

ICAO BUSINESS PLAN, 2026-2028 (V3.0)

APPENDIX II: Triennial Operating Plan

SDG 16 - Peace, Justice, and Strong Institutions
 SDG 9 - Industry, Innovation, and Infrastructure
 SDG 17 - Partnerships for the Goals
 SDG 4 - Quality Education
 SDG 3 - Good Health and Well-Being
 SDG 8 - Decent Work and Economic Growth
 SDG 13 - Climate Action
 SDG 15 - Life on Land



SG_High Priority Enablers_Supporting Enablers

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
A1. Achieved reduction in rate of accidents globally and within each ICAO region and improved sustainability of State's safety oversight systems at the global level				
	A1.1. Enhanced policies, provisions and implementation support to address High risk categories as well as emerging risks		A1.1.1 Manage, coordinate and provide internal administration	Modified
		Active and emerging aviation safety risk	A1.1.16 Manage, coordinate and provide internal administration for GIS	Maintained
			A1.1.17 Develop proposals for amendment to SARPs and PANS related to digital identity and information security	Maintained
			A1.1.18 Develop proposal for amendment to SARPs and PANS related to AIM and IM	Maintained
			A1.1.19 Develop and update guidance material for trust frameworks, trusted information systems, digital identity and information security	Maintained
			A1.1.2 Develop and update guidance material for Information Management (IM)	Maintained
			A1.1.20 Develop tools to mitigate the risk from lithium batteries on board airplanes	Maintained
			A1.1.22 Develop a commercialization strategy for trust frameworks and trusted information systems	New
			A1.1.23 Capacity building and implementation support including IPacks and events for trust frameworks, trusted information systems, AIM and IM	Maintained
			A1.1.24 Develop and further update the Global Air Navigation Plan	Maintained
			A1.1.25 Capacity building and implementation support for the GANP and Regional ANPs	Maintained
			A1.1.31 Develop a solution to address medical and performance safety concerns associated with advancing age	New
			A1.1.34 Manage, coordinate and provide internal administration for MED	Maintained
			A1.1.35 Manage, coordinate and provide internal administration for OPS, also including support to the POA process	Maintained
			A1.1.36 Develop SARPs and PANS to improve operational safety and oversight (Annexes 1, 6, 7 and 8) (OPS)	Maintained
			A1.1.37 Develop guidance material (Docs, Circs) in support of adopted SARPs (OPS)	Maintained
			A1.1.38 Provide technical support for the development of implementation support activities (iPacks, training courses) (OPS)	Maintained
			A1.1.39 Finalize the implementation of the GADSS programme including LADR	Maintained
			A1.1.40 Review the feasibility of changing from a Magnetic to a True North reference system for navigation	New
			A1.1.41 Integrate Human Factors across all ICAO SARPs	Maintained
			A1.1.42 Develop guidance supporting safe cabin operations	Maintained
			A1.1.43 Provide technical support to the UNATAG	Maintained
			A1.1.44 Address cross-border transferability and collaborative oversight	Maintained
			A1.1.45 Manage, coordination and administer CSS	Maintained

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			A1.1.47 Develop standards and amend annex 18 and Technical Instructions for safe transportation of DG.	Maintained
			A1.1.49 Promote cargo safety and the safe transport of dangerous goods	Maintained
			A1.1.50 Deliver training, develop training material and iPacks for CSS	Maintained
			A1.1.51 Develop SARPs and PANS to enhance safety at and in the vicinity of aerodromes (ANB/AOI)	Maintained
			A1.1.52 Enhance provisions of turbulence forecast and information including, in particular, clear air turbulence (CAT) (ANB/AOI)	New
			A1.1.53 Support implementation of aerodromes, runway safety (focusing on runway excursions and incursions) and meteorology (ANB/AOI)	Maintained
			A1.1.54 Develop activities to accommodate new aircraft technologies at airports (including use of new fuels (ANB/AOI)	Maintained
			A1.1.55 Support RPAS and AAM operations by developing provisions for proper infrastructure (e.g. vertiports)	New
		Air Navigation Performance improvement	A1.1.21 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC	Maintained
			A1.1.9 Develop and update guidance material for aeronautical information management (AIM)	Maintained
		CAPSCA	A1.1.26 Review and update the frameworks and governance relating to aerospace medicine, including mental health and CAPSCA	Maintained
			A1.1.27 Coordinate international and regional activities to facilitate harmonization in aerospace medicine, including mental health and CAPSCA	Maintained
			A1.1.28 Develop new risk assessment models and tools relating to aerospace medicine, including mental health and CAPSCA	New
			A1.1.29 Develop guidance material relating to aerospace medicine, including mental health and CAPSCA	New
			A1.1.30 Review SARPs and propose amendment relating to aerospace medicine, including mental health and CAPSCA	Maintained
			A1.1.32 Provide implementation support including training in aerospace medicine, mental health and CAPSCA, including events and iPacks	Maintained
			A1.1.33 Conduct feasibility study of publishing ICAO books in Mental Health and CAPSCA in collaboration with stakeholders	New
		Crisis preparedness and response optimization	A1.1.56 Build capacity and support implementation including training, workshops and iPacks	Maintained
		Implementation Support	A1.1.10 Carry out implementation support on the provisions for high-risk and emerging risks	Maintained
			A1.2.1 Manage, coordinate and provide internal administration	Modified
	A1.2. Optimized global and regional safety plan to keep focus on safety priorities	Active and emerging aviation safety risk	A1.2.11 Develop the GASP, including regional and State implementation support	Maintained
			A1.2.2 Develop and implement regional dashboards (on iSTARS and OLF)	Maintained

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		Air Navigation Performance improvement	A1.2.10 Develop and further update the Global Air Navigation Plan	Maintained
	A1.3. Development and deployment of an integrated safety data analytics eco-system		A1.3.1 Manage, coordinate and provide internal administration	Modified
			A1.3.9 Develop and implement the Integrated Safety Trend Analysis and Reporting System (ISTARS)	Maintained
		Active and emerging aviation safety risk	A1.3.10 Maintenance and development of operational support databases (7910, 8585 and 8643)	Maintained
			A1.3.11 Maintain ICAO wildlife databases and promote reduction of wildlife strikes	Maintained
			A1.3.12 Manage ADREP and safety data collection, including analysis	New
			A1.3.2 Collect, share, and report regional data relevant to safety analysis	Maintained
			A1.3.13 Establishment of an integrated safety data analytics system	Maintained
		USOAP		
	A1.4. Enhanced policies, provisions and implementation support to strengthen safety oversight		A1.4.1 Manage, coordinate and provide internal administration	Modified
		Implementation Support	A1.4.10 Manage voluntary funds and related processes and tools to ensure support is provided following a results oriented approach in the areas of safety, capacity and efficiency	Maintained
			A1.4.11 Manage the air navigation strategic implementation support program ensuring the identification and prioritization of needs on tactical, strategic and country/regional strategic level.	Maintained
			A1.4.12 Develop guidance and assistance to strengthen RSOOs/RAIOs and manage the cooperative platform	Maintained
			A1.4.13 Support the AFI Plan Programme implementation to enhance safety oversight and management capabilities for African States	Maintained
		USOAP	A1.4.2 Establishment of provisions defining the responsibilities of States and its framework to give Member States the appropriate tools for safety oversight.	Maintained
			A1.4.3 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	Maintained
			A1.5.10 Promote the defense of civil aviation spectrum with Member States in the Regions and coordinate the resolution of spectrum and frequency management issues, including cross-border, at the regional level	Maintained
	A1.5. Enhanced collaboration with Member States and other competent stakeholders to ensure the protection of frequency spectrum required for aeronautical services.		A1.5.11 Support efficient frequency management by maintaining and enhancing the frequency management including the integration of enhancement requests from States	Maintained
			A1.5.12 Address the issues of radiofrequency interference and GNSS jamming /spoofing through development of provisions, guidance material, training / ipacks, workshops and symposia	New
			A1.5.13 Develop guidance material for Frequency Assignment Planning and Management	Maintained

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A1. Achieved reduction in rate of accidents globally and within each ICAO region and improved sustainability of State's safety oversight systems at the global level	A1.5. Enhanced collaboration with Member States and other competent stakeholders to ensure the protection of frequency spectrum required for aeronautical services.	USOAP	A1.5.14 Continue building on the Integrated CNS and Spectrum Global Concept, including proposals for amendment to the CNS Standards Framework, and potential amendment to Assembly Resolutions	Maintained
			A1.5.15 Develop guidance material for Communications, Navigation and Surveillance Systems	Maintained
			A1.5.16 Amend Annex 10 as appropriate to sustain the evolution of CNS, and other ICAO provisions as required	Maintained
			A1.5.17 Manage, coordinate and provide internal administration for CNSS	Maintained
			A1.5.2 Promote the defense of civil aviation spectrum with Member States in the Region and coordinate the resolution of spectrum and frequency management issues, including cross-border, at the regional level	Maintained
			A1.5.9 Maintain and defend aeronautical frequency spectrum allocations in international fora and leading to ITU WRC-2027	Maintained
	A1.6. Enhanced provisions to strengthen risk management and support adequate resource allocation	Active and emerging aviation safety risk	A1.6.1 Manage, coordinate and provide internal administration	Modified
			A1.6.10 Support regional initiatives to address risk management and other safety risks such as the Global High Risk Categories in GASP, taking into account the RASP and RASG priorities	Maintained
			A1.6.17 Develop standards and annex 19 amendment for safety management	Maintained
			A1.6.18 Development of guidance material for safety management	Maintained
			A1.6.19 Support safety management implementation support, training, iPacks	Maintained
			A1.6.2 Manage, coordinate and administer AIG	Maintained
			A1.6.20 Facilitate the establishment and implementation of collaborative partnerships with external stakeholders and lead the promotion of safety management	New
			A1.6.21 Lead the development of Integrated Risk Management guidance material in collaboration with ATB	New
			A1.6.3 Develop standards and annex amendment for accident investigation in annex 13 (AIG)	Maintained
			A1.6.4 Develop standards and annex amendment for flight recorders in annex 6	Maintained
			A1.6.5 Implementation support including iPacks for AIG	Maintained
			A1.6.6 Manage the library of Final Reports and safety recommendations of Global Concern or addressed to ICAO including guidance material	Maintained
			A1.6.7 Produce RAIO/ICM guidance and support to RSCU	Maintained
			A1.6.8 Participation on request (by Council, UN or States) in investigations involving conflict of interest scenarios or heightened public attention	Maintained
			A1.6.9 Produce, amend and develop standards and guidance to provide assistance to accident victims and their families	Maintained

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A2. Enhanced confidence in aviation safety and security provided by universally recognized audit systems, as well as increased awareness of that system among aviation stakeholders, and compliance information about security related SARPs	A2.1.Improved ICAO monitoring function and enhanced information on the sustainability of States' safety and security oversight systems and compliance with ICAO security SARPs		A2.1.1 Manage, coordinate and provide internal administration	Modified
		USAP	A2.1.10 Manage activities related to Significant Security Concerns (SSECs)	Maintained
			A2.1.12 Build States capacity in performing oversight responsibilities, including the conduct of seminars	Maintained
			A2.1.14 Maintain USAP CMA quality control activities and procedures	Maintained
			A2.1.16 Pursue the strategic evolution of USAP CMA methodology, processes and tools (including SSG)	Maintained
			A2.1.18 Coordinate the Monitoring and Assistance Review Board (MARB)	Maintained
			A2.1.2 Manage, coordinate and provide internal administration	Modified
			A2.1.20 Manage Corrective Action Plans	Maintained
			A2.1.21 Manage the USAP auditor roster, including management of applications, training, OJT, and database	Maintained
			A2.1.30 Support planning and delivery of USAP CMA, and follow corrective action plans	Maintained
			A2.1.4 Monitor Member States through continuous monitoring approach, prioritization of States for USAP activities	Maintained
		USOAP	A2.1.6 Manage and conduct USAP auditing activities to determine States' level of effective implementation of the security related SARPs and the sustainability of their Aviation Security system	Maintained
			A2.1.8 Manage and conduct USAP CMA validation activities, including to confirm progress made by States in resolving SSECs	Maintained
			A2.1.11 Build States capacity in performing oversight responsibilities, including the conduct of seminar and workshops	Maintained
			A2.1.13 Maintain USOAP ISO 9001 certification	Maintained
			A2.1.15 Pursue the strategic evolution of USOAP CMA methodology, processes and tools	Maintained
			A2.1.17 Manage Corrective Action Plans (CAPs)	Maintained
			A2.1.19 Coordinate the Monitoring and Assistance Review Board (MARB)	Maintained
			A2.1.22 Manage the USOAP auditor roster, including management of applications, training, OJT, and database	Maintained
			A2.1.23 Support planning and delivery of USOAP CMA, and follow corrective action plans	Maintained
			A2.1.3 Monitor Member States through continuous monitoring approach, prioritization of States for USOAP activities	Maintained
			A2.1.37 Manage and conduct RRAP assessments	Maintained

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A2. Enhanced confidence in aviation safety and security provided by universally recognized audit systems, as well as increased awareness of that system among aviation stakeholders, and compliance information about security related SARPs	A2.1.Improved ICAO monitoring function and enhanced information on the sustainability of States' safety and security oversight systems and compliance with ICAO security SARPs	USOAP	A2.1.5 Manage and conduct USOAP auditing activities to determine States' level of effective implementation of SARPs and critical elements of Safety Oversight System and SSP implementation	Maintained
			A2.1.7 Manage and conduct USOAP CMA validation activities, including ICAO Coordinated Validation Missions (ICVM) and integrated validation activities (IVA) to confirm progress made by States	Maintained
			A2.1.9 Manage activities related to Significant Safety Concerns (SSCs)	Maintained
	A2.2. Enhanced secure online management system for data and information received from different sources on an ongoing basis to facilitate the monitoring of States and their interactive participation in Safety and Security oversight audit programmes	USAP	A2.2.2 Manage, coordinate and provide internal administration	Modified
			A2.2.3 Optimization and enhanced security and quality of online management systems of audit programmes through continuous improvements.	Maintained
			A2.2.6 Analyse Audit results to support Standard development and Implementation Support activities	Maintained
		USOAP	A2.2.1 Manage, coordinate and provide internal administration	Modified
			A2.2.4 Optimization and enhanced quality of online management systems of audit programmes (such as USOAP manager in the OLF) through continuous improvements.	Maintained
			A2.2.5 Manage Annex Manager and Electronic Filing of Differences (EFOD)	Maintained
A3. Improved robustness and sustainability of the global security system, including cybersecurity that facilitates the movement of people and goods by air through effective compliance with Security related SARPS				
	A3.1. Comprehensive and consolidated data provided by ICAO, States and industry related to security, including cybersecurity to support data driven processes and decisions		A3.1.1 Manage, coordinate and provide internal administration	Modified
			A3.1.10 Collect data from States, consolidate and analyze at regional level	Maintained
			A3.1.2 Development of a common secure AVSEC platform, open to States consolidating ICAO data on security including but not limited to the USAP-CMA OLF, AUID, POC, AVSECPaedia...	Modified
			A3.1.3 Ensure data are available on aviation-related security events including from controlled open-source systems	Maintained
			A3.1.4 Monitor and analysis of the global threat picture taking into account security incidents and occurrences	Maintained

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A3. Improved robustness and sustainability of the global security system, including cybersecurity that facilitates the movement of people and goods by air through effective compliance with Security related SARPS	A3.1. Comprehensive and consolidated data provided by ICAO, States and industry related to security, including cybersecurity to support data driven processes and decisions	Aviation Cybersecurity	A3.1.5 Monitor and analysis of the cyber threat picture taking into account information available and shared on incidents and occurrences	Maintained
	A3.2. Integrated analysis of data in support of the development and review of Strategic and Implementation Plans, SARP making and review process, and to guide the development of guidance material, assistance efforts and training materials		A3.2.1 Manage, coordinate and provide internal administration	Modified
			A3.2.2 Further develop technical and human capabilities to correlate data such as the ones collected from Regional Offices, audit programmes, risk information at global level	Maintained
			A3.2.3 Refine information sharing mechanisms on security between ICAO and States	Maintained
			A3.2.4 Collect data from States, consolidate and analyze at regional level	Modified
	A3.3. Aviation interests and security related actions within the UN System are coordinated and supported		A3.3.1 Manage, coordinate and provide internal administration	Modified
			A3.3.10 Coordinate and participate at regional activities and events with other international partners	Maintained
			A3.3.2 Jointly with CTED provide briefings to the UN Security Council Counter-Terrorism Committee on implementation of UNSCR 2309, 2396 and other related to aviation resolutions and provide support to high-level UN CT Strategy meetings	Maintained
		Aviation Cybersecurity	A3.3.3 Provide support to UN Global CT Coordination Compact Working Groups activities on security including border security and cybersecurity, risk management, emerging threats and critical infrastructure.	Maintained
			A3.3.5 Pursue partnerships with UNOCT and with other organizations that seek to improve compliance in border security and aviation security and cybersecurity areas	Maintained
		USAP	A3.3.4 Provide support to UNCTED in the implementation of UNSCR 1373 and CTC state visits UNSCR 1535	Maintained
	A3.4. Engagement and progress of the GAsEP global priority areas is monitored and the GAsEP is updated as needed		A3.4.1 Manage, coordinate and provide internal administration	Modified
			A3.4.10 Support States in GAsEP engagement and monitoring	Maintained
			A3.4.16 Develop operational guidance and tools (including developing seminars) for dedicated topics as aviation cybersecurity, risk management and risk assessment for civil aircraft near or over conflict zones	Maintained
			A3.4.17 Develop operational guidance and tools (including developing seminars) for dedicated topics as aviation cybersecurity, risk management and risk assessment for civil aircraft near or over conflict zones	Maintained

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A3. Improved robustness and sustainability of the global security system, including cybersecurity that facilitates the movement of people and goods by air through effective compliance with Security related SARPS	A3.4. Engagement and progress of the GAsEP global priority areas is monitored and the GAsEP is updated as needed	USAP	A3.4.2 Develop, implement and maintain a communication and roll-out strategy to ensure the GAsEP and its resources are known, understood and used by States and other stakeholders.	Maintained
			A3.4.3 Consider revision of the GAsEP to ensure it remains a valuable tool for States and it is fit for purpose at least once every three years	Maintained
			A3.4.4 Develop and maintain tools and resources to be used by States and stakeholders to progress towards the GAsEP aspirational goal, its milestones and the 6 global priorities every year	Maintained
		Aviation Cybersecurity	A3.4.15 Ensure coordination between the ICAO Cybersecurity Action Plan and the global plans, including the GAsEP	New
		Implementation Support	A3.4.5 Assist States through the delivery of the annual ICAO-sponsored AVSEC training programme, including the development and maintenance of ICAO aviation security training materials and the provision of ICAO-certified AVSEC instructors.	Maintained
			A3.4.6 Assist States through regional programmes, partnerships, projects and State-specific Aviation Security Improvement Plans (ASIPs), to implement Annex 17 SARPs, including resolving significant security deficiencies identified through the USAP.	Maintained
			A3.4.7 Intensify support for GAsEP implementation, including the development of security culture and human capability, and the enhancement of ICAO security-related assistance and training activities.	Maintained
	A3.5. Enhanced provisions and guidance material, pertinent to the existing risk context are developed, updated, and promoted		A3.5.1 Manage, coordinate and provide internal administration	Modified
			A3.5.11 Organize global and provide support to regional events to raise awareness on aviation security, cybersecurity and protection of air transport critical infrastructure	Maintained
			A3.5.2 Provide support for Assembly, Council, Council committees, Air Navigation commission in reviewing and updating SARPs, policies and procedures pertaining to security	Maintained
			A3.5.4 Support high-level meetings on security including aviation cybersecurity	Maintained
			A3.5.5 Support and coordinate meetings and operations of the aviation security Panel (AVSECP) and related working groups and task forces	Maintained
			A3.5.8 Streamline internal and external communication processes for security, providing contents and taking initiatives to promote ICAO's work in security	Maintained
			A3.5.9 Organize global and provide support to regional events to raise awareness on aviation security, cybersecurity and protection of air transport critical infrastructure	Maintained
		Aviation Cybersecurity	A3.5.10 Support and coordinate meetings and operations of the cybersecurity Panel (CYSECP) and related working groups and task forces	Maintained

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A3. Improved robustness and sustainability of the global security system, including cybersecurity that facilitates the movement of people and goods by air through effective compliance with Security related SARPS	A3.5. Enhanced provisions and guidance material, pertinent to the existing risk context are developed, updated, and promoted	Aviation Cybersecurity	A3.5.3 Provide support for Council, Council committees (ASC, AHCCC), Air Navigation Commission in reviewing and updating SARPs and procedures pertaining to aviation cybersecurity across all aviation domains	Maintained
			A3.5.6 Support and coordinate meetings and operations of the cybersecurity Panel (CYSECP) and related working groups and task forces	Maintained
		Innovation	A3.5.7 Monitor innovative developments in aviation and in security and develop guidance on the impact on security.	Maintained

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B1. Achieved agreement on the ICAO environmental certification Standards with reduced environmental impact of international civil aviation emissions on local air quality and climate change, and reduced number of people affected by significant aircraft noise				
	B1.1. Advanced ICAO policies, regulatory frameworks SARPs and guidance for implementation of innovative solutions on Aircraft Noise, and Emissions that impact local air quality and Climate Change		B1.1.1 Manage, coordinate and provide internal administration	Modified
			B1.1.2 Support Council and CAEP in reviewing and updating SARPs on Noise in Annex 16, Volume I and associated Environmental Technical Manual, Volume I and other relevant guidance	Modified
			B1.1.3 Support Council and CAEP in reviewing and updating SARPs on LAQ in Annex 16, Volume II and associated Environmental Technical Manual, Volume II and other relevant guidance	Modified
			B1.1.4 Support Council and CAEP in reviewing and updating SARPs on CO2 in Annex 16, Volume III and associated Environmental Technical Manual, Volume III and other relevant guidance	Modified
	B1.2. Enhanced leadership of ICAO for addressing all aviation environmental issues, including UN cooperation and outreach provided.		B1.2.1 Manage, coordinate and provide internal administration	Modified
			B1.2.10 Represent ICAO in the regional meetings and events organized by other UN and international organizations of relevance to aviation and the environment	Modified
			B1.2.2 Follow-up and provide inputs to the UNFCCC and other UN bodies (e.g. UNEP, IMO, UNDP, WHO, WMO), including ICAO statements, submissions and side events, in particular on the topics of carbon markets, climate financing and aviation taxation	Modified
			B1.2.3 Contribute to UN-wide environmental initiatives and groups (e.g., UN Environment Management Group, UN Climate Neutral Initiative) including the use of ICAO Carbon Emissions Calculator and other tools	Modified
			B1.2.4 Increase partnerships with the industry and other stakeholders for the aviation cleaner energy transition and other transformative actions for the LTAG implementation	Modified
			B1.2.5 Develop material and outreach on ICAO's activities and achievements on environment (e.g., environment reports, newsletters, symposia, and seminars) to States and all other stakeholders	Modified
	B1.3. Increased focus on just-transition and emerging environmental areas		B1.3.1 Manage, coordinate and provide internal administration	Modified
			B1.3.2 Undertake studies and facilitate the exchange of best practices through seminars/workshops and publications on emerging environmental areas, in cooperation with States, industry and other relevant UN bodies and organizations	Modified

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B1. Achieved agreement on the ICAO environmental certification Standards with reduced environmental impact of international civil aviation emissions on local air quality and climate change, and reduced number of people affected by significant aircraft noise	B1.3. Increased focus on just-transition and emerging environmental areas	Programme	B1.3.3 Explore possible policy and guidance on emerging environmental areas, such as on the topic of single-use plastics, in cooperation with States, industry and other relevant UN bodies and organizations	New
	B1.4. Increased focus on the science of climate change.		B1.4.1 Manage, coordinate and provide internal administration	Modified
			B1.4.2 Undertake studies and facilitate the exchange of best practices through seminars and publications, on the scientific understanding of aviation's climate change impacts, in cooperation with States, industry and other relevant UN bodies and organizations	Modified
			B1.4.3 Explore possible policy and guidance on the scientific understanding of aviation's climate change impacts, in cooperation with States, industry and other relevant UN bodies and organizations	New
B2. Reduced CO2 emissions in international civil aviation through the use of ICAO regulatory frameworks, implementation support, and the facilitating of access to financing, toward the global cleaner energy transition, the achievement of the LTAG, and enhancing the capability of monitoring and tracking of the global progress				
	B2.1. Enhanced support to the development, update and implementation of ICAO Regulatory Frameworks toward the achievement of the collective global aspirational Vision, and the LTAG of net-zero carbon emissions by 2050.	LTAG implementation and monitoring	B2.1.1 Manage, coordinate and provide internal administration	Modified
			B2.1.2 Support Council and CAEP in accelerating the analysis and approval of life cycle values for new fuel sources and pathways, while ensuring environmental integrity in line with CORSIA requirements	Modified
			B2.1.3 Enhance the ICAO's data and modelling capability for advancing SAF, LCAF and other aviation cleaner energies to facilitate the global production in all regions	Modified
			B2.1.4 Support Council and CAEP in accelerating the development and approval of new Sustainability Certification Schemes (SCS) in all regions, while ensuring environmental integrity in line with CORSIA requirements	Modified
			B2.1.5 Support Council and CAEP in updating the ICAO guidance on potential policies and approaches for the development, production and deployment of SAF, LCAF and other aviation cleaner energies, as well as associated Rules of Thumb	Modified
			B2.1.6 Promote green airports (e.g. ICAO Green Airport Seminars every two years) which play a critical role as the energy infrastructure hub to support aviation's cleaner energy transition	Modified

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B2. Reduced CO2 emissions in international civil aviation through the use of ICAO regulatory frameworks, implementation support, and the facilitating of access to financing, toward the global cleaner energy transition, the achievement of the LTAG, and enhancing the capability of monitoring and tracking of the global progress	B2.2. Enhanced support to the establishment, and implementation of ICAO Assistance, and Capacity-building and Training (ACT) programmes toward the achievement of the collective global aspirational Vision, and the LTAG of net-zero carbon emissions by 2050.	ACT-SAF and ACT-LTAG	B2.2.1 Manage, coordinate and provide internal administration	Modified
			B2.2.10 Promote and support the development and production of SAF, LCAF, and other aviation-cleaner energies in the region, including through seminars and workshops, under ACT-SAF programme	
			B2.2.2 Update and conduct training series on existing topics and develop new training on emerging topics, in partnerships and cooperation with ACT-SAF programme partners	Modified
			B2.2.3 Organize seminars and share best practices, and develop outreach materials, to promote SAF, LCAF and other aviation cleaner energies, in partnerships and cooperation with ACT-SAF programme partners	Modified
			B2.2.4 Support the development of SAF feasibility studies and business cases (and associated templates), with contributions of resources to ICAO ENV Fund in support of ACT-SAF programme	Modified
			B2.2.5 Extend the ACT-SAF programme to add support to the implementation of other emissions reduction measures (e.g. aircraft technology, operation) as an ACT-LTAG programme	Modified
	B2.3. Enhanced support to the establishment and implementation of ICAO Climate Financing initiatives and/or funding mechanisms toward the achievement of the collective global aspirational Vision, and the LTAG of net-zero carbon emissions by 2050	FINVEST Hub	B2.3.1 Manage, coordinate and provide internal administration	Modified
			B2.3.2 Undertake advocacy and outreach by organizing dialogues with States and stakeholders regarding financing needs, and identifying opportunities to increase the allocation of public and private capital to aviation decarbonization projects	Modified
			B2.3.5 As a result of the study on the consideration of the establishment of a climate finance initiative of funding mechanism under ICAO, any further action will be considered after the 2025 Assembly	Modified
			B2.3.3 Operationalize the Finvest Hub, by exploring possible options including in-house developments or partnerships with Financing Platforms of other organizations, to facilitate financial access to aviation decarbonization project proposals	Modified
			B2.3.4 Work together with States and other stakeholders to develop aviation decarbonization project proposals to facilitate their financial access under the Finvest Hub, and monitor the progress	Modified

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B2. Reduced CO2 emissions in international civil aviation through the use of ICAO regulatory frameworks, implementation support, and the facilitating of access to financing, toward the global cleaner energy transition, the achievement of the LTAG, and enhancing the capability of monitoring and tracking of the global progress	B2.4. Enhanced monitoring of the progressive achievement of the collective global aspirational Vision, utilizing SAF, LCAF and other aviation cleaner energies, and the collective LTAG of net-zero carbon emissions by 2050.	LTAG implementation and monitoring	B2.4.1 Manage, coordinate and provide internal administration	Modified
			B2.4.2 Support Council and CAEP in developing and updating the LTAG Monitoring and Reporting (LMR) methodologies, including methodologies for monitoring all aspects of the Global Framework implementation	Modified
			B2.4.3 Support Council and CAEP on a study of fuel accounting systems for international aviation, to be followed by possible development/update of necessary ICAO regulatory frameworks	Modified
			B2.4.4 Develop a possible ICAO IT platform to integrate the monitoring of the Global Framework and LTAG implementation (e.g. ICAO Cleaner Energy Central Registry: CFCR) with possible adjustments of existing systems	New
			B2.4.5 Convene CAAF/4 no later than 2028, with a view to updating the cleaner energy Vision and Global Framework on the basis of developments in all regions	New
	B2.5. Enhanced monitoring of environment-driven innovations, and stock-taking of aviation CO2 reductions measures through technology, operations and cleaner energy sources.	LTAG implementation and monitoring	B2.5.1 Manage, coordinate and provide internal administration	Modified
			B2.5.2 Organize annual ICAO LTAG Stocktaking events, including the monitoring of latest environment-driven innovations and CO2 reduction measures	Modified
			B2.5.3 Update existing ICAO Tracker Tools (on technology, operations and cleaner energies) and develop additional tools for emerging topics	Modified
			B2.5.4 Gather, compile and analyze the data from the ICAO Tracker Tools (on technology, operations and cleaner energies, etc.), aiming to assist in monitoring progress toward achieving the Global Framework and the LTAG	Modified
			B2.5.5 Gather, compile and analyse the data from the State Action Plans submitted, aiming to assist in monitoring progress toward achieving the Global Framework and the LTAG	Modified
			B2.5.6 Monitor the implementation of the Global Air Navigation Plan (GANP) to contribute to fuel burn reduction and lower carbon emissions	New
	B2.6. Enhanced monitoring on the provision of implementation support and financing to aviation CO2 reductions measures.	LTAG implementation and monitoring	B2.6.1 Manage, coordinate and provide internal administration	Modified
			B2.6.10 Support for the development and update of State Action Plans (SAP), including through seminars and workshops, and regular contacts with SAP Focal Points in the region	Modified
			B2.6.2 Organize annual ICAO LTAG Stocktaking events, including the monitoring of implementation support and financing	New
			B2.6.3 Update existing ICAO Tracker Tools (on implementation support and financing) and develop additional tools for emerging topics	New

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B2. Reduced CO2 emissions in international civil aviation through the use of ICAO regulatory frameworks, implementation support, and the facilitating of access to financing, toward the global cleaner energy transition, the achievement of the LTAG, and enhancing the capability of monitoring and tracking of the global progress	B2.6. Enhanced monitoring on the provision of implementation support and financing to aviation CO2 reductions measures.	LTAG implementation and monitoring	B2.6.4 Gather, compile and analyse the data from the ICAO Tracker Tools (on implementation support and financing), aiming to assist in monitoring progress toward achieving the Global Framework and the LTAG	New
			B2.6.5 Update the ICAO guidance, interactive web-portal and tools, and provide assistance for the development and update of State Action Plans (SAP)	Modified
B3. Increased emissions coverage and environmental integrity of CORSIA to meet the carbon neutral growth goal, with additional States that participate in the scheme every year				
	B3.1. Advanced and robust implementation of the Carbon Offsetting and Reduction Scheme for International Aviation Framework (CORSIA)		B3.1.1 Manage, coordinate and provide internal administration	Modified
		ACT-CORSIA	B3.1.10 Support for the robust implementation of CORSIA, including through seminars and workshops, and regular contacts with CORSIA Focal Points in the region	Modified
			B3.1.8 Continue to support States through ACT-CORSIA programme, such as for the reporting of CORSIA eligible fuels and eligible emissions units, in partnerships and cooperation with ACT-CORSIA partners	Modified
			B3.1.9 Continue to encourage additional States to voluntarily participate in CORSIA	Modified
		Corsia implementation	B3.1.2 Support Council and CAEP in reviewing and updating SARPs on CORSIA in Annex 16, Volume IV, associated Environmental Technical Manual, Volume IV	Modified
			B3.1.3 Support Council and CAEP in updating the CORSIA CO2 Estimation and Reporting Tool (CERT)	Modified
			B3.1.4 Maintain and update the CORSIA Central Registry (CCR), and compile CO2 emissions and other data submitted by States and publish relevant documents on CORSIA website	Modified
			B3.1.5 Adjust the CCR, as needed, in light of the LMR methodologies and possible ICAO regulatory frameworks	Modified
			B3.1.6 Support Council and CAEP in undertaking the CORSIA periodic reviews	Modified
			B3.1.7 Update relevant ICAO policies and regulatory frameworks in light of the CORSIA periodic reviews	Modified
		Corsia implementation	B3.2.1 Manage, coordinate and provide internal administration	Modified

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B3. Increased emissions coverage and environmental integrity of CORSIA to meet the carbon neutral growth goal, with additional States that participate in the scheme every year	B3.2. Increased efforts to the supply of CORSIA-eligible fuels and CORSIA-eligible emissions units, while ensuring their quality meets the agreed criteria	Corsia implementation	B3.2.2 Support Council and CAEP in maintaining and updating the ICAO sustainability criteria for CORSIA eligible fuels, and increasing the assessment and supply of CORSIA eligible fuels, while ensuring their quality to meet the criteria	Modified
			B3.2.3 Support Council, CAEP and TAB in maintaining and updating the ICAO emissions unit criteria for CORSIA eligible emissions units, and increasing the assessment and supply of CORSIA eligible emissions units, while ensuring their quality to meet the criteria	Modified
B4. Ensured future resilience of air transport by adapting its infrastructure and operations to the consequences of climate change.				
	B4.1. Increased efforts on improved risk assessments of extreme climate events impacting aviation and climate change adaptation plans, and more resilient infrastructure.		B4.1.1 Manage, coordinate and provide internal administration	Modified
			B4.1.10 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	Modified
			B4.1.2 Undertake studies, facilitate the exchange of best practices through seminars and publications, regarding climate change adaptation and resilience, in cooperation States, industry and other relevant UN bodies and international organizations	Modified
			B4.1.3 Support Council and CAEP in developing and updating further necessary guidance for States on the climate change risk assessment and adaptation measures to aviation operations and infrastructure resilience	Modified
		Crisis preparedness and response optimization	B4.1.4 Contribute to the crisis preparedness and response optimization, on matters related to climate change risk and adaptation measures	Modified

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C1. Achieved air navigation performance improvements in all Regions as well as over high Seas				
	C1.1. Coordinated global and regional air navigation plan implementation and enhanced civil aviation collaboration through continuous engagement and support to national plans		C1.1.1 Manage, coordinate and provide internal administration	Modified
		AAM/new entrants (includes RPAS, UAS, etc)	C1.1.10 Address flight rules and airspace classification matters	Maintained
		Implementation Support	C1.1.11 Support African States in the development and implementation of their National Air Navigation Plans through the AFI Plan program	Maintained
			C1.1.2 Support the implementation of the GANP initiatives through the regional Air Navigation Plans and their amendments, and promote national Air Navigation Plans	Maintained
			C1.1.9 Coordinate the regional plans for air navigation improvements	Maintained
	C1.2. Enhanced policies, provisions and implementation support to enable air navigation performance improvement		C1.2.1 Manage, coordinate and provide internal administration	Modified
			C1.2.2 Address the safe integration of space transport operations into the airspace system	Maintained
		Active and emerging aviation safety risk	C1.2.16 Support initiatives and provisions on datalink (ANB/ATM)	Maintained
			C1.2.17 Develop SARPs and PANS to enhance aerodrome capacity and efficiency to accommodate increasing traffic (ANB/AOI)	Maintained
			C1.2.18 Develop SARPs and PANS to enhance meteorological services to support operational decision making (ANB.AOI)	Maintained
			C1.2.21 Support global meteorological services (WAFS, IAWW/VAAC, TCAC, space weather centers)	Maintained
		Air Navigation Performance improvement	C1.2.10 Develop guidance material for ATM	Maintained
			C1.2.11 Develop standards, annex amendment and PANS for ATM	Maintained
			C1.2.13 Coordinate with Member States on airspace matters	Maintained
			C1.2.14 Support initiatives and provisions on ATFM (ANB/ATM)	Maintained
			C1.2.15 Support initiatives and provisions on TBO (ANB/ATM)	Maintained
			C1.2.19 Develop guidance material for aerodromes and meteorology (ANB/AOI)	Maintained
			C1.2.20 Promote transition from legacy product-centric services to meteorological information services (e.g. hazardous weather information service, aerodrome observation /forecast information service)	New
			C1.2.3 Coordinate Air Navigation performance improvements at the regional level, including through PIRG meetings and actions, and coordinate the resolution of regional Air Navigation deficiencies	Maintained
		Implementation Support	C1.2.12 Develop training and iPacks for ATM	Maintained
	C1.3. Improved ICAO monitoring function and enhanced information currency related to Air Navigation performance.	Air Navigation Performance improvement	C1.3.1 Manage, coordinate and provide internal administration	Modified
			C1.3.2 Monitor air navigation performance, including feasibility study	New

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C1. Achieved air navigation performance improvements in all Regions as well as over high Seas	C1.4. Established framework for development of AAM and integration of new entrants in the aviation sector	AAM/new entrants (includes RPAS, UAS, etc)	C1.4.1 Manage, coordinate and provide internal administration	Modified
			C1.4.10 Develop and update SARPs, PANS and guidance material for RPAS, UAS and AAM operations	Maintained
			C1.4.11 Develop a strategy and roadmap for AAM	Maintained
			C1.4.12 Develop and update necessary provisions and guidance material for Advanced Air Mobility	Maintained
			C1.4.13 Develop and update provisions and guidance material for Unmanned Aircraft Systems	Maintained
			C1.4.14 Develop and update provisions and guidance material for Unmanned Aircraft System Traffic Management	Maintained
			C1.4.15 Support the establishment of partnerships and cooperation with UN Agencies and other stakeholders to support safe development of RPAS, UAS and AAM operations	New
			C1.4.16 Support the delivery of events raising awareness of ICAO activities supporting the safe development of RPAS, UAS and AAM operations	Maintained
			C1.4.17 Support the development of awareness, training and capacity-building tools for RPAS, UAS, UTM and AAM	Maintained
			C1.4.2 Provide framework and address issues related to Higher Airspace Operations	Maintained
			C1.4.3 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	Modified
C2. Adequate response is delivered to all civil aviation crises, and awareness is established among aviation and non-aviation stakeholders				
	C2.1. Framework for crisis management and response provided and implemented	Crisis preparedness and response optimization	C2.1.1 Manage, coordinate and provide internal administration	Modified
			C2.1.10 Support outreach to States to promote the implementation of the HLCC Recommendations	Modified
			C2.1.17 Prepare for, and deliver, responses for crisis involving airspace (ANB/ATM)	New
			C2.1.18 Establish a framework for ICAO preparation and response to crisis	New
			C2.1.2 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed	Modified
C3. Enhanced global facilitation in air transport across Member States.				
	C3.1. Enhanced national and international coordination on facilitation matters		C3.1.1 Manage, coordinate and provide internal administration	Modified
			C3.1.10 Coordinate and participate at regional Facilitation related activities and events with other international partners	Maintained

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C3. Enhanced global facilitation in air transport across Member States.	C3.1. Enhanced national and international coordination on facilitation matters	Crisis preparedness and response optimization	C3.1.2 Develop templates for legislation, regulations, policies and plans to assist aircraft accident victims and their families	New
			C3.1.3 Develop an ICAO Strategy and Compendium of regulations, statutes, and policies relating to accessibility in aviation	New
			C3.1.4 Develop a template for a national aviation plan in preparation for an outbreak of a communicable disease posing a public health risk of international concern	Modified
			C3.1.5 Identify themes in how organizations plan for the delivery of family assistance, including the identification of any best practices, or gaps in approaches to family assistance to develop best practices on insurance	New
			C3.1.6 Assist States in implementing the Facilitation of operational measures related to the COVID-19 pandemic (CART and HLCC recommendations) and beyond and promote cooperation between States and with industry and monitor the progress of implementation	New
	C3.2. Enhanced development and support for implementation of Annex 9 Facilitation provisions		C3.2.1 Manage, coordinate and provide internal administration	Modified
			C3.2.10 Conduct meetings as required of the Facilitation Panel, and expert working groups	Maintained
			C3.2.11 Develop a unified framework to improve the effectiveness of global management of public health risk in aviation together with relevant stakeholders in order to enhance National Coordination and International Cooperation	Maintained
			C3.2.12 Support the implementation of Facilitation capacity building initiatives and support outreach to States in development of National Air Transport Facilitation Programmes and establishment of national Air Transport Facilitation Committees	Maintained
			C3.2.2 Update and refine the facilitation regulatory and policy framework with ICAO expert groups and in coordination with relevant international organizations.	Maintained
			C3.2.3 Review and develop facilitation policy material in coordination with ICAO expert groups	Modified
			C3.2.4 Provide support for Assembly, Council, Council Committees, high-level aviation Facilitation meetings	Modified
			C3.2.5 Assist States in their efforts to implement Annex 9 SARPs and to build required capacities, capabilities and infrastructure, particularly through provision of targeted support based on continuous monitoring	Maintained
			C3.2.6 Conduct a study and assessment of Advance Passenger Information and Passenger Name Record implementation gaps	New
			C3.2.7 Develop a global strategy on Facilitation capacity building, a communication strategy to improve outreach to Member States and identify gaps and States Needs	Modified
			C3.2.8 Develop content and Conduct Regional Facilitation Implementation Seminars on domestication of Annex 9 provisions	Modified
			C3.2.9 Design an appropriate auditing framework for the implementation of Annex 9 SARPs	New

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C3. Enhanced global facilitation in air transport across Member States.	C3.2. Enhanced development and support for implementation of Annex 9 Facilitation provisions	Implementation Support	C3.2.19 Develop and implement Facilitation related technical support projects and activities under the AFI SECFAL Plan	Maintained
	C3.3. Enhanced national and international action ensuring the integrity of traveller identification and border control programmes		C3.3.1 Manage, coordinate and provide internal administration	Modified
			C3.3.12 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	Maintained
		Traveller Identification Programme (TRIP)	C3.3.10 Managing and Administering the PKD program, procurement activities, contract management, financial management, stakeholder management.	Modified
			C3.3.11 Managing and coordinating PKD governance and mandated system development and maintenance work.	Modified
			C3.3.2 Strengthen and implement the ICAO Traveller Identification Programme (TRIP) Strategy.	Modified
			C3.3.3 Develop and update travel document specifications, policies on evidence of identity, Machine Readable Travel Documents (MRTDs), inspection systems and tools.	New
			C3.3.4 Develop, review and update guidance material on evidence of identity, Machine Readable Travel Documents (MRTDs), inspection systems and tools.	Modified
			C3.3.5 Develop a framework for a Doc 9303 Compliance Programme, in terms of test methodologies, accredited test centers and related governance and oversight mechanisms.	Modified
			C3.3.6 Develop current and future use cases for ICAO Data Structure on Barcodes (IDB), and a Border Control and Law Enforcement Engagement Strategy	Modified
			C3.3.7 Conduct meeting of the ICAO Technical Advisory Group on Traveller Identification (TAG/TRIP) every 18 months, and TAG/TRIP expert working groups- NTWG, ICBWG as required.	Maintained
			C3.3.8 Provide capacity building initiatives through workshops and seminars and conduct yearly a Traveller Identification Programme symposium.	Modified
			C3.3.9 Engaging in stakeholder outreach, liaison and knowledge enhancement, promote participation and ensure active use of all system capabilities by program participants.	Modified

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
D1. Enhanced Effective Implementation (EI) rate across all ICAO regions, including in the lowest domains, facilitating a level playing field and equal opportunity for international civil aviation, and achieving a minimum global average				
	D1.1. Enhanced governance practices related to development of State legal and regulatory framework in full compliance with SARPs	Implementation Support	D1.1.1 Manage, coordinate and provide internal administration	Modified
			D1.1.2 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	New
			D1.1.3 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	New
	D1.2. Increased coordination to support States to share resources, participate in regional efforts and build capacity	Implementation Support	D1.2.1 Manage, coordinate and provide internal administration	Modified
			D1.2.10 Develop and implement projects and activities under HRDF to enhance aviation professional capacity of African States	New
			D1.2.2 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIO's to enhance support to their Member States	New
			D1.2.3 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIO's to enhance support to their Member States	Modified
	D1.3. Enhanced, accessible and efficient application of implementation support projects and activities across all civil aviation domains	Implementation Support	D1.3.1 Manage, coordinate and provide internal administration	Modified
			D1.3.2 Identify potential new Implementation Support opportunities	Maintained
			D1.3.3 Analyze the relevance of new Implementation Support opportunities and decide on a corresponding plan of action	Modified
			D1.3.4 Identify follow up actions on current and new Implementation Support opportunities	Modified
			D1.3.5 Strengthen risk assessment and monitoring regarding the implementation of implementation support projects and activities	Modified
D2. Increased percentage of Member States' needs addressed, in response to ICAO audit activities, Plans and Provisions, by facilitating a level playing field and equal opportunity for international civil aviation				
	D2.1. Enhanced, accessible and guided ICAO training to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy	TRAINAIR	D2.1.1 Manage, coordinate and provide internal administration	Modified
			D2.1.2 Leverage available resources, such as new technology, up-to-date subject matter expertise and enhanced collaboration with Bureaux to increase training production	Maintained

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
D2. Increased percentage of Member States' needs addressed, in response to ICAO audit activities, Plans and Provisions, by facilitating a level playing field and equal opportunity for international civil aviation	D2.1. Enhanced, accessible and guided ICAO training to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy	TRAINAIR	D2.1.3 Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions	Maintained
			D2.1.4 Consolidate and expand GAT network of partners under the TPP framework across all regions, providing courses in all ICAO languages	Maintained
	D2.2. Enhanced portfolio of ICAO solutions to better serve Member States	Implementation Support	D2.2.1 Manage, coordinate and provide internal administration	Modified
			D2.2.2 Develop new set of Implementation Packages (iPacks) in coordination with Bureaux	Maintained
			D2.2.3 Develop new implementation support products and services in coordination with Bureaux	Maintained
	D2.3. Enhanced direct assistance to States, across all Strategic Goals, to facilitate achievement of benefits, especially in developing States	Implementation Support	D2.3.1 Manage, coordinate and provide internal administration	Modified
			D2.3.2 Develop action plans to secure funding from international donors, financial institutions, and Member States	Modified
			D2.3.3 Prioritize needs to ensure efficient resource allocation and equitable support for States	Modified
			D2.3.4 Establish coordination mechanisms with other international organizations, and industry stakeholders to harmonize Implementation Support efforts	Modified

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
E1. Enhanced international air law framework through the entry into force and universal acceptance of international air law instruments and compliance by Member States of their obligations under those instruments, and the progressive development of relevant instruments and guidance material fostering a more responsive and adaptable legal framework for the aviation sector.				
	E1.1. Assistance to States on international air law framework provided	International Air Law	E1.1.1 Manage, coordinate and provide internal administration	Modified
			E1.1.2 Assistance to States activities to promote the universal acceptance, ratification and implementation of international air law instruments	Modified
			E1.1.3 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	Modified
	E1.2. Facilitation to States on codification and/or progressive development of international air law instruments and guidance material provided	International Air Law	E1.2.1 Manage, coordinate and provide internal administration	Modified
			E1.2.2 Research, study and development project to facilitate the codification and/or progressive development of international air law and the preparation of international air law instruments and guidance material through the Legal Committee	Modified

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
F1. Improved competitiveness, economic efficiency, and productivity of air transport among States				
	F1.1. Foster enhanced capabilities of States to maximize the utility of aviation data/statistics and long-term traffic forecasts	Air Transport Economic Development	F1.1.1 Manage, coordinate and provide internal administration	Modified
			F1.1.10 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	Maintained
			F1.1.2 Collect, analyze and disseminate aviation data/statistics under the ICAO big data platforms and framework	Maintained
			F1.1.3 Update long-term traffic forecasts and harmonize databases in support of aviation development, air navigation planning and environmental economics work	Maintained
			F1.1.4 Provide reporting of aviation data to the UN by ICAO as custodian agency for the UN SDG 9.1.2	Maintained
			F1.1.5 Update forecasts of licensed personnel requirements to support NGAP programme provision of personnel data by gender in support of the Gender Equality Programme as available with regards to statistical requirements	Maintained
			F1.1.6 Enhance skills of States to implement and manage aviation-related big data solutions and take stock of innovations in support of data-driven policies	Maintained
			F1.1.7 Develop business analysis tools to maximize the utility of data through visualization.	Maintained
	F1.2. Measurement of direct, indirect and induced impacts of civil aviation activity on national economies, and economic analysis studies to meet the policy formulation and planning needs of States	Air Transport Economic Development	F1.2.1 Manage, coordinate and provide internal administration	Modified
			F1.2.10 Support the measurement of aviation's economic impacts by facilitating regular communication with regional economic and aviation stakeholders to ensure alignment with policy formulation and planning needs.	Maintained
			F1.2.2 Conduct surveys and disseminate licensed aviation personnel data by gender	Maintained
			F1.2.3 Develop methodologies and data sources for arriving at a global aviation competitiveness index	Maintained
			F1.2.4 Conduct analysis and economic studies on the industry for the Organization, States and other stakeholders	Maintained
			F1.2.5 Evaluate economic contribution and benefits of aviation (including safety and air navigation improvement) by using refined methodologies.	Maintained
	F1.3. Promotion and support of Regional or expanded collaborative agreements or mechanisms to support air navigation facilities and services.	Joint financing	F1.3.1 Manage, coordinate and provide internal administration	Modified

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F1. Improved competitiveness, economic efficiency, and productivity of air transport among States	F1.3. Promotion and support of Regional or expanded collaborative agreements or mechanisms to support air navigation facilities and services.	Joint financing	F1.3.2 Facilitate cooperation and coordination between service providers and within the Organization to support the drafting of Agreements, while considering the potential benefits and challenges of the regional or collaborative agreements.	Maintained
F2. Supported economic growth and development through the expansion of the global civil aviation industry while increasing compliance with ICAO air transport policies and guidance				
	F2.1. Facilitate the development of a sound and economically viable aviation system that contributes to the economic development and Gross Domestic Product (GDP) of States.	Air Transport Economic Development	F2.1.1 Manage, coordinate and provide internal administration	Modified
			F2.1.10 Cooperate with int/regional organizations and other stakeholders, including participation in relevant fora addressing AT matters to promote and enhance States' capabilities on good regulatory practices and governance of their national AT systems.	Maintained
			F2.1.2 Conduct a comprehensive survey of States' appetite, willingness and regulatory readiness for a Convention on Foreign Investment in Airlines.	New
			F2.1.3 Review and update the draft Air Transport Strategic Planning Document taking into consideration developments in the global air transport field.	Modified
			F2.1.4 Provide support for governing bodies of ICAO and coordinate with relevant committees, panels and working bodies within the Organization	Maintained
			F2.1.5 Promote and enhance role of ICAO in both global and regional, and financial and economic communities to support the ICAO NCLB initiatives to contribute to the UN Sustainable Development Goals (SDGs).	Maintained
			F2.1.7 Address emerging issues of global importance and various aspects of air transport , including economic aspects of innovation, through economic analyses and other activities, in cooperation with other international organizations	Maintained
			F2.1.8 Facilitate States' air services negotiations and provide an exchange forum for States and aviation stakeholders to reduce regulatory costs	Maintained
			F2.1.9 Provide tools to enhance transparency of air transport regulatory framework and development.	Maintained
	F2.2. Development and update of policy and guidance to support States' economic regulation and oversight, to remove operating regulatory constraints, improve air connectivity and create a competitive business environment, with increased transparency and consumer choices.	Air Transport Economic Development	F2.2.1 Manage, coordinate and provide internal administration	Modified
			F2.2.10 Support the sustainable development of an economically viable and resilient civil aviation system through the promotion of ICAO policies, guidance and events, as well as monitor and report significant developments related to air transport matters.	Maintained

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
F2. Supported economic growth and development through the expansion of the global civil aviation industry while increasing compliance with ICAO air transport policies and guidance	F2.2. Development and update of policy and guidance to support States' economic regulation and oversight, to remove operating regulatory constraints, improve air connectivity and create a competitive business environment, with increased transparency and consumer choices.	Air Transport Economic Development	F2.2.2 Develop and update air transport policy and guidance in line with ICAO's Long-Term Vision for International Air Transport Liberalization and lead the international community in cooperation with tourism and trade sectors.	Maintained
			F2.2.3 Review the Template Air Service Agreement (TASA) and establish procedures for continuous updates of the document.	New
			F2.2.4 Provide guidance and assistance in assessing the need for guidance on the economic regulation of international operations of unmanned aircraft systems, including coordination with relevant entities.	Maintained
			F2.2.5 Monitoring of States' compliance with Article 15 of the Chicago Convention, including related challenges, in support of improving understanding and compliance.	New
	F2.3. Foster better understanding by States of the benefits and challenges of liberalization, in particular opening market access, with the view of achieving a multilateral approach at the appropriate time	Air Transport Economic Development	F2.3.1 Manage, coordinate and provide internal administration	Modified
			F2.3.2 Identify barriers to market access through data collection and analysis in support of policy formulation	New
			F2.3.3 Develop and update courses on economic regulation of air transport	New
	F2.4. Improved efficiency in the management of airports and air navigation services, with sustainable funding and financing for the development and modernization of civil aviation infrastructure commensurate with the level of predicted traffic growth.	Air Transport Economic Development	F2.4.1 Manage, coordinate and provide internal administration	Modified
			F2.4.10 Support States in the development of financing systems for aviation infrastructure that comply with ICAO policies and guidance, and ensure resources are available to implement safe and efficient infrastructure modernization.	Modified
			F2.4.2 Update policies and guidance for economics and management of airports and air navigation services	Maintained
			F2.4.3 Develop and update guidance on funding and financing of aviation infrastructure and operations, including business case analysis and the cost recovery for the provision of the aeronautical meteorological (MET) services.	Maintained
			F2.4.4 Conduct in-depth analysis on the economic aspects of the operations of unmanned aircraft systems and develop potential funding and financing mechanisms to support its operations.	Maintained
			F2.4.5 Facilitate States' access to financial resources for investments in air connectivity and infrastructure improvements as well as to deal with emergency situations	Maintained
			F2.4.6 Conduct a global survey on sustainable funding mechanisms for oversight functions of CAAs in support of policy and guidance formulation	New

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
F2. Supported economic growth and development through the expansion of the global civil aviation industry while increasing compliance with ICAO air transport policies and guidance	F2.4. Improved efficiency in the management of airports and air navigation services, with sustainable funding and financing for the development and modernization of civil aviation infrastructure commensurate with the level of predicted traffic growth.	Air Transport Economic Development	F2.4.7 Develop high-level definitions, guidance and common practices to enhance States' capabilities to perform economic oversight	New

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
Not Available				
	HPE1.1. Enhanced organizational efficiency to ensure the greatest possible efficiency and effectiveness in the operations of ICAO to meet the strategic goals, including Human Resource Management, Digitalization, Financial Management, Multilingualism, Governance and Accountability, and Business Operations and process management	ICAO Continuous Organizational Improvement (COI)	HPE1.1.1 Enterprise Risk Management Platform	Maintained
			HPE1.1.11 Implementation of Cost Recovery Policy	New
			HPE1.1.12 Implementation of Accountability Framework	New
			HPE1.1.2 Customer Relations Management/Event Management System (customer service, Resource Mobilization, States Data management, 360 Customer Profiles)	Maintained
			HPE1.1.3 Competency Framework (Technical)	Modified
			HPE1.1.4 Design Talent mobility and career development initiatives (including Talent Market Place)	Modified
			HPE1.1.5 Design Succession planning initiatives	Maintained
			HPE1.1.6 Quantum ERP evolution	Modified
			HPE1.1.7 CPMR evolution	Modified
			HPE1.1.8 Service Management (phase 2 & 3)	Modified
			HPE1.1.9 EBPM evolution (including knowledge management)	New
	HPE2.1. Enhanced ICAO's role to assist Members States to benefit from innovation in the aviation sector; and enhanced identification and implementation of innovations to increase the effectiveness and efficiency of the Organization	Innovation	HPE2.1.1 Convene regular sessions of a high-level body with the industry	Maintained
			HPE2.1.2 Continue and enhance the inclusive dialogue with stakeholders	Maintained
			HPE2.1.3 Enhance, plan, develop and deploy ICAO instruments and tools to enable the timely, effective and efficient regulation of innovations by States	Maintained
			HPE2.1.4 Nurture a culture of innovation within the Secretariat	Maintained
			HPE2.1.5 Overseeing the implementation of the ICAO Policy on Innovation	Maintained
	HPE3.1. Enhanced strategic partnerships with a diverse range of stakeholders and actors to leverage the diverse capabilities, resources and knowledge of ICAO's partners, while ensuring alignment to the Organization's highest values	Partnerships and Resource Mobilization	HPE3.1.1 Advocate and position aviation with partners as an essential catalyst to achieve the Sustainable Development Goals (SDGs)	Maintained
			HPE3.1.2 Coordinate organize-wide engagement with the UN to increase visibility of ICAO in UN policy setting and partnerships	Maintained
	HPE3.2. Enhanced extra-budgetary resources governance, Resource Mobilization strategies and increased revenue generation	Partnerships and Resource Mobilization	HPE3.2.1 Implement resource mobilization strategy including, inter alia: conduct needs assessment, conduct donor mapping, conduct outreach activities, and implement robust monitoring and evaluation mechanisms	Maintained
		Revenue Generation	HPE3.2.2 Protect the intellectual property of the Organization	Maintained
			HPE3.2.3 Provide timely printing and distribution service	Maintained

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Not Available	HPE3.2. Enhanced extra-budgetary resources governance, Resource Mobilization strategies and increased revenue generation	Revenue Generation	HPE3.2.4 Sell and distribute publications and digital content, both print and electronic	Maintained
			HPE3.2.5 Organize profitable ICAO events that support the Strategic Objectives	Maintained
			HPE3.2.6 Manage ICAO product development	Maintained
			HPE3.2.7 Provide marketing services for ICAO products and services and support the ICAO brand	Maintained
	HPE4.1. Accelerated gender equality, diversity, equity and inclusion (DEI) in ICAO and the aviation sector	Gender Equality	HPE4.1.1 Coordinate the implementation of the ICAO Gender Equality Programme and Resolution A41-26	Maintained
			HPE4.1.2 Manage the ICAO Global Ambassadors Programme on gender equality, diversity and inclusion	New
	HPE4.2. Enhanced planning, advocacy and outreach to ensure the aviation sector attracts, develops and retains the required best talent	NGAP	HPE4.2.1 Organize outreach activities such as summit, regional symposiums, communication campaigns, events and initiatives to attract, educate, train and retain the next generation of aviation professionals	New
			HPE4.2.2 Establish partnerships with relevant stakeholders and mobilize resources to advance the objectives of the NGAP programme	New

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Not Available				
	SE1.1. Optimized governance, management, and performance of the Organization to advance ICAO's Vision, Mission, and Strategic Goals		SE1.1.1 Lead ICAO Secretariat under the direction of Council in the achievement of its Vision, Mission, and Strategic Goals	Maintained
			SE1.1.2 Execute Council directives and activities	Modified
			SE1.1.3 Evolution of EP MO	New
	SE10.1. Efficient and effective Human Resources that supports the delivery of ICAO's objectives and serves ICAO People Across the Employee Life Cycle		SE10.1.1 Support implementation of performance management process	Maintained
			SE10.1.10 Collaborate with ICSC and contribute to the UN HR Network activities as well as other Common system programmes to ensure ICAO's compensation system, HR policies and systems are updated and aligned to the rest of the UN Common system.	Maintained
			SE10.1.11 Manage pension, insurance and medical services	Maintained
			SE10.1.12 Digitalize HR Records, Work processes and electronic filing.	Maintained
			SE10.1.13 Implement Mental health and employee well being work plan	Maintained
			SE10.1.14 Recruit staff to meet the needs of the Organization; and improve recruitment timelines.	Maintained
			SE10.1.15 Implement Talent out reach and other activities to increase the representation of women in P and above & EGR	Maintained
			SE10.1.16 Ensure review, amendment, revision , development and implementation of HR policies	New
			SE10.1.17 Support employee relations activities and initiatives across ICAO	Modified
			SE10.1.18 Support workforce planning activities	New
			SE10.1.19 Facilitate provision of travel services	New
			SE10.1.2 Implement People Manager program	Maintained
			SE10.1.20 Support Implementation of new ERP system	Maintained
			SE10.1.21 Implement data and people analytics	Maintained
			SE10.1.22 Implement job classification and post management	Maintained
			SE10.1.3 Conduct learning needs assessment	Maintained
			SE10.1.4 Implement training programs	Maintained
			SE10.1.5 Support and monitor implementation of Culture Transformation action plans	Maintained
			SE10.1.6 Support implementation of GES work plan	Maintained
			SE10.1.7 Implement Talent mobility and career development initiatives across ICAO	Maintained
			SE10.1.8 Implement Succession planning initiatives	New
			SE10.1.9 Administer employee contracts, benefits and entitlements and manage host country processes related to HR	Maintained

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Not Available	SE11.1. Responsive informal and formal conflict resolution mechanisms are regularly reviewed and maintained. Policy provisions are aligned with these mechanisms, and the awareness, utilization and efficacy of these mechanisms contribute to a culture of adherence to and compliance with ICAO regulatory framework		SE11.1.1 Review and amend regulatory framework to align with new informal and formal conflict resolution mechanisms, and harmonization and alignment with best practices at other UN entities	Modified
			SE11.1.2 Increase awareness regarding informal or formal conflict resolution initiatives, relevant regulatory framework and misconduct related topics	Modified
			SE11.1.3 Regular review of the effectiveness and efficiency of the existing informal and formal conflict resolution mechanisms	New
			SE11.1.4 Provide legal advice and recommendations to D/ADB and SG on all matters received from the investigative entity; act as focal point for: the investigative entity, staff on misconduct matters, internal and external stakeholders on Prevention of Sexual Exploitation and Abuse, Sexual Harassment, and Racial Discrimination, Vendor Sanction Board, Anti-Fraud and Anti-Corruption Policy, and the Inter-Office Advisory Group.	Modified
	SE12.1. Strengthened and refined information security measures to protect ICAO's information assets by deploying information security best practices and safeguarding the Organization's security posture based on industry and UN standards		SE12.1.1 Align Strategy and Department Management for Information Security with the Organization's Objectives.	Maintained
			SE12.1.10 Conduct audit and re-certification for ISO/IEC 27001:2022 in 2026 (Y2).	New
			SE12.1.11 Perform audit and re-certification for ISO/IEC 27001:2022 in 2026 (Y3).	New
			SE12.1.12 Execute audit and certification for ISO/IEC 27001:2022 in 2028 (Y1).	New
			SE12.1.2 Manage incidents through operations security (OPSEC), focusing on 1) incident management, 2) vulnerability management, 3) threat intelligence, and 4) security platforms.	Maintained
			SE12.1.3 Address projects and requests through Information Security advisories services.	Maintained
			SE12.1.4 Oversee governance, risk, compliance and awareness by 1) managing risks (ISMS, assets, 3rd party), 2) implementing governance ISO 27001 and ISMS, 3) conducting training and awareness programs, and 4) handling privacy management.	Maintained
			SE12.1.5 Improve ICAO Cybersecurity posture based on the designed Blueprint.	Maintained
			SE12.1.6 Implement the Cyber Asset Attack Surface Management (CAASM) to address cyber threats.	New
			SE12.1.7 Implement the pathway to Zero Trust Architecture (ZTA).	New
			SE12.1.8 Implement and strengthen Cloud Security with best practices.	New
			SE12.1.9 Implement Data Protection and Privacy.	New

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Outcome	Output	Programme	Project/Activity Description	Traceability Status
Not Available	SE13.1. Enhanced ICT services that are aligned with the industry and UN best practices		SE13.1.1 Manage ICT as a modern service, aligned with UN standards. Strengthen ICT governance and strategy to enable ICAO mission	Maintained
			SE13.1.2 Manage IT infrastructure, network and communication platforms.	Modified
			SE13.1.3 Implement, maintain, and operate SaaS cloud enterprise applications (ERP, CRM, BI, corporate websites,...) and other business solutions.	Modified
			SE13.1.4 Provide expertise in acquiring, developing, and deploying digital transformation to enable ICAO mission. Support innovation for internal and external civil aviation stakeholders.	Modified
			SE13.1.5 Manage and publish ICAO's official records, documents. Enabling paperless initiatives, and leveraging innovative archival processes.	Modified
			SE13.1.6 Implement ICT cloud strategy	New
			SE13.1.7 Implementation of ERM	Modified
			SE13.1.8 Manage and protect ICAO data; provide digital platforms for data driven decisions	New
	SE14.1. Enhanced procurement services provided effectively and efficiently to all operations of the Organization in order to achieve best value for money in a fair and transparent manner.		SE14.1.1 Strengthen the procurement operations and provide oversight of adherence to rules and regulations within the procurement code and UN procurement framework.	Maintained
			SE14.1.2 Ensure on-going collaboration and information sharing with UN HLCM Procurement Network on UN Mutual Recognition.	Maintained
			SE14.1.3 Collaborate with the allotment holders to implement the Individual Procurement Plan.	Maintained
			SE14.1.4 Harmonize solicitation documents to capture best practices of UN organizations.	Maintained
			SE14.1.5 Foster collaboration with other UN Organizations in the use of Long Term agreements.	Maintained
			SE14.1.6 Reinforce vendor performance monitoring .	Maintained
			SE14.1.7 Provide on-going training to ICAO staff on procurement processes.	Maintained
			SE14.1.8 Manage the Vendor Bid Challenge Mechanism and support the ICAO Award Review Board (IARB).	Maintained

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SDG 8 - Decent Work and Economic Growth
SDG 5 - Gender Equality
SDG 16 - Peace, Justice, and Strong Institutions
SDG 4 - Quality Education
SDG 9 - Industry, Innovation, and Infrastructure
SDG 12 - Responsible Consumption and Production



SG_High Priority Enablers_Supporting Enablers	
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C. Aviation Delivers Seamless, Accessible, and Reliable Mobility for All	D. No Country Left Behind
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Not Available	SE15.1. Efficient and effective safety and security advice and general services provided to the ICAO Headquarters and Regional Offices		SE15.1.1 Operational guidance to FSMG and RO on Safety, Security and Business Continuity matters, leveraging HQ general services tasks to ensure operational readiness.	Maintained
			SE15.1.2 Manage the ICAO Commissariat Services.	Maintained
			SE15.1.3 Provide efficient and effective property control, inventory management and logistics services to Council members, ICAO Headquarters and RO.	Maintained
			SE15.1.4 Provide safety and security, business continuity advice and facilities management services to ICAO Secretariat and the UN system in Canada	Maintained
			SE15.1.5 Provide support to Organisational Resilience Management training and testing.	Maintained
	SE16.1. Provision of advice and guidance to staff on workplace relations and informal conflict resolution, as well as coordination of the 'Trustful Workplace Ambassadors' initiative		SE16.1.1 Provide advice and guidance to staff on workplace relations and coordinate the TWA initiative	New
	SE2.1. Optimized legal and external relations services through enhanced efforts		SE2.1.1 Legal advice and assistance to States, governing bodies of the Organization, President of the Council, SG and other bodies of this Organization	Maintained
			SE2.1.2 External relations services (including relations with Host States, the UN Common system and other international organizations), protocol services to Delegations and credential verification services.	Maintained
			SE2.1.3 Treaty related services - depositary functions, agreement registration, Art 84 disputes registry services, focal point for the Supervisory Authority of the International Registry and other aspects of the Cape Town Convention and its Aircraft Protocol	Maintained
			SE2.1.4 Litigation resulting from the claims and complaints against the Organization before any national court, judicial authority or arbitral body, as well as cases brought by staff members pending before the ICAO Appeals Board, UNDT and UNAT.	Maintained
			SE2.1.5 Secretary support to the Assembly (Credentials and Executive Committees, Legal Commission), Council and its committees and groups (COG, RHCC, EWA, CCEP, CESAIR).	Maintained
	SE3.1. Elevated global engagement and brand awareness		SE2.1.6 Appointment of External Auditor	Maintained
			SE3.1.1 Grow ICAO's aggregate social media followers by minimum 10% per annum	Maintained
			SE3.1.2 Promote ICAO's programmes, priorities, and achievements rapidly and effectively, maximizing opportunities for positive developments and mitigating all negative reputational risks	Maintained
			SE3.1.3 Assure the ICAO brand is implemented consistently on all internal and external design products	Maintained
			SE3.1.4 Monitor reputational risks and provide comprehensive monitoring and reporting on ICAO's media presence	Maintained

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Not Available	SE3.1. Elevated global engagement and brand awareness	Programme	SE3.1.5 Foster partnerships with industry, local, and other organizations to better address aligned priorities	Maintained
	SE4.1. Enhanced promotion and improvement of a culture of ethics and integrity within ICAO		SE4.1.1 Provide confidential advice and guidance to all staff and management on ethics related matters	Maintained
			SE4.1.2 Provide advice to the Secretary General and the Council on policies and procedures related to ethics issues	Maintained
			SE4.1.3 Administer ICAO policy for the protection of staff against retaliation	Maintained
			SE4.1.4 Prevention and outreach through trainings and internal communication	Maintained
			SE4.1.5 Administer ICAO Policy related to the Financial Disclosure and Conflict of Interest Declaration programmes.	Maintained
	SE5.1. Provide independent and objective assurance, advisory services, and credible and reliable evidence-based evaluations to enhance, governance, risk management, organizational learning, programme improvement and accountability		SE5.1.1 Set up and implement risk-based oversight plan, including 18 audits and 6 evaluations (i.e. 6 audits, 2 evaluations every year)	Modified
			SE5.1.2 Maintain an adequate and effective QAIP in line with the GIAS and UNEG principles	Modified
			SE5.1.3 Follow up the implementation of oversight recommendations	Maintained
			SE5.1.4 Build the capacity of relevant personnel and stakeholders on audits and evaluations including OIO personnel to contribute to organizational learning	Modified
			SE5.1.5 Provide advisory and consulting services on organizational effectiveness, efficiency as well as governance, risk management and internal controls to stakeholders	Modified
			SE5.1.6 Provide Secretariat Services to the Evaluation and Audit Advisory Committee (EAAC)	New
	SE6.1. Optimized management of the financial resources of the Organization through coordination of the business planning process, provision of financial and accounting services, transparent budgeting and enhanced financial reporting		SE6.1.1 Enhance, manage and coordinate the business planning process including monitoring and reporting on organizational performance aligned with RBM	Maintained
			SE6.1.2 Manage and enhance ICAO's ERM and internal control programme. Identify risks impacting the achievement of the SGs, establish KRIs and tolerance levels for each identified risk, and provide integrated risk and internal control reporting and monitoring	Maintained
			SE6.1.3 Manage budget elaboration, financial monitoring, controls, and reporting for Regular Budget, AOSC, ARGF, CDIP, Trust Funds, and Voluntary Contributions.	Modified
			SE6.1.4 Manage and monitor accounting services including accounts receivable, assessed contributions, accounts payable, treasury, investments and cash management.	Maintained

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Not Available	SE6.1. Optimized management of the financial resources of the Organization through coordination of the business planning process, provision of financial and accounting services, transparent budgeting and enhanced financial reporting	Programme	SE6.1.5 Maintain IPSAS compliant accounts, including adoption of new IPSAS standards, and prepare the Financial Statements of the Organization and other financial reports to external and governing bodies. Support internal and external audit functions and implement finance-related audit recommendations.	Maintained
			SE6.1.6 Support to governing bodies of ICAO (Assembly, Council, Finance Committee and working groups) as required.	Maintained
	SE7.1. Efficient, effective, transparent, and responsive administration services provided to the Secretariat		SE7.1.1 Provide efficient and effective administrative services to ICAO	Maintained
			SE7.1.2 Provide support and strategic advice on management issues to ICAO governing bodies, the Secretary General, and other operational committees of the Secretariat	Maintained
			SE7.1.3 Collaborate on UN inter-agency initiatives and management reforms that will help enhance organizational efficiency and effectiveness applying UN best practices.	Maintained
	SE8.1. Efficient and effective management of Secretariat services provided to the ICAO governing bodies		SE8.1.1 Coordinate the preparation of documentation to support the sessions of the governing bodies (Council and Assembly), including for the conduct of elections and voting processes as well as arrangements for the Council Offsite Strategy Meeting (COSM)	Maintained
			SE8.1.2 Support for Assembly, Council, Air Navigation Commission and others from ANB	Maintained
	SE9.1. Efficient and timely provision of language and publication services in the six ICAO languages as part of the comprehensive Multilingualism Strategy, and of conference services		SE9.1.1 Plan, organize, manage and oversee the operations and resources of the Languages, Publications and Conference Management (LPC)	Maintained
			SE9.1.2 Provide quality and timely interpretation services in the six ICAO language, within allocated resources and in accordance with established rules and regulation	Maintained
			SE9.1.3 Provide quality and timely translation services in the six ICAO languages, within allocated resources and in accordance with established rules and regulations.	Maintained
			SE9.1.4 Provide programme support services (documentation planning and management; editing; text processing and proofreading; referencing, terminology and outsourcing) as integral elements of language services provision.	Maintained
			SE9.1.5 Implement the ICAO Multilingualism Strategy, including its Action Plan	Maintained
			SE9.1.6 Enhance Event hybridization solution with reinforced (adequate) capacity (creation of staff posts for core positions)	Maintained
			SE9.1.7 Maintain and develop sustainable event practices (with certification covering carbon neutrality)	Maintained
			SE9.1.8 Conduct Conferences and events management (including resources- space and staffing, registration)	Maintained
			SE9.1.9 Effectively manage technical systems in Council and ANC Chamber	Maintained