



NEFAB PROGRAMME BUSINESS PLAN 2018 - 2022

Version 1.0

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FOREWORD

NEFAB Programme's Business Plan 2018-2022 is a strategic roadmap for the cooperation of the air navigation service providers of the North European Functional Airspace Block – NEFAB in further five years. It builds on the NEFAB Strategies stemming from the framework of the Single European Sky and aspirations of the aviation industry, and particularly on the updated NEFAB ANSPs Strategy for 2018-2022.

In the upcoming five years, the NEFAB air navigation service providers will continue series of activities aimed at improving airspace use and their provided services in terms of cost efficiency, airspace efficiency for civil and military users, and reduced environmental impact.

An essential milestone was reached in 2017 with a successful implementation of NEFRA – seamless Free Route operations across two functional airspace blocks, NEFAB and DK/SE FAB. The upcoming five years will see further developments of seamless Free Route operations in Northern Europe, particularly through the Borealis Free Route Airspace programme extending the number of areas in which Free Route Airspace is available and joining them together by 2021.

NEFAB ANSPs will continue cooperation in decided areas which have been identified as operational and business enablers. For this, NEFAB Programme will continue to cooperate closely with their stakeholders and to participate in the industry events and developments, working together to continuously improve performance to airspace users.

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1. INTRODUCTION

NEFAB 5-years Business Plan has been developed with full regard of the regional and European trends and future perspectives that are likely to impact the operations and business, and in accordance with the updated NEFAB ANSPs Strategy for 2018-2022.

It ensures that the Business Plan for the upcoming years provides a comprehensive roadmap for ANSP cooperation within the NEFAB Programme.

Through NEFAB cooperation, ANSPs will continue targeting improved service quality. This Business Plan will serve as a blueprint for the implementation of the six key strategic areas:

- ▲ Improvement of airspace use, continuing to promote the best practices
- ▲ Improvement of ATS provision and support services in NEFAB area
- ▲ Implementation of Single European Sky objectives
- ▲ Assurance and enhancement of ATM safety
- ▲ Systematic organisation, development and networking of the ATM domain
- ▲ Cooperation with States.

In particular this Business Plan:

- describes the NEFAB organisation, customers and services,
- characterises the overall business environment for ANSPs,
- gives insight into general strategic principles of co-operation, and
- presents detailed breakdown of activities along agreed six target areas.

2. NEFAB ORGANISATION, CUSTOMERS AND SERVICES

2.1. NEFAB airspace

NEFAB airspace (Fig.1) is composed of the following flight information regions (FIR) and upper information regions (UIR) of the North European airspace: Estonia, Finland, Latvia, Norway, and Bodø Oceanic.

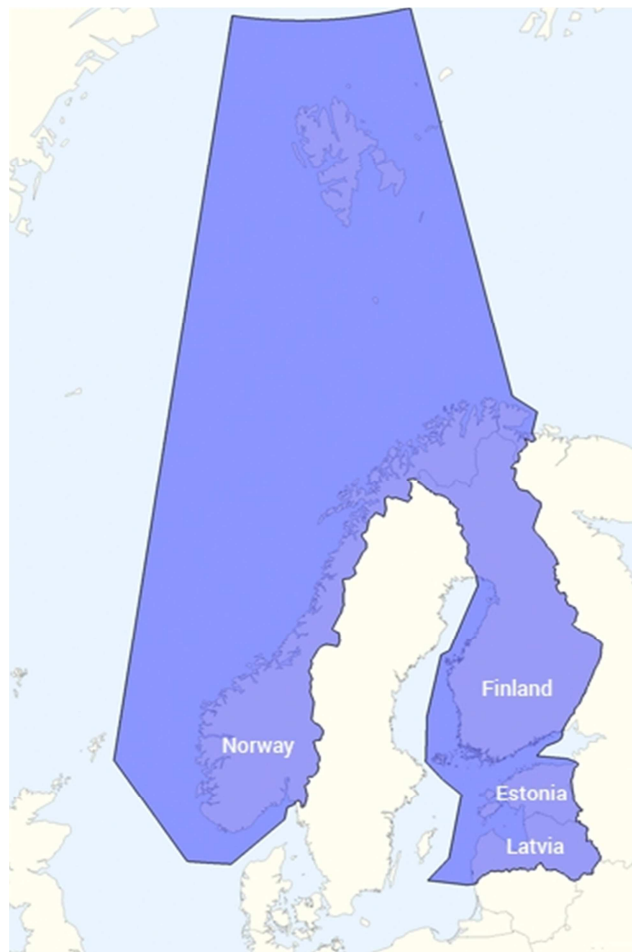


Figure 1 NEFAB airspace

2.2. NEFAB ANSPs - services, facts and figures

The NEFAB ANSPs cover a large geographical area and serve air traffic to and from a wide range of airports, from small remote regional airports to national hubs with considerable traffic volumes. In addition there are also considerable amounts of overflying traffic in NEFAB airspace, including ultra-long haul operations. Hence the role of air transport in NEFAB area is considerable.

The NEFAB air navigation service providers are:

- ▲ ANS Finland (Air Navigation Services Finland Oy, Finland)
- ▲ Avinor ANS (Avinor Air Navigation Services AS, Norway)
- ▲ EANS (Lennuliiklusteeninduse AS, Estonia)
- ▲ LGS (Latvijas Gaisa Satiksme SJSC, Latvia)

ANS Finland (Air Navigation Services Finland Oy) is a wholly state-owned company responsible for controlling the use of Finnish airspace and for providing the related en-route services and air navigation services at 21 Finavia's airports and Lappeenranta.

Avinor (Avinor Air Navigation Services AS) is a wholly-owned subsidiary of the Avinor Group. The company provides air traffic control services at airports, is responsible for air traffic services in Norwegian airspace and maintenance and operation of the technical infrastructure for air navigation.

EANS (Lennuliiklusteeninduse AS) is a wholly state-owned company providing air traffic management services in Estonian airspace. Services include Air Traffic Services, CNS/ATM technical support, aeronautical information, consultancy services, and training.

LGS (Latvijas Gaisa Satiksme SJSC) is a wholly state-owned company providing air traffic management services in Latvian airspace. Services include Air Traffic Services, CNS, (including MET services), CNS/ATM technical support, and aeronautical information services.

NEFAB ANSP services are concluded in the Table 1 below.

	ATC en-route	ATC Oceanic	ATC approach	ATC aerodrome(s)	AIS	CNS	MET	ATCO TRAINING	
Avinor Flysikring AS www.avinor.no	Y	Y	Y	Y	Y	Y	N	Y	A wholly-owned subsidiary of the Avinor Group
EANS www.eans.ee	Y	N	Y	Y	Y	Y	N	Y	Joint-stock company as of 1998 100% State-owned
ANS Finland Oy www.ansfinland.fi	Y	N	Y	Y	Y	Y	N	Y	Public Limited Company Integrated civil/military ANSP 100% State-owned
LGS www.lgs.lv	Y	N	Y	Y	Y	Y	Y	Y	Joint-stock company as of 1997 100% State-owned

Table 1. Services provided by the NEFAB ANSPs.

2.3. NEFAB Programme organisation

NEFAB ANSP Programme is based on the ANSP Cooperation Agreement and Business Model. The Programme plans and executes common activities, including business planning, budget and cost management, project management, stakeholder engagement and communication. The Programme is resourced by the NEFAB air navigations service providers. The Programme is organised on several levels to ensure strategic and tactical decisions and daily management (Fig.2):

- NEFAB ANSP CEO Board
- NEFAB Management Board
- NEFAB Programme Management Office
- Joint activities and projects

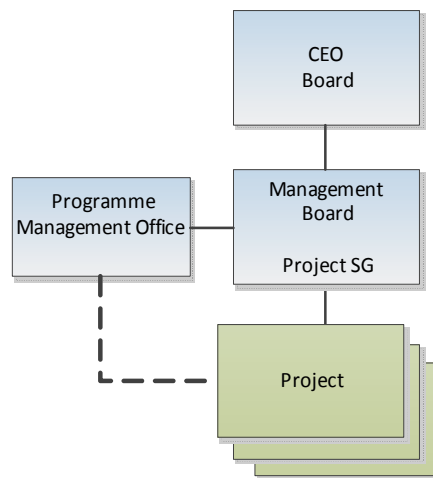


Figure 2 NEFAB ANSP Programme governance structure

NEFAB CEO Board is the ultimate and strategic decision making body for the NEFAB ANSP cooperation.

NEFAB Management Board supervises the progress of NEFAB Programme including business plans and projects, and executes tactical decisions and guidance.

NEFAB Programme Management Office manages and supports the NEFAB Programme in cooperation with air navigation service providers, States, and external stakeholders.

Projects are established as separate project structures, whenever feasible, in the areas which are recognised as collaborative activities between two or more cooperating NEFAB ANSPs.

2.4. NEFAB customer services

NEFAB customers are civil and military airspace users.

The civil customer groups of the NEFAB ANSPs vary across the states; however, the traffic flows in NEFAB airspace may be generalised as follows:

- South-West – North-East flows and v.v. between Europe and Russia/Asia, through Latvian, Estonian and Finnish airspace, and between Central/Western Europe and major Finnish and Northern Russian destinations (St Petersburg)

- South-East – North-West flows and v.v. between Russia/Middle-East and US/Canada through the airspace of all the NEFAB states, and between European and US and Canada, through the airspace of Norway
- North-South flows between Finland and European destinations through Latvian, Estonian airspace, and between Norwegian airports and European destinations
- Flows between major city pairs in NEFAB states and with DK-SE FAB States.

The military air traffic is either operating within segregated military training or exercise areas or as a regular traffic is sharing airspace with civil operators. The airspace and service provision shall have required capacities and capabilities to support all customers therefore NEFAB ANSPs are continuously seeking improvements in balancing the needs of efficiency of civil traffic and effectiveness of military missions.

According to the [Seven-Year Forecast \(2017-2023\)](#) by STATFOR, the EUROCONTROL Statistics and Forecast Service, the projected growth of **en-route service units between 2016 and 2023** (as per baseline scenario) is 2.0 % for NEFAB and, respectively, 2.2 % for Estonia, 2.3% for Finland, 2.3% for Latvia and 1.7% for Norway. The projected growth over the second reference period (**RP2**) **between 2014 and 2019** for NEFAB in total is 2.7%, where respective growth by states is 2.4% for Estonia, 1.1% for Finland, 2.4% for Latvia, and 3.5% for Norway.

The forecast of the number and growth (%) of the **IFR Flight Movements** (as per baseline scenario) for the business planning period **2018-2022** is provided in the Table 2 below.

	2018	2019	2020	2021	2022
NEFAB	1.3%	1.2%	1.3%	0.7%	1.0%
Estonia	3.2%	2.1%	2.7%	2.1%	2.4%
Finland	1.2%	1.1%	1.5%	0.8%	1.1%
Latvia	2.4%	1.8%	2.1%	1.5%	1.8%
Norway	1.1%	0.9%	1.0%	0.3%	0.6%

Table 2. Forecast of the IFR Movements growth for NEFAB and per State in % (baseline scenario).

Source: 7-year IFR Flight Movements and Service Units Forecast: 2017-2023 by STATFOR, EUROCONTROL

For the benefit of airspace users, NEFAB ANSPs implemented Free Route Airspace (FRA) in NEFAB states in 2015, a ground-breaking concept where the FRA extends to lower levels of controlled airspace as well as across NEFAB FIR boundaries. It allowed planning and flying the most optimal routes regardless of the ATS routes. In the next steps throughout 2016-2017, seamless cross-border Free Route operations above FL285 were opened across NEFAB and DK/SE FAB. The endeavours will continue further in the Borealis FRA Programme with connecting to the Free Route Airspace in the UK, Ireland, and Iceland by 2021. It will enable airline and business aviation customers to plan and take the most cost effective, fuel efficient and timely routes across a large airspace managed by nine members of the Borealis Alliance saving time, money and fuel.

3. NEFAB BUSINESS ENVIRONMENT

The Single European Sky (SES) is an ambitious initiative launched by European Commission in 2004 to reform the architecture of the European Air Traffic Management. Functional airspace blocks (FABs) constitute one of the cornerstones of the SES legislation and policy. NEFAB Programme well recognises the challenges put forth to a FAB cooperation by the EC, particularly in its SES II+, the still pending interim update of the SES rules enhancing the focus on competition and requiring more performance and market based approach to drive change. Meanwhile the EC has conducted several researches to refine the performance and charging schemes and investigate how the functional airspace blocks can progressively deliver the overall added value being more flexible, industry led, and more focused on performance.

NEFAB ANSPs are likewise aware of the importance of a harmonised modernisation effort throughout the whole industry. Through a combined expertise and resources at the Stakeholder Consultation Platform, NEFAB ANSPs are contributing to the **SESAR Deployment Programme**, a common and agreed roadmap to steer modernization efforts, coordinating research and development activities.

The Network Manager is another EC-mandated function to optimise the aviation network performance, supporting ANSP operations and FAB-level initiatives. Close cooperation with the NM is crucial for the timely and successful deployment of airspace developments projects e.g. cross border Free Route operations.

In December 2015, the Commission published a comprehensive strategy for the European aviation sector. **The Aviation Strategy** contains a number of policy proposals and contributes directly to the EC priorities. The Strategy emphasises that safety and environmental protection are pre-requisites for a competitive aviation sector. The Strategy also claims that investments in innovative projects are fundamental for the efficiency of the EU Single Sky.

The competitive capacity is in the spotlight of the EC in the SES II+ draft regulation and in the Aviation Strategy. The Commission believes it is critical that the EU aviation sector remains competitive, maintains its leadership position and is able to grow. Competition is already impacting the ATM through decisions to open local markets of air navigation services. It urges ANSPs to reconsider cost-efficiency of their services and seek cost reduction opportunities within their own organisations and through teaming up with other partners.

Industry partnerships and organisations are getting increasingly active, recognising that their voice can help in creating a level-playing field between all involved stakeholders. CANSO insists that ANSPs should be enabled to operate on an equal level with each other as business-oriented organisations, therefore calling for a simple and clear SES regulations without the EC micromanaging the businesses of ANSPs. The ATM Policy institute was established in 2017, strongly voicing the need for change in the ATM industry and aiming to demonstrate that the liberalisation of the ATM industry is achievable.

Further years will be marked by preparation of **performance objectives and targets for RP3, the third reference period**. Preparing for this, the Commission has been carrying out an ex-post assessment of RP1 including the evolution of the Performance Scheme both in short and longer term. In the light of this, air navigation service providers will be required to reconsider their ambitions and potential in provision of cost-efficient services. Teaming up with FAB partners and pursuing of the initiatives through industrial partnerships will contribute to less fragmented and more efficient ATM network.

4. STRATEGIC PRINCIPLES FOR NEFAB ANSP COOPERATION

▲ NEFAB ANSPs vision

NEFAB ANSPs have phrased their vision as **to co-operate to continuously improve performance to airspace users**.

This vision statement is:

- emphasising being the ANSP cooperation continuously improving its performance,
- pointing on the FAB-wide measures enabling the additional performance gains and contingencies,
- referring to the importance of broader cooperation to succeed.

NEFAB ANSP partners intend to develop the sound legal arrangements, conceptual documents and relevant technology enablers to enhance a FAB co-operation, and thereby comply with the requirements set out in the EC Regulations and NEFAB State-level Agreement.

NEFAB ANSP vision of continuously improving performance extends to the following elements:

- provision of air traffic services according to customers' requirements at fair price and optimal capacity demonstrating the best performance in the region;
- striving and achieving additional performance gains and operational contingencies through regional cooperation and cross-border activities, more particularly developing:
 - advanced flexible use of airspace and dynamic airspace management solutions,
 - interoperable systems, harmonised procedures, compatible software and datasets,
- contributing to improved European ATM network performance.

▲ General principles for setting objectives and implementation thereof

There are certain principles and measures which should be followed in most strategy target areas in the NEFAB cooperation – the general principles, which are important for further setting of strategy objectives and their implementation.

The NEFAB ANSP strategy in general is aimed at continuously improving performance to airspace users through co-operative development and provision of air navigation services. The general principles for setting NEFAB strategic objectives and implementation thereof are aimed at harmonisation, technical cooperation and collaborative planning, establishing industrial partnerships and support structures as follows:

- (1) The enablers for performance driven NEFAB co-operation are:
 - development of ATM systems and harmonisation of ATS procedures, aligned with ATM Master Plan and consistent with SESAR Deployment Programme,
 - implementation of SESAR solutions as NEFAB projects,
 - improved and synchronised deployment and profitable cooperation through industrial partnerships.
- (2) Establishing the supporting structures/activities in safety and technical domains;
- (3) Organisation of effective cooperation network with its major partners and stakeholders;
- (4) Sustainable and lean NEFAB Programme management structure, flexibly employing the experts into development support from member ANSPs or outsourcing if needed.

5. EXECUTING THE STRATEGY

The objective of NEFAB is to achieve optimal performance in the areas of safety, environmental sustainability, capacity, cost-efficiency, flight efficiency and military mission effectiveness, by the design of airspace and the organization of air traffic management regardless of existing boundaries.

The NEFAB strategies and associated business plans are being built in the context of the EU requirements, primarily, the legislative framework of the Single European Sky and other EU rules, aiming at building European network performance. These requirements urge to increase operational efficiency and FAB-wide performance. Furthermore, the SESAR Deployment Programme (DP) is setting the roadmap how to get organised to ensure synchronised, coordinated and timely PCP implementation. It is therefore crucial that ANSPs are aware what they are expected to implement in order to comply with the PCP regulation, and recognise that their investment plans are aligned enough with the DP so that they could be in a position to use possible co-funding opportunities.




The NEFAB strategies are built on two levels, the states and ANSPs. The state strategy comprises the vision and strategic objectives of the NEFAB cooperation from the perspective of the participating States. The ANSPs strategy captures strategic targets and associated business tasks, focusing on improving their working arrangements and structures to achieve positive returns from the resources put into the FAB work.

The present NEFAB Programme Business Plan identifies six strategic target areas and associated business deliverables for further 5 years, to manage the expectations and requirements stemming out of the NEFAB strategies and EU legal framework. These target areas are based on agreed common interests and co-operative arrangements among NEFAB ANSPs.

The Business Plan also gives approximate indications of annual resource needs of experts in man-weeks and numbers of associated business travels along all six target areas.

The figures in tables below do not reflect the resource contribution to the regular NEFAB bodies such as CEOB, MB and PMO.

Legend for the timeline graphs along the strategic target areas below:







-  - planned and agreed activity
-  - planned activity
-  - activity planned within independent business structure

5.1. Improvement of airspace use, continuing to promote the best practices

Improvement of airspace use has been the major focus in FAB establishment and the most of progress within SES initiative has been made in this domain. It will continue being the focal activity also for NEFAB co-operation within the FAB as well as at the interfaces with neighbouring FABs and third countries.

NEFAB ANSPs will pursue increasing the effectiveness of airspace usage, developing further co-operation with neighbours and contributing to improving cross-border FUA co-operation. NEFAB ANSPs will continue joint participation in Borealis FRA programme and will seek common activities for improving airspace structures and management beyond FAB, as far as practicable from NEFAB perspective.

The airspace use items will be continuously high on the agenda in the communications with NEFAB customers.





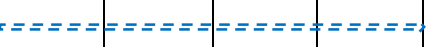


No	Strategic targets/goals	Timeline/Annual resource need (man-weeks)					Remarks
		2018	2019	2020	2021	2022	
5.1.1	Increasing the effectiveness of airspace usage, developing further co-operation with neighbours						
1)	Optimising the major TMAs to better cope with free routing operations						info end 2017, review in 2018, further TBD
		2	"	"	"		
2)	Working to cope with XMAN requirements in NEFAB airspace						review in 2018, further TBD, in coop. with DK-SE
		4	"	"	"		
3)	Working with PBN implementation for major terminal areas						
		4	"	"	"		
4)	Considering removal of route structure in FRA areas						Collecting information 2017-2018, studying options 2018-2019, considering CDR status with DK-SE
		3					
5)	Co-operation with the DK/SE FAB on airspace development						
		2					
6)	Taking into use common European coordination tool LARA and enhanced data exchange						Integrate to ATM 2017-2019, enhanced data exchange by 2020 (depending on NM)
		2					
Resource need (man-weeks)		17	N/A	N/A	N/A	N/A	
Number of international travels		34	N/A	N/A	N/A	N/A	

5.2. Improvement of ATS provision and support services in NEFAB area

Improvement of ATS provision and support services across the FAB consists of many different activities aimed at implementing advantageous dynamic cross-border service provision solutions, enhancing cross-border contingencies, and reviewing the possibilities for optimisation and rationalisation of CNS infrastructure – all with the strategic rationale to develop operational efficiency together to be more efficient in the competing market.

These objectives could be facilitated through the creation of independent business structures for shared services to exploit the additional business opportunities. Regular monitoring of business environment will help identify synergies through opportunities and cooperation areas, also seeking co-funding through partnerships on a larger scale e.g. Borealis Alliance or other FABs and third countries.

Potential independent business undertakings will be concluded from regular monitoring and analysis of markets and individual business cases, assessed continuously on case-by-case basis and launched where feasible from market demand perspective.

No	Strategic targets/goals	Timeline/Annual resource need (man-weeks)					Remarks
		2018	2019	2020	2021	2022	
5.2.1 Implementing dynamic cross-border service provision solutions							
1)	FINEST						NEFAB pilot project
		N/A ¹					
2)	Research and optimisation of EANS/LGS cross-border operations						Renew CAPAN
		N/A ¹					
3)	Feasibility study on NEFAB wide contingency plan for ANS						
		3					
5.2.2 Optimisation and rationalisation of CNS infrastructure							
1)	Review of EASA/SESAR study, European NAV strategy, mapping the situation and opportunities for NEFAB						Drafting the NEFAB navigation deployment plan, including PBN,
		4					
2)	Ongoing analysis and development of CNS infrastructure						Decide further actions based on a study results
		-					
5.2.3 Establishing independent business structures for shared services ²							
1)	Cooperative development of RPAS procedures and sharing of information						NEFAB pilot project for integrating RPAS operations into ATM
2)	Development of LATAS billing and statistics software for NEFAB use						NEFAB pilot project
Resource need (man-weeks)		7	N/A	N/A	N/A	N/A	
Number of international travels		14	N/A	N/A	N/A	N/A	

¹ – activities funded by participating ANSPs

² – need for activities and associated resources under 5.2.3 will be decided by MB on case-by-case basis

5.3. Implementation of Single European Sky objectives

NEFAB development initiatives are linked to the ATM Master Plan that outlines the essential operational and technological changes – defining Operational Improvement Steps and supporting enablers that are foreseen to provide SESAR contributions to achieve the European SES performance objectives. SESAR Deployment Manager is driving the deployment to ensure that new technologies and solutions that have already been tested and validated through the SESAR Joint Undertaking are delivered into everyday operations across Europe. The SESAR Deployment Programme is supporting and guiding through the implementation of Pilot Common Project¹, and its six essential ATM functionalities.

NEFAB ANSPs have an active role and joint representation on the FAB-level at the Stakeholder Consultation Platform established by the DM. A FAB-level representation is regarded important to support investments relevant for NEFAB in the future deployment plans hence ensuring the co-financing for our investments. The EU co-funding opportunities are considered being essential to support development and deployment within NEFAB.

NEFAB ANSPs will continue and enhance close cooperation with neighbouring FABs and partners within Borealis Alliance to support the Borealis Free Route Airspace programme, also to implement the common solutions optimising broad scale service provision.

No	Strategic targets/goals	Timeline/Annual resource need (man-weeks)					Remarks
		2018	2019	2020	2021	2022	
5.3.1	Timely and co-ordinately implementation of the Single European Sky requirements						
1)	Analysis and implementation of SES requirements	4					supported by SCP
2)	Coordination with EU emerging initiatives	1					
5.3.2	Participation in the SESAR Deployment Programme, utilising available co-funding instruments of the EU						
1)	Analysis and implementation of DP, utilisation of INEA co-funding	4					supported by SCP
2)	Coordinated implementation of iSWIM measures	2					
3)	Coordinated implementation of cyber-security measures	1					
4)	Revising and deploying NEFAB DLS long-term implementation strategy	1					until 2024
5.3.3	Participation in partnerships						
1)	Borealis alliance (activities independent from NEFAB activities)	-1					depends on NEFAB States' position in cooperation
2)	NEFRA	-1					pending ministerial meeting/ decision
Resource need (man-weeks)		12	N/A	N/A	N/A	N/A	
Number of international travels		24	N/A	N/A	N/A	N/A	

¹ – budgeted separately from NEFAB, coordinated by MB

¹ IR (EU) No 716/2014 (Pilot Common Project)

5.4. Assurance and enhancement of ATM safety

NEFAB members have agreed in the State-level Agreement to develop common safety policy aiming at creating a harmonised Safety Management System. This objective has a vital importance for expanding NEFAB cross-border activities – to support bi-lateral projects of integrating ANS provision like FINEST and/or achieving cross-border operational contingencies.

Therefore this item is high on the agenda of ANSPs cooperation and an integral part of NEFAB Strategy. Business plan contains activities for systematic contribution to the development and harmonisation of safety management systems along the recommendations of the SMS Harmonisation Pilot Study and supporting organisation models, also further enhancement of safety data exchange.

No	Strategic targets/goals	Timeline/Annual resource need (man-weeks)					Remarks
		2018	2019	2020	2021	2022	
5.4.1	Systematic contribution to the development and harmonisation of safety management systems						
1)	SMS harmonisation across NEFAB according to pilot study recommendations	2					Short and long term measures differentiated
2)	SMS harmonisation supporting the cross-border activities	1					Starting in FINEST as a NEFAB pilot project
5.4.2	Enhancement of safety data exchange						
1)	Analyse the needs and continuous enhancement of procedures and processes	2					
Resource need (man-weeks)		5	N/A	N/A	N/A	N/A	
Number of international travels		12	N/A	N/A	N/A	N/A	

5.5. Systematic organisation, development and networking of the ATM domain

Systematic organisation, development and networking, particularly cooperating with international organisations, developing collaborative customer relations management and streamlined public relations, also NEFAB brand development and marketing – all this supports and improves the NEFAB strong position in European aviation community.

NEFAB ANSPs sees it important to contribute to the development and operation of European ATM network in co-operation with the NM and participating at NMB and NDOP, also maintaining our proactive role in the NM evolution process.

NEFAB ANSPs are represented at CANSO fora independently; however, common representation can be agreed where practicable.

NEFAB Programme maintains a streamlined stakeholder management and communications. NEFAB Customer consultation is a regular event, enabling a dialogue with airspace users and playing a vital role for deciding further improvements in NEFAB airspace.

No	Strategic targets/goals	Timeline/Annual resource need (man-weeks)					Remarks
		2018	2019	2020	2021	2022	
5.5.1 Cooperation with international organisations							
1)	Contributing development of key-positions of CANSO for common voice of ANSPs	2					
2)	Development and operation of European ATM network in cooperation with NM	4					contributing to the evolution of NM and development of network services, active participation in NMB and NDOP
5.5.2 Developing collaborative customer relations management and streamlined public relations							
1)	Customer relations management	-					
Resource need (man-weeks)		6	N/A	N/A	N/A	N/A	
Number of international travels		12	N/A	N/A	N/A	N/A	

5.6. Co-operation with States

The NEFAB ANSPs co-operate with their respective State authorities and NEFAB state-level bodies to optimise the working arrangements and FAB structures, harmonise the procedures and operational requirements which bring added value to participating ANSPs and enable efficient resource usage and programme management.

In order to prepare for RP3 target setting ANSPs are supporting States for structural renewal and target setting of performance plans if requested.

No	Strategic targets/goals	Timeline/Annual resource need (man-weeks)					Remarks
		2018	2019	2020	2021	2022	
5.6.1	Harmonisation of systems and procedures						
1)	Coordinated development of national procedures and exchange of information across the NEFAB	2					
5.6.2	Harmonisation of competency requirements						
1)	Harmonisation of requirements and exchange of information	2					
5.6.3	Support the States in performance scheme target settings						
1)	Coordinated cooperation with States, support to FPC and Council	-					
Resource need (man-weeks)		4	N/A	N/A	N/A	N/A	
Number of international travels		8	N/A	N/A	N/A	N/A	

6. ACRONYMS

ANSP	<i>Air Navigation Services Provider</i>
ANS	<i>Air Navigation Services</i>
ATM	<i>Air Traffic Management</i>
ATS	<i>Air Traffic Services</i>
CANSO	<i>Civil Air Navigation Services Organisation</i>
CNS	<i>Communication, Navigation, Surveillance</i>
DLS	<i>Data Link Services</i>
DK/SE	<i>Danish/Swedish</i>
EC	<i>European Commission</i>
EU	<i>European Union</i>
FAB	<i>Functional Airspace Block</i>
FINEST	<i>Finnish-Estonian Integrated Services of ANSPs</i>
FRA	<i>Free Route Airspace</i>
FUA	<i>Flexible Use of Airspace</i>
iSWIM	<i>Initial System Wide Information Management</i>
LARA	<i>Local And Sub-Regional Airspace Management Support System</i>
NEFAB	<i>North European Functional Airspace Block</i>
CEOB	<i>Chief Executive Officer Board (of NEFAB ANSPs co-operation)</i>
MB	<i>Management Board (of NEFAB ANSPs co-operation)</i>
NEFRA	<i>North European Free Route Airspace</i>
NM	<i>Network Manager (of EUROCONTROL)</i>
NMB	<i>Network Manager Board</i>
NDOP	<i>Network Directors of Operations</i>
PBN	<i>Performance Based Navigation</i>
RPAS	<i>Remotely Piloted Aircraft System</i>
RP3	<i>Reference Period no 3 (of EU Performance Scheme)</i>
SESAR	<i>Single European Sky ATM Research</i>
XMAN	<i>Cross-Border Arrival Management</i>

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