



# AN- CONF/14

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# 2023-2025 Business Plan Re-prioritization and Strategic Plan

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## Prioritization of BP

The Council endorsed the actions proposed by the Secretariat to implement the A41 resolutions and decisions and agreed to an Organization-wide prioritization exercise of activities in the 2023-2025 BP, with the results to be presented in the 229th Session.



## PFA

In session 229th Session, the Council agreed on a list of priority focus areas (PFAs), directed the Air Navigation Commission and related Committees to reprioritize their work programmes, and requested the Secretariat to continue the re-prioritization and strategic planning process, with progress to be reported in later Sessions.

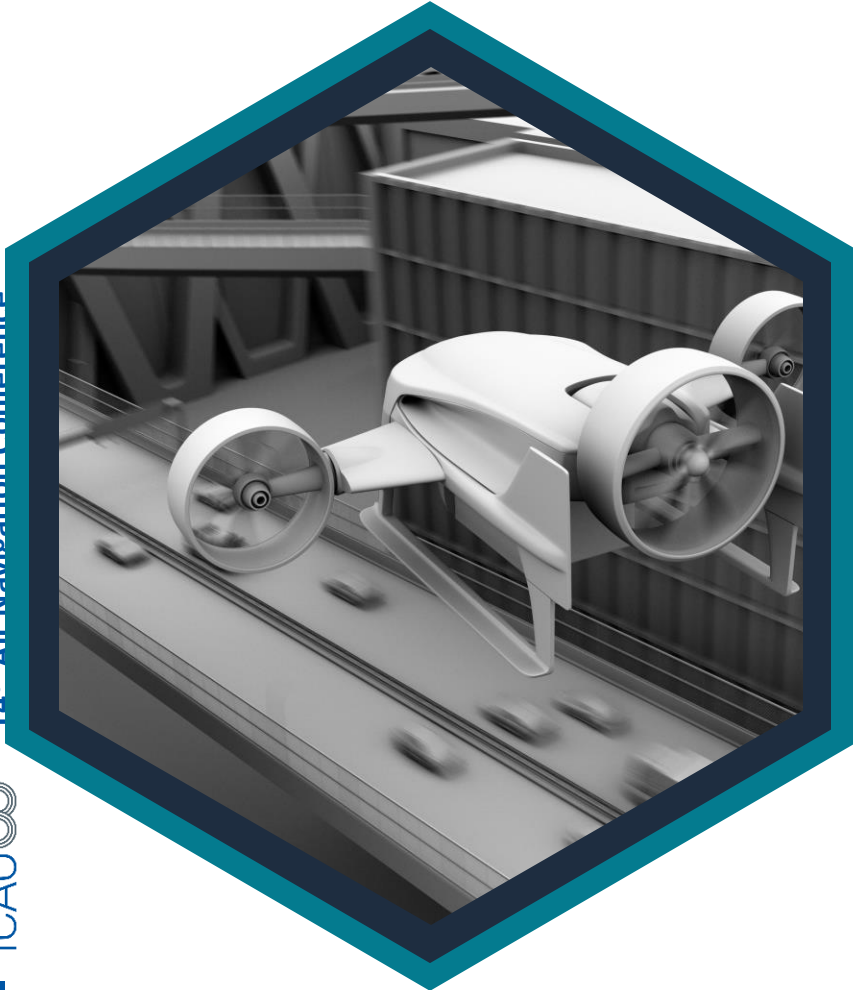
# Priority Focus Areas



- 1 Advanced Air Mobility and New Entrants
- 2 Cybersecurity
- 3 Crisis Preparedness and Response
- 4 Long-term Aspirational Goal on CO2
- 5 USOAP and USAP Engagement and Evolution
- 6 Implementation Support
- 7 Transformational Objective

# Advanced Air Mobility and New Entrants

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Ensure the harmonized development of AAM and new entrants in the aviation sector across various regions, fostering interoperability where needed.



Facilitate and enhance collaboration among different aviation sectors, promoting convergence and mutual cooperation.



Integrate the standards, rules, and paradigms adopted by new aviation entrants into existing regulatory frameworks effectively, including adherence to ICAO's provisions.



# Cybersecurity

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Create and sustain a comprehensive framework to counteract cyber threats against civil aviation, aiming for the sector's protection and resilience



Development of harmonized Standards and Recommended Practices, procedures, and essential guidance material will be supported, fostering crosscutting collaboration



# Crisis Preparedness and Response



Establish and maintain a comprehensive and adaptable framework within ICAO that will support States in meeting their obligations



Address the current challenges related to crisis preparedness and response



Improve response capabilities by States in the face of various crises, including disruption, or potential disruption of aerodrome operations or air traffic management and related support services, public health-related crises , and humanitarian-related crises (e.g., natural disasters).

# Long Term Aspirational Goal of CO2 Emissions

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Strive to achieve a collective long-term global aspirational goal for international aviation (LTAG) of net-zero carbon emissions by 2050, in support of the Paris Agreement's temperature goal



Implement a holistic strategy, encompassing a variety of measures such as technological advancements, sustainable fuels, operational improvements, and market-based measures.



# USOAP and USAP Engagement & Evolution

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enhance the standard of quality, effectiveness, and outcomes of ICAO's monitoring functions while boosting State engagement with its audit programmes.



Ensure that the programmes remain relevant and aligned with the Member States' effective implementation of safety and security oversight systems in compliance with established standards

# Implementation Support

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Establish Organization-wide processes to better guide its implementation support



Capacity development assistance, and resource mobilization efforts aligned with the Policy on ICAO Implementation Support provided to States

# Transformational Objective



Transform the Secretariat under a One-ICAO approach



Address several corporate management and innovative initiatives within the Organization



Provide an enhanced service to meet ICAO Member States' needs resulting in an agile ICAO capable of adapting to the evolving demands of the industry

# New long-term ICAO Strategic Plan 2026-2050

- Aligned with ICAO Global Plans, States needs and expectations, and industry direction
- Informed by ICAO High-Level Conferences and Assemblies
- Outcome-focused strategic goals relevant through to 2050 and beyond
- Accessible language for non-aviation stakeholders

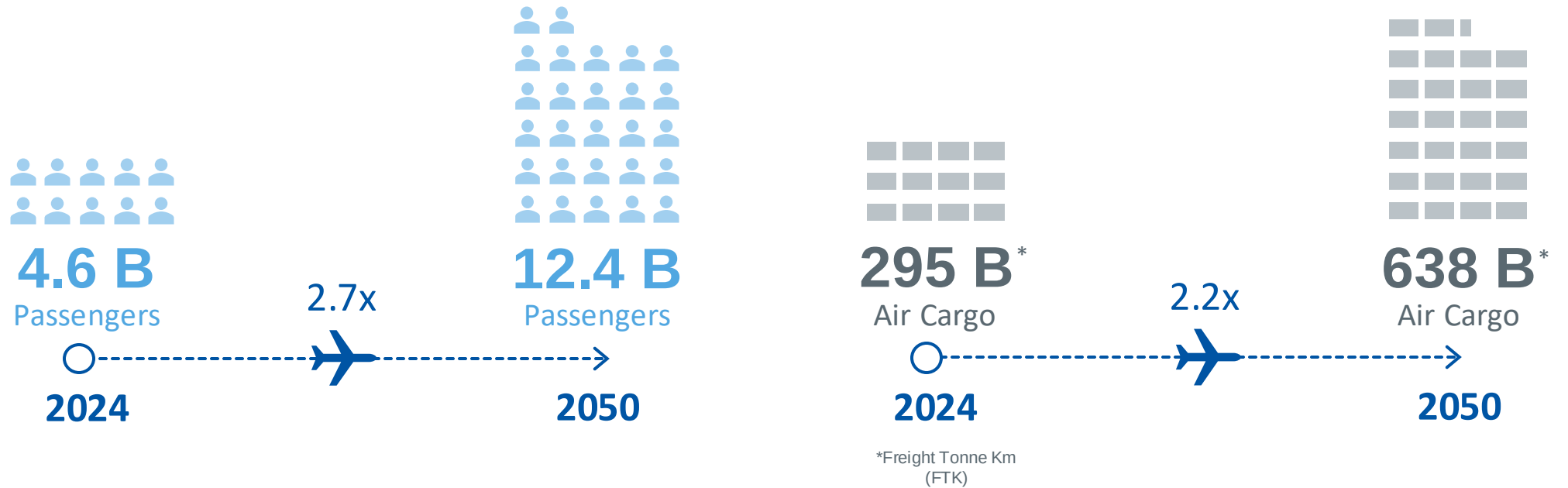
ICAO

## ICAO STRATEGIC PLAN

2026-2050



## Passenger & Cargo traffic increase







## 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)*

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.





## ICAO Mission

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

# Strategic Goals





## Every Flight is Safe and Secure

- Continuous protection from safety risks
- Security against unlawful interference and terrorism
- Zero fatalities from aviation accidents or incidents



## Growth is Environmentally Sustainable

- Achieve net-zero carbon emissions for international aviation
- Maintain unrestricted access to air travel
- Minimize aircraft noise and emissions
- Align with international environmental provisions



# Aviation delivers Reliable, Accessible and Seamless Mobility for All

- Seamless travel for passengers, cargo, and crew
- Efficient and predictable access to travel services
- Advanced flight operations and airspace management
- Accommodating diverse aviation needs
- Enhanced aviation resiliency and crisis preparedness







## No Country is Left Behind

- Foster global collaboration and cooperation
- Provide continuous capacity building and support
- Promote effective implementation of standards and practices
- Overcome resource limitations in emerging economies
- Ensure equitable access to aviation benefits worldwide



# International Civil Aviation Convention, Treaties, Laws and Regulations address all Challenges <sup>21</sup>

- Adapt International Air Law as needed
- Uphold ICAO's rules-based system
- Ensure legal framework remains relevant
- Address current and emerging challenges
- Foster strong Member State support



# Air Transport Delivers Economic Prosperity and Societal Well-Being for All

- Facilitate prosperity and well-being through aviation
- Support all Member States
- Use a balanced approach across strategic areas
- Achieve measurable benefits
- Ensure inclusive economic and social gains





# High Priority Enablers

- ICAO Continuous Organizational Improvement (COI)
- Innovation Strategy
- Gender Equality Programme and Attracting New Talent to Aviation
- Partnerships, Resource Mobilization and Budget Sustainability



# In Conclusion our focus:

**2023-2025**

**7 Priority Focus Areas**

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**2026-2050**

**Anticipated:**

**Continued focus on 7 Priority Focus areas**

**Amplified by new Strategic Goals through a programmatic approach**

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Thank You

