



WORKING PAPER

FOURTEENTH AIR NAVIGATION CONFERENCE

Montréal, Canada, 26 August to 6 September 2024

Agenda Item 1: Update on the ICAO 2023-2025 Business Plan and long-term strategic planning
1.1: Reprioritization of the ICAO 2023-2025 Business Plan

PRIORITY FOCUS AREAS

(Presented by the Secretariat)

EXECUTIVE SUMMARY

This paper presents the overall scope and actions taken to support the priority focus areas (PFAs), agreed by the ICAO Council to guide the prioritization exercise of activities within the current ICAO Business Plan based on the resolutions and decisions of the 41st Session of the ICAO Assembly. It also presents an overview of the efforts on initial phases of the ICAO strategic planning, informing the Conference on the latest developments in ICAO work planning and resource allocation, and to recommend ways States, international organizations and industry can contribute to these efforts.

Action: The Conference is invited to agree to Recommendation 1.1/x — Support to ICAO's programmatic business planning approach initiated by the Business Plan 2023-2025 Priority Focus Areas in paragraph 4.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives, Transformational Objective and Supporting Strategies.
<i>Financial implications:</i>	<i>Impact for the aviation community:</i> Not applicable. <i>Impact for ICAO (relative to the current Regular Budget resource levels):</i> Additional resources are required for executing the PFAs. The financial impact in regard to the strategic plan to be analysed during the Budget preparation cycle for the 2026-2028 triennium.
<i>References:</i>	C-WP/15497 C-DEC 229/1 Doc 10182, <i>Assembly 41st Session. Montréal, 27 September - 7 October 2022. Plenary Meetings. Minutes</i> Doc 10183, <i>Assembly 41st Session. Montréal, 27 September - 7 October 2022. Executive Committee. Report</i>

1. INTRODUCTION

1.1 Considering its directive to the Secretariat to conduct an Organization-wide reprioritization exercise of activities in the 2023-2025 Business Plan, along with those emanating from the 41st Session of the Assembly (2022), the ICAO Council (C-DEC 229/1) took an innovative stance in agreeing to priority focus areas (PFAs) that would steer the organizational efforts during the current triennium. In addition to the near-term approach of the PFAs, the Council also requested that the Organization take a step forward in its planning framework, by embarking on a longer-term strategic planning process.

1.2 The PFAs comprise of: advanced air mobility (AAM) and new entrants; ICAO crisis preparedness and response; Universal Safety Oversight Audit Programme (USOAP) and Universal Security Audit Programme (USAP) evolution and engagement; cybersecurity; long-term global aspirational goal (LTAG); Transformational Objective; and implementation support. The PFAs form a programmatic approach of activities that are already covered in the 2023-2025 Business Plan reflecting the directives from the 41st Session of the Assembly. The PFAs do not supersede the current Strategic Objectives, but rather support them.

1.3 As a next step to support future Business Plans, a strategic plan is being developed, aimed to chart the organization's future direction, based on the current needs and future expectations of the Member States and various stakeholders and an analysis of the opportunities and challenges lying ahead for the aviation system. The strategic plan should serve as a guiding document that outlines the Organization's vision, mission, values and the strategies to achieve them, and it is expected to help align all stakeholders towards these strategies and provide a framework for strategic decision-making and resource allocation of the Organization.

1.4 Both the PFAs and the strategic plan should bolster the ICAO Global Plans following a more structured approach of clear programmes addressing the mandate of the Organization.

2. THE PRIORITY FOCUS AREAS FOR THE 2023-2025 BUSINESS PLAN

2.1 Following the directives provided by the ICAO Council, it provided the Secretariat a clear focus to initiate the process of identifying the most pressing activities under the PFAs that are unfunded, and to propose actions to task or allocate human resources, assign funds, and promote targeted resource mobilization initiatives. Also, the Council directed the Air Navigation Commission and the relevant Committees of the Council to evaluate the PFAs and reprioritize their respective work programmes accordingly. The paragraphs below provide a summarized description of the seven PFAs.

Advanced air mobility and new entrants

2.1.1 This PFA is designed to ensure the harmonized development of AAM and new entrants in the aviation sector across various regions, fostering interoperability where needed. A key goal of this initiative is to facilitate and enhance collaboration among the different aviation sectors. The PFA aims to support the safe development of AAM and new entrants' operations through adherence to the provisions of ICAO.

2.1.2 The PFA encompasses a broad scope, focusing on the development of the AAM and new entrants framework, offering guidance and analysis on topics such as economic regulation, tracking innovative developments, supporting States in adopting new operations and addressing the international legal aspects of such operations.

Crisis preparedness and response

2.1.3 The objectives of the crisis preparedness and response PFA are to establish and maintain a comprehensive and adaptable framework within ICAO that will allow it to support States, as necessary, in meeting their obligations to the Annexes to the Chicago Convention, as well as obligations in other sectors such as international health regulations, in developing, promulgating and implementing relevant contingency and emergency plans.

2.1.4 This PFA aims to address the current challenges related to crisis preparedness and response and, therefore, the overarching framework will contain a governance structure, as well as coordination and communication strategies. It also seeks to improve response capabilities by States in the face of various crises, including disruption, or potential disruption, of airport or air traffic management and related support services, health-related crises (e.g., pandemics), and humanitarian-related crises (e.g., natural disasters).

Universal Safety Oversight Audit Programme (USOAP) and Universal Security Audit Programme (USAP) evolution and engagement

2.1.5 The objective of this PFA is to enhance the effectiveness and outcomes of ICAO's monitoring functions while boosting State engagement with its audit programmes. This ensures the programmes remain relevant and aligned with the Member States' effective implementation of safety and security oversight systems in compliance with applicable Standards.

2.1.6 The scope of this PFA includes securing funding for the evolution of these programmes and the execution of their activities, improving Online Framework (OLF) managers and its applications, expanding the USOAP data analytics support services and data management framework, integrating State Safety Programme Implementation Assessment into USOAP traditional activities, and conducting a study on how to enhance the effectiveness of the monitoring function of ICAO, to be presented at the next Assembly.

Cybersecurity

2.1.7 This PFA is dedicated to creating and sustaining a comprehensive framework and necessary processes and procedures for resilience of the aviation sector to counteract cyber threats. These are ongoing efforts and they underscore the crucial importance of cybersecurity in preserving the safety, security, capacity and efficiency of civil aviation. Through these initiatives, the development of harmonized Standards and Recommended Practices (SARPs), procedures and essential guidance materials will be supported, fostering crosscutting collaboration among all aviation stakeholders.

2.1.8 The focus of this PFA lies in crafting and enhancing policy aspects, building capacity and implementation support, oversight and developing an international aviation trust framework. The primary activities of the PFA include supporting the governing bodies and committees, as well as coordinating the work to formulate policies and guidance on cybersecurity, cyber resilience and the trust framework.

Long-term aspirational goal

2.1.9 To successfully achieve the long-term aspirational goal (LTAG) for the international aviation sector of net-zero carbon emissions by 2050, a holistic strategy is required, encompassing a variety of measures such as technological advancements, sustainable fuels, operational improvements, and market-based measures. The 2023-2025 Business Plan prioritizes activities such as the development of monitoring progress for the achievement of the LTAG and reporting back to the States, enhancing the policy and regulatory frameworks, providing implementation support through capacity building and training (e.g. ACT-SAF programme), and by facilitating access to the financing of aviation clean energy and other

decarbonization projects. This also includes the proposed ICAO FINVEST Hub and the study on the establishment of a climate finance initiative or funding mechanism under ICAO. In light of the recent outcomes of the Third Conference on Aviation Alternative Fuels (CAAF/3) which expands the scope beyond the current Business Plan initiatives, additional activities requested by CAAF/3 for the LTAG implementation have been integrated to reflect the activities needed for the implementation of the Vision and Global Framework agreed by CAAF/3.

Transformational Objective

2.1.10 The Transformational Objective aims to enable a stronger ICAO to better serve Member States. The Transformational Objective was introduced to bring much needed changes to facilitate corporate management and innovative initiatives within the Organization. This will result in an agile and adaptable organization capable of providing enhanced services to better meet the changing needs of Member States caused by the evolving demands of the global aviation community.

2.1.11 The Transformational Objective four key outcomes are: improved collaboration with partners and stakeholders; a transformation in organizational culture; enhanced efficiencies and effectiveness of internal operations, including digitalization of the processes; and simplification of systems, processes and procedures. The benefits for Member States include a more motivated ICAO team, an organization that is more responsive to Member States' needs and expectations, a more participative and streamlined involvement in the ICAO processes, and exemplary governance in benefit of the aviation sector.

Implementation support

2.1.12 This PFA aims to 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. Currently, ICAO needs a prioritization methodology for use in directing its implementation support and capacity-building activities.

2.1.13 The PFA is fully aligned with the Organization's implementation support policy and encompasses:

- a) the establishment of guiding principles for ICAO's implementation support mission;
- b) developing a global needs-based approach in ICAO implementation support;
- c) defining requirements for the development of data collection and analytical tools;
- d) identifying opportunities to more closely align ICAO's Standards development and implementation support activities;
- e) exploring options for improved oversight, management, and/or configuration of ICAO's voluntary funds;
- f) identifying strategies to strengthen donor engagement and fundraising activities;
- g) developing a roadmap to strengthen regional safety oversight and regional accident and incident investigation organizations; and
- h) undertaking initiatives to support States in capacity building.

3. THE NEXT STEPS

3.1 The Business Plan 2023 - 2025 reprioritization process, focused on the PFAs as multidisciplinary and cross-cutting programmes within ICAO, has provided valuable lessons and insights that are poised to improve future planning, budgeting, and operational activities of ICAO. The programmatic approach stimulated by this initiative, along with the ongoing implementation of a results-based framework and the advancements in strategic planning, are expected to also enhance efficiency in future prioritization tasks and throughout subsequent business planning cycles. It is expected that, following the programmatic approach, that in the next Business plan, all detailed activities will also be captured in clear-cut programs putting the Organization in a better position to measure its key performance indicators in meeting its goals. The next triennial business plan are currently in development based on the strategic direction from the Council. Recommendations of the AN-Conf/14 will be taken into account.

3.2 The successful implementation of the reprioritized ICAO Business Plan activities hinges on the commitment and timely actions from States and other aviation stakeholders. In this context, it is anticipated that all involved parties will engage proactively and support ICAO in its endeavours.

4. CONCLUSION

4.1 In light of the above, the Conference is invited to agree to the following recommendation:

Recommendation 1.1/x — Support to ICAO’s programmatic Business Planning approach initiated by the Business plan 2023 - 2025 Priority Focus Areas

That States:

- a) consider the applicable ICAO PFAs as well as ICAOs future prioritized programmes when reviewing their implementation strategies and plans, including for their regulatory framework; and
- b) together with international organizations and industry, provide support and voluntary contributions (financial or in-kind) to the activities within the PFAs;

that ICAO:

- c) based on the experience with the PFAs, extend the methodology of programmatic approach for the activities in the next Business Plans; and
- d) through the Planning and Implementation Regional Groups and the Regional Aviation Safety Groups, in accordance with the Global Air Navigation Plan and Global Aviation Safety Plan and their respective regional plans, incorporate into their work programmes and projects, as applicable, initiatives that foster alignment with the ICAO PFAs.

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