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منظمة الطيران  
المدنى الدولى

国际民用  
航空组织

File Ref.: AT 4/6 – 26/029

2 March 2026

**Subject: ICAO Middle East Air Transport Symposium – Reshaping Air Transport in the Middle East Region (Muscat, Oman, 27-29 April 2026)**

**Action required: Reply no later than 1<sup>st</sup> April 2026**

Sir,

I have the honour to refer to our Letter Ref.: AT 4/3 - 25/223 dated 6 November 2025 on the above subject; I would like to confirm that the ICAO Middle East Air Transport Symposium, will be graciously hosted by the Sultanate of Oman in Muscat from **27 to 29 April 2026**. Under the theme “*Reshaping Air Transport in the Middle East Region*”, this significant event will convene government leaders, policymakers, regulators, industry representatives, aviation professionals, and stakeholders from around the world to exchange ideas, share experiences and explore strategies to enhance the resilience and competitiveness of air transport in the region.

The first day of the Symposium will be dedicated to the economic regulatory framework, aiming at raising awareness on ICAO’s policies and guidance on economic regulation of international air transport. The subsequent two days will provide a dedicated platform to examine the specific challenges facing the Middle East Region, including regulatory fragmentation, infrastructure capacity gaps, and the need for enhanced collaboration in shaping the future of air transport. Participants will have the opportunity to share experiences and explore practical measures to foster a favourable regulatory environment, as well as a transparent, stable and predictable investment climate, in support of aviation development.

The Concept Note and Provisional Programme for the Symposium are at **Attachments A and B**, respectively. The Bulletin indicating the venue of the Symposium and other useful information for participants, including the Hotel List is at **Attachment C**.

I would appreciate if you could, as soon as possible, preferably not later than **1<sup>st</sup> April 2026**, confirm the participation of your Administration/Organization by submitting the Nomination Form at **Attachment D** to the following email address: (icaomid@icao.int).

Accept, Sir, the assurances of my highest consideration.



Mohamed Khalifa Rahma  
Officer in Charge  
ICAO MID Regional Office

#### Attachments

Ministry of Civil Aviation Complex  
Cairo Airport Road  
P.O. Box 85,  
Airport Post Office  
Cairo 11776 A.R.E

Tel: +2 (02) 2674840/1/5/6  
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<http://www.icao.int/mid>



ICAO



## ICAO Middle East Air Transport Symposium

Muscat, Oman, 27 - 29 April 2026

**Theme: Reshaping Air Transport in the Middle East Region †**

### CONCEPT NOTE

Air transport is an essential component of the global society, a crucial driver of economic, social and cultural development, which has become an indispensable means of transport, providing a worldwide transportation network, creating jobs and facilitating trade and tourism. Notwithstanding the fact that air transport has grown faster than most other industries, the sector is still facing regulatory barriers, constraints, uncertainty and/or economic fragmentation, which impede efficiency, generate frictions and hinder air connectivity improvement.

Harnessing and maximising the benefits of air transport requires enabling regulatory environments and quality infrastructure commensurate with the level of predicted traffic growth. Air transport policies and regulations should aim to facilitate transformation and new technologies. Efforts in this respect must focus on the establishment of good regulatory practices and governance for air transport, the liberalization of market access, the promotion of air connectivity, capacity building, harmonized regulatory framework, competition, transparency and choice for consumers, as well as advancing funding and financing in aviation infrastructure development.

The Middle East has become a key global aviation hub, strategically positioned at the crossroads of transportation and trade of Africa, Asia and Europe. Its aviation landscape is being shaped with the rise of established hubs, emerging airports and world-class airlines. Meanwhile, the region faces a unique set of challenges ranging from geopolitical instability to regulatory fragmentation and infrastructure capacity gap. Addressing these challenges through global and regional collaboration, harmonizing regulations, policy reforms and boosting investment in infrastructure will be essential for ensuring the continued growth and competitiveness of the region in the future.

This air transport symposium will raise awareness of ICAO policies and guidance on economic regulation of international air transport and allow participants to share experiences and agree on concrete measures on building a favourable regulatory environment as well as a transparent, stable and predictable investment climate, in support of aviation development.

The three-day setting is designed to have the first day devoted to a workshop on economic regulatory framework and the remaining two days for the symposium. The event will bring together government leaders, policy makers, air transport regulators, industry representatives and experts, aviation professionals, and stakeholders from around the world to exchange ideas, sharing of experiences and discuss shaping the future resilience of air transport in the region.



# ICAO MID AIR TRANSPORT Symposium

*(Muscat, Oman, 27-29 April 2026)*

## WORK PROGRAMME





## Day 1 – 27 April 2026

| Time   | Session Title/Presentation(s)  |                                     |
|--|--|-------------------------------------|
| 08:00<br>09:00                                     | <b>Registration</b>  | -                                   |
| 09:00<br>09:30                                     | <b>Session 1.1: Opening Ceremony</b>   | <u>Master of Ceremony (MC): TBD</u> |
|  | Introduction by the MC followed by welcoming and Opening Remarks   | President Oman CAA<br>ICAO          |
| <b>Coffee Break &amp; Group Photo – 30 minutes</b> |  |                                     |
| 10:00<br>11:15                                     | <b>Session 1.2: State of the industry and update on the outcome of ICAO's 42nd Assembly on Economic Development of Air Transport</b>   | <b>Speaker</b>                      |
|  | A presentation on the state of the industry and the outcome of the 42nd Session of the ICAO Assembly (22 September-3 October 2025, Montréal, Canada), in all key areas and activities pertaining to the ICAO Strategic Goal: <i>The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All</i>  | ICAO                                |
| 11:15<br>12:30                                     | <b>Session 1.3: Air Transport Regulatory Framework</b>   | <b>Speaker</b>                      |
|  | This session will focus on key air transport regulatory framework issues based on ICAO Doc 9626 – Manual on the Regulation of International Air Transport, highlighting national, bilateral and multilateral regulatory processes and structures including good regulatory practices.  | ICAO                                |
| <b>Coffee Break (Air taxi Show)– 45 minutes</b>    |  |                                     |
| 13:15<br>13:45                                     | <b>Session 1.4: ICAO's Policies on Charges for Airports and Air Navigation Services.</b>   | <b>Speaker</b>                      |
|  | This session will cover ICAO policies on charges contained in Doc 9082 – ICAO's Policies on Charges for Airports and Air Navigation Services, highlighting the key principles and scope of ICAO's policies and related guidance material on economics of airports and air navigation services.   | ICAO                                |
| 13:45<br>14:45                                     | <b>Session 1.4: Sharing Regional Experiences by Stakeholders.</b>  | <b>Speakers</b>                     |
|  | Sharing of regional perspectives by different Stakeholders including States, industry and regional Association helps in identifying the disparities and challenges in the economic regulatory frameworks in the region. This session will cover presentations on economic regulatory frameworks from Oman, IATA, ACI and ACAO with a view to identifying the challenges and proffering likely solutions. | Oman<br>IATA<br>ACI<br>ACAO         |
| <b>End of Day 1</b>                                |  |                                     |



**Day 2 – 28 April 2026**

| <b>Time</b>                      | <b>Topic/Title</b>  | <b>Moderator/Speakers/Panelists</b>  |
|----------------------------------|---|--|
| <b>08:30<br/>09:15</b>           | <p><b>Session 2.1: Maximizing Economic Benefits of Aviation (PPT)</b></p> <p>This session will review current status and outlook of economies and air transport in the Middle East region, its systemic impact on and from other sectors of the economy and discuss how States and private sectors can cooperate and stimulate air traffic demand, considering the vital role the air connectivity plays in the region.</p> <p><i>The focus of the discussion will be the role of the various stakeholders to support the development of air transport services in the region.</i></p>  | <p><b>Speaker</b></p> <p>ICAO</p>  |
| <b>09:15<br/>10:30</b>           | <p><b>Session 2.2: Harmonizing Air Transport Regulatory Framework in the Middle East Region (Panel Discussion)</b></p> <p>The objective of liberalization is to create a favourable environment in which air transport players can operate and prosper, and consumers benefit from enhanced services, additional choices and better value. While there has been a general desire for fostering regulatory convergence in the areas of consumer protection, slot allocation, competition, charges and taxation regulations and policies for international air transport, achieving this has remained a challenge.</p> <p><i>This Session will focus on the achievements and challenges of common tools, economic regulatory oversight, policy guidance and best practices for regional harmonization and compatibility of regulatory regimes. It will also examine the issues of market dominance, balancing liberalization with national aviation strategies, and promoting regulatory harmonization in the region to ensure fair competition and sustainable market development.</i></p> | <p><b>Moderator/Panelists</b></p> <p><b>Moderator: TBD</b><br/><b>Panelists: TBD</b></p> |
| <b>Coffee Break – 30 minutes</b> |   |  |
| <b>11:00<br/>12:30</b>           | <p><b>Session 2.3: Enhancing air connectivity within the Middle East Region (Panel Discussion)</b></p> <p>The liberalization of international air transport has evolved over time. It has created a better operating environment for airlines, airports and air navigation service providers and has brought immense socio-economic benefits to States and regions. However, there is still some challenges regarding optimizing air connectivity within the Middle East Region.</p> <p><i>This Session will focus on identifying factors hindering air connectivity and explore solutions to address these challenges. Discussions will examine how States can adopt balanced national aviation strategies that enhance connectivity while safeguarding fair competition.</i></p>  | <p><b>Moderator/Panelists</b></p> <p><b>Moderator: TBD</b><br/><b>Panelists: TBD</b></p> |



| Time   | Topic/Title  | Moderator/Speakers/Panelists                   |
|--|--|--|
| <b>Coffee Break (Air taxi Show) – 45 minutes</b> |  |  |
| <b>13:15</b><br><b>14:45</b>                     | <b>Session 2.4: Liberalization of Air Cargo: Regional Approach</b><br>(Panel discussion)   | <b>Moderator/Panelists</b>                     |
|  | <p>There have been several key developments since the sixth Worldwide Air Transport Conference (ATConf/6), including efforts by ICAO to develop an international agreement to facilitate further liberalization of air cargo services on a global and multilateral basis. Knowing fully well that air cargo has become an indispensable component of e-commerce, what can States and aviation stakeholders do to support the development and growth of air cargo in the Middle East Region.</p> <p><i>This Session will focus on what kind of economic regulatory and operational frameworks need to be put in place to support the growth and development of air cargo in the Middle East Region, and how these can contribute to the growth and success of e-commerce.</i></p> | <b>Moderator: TBD</b><br><b>Panelists: TBD</b> |
| <b>End of Day 2</b>                              |  |  |



**Day 3 – 29 April 2026**

| <b>Time</b>                      | <b>Topic/Title</b>   | <b>Speakers/Moderator/Panelists</b>   |
|----------------------------------|--|---|
| <b>08:30<br/>09:30</b>           | <p><b>Session 3.1: Stimulating Investments in Financing Aviation Infrastructure (Panel Discussion)</b></p> <p>Aviation infrastructure is essential for Middle East’s economic development, making it a crucial gateway for global air travel. Based on the outcome of the ICAO World Aviation Forums, this session will discuss how to attract private sector investors to aviation infrastructure projects.</p> <p><i>This session will focus on: a) building a transparent, stable and predictable investment climate; b) creating good governance such as enabling institutional, legal and regulatory frameworks and monitoring and evaluation mechanisms; c) consolidating planning and development efforts for aviation, tourism and trade infrastructure in an appropriately balanced development of transport modes, including multi-modal and urban planning initiatives and d) managing airport privatization and establishing economic regulatory frameworks that ensure efficiency, transparency, investor confidence, and protection of users’ interests.</i></p> | <p><b>Moderator/Panelists</b></p> <p><b>Moderator: TBD</b><br/><b>Panelists: TBD</b></p>                  |
| <b>09:30<br/>10:30</b>           | <p><b>Session 3.2: Economic Oversight of Airports and Air Navigation Services (Presentations)</b></p> <p>Aviation infrastructure is essential for Middle East’s economic development, making it a crucial gateway for global air travel. Based on the outcome of the ICAO World Aviation Forums, this session will discuss how to attract private sector investors to aviation infrastructure projects.</p> <p><i>This session will focus on: a) building a transparent, stable and predictable investment climate; b) creating good governance such as enabling institutional, legal and regulatory frameworks and monitoring and evaluation mechanisms; c) consolidating planning and development efforts for aviation, tourism and trade infrastructure in an appropriately balanced development of transport modes, including multi-modal and urban planning initiatives and d) managing airport privatization and establishing economic regulatory frameworks that ensure efficiency, transparency, investor confidence, and protection of users’ interests.</i></p>      | <p><b>Speakers</b></p> <p><b>Oman</b><br/><b>State X</b><br/><b>State Y</b><br/><b>Orgnaization X</b></p> |
| <b>Coffee Break – 30 minutes</b> |  |   |
| <b>11:00<br/>11:15</b>           | <p><b>Session 3.3: Integrating Aviation into States National Development Plans (Panel Discussion)</b></p> <p>ICAO has continued to encourage States to include aviation in their National Development Plan as this will improve availability of funding for Aviation and assist States to optimize the socio-economic development of aviation through modernization and development of aviation infrastructure. This will also allow for aviation policies to be aligned with tourism and trade policies.</p>  | <p><b>Moderator/Panelists</b></p> <p><b>Moderator: TBD</b><br/><b>Panelists: TBD</b></p>                  |



| Time                                 | Topic/Title   | Speakers/Moderator/Panelists |
|--------------------------------------|---|------------------------------|
|                                      | <p><i>This session will examine the strategies that States should adopt in order to achieve the objective of integrating Aviation in their National Development Plan especially for States in the Middle East region where some States have put in place long term aviation development plans.</i></p>  |                              |
| <p><b>11:15</b><br/><b>12:30</b></p> | <p><b>Session 3.4: The Seventh Worldwide Air Transport Conference (ATConf/7) Interactive Discussion</b></p>   | <p><b>Moderator</b></p>      |
|                                      | <p>The Seventh Worldwide Air Transport Conference (ATConf/7) scheduled for 16 to 20 November 2026, with the theme: <i>“Delivering growth, resilience and sustainability in a dynamic industry through policies, partnerships and investment for an inclusive air transport system”</i>, will offer a timely opportunity to evaluate progress, address emerging priorities, and shape a forward-looking vision for the global aviation sector.</p> <p><i>This session will provide an opportunity for ICAO and the participants to have an interactive question and answer session on ATConf/7 to promote the event and obtain regional perspective.</i></p> | <p>ICAO</p>                  |
| <p><b>12:30</b><br/><b>13:30</b></p> | <p>Wrap up, Key Takeaways and Closing Remarks</p>   | <p>ICAO<br/>Oman</p>         |
|                                      | <p><b>End of Symposium</b></p>  |                              |
|                                      |   |                              |

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## BULLETIN

### 1. LOCATION

1.1 The ICAO Middle East Air Transport Symposium will be held at the premises of Oman Civil Aviation Authority in Muscat, Oman **from 27 to 29 April 2026**.

### 2. SCHEDULE OF THE WORKSHOP

- 2.1 The opening session of the Symposium will be starting at 0900 hours on Monday, 27 April 2026.
- 2.3 The daily schedule and the order of the day will be announced at the opening session.
- 2.4 The Symposium will be conducted in English language.

### 3. REGISTRATION OF PARTICIPANTS

3.1 Participants are requested to register, at the Registration Desk located at the entrance of the Meeting Hall, between 0800 and 0900 hours on the opening day of the Symposium where the participants will be issued with the identification badges. Participants are also requested to wear the identification badge at all times.

### 4. HOTELS RESERVATION/RETURN AIRLINE BOOKINGS

4.1 Participants are requested to ensure that their return airline booking is confirmed, soon after their arrival in Muscat through their respective hotel reception desk. A list of hotels with Oman Ministry of Transport, Communications and Information Technology corporate rate is attached for your convenience with telephone/fax numbers and addresses. You will need to arrange your own hotel reservation. Additional options can be obtained through [www.booking.com](http://www.booking.com) or other hotel reservation platforms.

### 5. TRANSPORTATION

- 5.1 Participants are requested to make their own arrangements for transportation from the airport to the city and return.
- 5.2 Airport taxi services operate private limousine services from the airport to Muscat City, and its neighborhoods at OMR 10.000 Riyals Omani approximately per vehicle.
- 5.3 Car rental agencies are located at the arrival hall of the airport terminal building.

### 6. INSURANCE

6.1 Participants are advised to have insurance coverage for any unexpected contingency including transport hazards (taxi, buses, rented cars etc.) and Medical Coverage.

## 7. SOME USEFUL TRAVEL INFORMATION

### PASSPORT

7.1 All foreign nationals entering the Sultanate of Oman must possess valid passports or other valid documents for travel. Documents with less than six months to run before expiry are not acceptable.

### VISA

7.2 It is mandatory for participants requiring entry visa to Sultanate of Oman to apply/obtain suitable visas from the Oman's Embassy or Consulate in their Country prior to their departure to Oman or online on [www.rop.gov.om](http://www.rop.gov.om).

7.3 With a view to assist in the process of issuance of entry visa to the Sultanate of Oman, please send photo of passport and personal photo to the attention of: **Mrs. Asela ALAbri** by Email: [asela.abri@caa.gov.om](mailto:asela.abri@caa.gov.om) Mobile: +968 98139288

7.4 It is mandatory for all non GCC participants to obtain visas from the Sultanate of Oman Embassy or Consulate in their country prior to their departure for Muscat or online application through [www.rop.gov.om](http://www.rop.gov.om) Some non GCC citizens may obtain visas on arrival. These nationalities are listed in the following website: [www.rop.gov.om](http://www.rop.gov.om) and search for passport and residence services.

### CUSTOMS

7.4 The following items may be brought into the Sultanate of Oman:

Personal effects, such as necessary clothing  
200 cigarettes or 250 gr. of cigars or tobacco  
Perfume for personal use.

Additional quantities of the above items may also be purchased at Muscat International Airport duty free arrival shops before clearing customs. A Reasonable quantities of alcoholic drinks at this outlet can be purchased.

## 8. CURRENCY, CREDIT CARDS AND BANKING SERVICES

8.1 The unit of currency in Oman is the **Omani Riyal (OMR)**. The unit is divided into 1000 baizes with notes of 100, and 500 baizes and Rial notes of 1, 5, 10, 20, and 50. The Rial to USD exchange rate is 1 OMR = 2.6 US\$

8.2 There are no restrictions on import of foreign currency.

8.3 International Credit Cards, such as American Express, Diners Club, Visa, Master Card, Carte Blanche, etc. are usually accepted at most hotels, department stores and restaurants.

8.4 All commercial banks exchange major foreign currencies and are open 0800-1400 hours Sundays through Thursdays. There are also plenty of foreign exchange houses which do accept foreign currencies. There are plenty of ATM machines all over Oman which are strategically located.

## 9. OTHER USEFUL INFORMATION

## SHOPPING

9.1 Be prepared to bargain in small shops, sidewalk vendors etc. In large stores, however, the prices are fixed.

## TAP WATER

9.2 It is recommended that all visitors drink only bottled water/beverages, however, tap water is safe for drinking.

## TELEPHONE

9.3 Mobile sim Cards are available at the Service providers outlets at the airport arrival hall and all major commercial centers.

## 10. WEATHER CONDITIONS

10.1 The main daily maximum and minimum temperatures for the month of April are between 34°C by day and drops down to 24°C during the nights. Please refer to <http://www.accuweather.com/en/om/muscat/258638/june-weather/258638> for further updates.

## 11. OTHER ASSISTANCE

11.1 The Sultanate of Oman Civil Aviation Authority will be glad to assist the participants to the Symposium with any advice they may require.

11.2 In case of emergency in Sultanate of Oman please call Focal Point from the Oman is:

**Mr. Yousuf Mohammed ALAufi**

**Mobile: +968 92343477 E-mail: [y.alaufi@caa.gov.om](mailto:y.alaufi@caa.gov.om)**

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**LIST OF HOTELS  
(SULTANATE OF OMAN)**

| <b>HOTEL</b>                              | <b>ADDRESS</b>                               | <b>ROOM RATES</b>   | <b>E-MAIL</b>  | <b>TEL. NO.</b>   | <b>FAX. NO.</b>     |
|---|--|---|--|-------------------|---------------------|
| <b>KEMPINSKI<br/>HOTEL<br/>MUSCAT</b>     | AL-MOUJ<br>MUSCAT                            | SUPERIOR ROOMS SINGLE WITH<br>BREAKFAST OMR 99<br>SUPERIOR ROOMS DOUBLE WITH<br>BREAKFAST OMR 118<br><br>NOTE: RATES EXCLUSIVE OF<br>23.27% TAXES   | EVENTS.MUSCAT@KE<br>MPINSKI.COM  | +968 249885000    |                     |
| <b>ST. REGIS<br/>AL MOUJ<br/>RESORT</b>   | AL MOUJ.<br>MUSCAT                           | DULEX ROOM WITH BREAKFAST<br>OMR 118<br><br>NOTE: RATES EXCLUSIVE OF<br>23.27% TAXES  | HTTPS://WWW.MARRIO<br>TT.COM/EN-<br>US/HOTELS/MCTXR-<br>THE-ST-REGIS-AL-<br>MOUJ-MUSCAT-<br>RESORT/OVERVIEW/ | +96822711111      |                     |
| <b>HOLIDAY<br/>INN MUSCAT<br/>AL SEEB</b> | AL<br>MAWALEH<br>SOUTH, AL<br>SEEB<br>MUSCAT | - STANDARD SINGLE ROOM<br>OMR 33<br>- INCLUSIVE OF BUFFET<br>- BREAKFAST AND WIFI<br>- INCLUSIVE TO 17.4% TAXES &<br>SERVICE CHARGE<br>- INCLUSIVE TO 5% VAT<br>- RATE BASED ON PER ROOM<br>PER NIGHT | <a href="mailto:LSEEB@IHG.COM">HOLIDAYINNMUSCATA<br/>LSEEB@IHG.COM</a><br>WWW.HOLIDAYINN.CO<br>M             | T: +968 2208 0555 | F +968 2208<br>0566 |
| <b>MYSK</b>                               | AL MOUJ,<br>MUSCAT                           | - OMR 35 HOUSING VIEW.<br>- OMR 40 PLAZA VIEW.  | RESERVATIONS.ALMO<br>UJMUSCAT@MYSKHOT<br>ELS.COM   | M: +968-92790082  | R: +968-<br>2427444 |
| VOCO<br>MUSCAT AL<br>MOUJ                 | AL MOUJ,<br>MUSCAT                           | DELUXE SINGLE<br>OMR 45 NET<br>DELUXE DOUBLE<br>OMR 50 NET  | FIRAS.ALAMRI@IHG.C<br>OM   | +968 99608555     | +968211200<br>00    |
| GOLDEN<br>TULIP                           | MUSCAT                                       | SUPERIOR ROOM-CITY VIEW<br>OMR 40 NET<br>DELUXE ROOM – POOL VIEW<br>OMR 45 NET  | DENNIS<br><br>SMGR@GOLDENTULIP<br>MUSCATTHEVILLAGE.C<br>OM   | +96896138536      |                     |
| STUDIO M<br><br>HOTEL<br>MUSCAT           | MUSCAT                                       | URBAN ROOM<br>22 OMR NET<br><br>URBAN STUDIO<br>24 OMR NET  | H1204.SALES05@MIL<br>LENNIUMHOTELS.COM   | +96898954679      |                     |

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INTERNATIONAL CIVIL AVIATION ORGANIZATION  
MID REGIONAL OFFICE

ICAO MIDDLE EAST AIR TRANSPORT SYMPOSIUM

*(Muscat, Oman, 27 – 29 April 2026)*

NOMINATION FORM

Name in full: \_\_\_\_\_  
Mr. / Mrs. / Ms. (as should appear in the official listing and name tag)

Title or Official Position: \_\_\_\_\_

State/Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Mobile Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

Hotel \_\_\_\_\_

Date: ..... Signature: .....

After completing, please send to: ICAO MID Office at the following e-mail address: [icaomid@icao.int](mailto:icaomid@icao.int).