THE ASSEMBLY

Resolution 50/1:

Budgets for 2014, 2015 and 2016

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

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

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

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

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

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

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

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

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

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

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

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

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

       Resolves that:

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

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

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

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

INTRODUCTION

1.   This budget document includes:

i)   the Regular Programme Budget for implementation of the programmes and activities of the Organization mandated under the Convention on International Civil Aviation;

ii)   the Administrative and Operational Services Cost (AOSC) Fund's Indicative Budget for the management of the Technical Co-operation Programme (TCP);

iii)   the financial forecast of the Ancillary Revenue Generation Fund (ARGF) for all the revenue generating of the Organization; and

iv)   An update on the performance for the 2011-2012-2013 triennium.

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

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

i)   the statutory responsibilities and obligations enshrined in the Convention on International Civil Aviation;

ii)   resolutions and decisions of the Assembly and the Council;

iii) emerging priorities as identified by the Rolling Business Plan, Global Aviation Safety Plan (GASP), and Global Aviation Navigation Plan (GANP);

iv)   recommendations of standing and other bodies such as the Air Navigation Commission (ANC);

v)   expressions of priority expressed by Member States in various forums; and

vi)   conclusions and recommendations of major conferences and meetings convened by the Organization (such as the Twelfth Air Navigation Conference and the Sixth Worldwide Air Transport Conference), other United Nations organizations and other international bodies concerned with civil aviation and related matters.

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

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

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

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

STRATEGIC FRAMEWORK AND BUDGET STRUCTURE

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

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

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

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

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

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

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

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

RESULTS-BASED BUDGET

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

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

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

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

- **Objective/Description**: a brief description of the strategic/supporting function, including a list of the tangible results to be achieved and track the effectiveness of work; concrete deliverables that stem directly from the planned programme or supporting entity;
- **Key Activities**: action(s) taken resulting in a value-added and/or specific deliverable(s) which basically provide the purpose(s) of what the resources are for, i.e. "what we do";
- **Output/Deliverable for each key activity:** most immediate results of our work activities, the results over which we have the most control of, i.e. "what we produce". Outputs include products or services delivered by an office.
- **Key Performance Indicators:** measures taken to determine the achievement of desired results, i.e. measures of success.
- **Target:** target value of the corresponding Key Performance Indicator, i.e. indicates the threshold to be reached to be successful.

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

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

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

FRAMEWORK OF THE 2014-2015-2016 BUDGET

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

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

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

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

25.   In addition, secondments from Member States are still needed to compliment the budget proposal. As of April 2013, the Organization has 48 staff provided for without any charge to the Regular Programme Budget.
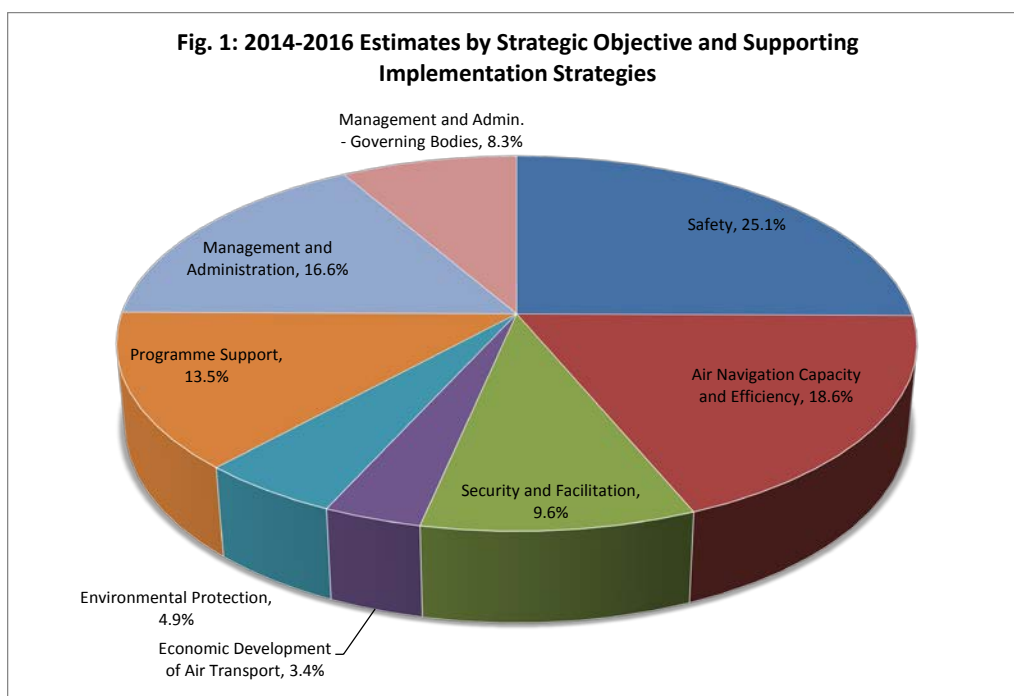
26.   **Table 1** and **Figure 1** show the breakdown of resources by Strategic Objectives and Supporting Implementation Strategies. For comparison purposes, the Approved Budget of the three 2011-2013 Strategic Objectives has been mapped against the five Strategic Objectives of the 2014-2016 triennium. It should be noted that as described in paragraph 19 above, the Language Services (translation) portion supporting the Strategic Objectives, for both 2011-2013 and for 2014-2016, is now presented as part of the Strategic Objectives costs. Of total resources in support of Business Plan activities of CAD 286.5 million, 75.1 per cent is Programme-related ("Programme" and "Programme Support" [PS]) whereas "Management and Administration (MAA)" and "Management and Administration – Governing Bodies" (MAA-GB) represent 16.6 per cent and 8.3 per cent, respectively.

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

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

NOTE: Rounding differences may occur

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

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

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

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

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

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

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

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

FUNDING OF THE 2014-2015-2016 BUDGET

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

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

Table 2
2014-2015-2016 ESTIMATED BUDGET - SOURCES OF FUNDS
(in thousands of CAD)

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

NOTE: Rounding differences may occur

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

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

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

38.   Transfer from the ARGF Surplus represents the amount to be contributed to the Regular Programme Budget from the ARGF. The Transfer of ARGF Surplus is projected to increase to CAD 15.2 million for the 2014-2016 triennium, from CAD14.1 million, a 7.8% increase. Based on declining revenues of the ARGF, a further increase in the contribution would be unrealistic.   The ARGF has not produced, in 2012, the revenue expected and the Secretariat is taking measures to improve the situation in 2013.

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

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

IMPLICATIONS OF IPSAS ADOPTION ON BUDGETING PRACTICES

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

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

   a)   are on the basis of services rendered and goods received during the financial year;

   b)   include separately, when applicable, a Capital Budget to cover both tangible and intangible assets, (i.e. for acquisitions of equipment, vehicles, software etc.) with individual items of a value of CAD 3 000 and CAD 5 000 respectively or more that are foreseen in 2014 to 2016. Paragraph 13 c) of Annex 3 provides the details of the Capital Budget for 2014 to 2016; and

   c)   include separately, those non-cash expenses such as depreciation and amortization of Property Plant and Equipment (PPE), finance leases, intangible assets and any other assets that will be impaired or discounted; goods to be received without charge; profit and loss on disposal of PPE and intangibles (when significant); and the foreseen expense and increased liability for annual leave, repatriation benefits and After Service Health Insurance (ASHI).

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

an explanation of material difference between the original and final appropriations and actual amounts. Other publicly available approved budgets are also presented in the financial statements for comparison purposes with actual amounts as required by IPSAS.

MOST SIGNIFICANT NON-CASH ITEMS INCLUDED IN BUDGETS

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

      a)   Based on an actuarial valuation performed in 2013, After Service Health Insurance (ASHI) unfunded liability will increase during the triennium in the range of CAD 3.9 million per year, annual leave by CAD 0.3 million and repatriation benefits by CAD 0.2 million annually during the triennium. With regard to the possible funding of these liabilities, the Secretariat will continue to follow the on-going development of this matter in the framework of the UN System and will report to the Council.

      b)   IPSAS also requires that tangible and intangible assets of the Organization be reflected in the accounts. From an accounting point of view, this means asset acquisitions (tangible or intangible) are no longer treated as expenses in the accounts. From a budget perspective, funds are still required to purchase an asset, even if the expense is spread over several years in the financial statements (a process known as Depreciation). For 2014 to 2016, expenses will include depreciation on property, plant and equipment, finance leases and intangible assets. It is estimated that the amount of depreciation/amortization will be in the range of CAD 1.0 million per year for the triennium[1]. Depreciation/amortization does not require funding since the items capitalized, on which depreciation/amortization is calculated, were funded at the time of purchase.

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

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

EXECUTION OF REGULAR PROGRAMME BUDGET FOR 2011 and 2012

1.   In agreeing to a budget of CAD 280.6 million for the 2011 – 2013 triennium, the Council recognised the essential role of ICAO in providing a global regulatory framework in which international aviation could operate and that promoted safe, secure and environmentally responsible growth. The Council also recognised that the Organization needed to be able to respond to changing global needs in ways which were imaginative, flexible and relevant, and so made important recommendations on the governance process. Taken together, the Council firmly believes that through the course of the triennium the Organization will be able to provide the strategic vision and oversight necessary for the sustainable development of international civil aviation.

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

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

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

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

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

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

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

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

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

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

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

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

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

Programmes by Strategic Objective
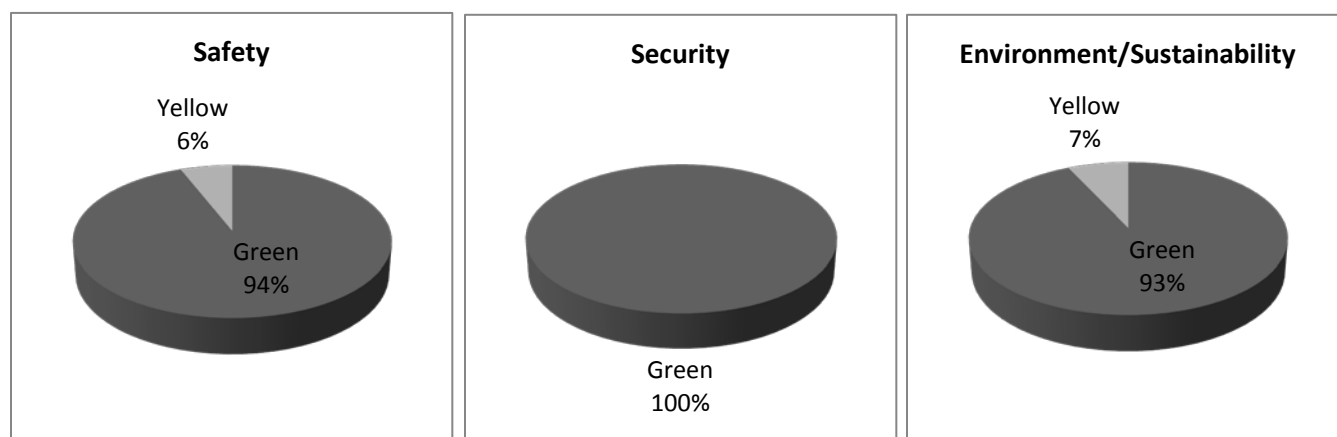
Color coded Health Status: Green, Yellow & Red[2]

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

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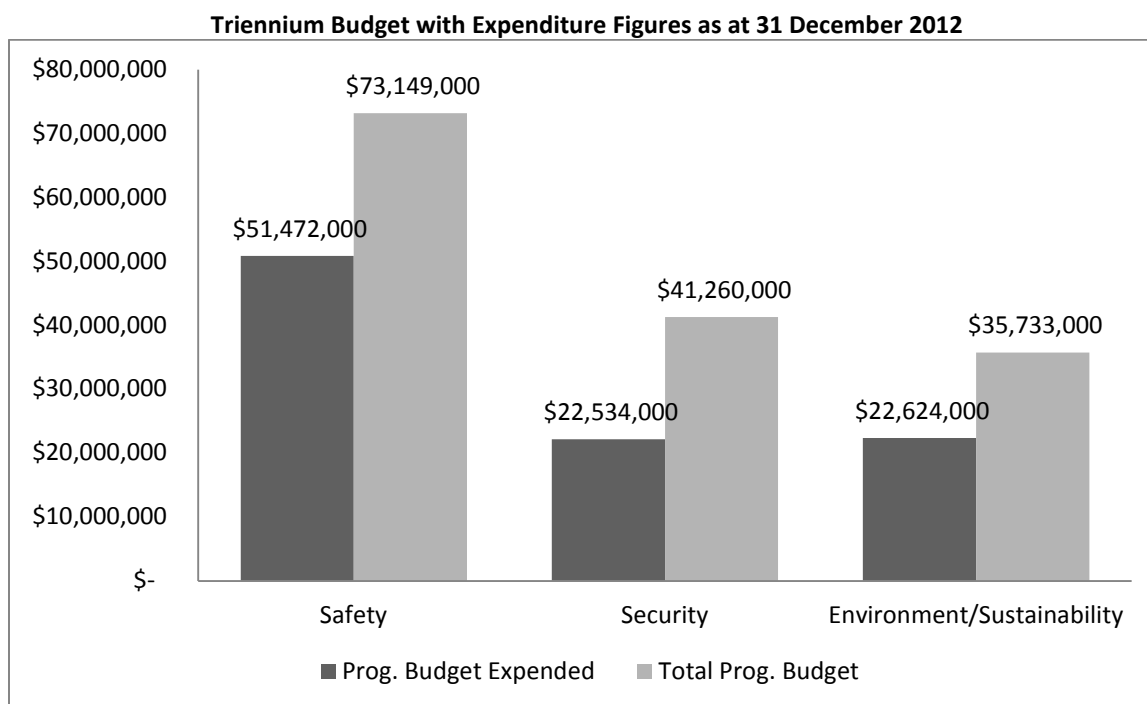
[2] GREEN: Prog/Project on time; YELLOW: Prog/Project behind schedule, but not delayed (can still meet deadline); RED: Prog/Project delayed, mitigation required

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

HQ Projects by Strategic Objective
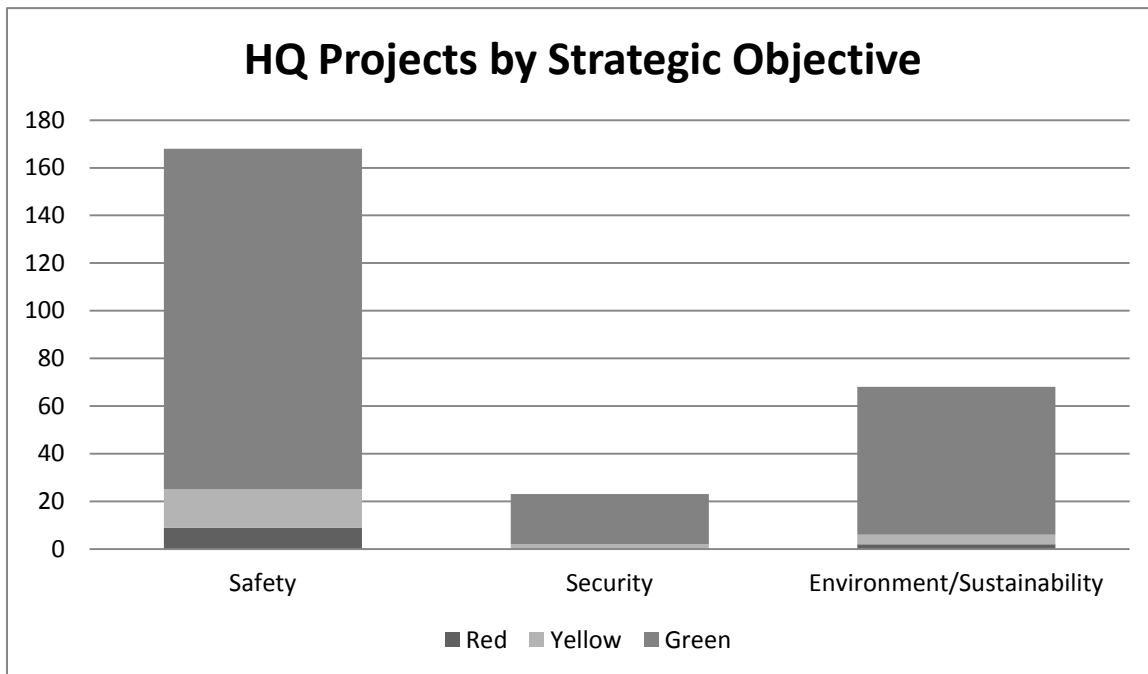
	SAFETY	SECURITY	ENVIRONMENT
Green	85%	92%	91%
Yellow	10%	8%	6%
Red	5%	0%	3%

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

Safety - Regional Offices

Security - Regional Offices

Environment/Sustainability - Regional Offices
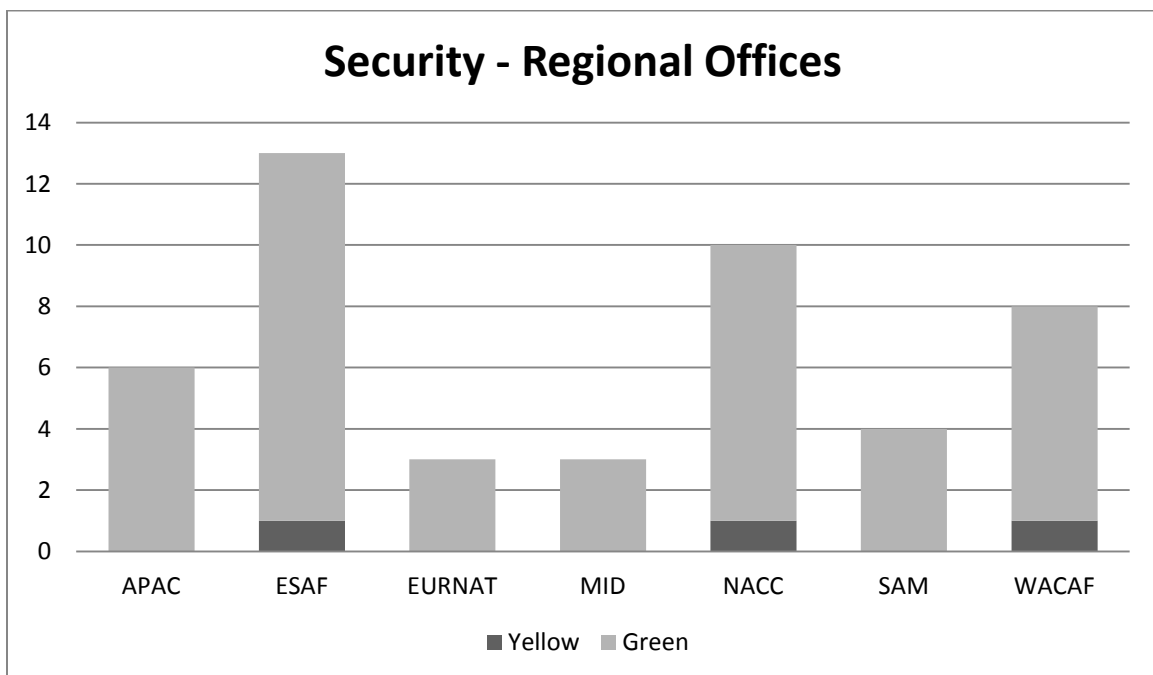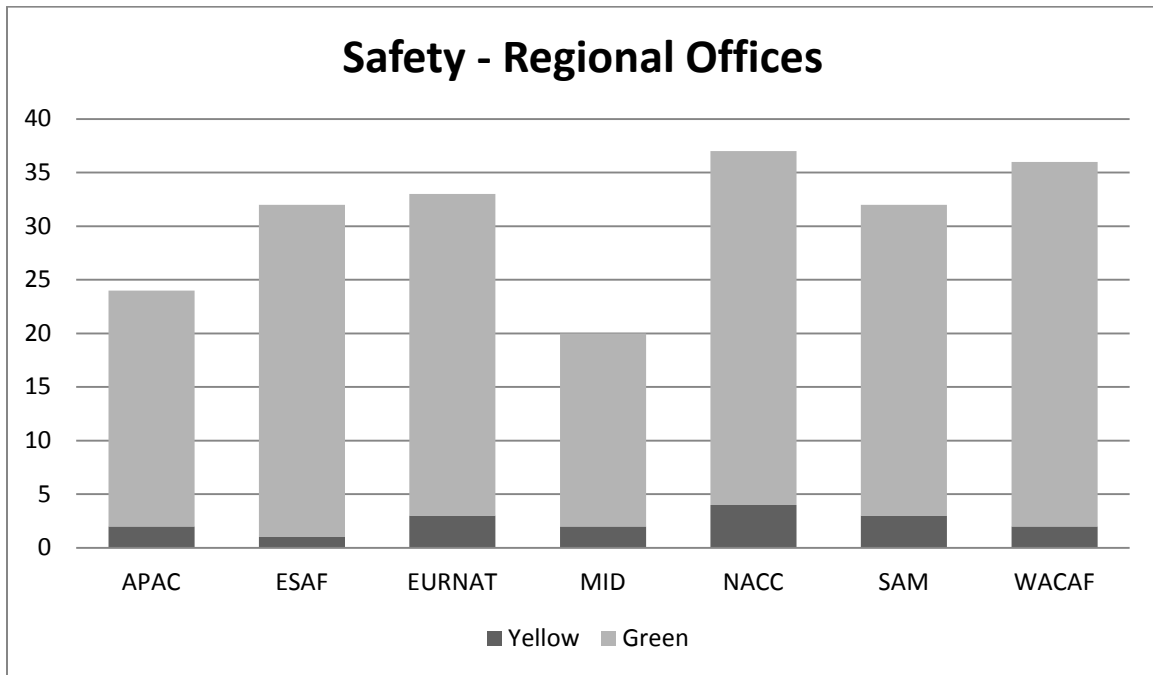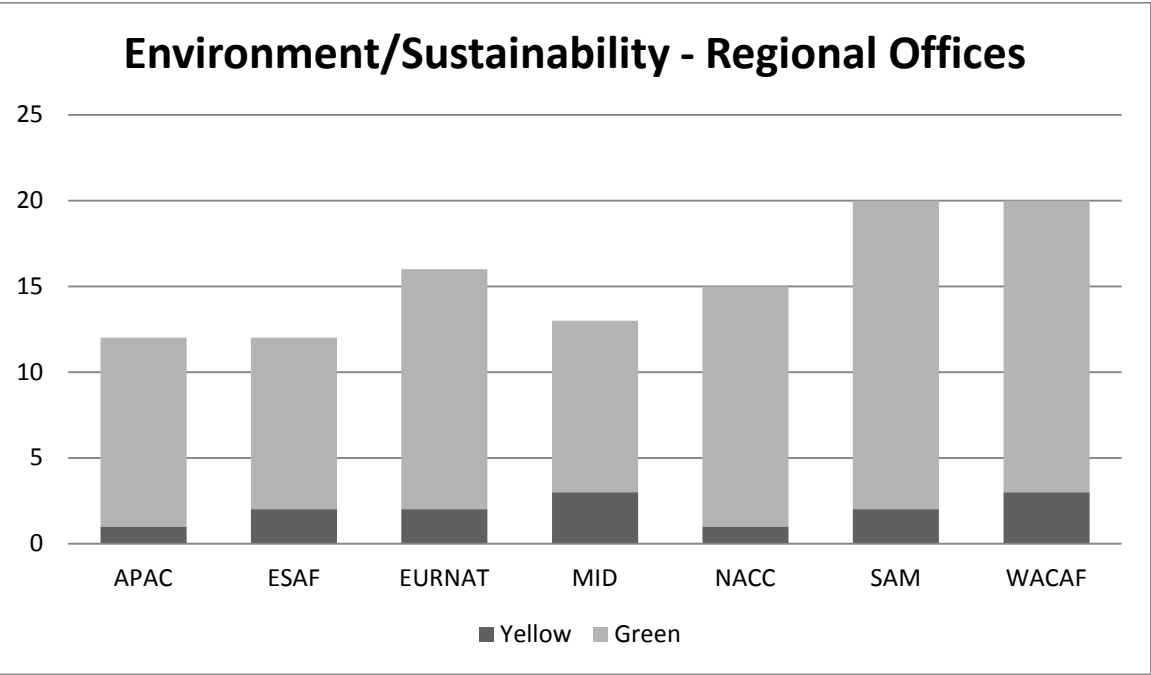
RED PROJECTS

(as at the end of 2012)

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

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

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

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

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

ICAO STRATEGIC FRAMEWORK

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

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

STRATEGIC OBJECTIVES

| SAFETY | AIR NAVIGATION CAPACITY AND EFFICIENCY | SECURITY AND FACILITATION | ECONOMIC DEVELOPMENT OF AIR TRANSPORT | ENVIRONMENTAL PROTECTION |

FUNCTIONS

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

Language Services (Translation)

SUPPORTING IMPLEMENTATION STRATEGIES

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

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

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

PROGRAMME NARRATIVES
BY
STRATEGIC OBJECTIVES

Safety

Air Navigation Capacity and Efficiency

Security and Facilitation

Economic Development of Air Transport

Environmental Protection

SUMMMARY BY FUNCTION (Headquarters)

for all Strategic Objectives

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

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

SAFETY

Description   *Enhance global civil aviation safety*

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

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

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

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

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

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

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

Function 1   Direction

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

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

STRATEGIC OBJECTIVE: SAFETY

Function 2   Policy and Standardization

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

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

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

Function 3:   Monitoring/Audit/Data

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

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

STRATEGIC OBJECTIVE: SAFETY

Function 4:   Implementation, Capacity Building and Crisis Intervention

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

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

Global effective implementation of relevant USOAP protocols at 60% by 2017 |
| 5. Develop guidance material, manuals and training material addressing CFIT | MET DOCS OPS DOCS | Level of effective implementation against USOAP protocols related to CFIT | Output by 2014 and 2016

Global effective implementation of relevant USOAP protocols at 60% by 2017 |
| 6. Develop guidance material, manuals and training material addressing LOC-I | MET DOCS OPS DOCS ATM DOCS | Level of effective implementation against LOC-I | Output by 2014 and 2016

Global effective implementation of relevant USOAP protocols at 60% by 2017 |
| 7. Develop guidance material, manuals and training material addressing other safety issues | ALL ANB DOCS | Level of effective implementation against all USOAP protocols | Output by 2014 and 2016

Global effective implementation of relevant USOAP protocols at 60% by 2017 |

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

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

Function 5:   Analysis, Study and Foresight

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

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

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AIR NAVIGATION CAPACITY AND EFFICIENCY

Description   *Increase capacity and improve efficiency of the global civil aviation system*

Rationale   The Air Navigation strategy for aviation, and therefore ICAO, is contained in the Global Air Navigation Plan (GANP). All outputs and deliverables afforded by this budget in the area of Air Navigation are prioritized and aligned to the GANP which allows for yearly reviews and adjustments based on performance reports at the regional level.

Impacts   The provision of: Sustainable growth of the global civil aviation system, through a fully-harmonized global air navigation system built on modern performance-based technologies and procedures in a progressive, cost-effective and cooperative manner; A global planning framework which includes timelines for future improvements to be implemented by States in accordance with their needs; Standards and Recommended Practices, regulatory requirements, procedures and technology associated with the aviation system block upgrades (ASBU) supplemented by communications, navigation, surveillance (CNS), avionics and information management roadmaps with periodic update of the ASBUs and roadmaps on a rolling fifteen-year planning horizon.; and, certainty for State and industry investment in civil aviation infrastructure, avionics and research and development objectives.

Outcome   Increased capacity and improved efficiency of the global civil aviation system while maintaining or improving safety. Through the adoption of the Aviation System Block Upgrade (ASBU) framework by regions, sub-regions and States, air navigation priorities for the next fifteen years will be established with harmonization and interoperability achieved through consistent application across the regions and the world.

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

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

Function 1   Direction

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

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

STRATEGIC OBJECTIVE: AIR NAVIGATION CAPACITY AND EFFICIENCY

Function 2   Policy and Standardization

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

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

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

Function 3   Monitoring, Audit and Data

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

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

STRATEGIC OBJECTIVE: AIR NAVIGATION CAPACITY AND EFFICIENCY

Function 4   Implementation, Capacity Building and Crisis Intervention

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

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

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

Function 5   Analysis, Study and Foresight

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

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

SECURITY AND FACILITATION

Description   *Enhance global civil aviation security and facilitation*

Rationale   This Strategic Objective reflects the need for ICAO's leadership in aviation security, facilitation and related border control matters.

Impacts   The ultimate goal of this Strategic Objective is to enhance civil aviation security and facilitation worldwide, that is, to minimize the number of incidents of unlawful interference and other security-related events with civil aviation, ensure appropriate responses when incidents occur, reduce aviation security and border integrity risks and, at the same time, maximize efficiency in border clearance operations to promote trade, tourism and economic development. Although the global civil aviation system is more secure than ever, credible threats to civil aviation security and border integrity persist. Such challenges will be addressed through constant and proactive preventive efforts, including more systematic collaboration and coordination among States and international communities. It is of upmost importance to maintain between facilitation and security requirements, thereby allowing air passenger and cargo traffic to grow in a seamless and secure way. The inability of the Organization to make substantial progress on security and facilitation activities will have an adverse impact on: the adequacy, standardization, coordination and harmonization of security and border integrity measures; the capabilities of ICAO and States to identify and support the resolution of deficiencies; the level of global aviation security and border integrity risks; the expansion of trade and tourism by air; and the efficiency and sustainability of the global civil aviation system.

Outcomes   The delivery of the results with respect to this Strategic Objective will contribute to producing the following outcomes:
   1) Relevant and forward-looking global aviation security and facilitation policy framework;
   2) Uniform and consistent implementation of countermeasures and responses by States to address existing, new and emerging threats to civil aviation;
   3) Increased level of implementation of Annex 9 and Annex 17 SARPS, including the critical elements of an aviation security oversight system;
   4) Improved accessibility to and timely communication of information on security incidents, threat concerns and trends by States;
   5) Greater capacities and capabilities of States, and increased efficiency and effectiveness, in border integrity, aviation security and aviation operations;
   6) Border clearance operations with minimum operational delays, and high quality security and law enforcement, facilitating movement of people (tourism) and movement of goods (trade) by air;
   7) Enhanced capacity of States to uniquely identify individuals through mechanisms to establish and confirm the identity of travelers.

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

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

STRATEGIC OBJECTIVE: SECURITY AND FACILITATION

Function 1   Direction

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

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

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

Function 2   Policy and Standardization

Objective: Effective responses to new and existing threats to civil aviation through keeping global aviation security policy frameworks relevant and forward-looking;
maximum efficiency in border clearance operations while achieving and maintaining high-quality security and law enforcement; and
continuous engagement with advances in technologies to provide States with greater capabilities in border processing and aviation security measures.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Refine and harmonize global aviation security policy frameworks	Actions required as a result of High-level Conference on Aviation Security (HLCAS) and by 38th Assembly resolutions and other outcomes; Development of necessary measures and policies for Annex 17 - Security; Framework of standards/guidance that take into account risk-based and outcome-focused measures Provision of support to Aviation Security Panel working groups; Coordination of relevant partner and stakeholder initiatives in the field of aviation security; Air cargo and supply chain security harmonization	Percentage of follow-up actions completed

Publication of updated Annex 17 SARPs

Release of updated guidance

Convening of regional events on air cargo security and facilitation* | 75 per cent by 4Q 2015

As required

4Q 2015

Two per year |
| 2.   Refine and harmonize facilitation policy framework | Actions required as a result of 38th Assembly resolutions and other outcomes; Development of necessary measures and policies for Annex 9 – Facilitation; | Percentage of follow-up actions completed

Publication of updated Annex 9 SARPs | 75 per cent by 4Q 2015

As required |

STRATEGIC OBJECTIVE: SECURITY AND FACILITATION

Key Activities	Output/Deliverable	Key Performance Indicators	Target
	Provision of support to Facilitation Panel working groups; New Manual on National Air Transport Facilitation Programmes	Publication of amendments to manuals or publication of new Manual	4Q 2015
3. Develop and strengthen traveller identification specifications and guidance materials in accordance with ICAO Traveller Identification Programme (TRIP) Strategy	Development of holistic identification management specifications and guidance material (including evidence of identification, document issuance and control, inspection systems and tools, and interoperable applications);	Publication of updated Doc 9303

Technical Reports and other guidance material | 3Q 2014

One per year |
| | Development of an ICAO ePassport roadmap | Launch of roadmap framework with technical dialogue with States | 1Q 2015 |
| 4.   Address issues related to emerging aviation security systems and technology | New and revised guidance material on screening technologies and methods** | Convening of an aviation security technology innovation symposium; Major updates of AVSECPaedia content | 4Q 2014

Semi-annually |
| | New guidance on next-generation passenger screening process** | Publication of new guidance | 4Q 2016 |

* To be conducted in conjunction with revenue-generating activities.

** To be conducted with help of secondments and/or funded partially by voluntary contributions from States (ICASS strategic focus area 1).

Function 3   Monitoring, Audit and Data

Objective: Increased level of implementation of the critical elements of an aviation security oversight system;
generation of critical information to facilitate the improvement of States' aviation security oversight systems while providing valuable feedback for the development of SARPs and guidance, and for the provision of targeted and tailored assistance; and
improved accessibility of information on security incidents, threat concerns and trends by States

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Complete transition to the Universal Security Audit Programme Continuous Monitoring Approach (USAP-CMA)	Scheduled transition to USAP-CMA*	Completion of testing phase for transition plan to USAP-CMA	1Q 2015
2. Implement the USAP-CMA	USAP-CMA activities tailored to each State's aviation security situation*; Reports containing oversight and compliance information*	Conduct of monitoring activities (8 in 2014, 36 in 2015, 36 in 2016) Percentage of USAP-CMA activity reports produced within 60 days of monitoring activity completion	80 per cent of KPI each year 90 per cent
3. Promote the sharing of aviation security information among Member States	Refined tools for handling aviation security information; Provision of appropriate AVSEC-related information; Regular worldwide testing of Point of Contact (PoC) Network; Developed and functioning information and knowledge-sharing network for the Traveller Identification community	Next phase of AVSECPaedia and Risk Context Statement (RCS) platform Test response and active usage Launch of network with good participation of official and industry	4Q each year 4Q each year 1Q 2014

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States (ICASS strategic focus area 4).

STRATEGIC OBJECTIVE: SECURITY AND FACILITATION

Function 4   Implementation, Capacity Building and Crisis Intervention

Objective: Improvement of States' security and facilitation capability in correction of deficiencies identified by the USAP-CMA;
increased, uniform and consistent implementation of practical countermeasures by States to address existing, new and emerging threats to civil aviation;
enhanced capacity of States to uniquely identify individuals by providing States with the relevant supporting mechanisms to establish and confirm the identity of travelers; and
quick and appropriate communication and resolutions provided in response to aviation security crises

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States to comply with SARPs	Training courses and workshops*;	Conduct of training (50 per year)	90 per cent of KPI each year
	Development of training material and the enhancement of existing Aviation Security Training Packages/workshops;	Percentage of training material updated within 6 months after Annex/guidance material are revised	75 per cent
	Oversight of the Aviation Security Training Centre (ASTC) network*;	Completion of 3rd cycle of ASTC evaluations;	4Q 2016
	Development of State and region-specific programmes through coordination with donor States and regional entities in order to promote a harmonized regional approach*;	Number of tailor-made regional programmes with positive feedback	3 per year
	Comprehensive projects that assist States in addressing deficiencies*	Number of targeted assistance activities	3 per year
2. Provide Implementation assistance for the benefit of States' programmes to uniquely identify individuals in accordance with ICAO TRIP strategy	Symposia and regional seminars on MRTDs, biometrics and border security**;	Convening of Symposia and regional seminars	One symposium and two regional seminars per year
	Assistance provided and needs assessment missions	Number of report on missions and technical	3 reports per year

Key Activities	Output/Deliverable	Key Performance Indicators	Target
	carried out in the Traveller Identification field*;	consultations	
	Assistance provided to States to achieve full compliance with Standard 3.10 for Machine Readable Passports (MRPs) implementation*;	Issuance of MRPs only (globally)	2Q 2014
	Assistance provided to States to reduce numbers of non-MRPs after the 24 November 2015 deadline;	Percentage of technical advice provided within one month after receiving request	80 per cent
	Assistance in enhanced travel document inspection using Automated Border Controls (ABCs)	Convening of seminars and conduct of consultations	2 seminars per year
3. Respond promptly when significant events occur - includes PoC network, contingency planning, response (usually short term)	Provision of leadership and support to States in response to significant events; Provision of short-term assistance in such cases	Responses as required (case-by-case)	As required

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States. All assistance projects will be based on voluntary contributions from States (ICASS strategic focus area 4).
** To be conducted in conjunction with revenue-generating activities.

STRATEGIC OBJECTIVE: SECURITY AND FACILITATION

Function 5   Analysis, Study and Foresight

Objective: A better understanding of reasons behind non-compliance with the international framework; and cost-effective methods to move policy agenda forward and to conduct USAP-CMA and assistance

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Address and analyze threats, risks and vulnerabilities; update Risk Context Statement	Documentation required for the Threat and Risk Working Group (TRWG) and conduct of any required research, analyses and studies	Percentage of documentations produced according to established timelines	90 per cent
2. Assess AVSEC, ICAO Facilitation (FAL) and MRTD effectiveness and efficiency	Development of indictors to be used for assessment missions to States and other related activities;	Availability and full use of indicators	One month before mission
	Determination of reasons for non-compliance with Annex 9 and Annex 17 SARPs;	Responses to State letters and Secretariat analyses	2Q 2016
	Assessment of compliance with travel document Standards and specifications;	Development of Doc 9303 compliance mechanism	3Q 2014
	Risk analyses to support policy decision-making	Updates to RCS through TRWG	End of each year
3. Analyze results of USAP-CMA activities	Analysis of USAP-CMA results;	Up-to-date analysis of USAP-CMA results through the USAP secure website	Continuously updated beginning in 2015
	Reports to Monitoring and Assistance Review Board (MARB)	Regular reports to MARB	3 reports per year

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ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Description   *Foster the development of a sound and economically-viable civil aviation system*

Rationale   This Strategic Objective reflects the need for ICAO´s leadership in harmonizing the air transport framework focused on economic policies and supporting activities. It refers to fostering the development of an economically-viable civil aviation system (airlines, airports, air navigation services providers, etc.) and enhancing its economic efficiency and transparency while facilitating access to funding for aviation infrastructure and other investment needs, technology transfer and capacity building to support the growth of air transport and for the benefit of all stakeholders.

Impacts   The sound and economically-viable air transport system provides: a) freedom to travel and affordable access to mobility; b) fair and equal opportunity for States and air transport users; c) support for sustainable global and regional economic development; d) long-term reasonable rate of return for air transport industry; and e) efficient use of existing and future resources and technologies. Such a system should allow the growth of air transport in an orderly, environmentally and socially sustainable manner. An efficient and affordable global air transport helps to improve standards of living, spread social and cultural benefits, deliver better services and aid to the public, and enhance access to remote and least-developed areas. Fostering the development of the economically-viable air transport system is the goal of this Strategic Objective, which covers issues ranging from enhancing economic efficiency and transparency of air transport to facilitating access to funding for aviation infrastructure and other investment needs. The inability of the Organization to make substantial progress on activities related to *Economic development of air transport* will have an adverse impact on the growth of civil aviation activities and on the efficiency and economic sustainability of the air transport system, and hence on its contribution to the global economy, and to the expansion of trade and tourism.

Outcomes   The delivery of the results with respect to this Strategic Objective will contribute to producing the following outcomes:

1) Coherent and harmonized global regulatory framework for international air transport, thereby removing impediments to economic sustainability and maximizing aviation's contribution to economic development;
2) Securing of, and increased accessibility to funding for aviation infrastructure and States' oversight functions, as well as efficient use of resources and technologies;
3) Solutions to overcome infrastructure and airspace capacity constraints and improve organizational and managerial capabilities and corporate governance;
4) Better cooperation amongst the aviation community and all aviation stakeholders, and smooth adaptation to the changes in civil aviation, the global business environment and the market;
5) Significant savings by States in conducting air services negotiations, and performing regulatory functions;
6) Availability of accurate, reliable and consistent aviation data for States' decision-making and accountability, and for operations transparency to all the air transport stakeholders and markets; and
7) Availability of tools and forecasting necessary to measure and, to the extent possible, predict the various aspects of civil aviation development.

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

Function	Year	Posts			Non-Posts					Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD					
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	Language	
1 - Direction										
	2014	1.42	2.08	469	-	28	-	8		**506**
	2015	1.42	2.04	480	-	29	-	8		**517**
	2016	1.42	1.75	469	-	30	-	8		**507**
									Total:	**1,530**
2 - Policy/Standardization										
	2014	2.00	0.50	394	-	17	20	-	340	**770**
	2015	2.00	0.50	403	-	17	15	-	334	**769**
	2016	2.50	0.50	525	-	17	17	-	420	**979**
									Total:	**2,518**
3 - Monitoring/Audit/Data										
	2014	1.50	2.08	379	50	9	5	-		**444**
	2015	1.50	2.00	384	51	9	-	-		**444**
	2016	1.50	2.00	396	52	10	-	-		**457**
									Total:	**1,345**
4 - Implementation/Capacity building/Crisis intervention										
	2014	0.75	0.75	188	-	12	29	-		**229**
	2015	0.75	0.75	193	-	12	29	-		**234**
	2016	1.25	0.75	303	-	13	30	-		**345**
									Total:	**808**
5 - Analysis/Study/Foresight										
	2014	2.00	1.00	397	42	-	8	-	354	**801**
	2015	2.00	1.00	406	43	-	12	-	354	**815**
	2016	2.00	1.00	422	44	-	9	-	356	**831**
									Total:	**2,447**
TOTAL all functions										
	2014	7.67	6.42	1,828	92	66	62	8	693	**2,749**
	2015	7.67	6.29	1,866	94	68	56	8	688	**2,778**
	2016	8.67	6.00	2,115	96	70	56	8	776	**3,120**
	Total triennium:			5,809	282	203	173	25	2,157	**8,648**

Function 1   Direction

Objective: Better quality of Secretariat services for governing bodies;
efficient and effective management to deliver the results of this Objective;
strong ICAO leadership in establishment of global regulatory framework; and
improved efficiencies by avoidance of duplication of activities with regional organizations and civil
aviation bodies.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Provide support for governing bodies (Assembly, Council and ATC)	Documentation required for governing bodies; Secretary role for governing bodies; Regular activity reports to Council	Percentage of documentation produced according to established timelines	90 per cent for each Committee/Council phase
2. Provide management for the Economic Development of Air Transport	Implementation of Assembly and governing bodies' decisions; Provision of strategic leadership and direction; Business and operational work plans	Establishment and annual review of business and operational work plans	1Q each year
3. Enhance recognition of ICAO leadership, international cooperation (including UN system) and coordination of regional activities	Improved service delivery to States through efficient coordination and cooperation for a more effective dissemination of economic policies and guidance material, as well as aviation data	Percentage of inputs and contribution provided on-time	90 per cent

STRATEGIC OBJECTIVE: ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Function 2   Policy and Standardization

Objective: Coherent global regulatory framework contributing to removing impediments to economic
                      sustainability and maximizing aviation's potential as a driver of economic development;
                      non-traditional solutions to overcome infrastructure capacity constraints, improve organizational
                      and managerial capability and to facilitate access to funding for long-term investments; and
                      a global forum to address challenges of emerging regulatory issues and ensure sustainable growth
                      for each stakeholder in the air transport value chain

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Create favourable global environment by establishing policies and guidance on economic regulation, infrastructure management and economics of aviation activities, including taxation and user charges	Policy guidance (Docs 9587 and 9626) to reflect A38 Resolutions including ATConf/6 outcome*;	Completion of draft updated policy guidance	2Q 2014 (for Doc 9587) 4th Quarter of 2015 (for Doc 9626)
	International agreements on airline ownership and control , air cargo, and market access;	Draft agreement on ownership and control ready for circulation	2Q 2016 [air cargo and market access in 2017-18]
	High-level principles on consumer protection and a compendium of competition policies;	Publication of new guidance material	4Q 2015
	Updated policies on taxation (Doc 8632) and policies on user charges (Doc 8632) with possible additional work resulting from MBM*;	Publication of updated policies	2Q 2016
	Updated economics manuals on airports and air navigation services (Docs 9161 and 9562)	Publication of updated manuals	4Q 2016
2. Develop policies and guidance to facilitate access to funding for aviation infrastructure and financing of air transport operations	New guidance material adapted to the implementation of ASBUs*;	Publication of new guidance material	4Q 2015
	Guidance related to financing of air transport operations;	Publication of updated guidance material	2Q 2016
	Guidance on sustainable funding of the oversight functions at the State and regional levels*	Publication of updated guidance material	2Q 2016

STRATEGIC OBJECTIVE: ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Key Activities	Output/Deliverable	Key Performance Indicators	Target
3. Harmonize air transport policies framework	Report on definition of a modular strategy (including long term vision) for encouraging harmonization and modernization of a global air transport regulatory framework;	Release of report	1Q 2015
	Report on scope and coverage of a potential new Annex on air transport matters*;	Release of report	2Q 2016
	Ensuring ICAO policies fit into the overall framework of UN Sustainable development	Regular review of existing policies	Once a year

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States.

STRATEGIC OBJECTIVE: ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Function 3   Monitoring, Audit and Data

Objective: Enhanced transparency of civil aviation system through dissemination and exchange of States'
policies and practices including air service agreements, charges and taxes; and
accurate, reliable and consistent aviation data to support States' decision-making, accountability
and operations openness to all the air transport stakeholders and markets

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Monitor regulatory and industry developments in international air transport (including trade in services)	Reports on the work developments by World Trade Organization (WTO) affecting air transport matters;	Release of reports	1 report per WTO negotiation
	Reports on work by World Tourism Organization (UNWTO) affecting air transport matters;	Release of reports	2 reports per year
	Reports on work by other international bodies affecting air transport matters*	Release of reports	1 report per year
2. Monitor States' implementation of ICAO's policies and guidance	Reports on States' implementation of policies and guidance on air transport regulation, taxation, economics of air transport and infrastructure management*	Dispatch of State Letter concerning supplement to policies and guidance material	1Q 2016
3. Establish information-sharing mechanisms to facilitate data collection and dissemination with minimization of associated costs	A common and harmonized information tool for handling and sharing aviation data within ICAO;	A single ICAO database available	4Q 2016
	Exploration of potential partnerships for data exchange with other international organizations (including ACI, CANSO, IATA and UNWTO), regional bodies academia and other stakeholders	Number of partnership established	Minimum 3

Key Activities	Output/Deliverable	Key Performance Indicators	Target
4. Enhance transparency through maintaining databases on air transport	Updated ICAO aeronautical charges online and Doc 7100; Updated database on world air services agreements (WASA)*; Maintenance of ICAO statistics programme for the benefit of States and external users (revenue generating activities)	Annual updates with increased coverage Annual updates with increased coverage Regular update of databases and completion of Statistical Panel recommendation implementation	2Q each year 2Q each year Continuous 4Q 2016
5. Collect and disseminate aviation data in support of Safety monitoring and Environmental work	Updated study for planning purposes in terms of licensed personnel requirements (Doc 9956); Adapted traffic databases and related statistical information in support of CAEP work; Provision of fuel consumption data enabling the reporting of CO_2 emissions to UNFCCC	Completion of data collection Further refinement of ICORAS Percentage of data provided on-time	2Q 2016 3Q 2014 4Q 2015 90 per cent

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States.

STRATEGIC OBJECTIVE: ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Function 4   Implementation, Capacity Building and Crisis Intervention

Objective: Widespread awareness and knowledge of ICAO's policies and guidance which support States in
adapting to the changes in civil aviation, the market and the global environment;
significant savings of States' costs in conducting air services negotiations and increased
multilateralism in the exchange of commercial rights; and
quick and appropriate communication and resolution provided in response to crisis situations

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Raise awareness of ICAO's policies and guidance related to air transport matters and assist States to implement them	Updated e-learning training programmes; Promotional activities through participation in international meetings; Symposiums and Regional workshops in partnership with external entities	Percentage of training material updated within 6 months after guidance material are revised	75 per cent
2. Facilitate States' air services negotiations and provide exchange forum for States to promote more compatible regulatory approaches in international air transport	Annual ICAO Air Services Negotiation (ICAN) meetings	Convening of ICAN	Once annually
3. React promptly to deal with crisis situations	Provision of leadership and support to States in response to significant events such as the ones affecting consumer protection; Provision of short-term assistance in such cases	Responses as required (case-by-case)	As required

Function 5   Analysis, Study and Foresight

Objective: Efficient use of resources and technologies through applications of economic analyses; and decision analysis, forecasts and tools necessary to measure and, to the extent possible, predict the various aspects of civil aviation development

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Conduct economic analyses and provide deliverables for States, internal users and external customers	Annual studies on regional differences in international airline operating economics to support global airline revenue prorating system; Annual calculation of air mail basic conveyance rate for UPU	Completion of revenue-cost analysis Completion of calculations	January each year February each year
2. Conduct quantitative and qualitative analysis of air transport development on major issues of global importance	Report on financial situation of airports and air navigation services*; High-level indicators and studies to evaluate economic impact of significant regulatory/industry trends in air transport*; Report on cost-benefit analysis related to air transport connectivity*	Release of report Release of quantitative indicators on liberalization Release of report	4Q 2015 2Q each year 4Q 2016
3. Develop forecasts and provide analyses in support of air transport planning, regional planning of the provision of air navigations systems (PIRGs), environmental protection and funding of infrastructure	Traffic forecast for planning purposes in terms of infrastructure and in support of Air Navigation Capacity and Efficiency; Cargo and passenger traffic forecasts for development of CAEP forecasts for an environmental analysis purpose	Release of mid-term forecast Convening of regional traffic forecasting groups (TFGs) Release of long-term forecast	2Q each year 2 meetings per year 1Q 2016
4. Perform economic assessment of anticipated amendments to relevant Annexes	Assessment report on economic impact*	Release of report	2Q 2016

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States.

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ENVIRONMENTAL PROTECTION

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Description	*Minimize the adverse environmental effects of civil aviation activities*
Rationale	This Strategic Objective fosters ICAO's leadership in all aviation-related environmental activities and is consistent with the ICAO and UN system environmental protection policies and practices.

Impacts Civil aviation plays a key role in society as it delivers social, cultural, economic, commercial, and political benefits. In order to continue delivering these benefits, the demand for air travel will continue to grow; however, there is a need to take into account the impact on the environment. While technological progress and operational improvements continue, the rate of traffic growth will result with a net increase in aircraft noise and aviation emissions if additional measures are not taken. ICAO's environmental goals call for the minimization of the adverse environmental effects (noise, LAQ and global climate) of global civil aviation activities. To fulfill such goals, comprehensive and balanced measures at the global level will continue to be required. Concerning climate change, a global aspirational goal was set. The inability of the Organization to make substantial progress on environmental protection will have an adverse impact on environmental sustainability of air transport, with a lack of harmonization in methods and approaches to environmental issues, which could result in producing inefficiencies in the global civil aviation system.

Outcomes The delivery of the results with respect to this Strategic Objective will contribute to producing the following outcomes:

1) Global regulatory framework to reduce the environmental impact toward international civil aviation;
2) Increased level of implementation of Annex 16;
3) Technological and operational improvements to address aviation noise and emissions that affect local air quality (LAQ) and the global climate;
4) Ensuring that civil aviation's interests and specificities, as well as commitments to contributing to the reduction of the environmental impacts, are well reflected in international fora through enhanced coordination with UN and other international organizations;
5) Establishment of consensus on contentious issues at the global level such as market-based measure(s);
6) Development and deployment of sustainable alternative fuels for use in aviation;
7) Voluntary preparation and implementation by States of appropriate measures to reduce their CO_2 emissions from international aviation;
8) Availability of, and improved accessibility to technical and financial assistance for States; and
9) Availability of robust data, tools and trends for informed decisions on measurement of progress towards the established environmental objectives

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

| Function | Year | Posts | | Total Cost in '000 CAD | Non-Posts | | | | | Total Cost in '000 CAD |
| | | Man Years | | | Total Cost in '000 CAD | | | | | |
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	Language	
1 - Direction										
	2014	2.17	3.08	720	-	36	-	8		**764**
	2015	2.17	3.04	734	-	34	-	8		**776**
	2016	2.17	2.75	734	-	35	-	8		**777**
									Total:	**2,317**
2 - Policy/Standardization										
	2014	2.50	0.25	473	-	38	44	-	439	**995**
	2015	2.50	0.25	484	-	40	48	-	439	**1,012**
	2016	2.50	0.25	506	-	39	292	-	628	**1,466**
									Total:	**3,472**
3 - Monitoring/Audit/Data										
	2014	1.25	0.50	273	15	33	-	-		**321**
	2015	1.25	0.50	279	15	37	-	-		**331**
	2016	1.25	0.50	292	15	37	-	-		**344**
									Total:	**996**
4 - Implementation/Capacity building/Crisis intervention										
	2014	2.00	0.00	304	22	12	38	-		**376**
	2015	2.00	0.00	311	22	12	41	-		**387**
	2016	2.00	0.00	323	23	13	48	-		**407**
									Total:	**1,170**
5 - Analysis/Study/Foresight										
	2014	1.75	0.50	366	34	13	-	-	326	**739**
	2015	1.75	0.50	375	35	13	-	-	324	**746**
	2016	1.75	0.50	392	36	17	-	-	333	**778**
									Total:	**2,263**
TOTAL all functions										
	2014	9.67	4.33	2,137	71	132	82	8	765	**3,195**
	2015	9.67	4.29	2,183	72	136	90	8	763	**3,252**
	2016	9.67	4.00	2,246	74	141	341	8	962	**3,772**
	Total triennium:			6,566	216	409	513	25	2,490	**10,219**

STRATEGIC OBJECTIVE: ENVIRONMENTAL PROTECTION

Function 1   Direction

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

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Provide support for governing bodies (Assembly, Council, ANC, ATC)	Documentation required for governing bodies; Secretary role for governing bodies; Regular activity reports to Council	Percentage of documentations produced according to established timelines	90 per cent for each Committee/Council phase
2. Provide management for Environmental Protection	Implementation of Assembly and governing bodies' decisions; provision of strategic leadership and direction; Business and operational work plans	Establishment and annual review of business and operational work plans	1Q each year
3. Enhance recognition of ICAO leadership, international cooperation (including UN system) and coordination of regional activities	Increased regional coordination and cooperation resulting in improved service delivery to States; Delivery of outreach products and services; Follow up on the outcome of Rio+20 and contribution to United Nations Environment Programme (UNEP) publications and Intergovernmental Panel on Climate Change (IPCC) Assessment Reports; Inputs to United Nations Framework Convention on Climate Change (UNFCCC) and Conferences of the Parties (COP)	Publication of Environment Report Organization of Environment Symposium Percentage of inputs and contribution provided on-time	3Q 2016 2Q 2016 90 per cent

Function 2   Policy and Standardization

Objective: Effective policy measures to address aviation emissions that affect local air quality (LAQ) and global climate, as well as the impact of aviation noise; and
Formulation of consensus on global policies to address contentious issues such as MBMs

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Develop and review global aviation environmental policies and support CAEP	Actions required by CAEP/9 and 38th Assembly; Provision of support to relevant CAEP working groups*	Percentage of follow-up work completed	75 per cent by 4Q 2015
2. Maintain and develop aircraft noise and emissions standards and guidance	Annex 16 (update to reflect additional noise stringency and expansion to include particulate matter (PM)* and creation of CO_2 standard);	Publication of updates to Annex 16	4Q 2015
	Update to airport planning manual*;	Publication of revised manual	4Q 2015
	New guidance material on local air quality and report on night curfew*	Publication of new guidance material and report	4Q 2015
	Assessment of inclusion of environment management in new Annex 19*;	Completion of policy assessment	4Q 2015
	"Best practice" environmental assessment for ATM operational changes*;	Publication of "best practice"	4Q 2015
3. Develop sustainable alternative fuels (SUSTAF) policies	Sustainable alternative fuels Recommendations to Council/Assembly*;	Presentation of Draft Assembly paper to Council	2Q 2016
	Global framework for aviation Alternative Fuels (GFAAF) maintenance*	Regular update of GFAAF	Once a year
4. Develop operational/implementation modalities for a global MBM scheme	Development of a framework for MBMs;	Agreement on framework	To be determined by A38
	Exploration of a global MBM scheme*	Agreement on scheme	To be determined by A38

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States.

STRATEGIC OBJECTIVE: ENVIRONMENTAL PROTECTION

Function 3   Monitoring, Audit and Data

Objective: Enhanced communication between and among States and ICAO through sharing information on best practices;
more reliable information and robust data on a global basis for environmental analysis and policy-making; and
assurance that international aviation is not singled out as a source of revenue for climate finance in a disproportional manner.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Monitor States' action plans on CO2 emissions reduction activities	Consolidation of inputs from States; Interpretation of action plans	New version of action plans on APER website	2Q 2015
2. Monitor achievement of environmental goals	Updated global environmental trends;	Release of updated trends	4Q 2015
3. Monitor work on climate finance under UNFCCC process and other international forums	Priorities of States reflected in external policies	Percentage of ICAO's position expressed at appropriate forums	90 per cent
4. Maintain environmental databases	Maintenance of emissions databank and NoiseDB; Updated databases required for environmental analysis such as CO2 Reporting and Analysis System (ICORAS)	Regular update of databases Further refinement of ICORAS	Continuous 3Q 2014 4Q 2015

Function 4   Implementation, Capacity Building and Crisis Intervention

Objective: More opportunities created for States to identify voluntary measures to address CO_2 emissions as well as any assistance needs to implement the measures;
increased availability and access to technical and financial support for States; and
lower Organization's climate footprint in the management of facilities and operations.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Facilitate access to environmental assistance and financing	Facilitation of identifying sources of assistance	Agreement on donor States/organizations	To be determined by A38
2. Assist implementation of States' action plans	Regional seminars on action plan development and measurement of implementation etc; Updates of guidance and web-interface; Direct support to States in action plan development and implementation*	Convening of regional seminars Further refinement of APER site	8 seminars in 2014-2015 2Q 2014
3. Support implementation of a global Market Based Measures (MBM) scheme	To be determined by A38	To be determined by A38	To be determined by A38
4. Implement Climate Neutral UN initiative (ICAO Emission Reduction Plan)	Development of a methodology to support and measure the offsetting of ICAO GHG emissions; Refined tools (Carbon Calculator and Green Meetings Calculator); Emission Reduction Plan to support sustainable procurement practices in ICAO	Release of updated carbon inventory Provision of enhanced tools to UN Publication of updated plan	3Q each year 2Q each year 2Q each year

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States.

STRATEGIC OBJECTIVE: ENVIRONMENTAL PROTECTION

Function 5   Analysis, Study and Foresight

Objective: More comprehensive analysis of various factors impacting environment from international aviation, resulting in cost-effective methods to move policy agenda forward; and studies leading to improvement in fuel efficiency for States from the adoption of technology and operational measures

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assess feasibility of global aspirational goals	Updated assessment of feasibility of additional environmental goals;	Completion of updated assessment	4Q 2015
	Reports on feasibility studies for medium-term goals	Delivery of study result	4Q 2015
2. Study international aviation adaptation plan	Global risk assessment for the world's international aviation facilities*	Completion of preparatory work on adaptation	2Q 2016
3. Analyze and update tools to assess the effects of aviation on the environment	Updated ICAO Fuel Savings Estimation Tool(IFSET) and Carbon Calculator for ASBU analysis;	Periodical updates of tools	4Q each year
	Review of Fuel burn, NOx and noise technology;	Report submitted to CAEP	1Q 2016
	Study on opportunities for efficiency improvement from operational measures*	Report submitted to CAEP	1Q 2016
4. Follow up and review scientific aspects on aviation and the environment under IPCC etc.	Metrics for non-CO2 effects;	Report submitted to CAEP	1Q 2016
	Evaluation of stringent SARPs with focus on PM;	Report submitted to CAEP	1Q 2016
	Analysis of 2°C implications for aviation	Report submitted to CAEP	1Q 2016

* To be conducted with help of secondments and/or funded partially by voluntary contributions from States.

PROGRAMME NARRATIVES
BY
REGIONAL OFFICES

APAC (Bangkok, Thailand)

ESAF (Nairobi, Kenya)

EURNAT (Paris, France)

MID (Cairo, Egypt)

NACC (Mexico City, Mexico)

SAM (Lima, Peru)

WACAF (Dakar, Senegal)

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REGIONAL OFFICES BY STRATEGIC OBJECTIVE

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

Strategic Objective	Year	APAC	ESAF	EURNAT	MID	NACC	SAM	WACAF	Total
					Total Cost in '000 CAD				
SAFETY									
	2014	1,724	1,783	1,609	854	1,149	1,370	1,455	**9,944**
	2015	1,758	1,820	1,674	871	1,189	1,395	1,479	**10,187**
	2016	1,817	1,880	1,759	899	1,235	1,430	1,567	**10,588**
	Total:	5,299	5,482	5,043	2,624	3,574	4,195	4,502	**30,718**
AIR NAVIGATION CAPACITY AND EFFICIENCY									
	2014	1,179	1,356	1,592	983	1,402	1,113	1,228	**8,853**
	2015	1,201	1,382	1,650	1,003	1,450	1,133	1,247	**9,065**
	2016	1,239	1,427	1,733	1,037	1,506	1,158	1,326	**9,425**
	Total:	3,618	4,165	4,974	3,024	4,358	3,404	3,801	**27,343**
SECURITY AND FACILITATION									
	2014	365	387	234	122	308	211	360	**1,988**
	2015	373	395	247	124	318	214	366	**2,036**
	2016	385	407	261	128	331	217	387	**2,116**
	Total:	1,123	1,188	742	374	958	642	1,113	**6,139**
ECONOMIC DEVELOPMENT OF AIR TRANSPORT									
	2014	48	50	70	37	39	53	93	**389**
	2015	49	50	74	37	41	53	95	**399**
	2016	50	51	78	38	42	54	100	**414**
	Total:	147	151	223	112	122	160	288	**1,203**
ENVIRONMENTAL PROTECTION									
	2014	80	173	385	78	110	256	197	**1,278**
	2015	81	177	393	80	113	261	200	**1,305**
	2016	83	182	411	82	118	269	211	**1,357**
	Total:	245	533	1,189	240	341	786	608	**3,940**
TOTAL									
	2014	3,396	3,748	3,890	2,074	3,009	3,002	3,332	**22,452**
	2015	3,461	3,824	4,038	2,116	3,111	3,056	3,386	**22,992**
	2016	3,574	3,947	4,242	2,184	3,232	3,128	3,592	**23,899**
	Total:	10,431	11,519	12,171	6,374	9,352	9,186	10,311	**69,344**

REGIONAL OFFICES BY OBJECT OF EXPENDITURE

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

Office	Year	Posts			Non-Posts				Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD				
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	
APAC									
	2014	13.00	10.50	2,865	-	152	23	356	**3,396**
	2015	13.00	10.50	2,941	-	155	34	331	**3,461**
	2016	13.00	10.50	3,039	-	159	35	340	**3,574**
			Total:	8,845	-	466	92	1,028	**10,431**
ESAF									
	2014	13.00	11.00	2,674	-	556	181	338	**3,748**
	2015	13.00	11.00	2,742	-	570	201	312	**3,824**
	2016	13.00	11.00	2,852	-	581	197	316	**3,947**
			Total:	8,268	-	1,707	579	966	**11,519**
EURNAT									
	2014	9.00	15.25	3,228	82	184	51	346	**3,890**
	2015	9.00	15.00	3,320	91	188	57	382	**4,038**
	2016	9.00	15.00	3,459	100	193	69	422	**4,242**
			Total:	10,007	273	565	177	1,149	**12,171**
MID									
	2014	9.00	10.00	1,819	15	67	30	143	**2,074**
	2015	9.00	10.00	1,848	17	69	34	147	**2,116**
	2016	9.00	10.00	1,907	18	72	29	158	**2,184**
			Total:	5,574	51	208	93	448	**6,374**
NACC									
	2014	11.00	10.00	2,549	-	92	48	320	**3,009**
	2015	11.00	10.00	2,630	-	94	54	333	**3,111**
	2016	11.00	10.00	2,718	-	97	65	352	**3,232**
			Total:	7,897	-	283	168	1,004	**9,352**
SAM									
	2014	10.00	11.00	2,546	7	79	84	286	**3,002**
	2015	10.00	11.00	2,611	7	81	69	287	**3,056**
	2016	10.00	11.00	2,695	8	83	65	277	**3,128**
			Total:	7,852	22	244	218	850	**9,186**
WACAF									
	2014	14.00	11.00	2,811	-	134	40	348	**3,332**
	2015	14.00	11.00	2,891	-	137	70	289	**3,386**
	2016	14.00	11.00	3,003	-	140	85	364	**3,592**
			Total:	8,705	-	411	194	1,001	**10,311**
TOTAL									
	2014	79.00	78.75	18,492	105	1,263	455	2,137	**22,452**
	2015	79.00	78.50	18,982	115	1,295	520	2,080	**22,992**
	2016	79.00	78.50	19,673	126	1,325	546	2,229	**23,899**
			Total:	57,147	346	3,883	1,521	6,447	**69,344**

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

Strategic Objective   SAFETY

Objective: Enhance aviation safety across the APAC accreditation area through missions to and interaction with States in the development of corrective action plans to eliminate safety oversight deficiencies

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in developing tailored plans of action to address risk (including the provision of assistance to States with 60% or less implementation of ICAO SARPs)	Assistance activities including missions to and interaction with States	Number of States with high-level of compliance to SARPs	1Q-4Q/2014-2016
2. Support the activities of RASG-APAC and its subordinate bodies in improving aviation safety in the region	Implementation of the APRAST, AIG AWG and SRP AWG work programmes approved by RASG-APAC	Number of accidents within the APAC Region	1Q-4Q/2014-2016
3. Support and participate in the USOAP CMA activities	Completion of CMA activities	Lack of effective implementation and number of accidents among APAC States	1Q-4Q/2014-2016
4. Assist States in implementing SSPs and SMS for States with 60% or more implementation of ICAO SARPs	Conduct courses on SSP and SMS	Number of States that conform to ICAO provisions	2Q/2014
5. Promote safety-related implementation guidance materials	Dissemination of ICAO materials through workshops/seminars	Attendance at workshop/seminar and effective implementation at State level	1Q/2014
6. Develop a regional ATM contingency plan and assist States to develop national contingency plans	Regional contingency plan and national plans	Number of State that developed contingency plans	3Q/2014

Strategic Objective   AIR NAVIGATION CAPACITY AND EFFICIENCY

Objective: Improve ATM performance within the region through implementing ATM enhancing tools, reviewing ATS route structure and introducing surveillance-based separation

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States to comply with Annexes 2, 3, 4, 10, 11, 12, 14 and 15 and Regional ANP	Assistance activities including missions to and interaction with States	Number of States with high-level of compliance to SARPs and Regional ANP	1Q-4Q/2014-2016
2. Assist States in implementing ATM enhancing tools through APANPIRG and its subordinate bodies according to regional agreements, including Seamless ATM Plan	Regional selection and agreements on ASBU Block 0 priority modules	Level of implementation of selected Block 0 modules and implementation items provided in Seamless ATM Plan	2016
3. Promote implementation of aeronautical communication tools to support enhancement of safety and efficiency (e.g. AIDC, satellite data link communication, etc.)	Implementation in line with regional plans	Level of implementation	4Q/2014
4. Facilitate transition from AIS to AIM	Implementation of AIM	Level of implementation of AIM; development of State AIM Plans	2016
5. Organize workshops focusing on specific technologies for enhancing ATM performance	Workshops on ATFM/CDM/FUA	Attendance at workshops	1Q/2014
6. Promote provisions for digital exchange of OPMET data contained in Annex 3	Support regional implementation of IWXXM in RODBs	Level of implementation of IWXXM in RODBs	1Q/2014
7. Promote implementation of surveillance tools and their integration with ATC automation. Promote exchange of surveillance data across FIRs	Implementation in line with the regional plan	Level of ADS-B implementation and exchange of surveillance data	4Q/2014
8. Assist States in upgrading AFS infrastructure to support transition of XML code-based data	Implementation to meet global requirements	Level of usage of XML coded OPMET and AIS/AIM data	4Q/2016
9. Assist States in preparation for the ITU World Radio-Communication Conferences (WRC) and promote ICAO position on WRC agenda items of interest to civil aviation	Support for ICAO position in WRC	Level of support for ICAO position in WRC	2015

Strategic Objective SECURITY AND FACILITATION

Objective: Consistent and effective implementation of Annex 9 and Annex 17 SARPs in the region; Improvement of States' security oversight capability in need of the rectification of deficiencies identified by the USAP; and global aviation security strengthened with support for regional security initiatives

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the implementation of aviation security and facilitation policies in the region	Assistance activities through missions to and interaction with States	Number of States with a high level of compliance to ICAO requirements; elimination of SSeC; no States with repeated reports to MARB	4Q/2016
2. Assist States to develop corrective action plans (CAP) to eliminate security oversight deficiencies	Assistance activities through missions to and interaction with States	Number of States with a high level of compliance to ICAO requirements; and elimination of SSeC.	As per annual assistance schedule
3. Support transition to, and implementation of, USAP-CMA in the region	Monitoring activities tailored to each Member States' aviation security situation	Conduct of assigned functions (Pre-audit and liaison; audit participation; post-audit follow-up actions)	As per annual USAP-CMA activity plans
4. Coordinate delivery of ICAO-sponsored training at the ASTCs	Timely support of work of ASTCs as a focal point	Successful completion of training courses	As per schedule of ASTC training each year
5. Assist States in improving aviation security through the Regional Aviation Security Coordination Forum (RASCF)	ICAO assistance activities	Number of States with high-level of compliance to ICAO requirements	As per RASCF schedule
6. Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's concern at appropriate forums	As per schedule of other international organizations
7. Respond promptly following a significant event that may disrupt States' ability to meet their aviation security responsibilities	Provision of initial response support to States in the region	Responses as required (case-by-case)	Immediately upon crisis events
8. Promote the sharing of aviation security information among Member States	Provision of appropriate AVSEC-related information; Testing off the PoC Network	Test response and active usage	4Q each year

Strategic Objective   ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Objective: Widespread awareness and knowledge of ICAO's policies and guidance which support States in adapting to the changes in civil aviation, the market and the global environment;

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States to follow ICAO's policies and guidance related to air transport matters	Dissemination and promotion of policies and guidance through symposiums and regional seminars	Updated programmes to reflect any changes to guidance material	As per annual meeting schedule

Strategic Objective   ENVIRONMENTAL PROTECTION

Objective: More opportunities created for States to identify voluntary measures to address CO2 emissions as well as any assistance needs to implement the measures
Effective policy measures to address aviation emissions that affect local air quality (LAQ) and global climate, as well as the impact of aviation noise

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional seminars on action plan development and measure implementation etc.	Convening of regional seminars;	As per annual meeting schedule
2. Assist States to follow ICAO's policies and guidance related environmental protection	Dissemination and promotion of policies and guidance	Increased number of States complying with ICAO policies	4Q/2016

Location:	ESAF (Nairobi, Kenya)
***Objective*:**	*Assist in the pursuit of the objectives of ICAO, encourage States to which the Regional Office is accredited to implement the policies and directives of the Organization in the field of safety, air navigation, air transport and technical co-operation.*

Strategic Objective   SAFETY

Objective: Enhance aviation safety across the ESAF accreditation area through missions to and interaction with States in the development of corrective action plans to eliminate safety oversight deficiencies

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Provide implementation assistance to States to enhance Safety	Regional Office Safety Team (ROST) missions to assist States in LEG, ORG, PEL, OPS, AIR, AIG, AGA, ANS	Number of States that with EI 60% or above. Number of States removed from the MARB list. Number of SSCs resolved	4Q/ 2014-2016
2. Conduct seminars/workshops on safety and emerging issues	Seminars/workshop on SSP/SMS, runway safety, loss of control, CFIT	Attendance at workshops Timely and effective preparation of the seminars/ workshops Coordination with partners	1Q-4Q/ 2014-2016
3. Support and participate in the USOAP CMA activities	Support and participate in USOAP CMA activities	Effective and timely coordination with ANB and States. Number of USOAP CMA activities conducted	1Q-4Q/ 2014-2016
4. Increase the number of qualified personnel and the quality of inspectors at the industry and oversight levels through training	Implementation of approved training programme	Level of EI in CE-4 Accreditation of GSI Training Centre(s)	4Q/ 2014-2016
5. Provide support to States in their efforts to establish Regional Safety Oversight Organizations (RSOOs) and Regional Accident Investigation Agencies (RAIAs), and develop Regional Safety Programmes	Regular interaction with RSOO and participate in meetings to provide guidance as required	Operational Regional Safety Oversight Organizations and Regional Accident Investigation Agencies established	4Q/ 2014-2016
6. Develop and implement an AFI runway safety programme	Regional Runway Safety Programme (RRSP) established with Runway Safety Teams to reduce runway safety related accidents and serious incidents	25% of the ESAF States have a RRSP. 50% reduction in accidents and serious incidents	4Q/ 2014-2016
7. Assist States with 60% or more level of implementation of ICAO SARPs and	Conduct courses on SSP and SMS	Number of States implementing SSP	4Q/ 2014-2015

Key Activities	Output/Deliverable	Key Performance Indicators	Target
Service Providers in implementing SSPs and SMSs		Number of Service Providers implementing SMS	
8. Provide implementation support to States for Aerodrome Certification	Requirement for aerodrome certification implemented	75% of the ESAF States aerodromes certificated	4Q/ 2014-2015
9. Provide support to AFCAC in implementing the AFI-CIS programme	AFI States assisted to effectively accomplish aviation safety oversight activities, including resolving improvement of USOAP EI and SSCs, as appropriate	Level of improvement of USOAP EI and resolution of SSCs, as appropriate	4Q/ 2014-2016
10. In coordination with WACAF, provide secretariat support to AFI-RASG	Improvement of safety performance in AFI States	Reduction in accident rates as well as improvement of improvement of USOAP EI and resolution of SSCs, as appropriate	4Q/ 2014-2016

Strategic Objective   AIR NAVIGATION CAPACITY AND EFFICIENCY

Objective: Enhance the air navigation system performance

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in establishing and maintaining an efficient frequency management process, including reporting and resolution of harmful interference cases	Implement ICAO global Frequency Finder tool and e-ANP COM List database	Number of harmful interference cases resolved	4Q/ 2014-2016
2. Assist States in the preparation of the ITU World Radio-communication Conferences (WRC)	Coordinate and promote ICAO WRC-15 Position at the AFI Frequency Management Group meetings, regional Frequency Spectrum Workshops and African Telecommunications Union (ATU) meetings	Number of States supporting ICAO Position at ITU WRC-15. Resolution of C-Band Protection	4Q/ 2014-2015

Key Activities	Output/Deliverable	Key Performance Indicators	Target
3. Assist States in the implementation of data link (B0-FICE and B0-TBO)	Update the Global Operational Data Link document (GOLD). Assist States in implementing ADS-C/CPDLC. Assist States in implementing a regional data link performance monitoring agency.	Number of States implementing B0-FICE and B0-TBO. Number of States implementing ADS-C/CPDLC. Regional Data Link Performance Monitoring Facility established	4Q/ 2014-2016
4. Develop the regional infrastructure implementation plan and guidance material on implementation of ATN/IPS and other communications systems (B0-FICE).	Develop an integrated regional IP-based Telecommunication Network Infrastructure implementation plan Assist in implementing AMHS and AIDC	Number of States implementing ATN/IPS networks. Number of States implementing AMHS. Number of States implementing AIDC	4Q/ 2014-2016
5. Assist States in the implementation of aeronautical surveillance solutions (B0-ASUR, B0-SNET, B0-ITP).	Assist States in implementing ADS-B and MLAT through interactions and workshops	Number of States implementing ADS-B, MLAT	4Q/ 2014-2016
6. Compilation and analysis of ATM safety data to support the RVSM operations and safety of lower airspace	Promoting accurate data collection and submission to AFI RMA. Coordinating trends analysis in support of risk modelling to maintain the target level of safety (TLS)	Uninterrupted provision/availability of RVSM data to the RMA. Safety trends analysis available to support safety decisions	1Q-4Q/ 2014-2016
7. Assist States in the region to acquire capacity to issue and carry out oversight of operational approvals in order to support safety in the use of PBN procedures	Regional seminars and workshops to develop OPS approval capacity	Number of States capable of issuing operational approvals and use of PBN procedures	1Q-4Q/ 2014-2016
8. Collect , review and make follow-up on ATS Unsatisfactory Condition Reports (UCRs)	Review and follow up of UCRs through the TAG mechanism. Convening of monthly TAG teleconferences. Guidance for resolution of UCRs	Percentage of UCRs resolved. Rate of interventions with States and a number of missions	1Q-4Q/ 2014-2016
9. Assist States in implementation of enhanced en-route trajectories (B0-FRTO, B0-TBO)	One regional and two workshops targeted for specific States per year to	-Region-wide comprehensive implementation of efficient, PBN based	4Q/ 2014-2015

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Key Activities	Output/Deliverable	Key Performance Indicators	Target
	develop and adopt PBN trajectories	trajectories -Improved Route Network Development implementation plans	
10. Assist States in the implementation of flexible and efficient departure, arrival (CDO/CCO) and approach profiles (B0-CCO, B0-CDO, and B0-APTA)	Two Targeted implementation workshops in collaboration with Global PBN Task Force	-Increased implementation CDO/CCO and PBN approaches.	4Q/ 2014 4Q/ 2016
11. Assist States in the coordinated and harmonized implementation of ASBU modules related to airspace optimization (B0-CCO, B0-FRTO, B0-TBO, B0-CDO, B0-APTA, B0-ITP)	APIRG PBN implementation workshops and meetings incorporating CDO/CCO aspects	Coordinated implementation of trajectories and surveillance supported operations	4Q/ 2014-2015
12. Support States in the enhancement of civil/military coordination and cooperation (State implementation plans for airspace design, airspace management, FUA)	Civil/military seminar/ workshop	Implementation of FUA Effective States' civil/military coordination and cooperation forums	1Q-4Q/ 2014-2016
13. Assist States in development, publication and implementation of ATM contingency plans (CPs)	Guidance and coordination in the development of CPs provided to States	Number of CPs developed and implemented by States	4Q/ 2014
14. Assist States in the implementation of SARPs, regional requirements, and elimination of deficiencies in the area of air navigation services (ANS)	-Regional Office and APIRG guidance and recommendations on resolution of deficiencies provided to States	Reduction of deficiencies in the provision of ANS facilities and services	4Q/ 2014-2016
15. Assist States in the conduct of ATM coordination meetings through facilitation	ATM and SAR coordination meetings held. Facilitating coordination through electronic correspondence	Improved coordination mechanisms. Number of ATM and SAR letters of procedures and agreements	4Q/ 2014-16
16. Assist States through seminar/workshops in the implementation of AIS as well as transition from AIS to AIM	AIS/AIM seminars and workshops	Number of States successfully transited to AIM	4Q/ 2014-2016
17. Implement International airways Volcanic Watch (IAVW), International Tropical Cyclone Watch (ITCW) and SIGMET	Conduct workshops and meetings	Number of States successfully implementing procedures	4Q/ 2014-2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
18. Implement WAFS and associated developments	Make follow-up with States and check level of compliance	Number of States operating SADIS 2G/Secure SADIS FTP	4Q/ 2014-2016
19. Implement QMS for the provision of aeronautical meteorological services	Provide appropriate support and guidance	Number of States that have implemented the QMS	4Q/ 2014-2016
20. Improve OPMET exchange in the region	Conduct AFI OPMET Task Force meetings; conduct OPMET workshops	Number of States adequately implementing OPMET Exchange Procedures	4Q/ 2014-2016

Strategic Objective   SECURITY AND FACILITATION

Objective: Consistent and effective implementation of Annex 17 and Annex 9 SARPs in the region; Improvement of States' security oversight capability in need of the rectification of deficiencies identified by the USAP-CMA; and Global aviation security strengthened with support for regional security initiatives

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the implementation of aviation security and facilitation policies in the region	Reports on current aviation security and facilitation policy initiatives in the region	Release of reports to HQs	Annual
2. Support transition to, and implementation of, USAP-CMA in the region	Monitoring activities tailored to each Member States' aviation security situation	Conduct of assigned functions (Pre-audit and liaison; audit participation; post-audit follow-up actions)	As per annual USAP-CMA activity plans
3. Provide and coordinate training, as well as assistance to States on issues relating to aviation security and facilitation in accordance with regional road map for implementation of Declaration on Aviation Security and ICAO TRIP Strategy	Timely support of work of ASTCs as a focal point; Regional seminars on MRTDs, biometrics and border security	Successful completion of training courses Convening of regional seminars	As per annual meeting and ASTC training schedule
4. Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's concern at appropriate forums	As per schedule of other international organizations
5. Maintain a network of professional relationships in the region	Updated Aviation Security PoC Network in the region	Regular update	4Q/ 2016
6. Respond promptly following a significant event that may disrupt States' ability to meet their aviation security responsibilities	Provision of initial response support to States in the region	Responses as required (case-by-case)	Immediately upon crisis events

Strategic Objective   ECONOMIC DEVELOPMENT OF AIR TRANSPORT
Objective: Increased level of implementation of ICAO's policies and guidance through cooperation with regional organizations and enhanced communication in the region

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States to follow ICAO's policies and guidance related to air transport matters and to submit data, statistics and information to ICAO	Dissemination and promotion of policies and guidance	Increased number of States following ICAO policies and statistics forms submitted	4Q/ 2016

Strategic Objective   ENVIRONMENTAL PROTECTION
Objective: Enhanced capacity of States in the region to implement the ICAO global initiatives relating to environmental protection and States' action plans on CO2 emissions reduction activities

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional seminars on action plan development and measure implementation etc	Convening of regional seminars; Release of report on States' action plans in the region to HQs	As per annual meeting schedule
2. Assist environmental outreach activities in the region and represent ICAO in meetings relating to environmental protection	Delivery of presentation emphasizing priorities of States and ICAO	Timely expression of ICAO's concern at appropriate forums	As per schedule of other international organizations
3. Assist States in the region to comply with Annex 16 SARPs and follow ICAO's policies and guidance related environmental protection	Dissemination and promotion of policies and guidance	Increased number of States complying with Annex 16 SARPs	4Q/2016
4. Assist States in the region to acquire knowledge and skills on use of the ICAO Fuel Savings Estimation Tool (IFSET), to enable effective use by air navigation service providers, users, regulators and other aviation stakeholders	Regional seminar on use of IFSET	Increased effective use of the IFSET and accurate reporting	As per annual meeting schedule
5. Assist States in the reporting of environmental benefits from operational improvements, to ICAO on a quarterly basis, using regionally agreed mechanisms	Engaging States through APIRG PBN Route Network Development Working Group	Status of reporting of environmental benefits from operational improvements	4Q/ 2016

Location:	EUR/NAT (Paris, France)
Objective:	*Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Regional Office to implement the policies and directives of the Organization in the field of safety, air navigation, air transport and technical co-operation.*

Strategic Objective	SAFETY
Objective:	Enhance aviation safety across the EUR/NAT accreditation area through missions to and interaction with States in the development of corrective action plans to eliminate safety oversight deficiencies

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Enhance aviation safety in the EUR Region through a collaborative and coordinated work programme RASG-EUR, its contributory groups (RCOG, IE-REST and IE-REST sub-groups) and EANPG and NAT SPG	Effective support to the activities of the RASG-EUR, RCOG and IE-REST and safety related activities of EANPG and NAT SPG (including RMAs coordination)	Reduced number of safety occurrences	1Q/2014-4Q/2016
2. Provide assistance to States with 60% or less implementation of ICAO SARPs to implement their Corrective Action Plan (CAP), including developing and support of implementation of specific ICAO Tailored Plans of Action	- Assistance to States concerned, as needed. - Development and support to the ICAO Tailored Plans of Action, as needed	LEI decrease (measure the progress achieved by States in the implementation of an effective safety oversight system)	1Q/2014-4Q/2016
3. Support the USOAP CMA activities in coordination with the EUR/NAT States,	- Support to CMO section portfolio holders - Team leading and participation in ICVMs - Participation in USOAP CMA workshops, promotion and other CMA activities	- Number of ICVMs or other CMA activities with RO participation - Number of USOAP CMA workshops conducted - LEI decrease	1Q/2014-4Q/2016 based on CMA activity schedule
4. Support the implementation of ICAO provisions by delivering SMS, SSP, AIG, ADREP/ECCAIRS and other regional safety related workshops/seminars to address main safety risks and emerging issues	Provision of SMS, SSP, AIG, ADREP/ECCAIRS and other regional safety related courses/workshops/seminars as required/requested (incl. risks related to runway safety, CFIT and LOC-I)	Progress achieved by States in the implementation of the related ICAO provisions (LEI decrease)	1Q/2014-4Q/2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
5. Support States in the transition to the performance based ANS (Regional Performance Framework)	-Finalisation of the Performance Framework -Launch of the RPF including the Safety KPA	Number of States reporting under the RPF	1Q/2014-4Q/2016
6. Assist States in preparing for a significant disruption to safe, efficient flight caused by various hazards (e.g. volcanic ash, radioactive cloud)	Conduct routine exercises that test the various contingency plans and improve the plans based on lessons learned	Percentage of States actively participating in exercises	1Q/2014-4Q/2016 Report to PIRGs
7. Assist States in establishing and maintaining an efficient risk base, proactive approach to the ICAO language proficiency requirements implementation	Develop supporting strategy and guidance based on the existing tools and conduct at least one LPRI workshop per year	Number of States with ICAO requirements fully implemented	1Q/2014-4Q/2016 Progress reports through EANPG

Strategic Objective   AIR NAVIGATION CAPACITY AND EFFICIENCY
Objective: Enhancing the air navigation system through improved performance

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in establishing and maintaining an efficient frequency management process	Implement integrated web based SAFIRE and ICAO global Frequency Finder tool and e-ANP COM database	Number of significant harmful interference cases	4Q-2015
2. Coordination of implementation of operational improvements with the focus on the local, regional and inter-regional interoperability aspects	Harmonization of implementation activities with a view of achieving a seamless system	Number of States implementing similar operational improvements	1Q/2014-4Q/2016
3. Assist States in implementation of data link (B0-25 and B0-40)	Edition 2.0 of the GOLD; AIDC guidance material; Amendments to regional ANP and SUPPs	Number of States implementing B0-25 and B0-40	1Q/2014-4Q/2016 Progress reports through the PIRGs
4. Assist States in the implementation PBN/CDO/CCO (B0-05, B0-10 and B0-65)	2 EUR PBN TF meetings and 3 PBN workshops per year EUR guidance material for PBN approvals for the eastern EUR States.	Number of States implementing B0-05, B0-65 and B0-10	1Q/2014-4Q/2016 Progress reports through the PIRGs
5. Assist States in the implementation of enhanced ground surveillance solutions (B0-84, B0-85, B0-86).	Develop supporting implementation guidance material, amendments to the regional ANP and SUPPs	Number of States implementing B0-84, B0-85 and B0-86	1Q/2014-4Q/2016 Progress reports through the PIRGs
6. Support States in the enhancement of civil/military coordination and cooperation (including FUA)	Assist States with civ/mil workshop and seminars	-Attendance at workshops -Numbers of operational improvements implemented	1Q/2014-4Q/2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
7. Assist States in the implementation of agreed ASBU modules in the 4 Performance Improvement Areas (B0-80, B0-20, B0-10, B0-35, B0-05, B0-65) and implementation of new concepts (e.g. Free Route Airspace , User Preferred Flight Profiles)	-Block 0 implementation related workshops -CDM/ATFM implementation -Route Network Development implementation plans -Reduced lateral and longitudinal separation	-Number of operational improvements implemented -Number of implemented ATS Route Network enhancements -% increase in ATS capacity	1Q/2014-4Q/2016
8. Support the developments and assist in the coordination activities of non-ICAO fora (e.g. EC Single European Sky, EUROCONTROL, EDA/NATO, ECAC, IAC)	Assist States and coordinate with all involved stakeholders	Reduction of filed differences to ICAO provisions	1Q/2014-4Q/2016
9. Assist States in implementation of meteorological information supporting enhanced operational efficiency and safety (ASBU Module B0-105)	Support meteorology sub-group and their task forces and working groups in the implementation of ASBU Module B0-105	Number of implementing States	1Q/2014-4Q/2016 Report to PIRGs
10. Assist States in the implementation of providing METAR/SPECI, TAF and SIGMET in digital code form (e.g. XML/GML)	Support data management group in the implementation of exchanging METAR/SPECI, TAF and SIGMET in digital code form	Number of States that provide METAR/SPECI, TAF and SIGMET in digital code form	1Q/2014-4Q/2016 Report to PIRGs

Strategic Objective Objective: SECURITY AND FACILITATION
Consistent and effective implementation of Annex 17 and Annex 9 SARPs in the region; Global aviation security strengthened through support to all States in the Region with special focus on States with no membership to an organization other than ICAO and effective cooperation and coordination with regional organizations;
Improvement of States' security oversight capability in need of the rectification of deficiencies identified by the USAP-CMA

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the implementation of aviation security and facilitation policies in the region by providing training using the ASTC network	Timely support of work of ASTCs as focal point	Successful completion of support	As per schedule of ASTC training each year
2. Provide assistance to States by organizing and supporting the organization of a yearly regular regional AVSEC meeting plus seminars concerned with various aviation security, facilitation and MRTD matters as appropriate and coordinated with HQ	Timely communication of Information about events, Regional AVSEC meeting and seminars	Successful completion of support and convening of events	As per annual meeting schedule

Key Activities	Output/Deliverable	Key Performance Indicators	Target
3. Support transition to, and implementation of, USAP-CMA by coordinating with EUR/NAT States for seminars and CMO activities.	Timely support of HQs for scheduled activities, such as participation in seminars and/or audit activities	Successful completion	As per annual USAP-CMA activity plans
4. Cooperate with EU, ECAC, Eurocontrol, NATO and industry organizations with regards to AVSEC related issues; participate vice versa in meetings , try to organize joint events	Best possible support to States avoiding duplication as much as possible	Successful conduct of events with vice versa participation and/or jointly organized	As per annual meeting and schedule of other international organizations
5. Support and consult the existing ASTC network in the EUR/NAT Regions in keeping their quality, conduct evaluations; support and consult new ASTC requests, conduct initial evaluations	Successful evaluations	ASTCs quality to meet the ICAO requirements (ToR)	As per schedule of ASTC evaluation each year
6. Support ICAO HQ CAPSCA activities in the EUR/NAT Region	Timely support of scheduled activities	Successful completion	4Q/2016

Strategic Objective ECONOMIC DEVELOPMENT OF AIR TRANSPORT
Objective: Increased level of implementation of ICAO's policies and guidance through cooperation with regional organizations and enhanced communication in the region

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the region to follow ICAO's policies and guidance related to air transport matters and to submit data, statistics and information to ICAO	Dissemination and promotion of policies and guidance	Increased number of States following ICAO policies and statistics forms submitted	4Q/2016
2. Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Cooperative activities with regional bodies and organizations	Identification of needs in the region	As per an annual meeting of regional body
3. Support the implementation of the relevant AT-Conf/6 recommendations	Follow-up and assistance activities to implement recommendations	Percentage of States implementing recommendations	4Q/2016

Strategic Objective   ENVIRONMENTAL PROTECTION
Objective: Enhanced capacity of States in the region to implement the ICAO global initiatives relating to environmental protection and reduction of impact of aviation on the environment (emissions, noise, air quality, fuel savings, etc.)

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist development and implementation of States' action plans on CO_2 emissions reduction activities in the region	Regular interaction with States	States' action plans developed in the region	4Q/2016
2. Assist States on the assessment of environmental benefits which are associated to the implementation of operational improvements	Promote tools (e.g. IFSET), assist States in the development of implementation plans, evaluate ANRFs	-Increased number of ANRFs with this ENV data per year -Increased number of State action plans within the Region	4Q/2016
3. Assist States in the implementation of PBN/CDO/CCO (B0-05, B0-10 and B0-65) leading to reduction of impact of aviation on the environment	2 EUR PBN TF meetings and 3 PBN seminars per year	Number of States implemented B0-05, B0-65 and B0-10	4Q/2016 Progress reports through the PIRGs
4. Support States in the enhancement of civil/military coordination and cooperation increasing airspace availability (State implementation plans for airspace design, airspace management, FUA) to reduce the impact of aviation on the environment	Assist States with civ/mil seminars	-Attendance at seminars -Numbers of States implementing operational improvements	As per annual meeting schedule
5. Assist States in the implementation of agreed ASBU modules in the 4 Performance Improvement Areas (B0-80, B0-20, B0-10, B0-35, B0-05, B0-65) and implementation of new concepts (e.g. Free Route Airspace , User Preferred Flight Profiles) to reduce the impact of aviation on the environment with increased fuel savings and reduced emissions	-CDM/ATFM implementation -Route Network Development implementation plans -Reduced lateral and longitudinal separation	-Number of operational improvements implemented -Number of implemented ATS Route Network enhancements in the States -% increase in ATS capacity	4Q/2016

Location:	**MID Regional office (Cairo, Egypt)**
Objective:	*Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Regional Office to implement the policies and directives of the Organization in the field of safety, air navigation, air transport and technical co-operation.*

Strategic Objective   SAFETY

Objective: Enhance aviation safety across the MID accreditation area through missions to and interaction with States in the development of corrective action plans to eliminate safety oversight deficiencies

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Improve aviation safety in the MID Region through a collaborative and coordinated work programme organized through the RASG-MID and its contributory bodies and the implementation of SEIs and DIPs	- RASG-MID and RSC meetings, -First MID Region Safety Summit -Assist in the development of the MID Region Annual Safety Report	-Delivery of annual Safety Report -13 States participate at Safety summit	1Q-4Q/2014-2016
2. Support implementation of State Safety Programmes (SSP), Safety Management Systems (SMS) and ADREP/ECCAIRS	Workshops on SSP, SMS and ECCAIRS	Percentage of States and organizations that have implemented safety programmes	1Q-4Q/2014-2016
3. Support the USOAP-CMA activities by assisting the CMO section portfolio holders leading or participating in ICVMs in the MID region, participating in USOAP CMA workshops.	-Support to CMO section portfolio holders -Participation in ICVMs -Support and participation in USOAP workshops	- Number of ICVMs or other CMA activities with RO participation - Number of USOAP-CMA workshops conducted	1Q-4Q/2014-2016 based on CMA activity schedule
4. Support the MIDRMA RVSM safety assessment activity	- MIDRMA Board/13 meeting -Review and assist In preparation of MID RVSM Safety Monitoring report	Publishing of MID RVSM Safety report	1Q-4Q/2014-2016

Strategic Objective   AIR NAVIGATION CAPACITY AND EFFICIENCY

Objective: Enhance the air navigation system through improved performance

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Continue supporting implementation of performance-based navigation (PBN) for en-route and terminal area operations	- PBN/GNSS TF meeting. -Conduct two MPST support visits	2 States implementing PBN components	4Q/2014

Key Activities	Output/Deliverable	Key Performance Indicators	Target
2. Performance monitoring of the air navigation systems (Metrics, First MID Region Air Navigation Report (ATM-M Task force), ASBU Modules implementation, etc.)	Regional selection and agreements on ASBU Block 0 priority modules	Level of implementation of selected Block 0 modules	1Q-4Q/2015-2018
3. Development of a MID Regional Volcanic Ash Contingency Plan	- MID region Volcanic Ash Contingency Plan -MET SG/4 Meeting	-Number of States implementing contingency plans	1Q-4Q/2014-2016
4. Promote and support States in the enhancement of the cooperation between civil and military	Civil/Military Coordination seminar	-Number of States implementing civil/ military committees -Increased number of FUA procedures	1Q-4Q/2014-2016
5. Continue support for the regional coordination and implementation of ADS-B and Multilateration	Seminars/ workshops	Harmonize implementation increased level of ADS-B and multilateration technology implementation	1Q-4Q/2014-2016

Strategic Objective   SECURITY AND FACILITATION

Objective: Consistent and effective implementation of Annex 17 and Annex 9 SARPs in the region; Improvement of the security oversight capability of States and the rectification of deficiencies identified by the USAP-CMA; and Global aviation security strengthened with support for regional security initiatives.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Support transition to, and implementation of, USAP-CMA (including the provision of assistance to States regarding the implementation of CAPs).	Assistance and validation missions	Conduct of 4 missions per year	As per annual USAP-CMA activity plans
2. Support the implementation of ICAO's aviation security capacity building strategy.	Tailored assistance missions to States (in accordance with ICAO priorities and resources)	Conduct of 3 assistance activities per year with RO participation	As per annual assistance schedule
3. Assist States in the implementation of aviation security and facilitation policies in the region	Enhanced State awareness of SARPs and guidance	Written reminders to States regarding changes to SARPs & guidance	4Q/2016
	Specific implementation guidance for States	Written response to all State queries and requests for technical advice	4Q/2016
	Regional Aviation Security and	Regional Group established	2Q/2014

Key Activities	Output/Deliverable	Key Performance Indicators	Target
	Facilitation Group		
4. Support implementation of CASP-MID.	Planning and delivery of the CASP-MID work programme with States	CASP-MID/RO activities coordinated; Joint activities undertaken with States	4Q/2016
5. Deliver a comprehensive programme of aviation security training in the region, including the effective use of ASTCs.	Aviation security courses, workshops and seminars (in accordance with training needs, plans & resources)

Enhanced capability of MID ASTCs (including coordination between them) | Courses, workshops and seminars delivered to plan with positive feedback from trainers and students

Proactive technical assistance provided to ASTCs by RO (with HQ support) | As per annual meeting schedule

As per schedule of ASTC training each year |

Strategic Objective   ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Objective: Increased level of implementation of ICAO's policies and guidance through cooperation with regional organizations and enhanced communication in the region

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the region to follow ICAO's policies and guidance related to air transport matters.	Dissemination and promotion of policies and guidance	Increased number of States following ICAO	4Q/2016
2. Disseminate and promote ICAO's policies and guidance material on economic regulation of international air transport (e.g. Doc 9587 and Doc 9626, Template Air Services Agreements)	Promotion of ICAO Policies and assistance to states	Percentage of States implementing liberalization of air transport	4Q/2016
3. Promote the ICAO database on-line World's Air Services Agreements and encourage States to register their air services agreements with ICAO.	Promotion of ICAO database	Increased number of agreements registered	4Q/2016
4. Promote provision by States of data on all ICAO statistical forms, especially on (i) growing concerns for shortages of qualified aviation personnel; and (ii) Form M (aircraft fuel consumption and traffic).	Measure progress toward 2 per cent annual fuel efficiency Measure progress toward keeping net CO_2 emissions at same level from	Increased number of forms submitting to ICAO	4Q/2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
	2020		
5. Support the implementation of the relevant ATConf/6 recommendations.	Follow-up and assistance activities to implement recommendations	Percentage of States implementing recommendations	4Q/2016
6. Provide support in the development of traffic forecasts for the MID Region for the period 2012-2032.	- MID TFSG meeting - Updated forecasts covering the period 2012-2032	Convening of MID TFSG and release of forecast data	4Q/2014

Strategic Objective   ENVIRONMENTAL PROTECTION

Objective: Enhanced capacity of States in the region to implement the ICAO global initiatives relating to environmental protection and reduction of impact of aviation on the environment (emissions, noise, air quality, fuel savings, etc.)

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional seminars on action plan development and measure implementation, etc.	50 % of State submit action plans	As per annual meeting schedule

Location:	NACC (Mexico City, Mexico)
Objective:	*Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Regional Office to implement the policies and directives of the Organization in the field of safety, air navigation, air transport and technical co-operation.*

Strategic Objective SAFETY

Objective: Enhance aviation safety across the NACC accreditation area through missions to and interaction with States in the development of corrective action plans to eliminate safety oversight deficiencies

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States with developing tailored Plans of Action to address risk (States with 60% or less implementation of ICAO SARPs)	Action plans and assistance to States	Submit 6 Plans of Action and undertake 6 assistance missions	4Q/2016
2. Hold workshops focused on emerging threats	Workshops on runway safety, wildlife hazard management, Spanish phraseology, etc.	Deliver 2 workshops per year	4Q/2016
3. Support to and reporting from the Regional Aviation Safety Group	Meetings, projects, develop Safety Enhancement Initiatives (SEI) workshops, Aviation Safety Summits, report	Conduct 3 meetings, complete 3 projects/SEIs, deliver 3workshopssafety summits, prepare annual RASG-PA safety report	4Q/2016
4. Monitor States through the USOAP Programme – Continuous Monitoring Approach (CMA)	Monitoring activities tailored to each States' safety situation	Report on improved regional average Effective Implementation (EI) for States	As per annual USOAP-CMA activity plans
5. Foster regional and sub-regional cooperation on resolution of safety deficiencies and other priorities (e.g. RSOOs)	Assistance to States	Report on resolution of deficiencies	4Q/2016
6. Responding to and coordinating aviation elements in response to crisis	Regional coordination and assistance to States; Minimize disruption to continuity of air transport during crises	Responses as required (case-by-case basis)	Immediately upon crisis events
7. Annual Regional Safety Report	Safety Report	Publication of report	Annual
8. Assist States with implementing SSP	SSP training	Deliver an SSP event per year	4Q/2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
9. Assist State implementation of aerodrome certification	Aerodrome certification workshops and missions	Deliver an aerodrome certification event and undertake 2 aerodromes assistance missions per year	4Q/2016
10. Assist States with implementing AIM QMS	AIM QMS Workshop	Deliver an AIM QMS event	4Q/2016
11. Assist States with implementing MET QMS	MET QMS Workshop	Deliver a MET QMS event	4Q/2016
12. Assist States with implementing public health emergency SARPs	CAPSCA meeting, technical advisor training and assistance visits	3 assistance visits per year 1 meeting/training event per year	4Q/2016

Strategic Objective   AIR NAVIGATION CAPACITY AND EFFICIENCY

Objective: National and regional implementation of the global air navigation plan utilizing the ASBU framework.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Support to and reporting from Planning and Implementation Regional Group (PIRG)	Regional selection and agreements on ASBU Block 0s	Conduct a meeting and revise the regional plan	4Q/2014
2. Organize workshops focused on specific technologies with a potentially high return on investment	Workshop on PBN and other Block 0 items	Deliver one workshop per year	4Q/2016
3. Collaborating with States and partners on implementation mechanisms to assist States with PBN and other requirements	Assistance to States	Report on State implementation of planned PBN procedures	4Q/2016
4. Measure and analyze benefits achieved through the implementation of the ASBUs (e.g., ICAO Fuel Savings Estimation Tool (IFSET))	Performance reports	Preparation of report on reduction in CO_2 emissions, delays and costs	4Q/2016
5. Issuance of annual Regional Air Navigation Reports	Air Navigation Report	Publication of report	Annual

Strategic Objective   SECURITY AND FACILITATION

Objective: Consistent and effective implementation of Annex 17 and Annex 9 SARPs in the region;
Improvement of States' security oversight capability in need of the rectification of deficiencies identified by the USAP-CMA; and
Global aviation security strengthened with support for regional security initiatives

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the implementation of aviation security and facilitation policies in the region	Reports on current aviation security and facilitation policy initiatives in the region	Release of reports to HQs	Annual
2. Support transition to, and implementation of, USAP-CMA in the region	Monitor activities tailored to each States' aviation security situation	Conduct of assigned functions (Pre-audit and liaison; audit participation; post-audit follow-up actions)	As per annual USAP-CMA activity plans
3. Provide and coordinate training and seminars, as well as assistance to States on issues relating to aviation security and facilitation in accordance with regional road map for implementation of Declaration on Aviation Security and ICAO TRIP Strategy	Timely support of ASTC work; Regional seminars on MRTDs, biometrics and border security	Successful completion of training courses; Convening of regional seminars	Per schedule of ASTC training each year As per annual meeting schedule
4. Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Timely expression of ICAO's concerns at appropriate forums	As per schedule of other international organizations
5. Maintain a network of professional contacts in the region	Updated Aviation Security PoC Network in the region	Regular updates	4Q/2016
6. Respond promptly following a significant event that may disrupt States' ability to meet their aviation security responsibilities	Provision of initial response support to States in the region	Responses as required (case-by-case basis)	Immediately upon crisis events
7. Support to and reporting from AVSEC/FAL Regional Group	Meetings, workshops and projects	Attendance at events and participation in projects	As per annual meeting schedule

Strategic Objective   ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Objective: Increased level of implementation of ICAO's policies and guidance through cooperation with regional organizations and enhanced communication in the region

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the region to follow ICAO's policies and guidance related to air transport matters and to submit data, statistics and information to ICAO	Dissemination and promotion of policies and guidance	Increased number of States following ICAO policies and statistics forms submitted	4Q/2016
2. Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Cooperative activities with regional bodies and organizations	Identification of needs in the region	As per an annual meeting of regional body

Strategic Objective   ENVIRONMENTAL PROTECTION

Objective: Enhanced capacity of States in the region to implement the ICAO global initiatives relating to environmental protection and States' action plans on CO2 emissions reduction activities

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional seminars on action plan development and measure implementation, etc.	Convening of regional seminars; Release of report on States' action plans in the region to HQs	As per annual meeting schedule
2. Assist environmental outreach activities in the region and represent ICAO in meetings relating to environmental protection	Delivery of presentation emphasizing priorities of States and ICAO	Timely expression of ICAO's concerns at appropriate forums	As per schedule of other international organizations
3. Assist States in the region to follow ICAO's policies and guidance related environmental protection	Dissemination and promotion of policies and guidance	Increased number of States complying with ICAO policies	4Q/2016

Location:	SAM (Lima, Peru)
Objective:	*Assist in the pursuit of the objectives of ICAO, encourage States accredited to the Regional Office to implement the policies and directives of the Organization in the field of safety, air navigation, air transport and technical co-operation.*

Strategic Objective SAFETY

Objective: Enhance aviation safety across the SAM accreditation area through missions to and interaction with States in the development of corrective action plans to eliminate safety oversight deficiencies

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Improve compliance with ICAO SARPS by deploying CMO intervention strategies	Training to ROs on CMO activities and participation on ICVMs and CSA	100% of SAM Regional Officers (safety related disciplines) will be approved as CMO auditors. 50% of them approved as TLs	4Q/2016
2. Assist in SMS and SSP implementation	Deliver training to States for uploading their SSP gap analysis on iSTARS	6 States with effective reactive and proactive processes implemented within their SSPs	4Q/2016
3. Implement effective safety oversight system	Continuous updating of LARs by PEL, AIR, OPS, AGA, DG, ANS Experts Panels Meetings	Reduce SAM LEI to 20% by 2016	4Q/2016
4. Implement multinational certification and surveillance activities to service providers	Multinational certification and surveillance of service providers. 6 AMO certified, 2 aerodromes certified, surveillance reports of 3 ANSPs. DG coordinated inspections to 3 AOCs	Reduce SAM LEI CE4 to 30% and CE7 to 30%	4Q/2016
5. Assist in reactive safety information processes	Regional seminar on AIG	Reduce SAM LEI on AIG by 10%	4Q/2016
6. Assist in high-level decision-making process for improving safety	RASG-PA Annual Safety Report. RASGPA ESC and PA RAST meetings	Achieve a decreasing trend on RE. Maintain decreasing trend on LOC-I and CFIT	4Q/2016
7. Assist in incorporation of RPAS into non-segregated airspace	Regional seminar on RPAS and incorporation of regulatory material on LARs, as SARPS on RPAS become available	At least 30 specialists from States fully capable of planning a smooth incorporation of RPAS into non-segregated airspace	4Q/2016
8. Implement SAM Regional Volcanic Ash Contingency Plan (RVACP)	Implementation of RVACP	100% States implement RVACP and develop national contingency volcanic ash plans	4Q/2016

Strategic Objective   AIR NAVIGATION CAPACITY AND EFFICIENCY

Objective: Enhance regional air navigation system whilst improving or at least maintaining safety

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Implement ATS routes optimization (B0-10, B0-05 and B0-20)	Regional plan for the implementation of ATS routes optimization and TMA redesign.	Regional routes optimized (60%). Number of States implementing optimized routes and PBN/CDO/CCO (14)	1Q-4Q/2014-2016
2. Implement optimization of approach procedures (B0-65)	APV Baro VNAV implemented	100 % Percentage of international aerodromes having instrument runways provided with APV Baro VNAV	4Q/2016
3. Implement ATFM in the SAM Region (B0-35)	States with flight flow management unit implemented.	Percentage of States with ATFM implemented (60%)	4Q/2016
4. Implement regional ATN/IPS backbone network (B0-25, B0-30)	Regional networks implemented.	Regional Aeronautical Fixed Services available in each of the States (100%)	4Q/2016
5. Implement ATN ground-ground applications (AMHS, AIDC) (B0-25)	Regional implementation guidelines documentation.	Number of AMHS and AIDC system interconnection implemented (30)	4Q/2016
6. Implement air-ground data link (B0-40)	Regional guideline implementation ADS C CPDLC in oceanic and remote areas implemented. D ATIS and D VOLMET implemented.	Percentage of Oceanic FIR with ADS C CPDLC implemented (60%). Number of D ATIS and D VOLMET implemented	4Q/2016
7. Implement surveillance and flight plan data sharing between adjacent ACCs (B0-84)	Regional Surveillance and Flight Plan Data Sharing implemented.	Number of surveillance and flight plan data sharing implemented (6)	4Q/2016
8. Implement new surveillance system (ADS-B and Multilateration) (B0-84)	Regional implementation guidelines. ADS B and Multilateration system implemented.	Number of ADS B and Multilateration system implemented (15)	4Q/2016
9. Assist in frequency selection, regional data base update, frequency resolution of harmful interference and ITU-WRC position	Selection of frequencies, update regional frequency data base.	Core function	1Q-4Q/2014-2016
10. Implement aerodrome certification (B0-80)	Aerodrome certificated.	Percentage of AOP aerodromes certificated (30%)	4Q/2016
11. Implement QMS/AIM (B0-30)	QMS/AIM certification implemented.	Percentage of QMS/AIM (100%)	4Q/2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
12. Implement QMS/MET (B0-105)	QMS/MET implemented.	100% of MET services implemented QMS/MET and 90% certificated	4Q/2016
13. Enhance existing meteorological service provision to support current strategic, pre-tactical and tactical operational decision-making (including ASBU Module B0-105)	That the MET service have available the necessary MET facilities to provide the MET service	Weather radar and satellite data; automatic MET stations, RVRs, etc.	4Q/2016

Strategic Objective   SECURITY AND FACILITATION

Objective: Consistent and effective implementation of Annex 17 and Annex 9 SARPs in the region;
Improvement of States' security oversight capability in need of the rectification of deficiencies identified by the USAP-CMA; and
Global aviation security strengthened with support for regional security initiatives

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the implementation of aviation security and facilitation policies in the region	Reports on current aviation security and facilitation policy initiatives in the region	Release of reports to HQs	Annual
2. Implement Aviation Security State Improvement Programmes at high LEI States	Implementation of CAP and particularly SSeCs identified	Reduce this selected States LEI to 35%	4Q/2016
3. Support transition to, and implementation of, USAP-CMA in the region	Training of ASRO and re-certification of USAP auditors in the region	Six USAP-CMA international activities implemented at SAM	As per annual USAP-CMA activity plans
4. Implement Declaration on Aviation Security	Yearly regular AVSEC/FAL regional meetings, courses, seminars, assistance on aviation security and facilitation issues	Achieve the training of 600 experts of different States in the region, performing AVSEC courses and seminars	As per annual meeting, training and assistance schedule
5. Maintain network of professional relationships in the region	Updated Aviation Security PoC Network in the region	Data base updated	4Q/2016
6. Develop e-MRTD	Regional seminars on MRTDs and biometrics	Achieve 70% States in the Region were assisted on it	As per annual meeting schedule
7. Maintain ASTCs' quality	Timely support of work of ASTCs as focal point and conduct of evaluations	Six evaluations conducted to ASTC´s	As per schedule of ASTC training and evaluation each year

Key Activities	Output/Deliverable	Key Performance Indicators	Target
8. Support ICAO CAPSCA – Americas report on States' airport emergency plans	Measures to avoid the spread of communicable diseases	100% international airport with emergency plans implemented	4Q/2016

Strategic Objective   ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Objective: Increased level of implementation of ICAO's policies and guidance through cooperation with regional organizations and enhanced communication in the region

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the region to follow ICAO's policies and guidance related to air transport matters and to submit data, statistics and information to ICAO	Dissemination and promotion of policies and guidance	Increased number of States following ICAO policies and statistics forms submitted	4Q/2016
2. Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Cooperative activities with regional bodies and organizations	Identification of needs in the region	As per an annual meeting of regional body

Strategic Objective   ENVIRONMENTAL PROTECTION

Objective: Enhanced capacity of States in the region to implement the ICAO global initiatives relating to environmental protection and States' action plans on CO2 emissions reduction activities

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional seminars on action plan development and measure implementation, etc.	6 States' action plans	As per annual meeting schedule
2. Assist environmental outreach activities in the Region and represent ICAO in meetings relating to environmental protection	Delivery of presentation emphasizing priorities of States and ICAO	Timely expression of ICAO's concern at appropriate forums	As per schedule of other international organizations
3. Assist Annex 16 SARPs compliance and follow ICAO's policies and guidance on environmental protection	Dissemination and promotion of policies and guidance	Increased number of States complying with Annex 16 SARPs	4Q/2016

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

Strategic Objective SAFETY
Objective: Enhance aviation safety across the WACAF accreditation area through missions to and interaction with States in the development of corrective action plans to eliminate safety oversight deficiencies

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States to implement ICAO accepted Plans of Action resulting from the Regional Office Safety Team missions.	Improved effective State safety oversight	SSC resolved in 2 States; Resolve any new SSC within 12 months during the 3 years EI improved to 60% in 6 States EI improved to 60% in 7 additional States.	2014 2016 2015 2016
2. Support States in safety oversight capacity building efforts through the provision of GSI training courses	Availability of qualified safety oversight inspectors	ICAO endorsement of one GSI training center in WACAF 20 trained qualified inspectors available to States, RSOOs and AFI-CIS	2014 2016
3. Assist as required the work of RASG-AFI and its contributory bodies in improving aviation safety	Establishment of Runway Safety Teams at international airports	24 Runway Safety Teams established at 24 international airports in the 24 States Runway safety incidents/accidents reduced by 50% Runway safety incidents/accidents further reduced by 25%	2014 2015 2016
4. Facilitate establishment of the requirement of IATA Operational Safety Audit (IOSA) certification on WACAF airlines by States	Increase IOSA compliance in flight operation in WACAF	Number of WACAF States requiring IOSA Number of IOSA registered airlines in WACAF	2016 2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
5. Assist States in implementing SSP with corresponding implementation of SMS by operators	SSP/SMS training through seminar/workshops	5 States in compliance with SSP requirements	2015
		10 operators (airlines, aerodromes and ANSPs) in compliance with SMS requirements	2015
		Additional 5 States in compliance with SSP requirements coupled with 10 additional operators	2016
6. Assist States to implement QMS for MET and AIM	QMS implementation and training through seminars/workshops	MET QMS implemented in compliance with ISO in 17 States	2016
		AIM QMS implemented in compliance with ISO in 15 States	2016
7. Assist States/ANSPs to develop ATM contingency plans	Regional and national ATM contingency plans	Two contingency Plans prepared to be submitted for Council approval per year	2016

Strategic Objective   AIR NAVIGATION CAPACITY AND EFFICIENCY

Objective: Enhance the air navigation system performance

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Support to, and reporting from, AFI Planning and Implementation Regional Group (APIRG) and its contributory bodies with stakeholders	Regional selection and agreements on ASBU Block 0	Increased level of implementation of all Block 0 modules: • 75% of States • 90% of States	Q1 2014 Q4 2014
2. Assist State in PBN implementation en-route with emphasis in terminal area operations	Workshop on PBN/CCO/CDO Workshops on Block 0	Increased number of airports with published PBN procedures: 5 per year	2016
3. Support implementation of relevant aeronautical infrastructure to enhance safe and efficient operations (e.g. AIDC, Satellite Data Link Communication, etc.)	Implementation of required AFI plan infrastructure	Assessed AFISNET Increased by one FIR implementation of CPDLC	2015 2016
4. Assist States in the AIS-AIM transition process	AIM Implementation	Compliant national transition plans developed for 15 States	2016

Key Activities	Output/Deliverable	Key Performance Indicators	Target
5. Support States in defining relevant surveillance tools based on traffic density in line with relevant APIRG Conclusion	Amendment of surveillance aspect of AFI Plan	Surveillance aspect of AFI plan amended	2015
6. Promote ICAO positions related to aviation frequencies among regional stakeholders to assist States in the preparation for ITU World Radio-Communication Conference (WRC)	Secured ICAO position	Number of ICAO positions promoted and supported WRC	2015
7. Establish AFI XML Transition Plan, assist State in implementing digital exchange of OPMET and AIM data and update AFS infrastructure	Establishment of XML transition plan and implementation of IWXXM FIXIM and AIXM in RDB	One IWXXM FIXIM and AIXM RDB implemented	2016
8. Assist MWO provider States in implementing SIGMET	Improved SIGMET availability	8 out of 9 MWO States fulfilling their SIGMET obligations	2016
9. Assist States on aerodrome certification	Increase in number of Aerodrome certified by States	3 certified international aerodromes	2016

Strategic Objective   SECURITY AND FACILITATION

Objective: *Consistent and effective implementation of Annex 9 and Annex 17 SARPs in the region;*
Improvement of States' security oversight capability in need of the rectification of deficiencies identified by the USAP; and
Global aviation security strengthened with support for regional security initiatives
Increased numbers of AVSEC qualified personnel to reduce or eliminate the number of acts of unlawful interference in the region.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States in the implementation of aviation security and facilitation policies in the region, by providing training using the ASTC network	Increased qualified AVSEC personnel in WACAF States	150 qualified trainees (inspectors, instructors etc.)	As per schedule of ASTC training each year
2. Support States in developing and implementing USAP Corrective Action Plans	Improved AVESEC compliance in States	SSeC resolved in two concerned States	One by Q3/2014 One by Q4/2014 subject to improvement of national security in Central African Republic
3. Conduct AVSEC Surveys in States and develop State Improvement Plans (SIP) for implementation	Establishment of robust and sustainable AVSEC system in States	SIPs Implemented in 2 WACAF States	First by Q1/2014 Second by Q4/2014

Key Activities	Output/Deliverable	Key Performance Indicators	Target
4. Support regional organizations by giving Input in security related matters (Regional Seminar on MANPADs, Border-control in the Sahel and the Maghreb)	Regional seminars conducted with ECOWAS and AFCAC; Priorities of States and ICAO reflected in external policies Seminars with other organizations	Convening of 2 seminars; Timely expression of ICAO's concern at appropriate forums to decrease the risk of commission of Acts of Unlawful Interference in the Region	As per annual meeting schedule and schedule of other international organizations

Strategic Objective   ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Objective: *Increased level of implementation of ICAO's policies and guidance through cooperation with regional organizations and enhanced communication in the region.*

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist States to follow ICAO's policies and guidance related to air transport matters	Dissemination and promotion of policies and guidance and provision of data, statistics and information by States.	Increased number of States following ICAO policies and completed statistics forms submitted	4Q/2016

Strategic Objective   ENVIRONMENTAL PROTECTION

Objective: *Enhanced capacity of States in the region to implement the ICAO global initiatives relating to environmental protection and States' action plans on CO2 emissions reduction activities.*

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional seminars on action plan development and measure implementation, etc.	Convening of regional seminars Release of report on States' action plans in the region to HQs	As per annual meeting schedule
2. Increase State awareness on alternate fuel	Regional seminar	Convening of regional seminar	One seminar in 2014

Key Activities	Output/Deliverable	Key Performance Indicators	Target
3. Assist States in the region to acquire knowledge and skills on use of the ICAO Fuel Savings Estimation Tool (IFSET)	Regional seminar on use of IFSET	Increased effective use of the IFSET and accurate reporting by States, air navigation service providers, users, regulators and other aviation stakeholders	As per annual meeting schedule
4. Assist States in the reporting of environmental benefits from operational improvements, to ICAO on a quarterly basis, using regionally agreed mechanisms	Engaging States through APIRG PBN Route Network Development Working Group	Increased and appropriate reporting of environmental benefits from operational improvements	4Q/2016

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PROGRAMME NARRATIVES
BY
SUPPORTING IMPLEMENTATION
STRATEGIES

Administration and Services Management

Administrative Support to the ANC

Assembly and Council Secretariat

Budget and Financial Management

Communications

Conference, Security and General Services

Ethics

Evaluation and Internal Audit

Executive Management

Human Resources

Information Technology

Language Services

Legal and External Relations Services

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SUPPORTING IMPLEMENTATION STRATEGIES BY FUNCTION

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

Supporting Strategy	Year	Admin. Services Mgmt	Admin. Support to ANC	Assembly & Council Secretariat	Budget & Financial Mgmt	Communications	Conf., Sec. and Gen. Services	Ethics	Evaluation & Internal Audit	Executive Mgmt	Human Resources	Information Technology	Language Services	Legal & External Relations Services	Printing & Distribution Services	Total
							Total Cost in '000 CAD									
Programme Support																
	2014	302	-	-	-	-	3,013	-	-	1,946	-	2,978		2,466	1,945	**12,651**
	2015	300	-	-	-	-	3,151	-	-	1,864	-	3,132		2,329	1,992	**12,767**
	2016	308	-	-	-	-	3,128	-	-	1,919	-	3,043		2,484	2,254	**13,136**
	Total:	910	-	-	-	-	9,292	-	-	5,729	-	9,153	-		6,190	**38,553**
Management and Administration																
	2014	1,311	-	-	4,207	640	1,808	108	1,186	-	4,832	1,489	-	-	-	**15,581**
	2015	1,300	-	-	4,092	659	1,891	112	1,136	-	5,032	1,566	-	-	-	**15,787**
	2016	1,335	-	-	4,198	678	1,877	115	1,045	-	5,308	1,522	-	-	-	**16,078**
	Total:	3,945	-	-	12,497	1,977	5,575	335	3,368	-	15,172	4,577	-	-	-	**47,446**
Management and Administration - Governing Bodies																
	2014	403	322	485	-	-	1,205	-	-	-	-	496	4,520	-	-	**7,433**
	2015	400	330	497	-	-	1,260	-	-	-	-	522	4,566	-	-	**7,574**
	2016	411	343	512	-	-	1,251	-	-	1,073	-	507	4,658	-	-	**8,756**
	Total:	1,214	995	1,494	-	-	3,717	-	-	1,073	-	1,526	13,744		-	**23,763**
TOTAL																
	2014	2,016	322	485	4,207	640	6,026	108	1,186	1,946	4,832	4,964	4,520	2,466	1,945	**35,665**
	2015	1,999	330	497	4,092	659	6,302	112	1,136	1,864	5,032	5,220	4,566	2,329	1,992	**36,129**
	2016	2,053	343	512	4,198	678	6,256	115	1,045	2,992	5,308	5,072	4,658	2,484	2,254	**37,970**
	Total:	6,069	995	1,494	12,497	1,977	18,584	335	3,368	6,802	15,172	15,256	13,744	7,278	6,190	**109,763**

SUPPORTING IMPLEMENTATION STRATEGY

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

Function	Year	Posts			Non-Posts				Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD				
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other	
Administration and Services Management									
	2014	4.00	3.00	1,134	307	36	-	539	**2,016**
	2015	4.00	3.00	1,160	314	37	-	488	**1,999**
	2016	4.00	3.00	1,194	322	38	-	500	**2,053**
	Total:			3,488	944	110	-	1,527	**6,069**
Administrative Support to the ANC									
	2014	1.50	0.50	322	-	-	-	-	**322**
	2015	1.50	0.50	330	-	-	-	-	**330**
	2016	1.50	0.50	343	-	-	-	-	**343**
	Total:			995	-	-	-	-	**995**
Assembly and Council Secretariat									
	2014	2.00	2.00	472	14	-	-	-	**485**
	2015	2.00	2.00	483	14	-	-	-	**497**
	2016	2.00	2.00	498	14	-	-	-	**512**
	Total:			1,452	42	-	-	-	**1,494**
Budget and Financial Management									
	2014	12.00	22.00	3,719	-	12	-	475	**4,207**
	2015	11.00	22.00	3,593	-	13	-	486	**4,092**
	2016	11.00	22.00	3,688	-	13	-	498	**4,198**
	Total:			11,000	-	38	-	1,459	**12,497**
Communications									
	2014	2.00	1.00	482	128	10	-	20	**640**
	2015	2.00	1.00	496	131	10	-	21	**659**
	2016	2.00	1.00	512	134	11	-	21	**678**
	Total:			1,490	393	31	-	63	**1,977**
Conference, Security and General Services									
	2014	1.00	11.00	928	143	20	-	4,935	**6,026**
	2015	1.00	11.00	950	147	20	-	5,184	**6,302**
	2016	1.00	12.00	1,060	156	21	-	5,020	**6,256**
	Total:			2,938	446	61	-	15,139	**18,584**
Ethics									
	2014	0.50	0.00	108	-	-	-	-	**108**
	2015	0.50	0.00	112	-	-	-	-	**112**
	2016	0.50	0.00	115	-	-	-	-	**115**
	Total:			335	-	-	-	-	**335**
Evaluation and Internal Audit									
	2014	4.50	2.00	1,088	50	47	-	1	**1,186**
	2015	4.08	2.00	1,036	51	48	-	1	**1,136**
	2016	3.50	2.00	952	54	39	-	1	**1,045**
	Total:			3,076	155	134	-	3	**3,368**
Executive Management									
	2014	4.00	3.00	1,618	-	246	20	61	**1,946**
	2015	2.00	2.00	1,528	-	252	21	63	**1,864**
	2016	2.00	2.00	1,576	-	258	1,095	64	**2,992**
	Total:			4,723	-	755	1,136	189	**6,802**

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

Function	Year	Posts			Non-Posts					Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD					
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other		
Human Resources										
	2014	9.00	15.00	3,871	51	-	-	910		**4,832**
	2015	9.00	15.00	3,969	52	-	-	1,010		**5,032**
	2016	9.00	15.00	4,088	54	-	-	1,166		**5,308**
	Total:			11,928	157	-	-	3,087		**15,172**
Information Technology										
	2014	11.50	6.00	2,406	1,188	31	-	1,340		**4,964**
	2015	11.50	6.00	2,465	1,195	31	-	1,529		**5,220**
	2016	11.50	6.00	2,562	1,073	32	-	1,404		**5,072**
	Total:			7,433	3,456	94	-	4,273		**15,256**
Language Services - Management and Administration - Governing Bodies*										
	2014	15.42	16.28	4,089	428	3	-	-		**4,520**
	2015	15.11	16.28	4,124	438	3	-	-		**4,566**
	2016	14.80	16.28	4,207	449	3	-	-		**4,658**
	Total:			12,421	1,315	8	-	-		**13,744**
Legal and External Relations Services										
	2014	8.00	7.00	2,186	-	56	220	3		**2,466**
	2015	8.00	7.00	2,247	-	47	31	3		**2,329**
	2016	8.00	7.00	2,319	-	49	113	3		**2,484**
	Total:			6,753	-	152	364	9		**7,278**
Printing & Distribution Services										
	2014			-	-	-	-	1,945		**1,945**
	2015			-	-	-	-	1,992		**1,992**
	2016			-	-	-	-	2,254		**2,254**
	Total:							6,190		**6,190**
TOTAL Supporting Implementation Strategies										
	2014			22,424	2,310	460	241	10,231		**35,665**
	2015			22,495	2,343	461	52	10,777		**36,129**
	2016			23,113	2,255	462	1,207	10,932		**37,970**
	Total:			68,032	6,908	1,384	1,500	31,940		**109,763**

*Language Services above excludes translation, i.e. Programme Support portion (shown under Strategic Objectives). The table below provides the estimated resource requirement for all Language Services.

REGULAR BUDGET - ESTIMATED RESOURCE REQUIREMENTS

Function	Year	Posts			Non-Posts					Total Cost in '000 CAD
		Man Years		Total Cost in '000 CAD	Total Cost in '000 CAD					
		IP	GS		Consultancy/ Outsourcing	Travel	Meetings	Other		
Language Services - TOTAL										
	2014	41.67	44.00	11,052	1,158	7	-	-		**12,217**
	2015	40.83	44.00	11,147	1,185	7	-	-		**12,339**
	2016	40.00	44.00	11,370	1,213	8	-	-		**12,590**
	Total:			33,569	3,555	22	-	-		**37,147**

SUPPORTING IMPLEMENTATION STRATEGY

Function	*Administration and Services Management*
Description	*Plan, manage and oversee the activities of the Bureau of Administration and Services related to Human Resources management; Information and Communication Technology and Web management, Language and Publications service; Revenue-generating Activities, Assembly and Council Secretariat; Conference, Security and General service; Registry, Archives and Distribution, and travel services.* *Provide support and strategic advice on diverse management issues to the Assembly, Council, Human Resources Committee, and Finance Committee as well as to the Secretary General, and lead operational committees of the Secretariat in administration and service areas.* *Collaborate on UN Inter-Agency initiatives in support of administrative and management reforms aimed at improving organizational efficiency and effectiveness.*

Objectives:
- Manage human and physical resources efficiently and effectively through modernization of administrative and management processes by using automation tools and modern management systems.
- Advancement of Human Resources management policies, rules and procedures in order to meet the changing needs of the Organization and to foster an international Secretariat of the highest calibre and motivation.
- Efficient utilization of available resources in administration and services to effectively support the Organization in implementing its Strategic Objectives.

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Develop and implement a results-based budget and business plan in administration and service management.	Effective management of administration and services	Percentage of annual budget usage	90%
2. Guide the management of human resources and manage physical resources of the Organization.	High quality of workforce and physical resources in place	Percentage of workforce with PACE level at or above "fully meets performance expectations"	75%
3. Support the Organization in implementing its Strategic Objectives by utilizing human and physical resources.	All strategic objectives supported in an efficient and effective manner	Number of administrative processes modernized	3 in triennium
4. Provide support and advice to Governing Bodies in all areas related to administration and management of the Organization.	Working papers and documentation submitted timely and accurately	Percentage of documentation provided on time	95%
5. Collaborate on UN inter-agency initiatives in administration and service management.	Relevant UN management reform initiatives in place in ICAO	Number of relevant UN management reform initiatives implemented in ICAO	3 in triennium

Function	*Administrative Support to the Air Navigation Commission*
Description	*Administrative support to the management of the Air Navigation Commission includes support scheduling, recording and procedural matters as well as the maintenance and enhancement of the ANC Web Site.*

Objectives:
- Effective sessional and long-term planning;
- Accurate records of ANC meetings;
- Effective communication of documentation supporting ANC meetings;
- Coordination between ANC, other governing bodies and the Secretariat.

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Prepare sessional work programmes	Work programme for each ANC session	% of working papers on the work programme available 5 working days in advance of the formal ANC meeting	90%
2. Prepare minutes of the ANC meetings	Minutes	% of Completion of final set of minutes for each session within 2 weeks	90% (current budget proposal supports a maximum of around 25 meeting minutes a year with up to 8 pages of minutes per meeting)
3. Make documents available for ANC meetings	ANC website kept up-to-date	% of AN-WP and principal reference documents listed on the OB available 5 working days in advance of the formal ANC meeting	90%
4. Support informal (e.g. ANC sub groups including)	Secretariat support at these meeting	Number of these meeting where secretariat is required	1 per work programme item
5. Additional formal papers or formal reports requested by the ANC or its sub-groups)	Formal papers/reports	Number of papers/reports	Oral reported as needed Written report no more than 2 per year
6. Coordinate between ANC, other governing bodies and the Secretariat on work programmes, meeting schedules	ANC work programme, input to Council work programme, ANC meeting schedules	% of Information on work programmes, meeting schedules and meetings available on time for council consideration	90%

SUPPORTING IMPLEMENTATION STRATEGY

Function	*Assembly and Council Secretariat*
Description	*Under the Bureau of Administration and Services, the Assembly and Council Support Unit provides administrative support services for Plenary and Executive Committee meetings of the Assembly and for Council meetings; and monitors follow-up action taken on the decisions of the Assembly and the Council.*

Objectives:
- Effective and expeditious preparation and dissemination of information relating to the policies and activities of the Assembly and the Council.
- Effective preparation of supporting documentation for the Assembly and the Council.

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Issue Council-related decisions, minutes and action sheets and publish Assembly resolutions and minutes of the Plenary and Executive Committee meetings in a timely manner	Prompt issuance of Council-related decisions, minutes and action sheets and Assembly-related resolutions and minutes	Percentage of documents issued within the established timeframes	95%
2. Monitor follow-up actions regarding the decisions of the Council and the Assembly	Timely publication of: sessional reports on action taken to implement Council decisions; and mid-triennial reports by the Bureaux concerned on implementation of Assembly resolutions and decisions	Percentage of reports posted for each Council session in a timely manner Percentage of mid-triennial reports issued in a timely manner for Council's consideration	95% 95%
3. Prepare, in a timely manner, verbatim transcripts for meetings of the Council and the Air Navigation Commission, for the Plenary and Executive Committee Meetings of the Assembly, and for meetings of other bodies, as requested	Prompt completion of verbatim transcripts	Percentage of transcripts completed within the established timeframe	95%

Function	*Budget and Financial Management*
Description	*This function will involve financial and accounting services for all the operations of the Organization through the management, control and reporting of the Organization's assets, liabilities, income and expenses of all funds in accordance with the Financial Regulations, policies, and procedures as well as Assembly and Council directives; ensuring accountability; supporting the allocation of programme and operating resources to optimize the use of expected and/or available funds based on the Organization's priorities (planning and budget); providing guidance on policy matters that have financial considerations; overseeing strategic programmatic planning and performance reporting; implementing enterprise risk management and managing and reporting on financial transactions including the Annual Financial Statements and contributors' reports while maintaining steady state operations.*

Objectives:
- Unqualified opinion of the External Auditor.
- Financial management and reporting in accordance with the Financial Regulations and IPSAS for all Funds and projects, as required.
- Budget and other expenditures maintained within the approved appropriations, allotments and fund balances.
- Timely and accurate financial reports and statements issued.
- Budget of the Organization prepared and approved by all governing bodies.
- Timely and accurate payments of staff members, field experts, consultants and suppliers.
- Timely maintenance of the Financial Policies and Procedures Manual (FPPM).
- Risk registers developed, monitored , and reported at the enterprise level
- Timely capture and reporting of emerging issues during the triennium via the Rolling Business plan process
- Timely performance reporting to Senior Management and Governing bodies via ICAO Knowledge Sharing Network (IKSN)
- Timely update of Internal Control Framework (ICF).
- Efficient and effective support to Technical Cooperation field projects.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Manage expenditures within approved budget and available funds.	Monthly and Budget reports	Expenditure levels	No overrun in budget and available fund balance
2. Produce Financial Statements, donor and other financial reports.	Annual C-WP on Financial Year; quarterly contributors' reports.	Audited financial statements. Timely response to contributors' queries.	2Q each year Within 15 days of query
3. Preparation of the triennial budget estimates	C-WPs and A-WP on triennium budget	Assembly adoption of budget.	4Q/2016
4. Process payments for staff members, field experts, and consultants.	Monthly payroll run	Timely payments to staff and other personnel.	100% on paydate
5. Invest funds of the Organization securely within acceptable liquidity to maintain required cash flow and maximize investment potential.	-	Cash flow. Secured interest income.	Positive cash balance

SUPPORTING IMPLEMENTATION STRATEGY

Key Activities	Output/Deliverable	Key Performance Indicators	Target
6. Update the Rolling Business Plan	Rolling Business Plan updated twice a year	Emerging issues identified	Q2 and Q4 of each year
7. Manage the Risk Registers	Risk Register updated twice a year; relevant risks mitigated and action reported	Key risks identified and monitored.	Q2 and Q4 of each year
8. Maintain ICF and FPPM.	Statement of Internal Control supported by ICF and FPPM.	No significant weaknesses in financial controls.	Ongoing, with revisions at least once a year, in Q4.
9. Support to Technical Cooperation field projects. Cash management including opening/closing bank accounts, signatory control, replenishments & expenditure recording and control.	Monthly cashbooks and bank reconciliations. Posted Agency Service Requests (ASRs).	Timely reporting of approved expenditures for Donor Reports. Approved bank reconciliations.	Quarterly Monthly
10. Report on Organizational Performance	Updated programmatic, financial and performance information	Appraisal of organizational performance	Updated and reported to Council during each committee phase

Function	*Communications*
Description	*Under the Office of the Secretary General, the Communications Section (COM) seeks to enhance mainstream and aviation community awareness of ICAO, the Council and the Organization's Strategic Objectives. COM accomplishes this through a very wide range of media relations and corporate communications activities in support of ICAO's Executives and Bureaus, including but not limited to speech writing, press releases and press conferences on major developments, replies to direct media queries, the development of editorial and video content for internal and external stakeholders, branding and other visual identity coordination in support of many Bureau information tools and products, marketing communications, liaising with local and aviation community bodies, publication reviews, and many other activities.*

Objectives: Improved positive recognition and perception of ICAO locally and globally, amongst mainstream, United Nations and aviation community target audiences.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Develop and optimize relationships with mainstream and trade media.	Improved visibility and reputation for ICAO, locally and globally	Newspaper, magazine and web references to ICAO developments	minimum 10% more tracked per year than in 2012
2. Optimize collaborative opportunities with aviation partners	Increased joint initiatives and activities	Realized projects	Minimum 1 project annually
3. Develop a more cohesive ICAO brand	Rationalized visual identity approach	Project-by-project	New brand and Guidelines for 2015
4. Implement media monitoring	More frequent and transparent reporting on ICAO's media presence	Quantitative and qualitative monthly media reports	1 report per month, continuous as of 1/1/2014
5. Better adapt ICAO communications to 21st Century news environment	Improved use of website, Facebook, Twitter; new short corporate video	Effective homepage rotators, highlights, newsroom, social networking pages; new shorter video	+10% WHLs/year +25% tweets. +20% FB and LinkedIn traffic.
6. Assure maximum and optimized exposure for major ICAO events	Improved event branding; simple, clear press information and releases; advance editorials, etc.	Event-by-event assessments as per new triennium scheduling	Well-attended press confs, min 10% more local/ intl coverage
7. Develop closer links and cooperate more comprehensively with other UN agencies	Regularized meetings or teleconferences on key issues	More collaborative ventures with UN partners	Develop and deliver UN COM Symposium
8. Improved contact with Bureaus on new standards and other developments	More prompt publicizing of related developments	Journal articles, press releases, website mentions	Increase articles/ mentions by 15% over 2012
9. Work closely with RGA on marketing communications and brand-related priorities	Better brand association of ICAO information and commercial products	Revised organization of ICAO information and products/ services on public site	Revise website and finalize new branding

SUPPORTING IMPLEMENTATION STRATEGY

Function	*Conference, Security and General Services*
Description	*Under the Bureau of Administration and Services, the subject functions are performed by the Conference, Security and General Services Section, which provides administrative and logistics management and services to conferences organized by ICAO, manages facilities, office premises, telecommunication and the inventory of assets of the Organization, provides internal security services, coordinates external security and safety services as well as administers the Business Continuity Plan and related activities of the Organization. The Section operates the organization-wide Records Management System (RMS), maintains the content management system, and provides timely, reliable and cost efficient distribution of publications and other documentation.*

Objectives:
- Consolidated and standardized policies and procedures for the conference and office services, and management and continuous improvement of conference facilities and services.
- Optimized utilization of office space, provision of related services and effective management of the inventory of assets.
- Efficient security services provided in cooperation with governmental and municipal authorities of the host countries.
- Enhanced access to information through records and content management systems.

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Maintain conference facilities and equipment up-to-date and commensurate to the needs of the Organization.	High standard conference facilities	Percentage of utilization of conference facilities	60%
2. Continually optimize office space utilization and provide related services.	Introduction of standardized office space and services	Percentage of office space used	90%
3. Implement and maintain consistent and IPSAS compliant assets inventory system.	Assets inventory policy and procedures fully observed.	Number of regular inventory reports per year.	1 report per year
4. Provide efficient internal and external security services to the Organization.	Internal and external security maintained at high level.	Number of significant security incidents.	<10 per triennium
5. Provide efficient records management services.	Automated records management system implemented.	Percentage of timely processing of records.	80%
6. Develop efficient content management services.	Information and content management system developed.	Percentage of staff trained in content management at the end of the triennium	60%

Function	*Ethics*
Description	The ICAO Framework on Ethics was adopted by the Council at its 193rd Session with an effective date of 1 January 2012. The goal of the framework is "*to provide standards leading to a fully operational ethics function within ICAO that is designed to ensure an understanding by all staff members of minimum acceptable standards of behaviour*." Reporting to the Secretary-General and to Council through an annual report, the Ethics Officer provides advice and guidance on ethics issues to all staff and mandatory and voluntary training on ethics issues. The Ethics Officer is also responsible for the receipt, review and administration of all reports of misconduct; the administration of subsequent authorized investigations; the administration of the ICAO Protection From Retaliation Policy; and the administration of the ICAO Financial Disclosure Policy.

Objectives:
- Increased efficiency and effectiveness through the application of ethical principles to develop and sustain a harmonious workplace.
- The mitigation of organisational risks arising from conflicts of interest, the non-application of ICAO rules and regulations, and non-compliance with ICAO Standards of Conduct.
- The enhancement of ICAO's reputation as a standard setter and trusted ethical partner.

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Develop, test and deliver mandatory and voluntary training courses on ethics to all ICAO staff members.	Basic and specialist ethics training courses.	% of new Montreal-based staff to have received basic ethics induction guidance.	95%
		Number if basic and specialist web based ethics courses developed and made available to all staff members on the ICAO iLearn system.	5
		% of staff having received Face-to-Face basic training.	90%
2. Provide guidance and advice to all staff on ethics related matters.	ICAO training literature and communication materials. Updated relevant ICAO policies.	% of requests responded to within 48 hours.	95%
3. Administer all reports of misconduct as per the ICAO Framework on Ethics, up to and including investigation.	Administration of all reported claims of misconduct.	% of reports administered within target dates set by ICAO PI/1.6	90%

SUPPORTING IMPLEMENTATION STRATEGY

Key Activity	Output/Deliverable	Key Performance Indicator	Target
4. Administer the ICAO Financial Disclosure Policy.	Report on compliance with ICAO conflict of interest declaration standards.	Compliance rate of staff with policy requirements.	100%
5. Administer the ICAO Protection from Retaliation policy.	Administration of reports.	% of reports administered with target dates set by ICAO PI/1.6.	90%
6. Deliver annual report to Council.	Annual reports	Report delivered to schedule.	100%

Function	*Evaluation and Internal Audit*
Description	*In accordance with the ICAO Financial Regulations and the EAO Charter, the primary objective of the Evaluation and Internal Audit Office is to improve the economy, efficiency and effectiveness of ICAO's operations through completion of an agreed programme of internal audits and evaluations. EAO is also responsible for carrying out investigations into allegations of wrongdoing. Additionally, EAO is the ICAO Focal Point to the Joint Inspection Unit (JIU) and the External Auditor. Furthermore, EAO gives advice to management on improving ICAO's operations and processes as well as providing secretariat support to the Evaluation and Audit Advisory Committee (EAAC).*

Objectives:

- Independent risk based internal audits which assess compliance with established policies, regulations, rules and procedures as well as identifying opportunities for greater economy, efficiency and effectiveness of operations;
- Strategically focused and risk-based evaluations aimed at providing input to decision-making and improving the relevance, effectiveness, efficiency, impact and sustainability of ICAO programmes, policies, projects and processes;
- Timely and thorough investigations that address allegations of wrongdoing;
- Effective coordination of the work of External Oversight Bodies (JIU and the External Auditor);
- Contribute to improving ICAO's operations and processes through the provision of advice to management.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Develop an agreed programme of internal audits which (i) identify risks, internal control weaknesses, and operational inefficiencies, (ii) provide assurance to the governing body that the control framework is adequate and effective, and (iii) identify potential sources of savings.	Independent risk-based audit reports	Completion of planned audits against annual plans (provided there are no special requests, no changes of priorities, and the level of resources is maintained).	80%
2. Prepare structured and relevant evaluations of ICAO programmes, policies, processes and projects.	Evaluation reports	Completion of planned evaluations against annual plans (provided there are no special requests and no changes of priorities, and the level of resources is maintained).	60%
3. Carry-out investigations as assigned.	Investigation reports	Reports completed within the stipulated deadlines.	100%
4. Act as a focal point to the JIU	ICAO responses to the JIU	Rate of compliance with JIU requests and deadlines.	100%
5. Act as a focal point to the External Auditor	ICAO responses to the External Auditor	Completed action plans for Audit Reports and Management Letters.	100%

SUPPORTING IMPLEMENTATION STRATEGY

Function	*Executive Management*
Description	*Includes the Offices of the President and the Secretary General.* *The Office of the President provides the necessary support and services to the Council and its subordinate bodies to perform their statutory responsibilities and other functions efficiently.* *The Office of the Secretary General provides strategic direction to the Secretariat and manages the implementation of the Organization's mandate through the execution of the policies, directives and work programmes approved by the Assembly and the Council.* *Also included in the resources of Executive Management are those of the 2016 Assembly, so as to provide the necessary support and services to enable the Assembly to perform its statutory responsibilities and other functions efficiently.*

Objectives:
- Effective engagement with Member States.
- Enhanced coordination and coherence within the Secretariat.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. To lead ICAO, in conjunction with the Council, in the achievement of its Vision, Mission, Strategic Objectives and Goals.	Programme Results	On time delivery of results and within budget	Continuing
2. Provide regular, quality communication, consultation and dialogue with Member States and industry.	Advocacy of ICAO agenda with Member States; shared and accepted common policies	State Letters, face-to-face meetings with Government functionaries and representative of international organizations	Continuing
3. Prudently manage the budget resources within Appropriation and according to Council and Assembly guidelines	Periodic budget status reports to Council	Budget is not overspent while carry over is minimized	Continuing
4. Enable the Council to fulfil its governance function.	Better informed and more effective Council	Advice and information to Council and its Bodies	Continuing
5. Assure that the Organization and its Mission, Strategic Objectives, programmes, products and services consistently present a strong, positive image to Member States, stakeholders, and the public.	Better name recognition of ICAO	Press Releases, websites, and a vibrant communication strategy	Continuing
6. Ensure that ICAO has appropriate systems, processes and controls to enable it to conduct its activities in an economical, efficient, lawful and ethical manner.	Audit and Evaluation reports	Clean audit opinion	Continuing
7. Provide leadership and manage the human resources through an effective and solid ICAO organizational structure.	Productive and adequately qualified staff	Efficient recruitment procedures; skills development and training programme; succession planning	Continuing
8. Oversee extra-budgetary resources, identifying funding gaps, establish fundraising strategies, approach funders and manage voluntary funds in a responsible manner.	AOSC and ARGF remain profitable. Donors continue support.	TCB implementation. ARGF profitability. Voluntary fund raised	Continuing

Function	*Human Resources*
Description	*Under the Bureau of Administration and Services, this function is performed by the Human Resources Sections. Continuous enhancement of Human Resources management policies, rules and procedures of the Organization to support the creation of a result-oriented, performance-based culture and to meet the changing staffing needs of the Organization. This strategy involves workforce and succession planning, recruitment, compensation and staff development/training, effective performance management, the provision of HR services and professional advice to staff and managers of the Organization, the development of an enabling work environment through clear policies, harmonious staff relations, efficient conflict resolution and fair and equitable treatment of all staff.* *Participate in UN Common System meetings and in the conduct of studies and surveys regarding conditions of employment and UN Common System Rules and Regulations.*

Objectives:
- Efficient HR management to attract, retain and motivate a competent and diverse workforce to meet the evolving needs of the Organisation
- Effective performance management, skills and competencies development, talent management and HR process automation

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Improve transparency, availability and consistency in the implementation of Staff Regulations and Rules and procedures; as well as develop a comprehensive HR Manual.	Set of comprehensive HR policies and procedures in place; Provision of strategic advice on HR management to the Organization	Development of comprehensive HR Manual	December 2015
2. Timely recruitment through annual workforce planning and taking into consideration equitable geographical distribution and gender representation.	Competency-based recruitment and workforce planning; Timely recruitment taking into account EGR and gender representation	Percentage of recruitment completed within 5 months;	80%
3. Improve knowledge and skills of staff members, in order to meet the evolving needs of the Organization.	Integrated competency frame-work including training and development opportunities implemented	Number of trainings provided in person days	700 person days in triennium
4. Enhance performance management system.	Effective performance management system implemented	Percentage of PACE completion rate	80%
5. Provide high quality HR services, including managing contracts, entitlements and social security services.	Provision of quality Staff Services to ICAO	Percentage of replies to staff requests within one week	70%
6. Automate HR functions	Implementation of HR information management system	Number of HR functions modernized	3 in triennium

SUPPORTING IMPLEMENTATION STRATEGY

Function	*Information Technology*
Description	*Under the Bureau of Administration and Services, this function is performed by the Information and Communications Technology (ICT) Section which leads the implementation of the ICT Strategic Plan; implements prioritized ICT activities across the Organization through coordination; protects ICAO's information assets and attached ICT services; supports ICAO's programme and administrative management activities through planning, developing, testing, implementing, standardizing and maintaining software applications and enterprise systems including the required ICT infrastructure covering electronic mail, the network, data storage and web platforms; provides a data management framework; and provides user support services.*

Objectives:
- Create a uniform environment with common information exchange standards to enable the Organization to create, share and apply knowledge more efficiently and effectively.
- Improve the Organization's systems and web platforms for delivery of information needed for the effective and efficient management and administration of its programmes activities.
- Improvement of accessibility, usability, reliability and stability of information and systems.

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Formulate and implement policies, strategies and standards to ensure that information captured, generated and shared are readily accessible, secured and of high quality	Industry standards used to unify information management and technology architecture; set of policies and standards to ensure ICT investments generate business value	Percentage of implementation of the parts of the ICT Strategic Plan foreseen for triennium	50%
2. Implement the one-ICAO ICT, human resources, planning and infrastructure system; deliver IT projects to support programme and administrative activities	All required projects developed and deployed	Percentage of projects within cost and time tolerance	70%
3. Improve the usage of web-based publishing, communication and collaboration tools	High level of currency and relevancy of used web technologies	Number of significant failures in ICAO web services per year	<10 per year
4. Provide user support services to all IT systems and projects through the ICT Service Desk, and implement a new ICT Service Management System	A responsive and responsible ICT service environment and enhanced ICT Service Management System	Percentage of Service Desk responses within agreed time frames	80%
5. Maintain and support software, network, system, infrastructure and website availability and compatibility	Upgrade of all systems and websites; up-to-date infrastructure	Percentage of high level of availability	98%
6. Maintain and support ICAO's Enterprise Resource Planning system and optimize business processes	A properly configured system operating within accepted parameters	Percentage of Service Desk responses within agreed time frames	80%
7. Implement an enhanced Data Management Programme including Master Data Delivery and Governance	Data Management aligned with business needs and Knowledge Management	Percentage of ICAO data included in data warehouse	80% at the end of triennium

Function	Language Services
Description	*Under the Bureau of Administration and Services, this function is performed by the Language and Publications Branch (LPB) to provide language services related to interpretation, translation and publications in the six ICAO working languages (English, French, Spanish, Russian, Arabic and Chinese) for programme activities, activities of the Council, its Governing Bodies and the ANC and other meetings of the Organization by internal staff and through outsourcing.*

Objectives:

- Timely issuance of working papers for ICAO meetings on the basis of simultaneous distribution in the six ICAO working languages.
- Timely issuance of publications to Member States.
- Improvement of quality of translation and interpretation services.
- Enhancement of efficiency through application of new technologies, including computer-assisted translation and voice recognition systems.

Key Activity	Output/Deliverable	Key Performance Indicator	Target
1. Provision of interpretation services for the Governing Bodies, the ANC and other meetings of the Organization.	High quality of interpretation services provided	Number of interpretation sittings provided per year	1500 sittings in triennium 7 sittings per interpreter per week, as required
2. Provision of translation services for Governing Bodies, the ANC, meetings and Programme activities.	High quality of translation services provided	Number of words translated Productivity standards aligned with UN	9.1 million words translated in triennium 1450 words translated per translator per day
3. Editing and translation of saleable publications.	New titles edited and translated;	Number of new titles edited and translated in triennium	50
4. Production of non-saleable publications and amendments.	Publications and amendments produced;	Number of non-saleable publications and amendments produced in triennium	50
5. Automation of language service processes.	Computer assisted translation system and slotting system implemented	Percentage of relevant staff using systems	80% by the end of triennium

SUPPORTING IMPLEMENTATION STRATEGY

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

Objectives:

- Protection of ICAO's legal interests and ensuring that the Organization operates with the highest standards of legal propriety.
- All formal documentation has a legal basis for the action proposed therein.
- Timely and high-quality advice within the stipulated deadlines.
- A draft legal instrument on unruly passengers to be submitted to a Diplomatic Conference.
- Continued ratification by States of international air law instruments.
- All deposits of instruments of ratification processed within seven working days of receipt.
- Elimination during the triennium of the backlog of agreements awaiting registration, and keeping registrations current.
- Appeals by staff members handled expeditiously.
- Civil aviation disputes between States prevented or mitigated.
- Possibility of disputes between ICAO and stakeholders lessened.
- High-quality protocol assistance given promptly.

Key Activities	Output/Deliverable	Key Performance Indicators	Target
1. Provide legal advice to ICAO clients	Timely and accurate legal opinions or views	% of Requests processed in 2 weeks or less	80%
2. Plan and organize a diplomatic conference relating to unruly passengers	Secretariat services, including preparation of documentation	Draft instrument circulated 6 months before the date of the Conference; Conference properly organized and run	December 2014
3. Provide regular protocol assistance	Timely protocol services for delegations	% of Visa assistance provided within 3 working days.	90%
4. Handle appeals and other litigations	Presentation of ICAO's position in appeals and settlement or resolution of disputes	% of Administration briefs submitted to appeal bodies before the deadline	100%

Key Activities	Output/Deliverable	Key Performance Indicators	Target
5. Exercise deposit and registration functions relating to treaties and agreements	Timely depositary actions and registration of agreements	% of Deposits of instruments processed within seven working days.	95%
		Elimination of the backlog of registrations	1Q 2015

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PROGRAMME NARRATIVES
EXTRA-BUDGETARY FUNDS

Administrative and Operational Services Costs Fund

Ancillary Revenue Generation Fund

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Fund	Administrative and Operational Service Costs (AOSC) Fund Technical Co-operation Programme
Objective	The AOSC Fund is established to meet the full cost of the Administration, Operation and Support of the Organization's Technical Co-operation Programme to Assist Member States in the Implementation of ICAO's Standards and Recommended Practices (SARPs) and Air Navigation Plans (ANPs) as well as in the Development of their Civil Aviation Administration Infrastructure and Human Resources in line with the Overall Objectives of the Organization

Objective 1: *Assistance provided to States to develop their civil aviation programmes, including infrastructures and human resources, with the aim of fostering their economic development and achievement of self-sufficiency in the civil aviation field.*

Key Activities:

- Cooperate with States and other stakeholders in the identification, formulation, mobilization of resources and implementation of civil aviation projects.

- Explore potential sources of funding for civil aviation technical assistance and technical cooperation projects.

Objective 2: *Global implementation of ICAO's Standards and Recommended Practices (SARPs) and Air Navigation Plans (ANPs) keeping in mind ICAO's priorities of safety, air navigation capacity and efficiency, security, environmental protection, and sustainable development of air transport.*

Key Activities:

- Encourage States when implementing civil aviation projects through the Technical Co-operation Bureau, to give due regard to the Universal Safety Oversight Audit Programme (USOAP), Continuing Monitoring Approach (CMA) and Universal Security Audit Programme (USAP) audit findings and recommendations in order to rectify deficiencies and resolve Significant Safety Concerns within the required time frame.

- Make use of audit results, gap analysis, mission reports, ICAO/States Plans of Action and other sources to identify and develop potential projects with the agreement of the audited State.

- Take into consideration the Strategic Objectives of the Organization, giving preference to those activities which will promote early and effective implementation of ICAO standards whilst taking into account the special needs of least developed countries, Small Island developing States and the particular air transport needs of Africa, thus contributing to the achievement of the United Nations Millennium Development Goals.

Objective 3: *Rapid emergency assistance to Governments, the United Nations and other development partners in response to post conflict, national disaster and national calamities situations in States.*

Key Activities:

- Participate in Organization-wide emergency response actions to address natural disaster, national calamities and post conflict situations in States.

ESTIMATED ADMINISTRATIVE AND OPERATIONAL SERVICES COST (AOSC) FOR 2014-2015-2016
(In Thousands of Canadian Dollars)

	2014	**2015**	**2016**	**TOTAL**
TCB MANAGEMENT AND ADMINISTRATION	8,300	8,400	8,500	25,200

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

ESTIMATED TECHNICAL CO-OPERATION PROGRAMME IMPLEMENTATION FOR 2014-2015-2016
(In Thousands of US Dollars)

	2014	**2015**	**2016**	**TOTAL**
TC PROGRAMME IMPLEMENTATION	130,000	133,000	135,000	398,000

Note: The triennial Technical Co-operation Programme forecast cannot be predicted with a great degree of accuracy since the implementation volume is dependent on the governments of recipient countries and funding sources' decision as to when and how much of the TC Programme will be implemented in a given year. Therefore with an average administrative overhead rate of 5.7 percent plus additional income of approximately CAD 850,000 from other sources, the figures above represent the required yearly implementation to sufficiently cover the AOSC Fund expenditures for the next triennium.

Fund:	Ancillary Revenue Generation Fund Revenue Generating Activities
Objective:	The objectives of revenue generating activities, and thereby the ARGF Fund, are to leverage ICAO's revenue-generating opportunities by developing and promoting products and services which facilitate the implementation of Strategic Objectives and provision of Programme Support within ICAO, streamlining and systematizing procedures related to revenue-generating activities, identifying and exploring potential revenue-generating opportunities which are consistent with the aims and objectives of the Organization, and developing, promoting and protecting the intellectual property of ICAO.

Objectives:

- Contribution of approximately CAD 5.1 million per year to the funding of the regular programme budget whilst also funding several posts in Bureaus which are working towards the overall objectives of ICAO.

Total Projected Revenues for 2014-2016 triennium	$45,776,000
Total Projected Expenditures for 2014-2016 triennium	$30,530,000
Contribution to Regular Programme Budget over triennium	$15,246,000

- Increase revenues and minimise expenditures of RGA activities through a cost-effective business model.

Key Activities/Product areas	Output/Deliverable	Key Performance Indicator	Target
1. Printed Publications	Reproduction and sale of ICAO publications, including Annexes, Manuals & PANS	Revenue achieved	to be determined
2. Periodicals/Magazines (including ICAO Journal)	Wide and on-time dissemination	Revenue achieved	to be determined
3. Websites/E-Products	New content produced and provided on-line	Revenue achieved	to be determined
4. Events & Symposia	Sponsorships	Revenue achieved	to be determined
5. Training	Materials, courses, sponsorships	Revenue achieved	to be determined
6. Licencing & Partnerships in Statistics	Contractual agreements, and products on databases/tools	Revenue achieved	to be determined
7. Office & Conference Services	Services to delegations and renters	Revenue achieved	to be determined
8. New Electronic Products	New products developed	Revenue achieved	to be determined

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ANNEXES

ANNEX 1 – Mapping of 2011-2013 Strategic Objectives and Programmes to 2014-2016 Strategic Objectives

ANNEX 2 - Mapping of 2011-2013 Supporting Implementation Strategies to 2014-2016 Supporting Implementation Strategies

ANNEX 3 – Regular Programme Budget by Organizational Structure and Object of Expenditure

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MAPPING OF 2011-2013 STRATEGIC OBJECTIVES AND PROGRAMMES TO 2014-2016 STRATEGIC OBJECTIVES				
2011-2013 Strategic Objectives and Programmes			**2014-2016 Strategic Objective**	
Strategic Objective		**Programme**	**Bureau/Office**	**Strategic Objective**	**Bureau/Office**

Strategic Objective		Programme	Bureau/Office	Strategic Objective	Bureau/Office
SAFETY	1	ATM - Airspace Optimization	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SAFETY	2	Performance-Based Navigation (PBN)	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SAFETY	3	Safety Management Implementation	ANB	SAFETY	ANB
SAFETY	4	Continuing Airworthiness	ANB	SAFETY	ANB
SAFETY	5	ATM - Global Management	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SAFETY	6	Regional safety-related activities	ANB	SAFETY	ANB
SAFETY	7	Safety - Revenue-generating (self-funding) activities	ANB	SAFETY	ANB
SAFETY	8	Regional Coordination of safety-related activities	RCC	SAFETY	ANB
SAFETY	9	Aerodrome Safety	ANB	SAFETY	ANB
SAFETY	10	Accident Investigation	ANB	SAFETY	ANB
SAFETY	11	Safety Audit	ANB	SAFETY	ANB
SAFETY	12	Civil/Military Cooperation	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SAFETY	13	ATM SARPs	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SAFETY	14	Regional Safety Oversight Organizations	ANB	SAFETY	ANB
SAFETY	15	Qualified Aviation Professionals	ANB	SAFETY	ANB
SAFETY	16	Critical Safety Risk Response	ANB	SAFETY	ANB
SAFETY - ROs	17	AFI Comprehensive Implementation Programme (ACIP)	*ESAF and WACAF*	SAFETY	*ESAF and WACAF*
SECURITY	18	Security	ATB	SECURITY AND FACILITATION	ATB
SECURITY	19	Regional Coordination of Security-Related Activities	RCC	SECURITY AND FACILITATION	ATB
SECURITY	20	Security Audit	ATB	SECURITY AND FACILITATION	ATB
SECURITY	21	Facilitation	ATB	SECURITY AND FACILITATION	ATB
SECURITY	22	ISD-Security	ATB	SECURITY AND FACILITATION	ATB
SECURITY	23	MRTD and Identity Management	ATB	SECURITY AND FACILITATION	ATB
SUSTAINABILITY	24	Environment Outreach	ATB	ENVIRONMENTAL PROTECTION	ATB
SUSTAINABILITY	25	Environment - Local Air Quality	ATB	ENVIRONMENTAL PROTECTION	ATB
SUSTAINABILITY	26	Environment - Climate Change	ATB	ENVIRONMENTAL PROTECTION	ATB
SUSTAINABILITY	27	Environment - Noise	ATB	ENVIRONMENTAL PROTECTION	ATB
SUSTAINABILITY	28	Data Link	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SUSTAINABILITY	29	Meteorology	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SUSTAINABILITY	30	CNS/Frequency Spectrum	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SUSTAINABILITY	31	Digital aeronautical information	ANB	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
SUSTAINABILITY	32	Sustainability - Revenue-generating (self-funding) activities	ATB	ECONOMIC DEVELOPMENT OF AIR TRANSPORT	ATB
SUSTAINABILITY	33	Enhanced Transparency of Aviation Policies	ATB	ECONOMIC DEVELOPMENT OF AIR TRANSPORT	ATB
SUSTAINABILITY	34	Statistics	ATB	ECONOMIC DEVELOPMENT OF AIR TRANSPORT	ATB
SUSTAINABILITY	35	Sustainable Air Transport	ATB	ECONOMIC DEVELOPMENT OF AIR TRANSPORT	ATB
SUSTAINABILITY	36	Airport/ANS Cost-Effectiveness	ATB	ECONOMIC DEVELOPMENT OF AIR TRANSPORT	ATB
SUSTAINABILITY	37	Regional Coordination of Sustainability-related Activities	RCC	AIR NAVIGATION CAPACITY AND EFFICIENCY	ANB
				ECONOMIC DEVELOPMENT OF AIR TRANSPORT	ATB
				ENVIRONMENTAL PROTECTION	ATB

ANNEX 2

MAPPING OF 2011-2013 SUPPORTING IMPLEMENTATION STRATEGIES TO			
2014-2016 SUPPORTING IMPLEMENTATION STRATEGIES			
2011-2013 Supporting Implementation Strategy	**Bureau/Office**	**2014-2016 Supporting Implementation Strategy**	**Bureau/Office**
PROGRAMME SUPPORT		*PROGRAMME SUPPORT*	
Conference Services	ADB/COS	Conference, Security and General Services	ADB/CSG
-	-	Administration and Services Management	DADB
Information Technology	ADB/ICT	Information Technology	ADB/ICT
Legal Services and External Relations	LEB	Legal and External Relations Services	LEB
Language Services	ADB/LPB	(part of Strategic Objectives)	ADB/LPB
Executive Management	President + OSG	Executive Management	President + OSG
Printing and Distribution Services (RGA)		Printing and Distribution Services (RGA)	
Records Management	ADB/RDM	(Combined with Conference Services)	ADB/CSG
Web Library Management	ADB/ICT/WLM	(Combined with Information Technology)	ADB/ICT
MANAGEMENT AND ADMINISTRATION		*MANAGEMENT AND ADMINISTRATION*	
Conference Services	ADB/COS	Conference, Security and General Services	ADB/CSG
Regional Coordination and Communications	RCC	Communications	COM
Administrative Services Management	DADB	Administration and Services Management	DADB
Evaluation and Internal Audit	EAO	Evaluation and Internal Audit	EAO
Budget and Financial Management	FIN	Budget and Financial Management	FIN
Human Resources	ADB/HR	Human Resources	ADB/HR
Information Technology	ADB/ICT	Information Technology	ADB/ICT
Security Services	ADB/ISEC	(Combined with Conference Services)	ADB/CSG
Records Management	ADB/RDM	(Combined with Conference Services)	ADB/CSG
Web Library Management	ADB/ICT/WLM	(Combined with Information Technology)	ADB/ICT
-	-	Ethics	OSG/ETHICS
MANAGEMENT AND ADMINISTRATION - GOVERNING BODIES			
Assembly and Council Secretariat	ADB/ACS	Assembly and Council Secretariat	ADB/ACS
Administrative Support to the ANC	DANB	Administrative Support to the ANC	DANB
Conference Services	ADB/COS	Conference, Security and General Services	ADB/CSG
Information Technology	ADB/ICT	Information Technology	ADB/ICT
Language Services	ADB/LPB	Language Services	ADB/LPB
Executive Management	OSG	Executive Management (Assembly)	OSG
Records Management	ADB/RDM	(Combined with Conference Services)	ADB/CSG
-	-	Administration and Services Management	DADB

ANNEX 3: **REGULAR PROGRAMME BUDGET BY ORGANIZATIONAL STRUCTURE AND OBJECT OF EXPENDITURE**

1.   This Annex provides an overview of ICAO's Budget requirements for 2014 to 2016 similar to the traditional format, i.e. by Organizational structure.

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

3.   The **Air Navigation Bureau** serves as the lead within the organization for supporting Safety and Air Navigation. Its work both on core technical functions derived from the mandate contained in the Chicago Convention and on the global management of aviation as governed by the Global Aviation Safety Plan and Global Air Navigation Plan.

   a) The core functions include:
      i.   Responding to crises affecting international civil aviation, such as volcanic eruptions, the spread of communicable diseases and regional conflict; and
      ii.   Addressing all technical aspects of aviation safety and air navigation including the following : Aerodromes, Accident Investigation, Air Traffic Management, Aviation Medicine, Meteorology, Aeronautical Information Management, Communication, Surveillance, Navigation, Operations, Airworthiness, Training, and Personnel Licensing;

   b) The tasks related to the management of aviation involves:
      i.   Monitoring the overall health of the global and regional aviation systems;
      ii.   Identifying and analysing : deficiencies in implementation, gaps in Standards and Recommend practices of the organization, as well as emerging issues; and formulating strategies and plans to address the issues highlighted in the analysis;
      iii. Assisting States in the achieving and maintaining high levels of safety while achieving stable and sustainable growth in the international aviation sector by providing them with a comprehensive and complete set of regulatory tools including;
      iv.   A set of international SARPs to ensure a safe and harmonized evolution of aviation
         • Annex 1 — *Personnel Licensing*
         • Annex 2 — *Rules of the Air*
         • Annex 3 — *Meteorological Service for International Air Navigation*
         • Annex 4 — *Aeronautical Charts*
         • Annex 5 — *Units of Measurement to be Used in Air and Ground Operations*
         • Annex 6 — *Operation of Aircraft*
         • Annex 7 — *Aircraft Nationality and Registration Marks*
         • Annex 8 — *Airworthiness of Aircraft*
         • Annex 10 — *Aeronautical Telecommunications*
         • Annex 11 — *Air Traffic Services*
         • Annex 12 — *Search and Rescue*
         • Annex 13 — *Aircraft Accident and Incident Investigation*
         • Annex 14 — *Aerodromes*
         • Annex 15 — *Aeronautical Information Services*
         • Annex 18 — *The Safe Transport of Dangerous Goods by Air*
         • Annex 19 — *Safety Management*
      v.   A set of manuals, workshops and other guidance to ensure that the SARPs and policies are properly understood; and
      vi.   A set of tools to provide the data, analysis and other information to assist States with making decisions at a regional, and sub-regional, level; and tools to track global implementation.

   c) In order to accomplish these tasks in and efficient and effective manner ANB fosters a network of Safety and AN resources through which it :

      i. Manages over 600 experts from across the globe that serve on panels, study groups and taskforces to develop technical provisions;

      ii. Maintains a constant communication and coordination with international organizations representing all major sectors of (an increasingly devolving and diversifying) aviation system; and

      iii. Otherwise leverages the skills and experiences of States and entities involved in aviation by engaging in partnerships to provide training and tools amongst other things.

4. The **Air Transport Bureau (ATB)** carries out activities under ICAO's Strategic Objectives for *Security and Facilitation, Economic Development of Air Transport,* and *Environmental Protection.* It is responsible for the provision of expert assistance required by the Assembly, Council, Air Transport Committee (ATC), Committee on Unlawful Interference (UIC), Committee on Joint Support of Air Navigation Services (JSC), Committee on Aviation Environmental Protection (CAEP) and the specialized conference, divisional, panel and working group meetings related to these three Strategic Objectives. The Bureau assists in developing, updating, and promoting the implementation of Standards and Recommended Practices (SARPs) in Annexes 9, 16 and 17, air transport policies and guidance (such as air transport regulation, economics of airports and air navigation services, and funding of aviation infrastructure) as well as the specifications for machine readable travel documents. The Bureau is also charged with the development of environment-related policies and measures and assistance for States to prepare and implement their action plans for CO_2 emissions reduction activities. In addition, the Bureau implements the ICAO Comprehensive Aviation Security Strategy (ICASS), including the Universal Security Audit Programme (USAP) and assistance for States in rectifying deficiencies identified by the USAP, and also implements an ICAO Traveller Identification Programme (ICAO TRIP) Strategy. Furthermore, it maintains and provides access to civil aviation data/statistics and forecasts. Data on acts of unlawful interference and environmental protection (noise and emissions) are also maintained in the Bureau. The Bureau works with other offices of the Organization including Regional Offices, performs liaison and coordinates the above-mentioned issues with all the United Nations bodies and other international organizations, especially the United Nations Framework Convention on Climate Change (UNFCCC), the World Tourism Organization (UNWTO), World Customs Organization (WCO) and regional civil aviation organizations.

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

6. The **Bureau of Administration and Services (ADB)** is responsible for providing the administrative support required by the Organization relating to the following: human resources; conference, security and general services; information and communication technology and web management; registry, archives and distribution; travel services; languages and publications; revenue-generating activities; and Assembly and Council Secretariat.

7. The following offices report directly to the **Office of the Secretary General (OSG)**:

      a) The **Regional Offices (RO):** The seven Regional Offices (located in Paris, Dakar, Nairobi, Lima, Mexico, Bangkok and Cairo) are primarily responsible for maintaining continuous liaison with the States to which they are accredited and with appropriate organizations, regional civil aviation bodies and United Nations Agencies and programmes. They ensure interregional coordination and promote the timely and harmonized implementation of ICAO policies, decisions, Standards and Recommended Practices and air navigation plans. They also provide technical guidance and assist States with implementation.

b) The **Communications Unit (COM)** supports ICAO in achieving its Strategic Objectives and work programme through the creation of enhanced awareness of its achievements and policies among the general public, traditional and non-traditional news media, and influential social and political constituents worldwide. COM falls under Management and Administration and performs the *Communication* function.

c) The **Finance Branch (FIN)** is responsible for developing and applying budgetary, accounting and financial policies and procedures; The financial management of the approved budget in accordance with the Financial Regulations and Rules and Assembly and Council directives. The banking and investment of the Organization's funds are undertaken by the Finance Branch. Chief, Finance Branch is the Secretary of the Finance Committee. As principal financial officer of the Organization, the Chief, Finance Branch maintains close liaison with the External Auditor and certifies all ICAO financial statements. FIN falls under Management and Administration, performing *Budget and Financial Management* function.

d) The **Evaluation and Internal Audit Office (EAO)** is responsible for the systematic evaluation and audit of ICAO's programmes, projects and activities, as well as investigations into allegations of misconduct of a financial nature. EAO is also mandated to act as focal point for the Joint Inspection Unit (JIU) and the External Auditor, for their performance audits. Additionally, EAO provides secretariat services to the Evaluation and Audit Advisory Committee (EAAC). EAO falls under Management and Administration, performing *Evaluation and Internal Audit* function.

e) The **Ethics Office** provides formal and informal advice on ethics related issues. This office is independent from all other services and has both formal and informal access to the Council. All staff members have access to the Ethics Officer to report cases of suspected wrongdoing. Other responsibilities of the Ethics Officer include the provision of mandatory and refresher training on ethics matters; the handling of all reported cases of misconduct; administering the ICAO policy on protection from retaliation; and implementing the ICAO financial disclosure policy. This Office falls under Management and Administration, performing the *Ethics* function.

8. The current Organigram is in **Exhibit 6**.

9. **Table 3** provides the breakdown of the Budget for 2014 to 2016 by Organizational Structure.

TABLE 3: BUDGET FOR 2011-2013 AND ESTIMATES FOR 2014-2016 BY ORGANIZATIONAL STRUCTURE
(in thousands of CAD)

	Expenditure*		Appropriations				Estimates				
	2011	**2012**	**2011**	**2012**	**2013**	**Total**	**2014**	**2015**	**2016**	**TOTAL**	**% of Total**
ANB	17,472	19,035	16,643	17,024	18,089	51,756	17,093	17,674	18,383	53,150	19%
ATB	10,097	10,941	10,546	10,973	10,919	32,439	10,168	10,498	11,209	31,874	11%
LEB	2,169	2,353	2,171	2,268	2,243	6,682	2,466	2,329	2,484	7,278	3%
RO	18,386	20,283	21,686	23,181	24,377	69,245	22,452	22,992	23,899	69,344	24%
ADB	32,422	31,749	30,496	30,670	31,301	92,467	30,542	31,389	31,791	93,722	33%
OSG											
Pres/SG/Ethics	1,429	1,956	1,660	1,700	2,543	5,903	2,054	1,976	3,108	7,137	2%
COM	376	537					640	659	678	1,977	1%
EAO	716	994	851	1,090	1,146	3,087	1,186	1,136	1,045	3,368	1%
FIN	4,097	3,643	4,198	4,252	4,435	12,885	4,207	4,092	4,198	12,497	4%
RGA	1,757	1,603	1,244	1,892	3,016	6,153	1,945	1,992	2,254	6,190	2%
Other**	496	496									
Exchange Gain/Loss		184									
	89,416	93,773	89,495	93,051	98,069	280,616	92,752	94,737	99,050	286,538	100%

*at UN Rate of Exchange
**payment for PRO services

10.   **Table 4** provides the breakdown of the Budget for 2014 to 2016 by major objects of expenditures, which are termed "budget blocks". Under Posts, there are IP Posts and General Service Posts. Under Non-posts, there are: Capital Expenditures, Consultancy and Outsourcing, Discretionary Staff-related Costs, Operational Expenditures, Special Implementation Projects (SIP), Meeting, Travel on Mission, and Hospitality. Definitions of these terms are in paragraph 13 below. As in previous budgets, resources for posts take up approximately 76 per cent. Further breakdown of the budget estimates by Bureau/Office and objects of expenditures can be found in the **Exhibits** section.

TABLE 4: 2014-2016 ESTIMATED BUDGET BY BUDGET BLOCK
(in thousands of CAD)

	Expenditure*		Approved Appropriations					Estimates					% inc/dec 2011-2013 vs 2014-2016
	2011	2012	2011	2012	2013	Total	% of Total	2014	2015	2016	Total	% of Total	
Posts													
IP Posts	46,516	50,411	50,678	52,965	55,745	159,389	56.8%	53,823	54,590	57,093	165,506	57.8%	4%
General Service Posts	17,217	17,342	17,313	17,751	18,168	53,232	19.0%	16,942	17,324	17,706	51,973	18.1%	-2%
Total Posts:	63,733	67,753	67,991	70,716	73,913	212,620	75.8%	70,765	71,914	74,799	217,479	75.9%	2%
Non-Posts													
Capital Expenditures	3,411	518	1,040	690	584	2,313	0.8%	528	598	424	1,551	0.5%	-33%
Discretionary Staff Related Costs	933	816	925	1,118	1,223	3,266	1.2%	890	989	1,145	3,024	1.1%	-7%
SIP	125	238	207	212	217	635	0.2%	220	225	230	675	0.2%	6%
Consultancy and Outsourcing	6,154	7,943	3,537	3,458	3,510	10,505	3.7%	4,010	4,059	3,977	12,046	4.2%	15%
Operational Expenditures	10,301	10,715	10,792	11,408	12,691	34,891	12.4%	10,925	11,244	11,565	33,733	11.8%	-3%
Meetings	773	1,049	1,129	1,245	1,857	4,231	1.5%	1,225	1,235	2,340	4,801	1.7%	13%
Travel on Mission	3,909	4,508	3,796	4,124	3,993	11,912	4.2%	4,122	4,403	4,498	13,023	4.5%	9%
Hospitality	78	49	79	81	83	242	0.1%	67	68	71	206	0.1%	-15%
Exchange Gain/Loss		184											
Total Non-Posts:	25,684	26,020	21,504	22,335	24,156	67,996	24.2%	21,987	22,822	24,250	69,059	24.1%	2%
	89,416	93,773	89,495	93,051	98,069	280,616	100.0%	92,752	94,737	99,050	286,538	100%	2%

* at UN Rate of Exchange

11.   The proposed post changes by Organizational Structure and Post category are displayed in **Table 5**. The table highlights the increase of 23.5 posts due to recommendations mostly from Council (ANB and RO posts) and the External Auditor (ADB-HR posts). In order to accommodate these increases, 39.5 posts need to be abolished (largely through elimination of vacant posts and/or by attrition) and 2 posts transferred to another source of funding (voluntary contribution).

Table 5: POST MOVEMENT FROM YEAR 2013 TO YEAR 2016

Bureau/Office		Year 2013*	Re-class	Abolish	New	Funding transfer	Year 2016	Net Change
ANB	IP	60.0	1.0		4.0		65.0	5.0
	GS	48.0	-1.0	9.0			38.0	-10.0
	Total IP + GS	108.0		9.0	4.0		103.0	-5.0
ATB	IP	39.0		2.0	1.0	1.0	37.0	-2.0
	GS	29.0		6.0	1.0	1.0	23.0	-6.0
	Total IP + GS	68.0		8.0	2.0	2.0	60.0	-8.0
R.O.s	IP	74.0	-1.0		6.0		79.0	5.0
	GS	79.0	1.0	3.0	1.5		78.5	-0.5
	Total IP + GS	153.0		3.0	7.5		157.5	4.5
LEB	IP	9.0			1.0		8.0	-1.0
	GS	6.0			1.0		7.0	1.0
	Total IP + GS	15.0			1.0		15.0	
ADB	IP	69.5	1.0	7.0	4.0		67.5	-2.0
	GS	84.5	-1.0	5.5	4.0		82.0	-2.5
	Total IP + GS	154.0		12.5	8.0		149.5	-4.5
President/OSG	IP	22.0	2.0	4.0	1.0		21.0	-1.0
	GS	32.0	-2.0	2.0			28.0	-4.0
	Total IP + GS	54.0		6.0	1.0		49.0	-5.0
Total	**IP**	**273.5**	**3.0**	**14.0**	**16.0**	**1.0**	**277.5**	**4.0**
	GS	**278.5**	**-3.0**	**25.5**	**7.5**	**1.0**	**256.5**	**-22.0**
		552.0		**39.5**	**23.5**	**2.0**	**534.0**	**-18.0**

* Revised to reflect movement within Secretariat after January 2011

12. Pursuing the analysis by organizational structure, the proposed resources for 2014-2016 triennium for HQ Montreal is 75.8% (77.4% for 2011-2013) as compared to 24.2% (22.6% for 2011-2013) for the Regional Offices.

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

Posts Resources

a) *International Professional (IP) Posts:* remuneration and other entitlements received by staff members under the Professional category, in particular salaries, post adjustment, dependency allowances, medical insurance, pension contribution of the Organization, education grants/travels, home leave travels, recruitment and separation entitlements such as assignment grants, repatriation grants, removal costs, and accrued leave. The After Service Health Insurance for IP retirees (Organization's portion), and the representational allowances for the Council President and the Secretary General are also included under this budget block.

b) *General Service Posts:* remuneration and other entitlements received by staff members under the General Service category, in particular salaries, dependency allowances, language allowances, medical insurance and pension contribution of the Organization. The After Service Health Insurance for GS retirees (Organization's portion) are also included under this budget block.

Standard costs have been used for each category of post (Professional and General Service) both at HQ and in Regional Offices. Staff entitlements are in accordance with the Staff Regulations, which are approved by the Council and are based on rates that are established by the International Civil Service Commission (ICSC) for the United Nations common system.

In addition to annual salary increments, mandatory cost increases for posts are due to salary revisions resulting from inflationary and other factors determined by the United Nations International Civil Service Commission.

ANNEX 3

The following lists the major expenditure items under the IP and GS budget blocks:

	STAFF COST						
	Expenditure*		Approved Budget	Estimates			
	2011	2012	2013	2014	2015	2016	TOTAL
Description	(in '000 CAD)			(in '000 CAD)			
Salaries, Wages and Other Pay Items							
Salaries and Wages							
Professional	21,033	22,481	24,841	22,919	23,262	24,248	70,428
General Service	12,759	12,800	13,194	12,368	12,637	12,913	37,918
Post Adjustments - IP	11,474	12,994	12,601	14,038	14,238	14,848	43,124
Language Supplement - GS	300	290	302	300	306	313	919
Ovetime - GS	147	165	170	186	191	195	573
TOTAL, Salaries, Wages and Other Pay Items	45,713	48,730	51,108	49,811	50,634	52,518	152,962
Common Staff Costs							
Recruitment, Transfer & Termination Costs	2,531	2,291	4,190	3,108	3,370	3,517	9,995
Contributions, Joint Staff Pension Fund							
Professional	6,237	7,026	7,835	7,183	7,292	7,611	22,087
General Service	2,531	2,574	2,649	2,415	2,469	2,524	7,408
Dependency Allowance							
Professional	592	634	802	799	810	834	2,443
General Service	326	311	612	538	547	561	1,646
Education Grant and Related Travel	1,474	1,452	1,332	1,464	1,485	1,528	4,477
Medical Insurance							
Professional	2,682	2,810	3,078	3,123	3,134	3,240	9,497
General Service	1,010	1,026	1,135	1,029	1,067	1,090	3,185
Travel on Home Leave - IP	304	506	702	730	532	786	2,047
Mobility/Hardship - IP	136	181	353	350	358	367	1,075
Rental Subsidy - IP	195	212	119	215	218	224	657
TOTAL, Common Staff Costs	18,019	19,023	22,805	20,955	21,281	22,282	64,517
TOTAL, STAFF COSTS	63,733	67,753	73,913	70,765	71,914	74,800	217,479

* at UN Rate of Exchange

Non-posts resources

c) *Capital Expenditures:* purchases of items with a value greater than CAD 5 000 that has a useful life of more than a year. This includes provision for IT-related purchases such as servers, and for the purchase of non-IT office equipment such as photocopying and audio-visual devices, office furniture and fittings and vehicles. Most of the provisions relating to the purchases are for the replacement of obsolete and unserviceable items. For 2014-2016, the following capital items are foreseen to be purchased:

Office	Description of Capital Items	2014	2015	2016
		in '000 CAD		
APAC	Cameras & control panel			16
	Projector & microphones		14	
	Vehicle	47		
ESAF	Heavy duty printing machines	36		
MID	Furniture	32		
	Vehicle			32
	Vehicle & heaters		31	
NACC	Conference room		32	
	Furniture	26		
	Vehicle			44
SAM	Parking lot	37		19
	Office reburbishment		21	
WACAF	Safe & Storage	40		
	Vehicle			53
DADB	Conference equipment	61		
	EDRMS	35	35	35
CSG	Vehicle		89	
	Office equipment	10	10	11
ICT	Server update	40	40	40
	Storage upgrade	50		
	Replacement of obsolete storage			120
	Replacement of obsolete firewall	90	50	
	Network equipment upgrades	25	25	25
	Update to Messaging system		150	
	Database Manager Upgrade		102	30
	Total:	**528**	**598**	**424**
	Total for triennium:	**1,550**		

d) _Discretionary Staff-Related Costs:_ cost of staff training, staff welfare, staff security and other staff-related costs. The budget estimates are centralized, under ADB-Human Resources.

DISCRETIONARY STAFF RELATED COSTS

Description	Expenditure*		Approved Budget	Estimates			
	2011	2012	2013	2014	2015	2016	TOTAL
	(in '000 CAD)			(in '000 CAD)			
Discretionary Staff Related Costs							
Personnel Insurance	13	69	36	40	43	46	129
Training General	727	537	876	631	637	670	1,938
Staff Welfare	136	129	204	106	192	307	605
Gender Activities	32		75	77	79	80	236
Staff Security		33		-	-	-	-
Other Misc. Staff Costs	24	47	32	36	39	42	116
TOTAL, Discretionary Staff Related Costs	933	816	1,223	890	989	1,145	3,024

* at UN Rate of Exchange

ANNEX 3

e) *Special Implementation Projects (SIP)*: resources required for implementation of special projects for the purpose of advising States on the implementation of parts of Regional Plans, which have significant effect on safety and efficiency. Project plans are submitted for Council approval prior to project initiation. These projects, although implemented in the regional offices, are managed by the Air Navigation Bureau.

f) *Consultancy and Outsourcing*: remuneration paid to holders of special service agreements (SSA); fees of outsourcing of language and IT services;   and other external contractual services.

<table>
<tr><th rowspan="4">Description</th><th colspan="7">Consultancy and Outsourcing</th></tr>
<tr><th colspan="2">Expenditure*</th><th>Approved Budget</th><th colspan="4">Estimates</th></tr>
<tr><th>2011</th><th>2012</th><th>2013</th><th>2014</th><th>2015</th><th>2016</th><th>TOTAL</th></tr>
<tr><th colspan="3">(in '000 CAD)</th><th colspan="4">(in '000 CAD)</th></tr>
<tr><td>**Consultancy/Outsourcing**</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Consultancy</td><td>3,943</td><td>5,114</td><td>1,405</td><td>2,805</td><td>2,826</td><td>2,714</td><td>8,345</td></tr>
<tr><td>Outsourcing</td><td>2,211</td><td>2,829</td><td>2,105</td><td>1,205</td><td>1,233</td><td>1,263</td><td>3,701</td></tr>
<tr><td>**TOTAL, Consultancy/Outsourcing**</td><td>6,154</td><td>7,943</td><td>3,510</td><td>4,010</td><td>4,059</td><td>3,977</td><td>12,046</td></tr>
</table>

* at UN Rate of Exchange

g) *Operational Expenditures*: includes, among others, the following:

   i) Information Technology Software/Hardware: The provisions under this item are for the acquisition and maintenance of information technology/office automation related hardware, software in respect of desktop computers, information technology infrastructure and major systems applications that do not fit the description of a Capital item. The provision for equipment is mainly intended to replace obsolete equipment. Provision for software includes annual licence and maintenance fees, upgrades and replacements and the acquisition of more contemporary software.

   ii) Buildings Rental, Maintenance and Security: This item includes building rental, maintenance and security costs of Headquarters premises in Montreal and the premises of the seven Regional Offices. In accordance with the Agreement with the Host Government, ICAO is required to pay the Government of Canada 25 per cent of the rental and operating costs of the Headquarters premises. The Government of Canada assumes, on a yearly basis, 75 per cent of the rent and of the operating costs and all of the property taxes. The rent of the premises has been fixed, but the operating costs are based on actual expenditures incurred by the Government of Canada. The premises for APAC, MID, WACAF and part of the premises for EUR/NAT are provided free of rent by the respective host governments, i.e. Thailand, Egypt, Senegal and France, respectively. The rental and maintenance costs of NACC and the SAM are partly subsidised by the Mexican and Peruvian governments, respectively.

   iii) Communications Telecommunications Distribution: includes provision for telephone/cell phone services, smart phone services, long distance services, and facsimile and data phone long distance charges.

   iv) Office Supplies and Services: includes provision for photocopy, stationery and office supplies as well as internal printing in the Regional Offices.

v) Contributions to United Nations common services: ICAO participates in and benefits from certain services, which are jointly provided by the United Nations System. The costs of these services are shared by all the participating organizations on the basis of a mutually-agreed cost-sharing formulae.

vi) ARGF services: includes resources required by bureaux/offices to procure printing and distribution services from RGA.

h) *Meetings:* resources required for internal meetings which can include salaries and allowances for temporary personnel including interpreters; travel costs of Secretariat staff; overtime; rental of conference rooms/audio-visual equipment; office and reproduction supplies; hospitality; and miscellaneous expenses.

i) *Travel on Mission:* travel expenses and daily subsistence allowances on official travel. This includes:

i) missions to Member States in connection with the implementation of the work programme, which include consultations, provision of advice and assistance, and work in connection with oversight audits;

ii) missions to meetings, governmental or non-governmental, on aviation subjects to present the ICAO viewpoint or to maintain contact with technical developments;

iii) missions to represent ICAO at relevant meetings of the United Nations, the Specialized Agencies and other international organizations.

j) *Hospitality:* provision for hospitality expenses.

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EXHIBITS

Exhibit 1 – 2014 Proposed Budgeted Posts

Exhibit 2 – 2015 Proposed Budgeted Posts

Exhibit 3 – 2016 Proposed Budgeted Posts

Exhibit 4 – Estimates by Object of Expenditure

Exhibit 4a - Estimates by Object of Expenditure – Regional Offices

Exhibit 4b - Estimates by Object of Expenditure – Administrative Services Bureau

Exhibit 4c - Estimates by Object of Expenditure – Office of the Secretary General (and Office of the President)

Exhibit 5 – Acronyms and Abbreviations

Exhibit 6 - Organigram

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Exhibit 1

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2014 - PROPOSED BUDGETED POSTS

</div>

Bureau/Office	Total P	P	SG	D2	D1	P5	P4	P3	P2	Total G	G7	G6	G5	G4	G3	G2	G1	TOTAL
AIR NAVIGATION BUREAU																		
Total ANB	**63.0**			1.0	2.0	11.0	37.0	7.0	5.0	**38.6**	14.0	5.0	9.6	8.0	2.0			**101.6**
S.O. - Safety	38.0		0.5	1.0	8.0	21.5	5.0	2.0		24.8	9.0	4.5	5.3	4.0	2.0			62.8
S.O. - AN Capacity & Efficiency	23.5		0.5	0.5	3.0	15.5	1.0	3.0		13.3	4.8	0.5	4.0	4.0				36.8
S.I.S - Admin support to ANC	1.5			0.5			1.0			0.5	0.3		0.3					2.0
Total ANB:	63.0			1.0	2.0	11.0	37.0	7.0	5.0	38.6	14.0	5.0	9.6	8.0	2.0			101.6
AIR TRANSPORT BUREAU																		
Total ATB	**36.0**			1.0	2.0	4.0	19.0	4.0	6.0	**24.1**	3.0	7.0	7.1	7.0				**60.1**
S.O. - Security	18.7		0.3	1.0	3.0	9.3	3.0	2.0		13.3	1.3	4.7	1.3	6.0				32.0
S.O. - Economic Development of AT	7.7		0.3		1.0	3.3	1.0	2.0		6.4	0.3	1.7	4.4					14.1
S.O. - Environmental Protection	9.7		0.3	1.0		6.3		2.0		4.3	1.3	0.7	1.3	1.0				14.0
Total ATB:	36.0			1.0	2.0	4.0	19.0	4.0	6.0	24.1	3.0	7.0	7.1	7.0				60.1
REGIONAL OFFICES																		
Total Regional Offices:	**79.0**				7.0	8.0	50.0	7.0	7.0	**78.8**	7.3	19.0	9.5	25.0	12.0	4.0	2.0	**157.8**
S.O. - Safety	36.3			3.0	3.5	22.7	4.2	2.9		32.6	2.8	7.7	4.4	10.1	5.0	1.7	0.8	69.0
S.O. - AN Capacity & Efficiency	30.8			2.6	2.8	19.9	2.7	2.8		32.5	3.0	8.4	3.6	10.4	4.8	1.6	0.8	63.3
S.O. - Security	6.6			0.8	0.9	4.3		0.7		7.4	0.6	1.6	0.7	2.7	1.2	0.4	0.2	14.0
S.O. - Economic Development of AT	0.9			0.2	0.4	0.1		0.2		2.0	0.2	0.5	0.2	0.6	0.4	0.1	0.1	2.9
S.O. - Environmental Protection	4.4			0.4	0.4	3.2	0.1	0.4		4.2	0.6	0.8	0.6	1.3	0.6	0.2	0.1	8.7
Total Regional Offices:	79.0				7.0	8.0	50.0	7.0	7.0	78.8	7.3	19.0	9.5	25.0	12.0	4.0	2.0	157.8
Regional Offices by Location																		
APAC	13.0			1.0	2.0	7.0	2.0	1.0		10.5	1.0	3.0	0.5	4.0	2.0			23.5
ESAF	13.0			1.0	1.0	8.0	2.0	1.0		11.0	1.0	4.0	1.0	3.0	1.0	1.0		24.0
EURNAT	9.0			1.0	1.0	7.0				15.3	4.3	3.0	1.0	5.0	1.0	1.0		24.3
MID	9.0			1.0	1.0	5.0		2.0		10.0	1.0	1.0	2.0	2.0	3.0	1.0		19.0
NACC	11.0			1.0	1.0	8.0		1.0		10.0		4.0	1.0	3.0	2.0			21.0
SAM	10.0			1.0	1.0	6.0	1.0	1.0		11.0		3.0	2.0	3.0	1.0	1.0	1.0	21.0
WACAF	14.0			1.0	1.0	9.0	2.0	1.0		11.0		1.0	2.0	5.0	2.0		1.0	25.0
Total Regional Offices:	79.0				7.0	8.0	50.0	7.0	7.0	78.8	7.3	19.0	9.5	25.0	12.0	4.0	2.0	157.8
LEGAL BUREAU																		
Total LEB:	**8.0**			1.0	1.0	3.0	2.0	1.0		**7.0**	1.0	1.0	3.0	2.0				**15.0**
BUREAU OF ADMINISTRATION AND SERVICES																		
Total ADB:	**69.2**			1.0	3.0	10.0	32.9	17.3	5.0	**81.0**	14.0	22.0	31.0	13.0			1.0	**150.2**
Administration and Services Mgmt	4.0		1.0	2.0				1.0		3.0		1.0	2.0					7.0
Assembly and Council Secretariat	2.0						1.0		1.0	2.0		1.0	1.0					4.0
Conf., Security and Gen. Services	1.0						1.0			11.0	2.0	1.0	4.0	3.0			1.0	12.0
Human Resources	9.0					2.0	2.0	4.0	1.0	15.0	3.0	3.0	6.0	3.0				24.0
Information Technology	11.5					1.0	3.5	5.0	2.0	6.0	2.0	2.0		2.0				17.5
Language Services	41.7				1.0	7.0	25.4	7.3	1.0	44.0	7.0	14.0	18.0	5.0				85.7
Total ADB:	69.2			1.0	3.0	10.0	32.9	17.3	5.0	81.0	14.0	22.0	31.0	13.0			1.0	150.2
OFFICE OF THE PRESIDENT																		
Total Office of President:	**2.0**	1.0					1.0			**1.0**	1.0							**3.0**
OFFICE OF THE SECRETARY GENERAL																		
Total OSG:	**21.5**		1.0		2.5	6.0	5.0	3.0	4.0	**27.0**	6.0	9.0	11.0	1.0				**48.5**
Office of the Secretary General	2.5		1.0		0.5		1.0			2.0	1.0		1.0					4.5
Budget and Financial Mgmt	12.0				1.0	3.0	1.0	3.0	4.0	22.0	5.0	8.0	8.0	1.0				34.0
Evaluation and Internal Audit	4.5				1.0	1.5	2.0			2.0			2.0					6.5
Communications	2.0						1.0	1.0		1.0		1.0						3.0
Ethics	0.5					0.5												0.5
Total OSG:	21.5		1.0		2.5	6.0	5.0	3.0	4.0	27.0	6.0	9.0	11.0	1.0				48.5
TOTAL																		
TOTAL POSTS:	**278.7**	1.0	1.0	4.0	17.5	42.0	146.9	39.3	27.0	**257.4**	46.2	63.0	71.2	56.0	14.0	4.0	3.0	**536.1**

Exhibit 2

Bureau/Office	Total P	P	SG	D2	D1	P5	P4	P3	P2	Total G	G7	G6	G5	G4	G3	G2	G1	TOTAL
AIR NAVIGATION BUREAU																		
Total ANB:	**63.0**			1.0	2.0	11.0	37.0	7.0	5.0	**38.0**	14.0	5.0	9.0	8.0	2.0			**101.0**
S.O. - Safety	38.0			0.5	1.0	8.0	21.5	5.0	2.0	24.3	9.0	4.5	4.8	4.0	2.0			62.3
S.O. - AN Capacity & Efficiency	23.5			0.5	0.5	3.0	15.5	1.0	3.0	13.3	4.8	0.5	4.0	4.0				36.8
S.I.S - Admin. Support to ANC	1.5			0.5				1.0		0.5	0.3		0.3					2.0
Total ANB:	63.0			1.0	2.0	11.0	37.0	7.0	5.0	38.0	14.0	5.0	9.0	8.0	2.0			101.0
AIR TRANSPORT BUREAU																		
Total ATB:	**36.0**			1.0	2.0	4.0	19.0	4.0	6.0	**23.9**	3.0	6.9	7.0	7.0				**59.9**
S.O. - Security	18.7			0.3	1.0	3.0	9.3	3.0	2.0	13.3	1.3	4.6	1.3	6.0				32.0
S.O. - Economic Development of AT	7.7			0.3		1.0	3.3	1.0	2.0	6.3	0.3	1.6	4.3					14.0
S.O. - Environmental Protection	9.7			0.3	1.0		6.3		2.0	4.3	1.3	0.6	1.3	1.0				14.0
Total ATB:	36.0			1.0	2.0	4.0	19.0	4.0	6.0	23.9	3.0	6.9	7.0	7.0				59.9
REGIONAL OFFICES																		
Total Regional Offices:	**79.0**				7.0	8.0	50.0	7.0	7.0	**78.5**	7.0	19.0	9.5	25.0	12.0	4.0	2.0	**157.5**
S.O. - Safety	36.3				3.0	3.5	22.7	4.2	2.9	32.6	2.8	7.7	4.4	10.1	5.0	1.7	0.8	68.9
S.O. - AN Capacity & Efficiency	30.8				2.6	2.8	19.9	2.7	2.8	32.4	2.9	8.4	3.6	10.4	4.8	1.6	0.8	63.2
S.O. - Security	6.6				0.8	0.9	4.3		0.7	7.4	0.6	1.6	0.7	2.7	1.2	0.4	0.2	14.0
S.O. - Economic Development of AT	0.9				0.2	0.4	0.1		0.2	2.0	0.2	0.5	0.2	0.6	0.4	0.1	0.1	2.9
S.O. - Environmental Protection	4.4				0.4	0.4	3.2	0.1	0.4	4.2	0.6	0.8	0.6	1.3	0.6	0.2	0.1	8.6
Total Regional Offices:	79.0				7.0	8.0	50.0	7.0	7.0	78.5	7.0	19.0	9.5	25.0	12.0	4.0	2.0	157.5
Regional Offices by Location																		
APAC	13.0				1.0	2.0	7.0	2.0	1.0	10.5	1.0	3.0	0.5	4.0	2.0			23.5
ESAF	13.0				1.0	1.0	8.0	2.0	1.0	11.0	1.0	4.0	1.0	3.0	1.0	1.0		24.0
EURNAT	9.0				1.0	1.0	7.0			15.0	4.0	3.0	1.0	5.0	1.0	1.0		24.0
MID	9.0				1.0	1.0	5.0		2.0	10.0	1.0	1.0	2.0	2.0	3.0	1.0		19.0
NACC	11.0				1.0	1.0	8.0		1.0	10.0		4.0	1.0	3.0	2.0			21.0
SAM	10.0				1.0	1.0	6.0	1.0	1.0	11.0		3.0	2.0	3.0	1.0	1.0	1.0	21.0
WACAF	14.0				1.0	1.0	9.0	2.0	1.0	11.0		1.0	2.0	5.0	2.0		1.0	25.0
Total Regional Offices:	79.0				7.0	8.0	50.0	7.0	7.0	78.5	7.0	19.0	9.5	25.0	12.0	4.0	2.0	157.5
LEGAL BUREAU																		
Total LEB:	**8.0**			1.0	1.0	3.0	2.0	1.0		**7.0**	1.0	1.0	3.0	2.0				**15.0**
BUREAU OF ADMINISTRATION AND SERVICES																		
Total ADB:	**68.3**			1.0	3.0	10.0	31.3	18.0	5.0	**81.0**	14.0	22.0	31.0	13.0			1.0	**149.3**
Administration and Services Mgmt	4.0			1.0	2.0			1.0		3.0		1.0	2.0					7.0
Assembly and Council Secretariat	2.0						1.0		1.0	2.0		1.0	1.0					4.0
Conf., Security and Gen. Services	1.0						1.0			11.0	2.0	1.0	4.0	3.0			1.0	12.0
Human Resources	9.0					2.0	2.0	4.0	1.0	15.0	3.0	3.0	6.0	3.0				24.0
Information Technology	11.5					1.0	3.5	5.0	2.0	6.0	2.0	2.0		2.0				17.5
Language Services	40.8				1.0	7.0	23.8	8.0	1.0	44.0	7.0	14.0	18.0	5.0				84.8
Total ADB:	68.3			1.0	3.0	10.0	31.3	18.0	5.0	81.0	14.0	22.0	31.0	13.0			1.0	149.3
OFFICE OF THE PRESIDENT																		
Total Office of President:	**2.0**	1.0					1.0			**1.0**	1.0							**3.0**
OFFICE OF THE SECRETARY GENERAL																		
Total OSG:	**19.6**		1.0		2.0	5.0	4.6	3.0	4.0	**27.0**	6.0	9.0	11.0	1.0				**46.6**
Office of the Secretary General	2.0		1.0				1.0			2.0	1.0		1.0					4.0
Budget and Financial Mgmt	11.0				1.0	2.0	1.0	3.0	4.0	22.0	5.0	8.0	8.0	1.0				33.0
Evaluation and Internal Audit	4.1				1.0	1.5	1.6			2.0			2.0					6.1
Communications	2.0					1.0	1.0			1.0		1.0						3.0
Ethics	0.5					0.5												0.5
Total OSG:	19.6		1.0		2.0	5.0	4.6	3.0	4.0	27.0	6.0	9.0	11.0	1.0				46.6
TOTAL																		
TOTAL POSTS:	**275.9**	1.0	1.0	4.0	17.0	41.0	144.9	40.0	27.0	**256.4**	46.0	62.9	70.5	56.0	14.0	4.0	3.0	**532.3**

Exhibit 3

2016 - PROPOSED BUDGETED POSTS

	Total P	P	SG	D2	D1	P5	P4	P3	P2	Total G	G7	G6	G5	G4	G3	G2	G1	TOTAL
AIR NAVIGATION BUREAU																		
Total ANB:	**65.0**			1.0	2.0	11.0	39.0	7.0	5.0	**38.0**	14.0	5.0	9.0	8.0	2.0			**103.0**
S.O. - Safety	39.0		0.5	1.0	8.0	22.5	5.0	2.0		24.3	9.0	4.5	4.8	4.0	2.0			63.3
S.O. - AN Capacity & Efficiency	24.5		0.5	0.5	3.0	16.5	1.0	3.0		13.3	4.8	0.5	4.0	4.0				37.8
S.I.S - Admin. Support to ANC	1.5			0.5			1.0			0.5	0.3		0.3					2.0
Total ANB:	65.0		1.0	2.0	11.0	39.0	7.0	5.0		38.0	14.0	5.0	9.0	8.0	2.0			103.0
AIR TRANSPORT BUREAU																		
Total ATB:	**37.0**			1.0	2.0	4.0	20.0	4.0	6.0	**23.0**	3.0	6.0	7.0	7.0				**60.0**
S.O. - Security	18.7		0.3	1.0	3.0	9.3	3.0	2.0		13.0	1.3	4.3	1.3	6.0				31.7
S.O. - Economic Development of AT	8.7		0.3		1.0	4.3	1.0	2.0		6.0	0.3	1.3	4.3					14.7
S.O. - Environmental Protection	9.7		0.3	1.0		6.3		2.0		4.0	1.3	0.3	1.3	1.0				13.7
Total ATB:	37.0		1.0	2.0	4.0	20.0	4.0	6.0		23.0	3.0	6.0	7.0	7.0				60.0
REGIONAL OFFICES																		
Total Regional Offices:	**79.0**			7.0	8.0	50.0	7.0	7.0		**78.5**	7.0	19.0	9.5	25.0	12.0	4.0	2.0	**157.5**
S.O. - Safety	36.3			3.0	3.5	22.7	4.2	2.9		32.6	2.8	7.7	4.4	10.1	5.0	1.7	0.8	68.9
S.O. - AN Capacity & Efficiency	30.8			2.6	2.8	19.9	2.7	2.8		32.4	2.9	8.4	3.6	10.4	4.8	1.6	0.8	63.2
S.O. - Security	6.6			0.8	0.9	4.3		0.7		7.4	0.6	1.6	0.7	2.7	1.2	0.4	0.2	14.0
S.O. - Economic Development of AT	0.9			0.2	0.4	0.1		0.2		2.0	0.2	0.5	0.2	0.6	0.4	0.1	0.1	2.9
S.O. - Environmental Protection	4.4			0.4	0.4	3.2	0.1	0.4		4.2	0.6	0.8	0.6	1.3	0.6	0.2	0.1	8.6
Total Regional Offices:	79.0			7.0	8.0	50.0	7.0	7.0		78.5	7.0	19.0	9.5	25.0	12.0	4.0	2.0	157.5

Regional Offices by Location

	Total P	P	SG	D2	D1	P5	P4	P3	P2	Total G	G7	G6	G5	G4	G3	G2	G1	TOTAL
APAC	13.0			1.0	2.0	7.0	2.0	1.0		10.5	1.0	3.0	0.5	4.0	2.0			23.5
ESAF	13.0			1.0	1.0	8.0	2.0	1.0		11.0	1.0	4.0	1.0	3.0	1.0	1.0		24.0
EURNAT	9.0			1.0	1.0	7.0				15.0	4.0	3.0	1.0	5.0	1.0	1.0		24.0
MID	9.0			1.0	1.0	5.0		2.0		10.0	1.0	1.0	2.0	2.0	3.0	1.0		19.0
NACC	11.0			1.0	1.0	8.0		1.0		10.0		4.0	1.0	3.0	2.0			21.0
SAM	10.0			1.0	1.0	6.0	1.0	1.0		11.0		3.0	2.0	3.0	1.0	1.0	1.0	21.0
WACAF	14.0			1.0	1.0	9.0	2.0	1.0		11.0		1.0	2.0	5.0	2.0		1.0	25.0
Total Regional Offices:	79.0			7.0	8.0	50.0	7.0	7.0		78.5	7.0	19.0	9.5	25.0	12.0	4.0	2.0	157.5

	Total P	P	SG	D2	D1	P5	P4	P3	P2	Total G	G7	G6	G5	G4	G3	G2	G1	TOTAL
LEGAL BUREAU																		
Total LEB:	**8.0**			1.0	1.0	3.0	2.0	1.0		**7.0**	1.0	1.0	3.0	2.0				**15.0**
BUREAU OF ADMINISTRATION AND SERVICES																		
Total ADB:	**67.5**			1.0	3.0	10.0	30.5	18.0	5.0	**82.0**	15.0	22.0	31.0	13.0			1.0	**149.5**
Administration and Services Mgmt	4.0			1.0	2.0			1.0		3.0		1.0	2.0					7.0
Assembly and Council Secretariat	2.0						1.0		1.0	2.0		1.0	1.0					4.0
Conf., Security and Gen. Services	1.0						1.0			12.0	3.0	1.0	4.0	3.0			1.0	13.0
Human Resources	9.0					2.0	2.0	4.0	1.0	15.0	3.0	3.0	6.0	3.0				24.0
Information Technology	11.5					1.0	3.5	5.0	2.0	6.0	2.0	2.0		2.0				17.5
Language Services	40.0				1.0	7.0	23.0	8.0	1.0	44.0	7.0	14.0	18.0	5.0				84.0
Total ADB:	67.5			1.0	3.0	10.0	30.5	18.0	5.0	82.0	15.0	22.0	31.0	13.0			1.0	149.5
OFFICE OF THE PRESIDENT																		
Total Office of President:	**2.0**	1.0					1.0			**1.0**	1.0							**3.0**
OFFICE OF THE SECRETARY GENERAL																		
Total OSG:	**19.0**	1.0		2.0	5.0	4.0	3.0	4.0		**27.0**	6.0	9.0	11.0	1.0				**46.0**
Office of the Secretary General	2.0	1.0					1.0			2.0	1.0		1.0					4.0
Budget and Financial Mgmt	11.0			1.0	2.0	1.0	3.0	4.0		22.0	5.0	8.0	8.0	1.0				33.0
Evaluation and Internal Audit	3.5			1.0	1.5	1.0				2.0			2.0					5.5
Communications	2.0				1.0	1.0				1.0		1.0						3.0
Ethics	0.5				0.5													0.5
Total OSG:	19.0	1.0		2.0	5.0	4.0	3.0	4.0		27.0	6.0	9.0	11.0	1.0				46.0
TOTAL																		
TOTAL POSTS:	**277.5**	1.0	1.0	4.0	17.0	41.0	146.5	40.0	27.0	**256.5**	47.0	62.0	70.5	56.0	14.0	4.0	3.0	**534.0**

Exhibit 4

2014-2016 Estimates by Object of Expenditure

(in '000 CAD)

AIR NAVIGATION BUREAU

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	12,058	12,369	13,310	37,738
General Service Posts	GS Salaries	2,736	2,768	2,821	8,326
SIP	SIP	220	225	230	675
Consultancy and Outsourcing	Consultancy and Outsourcing	467	478	490	1,435
	Outsourcing to third parties	82	84	86	252
Operational Expenditures	Miscellaneous other expenses	14	14	14	42
Meetings	Meetings	187	375	38	600
Travel on Mission	Mission Travel	1,326	1,357	1,390	4,073
Hospitality	Hospitality	3	3	3	9
ANB Total		**17,093**	**17,674**	**18,383**	**53,150**

AIR TRANSPORT BUREAU

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	6,751	6,918	7,415	21,084
General Service Posts	GS Salaries	1,663	1,689	1,647	5,000
Consultancy and Outsourcing	Consultancy and Outsourcing	267	240	202	709
	Outsourcing to third parties	51	52	53	157
Operational Expenditures	Miscellaneous other expenses	21	22	23	66
Meetings	Meetings	343	289	549	1,180
Travel on Mission	Mission Travel	1,068	1,284	1,317	3,669
Hospitality	Hospitality	3	3	3	10
ATB Total		**10,168**	**10,498**	**11,209**	**31,874**

LEGAL BUREAU

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	1,709	1,758	1,821	5,288
General Service Posts	GS Salaries	477	489	498	1,465
Meetings	Meetings	220	31	113	364
Travel on Mission	Mission Travel	56	47	49	152
Hospitality	Hospitality	3	3	3	9
LEB Total		**2,466**	**2,329**	**2,484**	**7,278**

REGIONAL OFFICES[a]

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	14,150	14,519	15,046	43,715
General Service Posts	GS Salaries	4,342	4,462	4,627	13,432
Capital Expenditures	Contribution to Capital Fund	217	97	164	478
Consultancy and Outsourcing	Consultancy and Outsourcing	101	110	121	332
	Outsourcing to third parties	4	5	6	14
Operational Expenditures	Stationery and office supplies	149	159	168	476
	Reproduction equipment	35	51	21	107
	Transp. Equipment	66	62	67	195
	Conference equipment	28	16	9	53
	Telecommunication equipment	4	4	38	45
	Other equipment	145	129	139	413
	Communications Charges	227	238	248	713
	Distribution Charges	43	46	48	137
	Rental of premises	253	262	271	786
	Utilities	290	306	321	917
	Maintenance, operation and alteration of premises	429	468	493	1,391
	Furniture and fixture	69	54	56	180
	Reimbursements to other UN agencies	6	7	7	20
	Periodicals, books and subscriptions	11	13	15	39
	Insurance - premises & equipment	42	44	48	134
	Security	124	131	131	386
	Miscellaneous other expenses	35	38	41	114
	IT hardware - purchases	10	11	12	33
	Bank charges	15	16	16	47
	Other fund support costs for general operating expenses	-113	-125	-138	-376
Meetings	Meetings	455	520	546	1,521
Travel on Mission	Mission Travel	1,263	1,295	1,325	3,883
Hospitality	Hospitality	52	53	55	160
REGIONAL OFFICES Total		**22,452**	**22,992**	**23,899**	**69,344**

(a) see Exhibit 4a for further details

Exhibit 4

ADMINISTRATIVE SERVICES BUREAU [b]

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	14,167	14,337	14,764	43,268
General Service Posts	GS Salaries	5,696	5,838	6,007	17,541
Capital Expenditures	Contribution to Capital Fund	311	501	261	1,073
Discretionary Staff Related Costs	Personnel insurance	40	43	46	129
	Training general	631	637	670	1,938
	Staff welfare	106	192	307	605
	Gender activities	77	79	80	236
	Other misc. staff costs	36	39	42	116
Consultancy and Outsourcing	Consultancy and Outsourcing	1,793	1,815	1,713	5,321
	Outsourcing to third parties	1,068	1,092	1,118	3,279
Operational Expenditures	Stationery and office supplies	102	105	107	315
	Reproduction equipment	46	47	48	142
	Transp. Equipment	5	5	5	15
	Conference equipment	10	10	11	31
	Telecommunication equipment	61	63	64	189
	Other equipment	61	63	64	189
	Communications Charges	335	343	351	1,030
	Distribution Charges	0	0	0	1
	Rental of premises	2,855	2,923	2,494	8,273
	Maintenance, operation and alteration of premises	1,404	1,480	1,818	4,702
	Furniture and fixture	205	210	215	629
	Reimbursements to other UN agencies	442	452	463	1,356
	Periodicals, books and subscriptions	32	32	33	97
	Insurance - premises & equipment	41	42	43	126
	Miscellaneous other expenses	20	21	21	63
	IT hardware - purchases	410	419	429	1,258
	IT software - purchases	491	503	515	1,510
Travel on Mission	Mission Travel	94	96	98	288
Hospitality	Hospitality	1	1	1	4
ADB Total		**30,542**	**31,389**	**31,791**	**93,722**

(b) see Exhibit 4b for further details

OFFICE OF THE SECRETARY GENERAL (AND OFFICE OF THE PRESIDENT) [c]

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	4,988	4,689	4,738	14,415
General Service Posts	GS Salaries	2,027	2,077	2,105	6,209
Consultancy and Outsourcing	Consultancy and Outsourcing	178	182	188	548
Operational Expenditures	Various studies	46	47	48	142
	External audit costs	220	220	220	659
	Reimbursements to other UN agencies	88	96	103	287
	Miscellaneous other expenses	97	100	102	299
	Bank charges	102	105	107	315
Meetings	Meetings	20	21	1,095	1,136
Travel on Mission	Mission Travel	315	323	320	958
Hospitality	Hospitality	4	4	4	13
		8,087	**7,863**	**9,030**	**24,980**

(c) see Exhibit 4c for further details

PRINTING AND DISTRIBUTION SERVICES (RGA)

Budget Block	Account	2014	2015	2016	Total
Operational Expenditures	Outsourcing to ARGF - printing	1,945	1,992	2,254	6,190
RGA Total		**1,945**	**1,992**	**2,254**	**6,190**

		2014	2015	2016	Total
Grand Total		**92,752**	**94,737**	**99,050**	**286,538**

Exhibit 4a

2014-2016 Estimates by Object of Expenditure - Regional Offices
(in '000 CAD)

APAC (Bangkok, Thailand)

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	2,324	2,387	2,472	7,183
General Service Posts	GS Salaries	541	554	567	1,662
Capital Expenditures	Contribution to Capital Fund	47	14	16	76
Operational Expenditures	Stationery and office supplies	16	16	17	49
	Reproduction equipment	3	3	3	10
	Transp. Equipment	7	7	8	22
	Conference equipment	2	2	2	5
	Telecommunication equipment	2	2	2	6
	Other equipment	25	25	26	76
	Communications Charges	17	18	18	53
	Distribution Charges	3	3	3	9
	Utilities	85	87	89	260
	Maintenance, operation and alteration of premises	50	51	53	154
	Furniture and fixture	1	1	1	3
	Periodicals, books and subscriptions	0	0	0	1
	Insurance - premises & equipment	9	9	9	27
	Security	73	75	77	225
	Miscellaneous other expenses	3	3	3	10
	Bank charges	0	1	1	2
Meetings	Meetings	23	34	35	92
Travel on Mission	Mission Travel	152	155	159	466
Hospitality	Hospitality	13	14	14	41
APAC Total		**3,396**	**3,461**	**3,574**	**10,431**

ESAF (Nairobi, Kenya)

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	2,226	2,284	2,368	6,878
General Service Posts	GS Salaries	447	458	484	1,390
Capital Expenditures	Contribution to Capital Fund	36	0	0	36
Operational Expenditures	Stationery and office supplies	36	39	41	115
	Reproduction equipment	4	3	3	10
	Transp. Equipment	29	23	26	78
	Other equipment	11	12	12	34
	Communications Charges	26	26	26	78
	Distribution Charges	15	17	16	49
	Rental of premises	97	102	107	306
	Utilities	16	17	16	50
	Maintenance, operation and alteration of premises	6	6	6	19
	Furniture and fixture	13	13	13	39
	Periodicals, books and subscriptions	5	5	6	16
	Security	36	39	37	112
	Miscellaneous other expenses	3	3	3	8
	Bank charges	1	1	1	4
Meetings	Meetings	181	201	197	579
Travel on Mission	Mission Travel	556	570	581	1,707
Hospitality	Hospitality	5	4	4	12
ESAF Total		**3,748**	**3,824**	**3,947**	**11,519**

EURNAT (Paris, France)

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	1,793	1,840	1,908	5,542
General Service Posts	GS Salaries	1,435	1,480	1,550	4,465
Consultancy and Outsourcing	Consultancy	82	91	100	273
Operational Expenditures	Stationery and office supplies	18	20	23	62
	Transp. Equipment	2	2	2	5
	Conference equipment	2	2	2	5
	Other equipment	46	51	56	154
	Communications Charges	41	45	50	137
	Distribution Charges	7	8	9	24
	Utilities	72	79	88	239
	Maintenance, operation and alteration of premises	205	227	251	684
	Furniture and fixture	15	17	19	51
	Periodicals, books and subscriptions	2	2	2	5
	Insurance - premises & equipment	15	17	19	51
	Miscellaneous other expenses	15	17	19	51
	IT hardware - purchases	5	6	6	17
	Bank charges	4	5	4	13
	Other fund support costs for general operating expense	-113	-125	-138	-376
Meetings	Meetings	51	57	69	177
Travel on Mission	Mission Travel	184	188	193	565
Hospitality	Hospitality	8	9	10	27
EURNAT Total		**3,890**	**4,038**	**4,242**	**12,171**

MID (Cairo, Egypt)

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	1,512	1,552	1,605	4,670
General Service Posts	GS Salaries	306	296	302	904
Capital Expenditures	Contribution to Capital Fund	32	31	32	94
Consultancy and Outsourcing	Consultancy	13	14	15	43
	Outsourcing to third parties	2	3	3	8
Operational Expenditures	Stationery and office supplies	15	16	17	49
	Reproduction equipment	3	4	4	11
	Transp. Equipment	2	3	3	8
	Conference equipment	10	5	5	21
	Other equipment	8	9	10	27
	Communications Charges	21	22	23	65
	Distribution Charges	7	8	9	24
	Utilities	2	3	3	8
	Maintenance, operation and alteration of premises	12	13	14	39
	Furniture and fixture	6	7	8	21
	Periodicals, books and subscriptions	2	3	3	8
	Insurance - premises & equipment	4	5	5	14
	Security	4	5	5	14
	Miscellaneous other expenses	6	7	8	21
Meetings	Meetings	30	34	29	93
Travel on Mission	Mission Travel	67	69	72	208
Hospitality	Hospitality	8	8	9	25
MID Total		**2,074**	**2,116**	**2,184**	**6,374**

Exhibit 4a

NACC (Mexico City, Mexico)

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	1,987	2,039	2,113	6,138
General Service Posts	GS Salaries	562	591	605	1,758
Capital Expenditures	Contribution to Capital Fund	26	32	44	101
Operational Expenditures	Stationery and office supplies	13	13	14	40
	Reproduction equipment	1	1	2	4
	Transp. Equipment	6	6	6	19
	Telecommunication equipment	1	1	1	4
	Other equipment	3	3	3	9
	Communications Charges	24	25	26	75
	Distribution Charges	4	4	5	13
	Rental of premises	156	160	164	479
	Utilities	9	9	9	28
	Maintenance, operation and alteration of premises	38	39	40	116
	Furniture and fixture	5	5	5	16
	Reimbursements to other UN agencies	6	7	7	20
	Periodicals, books and subscriptions	1	1	1	4
	Insurance - premises & equipment	6	6	6	17
	Security	6	7	7	20
	Miscellaneous other expenses	2	2	2	6
	IT hardware - purchases	5	5	5	16
	Bank charges	1	1	2	4
Meetings	Meetings	48	54	65	168
Travel on Mission	Mission Travel	92	94	97	283
Hospitality	Hospitality	4	4	4	12
NACC Total		**3,009**	**3,111**	**3,232**	**9,352**

SAM (Lima, Peru)

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	1,768	1,814	1,879	5,461
General Service Posts	GS Salaries	779	797	816	2,391
Capital Expenditures	Contribution to Capital Fund	37	21	19	77
Consultancy and Outsourcing	Consultancy	5	5	5	16
	Outsourcing to third parties	2	2	2	7
Operational Expenditures	Stationery and office supplies	14	14	15	43
	Reproduction equipment	14	17	0	31
	Transp. Equipment	4	5	5	14
	Conference equipment	0	3	0	3
	Other equipment	9	9	10	28
	Communications Charges	38	40	42	121
	Distribution Charges	3	4	4	11
	Utilities	40	42	44	125
	Maintenance, operation and alteration of premises	89	93	98	280
	Furniture and fixture	8	9	9	26
	Periodicals, books and subscriptions	0	0	0	1
	Insurance - premises & equipment	4	4	4	13
	Security	5	5	5	15
	Miscellaneous other expenses	4	4	4	13
	Bank charges	8	8	9	24
Meetings	Meetings	84	69	65	218
Travel on Mission	Mission Travel	79	81	83	244
Hospitality	Hospitality	8	8	8	24
SAM Total		**3,002**	**3,056**	**3,128**	**9,186**

WACAF (Dakar, Senegal)

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	2,538	2,604	2,701	7,843
General Service Posts	GS Salaries	272	287	303	862
Capital Expenditures	Contribution to Capital Fund	40	0	53	93
Operational Expenditures	Stationery and office supplies	36	39	42	118
	Reproduction equipment	8	23	10	41
	Transp. Equipment	15	16	17	49
	Conference equipment	14	4	0	18
	Telecommunication equipment	1	1	34	35
	Other equipment	43	19	23	85
	Communications Charges	60	62	63	186
	Distribution Charges	2	2	3	7
	Utilities	67	69	72	207
	Maintenance, operation and alteration of premises	28	38	32	98
	Furniture and fixture	20	2	2	24
	Periodicals, books and subscriptions	1	1	1	3
	Insurance - premises & equipment	4	4	5	12
	Miscellaneous other expenses	2	2	2	5
Meetings	Meetings	40	70	85	194
Travel on Mission	Mission Travel	134	137	140	411
Hospitality	Hospitality	6	6	6	19
WACAF Total		**3,332**	**3,386**	**3,592**	**10,311**

Regional Office Total		**22,452**	**22,992**	**23,899**	**69,344**

Exhibit 4b

2014-2016 Estimates by Object of Expenditure - ADB
(in '000 CAD)

OFFICE OF THE DIRECTOR

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	927	948	979	2,853
General Service Posts	GS Salaries	207	213	215	635
Capital Expenditures	Contribution to Capital Fund	96	35	35	166
Consultancy and Outsourcing	Consultancy	307	314	322	944
Operational Expenditures	Reimbursements to other UN agencies	442	452	463	1,356
Travel on Mission	Mission Travel	36	37	38	110
Hospitality	Hospitality	1	1	1	4
		2,016	**1,999**	**2,053**	**6,069**

ASSEMBLY AND COUNCIL SECRETARIAT

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	331	338	352	1,021
General Service Posts	GS Salaries	141	144	145	431
Consultancy and Outsourcing	Consultancy	14	14	14	42
		485	**497**	**512**	**1,494**

CONFERENCE, SECURITY AND GENERAL SERVICES

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	192	196	206	593
General Service Posts	GS Salaries	736	754	854	2,345
Capital Expenditures	Contribution to Capital Fund	10	100	11	121
Consultancy and Outsourcing	Consultancy	143	147	156	446
Operational Expenditures	Stationery and office supplies	82	84	86	252
	Reproduction equipment	46	47	48	142
	Transp. Equipment	5	5	5	15
	Conference equipment	10	10	11	31
	Telecommunication equipment	10	10	11	31
	Other equipment	61	63	64	189
	Communications Charges	205	210	215	629
	Distribution Charges	0	0	0	1
	Rental of premises	2,855	2,923	2,494	8,273
	Maintenance, operation and alteration of premises	1,404	1,480	1,818	4,702
	Furniture and fixture	205	210	215	629
	Insurance - premises & equipment	41	42	43	126
Travel on Mission	Mission Travel	20	20	21	61
		6,026	**6,302**	**6,256**	**18,584**

HUMAN RESOURCES

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	2,802	2,874	2,974	8,650
General Service Posts	GS Salaries	1,069	1,095	1,114	3,278
Consultancy and Outsourcing	Consultancy	51	52	54	157
Discretionary Staff Related Costs	Personnel insurance	40	43	46	129
	Training general	631	637	670	1,938
	Staff welfare	106	192	307	605
	Gender activities	77	79	80	236
	Other misc. staff costs	36	39	42	116
Operational Expenditures	Miscellaneous other expenses	20	21	21	63
		4,832	**5,032**	**5,308**	**15,172**

INFORMATION TECHNOLOGY

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	1,973	2,021	2,113	6,107
General Service Posts	GS Salaries	433	444	449	1,326
Capital Expenditures	Contribution to Capital Fund	205	367	215	786
Consultancy and Outsourcing	Consultancy	948	950	822	2,720
	Outsourcing to third parties	240	245	251	736
Operational Expenditures	Stationery and office supplies	20	21	21	63
	Telecommunication equipment	51	52	54	157
	Communications Charges	131	134	137	401
	Periodicals, books and subscriptions	32	32	33	97
	IT hardware - purchases	410	419	429	1,258
	IT software - purchases	491	503	515	1,510
Travel on Mission	Mission Travel	31	31	32	94
		4,964	**5,220**	**5,072**	**15,256**

LANGUAGE SERVICES

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	7,942	7,960	8,141	24,043
General Service Posts	GS Salaries	3,110	3,187	3,229	9,527
Consultancy and Outsourcing	Consultancy	329	338	345	1,013
	Outsourcing to third parties	829	847	867	2,543
Travel on Mission	Mission Travel	7	7	8	22
		12,217	**12,339**	**12,590**	**37,147**

ADB Total		**30,542**	**31,389**	**31,791**	**93,722**

Exhibit 4c

2014-2016 Estimates by Object of Expenditure - OSG (and Office of the President)
(in '000 CAD)

OFFICE OF THE PRESIDENT

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	640	655	676	1,970
General Service Posts	GS Salaries	81	83	85	248
Travel on Mission	Mission Travel	102	105	107	315
Pres Total		**823**	**842**	**867**	**2,533**

OFFICE OF THE SECRETARY GENERAL

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	750	640	661	2,052
General Service Posts	GS Salaries	147	151	154	452
Operational Expenditures	Miscellaneous other expenses	61	63	64	189
Meetings	Meetings	20	21	1,095	1,136
Travel on Mission	Mission Travel	143	147	150	440
SG Total		**1,123**	**1,022**	**2,125**	**4,269**

COMMUNICATIONS OFFICE

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	407	420	436	1,264
General Service Posts	GS Salaries	74	76	76	226
Consultancy and Outsourcing	Consultancy	128	131	134	393
Operational Expenditures	Miscellaneous other expenses	20	21	21	63
Travel on Mission	Mission Travel	10	10	11	31
COM Total		**640**	**659**	**678**	**1,977**

ETHICS OFFICE

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	108	112	115	335
ETHICS Total		**108**	**112**	**115**	**335**

EVALUATION AND INTERNAL AUDIT

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	955	899	813	2,667
General Service Posts	GS Salaries	133	136	140	409
Consultancy and Outsourcing	Consultancy	50	51	54	155
Travel on Mission	Mission Travel	47	48	39	134
Hospitality	Hospitality	1	1	1	3
EAO Total		**1,186**	**1,136**	**1,045**	**3,368**

FINANCE

Budget Block	Account	2014	2015	2016	Total
IP Posts	IP Salaries	2,128	1,962	2,037	6,127
General Service Posts	GS Salaries	1,592	1,631	1,651	4,874
Operational Expenditures	Various studies	46	47	48	142
	External audit costs	220	220	220	659
	Reimbursements to other UN agencies	88	96	103	287
	Miscellaneous other expenses	15	16	16	47
	Bank charges	102	105	107	315
Travel on Mission	Mission Travel	12	13	13	38
Hospitality	Hospitality	3	3	3	9
FIN Total		**4,207**	**4,092**	**4,198**	**12,497**

OSG Total		**8,087**	**7,863**	**9,030**	**24,980**

EXHIBIT 5

ACRONYMS AND ABBREVIATIONS

ACIP	AFI Comprehensive Implementation Programme
ACS	Assembly and Council Secretariat
ADB	Administration and Services Bureau
ADS-B	Automatic dependent surveillance - broadcast
ADS-C	Automatic dependent surveillance - contract
AFCAC	African Civil Aviation Commission
AFI	Africa-Indian Ocean
AGA	Aerodromes Section
AMHS	Aeronautical Message Handling System
ANB	Air Navigation Bureau
ANC	Air Navigation Commission
ANP	Air Navigation Plans
ANSP	Air Navigation Service Provider
AOCs	Air Operator Certificates
AOSC	Administrative and Operational Services Costs
APAC	Asia and Pacific
ARGF	Ancillary Revenue Generation Fund
ASA	Aviation Security Audit Section
ASBU	Aviation System Block Upgrades
ASIA/PAC	Asia and Pacific Region
ASTC	Aviation Security Training Centre
ATB	Air Transport Bureau
ATC	Air Transport Committee
ATM	Air Traffic Management
AVSEC	Aviation Security
CAD	Canadian dollars
CAEP	Committee on Aviation Environmental Protection
CAPSCA	Cooperative Arrangement for the Prevention of Spread of Communicable Disease through Air Travel
CAR/SAM	Caribbean and South American Region
CATS	Computer-Assisted Translation System
CBT	Computer-based Training
CCO	Continuous Climb Operations
CDO	Continuous Descent Operations
CEB	Chief Executives Board for Coordination
CFIT	Controlled flight into terrain
CNS	Communications, Navigation, and Surveillance
COS	Conference and Office Services Section
COSCAPS	Cooperative Development of Operational Safety and Continuing Airworthiness Programmes
CPDLC	Controller-pilot data link communications
CSG	Conference, Security and General Services
DGCA	Directors General of Civil Aviation
eANP	Digital Regional Air Navigation Plan
EAO	Programmes Evaluation, Audit and Management Review
ECAC	European Civil Aviation Conference
EDTO	Extended Diversion Time Operations
EDRMS	Electronic Document and Record Management System
EMG	Environment Management Group
ENV	Environment Branch
ERP	Enterprise Resource Planning
ESAF	Eastern and Southern African

EU	European Union
EUR/NAT	European and North Atlantic
FAL	Facilitation
FIC	Finance Committee
FIN	Finance
GANP	Global Air Navigation Plan
GASP	Global Aviation Safety Plan
GFAAF	Global Framework for Aviation Alternative Fuels
GHG	Greenhouse Gas
GNSS	Global Navigation Satellite System
GS	General Service Category
GSI	Global safety initiative
HLCAS	High-level Conference on Aviation Security
HQ	Headquarters
HRB	Human Resources Branch
HRC	Human Resources Committee
IAVW	International Airways Volcano Watch
ICAN	ICAO Air Services Negotiation Conferences
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	Information and Communication Technology
ICVM	ICAO Coordinated Validation Missions
IKSN	ICAO Knowledge Sharing Network
IFSET	ICAO Fuel Savings Estimation Tool
IP	International Professional Category
IPCC	Intergovernmental Panel on Climate Change
IPSAS	International Public Sector Accounting Standards
ISD	Implementation Support and Development
ISO	International Organization for Standardization
iSTARS	Integrated Safety Trend Analysis and Reporting System
IT	Information Technology
ITCW	International Tropical Cyclone Watch
ITU	International Telecommunication Union
JSC	Joint Support Committee
LAQ	Local Air Quality
LEB	Legal Bureau
LOC-I	Loss of control in-flight
LPB	Language and Publications Branch
MARB	Monitoring and Assistance Review Board
MBM	Market-based Measure
MET	Aeronautical Meteorology
MID	Middle East
MLAT	Multilateration
MAA	Management and Administration
MAA-GB	Management and Administration – Governing Bodies
MRP	Machine Readable Passport
MRTD	Machine Readable Travel Document
NACC	North American, Central American and Caribbean
NAM	North American Region
NAT	North Atlantic Region
NGAP	Next Generation of Aviation Professionals
OPMET	Operational Meteorological
PACE	Performance and Competency Enhancement
PANS	Procedures for Air Navigation Services
PANS-ATM	Procedures for Air Navigation Services – Air Traffic Management

PANS-OPS	Procedures for Air Navigation Services – Aircraft Operations
PBN	Performance-based Navigation
PIRG	Planning and Implementation Regional Group
PKD	Public Key Directory
PPE	Property Plant and Equipment
PS	Programme Support
RAIA	Regional Accident Investigation Agencies
RASGs	Regional Aviation Safety Groups
RBB	Results-based Budgeting
RCS	Risk Context Statement
RMS	Records Management Section
ROST	Regional Office Safety Team
RRSP	Regional Runway Safety Programme
RSOOs	Regional Safety Oversight Organizations
RTS	Runway Safety Teams
RVSM	Reduced Vertical Separation Minimum
SAM	South American
SARPs	Standard and Recommended Practices
CAN	Safety Collaborative Assistance Network
SIGMETS	Significant Meteorological Condition
SIPs	Special Implementation Projects
SMS	Safety Management Systems
SSeCs	Significant Security Concerns
SSP	State Safety Programme
SSA	Special Service Agreement
TCB	Technical Co-operation Bureau
TCP	Technical Co-operation Programme
TLS	Target level of safety
TMA	Terminal control area
TRIP	Traveller Identification Programme
TRWG	Threat and Risk Working Group
UIC	Committee on Unlawful Interference
UN	United Nations
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organization
UPU	Universal Postal Union
USAP	Universal Security Audit Programme
USD	United States dollars
USOAP	Universal Safety Oversight Audit Programme
WACAF	Western and Central African
WAFS	World Area Forecast System
WASA	Database on the World's Air Services Agreements
WLM	Web Library Management
WTO	World Trade Organization
XML	Extensible Mark-up Language

Exhibit 6

STRUCTURE OF ICAO SECRETARIAT

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Secretary General
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Director, Legal Affairs and External Relations Bureau
- Deputy Director

Director, Air Transport Bureau
- Chief, Environment Branch
  - Energy and Climate Change Unit
  - Technology Unit
  - Modelling and Analysis Unit
- Chief, Aviation Security Branch
  - Implementation Support and Development Section – Security
  - Aviation Security and Facilitation Policy Section
  - Aviation Security Audit Section
  - Economic Analysis and Policy Section

Director, Air Navigation Bureau
- Deputy Director, Safety Standardization and Infrastructure
  - Flight Operations Section
  - Air Traffic Management Section
  - Aerodromes Section
  - Integrated Infrastructure Management Section
  - Accident Investigation Section
  - Meteorology Section
  - Aviation Medicine Section
  - Dangerous Goods Section
- Deputy Director, Safety Management and Monitoring
  - Aviation Safety Training Section
  - Continuous Monitoring and Oversight Section
  - Integrated Safety Management Section
  - Implementation Support and Development Section – Safety
  - State Aviation Safety Tools Unit

Director, Technical Co-operation Bureau
- Deputy Director
  - Field Operations Section
  - Procurement Section
  - Field Personnel Section
  - Business Support Unit

Director, Bureau of Administration and Services
- Deputy Director, ADB – Human Resources
  - Staff Employment and Administration Section
  - Policy, Organizational and Staff Development Section
- Deputy Director, ADB – Information Management and General Administrative Services
  - Information and Communication Technology Section
  - Conference, Security and General Services Section
  - Revenue Generating Activities Section
  - Travel Unit
- Chief, Language and Publications Branch
  - Interpretation Section
  - English Translation and Publications Section
  - French Translation Section
  - Russian Translation Section
  - Spanish Translation Section
  - Arabic Translation Section
  - Chinese Translation Section
  - Terminology and Training Coordination Section
  - Documents Management and Outsourcing Section
- Assembly and Council Support Unit

Regional Directors: Bangkok, Cairo, Dakar, Lima, Mexico, Nairobi, Paris

Chief, Finance Branch
- Financial Services Section
- Accounting Services Section

Chief, Evaluation and Internal Audit Office

Ethics Officer

Communications Unit