



**INTERNATIONAL
CIVIL AVIATION
ORGANIZATION**



ICAO Global Approach – Contingency Management

ICAO CAR/SAM Region ATM Contingency Management Framework Workshop
(Panama City, Panam, 1-5 June 2026)

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The International Civil Aviation Organization (ICAO), a United Nations Specialized Agency, was established in 1944 based on the outcome of the International Civil Aviation Conference (ICAC, Chicago, United States, 1 November - 7 December 1944)

ICAO's support countries to diplomatically and technically realize a uniquely rapid and dependable network of global air mobility, connecting families, cultures, and businesses all over the world, and promoting sustainable growth and socio-economic prosperity wherever aircraft fly.



States

General Assembly

Council

**Air Navigation Commission
Committees**

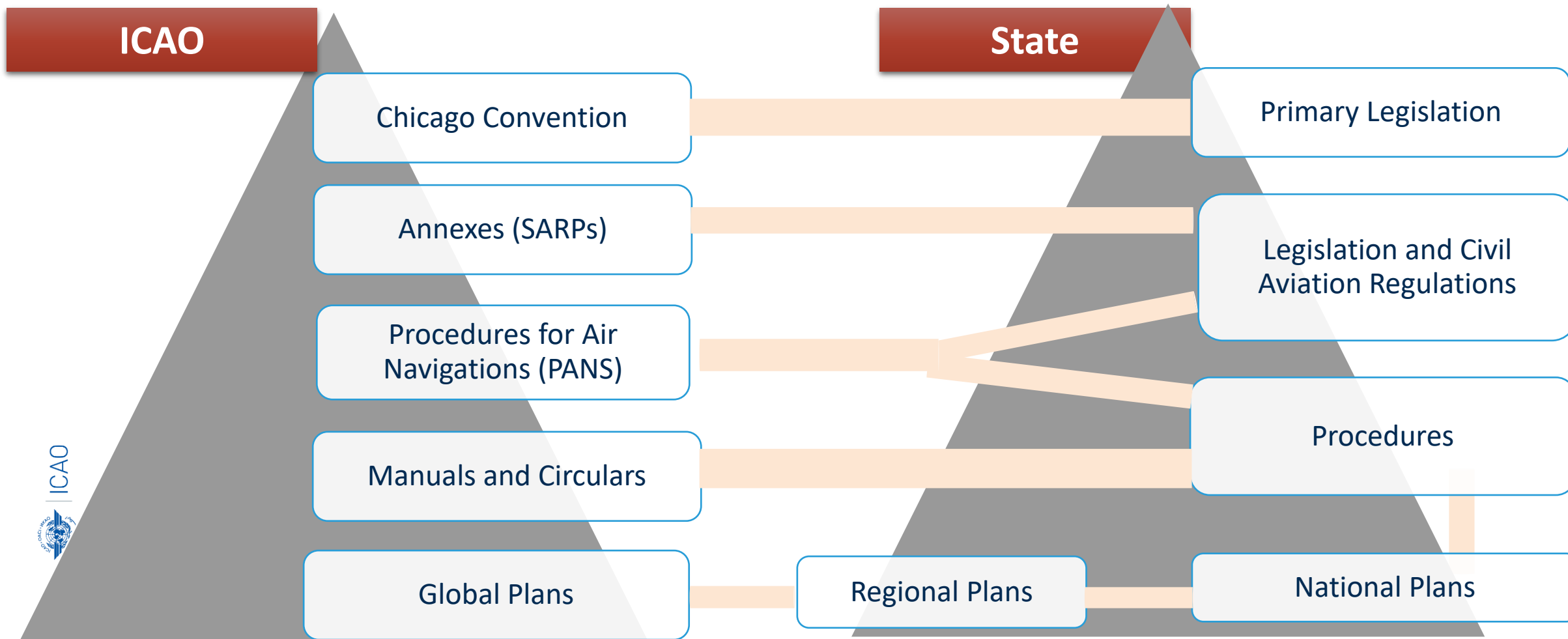
**Regional Groups
(PIRGs, RASGs, RASFGs)**

Secretariat

Headquarters:

1. Air Navigation Bureau
2. Air Transport Bureau
3. Legal Affairs and External Relations Bureau
4. Capacity Building and Implementation (CDI) Bureau
5. Administration Bureau (ADB)
6. Regional Offices

Documentation



ICAO's Previous



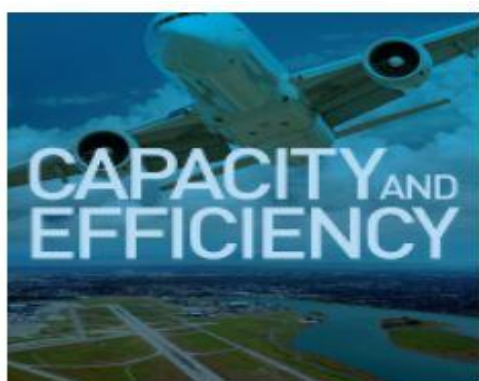
Vision:

Achieve the sustainable growth of the global civil aviation system.

Mission:

To serve as the global forum of States for international civil aviation. ICAO develops policies and Standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many other activities and the cooperation of its Member States and stakeholders.

Strategic Objectives



ICAO Strategic Plan 2026-2050



ICAO Vision

A safe, secure and sustainable international civil aviation system that connects the world for the benefit of all nations and people. (3 aspirational goals)

ICAO Mission

To lead international civil aviation as a key driver of social and economic development while enhancing aviation safety, security, economic development and environmental sustainability for a growing aviation system by advancing air law, developing policies, plans and standards, monitoring and auditing, and supporting States' capabilities for the benefit of all nations and people.

01

The goal of Zero fatalities in international aviation from accidents and acts of unlawful interference.

02

The aspirational goal of Net-zero carbon emissions by 2050 for international aviation operations.

03

The goal of aviation to serve as an integral part of a thriving, connected, accessible, inclusive, and affordable transport system for people and goods, contributing to socio-economic development, while ensuring no country is left behind.

Strategic Goals

Every Flight Is Safe and Secure

Achieve zero fatalities and ensure continuous protection for air passengers, cargo, and staff.

No Country Left Behind

Enable achievement of safety, security, efficiency, and sustainability goals through collaboration and support

Aviation Is Environmentally Sustainable

Achieve net-zero carbon emissions by 2050 and mitigate aircraft noise and emissions.

The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges

Maintain responsive international air law addressing current and emerging challenges.

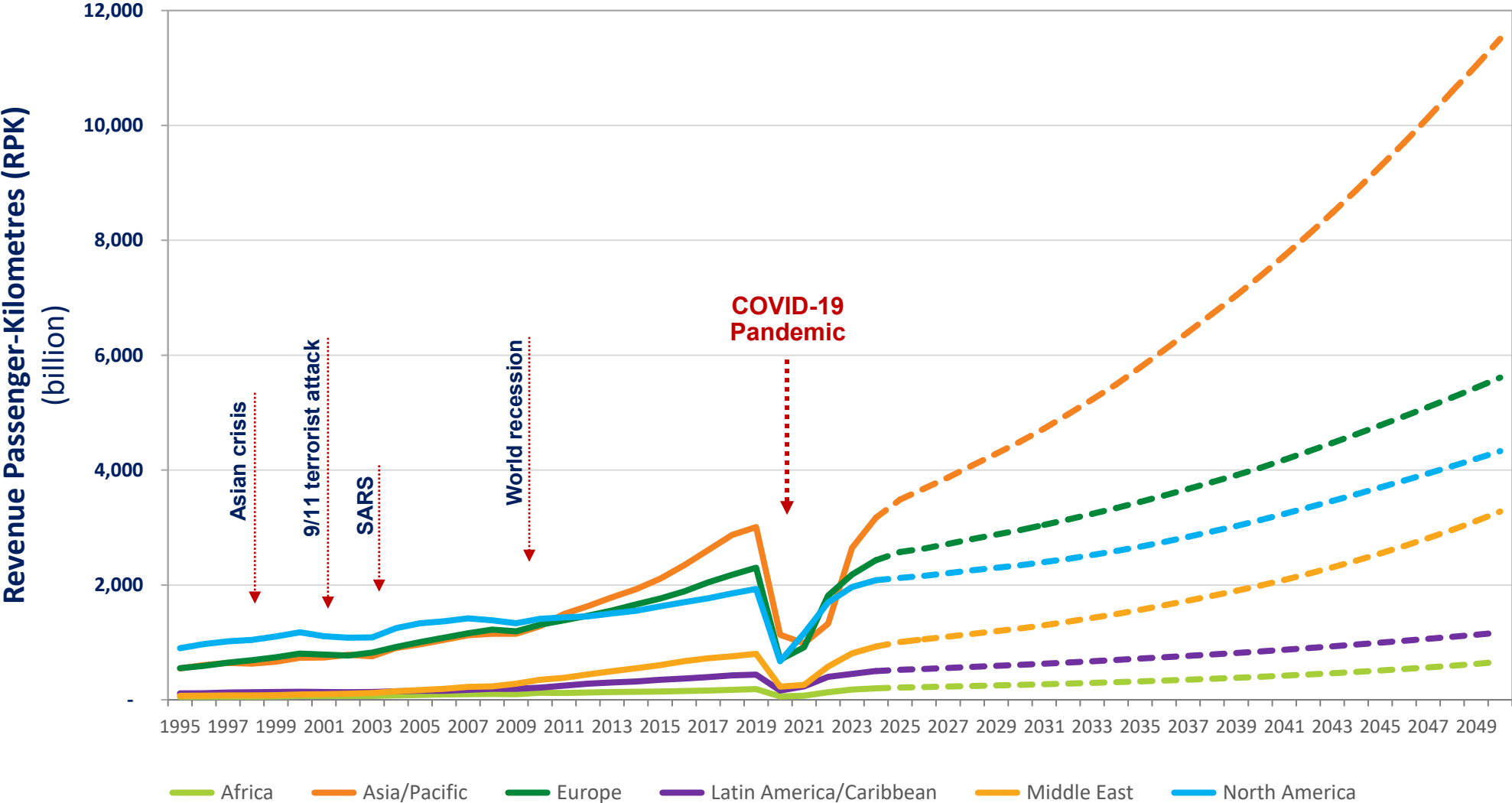
Aviation Delivers Seamless, Accessible, and Reliable Mobility for All

Facilitate seamless air navigation and travel through well-coordinated and affordable services.

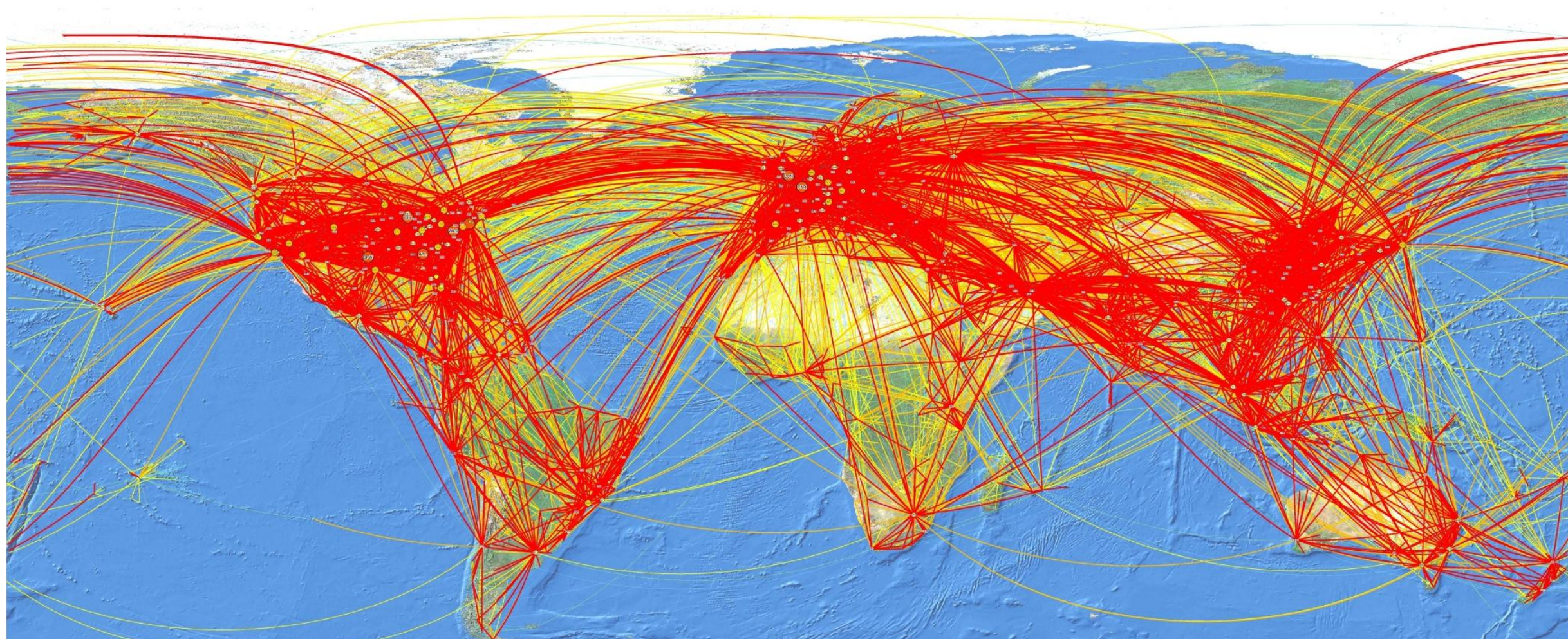
The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All

Foster development of an economically viable aviation system delivering prosperity for all.

Global Traffic: The Pandemic and Recovery



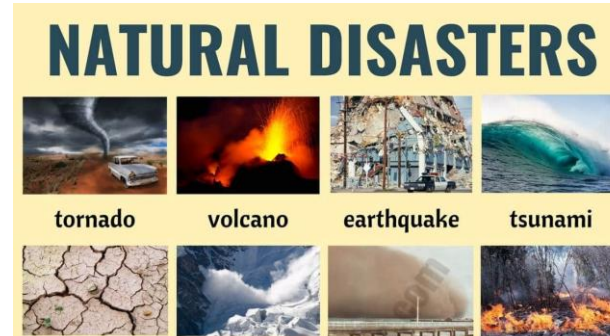
2040



TRAFFIC DENSITY

Crisis and Contingency Management

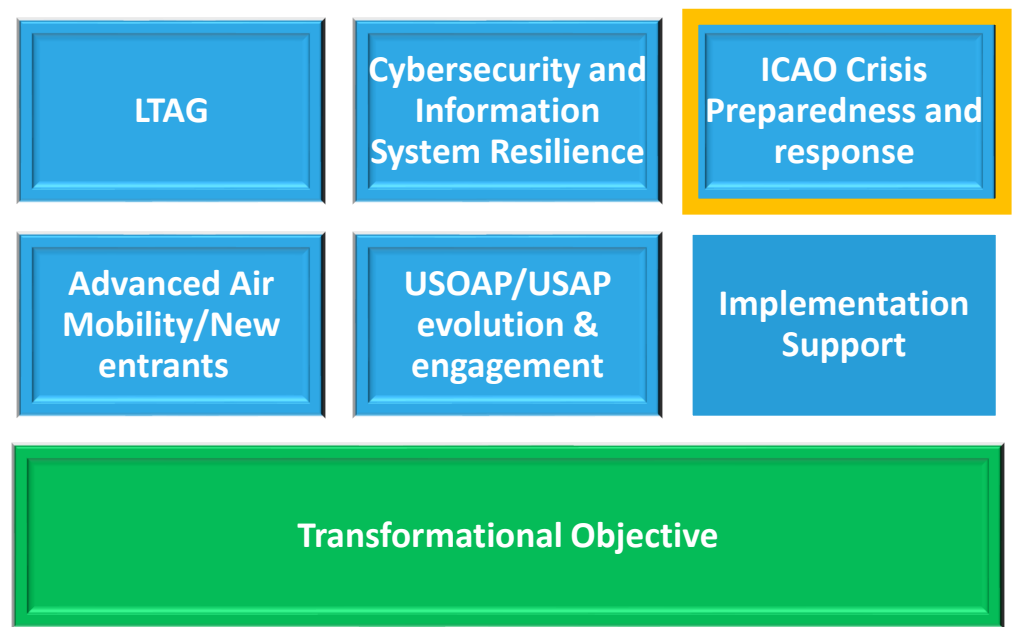
A crisis/contingency event can happen anywhere and disrupt flight operations



In the ICAO Business Plan

Triennium 2023-2025

Priority Focus Areas approved by the ICAO Council



Current Triennium (2026-2028)

One of the Programmes under One Strategic Goal



AVIATION DELIVERS SEAMLESS, ACCESSIBLE, AND RELIABLE MOBILITY FOR ALL

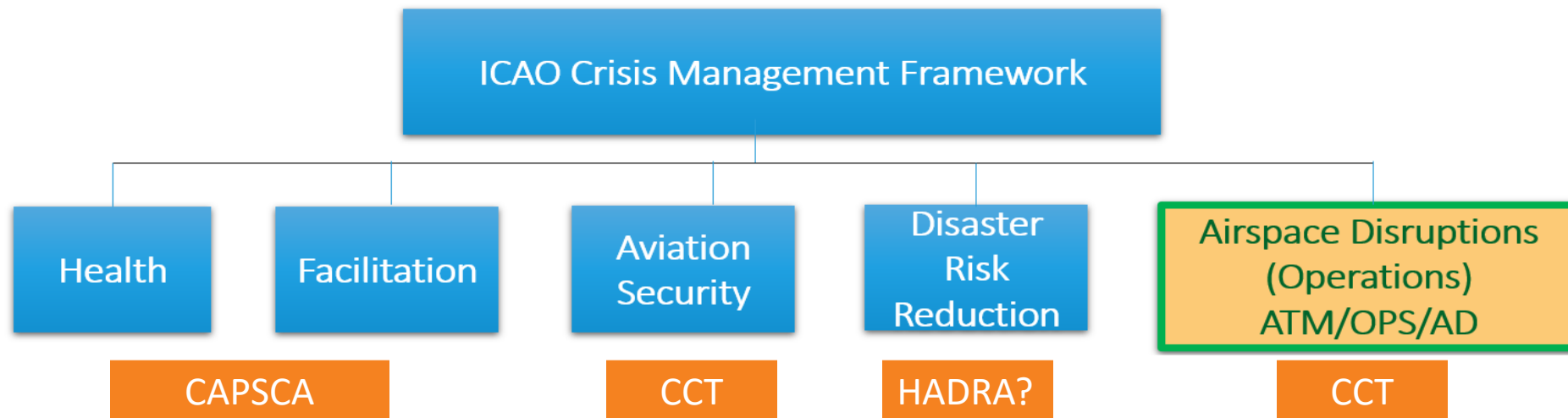
Crisis Preparedness and Response

This programme envisages to create a comprehensive and adaptable crisis response programme within ICAO to help States meet obligations under the Chicago Convention and other sectors, improving crisis response capabilities for ATM disruptions, health emergencies, and humanitarian crisis

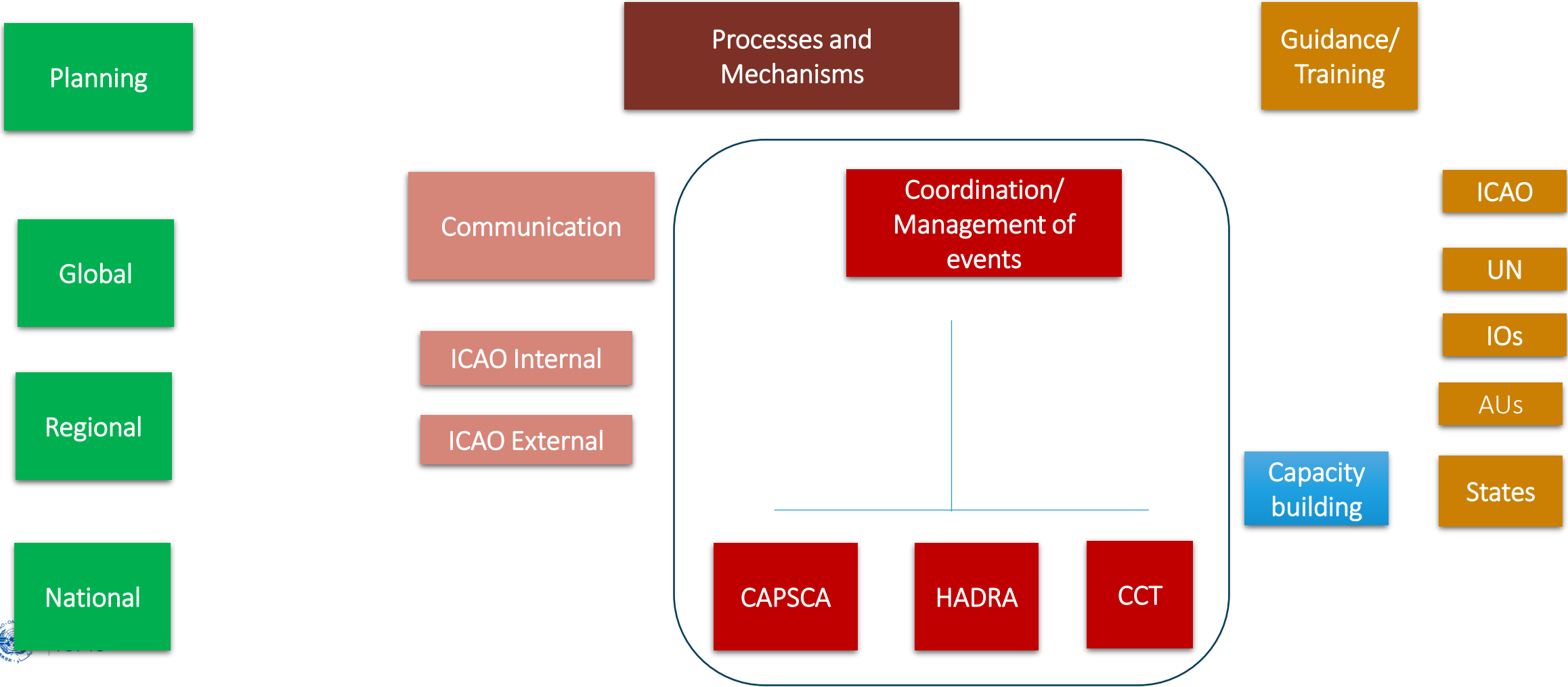
Purpose

- ✓ **Address the current crisis response challenges**, in such areas as governance, coordination and communication.
- ✓ **Improve response capabilities by States** in the face of various crises (e.g., pandemics, natural disasters) causing disruption, or potential disruption, of airport, air traffic and other related support services,
- ✓ **Improve preparedness of ICAO and the aviation-related entities** to respond to these diverse crises in a timely, efficient, coordinated and effective manner.

Initial proposed structure



ICMF



03

Harmonized Regional ATM Contingency Frameworks





Recommendation 1.1/2 – Resilience of the air navigation system

that ICAO:

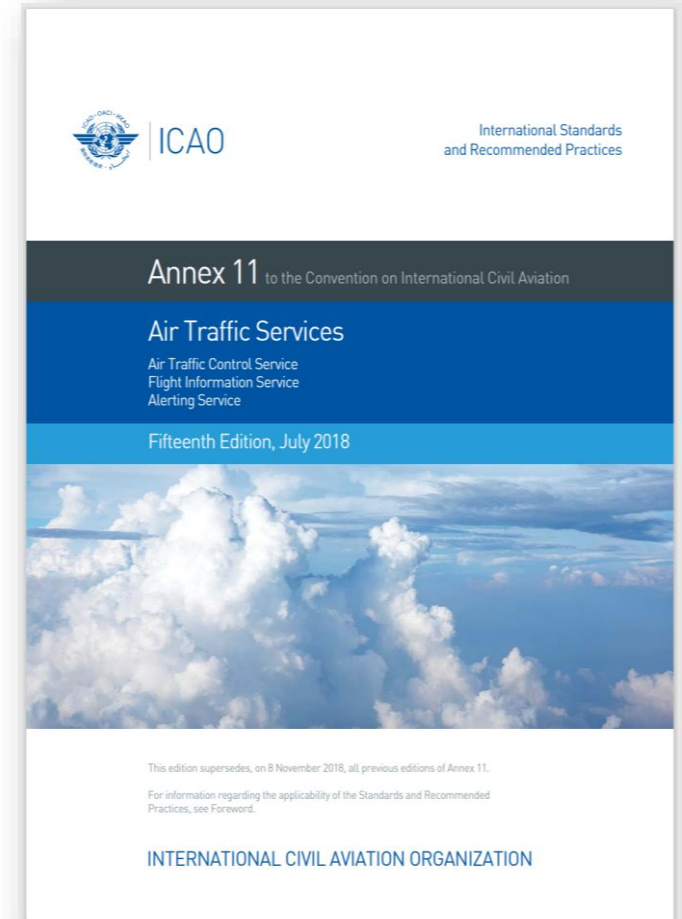
c) together with States and industry, develop global guidance on air traffic management contingency management, including the recovery phase, as well as regional frameworks, to support the implementation of Annex 11 — Air Traffic Services.

Annex 11 - 2.32 Contingency arrangements

Air traffic services authorities shall **develop and promulgate contingency plans** for implementation in the event of **disruption, or potential disruption**, of air traffic services and related **supporting services** in the airspace for which they are responsible for the provision of such services. Such contingency plans shall be developed **with the assistance of ICAO** as necessary, in **close coordination with** the air traffic services authorities responsible for the provision of services in **adjacent** portions of airspace and with airspace users concerned.

Note 1.— Guidance material relating to the development, promulgation and implementation of contingency plans is contained in Attachment C.

Note 2.— Contingency plans may constitute a temporary deviation from the approved regional air navigation plans; such deviations are approved, as necessary, by the President of the ICAO Council on behalf of the Council.



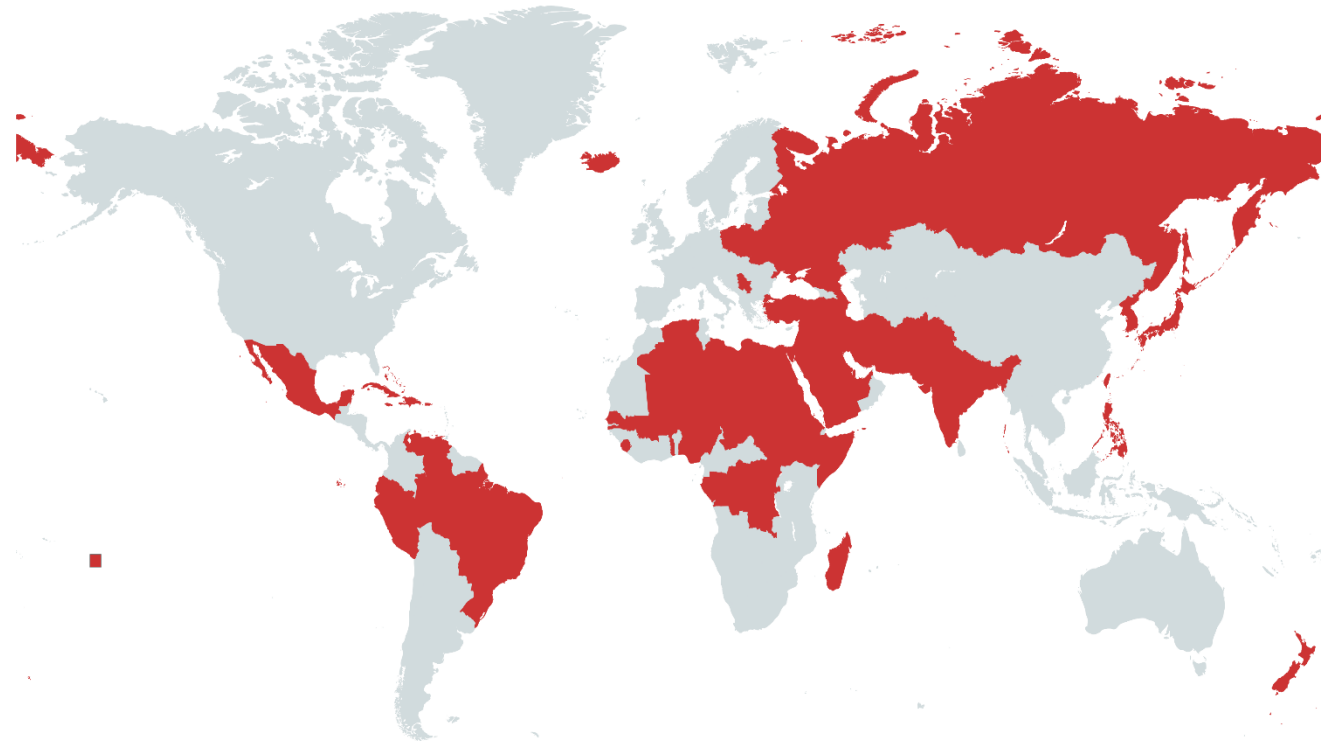
Contingency Coordination Teams (CCTs)

CCTs objectives

- ✓ Part of the ATM Regional Contingency Plan endorsed by Planning and Implementation Regional Groups (PIRGs)
- ✓ Forum for **coordination** and **sharing** of information between stakeholders;
- ✓ Agree on **contingency arrangements**.
- ✓ Ensure the **safety** and **continuity** of flight operations in the event of **disruption** of ATS.

CCTs are:

- ✓ Established with specific **scope** and **size** depending on contingency event;
- ✓ Also **activated** in cases when **airspace users** decide to **circumnavigate** airspace(s) due to **conflict zones**, **weather**, etc., which might significantly increase the air traffic in other airspace(s).
- ✓ Used for the implementation of **recovery plans** for the **normalization** of flight operations.



Points being considered

- ATS authorities shall develop contingency plans in the event of disruption or potential disruption of ATS and related services to ensure the continuity of the safe and orderly flow of international air traffic.
- Scope of contingency management: ATS vs ATM?
- Agreement on CM Cycle
- CM in the context of, crisis and disaster relief, airport operations/accessibility
- Resources should be allocated for CM
- Crisis/contingency response must be timely.
- Contingency Procedures and Arrangements should be established collaboratively
- Contingency Procedures and Arrangements in Training
- CCT and its role ensure collaboration between all parties concerned
- Terminology
- Need for Crisis register

From Planning to Arrangements and Procedures

Established **collaboratively** between adjacent ATS Units in consultation with AUs
They should provide for a timely response to a contingency event



Control is not enough



Management is a must.





1. Development of the Contingency Plan:

- How the plan is developed, agreed to and authorized
- Is it developed in collaboration with airspace users, military authorities, and adjacent FIRs.

2. Airspace arrangements:

- Utilizing existing ATS routes during disruptions, or contingency routes, FLAS, ATFM measures, etc. ?

3. ATS Contingency Procedures:

- Specific procedures for ATS during disruptions (e.g., volcanic ash, severe weather, military activity).

4. Pilots and Operator Procedures:

- Guidance for pilots and operators during contingency situations.

5. Communication Procedures:

- How information is disseminated to relevant parties.

6. Aeronautical Support Services:

- Support services available during contingencies (AIS, CNS, MET, SAR, etc).

7. TRAINING and more TRAINING and EXERCISES

Milestones

- ✓ Regional ATM CM Workshops for 2026
 - MID: done in Muscat, 1-5 February 2026
 - NACC and SAM: Panama, 1-5 June 2026
 - APAC: Tokyo, 13-17 July 2026
 - AFI: (plus CIV-MIL workshop) 31 August – 4 September 2026

- ✓ Finalization of the framework and presentation to relevant PIRGs for endorsement in 2026-2027

- ✓ The draft Global Crisis Management Framework is envisaged to be ready by end of 2026.

Thank You

