



| ICAO

SAFE SKIES.
SUSTAINABLE FUTURE.

Capacity Development and Implementation Bureau

CDI: Operationalizing ICAO's NCLB Strategic Goal



ICAO's Capacity Development and Implementation Pillar

3

01. Standards Development

Development of Standards and Recommended Practices (SARPs) to achieve the sustainable and orderly growth of the global civil aviation system.



02. SARPs Compliance (through audits)

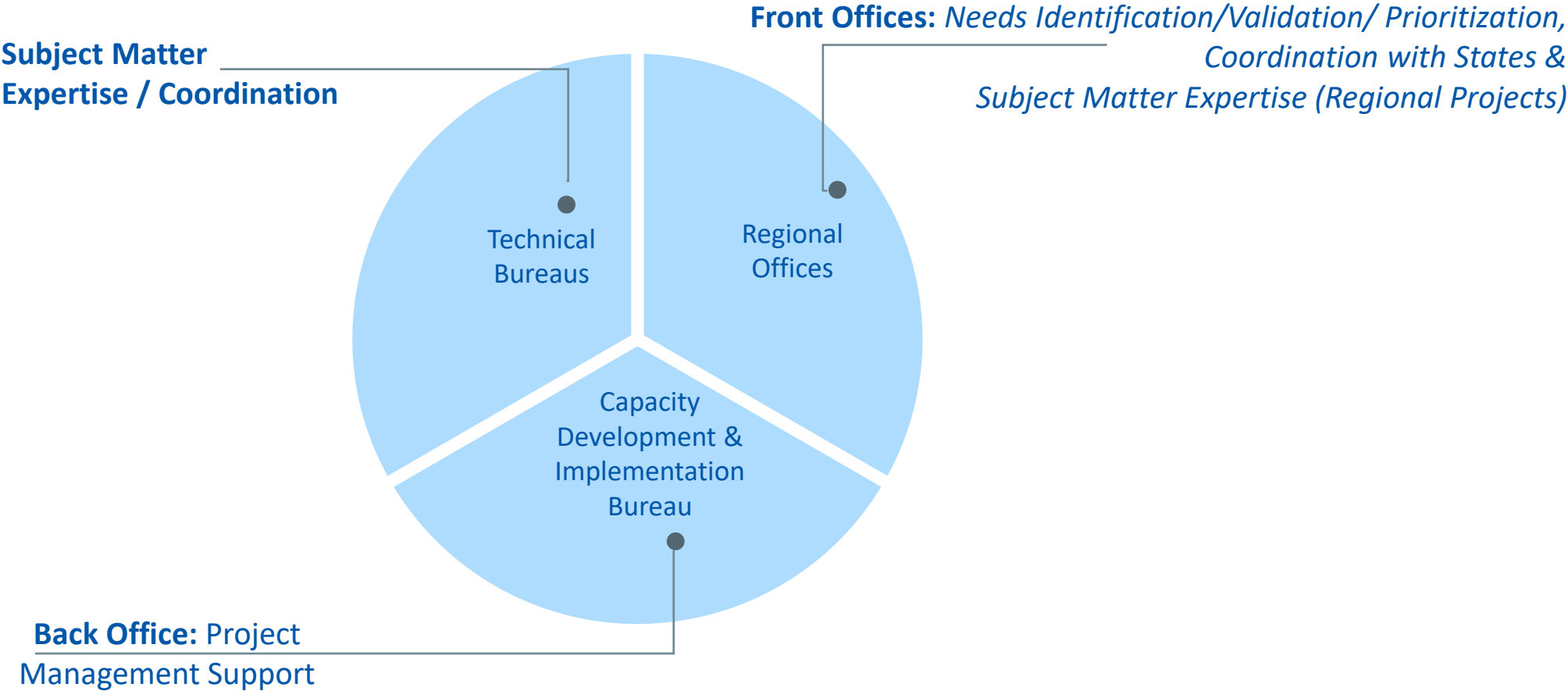
Conducting audits to monitor compliance with ICAO SARPs.

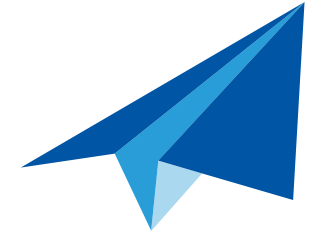
03. Capacity Development and Implementation

Providing support to Member States in implementing ICAO provisions in an efficient and cost-effective manner.



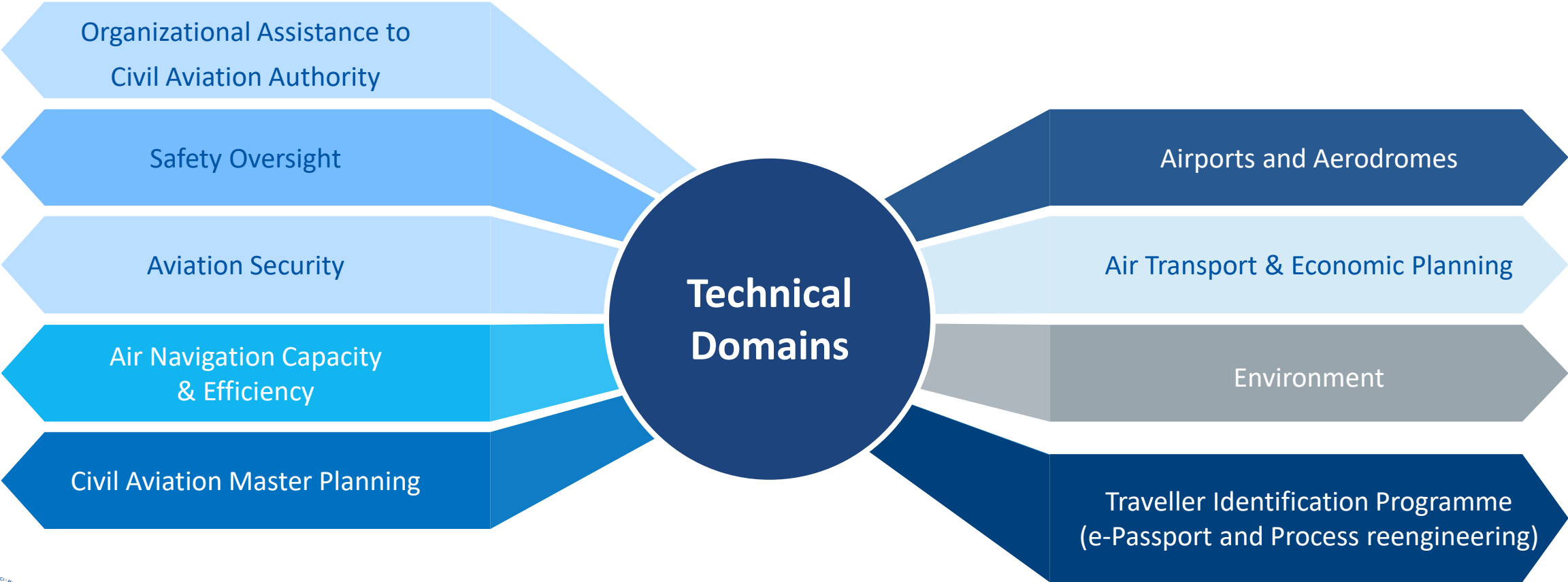
One-ICAO Approach to Capacity Development and Implementation





Technical Domains of Support

Implementation support provided in all domains under all 19 ICAO Annexes.



Capacity Development & Implementation Support Services

7

PROJECT MANAGEMENT



- Any scale projects
- Implementation Support Programmes

EXPERTS



- Consultants
- Operational Assistance (OPAS)
- National Experts

PROCUREMENT



- Technical Specifications
- Procurement of hardware/software
- Economies of Scale
- ICAO e-Buy

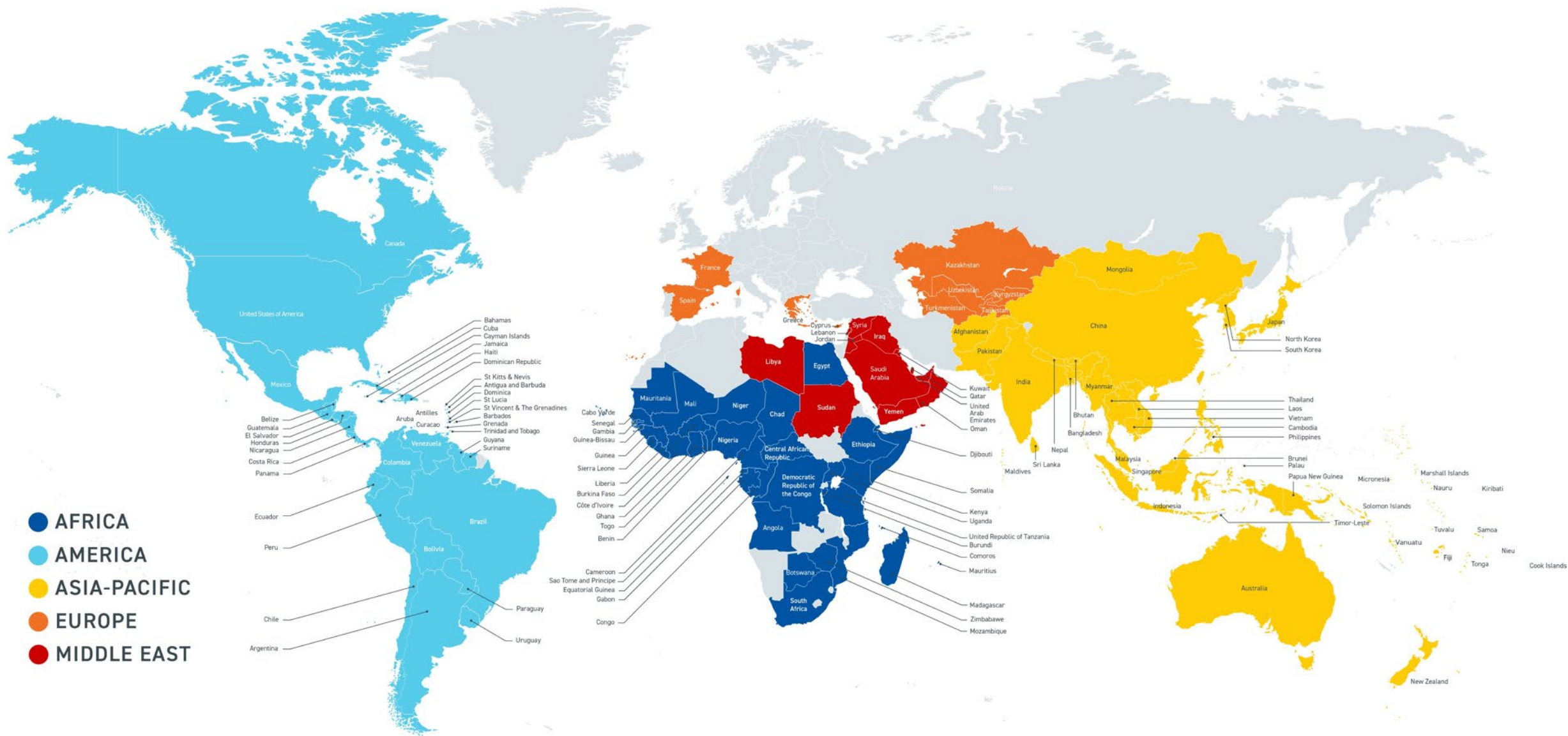
TRAINING



- Competency Based Training
- TRAINAIR PLUS Network
- Fellowships



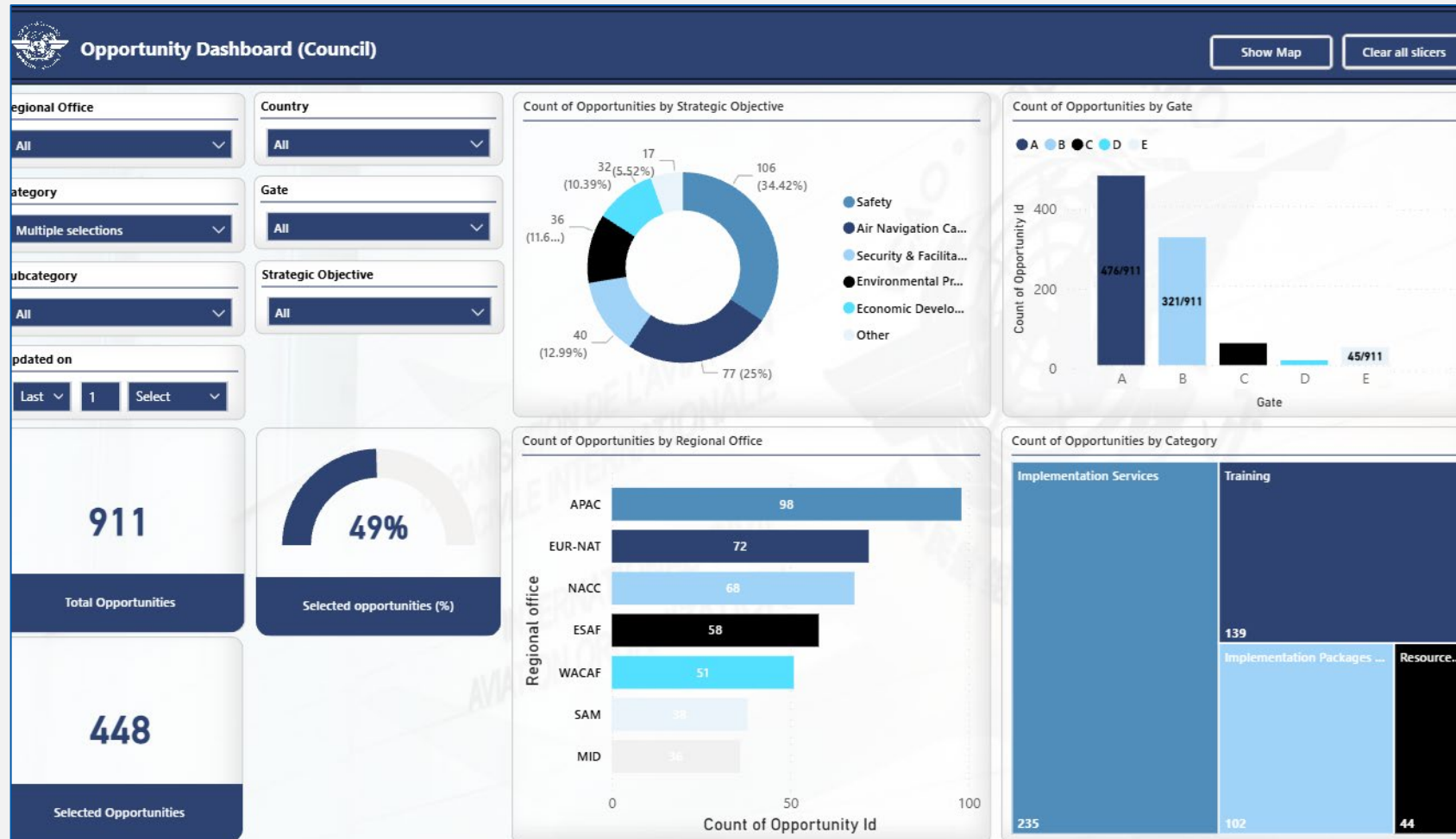
ICAO CAPACITY DEVELOPMENT AND IMPLEMENTATION



Implementation Support (IS) Priorities 2026

9

- Strengthening *No Country Left Behind* through Strategic prioritization and partnerships
- Accelerating digital transformation through integrated monitoring and dashboards
- Strengthening financial oversight, transparency and accountability



Measuring impact for NCLB – Alignment with Global Aviation Plans

10

GASP

Goals and Priorities:

- Achieving a continuous reduction of operational safety risks (towards Zero Fatalities)
- Strengthening States' safety oversight capabilities
- Strengthening aviation safety planning, through regional and national aviation safety plans

Supporting ICAO portfolio solutions:

- ICAO Global Runway Safety Action Plan
- ICAO iPack – Preparing for ICAO USOAP CMA Activities
- ICAO national aviation safety plan (NASP) e-learning course

GASeP

Goals and Priorities:

- Enhance Risk Awareness & Response
- Maintain a Strong & Effective Security Culture
- Develop & promote the role of human factors
- Improve technological resources and foster innovation
- Improve oversight and quality assurance
- Increase cooperation and support

Supporting ICAO portfolio solutions:

- Risk management workshops
- Support the development of ICAO cybersecurity training
- Assist States to develop their national quality control programme
- Assistance to States & regions including addressing priority deficiencies

GANP

Goals and Priorities:

- Ensuring the implementation of the Basic Building Blocks (BBBs)
- Improving performance of the air navigation system in safety, capacity, efficiency, predictability and environment
- Ensuring interoperability of systems and harmonization of procedures in the modernization of the air navigation system through ASBUs

Supporting ICAO portfolio solutions:

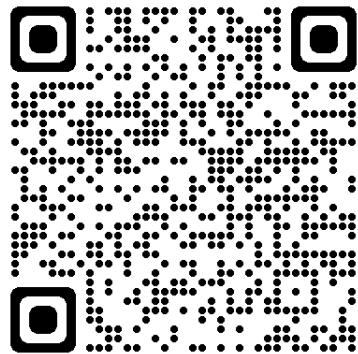
- Technical assistance to ICAO Member States
- Training courses in air navigation operational improvements
- ICAO iPacks

Enhanced alignment between Global Aviation Plans' goals and ICAO products and services will better support **NCLB & Strategic Goals**

ICAO Training Catalogue

- 500+ training packages available in face-to-face, online or hybrid formats across 11 strategic training areas, supporting the implementation of SARPs
- Global network of 150 Training Organizations and Partners developing and delivering ICAO Training.

www.icao.int/training



NEW



AVIATION MANAGEMENT

AIR NAVIGATION SERVICES

AERODROMES

ENVIRONMENT

FLIGHT SAFETY AND SAFETY
MANAGEMENT

SECURITY

FACILITATION

AIR TRANSPORT

TRAINING COMPETENCY
DEVELOPMENT

AVIATION LAW

AVIATION NEW ENTRANTS

Building NACC's Aviation Training Capacity

163

Courses delivered in NACC Region
18% of global delivery

1643

Aviation professionals trained
13% of global total

13

ICAO-recognized institutions
TRAINIAIR PLUS Network



ICAO Implementation Packages (iPacks)

A standardized, outcome-oriented package to help States implement ICAO SARPs and strengthen aviation safety, efficiency, security and sustainability.

Purpose

Combine expert support, training, guidance and practical tools into one implementation pathway for States.

Expert consultation

Subject matter expert support for 15–20 days to guide, review and clarify implementation activities.

Training

Standardized competency-based course for up to 12 technical specialists.

Guidance material

ICAO annexes, manuals, guidance documents and PANS resources.

Tools

Tailored tools to support implementation goals, including gap analysis.

Stakeholders: CAAs • airport operators • ANSPs • accident investigation authorities • ministries • airlines • industry associations

End-to-end implementation support

From planning and capacity-building to practical implementation assistance.



ICAO Implementation Packages (iPacks)

The complete portfolio of 29 targeted, ready-to-deploy support packages

- 1 ICAO State Safety Reporting Systems

2 ICAO Government Safety Inspector Operations — Air Cargo Certification

3 ICAO Government Safety Inspector Operations — Air Operator Certification

4 ICAO Government Safety Inspector Airworthiness – Air Operator and Approved Maintenance Organization Certification

5 ICAO Government Safety Inspector — Personnel Licensing

6 Establishing National Facilitation Oversight Mechanisms

7 Aerodrome Certification

8 Accident/Incident Data Reporting

9 State Safety Programme
- 10 National Aviation Safety Plan (Implementation)

11 Assistance to Aircraft Accident Victims and Their Families

12 Aviation Security Oversight

13 Unmanned Aircraft Systems Regulatory Framework

14 National Aviation Safety Plan (Development)

15 Prepare for a USOAP Audit

16 Visible Digital Seals

17 NOTAM Improvement

18 Cargo Safety Programme

19 Competency-Based Training

20 Aerodrome Restart

21 Implementing and Establishing the National Facilitation Programme and the Committees
- 22 Enhance Cross-Border Transferability Processes

23 Mitigating Global Navigation Satellite System Radio Frequency Interference

24 Operational Audit Areas iPack series (AGA, AIR, ANS, OPS, PEL) in coordination with IMSP

25 Risk Management for Civil Aircraft Operations over or near Conflict Zones

26 Optimizing Airspace for Sustainability

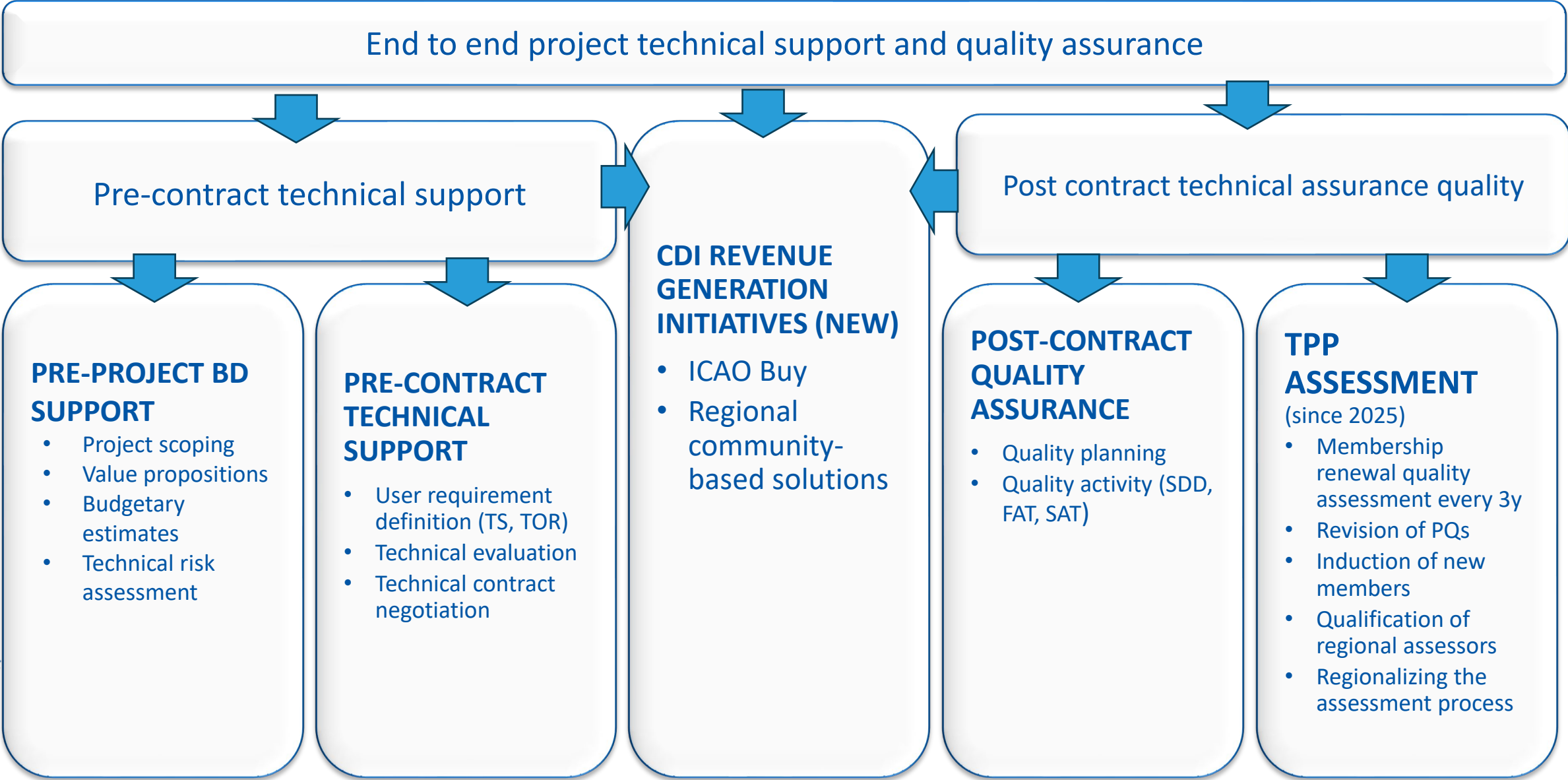
27 Implementing the TRIP Strategy Roadmap

28 Developing Safety Intelligence

29 Empowerment of Woman in Aviation



Technical Support and Quality Assurance



Initial products and services

AVAILABLE



Aircraft Rescue and Firefighting Solutions (ARFF)

- ARFF Vehicles (6000L & 12000L)
- Extinguished Agents, SCBA*, PPE**, ...



COMING SOON



Aviation Security Systems (AVSEC)

- Body and Mail Scanners
- Xrays scanners (Cabin luggage, Parcels, Cargo)
- Walk-through, Handheld Metal Detectors ...



Weather Radars

- C- Band weather radar
- X-Band weather radar



Mobile Tower

Next potential products and services : MORE TO COME ..



Wide Selection – Growing catalogue tailored to operational needs.

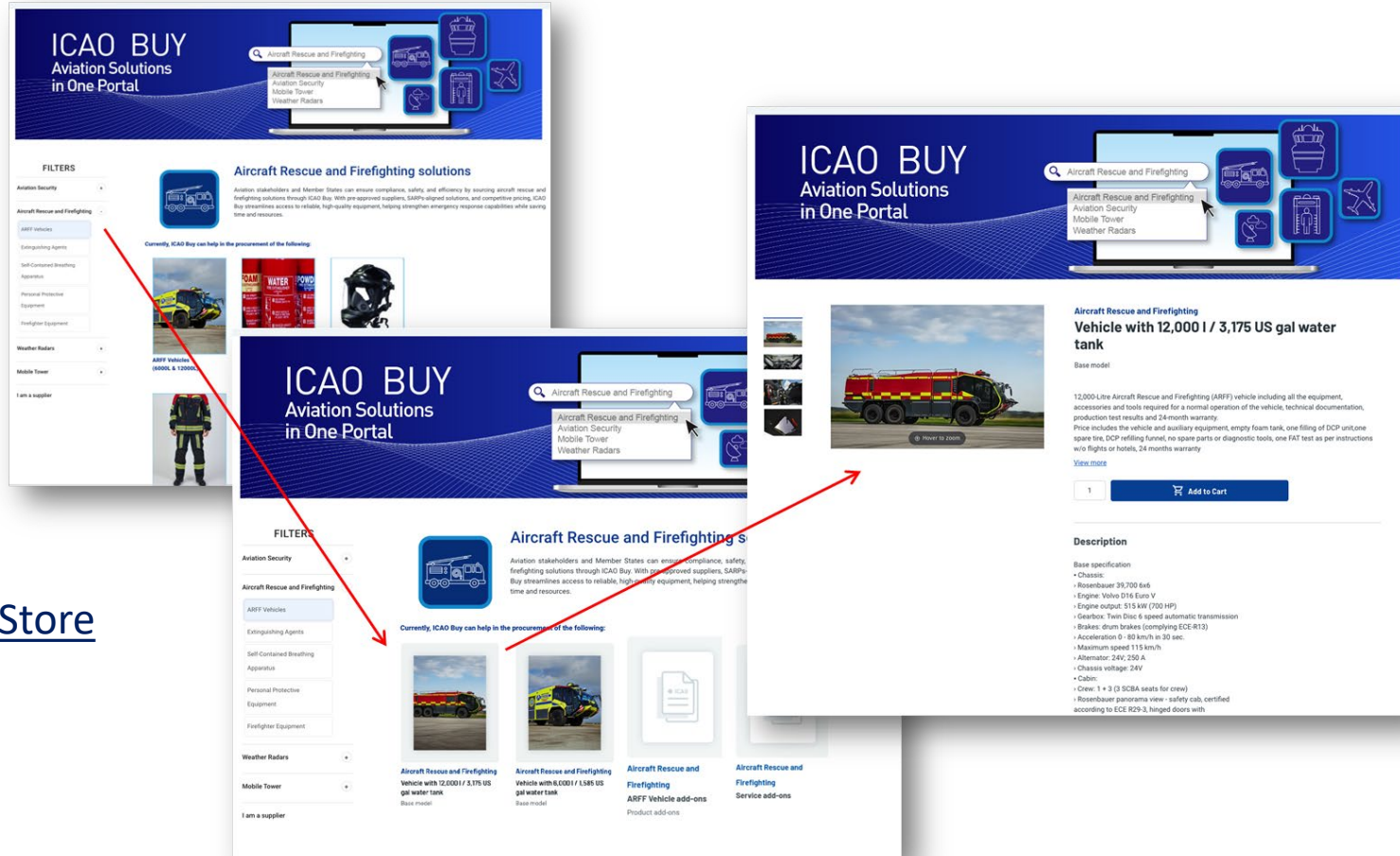
- Flight inspection/calibration service
- Fauna environmental management plan
- Emergency/portable airfield lighting system
- ...

- * Self-Contained Breathing Apparatus
- ** Personal Protective Equipment for firefighter

Pre-qualified, ICAO-compliant, and competitively sourced aviation solutions to meet aviation procurement needs efficiently.

CUSTOMER JOURNEY:

ICAO Buy | ICAO Store



The diagram illustrates the customer journey through the ICAO Buy platform, showing the flow from the main portal to product listings and finally to a detailed product page.

ICAQ BUY Aviation Solutions in One Portal

Filters:

- Aviation Security
- Aircraft Rescue and Firefighting
 - ARFF Vehicles
 - Extinguishing Agents
 - Self-Contained Breathing Apparatus
 - Personal Protective Equipment
 - Firefighter Equipment
- Weather Radars
- Mobile Tower
- I am a supplier

Aircraft Rescue and Firefighting solutions

Aviation stakeholders and Member States can ensure compliance, safety, and efficiency by sourcing aircraft rescue and firefighting solutions through ICAO Buy. With pre-approved suppliers, SARF-aligned solutions, and competitive pricing, ICAO Buy streamlines access to reliable, high-quality equipment, helping strengthen emergency response capabilities while saving time and resources.

Currently, ICAO Buy can help in the procurement of the following:

- ARFF Vehicles
- Extinguishing Agents
- Self-Contained Breathing Apparatus
- Personal Protective Equipment
- Firefighter Equipment
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Vehicle with 12,000 l / 3,175 US gal water tank

Base model

12,000-Litre Aircraft Rescue and Firefighting (ARFF) vehicle including all the equipment, accessories and tools required for a normal operation of the vehicle, technical documentation, production test results and 24-month warranty. Price includes the vehicle and auxiliary equipment, empty foam tank, one filling of DCP unit, one spare tire, DCP refilling funnel, no spare parts or diagnostic tools, one FAT test as per instructions w/o rights or hotels, 24 months warranty.

[View more](#)

1 [Add to Cart](#)

Description

Base specification

- Chassis: Rosenbauer 9L700 6x6
- Engine: Volvo D16 Euro V
- Engine output: 515 kW (700 HP)
- Gearbox: Twin Disc 6-speed automatic transmission
- Brakes: drum brakes (complying ECE-R13)
- Acceleration 0 - 80 km/h in 30 sec.
- Maximum speed 115 km/h
- Alternator: 24V 250 A
- Chassis voltage: 24V
- Cabin:
 - Crew: 1 + 3 (3 SCBA seats for crew)
- Rosenbauer panorama view - safety cab, certified according to ECE R29-3, hinged doors with

Experts Recruitment and Contract Administration

Purpose

- Roster management and facilitation of recruitment of highly qualified expertise;
- Deployment to the field and administration of contracts, including salaries, entitlements, benefits, security, etc.
- Liaison with UN organizations in the field, i.e., UNDP, UNDSS.
- HR Advisory Support;
- Customized Contractual Solutions to Member States;
- Policy development aligned with Global Implementation trends.

Current Figures

Over 500 international experts and 900 national personnel are deployed annually to support Member States in implementing ICAO SARPs, across the 19 Annexes.



Ensuring a ‘future-ready’ aviation

The implementation of the Strategic Plan 2026-2050 is also enabled by continuous implementation of the following programmes:



The new ICAO Global Ambassadors Programme

- Inviting States to nominate Ambassadors to promote aviation to all
- An unprecedented opportunity to increase awareness in public at large about aviation as well as attract talents to our sector



Next Generation of Aviation Professionals

- Rigorous implementation of the NGAP Strategy
- NGAP Summit in August 2025 in South Africa
- Updates to the Assembly Resolution to be discussed at A42
- Workshops and other advocacy initiatives



ICAO Gender Equality Programme

- Establishment of a Global Network of Gender Focal Points with representation from over a 100 States
- Development of studies and guidance for States
- Events and promotional campaigns such as training initiatives focused on women



Global Ambassadors Programme

- 32 Ambassadors and Champions designated
- Onboarding sessions completed; outreach activities ongoing
- High-level networking event and briefing session organized at the margins of the GISS2026



Women Empowerment

Advocacy events:
1 held;
1 in progress

International Women’s Day 2026 at ICAO: 400+ participants, high-level panel on empowerment through skill-building

Global Aviation Gender Summit 2026: Advancing Aviation Through The Empowerment of Women (21–23 July), organized with IATA and UN Women

Tools, products, research:
2 in progress

Women Empowerment toolkit: 5-module development for the 2026 Summit

Global Landmark Study on Women in Aviation: 4,500+ respondents, 40+ interviews; report for 2026 Summit

NGAP

Advocacy and outreach:

- 2nd EURNAT Workshop (Almaty, Nov. 2025): NGAP Best Practices
- GISS (Marrakech, 2026): NGAP/Workforce panel + Ministerial Call to Action
- 3rd EURNAT Workshop (Amsterdam, June 2026): Future-Ready Aviation workforce panel

Tools and training:

- Aviation Careers Mapping Tool to promote youth careers – project initiated
- Workshop on NGAP Programmes for Sustainable Aviation Workforce: two formats (DGs and practitioners)

Technical cooperation:

- Angola NGAP Project launched April 2026: first technical cooperation project under NGAP



- Launching ICAO's up-to-date Global Appeal and its digital platform
- Conduct of regional and thematic Donor Dialogues to enhance transparency and diversify donor base
- Further integration of monitoring tools and dashboards to support enhanced visibility
- First ICAO Voluntary Funds consolidated report
- Repurposing unused funds where appropriate



RPM Contributions to No Country Left Behind (NCLB)

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1. Access to ICAO Standards and Knowledge

- Provides free public access to ICAO SARPs, Annexes, and select publications through the ICAO eLibrary
- Supports Member States directly with secured access to the top-selling ICAO publications
- Ensures all States have access to the latest amendments/updates



2. Broader Access to ICAO Global Events and Content

- ICAO global events are delivered across regions to encourage participation of all Member States
- Relevant event programme content aims to address NCLB priorities, where appropriate
- ICAO TV live streaming extends access to ICAO events for States unable to attend in person

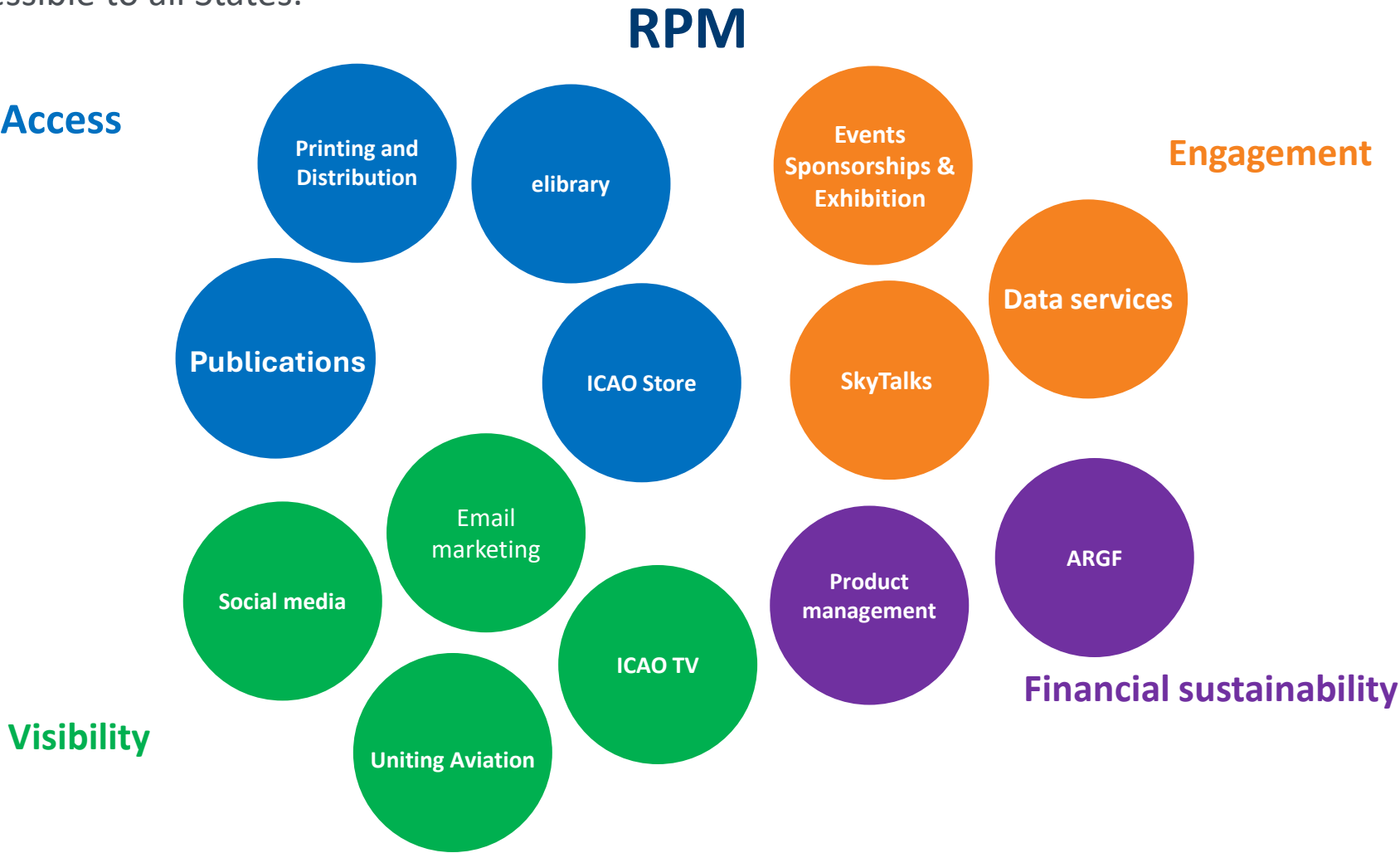


3. ARGF Contributions to ICAO Regular Budget

- ARGF contributes to ICAO's Regular Budget (CAD 8.7M in 2025)
- Supports regular programme activities/initiatives linked to NCLB priorities

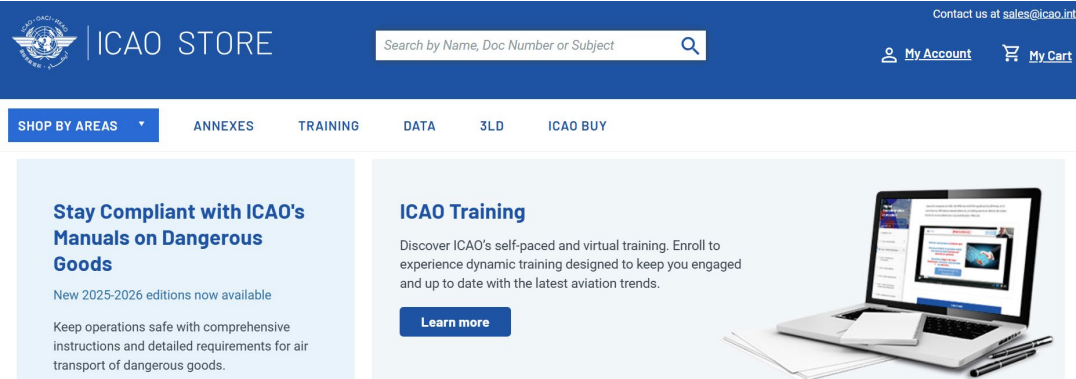
RPM closer: The ecosystem that goes beyond the mandate

Supporting ICAO's **No Country Left Behind** initiative by making knowledge, training, events, publications and digital resources accessible to all States.



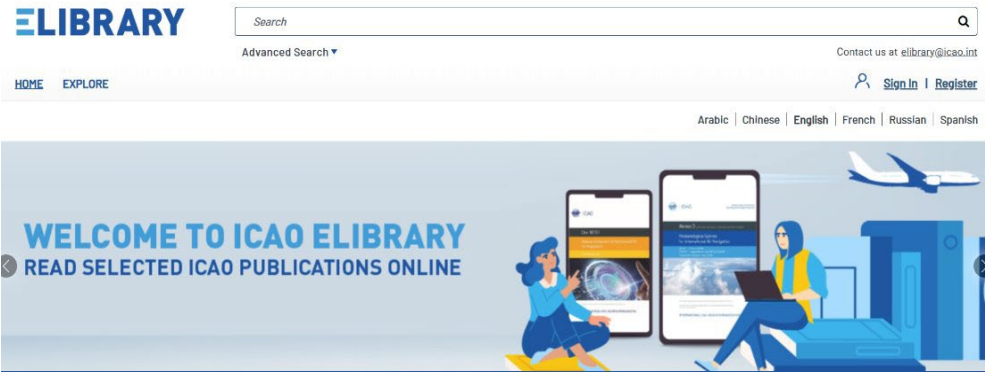
Beyond Publications: E-commerce, Customer Support & Systems

Connecting the systems, support and revenue processes that keep CDI’s digital customer experience moving.



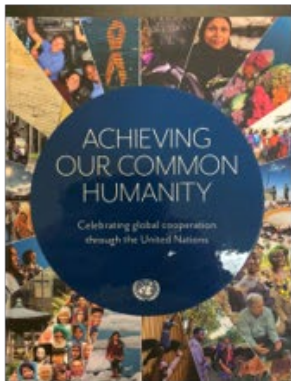
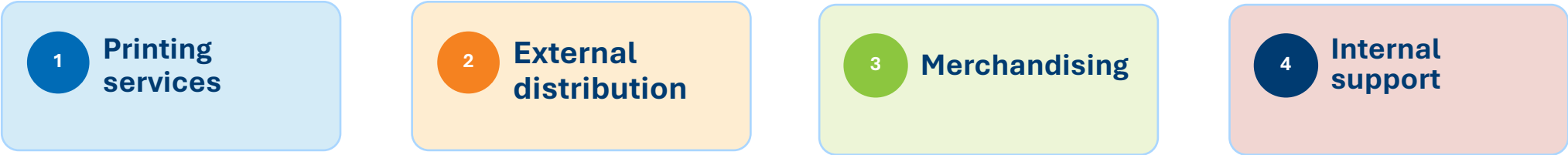
Publication Sales & Access: ICAO Knowledge in Use

Helping ICAO publications reach the people and organizations who rely on them



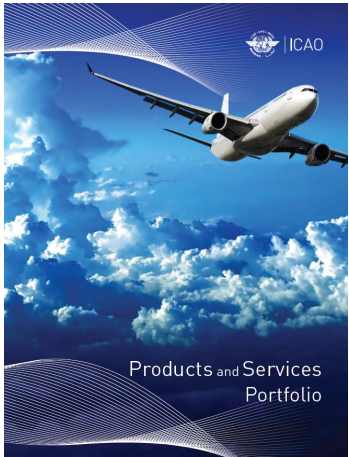
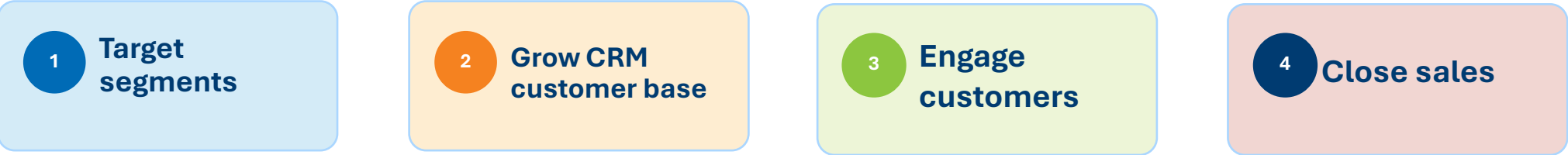
Printing and Distribution: Turning ICAO content into secure production and delivery

It is the behind-the-scenes delivery backbone for print, event materials, shipping and distribution.



Business Development: Connecting with customers for ICAO products and services

Generating money from ICAO data products, licensing, advertising, events, and other CDI products and services.



Did you know?

CAD 5M+

Data and Licensing Sales in 2025

Events: Creating a platform that supports the ICAO Strategic Plan

28

Connecting the world to network and communicate ICAO's vision, one topic at a time.

1

**Planning and
Coordination**

2

**Programme
Development**

3

**Sales and
Marketing**

4

**Execution and
Delivery**



Did you know?

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Revenue Generating Events in 2026

Marketing: Supporting Growth, Engagement and Revenue Generation

Supporting CDI objectives by building awareness, educating stakeholders, nurturing audiences, and driving engagement across ICAO products and services.



Event Details	Target and Budget	Operation and Engagement	Lead Focal Points
EVENT NAME	REGISTRATION TARGET	EXHIBITION BOOTH NUMBERS	BUREAU
DATE	REVENUE TARGET	ICAO TV - <i>Livestreamed or Recorded</i>	SALES/BDU
DURATION DAYS	BUDGET	SKYTALKS	MARKETER
LOCATION	SALES TARGET AUDIENCE	EVENT MOBILE APP	GRAPHIC DESIGNER
TIME ZONE		REGISTRATION OPEN	ICAO TV
HOST			

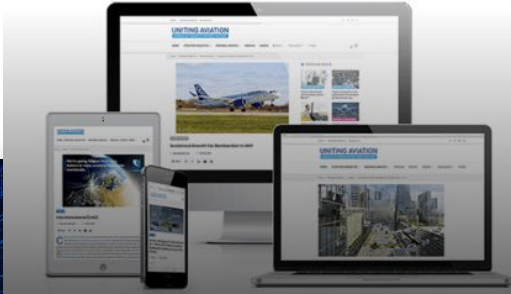
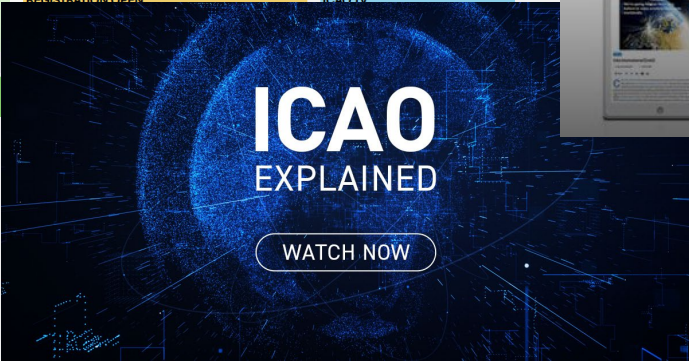
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Specifications

Marketing Plan

Mobile





International Civil Aviation Organization
522,734 followers
6d •

The 4th ICAO Civil Aviation Legal Advisers Forum (CALAF/4) is now underway in Nassau, Bahamas.

Legal advisers, regulators, policymakers, and aviation leaders from around the world are convening to examine the legal trends, regulatory developments, and institutional challenges shaping the future of international civil aviation.

Today's discussions include:

- 🔥 Emerging litigation trends in aviation
- ✈️ International air law treaties and regulatory evolution
- 🤝 Regional cooperation and institutional resilience
- 🌐 Modernizing legal frameworks for global air transport

Follow the conversations live on ICAO TV: <https://lnkd.in/g-DicyhV>



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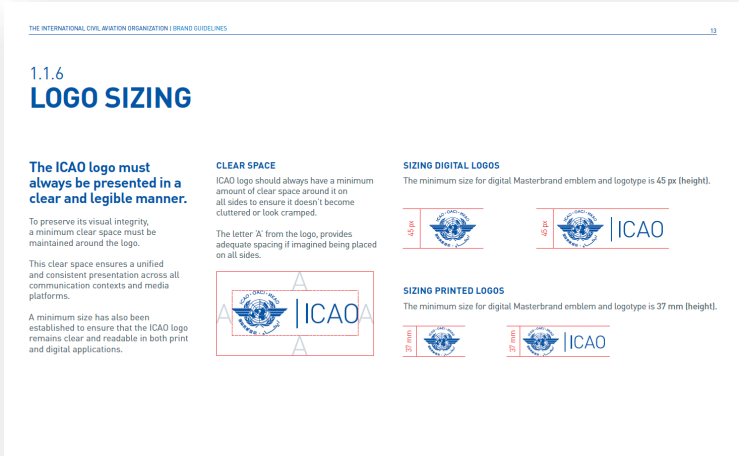
Sarah Ghannoum and 71 others

9 reposts

Marketing Operations & Enterprise Support

Providing shared platforms, audience services, brand governance, and digital infrastructure that support stakeholder engagement across ICAO.

- 1 Digital Platforms & Systems
- 2 Audience, Data & Insights
- 3 Brand & Creative Services
- 4 Enterprise Outreach Services



Product Management: Turning data into informed decisions

Product Management helps ICAO decide what products and services to build, improve, price, and launch.

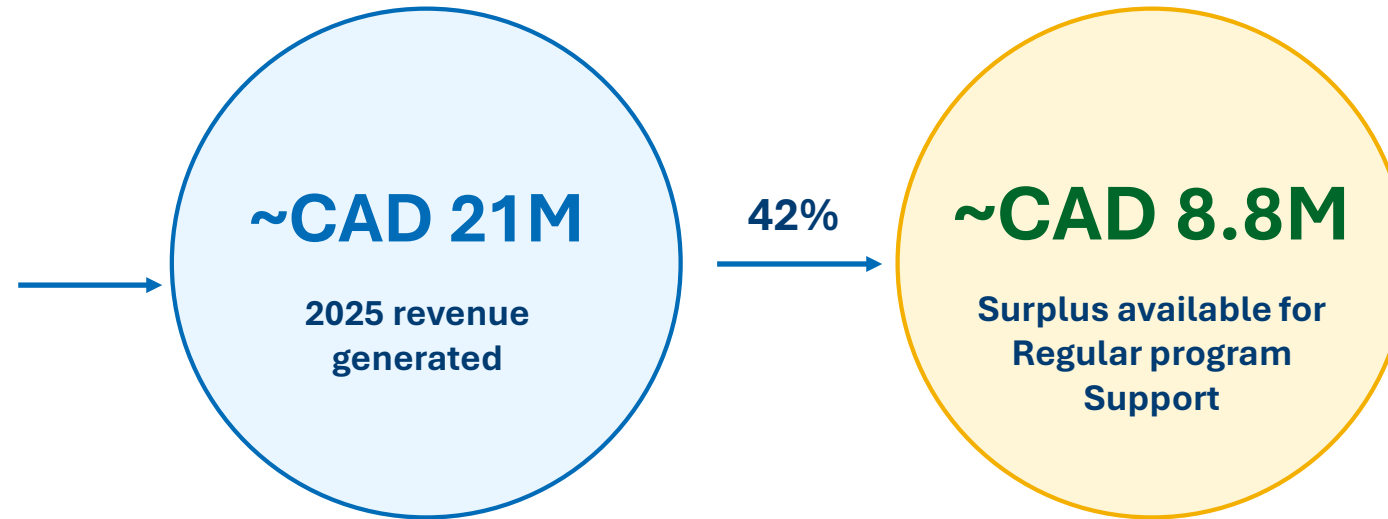


Why RPM matters

32

Revenue-generating activities

- Publications
- Events
- Data services & licensing
- Printing and Distribution
- Delegation and Conference Services



RPM converts ICAO products, events, data and services into:

- Global access to ICAO knowledge
- Stakeholder engagement
- Financial sustainability
- **Support for No Country Left Behind**



ICAO's Global Implementation Support Symposium (GISS) 2027



Luanda, Angola
ESAF Region



Week of 24 May 2027

WHY GISS MATTERS

ICAO CDI's flagship platform turning global commitment into tangible action in support of No Country Left Behind.

GISS 2026 Outcomes & Global Reach



1,450+
Participants on-site



101
Member States represented



27
Ministers engaged in high-level discussions



39+
Project signings & announcements

KEY HIGHLIGHTS



Ministerial Call to Action for safe, secure and sustainable aviation



Strong ICAO Council participation reinforced global cooperation



Exhibition showcased practical solutions and innovation and facilitated networking

Thank You

