

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

APPENDIX I: PERFORMANCE MONITORING FRAMEWORK

Strategic Goal / High Priority Enabler / Supporting Enabler and Outcomes	Outcome indicators	Outcome Baseline	Outcome Target (full funding)	Output	Output indicators	Output Baseline	Output Target 2028 (full funding)	Output Target 2028 ZRG	Output Target 2028 ZNG
A. Every flight is safe and secure									
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									
	Reduced accident rate (number of accidents per million departures)	1.87	1.59	A1.1. Enhanced policies, provisions and implementation support to address High risk categories as well as emerging risks	The percentage of high-level deliverables achieved versus planned	0	100	67	63
	Percentage of States over the 75% effective implementation of a safety oversight system	43	50	A1.2. Optimized global and regional safety plan to keep focus on safety priorities	Number of Regional Aviation Safety Plans coordinated to align with the Global Aviation Safety Plan	3	7	6	5
				A1.3. Development and deployment of an integrated safety data analytics eco-system	Percentage of existing databases in integrated in a single safety data analytics eco-system	0	90	36	34
				A1.4. Enhanced policies, provisions and implementation support to strengthen safety oversight	Percentage of States that have allocated to each safety oversight authority sufficient financial resources to meet their obligations	55	70	60	59
				A1.5. Enhanced collaboration with Member States and other competent stakeholders to ensure the protection of frequency spectrum required for aeronautical services	Percentage of achievement of the ICAO position with ITU on frequency and spectrum management	60	80	65	65
				A1.6. Enhanced provisions to strengthen risk management and support adequate resource allocation	Percentage of high-level deliverables achieved annually versus planned	0	100	43	40
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									
	Number of recommendations / improvements implemented to the audit programmes in a triennium	0	18	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	Number of audit activities conducted for USAP	0	30	15	15
					Number of audit activities conducted for USOAP	0	25	14	13
	Number of States visiting online monitoring systems per year	181	184						
	Number of users visits to online monitoring systems per year	106000	120000	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	Number of improvements on online management system	0	40	19	18

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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

Percentage of States are over the 75% effective implementation of an aviation security oversight system (sustainability indicator)	45.1	70	A3.1. Comprehensive and consolidated data provided by ICAO, States and industry related to security, including cybersecurity to support data driven processes and decisions	Percentage of existing databases and tools integrated in a single tool	0	90	40	40
Percentage of States below 50% effective implementation of an aviation security oversight system (sustainability indicator)	13.5	10	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	Number of reports produced with integrated data	0	10	6	6
			A3.3. Aviation interests and security related actions within the UN System are coordinated and supported	The number of activities conducted with UN bodies and international organizations, in which ICAO's work and achievements on security are shared	8	8	4	4
			A3.4. Engagement and progress of the GAsEP global priority areas is monitored and the GAsEP is updated as needed	The number of actions to engage with States and stakeholders to support them on progress towards the GAsEP aspirational goal	0	5	3	3
			A3.5. Enhanced provisions and guidance material, pertinent to the existing risk context are developed, updated, and promoted	The number of amendments and guidance under development and updated	10	10	5	5

B. Aviation is environmentally sustainable

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

Targets for noise and emission certification levels will be considered by the ICAO Council based on recommendations made by CAEP/13 in 2025	N/A	N/A	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	The number of ICAO SARPs and guidance under development and updated	15	15	10	10
			B1.2. Enhanced leadership of ICAO for addressing all aviation environmental issues, including UN cooperation and outreach provided	The number of meetings/events of other UN bodies and international organizations, to which the ICAO's activities and achievements are communicated	30	30	20	20
			B1.3. Increased focus on just-transition and emerging environmental areas	The number of ICAO meetings/events and publications that include the topics related emerging environmental areas	3	3	2	2
			B1.4. Increased focus on the science of climate change	The number of ICAO meetings/events and publications related to the scientific understanding of aviation's impact on climate change	2	2	1	1

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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									
	Percentage of CO2 emissions reduction in international aviation by 2030 through the use of SAF, LCAF and other aviation cleaner energies, as agreed by CAAF/3	N/A	5	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	The number of life-cycle values for new fuel sources and pathways, and new Sustainability Certification Schemes (SCS)	13	23	18	18
	The number of States that participate in ACT-SAF/LTAG programmes and Finvest Hub initiative	90	110						
	The number of State Action Plans on CO2 emissions reduction activities, with a quantified long-term voluntary CO2 emissions reduction goal	17	60	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	The number of ACT-SAF feasibility studies and business cases completed and under development	20	50	30	30
				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	The number of aviation cleaner energy and other decarbonization projects under consideration by Finvest Hub to facilitate their financial access	0	10	0	0
				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	The number of SAF, LCAF and other aviation cleaner energy production facilities tracked	300	400	350	350
				B2.5. Enhanced monitoring of environment-driven innovations, and stock-taking of aviation CO2 reductions measures through technology, operations and cleaner energy sources	The number of environment-driven innovations for aviation CO2 reductions measures, being tracked by ICAO tools	1150	1350	1250	1250
				B2.6. Enhanced monitoring on the provision of implementation support and financing to aviation CO2 reductions measures	The number of implementation-support and financing initiatives to aviation CO2 reductions measures, being tracked by ICAO tools	100	250	175	175

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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									
	Percentage of a cumulative share of international aviation activities in RTKs covered by States that participate in CORSIA	76.4	90	B3.1. Advanced and robust implementation of the Carbon Offsetting and Reduction Scheme for International Aviation Framework (CORSIA)	The percentage of CO2 emissions annually reported to ICAO in compliance with CORSIA MRV requirements	97	97	95	95
				B3.2. Increased efforts to the supply of CORSIA-eligible fuels and CORSIA-eligible emissions units, while ensuring their quality meets the agreed criteria	The number of Council-approved emissions unit programmes to supply CORSIA eligible emissions units	0	10	8	8
B4. Ensured future resilience of air transport by adapting its infrastructure and operations to the consequences of climate change.									
	The number of States that implement climate change adaptation measures on aviation operations and infrastructure	0	5	B4.1. Increased efforts on improved risk assessments of extreme climate events impacting aviation and climate change adaptation plans, and more resilient infrastructure.	The number of ICAO meetings/events and publications related to climate change risks and more resilient aviation operations and infrastructure	3	3	2	2
C. Aviation Delivers Seamless, Accessible and Reliable Mobility for All									
C1. Achieved air navigation performance improvements in all Regions as well as over high Seas									
	Number of ICAO Regions that have the Regional Navigation Plan coordinated in which the implementation targets for ASBUs are reflected	0	7	C1.1. Coordinated global and regional air navigation plan implementation and enhanced civil aviation collaboration through continuous engagement and support to national plans	Number of regional plans coordinated to align with the GANP	0	7	4	4
	Percentage of States reporting performance improvements on the GANP KPIs during the triennium	0	70	C1.2. Enhanced policies, provisions and implementation support to enable air navigation performance improvement	The percentage of high-level deliverables achieved versus planned	0	100	55	55
				C1.3. Improved ICAO monitoring function and enhanced information currency related to Air Navigation performance	Establishment of a study, pending on MS support	0	1	0	0
				C1.4. Established framework for development of AAM and integration of new entrants in the aviation sector	The percentage of high-level deliverables achieved versus planned	0	100	30	29
					Percentage of completion of AAM framework	0	100	30	29
C2. Adequate response is delivered to all civil aviation crises, and awareness is established among aviation and non-aviation stakeholders									
	Number of crises over the triennium where adequate response was not delivered	0	0	C2.1. Framework for crisis management and response provided and implemented	Number of ICAO offices where an adequate crisis response framework has been implemented	0	6	4	4

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C3. Enhanced global facilitation in air transport across Member States.									
	Percentage of States Implementing Annex 9 Facilitation provisions	70	85	C3.1. Enhanced national and international coordination on facilitation matters	Number of actions to engage with States and stakeholders to support them in setting procedures in place to combat human trafficking	0	10	7	6
	Percentage of states that took the appropriate measures to ensure that procedures are in place to combat human trafficking	20	35		Number of ICAO guidance material developed, and implementation support provided to assist States in establishing their plans or public health risks	0	3	0	0
	Percentage of states that establish national aviation plans for public health risks	50	60		Number of ICAO guidance material developed, and implementation support provided to assist States in establishing regulations in support of assistance to aircraft accident victims and their families	0	4	3	2
	Percentage of states that establish regulations and/or policies in support of assistance to aircraft accident victims and their families	34	45		Number of actions to engage with States and stakeholders to support them in setting procedures in place to ensure accessibility to persons with disabilities during their travel	0	4	3	2
	Percentage of states that ensure that when travelling, persons with disabilities are provided with special assistance to ensure that they receive services customarily available for accessibility to both airports and air services	55	65		Number of actions to engage with States and stakeholders to support them on progress towards the implementation of Annex 9 provisions	0	30	19	19
	Percentage of States implementing standardized processes and protocols for Machine-Readable Travel Documents (MRTDs) and eMRTDs, and use of Public Key Directory (PKD) and Advance Passenger Information-Passenger Name Record (API-PNR)	70	80	C3.2. Enhanced development and support for implementation of Annex 9 Facilitation provisions	Number of actions to engage with States and stakeholders to support them on progress towards the implementation of the ICAO TRIP strategy	0	20	8	7
D. No country left behind									
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									
	Global average Effective Implementation (EI) rate	68	70	D1.1. Enhanced governance practices related to development of State legal and regulatory framework in full compliance with SARPs	Percentage of increase in engagements with State entities responsible for developing legislation, regulations and organizational structure	0	10	3	3
				D1.2. Increased coordination to support States to share resources, participate in regional efforts and build capacity	Percentage of overall Implementation Support contributing to strengthening Regional Mechanisms	5	8	6	6
					Percentage of Member States coverage through CDI Programme activities	68	73	71	71
				D1.3. Enhanced, accessible and efficient application of implementation support projects and activities across all civil aviation domains	Number of CDI Programme projects and activities	125	140	140	140

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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

Percentage of objectives successfully met in the implementation of projects and activities	N/A	85	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	Number of aviation professionals trained through ICAO-recognized training courses	13300	20900	20900	20900
				Percentage of trainees' satisfaction based on post-training evaluation	85	90	90	90
				Percentage of satisfaction with training objectives	N/A	85	85	85
			D2.2. Enhanced portfolio of ICAO solutions to better serve Member States	Number of ICAO implementation support products/services developed	10	16	16	16
			D2.3. Enhanced direct assistance to States, across all Strategic Goals, to facilitate achievement of benefits, especially in developing States	Number of Implementation Support projects implemented through Voluntary Funds for all Strategic Goals	29	35	35	35
				Number of Resource Mobilization concept notes developed for all Strategic Goals	5	13	13	13

E. The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges

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.

Percentage of the six key international air law instruments ratified	47	57	E1.1. Assistance to States on international air law framework provided	Number of states assisted in treaty ratification	45	50	45	45
Percentage of studies initiated under the Work Programme of the Legal Committee to address emerging issues and challenges faced by States that are completed	0	85	E1.2. Facilitation to States on codification and/or progressive development of international air law instruments and guidance material provided	Number of research items conducted and study reports/guidance material produced	0	4	3	3

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F. The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All									
F1. Improved competitiveness, economic efficiency, and productivity of air transport among States									
	Volume of international passenger traffic in billions of Revenue passenger kilometer	3379	4400	F1.1. Foster enhanced capabilities of States to maximize the utility of aviation data/statistics and long-term traffic forecasts	Number of States accessing ICAO big data solutions and methodologies on an annual basis	20	80	40	40
	Percentage of States in terms of RPK accessing Economic analysis, studies and forecasts	80	85	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	Effective provision of aviation personnel data	1	1	0	0
				F1.3. Promotion and support of Regional or expanded collaborative agreements or mechanisms to support air navigation facilities and services.	Number of Regional or expanded collaborative agreements established	0	1	1	1
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									
	Contribution of aviation to global GDP (in trillion US\$)	3.2	3.26	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.	Utilization rate of opportunities provided by ICAO to facilitate access to economic development implementation support	0.4	0.5	0.35	0.3
	Global Connectivity rate from the ICAO Global Aviation Competitiveness Index	57	62						
	Global Liberalization Rate from the ICAO GACI	27	32	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.	Global compliance levels with ICAO Air Transport Policies	0.82	0.87	0.8	0.75
				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	Number of transitional and fully liberalized air services agreements registered with ICAO in proportion to all ASAs registered	1500	1650	1550	1500
				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.	Percentage of ICAO Member States participating in ICAO capacity-building events and promotion activities in support of funding and financing for quality aviation infrastructure development and modernization project	40	50	35	30

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High Priority Enablers									
				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.	# of business processes that are reviewed/assessed for operational improvement	3	6	6	3
					Percentage of projects or initiatives under Continuous Organizational Improvement HPE that are implemented within planned budget and schedule	0	80	77	75
					Percentage of maturity level of Enterprise Business Process Management	26	45	45	26
					JIU maturity level for RBM	3	4	4	4
				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	Percentage of innovations identified to ICAO that are fully covered, if necessary, by the work of the expert groups (note this needs to be validated by the SGI)	75	95	75	75
					Percentage of Member States actively involved in the engagement with ICAO on Innovations in Aviation (note this needs to be validated by the SGI)	34	100	50	50
				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	Number of initiatives in support of promoting the role of aviation in support of the 2030 Agenda for Sustainable Development and SDGs	3	10	0	0
					Percentage of organization-wide coordination, provision of guidance and quality assurance in implementation of the ICAO Due Diligence Framework	10	100	0	0
					Number of collaborative arrangements signed between ICAO and external stakeholders	30	75	0	0

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				HPE3.2. Enhanced extra-budgetary resources governance, Resource Mobilization strategies and increased revenue generation	Amount of ARGF revenue contribution to Regular Programme Budget annually (to be confirmed by triennium budget)	8,082,000	8,900,000	8,900,000	8,900,000
					Voluntary Funds Contributions Received	10,500,000	12,500,000	12,500,000	12,500,000
					Number of Strategic Dialogues with major donors established	2	16	16	16
					Percentage of Resource Mobilization dashboards for internal and external stakeholders established	25	100	100	100
				HPE4.1. Accelerated gender equality, diversity, equity and inclusion (DEI) in ICAO and the aviation sector	Percentage of States with active Global Ambassadors promoting gender equality, diversity and inclusion in aviation	0	30	0	0
					Number of advocacy initiatives aimed at enhancing gender equality in aviation in States, including events, outreach campaigns and studies/analysis	1	10	0	0
					Percentage of ICAO's alignment with the UN accountability frameworks on gender equality and women empowerment	15	55	0	0
				HPE4.2. Enhanced planning, advocacy and outreach to ensure the aviation sector attracts, develops and retains the required best talent	Percentage of States with active NGAP programmes	0	30	0	0
					Number of advocacy initiatives aimed at promoting aviation careers	1	10	0	0

Supporting Enablers									
				SE1.1. Optimized governance, management, and performance of the Organization to advance ICAO's Vision, Mission, and Strategic Goals	Rate of performance monitoring framework's KPI milestones/targets achieved annually for all Organizational projects/activities	65	75	73	70
					Rate of performance monitoring framework's KPI milestones/targets achieved annually for core Organizational activities	65	80	78	75
				SE2.1. Optimized legal and external relations services through enhanced efforts	Percentage of legal advice and services provided within LEB established time standards	80	80	80	80

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				SE3.1. Elevated global engagement and brand awareness	Growth rate of ICAO audience on all platforms	10	10	0	0
					Number of views, comments and click-throughs, per ICAO post, by both subscribers and others	30000000	30000000	0	0
					Number of new partnerships engaged in annually	2	7	0	0
					Percentage of external ICAO materials, products and services are consistent with ICAO branding	75	100	0	0
					Prompt brand approvals to not obstruct or delay ICAO business owner processes and timelines. SLA-based	3	2	0	0
				SE4.1. Enhanced promotion and improvement of a culture of ethics and integrity within ICAO	Rate of advice and guidance on the regulatory framework and ethics-related matters	0.75	0.9	0.9	0.9
					Rate of review of requests for protection against retaliation	0.9	1	0.95	0.95
					Rate of participation by staff to the ICAO annual financial disclosure and conflict of interest declaration programme (FDP)	0.9	1	0.95	0.95
					Number of regular training courses on ethical matters available to all ICAO personnel and other outreach and awareness-raising initiatives	10	10	9	9
				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	Percentage of evaluation and audit recommendations implemented by management	75	85	80	75
					Percentage of achievement of risk-based oversight plan covering high risk areas	80	90	85	80
				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	Audit opinion on the Organization's financial statements	1	1	1	1

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				SE7.1. Efficient, effective, transparent, and responsive administration services provided to the Secretariat	Percentage of the performance monitoring framework's KPI milestones/targets under the direction of ADB achieved annually.	90	90	90	90
				SE8.1. Efficient and effective management of Secretariat services provided to the ICAO governing bodies	Percentage of compliance in the preparation and issuance of pre-session, in-session, and post-session documentation in accordance with rules of procedure.	90	90	90	90
				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	Rate of client satisfaction on simultaneous interpretation services	90	92	92	88
					Rate of client satisfaction on translation services	90	92	90	86
					Rate of translations delivered within the established deadlines	90	92	90	86
					Rate of actual translation output achieved in comparison to the budgeted capacity	90	92	92	92
					Number of ISO certifications renewed	3	3	3	0
				SE10.1. Efficient and effective Human Resources that supports the delivery of ICAO's objectives and serves ICAO People Across the Employee Life Cycle	Percentage of Performance and Competency Evaluation (PACE) reports completed within three months of the performance cycle (i.e., by 31 March)	75	85	75	75
					Percentage of staff accessing leadership development resources	15	30	15	17
					Percentage implementation of planned GES support	0	80	40	40
					Number of automated workflows	4	16	4	8
					Recruitment: Time to Offer for P positions (Number of days)	210	120	210	210
					Percentage of increase of women selected to P and D positions	45	50	45	45

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				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 a	Percentage of completion of mandatory ethics trainings	80	100	100	90
					Percentage of formal conflict resolution handled by fully independent and professionalized mechanism	75	100	100	90
					Quarterly awareness raising or outreach activities regarding informal or formal conflict res	0	4	4	3
				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	Percentage of completion minor non-conformities	66	100	0	0
					Percentage of completion in addressing detected and reported security incidents	100	100	0	0
				SE13.1. Enhanced ICT services that are aligned with the industry and UN best practices	Rate of corporate platforms on SaaS Cloud platforms	20	90	20	20
					Rate of available ICT services that are aligned with the industry and UN best practices	98	99	50	50
				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.	Rate of Contract Board approvals achieved within established time and standards	95	98	95	95
				SE15.1. Efficient and effective safety and security advice and general services provided to the ICAO Headquarters and Regional Offices	Percentage of advice and services relating to safety and security, business continuity, general services and building management, provided within established time and standards to ensure operational readiness.	100	100	100	100
					Rate of travel service provided to all ICAO personnel authorized to travel within established timelines and standards.	100	100	100	100
				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	Number of activities (e.g. trainings, workshops, etc.) that help prevent/manage potential conflict situations	1	6	6	1