

**DIRECTORS GENERAL OF CIVIL AVIATION - EUR/NAT REGIONS****2019 MEETING (EURNAT-DGCA/2019)**

(Paris, France, 19 to 20 March 2019)

Agenda Item 4: Report on the implementation of the ICAO EUR/NAT Operating Plans for the triennium 2017-2019**EUR/NAT 2017-2019 OPERATING PLAN IMPLEMENTATION REPORT**

(Presented by the Secretariat)

SUMMARY

This paper presents information concerning the implementation of the EUR/NAT 2017-2019 operating plan.

1. Introduction

1.1 The EURNAT-DGCA/2017 meeting (Paris, 5 May 2017) reviewed and agreed on the priorities identified for the ICAO EUR/NAT Region and confirmed their support of the EUR/NAT Work Programme 2017-2019.

1.2 In particular, cyber security was underlined as an important priority for the EUR/NAT Regions that should be addressed under the leadership of ICAO in order to ensure a globally harmonized implementation of mitigation actions.

1.3 The Meeting agreed that the EUR/NAT Regional Office played a key role in taking the lead in coordinating between regional organisations and ICAO Headquarters.

2. Discussion

2.1 The 2017-2019 work programme identifies key activities per strategic objective; namely: Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport and Environment. Deliverables, performance indicators and targets per key activity are also defined.

2.2 The EUR/NAT annual operating plan is derived from the triennial work programme and is an integral part of the overall ICAO triennial business plan and associated budget.

2.3 The ICAO EUR/NAT office reports on an annual basis to the ICAO Council the results of the previous year's operating plan implementation and operating plans for the next year.

2.4 In the area of Safety, the key actions are the following:

- a) Assist States in the implementation of policies and provisions to address critical safety issues. The main focus was to assist States through the European Regional Aviation Safety Group (RASG-EUR) activities and direct technical capacity building actions to improve their

ICAO Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) Effective Implementation (EI) level and implementation of the ICAO State Safety Programme (SSP). In 2017-2018, the EUR/NAT Office organised in cooperation with other RASG-EUR members a competency-based training/evidence-based training (CBT/EBT) Implementation Workshop (Russian Federation - 140 participants), an Upset prevention and recovery training (UPRT) conference (Russian Federation – 115 participants), a Flight Data Analysis (FDA) programmes oversight workshop (Ukraine - 57 participants), a Safety Management Systems (SMS)/SSP workshop (Montenegro - 26 participants) and an SMS workshop (Moldova - 40 participants). This contributed to the increase of the regional EI to 75.4%. 62.5% of States completed the SSP gap analysis as part of their implementation plans;

- b) Measure progress against regional Safety priorities. This key activity is implemented through production and publication of regional annual safety reports in coordination with other regional partners, e.g EASA, EUROCONTROL, IAC, and IATA. The first EUR Regional Aviation Safety Plan has been developed in cooperation with EASA in 2018;
- c) Support the USOAP Continuous Monitoring Approach (CMA). In 2018, 7 USOAP CMA activities – ICAO Coordinated Validation Missions (ICVMs) and 5 Corrective Action Plans (CAP) evaluations were completed;
- d) Technical Assistance capacity building projects to assist States in resolution of Significant Safety Concerns (SSC) and improvement of safety and security oversight system. In 2018, 6 technical assistance and capacity building projects (for Kyrgyzstan Phases 1, 2 and 3, Azerbaijan, Aerodrome certification and Runway Safety) were at various stages of implementation. Also, a State Safety Oversight capacity building workshop was conducted in Albania. In 2019, the technical assistance capacity building activities continue to assist Kyrgyzstan to resolve SSC, and for Azerbaijan, Uzbekistan and Ukraine to further strengthen their oversight capacity, 3 Aerodromes and Ground Aids (AGA) certification workshops, 3 Regional Workshops on Global Report Format (GRF) deployment, an AIG/ECCAIRS (Accident and Incident Investigation/European Coordination Centre for Accident and Incident Reporting Systems) workshop and a workshop on CAAs financing mechanisms. Assistance missions are planned to Tajikistan, Turkmenistan and Belarus;
- e) Runway Safety Go-teams. 6 conducted in 2017-2018. 4 planned in 2019 (Morocco, Azerbaijan, Ukraine, Belarus).

2.5 In the area of Air Navigation Capacity and Efficiency, the key actions are the following:

- a) Assist States in the development of regional and national Contingency plans, including volcanic ash (VA), nuclear contingencies, Collaborative Arrangement for the Prevention and management of public health events in Civil Aviation (CAPSCA), crises response coordination. 2 VA exercises held (resulting in improvements for States and ANSP practices in accordance with EUR/NAT VACP), 1 VA contingencies workshop held with 50 participants briefed. Support provided to the European Aviation Crisis Coordination Cell (EACCC) and Crisis Coordination Teams (CCTs);
- b) Assist States in the implementation of policies and provisions to optimize aerodrome and terminal control area (TMA) operations, including performance-based navigation (PBN), continuous descent operations (CDO) and continuous climb operations (CCO). This action contributed to the achievement of the following results - 54 States with PBN implementation plans, 46% of CDO and 21% of CCO;
- c) Assist States in the implementation of policies and provisions to improve efficiency of surface operations, in particular at congested aerodromes, including Advanced Surface Movement Guidance and Control Systems (A-SMGCS) - implementation rate at 39%;
- d) Assist States in the implementation of policies and provisions on Information Management, including Aeronautical Information Management (AIM) and Aeronautical Information

Exchange Model (AIXM). AIXM implementation status is 39% completed and 14% in progress. Aeronautical Information Service (AIS) Quality Management System (QMS) implemented at 93%;

- e) Assist States in the implementation of policies and provisions on Meteorology, including iWXXM (ICAO Meteorological Information Exchange Model). Block 0 implementation at 90% and Block 1 at 20%;
- f) Aviation Systems Block Upgrades (ASBU) implementation EUR and NAT Monitoring Reports;
- g) Coordinated transition to System Wide Information Management (SWIM) and air/ground data link implementation. 38 States have initial infrastructure capable to support initial transition to SWIM;
- h) Improve efficiency of en-route operations through the availability of user-preferred routing and optimize airspace and airport usage. Implementation of 225 ATS route proposals and agreement on 47 new proposals in coordination with EUROCONTROL. 12 coordination procedures implemented for ATS routes and airspace changes in the high seas airspace.

2.6 In the area of Aviation Security (AVSEC) and Facilitation (FAL), the key actions are the following:

- a) Support States in Annex 17 and Annex 9 SARPs implementation. Annual EUR/NAT AVSEC Group (ENAVSECG) meetings (2017 and 2019), a Global Aviation Security Plan (GASeP) conference in 2018 (resulting in the Regional GASeP Roadmap and Declaration approval), annual implementation support seminar Eastern part of the ICAO EUR Region (2017 and 2018), 1 FAL seminar (2017), 1 “Joint Mediterranean Interregional seminar” in cooperation with ICAO Middle East (MID), ICAO African (AFI) Offices and European Civil Aviation Conference (ECAC) (2018), 1 targeted assistance to support preparations for the Universal Security Audit Programme (USAP) audit (2017) and 3 targeted assistance activities provided to States in 2018 (Risk Management Workshop, National Inspectors training, special training on ICAO Annex 17/Annex 9 (security related provisions));
- b) Support the effective implementation of the USAP-CMA Programme. 1 USAP-CMA seminar conducted in coordination with ICAO Headquarters (2018), continuous audit preparation support to all 12 States audited in 2017-2018. 10 States reached over 90% EI. 2 States reached over 80% EI.
- c) Coordination and support of the ICAO EUR/NAT network of 11 Aviation Security Training Centres (ASTCs). 1 Regional ASTC directors meeting conducted (2018), 7 ICAO sponsored trainings delivered in 2017, 9 (instead of 7) ICAO sponsored trainings delivered in 2018. 117 experts trained (2018), 3 additional Train-the-Trainer for Risk Management delivered – 23 certified instructors (2018);
- d) Assistance in developing aviation security and facilitation (including TRIP/MRTD – Traveller Identification Programme/Machine Readable Travel Documents) assistance projects in States in the Region. 3 targeted assistance activities provided to States (Risk Management Workshop, National Inspectors training, special training on ICAO Annex 17/Annex 9 (security related provisions). Support to several Advance Passenger Information (API) implementation workshops/ seminars conducted by partner organizations (UN CTED, OSCE);
- e) Represent ICAO in meetings related to aviation security and facilitation. Regular participation and representation of ICAO each year in EU AVSEC meetings (4), ECAC Security Forum (2), Eurocontrol ATM/cybersecurity (1-3), EASA cybersecurity executive committee (2), EU Facilitation/ Border Control meeting (1), Continuous coordination with UN CTED, OSCE and others on API implementation.

2.7 In the area of Economic Development of Air Transport, the key actions are the following:

- a) Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters. High level State missions conducted that included meetings with high level officials and discussions on current air transport policy initiatives: Morocco, Uzbekistan, Ukraine, Portugal, Georgia, Turkey, Spain, Germany, United Kingdom;
- b) Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information. Annual NAT economic and traffic forecast delivered;
- c) Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States. High level State missions conducted that included meetings with high level officials: Morocco, Uzbekistan, Ukraine, Portugal, Georgia, Turkey, Spain, Germany, and United Kingdom. Coordination meetings held with EU, EASA, EUROCONTROL, IAC, and ECAC.

2.8 In the area of Environment (ENV), the key actions are the following:

- a) Assist States in the development and implementation of States' action plans on CO2 emissions reduction and Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) activities. 1 EUR/NAT Environment Task Force meeting conducted. Identified new points of contact for 5 States - in total, 48 out of 56 with confirmed points of contact. 2 Training workshops organised upon request from States. Training on CORSIA as part of the ECAC/Germany/ICAO workshop in the framework of ACT CORSIA (Assistance, Capacity-building and Training for the CORSIA) was provided;
- b) Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements. Regular contacts maintained with the ENV focal points to update on the latest ICAO developments. Demonstration of ICAO Fuel Savings Estimation Tool (IFSET), EBT and CORSIA CO2 Estimation and Reporting Tool (CERT) were held during the EUR/NAT ENV Task force. Articles on Environment provided for the EUR/NAT website and Newsletters;
- c) Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection. Updates on environment provided at the EUR/NAT meetings (European Air Navigation Planning Group (EANPG)/RASG-EUR and their coordination groups). Regular participation in the ECAC meetings. 1 ICAO CORSIA Symposium supported. Participation in the Intergovernmental Panel on Climate Change (IPCC) meeting in Paris.

2.9 **Appendix A** provides the 2018 operating plan implementation report with detailed information on actual achievements. **Appendix B** provides the EUR/NAT 2019 operating plan with detailed information on planned activities in 2019.

3. Action by the Meeting

3.1 The meeting is invited to:

- a) note the information provided; and
- b) agree that the 2017-2019 EUR/NAT work programme and annual operating plans are being adequately addressed and implemented.

APPENDIX A — EUR/NAT 2018 OPERATING PLAN IMPLEMENTATION REPORT

(paragraph 2.9 refers)

SAFETY

<p>Expected Result 1: Improved Aviation Safety: Enhanced capabilities of States to manage risks, associated with aviation activities to an acceptable level of safety performance</p> <ul style="list-style-type: none"> • Key Outcome 1: Implementation of State Safety Programmes among Member States (An-19 provisions) is increased • Key Performance Indicator: # of States having implemented Safety Management provisions (via USOAP results, PQs, SAAQs, CC, EFOD)
<p>Expected Result 2: Strengthened regulatory capacity: Enhanced capabilities of States, in particular those with low levels of effective implementation of global standards, to fulfil their mandates</p> <ul style="list-style-type: none"> • Key Outcome 2: Implementation of effective safety oversight systems among Member States is increased • Key Performance Indicator: # of States having a score of above 60 per cent effective implementation (EI) of the critical elements (CEs) of a State safety oversight system (via USOAP results, PQs, SAAQs, CC, EFOD)
<p>Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity</p> <ul style="list-style-type: none"> • Key Outcome 12: ICAO's No Country Left Behind initiatives are implemented. • Key Performance Indicator: Effective implementation rates of safety and security oversight systems; # of outstanding SSCs and/or SSeCs

SAFETY

Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
1, 2	Assist States in the implementation of policies and provisions to address critical safety issues concerning Safety Management, Search and Rescue and other areas -NCLB related	Increased level of implementation of SSP Improved regional EI, including in CE-3 and SAR	Percentage of States with EI>60%; a) performed SSP gap analysis b) reported SSP implemented Average EI for EUR, including SAR and CE-3 related.	75% 7% 76%	a) 62.5% b) 0% c) 75.4% d) In addition, 1 CBT/EBT Implementation Workshop, 1 seminar “New trends in pilot training”, 1 seminar on upset prevention and recovery training (UPRT) and 1 seminar on the oversight of Flight Data Analysis (FDA) programmes were conducted.

SAFETY					
Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
1, 2, 12	NCLB Activity: Develop and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety (RASG) and Air Navigation Planning Groups (EANPG and NAT SPG)	Early identification of lags against agreed safety priorities through EANPG, RASG EUR and NAT SPG	# of progress reports on implementation of regional safety targets as part of EANPG, NAT SPG and RASG-EUR annual reports # of monitoring reports of the corrective actions on the regional AN deficiency list	1 1	a) 2 (EUR and NAT Annual Safety reports delivered). b) 1 EUR air navigation deficiencies list updated with the latest corrective actions results.
1, 2	Monitor Member States through USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of action to address risk - NCLB related	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met (more than 75% progress); Participation in ICVM missions and audits	# of CAP assessment performed # of ROs per USOAP CMA activity by year end	5 4	a) 5 CAPs assessed leading to improved EI b) 7 USOAP activities supported
1, 2, 12	NCLB Activity: Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	Technical Assistance projects run by Regional office to assist the States in need in particular targeted at the resolution of SSCs.	# of technical assistance projects run by RO per year.	4	6 (technical assistance and capacity building projects for Kyrgyzstan Phase 1 and Phase 3, Azerbaijan, Environment, Aerodrome certification and Runway Safety)
1, 2	Assist States in the implementation of policies and provisions to improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04) -NCLB related	Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme	# of ICAO RS Go-team visits performed per year	2	1(+1 postponed to Feb 2019 for Morocco)

AIR NAVIGATION CAPACITY & EFFICIENCY

<p>Expected Result 4: Optimized the performance of the Global Aviation System: Enhanced the capabilities of States to maximize the benefits of the use of existing technical capabilities and technologies, and increase the return on investment of new ones</p> <ul style="list-style-type: none"> • Key Outcome 4: Use of business cases and coordination at local and regional level is improved • Key Performance Indicator: # of reported deployment plans
<p>Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development</p> <ul style="list-style-type: none"> • Key Outcome 11: Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved • Key Performance Indicator: # of analysis using ICAO data, analysis and forecasts
<p>Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity</p> <ul style="list-style-type: none"> • Key Outcome 12: ICAO's No Country Left Behind initiatives are implemented. • Key Performance Indicator: Effective implementation rates of safety and security oversight systems; # of outstanding SSCs and/or SSeCs

AIR NAVIGATION CAPACITY & EFFICIENCY					
Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
4	Promote ICAO ITU WRC position	Workshops/Meetings	# of ICAO EUR Frequency Management Group Meeting to promote and prepare States to the ICAO WRC2019 position	1	a) 1 meeting was held with 60 participants informed about the ICAO WRC2019 position and ready to promote it at the State level
4	Assist States in the development of regional and national Contingency plans - NCLB related	Regional Contingency plans; National Contingency plans	# of volcanic ash exercises # of volcanic ash associated meetings # of meetings to develop contingency plan for nuclear events in the EUR/NAT Regions # of CAPSCA EUR meetings # of EACCC activities actively supported % of CCTs actively supported	2 3 2 1 2 75%	a) 2 exercises held (resulted in improvements to States and ANSPs practices in accordance with EUR/NAT VACP And 1 VA contingencies workshop resulted in 50 participants briefed b) 3 briefings held c) 1 meeting held. A draft plan developed. Work in progress c) 0(postponed 2019) d) 2 activities supported e) 80% of CCTs supported

AIR NAVIGATION CAPACITY & EFFICIENCY					
Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
4	Assist States in the implementation of policies and provisions to optimise aerodrome departure/arrival rates in all meteorological conditions (ANIWP : ROI-08)	Decisions and recommendations of AWOG and PBN TF	# of combined AWOG/LATO meetings # of combined NSG/PBN TF meetings	1 1	a) 1 AWOG with All Weather Operations activities support b) 1 NSG/PBN TF 954 States with PBN implementation plan ready)
4	Assist States in the implementation of policies and provisions to improve efficiency of TMA operations (ANIWP : ROI-09)	Decisions and recommendations of ATMGE, PBN TF	# of ATMGE meetings in 2018 where B0-CDO and B0-CCO implementation will be monitored # of combined NSG/PBN TF meeting	2 ATMGE meetings in 2018 where B0-CDO and B0-CCO implementation will be monitored; 1 combined NSG/PBN TF meeting	a) 2 ATMGE meetings with implementation rate increase to 46% for CDO and 21% for CCO b) 1 NSG PBN TF
4	Assist States in the implementation of policies and provisions to improved efficiency of surface operations, in particular at congested aerodromes (ANIWP : ROI-03)	Decisions and recommendations of AWOG, ATMGE	# of AWOG and ATMGE meetings related to ASBU-B0 and ASBU-B1 implementation	1 combined AWOG/LATO meeting in support of B0-SURF implementation; 2 ATMGE meetings in 2018	a) 1 AWOG with All Weather Operations activities support b) 2 ATMGE meetings with SMGCS implementation rate at 39%
4	(CNS) Assist States in the implementation of policies and provisions on Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	Regional agreements, decisions and recommendations of regional meetings (NAT TIG, EUR AFSG and EUR FMG)	# of AMHS interstate connections within EUR/NAT Region; # of NAT OCAs using CPDLC route clearance uplinks FANS 1/A data link performance improvement	30 Interstates connections by end of 2018; CPDLC route clearance uplinks implemented by all NAT FANS 1/A data link performance improves to support RCP 240 and RSP 180 at 99%	a) 38 States implemented b) Completed c) Completed

AIR NAVIGATION CAPACITY & EFFICIENCY					
Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
4	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	Regional agreements, decisions and recommendations of regional meetings (AIM TF) - AIM assistance missions to States; - Regional and/or Interregional Seminar(s)/Workshop(s) on IM and SWIM	# of SWIM planning and implementation support PT meeting # of Interregional workshops on the PANS AIM and the latest Annex 15 amendments # of SWIM PT TOR and working arrangements developed	1 1 1	a) 1 b) 1(100 participants provided improved knowledge to support the PANS-AIM implementation) c) Completed
4	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	Regional agreements, decisions and recommendations of regional meetings (METG)	# of MET meetings and workshops related to ASBU-B0 and ASBU-B1 implementation	5 meetings & 2 workshops	1 METG, 3 MET DMG and 1 PT-East meetings. Resulted in B0-AMET implemented at 90% and B1-AMET at 20%
4, 11, 12	NCLB Activity: Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	PIRGs (EANPG and NAT SPG) and their working structure meetings	Production of ASBU implementation EUR and NAT Monitoring Report for reference period 2018	Monitoring Report	Completed
4	Improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	Airspace and ATS route development managed through EUR RDGE and NAT IMG contributory bodies; extend the use of free flight operations	# of EUR RDGE and NAT POG meetings related to ASBU-B0 and ASBU-B1 implementation; # of coordinations with RNDSDG in the interface with ECAC States # of NAT POG meetings related to ASBU-B0 and ASBU-B1 implementation	2 2 2	a) 2 RDGE meetings, 12 coordination procedures implemented for ATS routes and airspace changes in the high seas airspace in the EUR Region. b) 3 RNDSDG meetings and 1 RNDSDG workshop (FRA) were supported -2 NAT POG meetings (PBCS and ASEPS implementation)

AIR NAVIGATION CAPACITY & EFFICIENCY					
Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
4	Optimize airspace and airport usage (ANIWP : ROI-01)	Airspace and ATS route development managed through EUR RDGE and NAT contributory bodies; extend the use of free flight operations	# RDGE meetings with 100 new ATS Routes or airspace changed implemented # of active coordination with RNDSG (in meetings) to support Free Route Airspace implementation and Flight Efficiency indicator FEI # of NAT POG meetings	2 2 2	a) 2 RDGE meetings, Implementation of 225 ATS routes proposals and agreement on 47 new proposals in coordination with EUROCONTROL b) 3 RNDSG meetings and 1 RNDGS workshop (FRA) were supported c) 2 NAT POG meetings (PBCS and ASEPS implementation)

SECURITY & FACILITATION

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

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

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

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

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

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

SECURITY & FACILITATION

Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
5, 6, 12	NCLB Activity: Supports States in the Region in their endeavours to implement Annex 17 and Annex 9 SARPs	Assistance activities through interaction with States; Reports on current aviation security and facilitation policy initiatives in the region	Conduct of the EUR/NAT AVSEC Group meeting and the implementation support seminar for Eastern Europe /Central Asia, targeted assistance to States Biannual “Joint Mediterranean Semiar” conducted in cooperation with MID, WACAF and ECAC	1 meeting (ENAVSECG) and 1 seminar (EAST) plus targeted assistance on request and needs basis, 1	a) 1 GASeP conference resulted the Regional GASeP Roadmap and Declaration approval b) 1 implementation support seminar EAST conducted, c) 1 “Joint Mediterranean Interregional seminar in cooperation with MID, AFI and ECAC d) 3 targeted assistance activities provided to States (Risk Management Workshop, National Inspectors training, special training on ICAO Annex 17/Annex 9 (security related provisions)

SECURITY & FACILITATION					
Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
5, 12	NCLB Activity: Supports the effective implementation of the USAP-CMA Programme	Pre-audit and liaison; Audit participation; Post-audit follow-up actions	# of activities per pre-audit and post-audit, audit participation (if requested) ,support States to reach 80 % or higher EI	As required	a) 1 USAP-CMA seminar in coordination with HQ Continuous support to States being audited in 2018 as required b) 4 States reached over 90 % EI Continuous support to States developing their CAP as required
5, 12	NCLB Activity: Coordinates and supports the ICAO ASTCs	Timely support of work of ASTCs as a focal point	# of the regional ASTC directors meeting # of scheduled trainings delivered (further as required)	1 7	a) 1 Regional ASTC directors meeting conducted b) 9 ICAO sponsored trainings delivered (instead of 7) – 117 experts trained c) 3 additional Train-the-Trainer for Risk Management delivered – 23 certified instructors further qualified
5, 6, 12	NCLB Activity: Assists in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	Tailored assistance missions to States (in accordance with ICAO priorities and resources)	Assistance in coordination with and on request of HQ, conduct of a Facilitation Implementation seminar for the Region	1 seminar , further as required	a) 3 targeted assistance activities provided to states (Risk Management Workshop, National Inspectors training, special training on ICAO Annex 17/Annex 9 (security related provisions))
5, 6	Represent ICAO in meetings relating to aviation security and facilitation	Priorities of States and ICAO reflected in external policies	Continuous liaison with regional Organisations and Industry, vice versa meeting participation and coordinated work	As required	Regular participation and representation of ICAO in: •EU AVSEC meetings (4) •ECAC security Forum (2) •Eurocontrol ATM/cybersecurity (1) •EASA cybersecurity executive committee (2) •EU Facilitation/ Border Control meeting (1) •Continuous coordination with OSCE and others on API implementation

ECONOMIC DEVELOPMENT OF AIR TRANSPORT

<p>Expected Result 7: Lower Impediments to Air Transport Operations: Enhanced capabilities of States to improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices, and reduce financial burden and costs in performing regulatory oversight functions</p> <ul style="list-style-type: none"> • Key Outcome 7: The global air transport regulatory framework is harmonized and converged with other economic sectors • Key Performance Indicator: A utilization rate of connectivity opportunities by air carriers, comparing the # of available markets created by air transport liberalization with the # of those markets having actual air services
<p>Expected Result 8: Increased Use of Aviation as a Development Tool: Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding for aviation infrastructure development and investment in air connectivity</p> <ul style="list-style-type: none"> • Key Outcome 8: Access to financial resources and investments for aviation development activities is improved • Key Performance Indicator: # of States that include aviation in their national development plan
<p>Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development</p> <ul style="list-style-type: none"> • Key Outcome 11: Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved. • Key Performance Indicator: # of analysis using ICAO data, analysis and forecasts
<p>Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity</p> <ul style="list-style-type: none"> • Key Outcome 12: ICAO's No Country Left Behind initiatives are implemented. • Key Performance Indicator: Effective implementation rates of safety and security oversight systems; # of outstanding SSCs and/or SSeCs

ECONOMIC DEVELOPMENT OF AIR TRANSPORT

Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
7, 8, 12	NCLB Activity: Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; Reports on current air transport policy initiatives in the region	# of assistance activities through interaction with States; Reports on current air transport policy initiatives in the region;	As required	High level State missions conducted that included meetings with high level officials and discussions on current air transport policy initiatives: Morocco, Uzbekistan, Ukraine, Portugal, Georgia, Turkey, Spain, Germany, United Kingdom
7, 8, 11, 12	NCLB Activity: Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	Regional inventory of statistics; Regional traffic forecasts customized based on global traffic forecasts	# of Annual NAT economic and traffic forecasts updated & presented to the NAT SPG	1 Economic and traffic forecast presented to the NAT SPG	Annual NAT economic and traffic forecast delivered

ECONOMIC DEVELOPMENT OF AIR TRANSPORT					
Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
7, 8	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	# of High level State missions according to the established priorities- NCLB related; # of coordination meetings with regional civil aviation bodies/organizations	As required 3 coordination meetings	a) High level State missions conducted that included meetings with high level officials: Morocco, Uzbekistan, Ukraine, Portugal, Georgia, Turkey, Spain, Germany, United Kingdom b) Coordination meetings held with EU, EASA, EUROCONTROL, IAC, ECAC

ENVIRONMENTAL PROTECTION

<p>Expected Result 9: Improved Environmental Performance of Aviation: Enhanced capabilities of States to apply integrated measures to address aircraft noise and engine emissions embracing technological and operational improvements, and the use of sustainable aviation alternative fuels and a global market-based measure for international aviation as appropriate</p> <ul style="list-style-type: none"> • Key Outcome 9: SARPs and mitigation measures are implemented and tools to quantify their benefits are developed • Key Performance Indicator: # of States complying with environment-related SARPs
<p>Expected Result 10: Reduced Environmental Impact on Global Climate: Enhanced capabilities of States to voluntarily prepare and implement appropriate measures to reduce their CO2 emissions from international aviation within the harmonized global regulatory framework in consistent with the UN system environmental protection policies and practices</p> <ul style="list-style-type: none"> • Key Outcome 10: Voluntary preparation and implementation by States of appropriate measures is enhanced • Key Performance Indicator: # of States' action plans on CO2 emissions reduction activities submitted to ICAO, # of national focal points trained, # of States that receive assistance for preparation and implementation of action plans
<p>Expected Result 11: Improved Data, Analysis and Forecasting: Enhanced capabilities of States to use, analysis and exchange aviation data for decision-making and operational improvement and to measure and, to the extent possible, predict the various aspects of civil aviation development</p> <ul style="list-style-type: none"> • Key Outcome 11: Quality, quantity and analysis of aviation data, including forecasts and tools shared with States, are improved. • Key Performance Indicator: # of analysis using ICAO data, analysis and forecasts
<p>Expected Result 12: Strengthened Capacity Development: Enhanced capabilities of States in particular developing and least developed countries to implement global standards and policies and improve air connectivity</p> <ul style="list-style-type: none"> • Key Outcome 12: ICAO's No Country Left Behind initiatives are implemented. • Key Performance Indicator: Effective implementation rates of safety and security oversight systems; # of outstanding SSCs and/or SSeCs

ENVIRONMENTAL PROTECTION

Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
10, 12	Assist development and implementation of States' action plans on CO2 emissions reduction activities in the region	Regional training/seminars on action plan development and measure implementation etc.	# of new focal Points nominated Provide support to States Focal Points upon request	3 As requested	a) 1 EUR/NAT Environment Task Force meeting conducted b) Identified new points of contact for 5 States. In total, 48 out of 56 with confirmed points of contact

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Linkage to Expected Result/Key Outcome	Project/ Key Activity	Deliverable	KPI	Target	Actual Achievement
9, 10, 11, 12	Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; and Assistance/training on use of the ICAO Fuel Savings Estimation Tool (IFSET)	% of support provided to States complying to Annex 16 SARPs	100% support when required	<ul style="list-style-type: none"> a) regular contacts maintained with the ENV focal points to update on the latest ICAO developments b) demonstration of ICAO IFSET, EBT and CERT were held during the EUR/NAT ENV Task force c) Training on CORSIA as part of the ECAC/Germany/ICAO workshop in the framework of ACT CORSIA was provided d) Articles on Environment provided for the EUR/NAT website and Newsletters e) A training workshop on environment organised for 5 States on request of Portugal
9, 10	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	Priorities of States and ICAO reflected in external policies; and identification of needs in the region	Timely expression of ICAO's priority and concern at appropriate forums; Organise a regional seminar on environment to present ICAO's activities on environment	as per schedule of other international organizations; 1 Regional Seminar	<ul style="list-style-type: none"> a) Updates on environment provided at the EUR/NAT meetings (EANPG/RASG-EUR and their coordination groups). b) Regular participation in the ECAC Environment Forum c) 1 ICAO CORSIA Symposium supported d) Participation in the IPCC meeting in Paris

APPENDIX B — EUR/NAT 2019 OPERATING PLAN

(paragraph 2.9 refers)

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REGIONAL OPERATING PLAN 2019 - EUR/NAT

1 - Safety ▾				
EUR/NAT - Europe and North Atlantic ▾				
#	Project / Key Activity	#	Deliverable	Target(s)
7.6	Assist States in the implementation of policies and provisions to address critical safety issues	7.6.1	Increased level of implementation of SSP and EI	75 % of States with EI>60% - reported SSP gap analysis completed; 7 % of States with EI>60% - reported SSP implemented; 76 % Average EI for EUR; Reduced number of States with EI below 60%
7.7	Develop and measure progress against regional Safety priorities through Regional Plans and Regional Aviation Safety (RASG) and Air Navigation Planning Groups (EANPG and NAT SPG)	7.7.1	Early identification of lags against agreed safety priorities through EANPG, RASG EUR and NAT SPG	2 progress reports on implementation of regional safety targets as part of EANPG, NAT SPG and RASG-EUR annual reports; 1 monitoring reports of the corrective actions on the regional AN deficiency list
		7.7.3	Review EUR supplement to the Uniform Methodology for the Identification, Assessment and Reporting of Air Navigation Deficiencies, in coordination with HQ	EUR supplement to the Uniform Methodology for the Identification, Assessment and Reporting of Air Navigation Deficiencies updated
7.8	Monitor Member States through USOAP Continuous Monitoring Approach (CMA) and assist States in developing tailored plans of action to address risk - NCLB related	7.8.1	Assessment of Corrective Action Plans in coordination with ANB/MO when prerequisites are met	6 CAP assessment performed
		7.8.2	Participation in ICVM missions and audits	5 ROs per USOAP CMA activity by year end
7.9	Support the rapid and coordinated response to crises, contingencies and other situations requiring urgent assistance to States and support the effort to achieve the NCLB goals within the Safety objective	7.9.1	Technical Assistance projects run by Regional office to assist the States in need in particular targeted at the resolution of SSCs and improvement of EI	4 technical assistance projects run by RO per year. ; Finalise NCLB technical assistance project in Kyrgyzstan to achieve resolution of an SSC; Initiate NCLB technical assistance projects in Ukraine and Uzbekistan to assist States in improving their EI; Continue phase 2 of the NCLB technical assistance project in Azerbaijan to further build capacity and improve EI; 3 workshops conducted on AGA

			certification in the framework of the NCLB capacity building project; 1 regional AIG/ECCAIRS workshop to assist in improving EI in the AIG area
7.10	Assist States in the implementation of policies and provisions to improve safety performance at and in the vicinity of aerodromes (ANIWP :ROI-04)	7.10.1	Organise Runway Safety Go Teams to assist in the implementation of RSTs and runway safety programme
			3 ICAO RS Go-team visits performed per year

2 - Air Navigation Capacity and Efficiency

EUR/NAT - Europe and North Atlantic

#	Project / Key Activity	#	Deliverable	Target(s)
7.13	Assist States in the development of regional and national Contingency plans	7.13.1	Regional Contingency plans; National Contingency plans	2 volcanic ash exercises to improve States' and ANSPs' practices and regional VA contingency plan; 4 volcanic ash exercises associated debriefing meetings and workshops ; 1 CAPSCA EUR meetings ; 1 EACCC/CAPSCA EUR joint activities supported ; 75 % of CCTs supported
7.14	Assist States in the implementation of policies and provisions to optimise aerodrome and TMA operations	7.14.1	Decisions and recommendations of ANSIG and PBN TF meetings	1 ANS implementation support group (ANSISG) meetings; 2 PBN Charting task force meetings; Coordination of a regional PBN charting (Circular 343) implementation transition plan; Increased level of PBN, CDO and CCO B0 modules implementation
7.16	Assist States in the implementation of policies and provisions to improved efficiency of surface operations, in particular at congested aerodromes (ANIWP : ROI-03)	7.16.1	Decisions and recommendations of ANSIG	1 ANSIG meeting in support of B0-SURF implementation ; Increased level of B0-SURF implementation
7.17	(CNS) Assist States in the implementation of policies and provisions on Communication, Navigation and Surveillance (CNS) (ANIWP : ENB-CNS)	7.17.1	Regional agreements, decisions and recommendations of regional meetings (NAT Technology and Interoperability group, EUR SWIM infrastructure task force and EUR frequency management group	35 AMHS interstate connections within EUR/NAT Region in support of SWIM transition; FMG meeting to ensure support of ICAO WRC19 position by all EUR States
7.18	(IM) Assist States in the implementation of policies and provisions on Information Management (ANIWP : ENB-IM)	7.18.1	Regional agreements, decisions and recommendations of regional meetings . AIM assistance missions to States; - Regional and/or Interregional Seminar(s)/Workshop(s) on IM and SWIM	2 SWIM planning and implementation support meetings ; 1 AIM Go Teams; draft EUR SWIM implementation roadmap components related to prerequisites identification
7.19	(MET) Assist States in the implementation of policies and provisions on Meteorology (ANIWP : ENB-MET)	7.19.1	Regional agreements, decisions and recommendations of regional meetings (METG)	5 MET meetings related to ASBU-B0 and ASBU-B1 implementation; 1 iWXXM implementation workshop related to ASBU-B0 and ASBU-B1 implementation; 95 % of B0-AMET implementation ; 50 % of B1-AMET

				implementation, 50 % of B1-AMEI implementation
7.20	Develop and measure progress against regional AN priorities through Regional Air Navigation Plans and Regional Planning and Implementation Groups (PIRGs)	7.20.1	Annual EUR and NAT GANP/ASBU implementation monitoring report	Production of ASBU implementation EUR and NAT Monitoring Reporta
7.21	Improve efficiency of en-route operations through the availability of user-preferred routing (ANIWP : ROI-06)	7.21.1	Airspace and ATS route development managed through EUR RDGE and NAT IMG contributory bodies	4 EUR RDGE and NAT POG meetings related to ASBU-B0 and ASBU-B1 implementation; ; Implementation plan and other documentation in support of the extension of PBCS based reduced separation minima on the NAT OTS; Implementation plan, safety cases and other documentation in support of the NAT ASEPS trials
7.22	Optimize airspace and airport usage (ANIWP : ROI-01)	7.22.1	Assist States in the implementation of the Global Reporting Format	3 EUR/NAT GRF implementation workshops

3 - Security and Facilitation

EUR/NAT - Europe and North Atlantic

#	Project / Key Activity	#	Deliverable	Target(s)
9.1	Support States in Annex 17 and Annex 9 SARPs implementation in the framework of the Regional GAsEP roadmap	9.1.1	Discussions and recommendations of regional meetings and workshops. Continuous interactions with States. Reports on the aviation security and facilitation initiatives.	1 ENAVSECG meeting; 1 Implementation seminar for the Eastern part and Balkan area of the EUR; Targeted assistance activities on request
9.2	Support the effective implementation of the USAP-CMA Programme	9.2.1	Pre-audit technical assistance to States and liaison with HQ; Post-audit follow up actions. Audit participation (if request)	Pre-audit and post-audit technical assistance activities; Technical assistance activities to States to reach 80% of EI; USAP-CMA activities supported
9.3	Coordination and supports the ICAO EUR/NAT network of ASTCs	9.3.1	Timely support of the ASTCs network as a focal point	1 Regional ASTC directors meeting; 10 ASTCs trainings delivered
9.4	Assistance in developing aviation security and facilitation (including TRIP/MRTD) assistance projects in States in the Region	9.4.1	Tailored assistance missions to States	Technical assistance missions in coordination with HQ as required, based on the needs , priorities and resources available
9.5	Represent ICAO in meetings relating to aviation security and facilitation	9.5.1	Priorities of States and ICAO reflected in external policies	Meetings attended for continuous liaison with regional Organisations and Industry as required, including EU AVSEC, ECAC security forum, Eurocontrol ATM cybersecurity, EASA cybersecurity, EU and OBCE facilitation border control activities, UN meetings and seminars as required and available

4 - Economic Development of Air Transport

EUR/NAT - Europe and North Atlantic

#	Project / Key Activity	#	Deliverable	Target(s)
8.1	Assist States in the Region to follow ICAO's policies and guidance, as well as Regional Action Plans, and monitor and report significant developments related to air transport matters	8.1.1	Harmonized regional implementation of the ICAO plans on air transport development; Reports on current air transport policy initiatives in the region	6 high-level State missions to ensure high level understanding and commitment through interaction with States
8.2	Provide support for States in the region concerning civil aviation forecasting, economic planning, and statistics and sharing of data/information	8.2.1	Regional traffic and financial forecasts. Revised NAT traffic forecasting methodology. Raised awareness on cost benefit assessments and financial mechanisms to support civil aviation authorities	1 annual NAT economic and traffic forecasts updated & presented to the NAT SPG; Revised NAT traffic corecasting methodology; 1 regional workshop to share experience on financial models to support civil avaiation authorities, including incentives and business case analysis
8.3	Cooperate with regional civil aviation bodies/organizations to maximize synergies that ensure efficient and cost-effective assistance to States	8.3.1	Priorities of States and ICAO reflected in external policies; Identification of needs in the region	High level State missions according to the established priorities, as required; 3 coordination meetings with regional civil aviation bodies/organizations

5 - Environmental Protection

EUR/NAT - Europe and North Atlantic

#	Project / Key Activity	#	Deliverable	Target(s)
7.1	Assist development and implementation of States' action plans on CO2 emissions reduction and CORSIA activities	7.1.1	Discussions and recommendation of regional training/seminars on Environment.	1 EUR ENV task force meeting; List of ENV and CORSIA focal Points includes all 56 States
7.2	Assist States in the region to implement Annex 16 and guidance, as well as on the assessment of environmental benefits which are associated to the implementation of operational improvements	7.2.1	Dissemination and promotion of policies and guidance, as well as assistance activities through interaction with States; and Assistance/training on use of the ICAO Fuel Savings Estimation Tool (IFSET), EBT and other ICAO environment tools	2 articles to promote ENV related activites on the portal and newsletters; 2 technical assistance activties on CO2 action plans and CORSIA
7.3	Cooperate with regional organizations and represent ICAO in meetings relating to environmental protection	7.3.1	Priorities of States and ICAO reflected in external policies; and identification of needs in the region	2 updates on environment provided at the EUR/NAT meetings (EANPG/RASG-EUR and their coordination groups).; 1 regional seminar on environment to present ICAO' s activities on environment and CORSIA; 2