



NEFAB Programme Annual Report 2014  
Section 1 NEFAB Programme

Version 1.0

## Document revision history

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# 1. INTRODUCTION

## 1.1. This document

This document summarizes the NEFAB ANSP Programme activities in 2014. The document is divided in two sections:

- ▲ Section 1: NEFAB Programme
- ▲ Section 2: Financial

Section 1 is intended for general publicity to ensure transparency about NEFAB Programme activities for all NEFAB stakeholders. Section 2 is intended for ANSP internal use.

## 2. Objectives and organisation

### 2.1. NEFAB Objectives

NEFAB is one of nine functional airspace blocks in Europe established in December 2014 in response to the EU's Single European Sky initiative.

NEFAB airspace 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. The States are responsible for creating in this area a seamless airspace across their national borders and supervising the cooperation of air navigation service providers and other stakeholders in order to maintain safe and efficient airspace management, whilst respecting the sovereign interests of the contracting States.

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

### 2.2. NEFAB ANSP Programme and its organisation

NEFAB ANSP Programme is founded on the cooperation among the air navigation service providers of the NEFAB states, AVINOR (Norway), EANS (Estonia), FINAVIA (Finland) and LGS (Latvia). By signing the Cooperation Agreement in June 2012, ANSPs established the legal framework for implementing their partnership within NEFAB. Hence, ANSPs have committed to establish initiatives for increasing performance in NEFAB and contributing to the overall European network performance, hence delivering benefits to the airspace users.

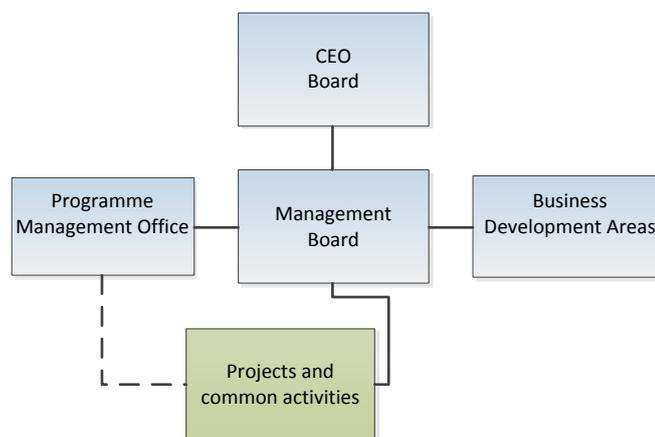
The key principle behind the NEFAB Programme is that the ANSPs are individual service providers, with individual responsibilities and accountabilities to the respective states and owners. The Programme is responsible for the planning and execution of common activities, including business planning, budget and cost management, project initiation and execution and communication and is resourced by the NEFAB air navigations service providers. The scope of cooperation between the NEFAB ANSPs is to develop and implement decided projects based on identified improvement initiatives in the following areas:

- ▲ Airspace
- ▲ ATS Provision
- ▲ Business development (e.g. common Services and Products)

The ANSP collaborate in developing cost-benefit analysis and risk analysis for the implementation of the initiatives. Agreed common projects and activities are described and designed at FAB level, and implemented at ANSP level.

The NEFAB Programme structure is designed to govern, run and manage the programme and joint project activities at FAB level. The Programme is organised on several levels to ensure strategic and tactical decisions and daily management:

- NEFAB ANSP CEO Board
- NEFAB Programme Management Board
- NEFAB Programme Management Office
- Business Development Areas



**Figure 1: NEFAB ANSP organisation structure**

**NEFAB ANSP CEO Board** is the ultimate and strategic decision making body for the NEFAB ANSP cooperation. It is composed of the Chief Executives of the NEFAB air navigation service providers. The CEO Board shall provide scope decisions for the strategic, business and financial developments and act as a link ensuring anchoring of strategic cooperation and communication with NEFAB key stakeholders and strategic partners.

**NEFAB Programme Management Board** is the supervisory body for the performance and execution of the Business Plan, accompanied by a detailed plan of activities. It is composed of senior executive representatives from the Air Navigation Service Providers. Management Board executes tactical decisions and guidance, supervises the progress of the NEFAB Programme and provides decisions related to NEFAB projects and their execution.

**NEFAB Programme Management Office (PMO)** manages the NEFAB Programme and supports the air navigation service providers and states to reach the NEFAB objectives and performance targets, including information exchange and stakeholder engagement. The NEFAB Programme Office is facilitating the Programme and supporting the projects managing the budget, resources, costs, risks and issues.

In December 2014, a combined position for communication and business planning was established at NEFAB PMO to support and enhance business processes within the Programme. The Business Planner's function was introduced as a new role with the following key tasks:

- ▲ Developing and monitoring of the NEFAB business plans;
- ▲ Business environment monitoring and recording;
- ▲ Impact analysis of external environment with proposals for actions for the NEFAB Programme;
- ▲ Presentation of upcoming changes in regulations and requirements to promote common understanding and develop strategies and targets for the future cooperation;
- ▲ Mobilization and coordination of NEFAB Business Development Areas.

## Business Development Areas

The Business Development Areas (BDAs) is a joint effort to explore and develop common opportunities among all four service providers within NEFAB.

The objective of the BDAs is to connect the ANSPs business functions for closer cooperation and supporting the NEFAB programme in developing common activities to be included in the business activities and planning. BDAs are exploring common opportunities and developments, in order to enhance cooperation in the NEFAB ANSP Programme, improve cost efficiency, harmonize services and share best practices. They are supported by focal points in each service provider. The activated BDAs are CNS, Training, AIM/AIS and Safety. They have been reviewing the NEFAB Feasibility Study Report initiatives for validity and assessment of their potential benefits, to identify possible joint activities.

The initial reports from the reviews in the BDAs Training and AIS/AIM were submitted in May and were reviewed by the Management Board. On the basis of the initial reports deeper studies in 2015 for final decisions on detailed activities will be executed. The approved activities have been included in the NEFAB Programme Business Plans starting from 2015.

**Training BDA** has identified proposals for further deeper studies with interim dates and milestones for the following areas:

- ▲ ATCO initial training;
- ▲ ATCO unit, continuation, instructor and Competence Assessment training
- ▲ ATCO Team Resource Management
- ▲ ATSEP training
- ▲ AIS/Briefing and FDO training

Deliverables from the expert teams are scheduled in 2015 and final delivery by the Training BDA is expected by the end of June 2015.

**AIS/AIM BDA** report delivered in May contains defined joint functions and a high level business case for a single AIM concept, including defined prerequisites and priorities.

The report has identified areas for harmonization and integration to be aligned, including common language (English), close NSA cooperation, and Service Level Agreements.. MIL requirements differ in each state and local arrangements will still be needed.

The proposed priority areas for cooperation include:

- ▲ Common FPL, including a joint tool for customer input and customer service (Help Desk function)
- ▲ Briefing services, including joint tools for customer interaction and ANSP work flows (upload of data/information),
- ▲ Common principles for Data Management, including joint specifications and sharing of existing individual tools for those ANSPs that have not invested in own systems,
- ▲ Harmonized/Integrated NOTAM –operations, including centralized work flows.

During 2015, the AIS/AIM BDA will further detail the identified potential priorities and include a cost-benefit analysis for decisions by ANSP partners

The final delivery from the AIS/AIM BDAs is scheduled for end of June 2015.

**The Safety BDA** has been aligning the Safety Assessments for Free Route Airspace implementation on 12 November 2015. The Safety BDA has performed benchmarking exercise on the Standard of Excellence Measurement survey results, followed by a workshop and continued exchange of best practices. The Safety BDA has mapped the framework and its requirements for the safety cooperation within FAB level.

It will continue with the implementation phase and monitoring of NEFRA through safety related data exchange, best practice and experience sharing amongst NEFAB members.

**The CNS BDA** has reviewed the respective Feasibility Study Report initiatives and prepared a roadmap until the year 2022 on the planned CNS systems upgrades by the NEFAB ANSPs.

A proposal for further cooperation areas will be provided by the CNS BDA in February 2015.

## 3. Strategies and Business plans

### 3.1. NEFAB ANSP Strategies

A strategy workshop was arranged in January. The conclusions and recommendations were recorded in a summary strategy document supplementing the NEFAB ANSP strategy developed in 2013. The document was approved by the NEFAB CEOB and incorporated in the NEFAB Programme business planning from 2015 onwards.

The focus strategy areas are:

- ▲ Strategic objectives and targets
- ▲ Business objectives
- ▲ Borealis dimension

- ▲ Institutional developments
- ▲ New cooperation dimensions
- ▲ Stakeholder engagement

The ongoing NEFAB Target Concept project and NEFRA are the prioritized activities. The ANSPs will continue with the aim for a more efficient airspace in cooperation, ref chapter 3.2 below.

The strategies include proposals for commercialised business models /common business entities to achieve improved business performance and business objectives. NEFAB business development areas have been mobilised to look into opportunities and review NEFAB Feasibility Study Report initiatives. Future models will be explored to improve performance in core business areas, delivering common services and products.

Institutional developments are tracked and taken into account in NEFAB activities. This relates to NORACON and its A6 developments, the possible Centralised Services concept implementation and Pilot Common Projects.

The Interim Deployment Programme Steering Group (IDSG) has finished its work and coordination of common projects has been transferred to Deployment Manager. NEFAB was well presented in the IDSG works both in Steering group and Expert Team with contributions received from all NEFAB ANSPs.

Strategies will be further developed annually involving all ANSPs at CEO and MB level. States Strategy adopted by NEFAB Council in December 2014 is another important input in NEFAB Programme strategies, as it addresses further developments of the NEFAB cooperation in the years to come.

### 3.2. Cooperation with LFV and Navair on Airspace development

NEFAB Programme and LFV and Navair have agreed to continue cooperation on airspace development on the basis of the MoU between the parties signed in 2012 and the State Level Declaration between NEFAB and DK-SE FAB States. The continuation of the cooperation is the development of the North European Free Route Airspace Programme (NEFRA), and in March 2014 the terms of reference were updated and signed, outlining the following objectives:

- ▲ Phase 1 objective is to secure the coordination and timely implementation of the FRA Phase 1 within DK/SE FAB and NEFAB from FL 285 and above, with the target to implement a seamless FRA in DK-SE FAB and NEFAB enabling the airspace users to flight-plan user preferred trajectories regardless of the FIR/AoR boundary.
- ▲ Phase 2 objective is to continue the cooperation and further develop the NEFRA Programme beyond 2015, and that a NEFRA phase 2 is to be implemented in 2018 and included in the overall scope of the programme. The aim of phase 2 is to ensure that flight and airspace data are available for customers and ACCs to plan and execute operations by enhancing NEFRA concept including trajectory management with required system support and Network Manager/IFPS integration. The aim is to manage sector loads and reduce tactical coordination to a lowest practicable level.

### 3.3. Strategies for future cooperation beyond NEFRA

The CEOs of NEFRA Programme developed a common strategy for further cooperation beyond the Phase 2 of the North European Free Route Airspace (NEFRA) Programme. As the outcome of this meeting, a strategy document indicating ANSP cooperation activities to support the intentions of the Ministerial Declaration after the implementation of the Free Route Airspace. The strategies include a set of initiatives to enable the aim of a more efficient airspace:

- ▲ Launching of a pre-feasibility study by the ANSPs to assess some of the assumptions related to cross border services; in parallel, the NSAs will be asked to assess certain legal and constitutional issues that currently prevents the implementation of Cross Border Services (e.g. language requirements, liability, ATCO licensing);
- ▲ Investigating the possibilities to extend NEFRA concept to FL245 by developing a roadmap and resource requirements assessment;
- ▲ Initiating a project aimed at harmonizing the operational usage of OLDI as an enabler for future operational benefits and capacity enhancements.

The Strategy Document was submitted to the states in October.

### 3.4. Borealis dimension

The Programme seeks most optimum partnership models to build on the work initiated in NEFAB, bringing it together with other partners. Hence NEFAB Programme has coordinated their cooperation with Borealis Alliance to address activities of common interest on a broader scale.

In order to extend the area of the free route operations, NEFAB ANSPs have been actively participating in scoping of the Borealis Free Route Airspace Programme. The scope of the Borealis FRA Programme is to define the relevant elements that will enable to establish and implement a seamless Free Route Airspace (from an airspace user's perspective) by connecting the FRAs in DK/SE FAB, NEFAB, UK-IRL FAB and Iceland. It is aimed to deliver seamless and integrated free route airspace across the whole of Northern Europe by 2020. The initiative will develop on basis of NEFRA Phase 1 and 2 concepts i.e. the seamless connection of the Free Route Airspaces between the NEFAB and DK/SE FAB. This will allow connecting efforts done so far, bringing it to broader dimensions and maximising the benefits to airspace users.

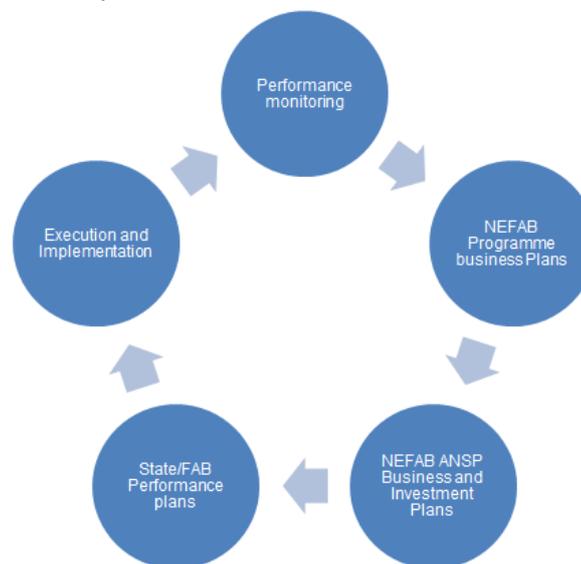
The Borealis FRA Programme is seeking additional funding by bidding for relevant European funding. The SESAR Call for Very Large Scale Demonstration is in process; Borealis partners have responded through NATS and COOPANS Partners. Also INEA funding will be applied by the end 2015 covering the activities in 2015-2018.

### 3.5. Business plans

#### 3.5.1. General

Improved cost efficiency is one of the key objectives in the NEFAB Programme and rationale for establishing Functional Airspace Block in accordance with the requirements of the Single European Sky legislation. In order to improve cost efficiency beyond what can be done by air navigation service providers (ANSP) individually, Avinor, EANS, Finavia and LGS have agreed on common strategies as well as annual and 5 year business plans for the NEFAB Programme. The NEFAB 5 year Business Plan is the strategic roadmap for improvements in the Air Traffic Management services across the NEFAB States while the annual plan translates the strategies into concrete actions.

The NEFAB Business Plans form basis for ANSP business and investment plans, and finally input to the FAB performance plan.



**Figure 2: The Business Planning cycle**

### 3.5.2. Annual plan 2014

The annual plan 2014 translates the strategies contained in 5 year business plan into concrete actions and is used by the NEFAB Management Board and the Programme Office to follow up NEFAB projects and activities. These activities are derived from separate plans (e.g., Network Plan), mainly focused on the implementation of the NEFAB Target Concept 2015 Project and NEFRA Phase 1.

The activities in the annual plan were divided in main areas with description of milestones and deliverables:

- ▲ Free route airspace development
- ▲ ASM system development and implementation coordination
- ▲ NEFAB Datalink implementation
- ▲ Harmonisation of Safety Management Systems
- ▲ NEFAB Programme Management Office

During 2014 NEFAB ANSPs focused on the enablers for the implementation of Free Route Airspace in 2015 and relevant actions stemming from the NEFAB Network Plan.

The result/outcome of the actions is described more under subsequent chapter 4 Stakeholders and Communication and chapter 5 Programme activities 2014.

Harmonisation of Safety Management System was intended to be initiated in 2013, however due to prioritisation the project has been moved to the 2015 annual plan.

Datalink services and applications were planned in two phases, where Phase 1 is a part of the NEFAB 2015 Target Concept and was subject to the EC Implementing Rule with target date February 2015 in the Northern Europe. The negotiations with Communication service suppliers and updates of the ATM systems were ongoing in 2014. However, implementation has been postponed due to the European-wide performance issues of VDL/2 raising concern of the usability of the service. Following investigations conducted by EASA under the mandate of the EC, the Single Sky Committee revised at end of 2014 the implementing Rule for Data Link extending the timeframes until February 2018 for ANSPs and 2020 for operators.

## 4. Stakeholders and Communication

### 4.1. Stakeholders

NEFAB recognises the importance of 'one voice' policy to ensure more influence towards the international society and cooperation bodies. The Programme has been enhancing communication with stakeholders in line with the established stakeholder engagement process, based on common aligned NEFAB messages depending on interest and influence of particular stakeholder group.

Stakeholder engagement and communication have been executed at Programme level and individually by each ANSP depending on the target audience. The NEFAB Programme interacts with the NEFAB Council and its Committees, and Air Navigation Services Consultative Board. ANSP Trade Unions have been addressed and engaged at local levels only. Whilst ANSPs are main focal points in communication towards their customers, NEFAB Programme is building initiatives of a FAB-wide interaction with the civil and military airspace users through, for instance, NEFAB Customer Consultation Days. Two consultations were held in 2014, October 21 in Helsinki and October 23 in Oslo, targeting the areas of key interest to customers, such as implementation of Free Route Airspace and other elements of Target Concept in NEFAB, and progress of building a seamless interface with DK/SE FAB (NEFRA).

The NEFAB Programme has identified the following key stakeholders:

- ▲ States and NEFAB Council
- ▲ National NSAs and NEFAB NSA Committee
- ▲ States military and NEFAB Civil-Military Committee
- ▲ Major airlines
- ▲ ANSP management level
- ▲ ANSP trade unions and staff representatives (ANSP level)

## 4.2. Stakeholder communication

### 4.2.1. States and NEFAB Council

NEFAB Council was working in 2014 under the chairmanship of Estonia, to be followed by Finland on rotation basis in 2015.

An Informal State Level (ISL) Group was established primarily to prepare the Council and the ANSCB throughout 2014. The ISL will be terminated as of 2015, when the Financial and Performance Committee will overtake the preparatory role. NEFAB MB and/or Programme Office have been invited to the ISL Group, while either MB Chair and/or CEOB Chair have been representing NEFAB Programme in the Council and the ANSCB.

The opportunity for the NEFAB Programme to be represented at the NEFAB governance meetings has been an important part of a twofold stakeholder engagement process, from one hand, raising awareness of states expectations towards the Programme regarding further developments of the NEFAB cooperation and strategic objectives, and from the other hand, allowing Programme to be involved and comment.

Formal consultations with the Council are executed at the Air Navigation Services Consultative Board (ANSCB). In addition the ANSPs have state level meetings with the States Ministries.

The NEFAB Council has been requesting regular status reports from the NEFAB Programme regarding development and progress. During 2014 the main issues communicated with the States have been:

- ▲ States report to EC /infringement process/NEFAB not in process since September: programme supporting states in their reporting;
- ▲ Reporting scheme to States as agreed with the NSA Committee/establishing common NEFALL area in One Sky Team collaboration platform;
- ▲ Development and progress of NEFAB Target Concept Project and implementation of NEFAB Network Plan;
- ▲ Cooperation with DK-SE FAB regarding the establishment of a seamless Free Route Airspace between NEFAB and DK-SE FAB;
- ▲ Exploration of business opportunities in the NEFAB ANSP Programme, ANSPs Strategy Plans and Business Plans and their influence on performance requirements in RP1 and RP2.

### 4.2.2. National NSAs and NEFAB NSA Committee

The NSA Committee has established several sub-committees and expert groups. NEFAB ANSP Programme has primarily communicated with the NSA Committee, and has also responded to some of the expert groups on specific topics.

The MB Chair or the Manager of NEFAB PMO have been invited to and represented the NEFAB Programme in the NSA Committee meetings. Status and progress reports on the NEFAB ANSP Programme have been provided and presented.

During 2014 the main communications have been on:

- ▲ Performance planning and NEFAB ANSP Programme contribution to the RP targets;
- ▲ Development and progress of NEFAB Target Concept Project and implementation of NEFAB network plan;
- ▲ Cooperation with DK-SE FAB regarding the establishment of a seamless Free Route Airspace between NEFAB and DK-SE FAB;
- ▲ NEFAB Target Concept implementation and formal approval process, hereunder discussions and clarifications of responsibilities and roles in the different steps of the Target Concept Project;
- ▲ Transition Altitude in Norway;
- ▲ FRA Publication;
- ▲ Cross border sectorisation within NEFAB.

#### **4.2.3. States military and Civil Military Committee**

The Civil Military Committee is a cooperation and coordination body between NSAs and Military authorities. The NEFAB Programme is also having interaction with this Committee as needed, especially on the development and progress on NEFAB Target Concept, in particular ASM and FUA issues as well as implementation of FAB wide LARA and PRISMIL.

FUA workshop was arranged in Helsinki by the Civil-Military Committee on 3 -5 June. NEFAB ANSPs and States were invited, as well as the DK SE FAB. LVF and Naviar representatives presented FUA concept in DK SE FAB, two differing concepts in Danish and Swedish airspace respectively. NEFAB presented a briefing on NEFAB ASM concept (one concept covering all 4 states), which was very well received.

The NEFAB Military stakeholders participated actively in the Customer Days in October organized by the NEFAB Programme (more under 4.2.4.)

#### **4.2.4. Major airlines**

NEFAB Programme Office organised Customer Consultation days on October 21 in Helsinki and October 23 in Oslo, to discuss with civil and military airspace users the implementation of the Free Route Airspace within the NEFAB airspace in November 2015. The topics presented and discussed comprised an introduction to the NEFAB Programme, airspace structures, Free Route Airspace, interface with Danish-Swedish FAB (NEFRA), Airspace Management and Air Traffic Flow and Capacity Management, as well as airspace availability for civil and military users.

The workshops proved to be a valuable dialogue with customers and helped learn their current experiences and future expectations in civil and military domains. Customers appreciated NEFAB efforts towards implementation of the free route operations, perceived as drivers for enhanced operational effectiveness and optimum use of the airspace by civil and military users. The outcome of the discussions will help look into potential alignments to build the optimal structures and flight planning rules.

#### **4.2.5. ANSP management level**

ANSPs are the owners of the NEFAB ANSP Programme. All communication between the NEFAB Programme and the ANSPs has been executed via the NEFAB MB and NEFAB CEO Board.

During 2014 the governing bodies of the NEFAB Programme (NEFAB MB and NEFAB CEOB) had regular monthly interactions, controlling the activities based on status and progress reports, costs and budget, risk and issue management. They made decisions on strategies, joint business opportunities and development in the cooperation areas.

In order to monitor and control implementation of NEFAB Target Concept Network Plan, the ANSPs are individually reporting their local activities and progress to NEFAB MB. The objective with the reporting is to ensure an implementation coordinated implementation, reduce risks, identify common issues and possible mitigation activities at FAB level, and also to share experiences.

More detailed reporting on the ANSPs compliance to NEFAB Target Concept operational requirements was introduced in April as supplement to the ANSP status reporting.

#### **4.2.6. ANSP Trade unions and staff representatives**

NEFAB Programme is not directly communicating with ANSPs personnel, trade unions or other staff representatives. Communication with the personnel and trade union representatives is the sole responsibility of individual ANSPs. The NEFAB Programme has supported the ANSPs by developing presentation material on the NEFAB Programme.

### **4.3. NEFAB.EU website**

Following the MB decision and endorsement by the NEFAB States, a complete redesign on NEFAB web was launched in 2014 to enhance the communication potential of NEFAB. The new web is planned for release in 2015 1Q. It will support live communication through such features as highlights of latest news items, archives, an extensive section on Free Route Airspace, a subscription tool, and links with social networks (Facebook, Twitter and LinkedIn). Considering the importance of digital communications, release of the new web is expected to contribute to more efficient and regular communication with NEFAB stakeholders.

## **5. Programme activities 2014**

### **5.1.1. General**

During 2014, the NEFAB ANSPs started to implement the changes stemming from the NEFAB Concept as described in the NEFAB Network Plan. Implementation activities include validation 2015 (Fast Time and Real Time Simulations), publication and training, and NSA approvals of changes to be coordinated between the ANSPs and the State National Supervisory Authorities.

In parallel, the Target Concept Project continued to develop remaining part of the Network Plan, and monitoring and supporting the ANSPs in their implementation activities, ref 4.1 above.

Ref to para 4.1 the governance and control of the programme activities are executed with the MB and CEOB on an agreed process. The process is also intended to identify common risks that require actions at FAB level, e.g. clarifications of operational requirements or

changes in design if necessary. The process is supported by the Programme Office and the Project Managers in the Target Concept.

The implementation is the responsibility of the individual ANSPs hence the activity and resource distribution has shifted from NEFAB Programme level to individual ANSPs.

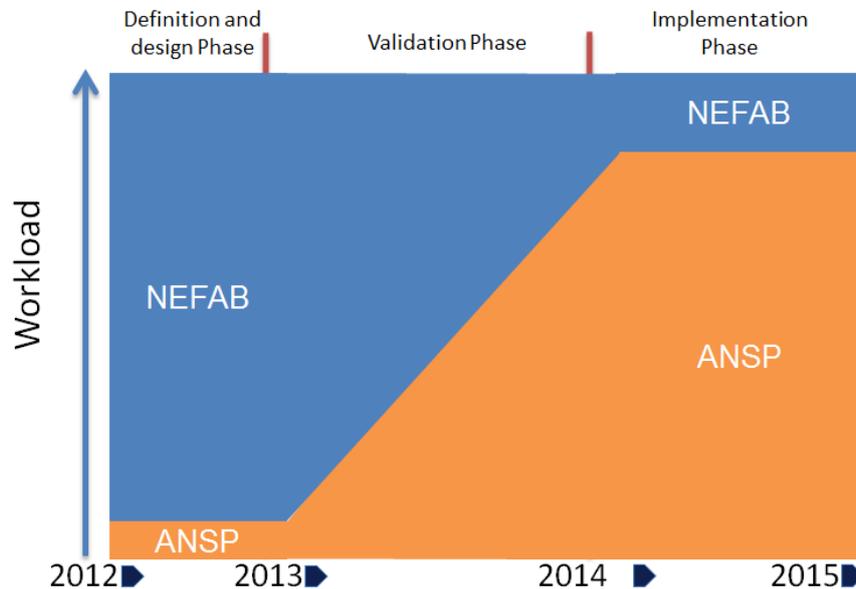


Figure 3: Illustrative presentation of change in activity distribution

### 5.1.2. Free Route Airspace development

The planned implementation of Free Route Airspace in 2015 is based on an agreed and common concept in NEFAB and DK/SE-FAB with a view to establishing a continuous Free Route Airspace across both FABs above FL285 (North European Free Route Airspace – NEFRA). Free Route operations will be available to airspace users at all times of the day or week.

Implementation of NEFRA is executed in parallel with NEFAB Target Concept (covering FRA and airspace development in NEFAB), and is aimed to establish the interface between the NEFAB and DK/SE FAB Airspace. The NEFRA will not implicate any airspace changes in NEFAB as those changes will be covered by NEFAB Target Concept.

NEFAB Network Plan is ongoing with internal ANSP validation and implementation activities, Fast Time Simulations have been executed, and Real Time Simulations have been prepared and started in December for EANS, Finavia and Avinor, and will be continued into 2015. LGS has planned their RTS in April 2015.

The main deliveries in 2014 included:

- ▲ Final report on Scenario 6 (NEFAB) Fast Time Simulations in March (supported by EUROCONTROL)
- ▲ Final report on Scenario 8 (NEFRA) CAPAN Simulation in December (supported by EUROCONTROL)

- ▲ Update of the NEFAB Network Plan Annexes 2 (NEFAB FRA Concept) and 5 (NEFAB Sectorization) and the release of Annex 3 (NEFAB Airspace Classification and Delineation)

It was decided not to continue the maintenance of the NEFAB Network Plan Annex 1 (NEFAB ATS Routes) as the routes coordination is carried out at the RNDSDG at EUROCONTROL and at ICAO.

Based on airspace modelling and CAPAN analysis recommendations have been made to realign sectorisation as a consequence of FRA operations. Sectorisation recommendations are described in the NEFAB Target Concept Network Plan Appendix 5. The proposals include cross border sectorisation between NEFAB States.

Preparation to publish NEFAB and NEFRA were initiated at the end of 2014, with the aim to publish the total FRA and Flight Planning Rules as commonly and harmonised as possible. The activity is continuing into 2015.

### **5.1.3. Airspace management system development and implementation coordination**

The NEFAB ANSPs are upgrading ATM systems to support the FRA in accordance with the Operational Requirements described in the NEFAB Network Plan. The NEFAB ATS Route concept and the concept for military airspace design support the implementation of FRA. In addition to that, the NEFAB Network Plan contains other design solutions and concepts not directly linked to FRA.

The NEFAB Target Concept Project role was monitoring and facilitating the coordinated implementation of NEFAB Target Concept and NEFRA Phase 1 at the ANSPs. The ANSPs Implementation Managers were organised as a group with the objective to coordinate and synchronise the implementation activities, including ATM system testing.

-End-