

		Category 1	72
Funded	347	Category 2	159
Partially funded	213	Category 3	406
Unfunded	175	Category 4	98
TOTAL	735	TOTAL	735

Select Strategic Goal



Select Strategic Goal



Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A1. Achieved reduction in the number of global aviation accidents	A1.1. Enhanced policies, procedures and standards	Active and emerging aviation safety risk	A1.1.37 Develop guidance material (Docs, Circs) in support of adopted SARPs (OPS)	A39-22	3	15.5	Partially funded
			A1.1.38 Provide technical support for the development of implementation support activities (iPacks, training courses) (OPS)	A39-22 A 41-25	4		Unfunded
			A1.1.39 Finalize the implementation of the GADSS programme including LADR	A39-22	3	17.3	Funded
			A1.1.40 Review the feasibility of changing from a Magnetic to a True North reference system for navigation	(blank)	1		Funded
			A1.1.41 Integrate Human Factors across all ICAO SARPs	A41-10	1		Funded
			A1.1.42 Develop guidance supporting safe cabin operations	A41-25	3	13.5	Funded
			A1.1.43 Provide technical support to the UNATAG	A41-13	3	14.5	Funded
			A1.1.44 Address cross-border transferability and collaborative oversight	(blank)	1		Funded
			A1.1.45 Manage, coordination and administer CSS	(blank)	2		Funded
			A1.1.46 Develop guidance material for cargo safety and dangerous goods on the aircraft	A41-10	3	15.5	Partially funded
			A1.1.47 Develop standards and amend annex 18 and Technical Instructions for safe transportation of DG.	(blank)	1		Funded
			A1.1.49 Promote cargo safety and the safe transport of dangerous goods	A41-10	4		Unfunded
			A1.1.50 Deliver training, develop training material and iPacks for CSS	A41-10	4		Unfunded
			A1.1.51 Develop SARPs and PANS to enhance safety at and in the vicinity of aerodromes (ANB/AOI)	A42-9	1		Funded
			A1.1.52 Enhance provisions of turbulence forecast and information including, in particular, clear air turbulence (CAT) (ANB/AOI)	A42-9	1		Funded
			A1.1.53 Support implementation of aerodromes, runway safety (focusing on runway excursions and incursions) and meteorology (ANB/AOI)	A37-6	3	14.7	Partially funded
			A1.1.54 Develop activities to accommodate new aircraft technologies at airports (including use of new fuels (ANB/AOI)	A42-9	1		Funded
			A1.1.55 Support RPAS and AAM operations by developing provisions for proper infrastructure (e.g. vertiports)	A42-9	1		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A1. Achieved reducti	A1.1. Enhanced policies,	Active and emerging aviation safety risk	A1.1.55 Support RPAS and AAM operations by developing provisions for proper infrastructure (e.g. vertiports)	A42-9	1	16.7	Funded
			Air Navigation Performance improvement				
			A1.1.21 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC	A41-6			
					3		
						16.7	Funded
			A1.1.4 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC	A41-6			
					3		
						16.7	Funded
			A1.1.48 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC				
				A41-6			
					3		
						16.7	Funded
			A1.1.5 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC				
				A41-6			
					3		
						16.7	Funded
			A1.1.6 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC				
				A41-6			
					3		
						16.7	Funded
			A1.1.7 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC				
				A41-6			
					3		
						16.7	Funded
			A1.1.8 Coordinate PIRGs and RASGs activities and meetings including report issues of global interest to Headquarters and ANC				
				A41-6			
					3		
						16.7	Funded
			A1.1.9 Develop and update guidance material for aeronautical information management (AIM)				
				A41-10			
					3		
						14	Funded
		CAPSCA	A1.1.26 Review and update the frameworks and governance relating to aerospace medicine, including mental health and public health				
				A41-12			
					1		
							Funded
			A1.1.27 Coordinate international and regional activities to facilitate harmonization in aerospace medicine, including mental health and public health				
				A41-12			
					3		
						15.5	Partially funded
			A1.1.28 Develop new risk assessment models and tools relating to aerospace medicine, including mental health and public health				
				A41-12			
					3		
						13.8	Partially funded
			A1.1.29 Develop guidance material relating to aerospace medicine, including mental health and public health				
				A41-12			
					3		
						14.3	Partially funded
			A1.1.30 Review SARPs and propose amendment relating to aerospace medicine, including mental health and public health				
				A41-12			
					1		
							Funded
			A1.1.32 Provide implementation support including training in aerospace medicine, mental health and public health, including events and IPacks				
				A41-12			
					4		
							Unfunded
			A1.1.33 Conduct feasibility study of publishing ICAO books in Mental Health and public health in collaboration with stakeholders				
				A41-12			
					4		
		Crisis preparedness and response optimization					Unfunded
			A1.1.56 Build capacity and support implementation including training, workshops and IPacks				
				A42-4A42-13			
					4		
		Implementation Support					Unfunded
			A1.1.10 Carry out implementation support on the provisions for high-risk and emerging risks				

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A1. Achieved reduction in the number of global aviation safety risks	A1.1. Enhanced policies, standards and procedures	Implementation Support	A1.1.10 Carry out implementation support on the provisions for high-risk and emerging risks	A41-6		4	
							Unfunded
			A1.1.11 Carry out implementation support on the provisions for high-risk and emerging risks	A41-6		4	
							Unfunded
			A1.1.12 Carry out implementation support on the provisions for high-risk and emerging risks	A41-6		4	
							Unfunded
			A1.1.13 Carry out implementation support on the provisions for high-risk and emerging risks	A41-6		4	
							Unfunded
			A1.1.14 Carry out implementation support on the provisions for high-risk and emerging risks	A41-6		4	
							Unfunded
			A1.1.15 Carry out implementation support on the provisions for high-risk and emerging risks	A41-6		4	
							Unfunded
			A1.1.3 Carry out implementation support on the provisions for high-risk and emerging risks	A41-6		4	
							Unfunded
	A1.2. Optimized global and regional safety plan to keep focus on safety priorities	Multi					Unfunded
			A1.1.1 Manage, coordinate and provide internal administration	(blank)		2	
							Funded
			A1.2.11 Develop the GASP, including guidance material	A41-6		1	
							Funded
			A1.2.2 Develop and implement regional dashboards (on ISTARs and OLF)	A41-6		3	
							13.5
			A1.2.3 Coordinate regional activities to address Global High Risk Categories and emerging risks Coordinate RASP and promote NASP	A42-10A41-6		3	Partially funded
							15.3
			A1.2.4 Coordinate regional activities to address Global High Risk Categories and emerging risks Coordinate RASP and promote NASP	A41-6		3	Funded
							15.3
			A1.2.5 Coordinate regional activities to address Global High Risk Categories and emerging risks Coordinate RASP and promote NASP	A41-6		3	Funded
							15.3
			A1.2.6 Coordinate regional activities to address Global High Risk Categories and emerging risks Coordinate RASP and promote NASP	A41-6		3	Funded
							15.3
			A1.2.7 Coordinate regional activities to address Global High Risk Categories and emerging risks Coordinate RASP and promote NASP	A41-6		3	Funded
							15.3
			A1.2.8 Coordinate regional activities to address Global High Risk Categories and emerging risks Coordinate RASP and promote NASP	A41-6		3	Funded
							15.3
			A1.2.9 Coordinate regional activities to address Global High Risk Categories and emerging risks Coordinate RASP and promote NASP	A41-6		3	Funded
							15.3
							Funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A1. Achieved reduction in the number of aircraft accidents	A1.2. Optimized global aviation safety risk management	Multi	A1.2.1 Manage, coordinate and provide internal administration	(blank)	2		Funded
	A1.3. Development and deployment of an integrated safety data analytics eco-system	Active and emerging aviation safety risk	A1.3.10 Maintenance and development of operational support databases (7910, 8585 and 8643)	A40-3	4		Unfunded
			A1.3.11 Maintain ICAO wildlife databases and promote reduction of wildlife strikes	A40-3	3	13.5	Funded
			A1.3.12 Manage ADREP and safety data collection, including analysis	A42-6	3	14.8	Funded
			A1.3.2 Collect, share, and report regional data relevant to safety analysis	A40-3	3	14.8	Funded
			A1.3.3 Collect, share, and report regional data relevant to safety analysis	A40-3	3	14.8	Funded
			A1.3.4 Collect, share, and report regional data relevant to safety analysis	A40-3	3	14.8	Funded
			A1.3.5 Collect, share, and report regional data relevant to safety analysis	A40-3	3	14.8	Funded
			A1.3.6 Collect, share, and report regional data relevant to safety analysis	A40-3	3	14.8	Funded
			A1.3.7 Collect, share, and report regional data relevant to safety analysis	A40-3	3	14.8	Funded
			A1.3.8 Collect, share, and report regional data relevant to safety analysis	A40-3	3	14.8	Funded
		Multi	A1.3.1 Manage, coordinate and provide internal administration	(blank)	2		Unfunded
	Not applicable		A1.3.9 Develop and implement the integrated Safety Trend Analysis and Reporting System (ISTARS)	A42-6	3	19	Partially funded
	USOAP		A1.3.13 Establishment of an integrated safety data analytics system	A42-12	3	16.2	Partially funded
	A1.4. Enhanced policies, provisions and implementation support to strengthen safety oversight	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	A42-18	4		Partially funded
			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.	A42-18	4		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A1. Achieved reduction in the number of aircraft accidents and incidents	A1.4. Enhanced policies, implementation and support	Implementation Support	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.	A42-18		4	Unfunded
			A1.4.12 Develop guidance and assistance to strengthen RSOOs/RAIOs and manage the cooperative platform	A42-10A41-18		3	14.8 Partially funded
			A1.4.13 Support the AFI Plan Programme implementation to enhance safety oversight and management capabilities for African States	A42-10A36-1		3	17.8 Unfunded
			A1.4.14 Support the AFI Plan Programme implementation to enhance safety oversight and management capabilities for African States	A36-1		3	18.3 Unfunded
		Multi	A1.4.1 Manage, coordinate and provide internal administration	(blank)		2	Funded
		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.	A42-12		1	Partially funded
			A1.4.3 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	A40-13		3	16.5 Partially funded
			A1.4.4 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	A40-13		3	16.5 Partially funded
			A1.4.5 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	A40-13		3	16.5 Partially funded
			A1.4.6 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	A40-13		3	16.5 Partially funded
			A1.4.7 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	A40-13		3	16.5 Partially funded
			A1.4.8 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	A40-13		3	16.5 Partially funded
			A1.4.9 Coordinate regional actions to support State safety oversight, promote State Safety Programme (SSP) where appropriate	A40-13		3	16.5 Partially funded
	A1.5. Enhanced collaboration with Member States and other competent stakeholders to ensure the protection of frequency spectrum required for aeronautical services.	Not applicable	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	A42-7		3	16.2 Funded
			A1.5.11 Support efficient frequency management by maintaining and enhancing the frequency management including the integration of enhancement requests from States	A42-7		3	15.7 Partially funded
			A1.5.12 Address the issues of radiofrequency interference and GNSS jamming /spoofing through development of provisions, guidance material, training / ipacks, workshops and symposia	A42-7		1	Funded
			A1.5.13 Develop guidance material for Frequency Assignment Planning and Management	A42-7		3	15.2 Funded
			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	A42-7			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A1. Achieved reducti	A1.5. Enhanced collabor	Not applicable	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 Resolutio	A42-7	1	14.7	Funded
			A1.5.15 Develop guidance material for Communications, Navigation and Surveillance Systems	A41-8, A41-10			
			A1.5.16 Amend Annex 10 as appropriate to sustain the evolution of CNS, and other ICAO provisions as required	A42-7 A42-8	1	15.8	Funded
			A1.5.17 Manage, coordinate and provide internal administration for CNSS	A41-7			
			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	A42-7	3	15.7	Funded
			A1.5.3 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	A42-7			
			A1.5.4 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	A42-7	3	15.7	Funded
			A1.5.5 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	A42-7			
			A1.5.6 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	A42-7	3	15.7	Funded
			A1.5.7 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	A42-7			
			A1.5.8 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	A42-7	3	15.7	Funded
			A1.5.9 Maintain and defend aeronautical frequency spectrum allocations in international fora and leading to ITU WRC-2027	A42-7			
			A1.6. Enhanced provisions to strengthen risk management and support adequate resource allocation	(blank)	2	16.3	Partially funded
			A1.6.1 Manage, coordinate and provide internal administration				
			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	A42-10A41-10	3	15.8	Funded
			A1.6.11 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	A41-10			
			A1.6.12 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	A41-10	3	15.8	Funded
			A1.6.13 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	A41-10			
			A1.6.14 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	A41-10	3	15.8	Funded

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A1. Achieved reduction in the number of aircraft accidents and incidents	A1.6. Enhanced provision of safety management support to States	Active and emerging aviation safety risk	A1.6.14 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	A41-10	3	15.8	Funded			
			A1.6.15 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	A41-10	3	15.8	Funded			
			A1.6.16 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	A41-10	3	15.8	Funded			
			A1.6.17 Develop standards and annex 19 amendment for safety management	A41-10	1	15.8	Funded			
			A1.6.18 Development of guidance material for safety management	A41-10	3	14.2	Partially funded			
			A1.6.19 Support safety management implementation support, training, iPacks	A41-6	4	16	Partially funded			
			A1.6.20 Facilitate the establishment and implementation of collaborative partnerships with external stakeholders and lead the promotion of safety management	A40-3	3	14	Funded			
			A1.6.21 Lead the development of Integrated Risk Management guidance material in collaboration with ATB	A41-11	3	16	Partially funded			
			A1.6.3 Develop standards and annex amendment for accident investigation in annex 13 (AIG)	A41-10	1	13.8	Funded			
			A1.6.4 Develop standards and annex amendment for flight recorders in annex 6	A40-3	1	13.5	Funded			
			A1.6.5 Implementation support including iPacks for AIG	A41-10	4	15.2	Funded			
			A1.6.6 Manage the library of Final Reports and safety recommendations of Global Concern or addressed to ICAO including guidance material	A41-10	3	15.2	Funded			
			A1.6.7 Produce RAIO/ICM guidance and support to RSCU	A41-10	3	15.2	Funded			
			A1.6.8 Participation on request (by Council, UN or States) in investigations involving conflict of interest scenarios or heightened public attention	A41-10	3	15.2	Funded			
			A1.6.9 Produce, amend and develop standards and guidance to provide assistance to accident victims and their families	A42-15	1					
										Funded
			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							
			Multi							
			A2.1.1 Manage, coordinate and provide internal administration							
			(blank)							
			2							
			Funded							
			USAP							

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A2. Enhanced confid	A2.1. Improved ICAO mo	USAP	A2.1.10 Manage activities related to Significant Security Concerns (SSeCs)	A42-18 App D	3	17.5	Partially funded
			A2.1.12 Build States capacity in performing oversight responsibilities, including the conduct of seminars	A42-18 App D	4		Unfunded
			A2.1.14 Maintain USAP CMA quality control activities and procedures	A42-18 App D	3	16.2	Funded
			A2.1.16 Pursue the strategic evolution of USAP CMA methodology, processes and tools (including SSG)	A42-18 App D	3	15.8	Partially funded
			A2.1.18 Coordinate the Monitoring and Assistance Review Board (MARB)	A42-18 App D	3	15.8	Funded
			A2.1.2 Manage, coordinate and provide internal administration	(blank)	2		Funded
			A2.1.20 Manage Corrective Action Plans	A42-18 App D	3	17.5	Partially funded
			A2.1.21 Manage the USAP auditor roster, including management of applications, training, OJT, and database	A42-18 App D	3	16.8	Partially funded
			A2.1.30 Support planning and delivery of USAP CMA, and follow corrective action plans	A42-18 App D	3	16.7	Unfunded
			A2.1.31 Support planning and delivery of USAP CMA, and follow corrective action plans	A42-18 App D	3	16.7	Unfunded
			A2.1.32 Support planning and delivery of USAP CMA, and follow corrective action plans	A42-18 App D	3	16.7	Unfunded
			A2.1.33 Support planning and delivery of USAP CMA, and follow corrective action plans	A42-18 App D	3	16.7	Unfunded
			A2.1.34 Support planning and delivery of USAP CMA, and follow corrective action plans	A42-18 App D	3	16.7	Unfunded
			A2.1.35 Support planning and delivery of USAP CMA, and follow corrective action plans	A42-18 App D	3	16.7	Unfunded
			A2.1.36 Support planning and delivery of USAP CMA, and follow corrective action plans	A42-18 App D	3	16.7	Unfunded
			A2.1.4 Monitor Member States through continuous monitoring approach, prioritization of States for USAP activities	A42-17 App A; A42-18 App D	3	17.5	Partially funded
			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	A42-18 App D	3	17.7	Partially funded
			A2.1.8 Manage and conduct USAP CMA validation activities, including to confirm progress made by States in resolving SSeCs	A42-18 App D			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A2. Enhanced confid	A2.1. Improved ICAO mo	USAP	A2.1.8 Manage and conduct USAP CMA validation activities, including to confirm progress made by States in resolving SSeCs	A42-18 App D	3	17.5	Partially funded
		USOAP	A2.1.11 Build States capacity in performing oversight responsibilities, including the conduct of seminar and workshops	A42-12	4		
			A2.1.13 Maintain USOAP ISO 9001 certification	A42-12	3	15.5	Funded
			A2.1.15 Pursue the strategic evolution of USOAP CMA methodology, processes and tools	A42-12	3	16.5	Partially funded
			A2.1.17 Manage Corrective Action Plans (CAPs)	A42-12	3	17.7	Funded
			A2.1.19 Coordinate the Monitoring and Assistance Review Board (MARB)	A42-12	3	16.3	Funded
			A2.1.22 Manage the USOAP auditor roster, including management of applications, training, OJT, and database	A42-12	3	16.3	Funded
			A2.1.23 Support planning and delivery of USOAP CMA, and follow corrective action plans	A42-12	3	16.5	Partially funded
			A2.1.24 Support planning and delivery of USOAP CMA, and follow corrective action plans	A42-12	3	16.5	Partially funded
			A2.1.25 Support planning and delivery of USOAP CMA, and follow corrective action plans	A42-12	3	16.5	Funded
			A2.1.26 Support planning and delivery of USOAP CMA, and follow corrective action plans	A42-12	3	16.5	Partially funded
			A2.1.27 Support planning and delivery of USOAP CMA, and follow corrective action plans	A42-12	3	16.5	Partially funded
			A2.1.28 Support planning and delivery of USOAP CMA, and follow corrective action plans	A42-12	3	16.5	Partially funded
			A2.1.29 Support planning and delivery of USOAP CMA, and follow corrective action plans	A42-12	3	16.5	Partially funded
			A2.1.3 Monitor Member States through continuous monitoring approach, prioritization of States for USOAP activities	A42-12	3	17.3	Partially funded
			A2.1.37 Manage and conduct RRAP assessments	A42-10	4		
			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	A42-12	3	17.3	Funded
			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	A42-12	3		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status		
A2. Enhanced confidence in the global security system, including cybersecurity that facilitates the movement of people and goods by air through effective compliance with Security related SARPS	A2.1. Improved ICAO monitoring and reporting of security incidents and occurrences	USOAP	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	A42-12	3	17.3	Funded		
			A2.1.9 Manage activities related to Significant Safety Concerns (SSCs)	A42-12	3	18	Funded		
			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	(blank)	2		Funded	
				A2.2.3 Optimization and enhanced security and quality of online management systems of audit programmes through continuous improvements.	A42-18 App D	3	15.8	Unfunded	
	A2.2.6 Analyse Audit results to support Standard development and Implementation Support activities	A42-18 App D		3	16.7	Partially funded			
	USOAP		A2.2.1 Manage, coordinate and provide internal administration	(blank)	2		Funded		
			A2.2.4 Optimization and enhanced quality of online management systems of audit programmes (such as USOAP manager in the OLF) through continuous improvements.	A42-12	3	15.8	Partially funded		
			A2.2.5 Manage Annex Manager and Electronic Filing of Differences (EFOD)	A42-12	3	15.7	Funded		
			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	A42-18	3	16.2	Unfunded	
	A3.1.1 Manage, coordinate and provide internal administration	(blank)		2		Funded			
	Multi		A3.1.10 Collect data from States, consolidate and analyze at regional level	A42-18	3	13.7	Unfunded		
			A3.1.11 Collect data from States, consolidate and analyze at regional level	A42-18	1		Unfunded		
			A3.1.12 Collect data from States, consolidate and analyze at regional level	A42-18	1		Unfunded		
			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...	A42-18	3	14.7	Partially funded		
			A3.1.3 Ensure data are available on aviation-related security events including from controlled open-source systems	A42-18	3	14.7	Funded		
	Not applicable		A3.1.4 Monitor and analysis of the global threat picture taking into account security incidents and occurrences	A42-18	3	16.5	Partially funded		
			A3.1.6 Collect data from States, consolidate and analyze at regional level	A42-18					

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A3. Improved robustness of the global aviation security system	A3.1. Comprehensive analysis of the global aviation security system	Not applicable	A3.1.6 Collect data from States, consolidate and analyze at regional level	A42-18	1		
							Unfunded
			A3.1.7 Collect data from States, consolidate and analyze at regional level	A42-18	1		
							Unfunded
			A3.1.8 Collect data from States, consolidate and analyze at regional level	A42-18	1		
							Unfunded
			A3.1.9 Collect data from States, consolidate and analyze at regional level	A42-18	1		
							Unfunded
			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				
							Unfunded
	Not applicable		A3.2.1 Manage, coordinate and provide internal administration	(blank)	2		
							Funded
			A3.2.10 Collect data from States, consolidate and analyze at regional level	A42-18	3	13.7	
							Unfunded
			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	A42-18	3	12.8	
							Partially funded
			A3.2.3 Refine information sharing mechanisms on security between ICAO and States	A42-18	3	14.8	
							Unfunded
			A3.2.4 Collect data from States, consolidate and analyze at regional level	A42-18	3	14.2	
							Unfunded
			A3.2.5 Collect data from States, consolidate and analyze at regional level	A42-18	3	14.2	
							Unfunded
			A3.2.6 Collect data from States, consolidate and analyze at regional level	A42-18	3	14.2	
							Unfunded
			A3.2.7 Collect data from States, consolidate and analyze at regional level	A42-18	3	14.2	
							Unfunded
			A3.2.8 Collect data from States, consolidate and analyze at regional level	A42-18	3	14.2	
							Unfunded
			A3.2.9 Collect data from States, consolidate and analyze at regional level	A42-18	3	14.2	
							Unfunded
	A3.3. Aviation interests and security related actions within the UN System are coordinated and supported	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.	A42-18	3	14.7	
							Partially funded
			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	A42-18	3	13	
							Unfunded
	Multi		A3.3.1 Manage, coordinate and provide internal administration	(blank)	2		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A3. Improved robustness of the GAsEP global priority areas	A3.3. Aviation interests and activities of States are supported	Multi Not applicable	A3.3.1 Manage, coordinate and provide internal administration	(blank)		2	Funded
			A3.3.10 Coordinate and participate at regional activities and events with other international partners	A42-18		3	13.2 Unfunded
			A3.3.11 Coordinate and participate at regional activities and events with other international partners	A42-18		3	13.2 Unfunded
			A3.3.12 Coordinate and participate at regional activities and events with other international partners	A42-18		3	13.2 Unfunded
			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	A42-18		3	11.7 Partially funded
			A3.3.6 Coordinate and participate at regional activities and events with other international partners	A42-18		3	13.2 Unfunded
			A3.3.7 Coordinate and participate at regional activities and events with other international partners	A42-18		3	13.2 Unfunded
			A3.3.8 Coordinate and participate at regional activities and events with other international partners	A42-18		3	13.2 Unfunded
			A3.3.9 Coordinate and participate at regional activities and events with other international partners	A42-18		3	13.2 Unfunded
		USAP	A3.3.4 Provide support to UNCTED in the implementation of UNSCR 1373 and CTC state visits UNSCR 1535	A42-18		3	13.8 Partially funded
	A3.4. Engagement and progress of the GAsEP global priority areas is monitored and the GAsEP is updated as needed						
	Aviation Cybersecurity		A3.4.15 Ensure coordination between the ICAO Cybersecurity Action Plan and the global plans, including the GAsEP	A42-18		1	Funded
	Implementation Support		A3.4.18 Develop and implement Aviation Security related technical support projects and activities under the AFI SECFAL Plan	A40-23, A41-17, A41-18		3	18.8 Unfunded
			A3.4.19 Develop and implement Aviation Security related technical support projects and activities under the AFI SECFAL Plan	A40-23, A41-17, A41-18		3	18.5 Unfunded
			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.	A42-18 App E		4	Partially funded
			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.	A42-18 App E		4	Partially funded
			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.	A42-18		3	14.8 Unfunded
	Multi		A3.4.1 Manage, coordinate and provide internal administration	(blank)		2	Funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A3. Improved robustness of the GAsEP	A3.4. Engagement and promotion of the GAsEP	Not applicable	A3.4.10 Support States in GAsEP engagement and monitoring	A42-18	3	15	Partially funded
			A3.4.11 Support States in GAsEP engagement and monitoring	A42-18	3	15	Partially funded
			A3.4.12 Support States in GAsEP engagement and monitoring	A42-18	3	15	Partially funded
			A3.4.13 Support States in GAsEP engagement and monitoring	A42-18	3	15	Partially funded
			A3.4.14 Support States in GAsEP engagement and monitoring	A42-18	3	15	Partially funded
			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	A42-18	3	14.8	Partially funded
			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	A42-18	3	14.8	Unfunded
			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.	A42-18	3	17.5	Partially funded
			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	A42-18	1		Funded
			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	A42-18	3	18.2	Unfunded
			A3.4.8 Support States in GAsEP engagement and monitoring	A42-18	3	15	Partially funded
			A3.4.9 Support States in GAsEP engagement and monitoring	A42-18	3	15	Partially funded
			A3.5. Enhanced provisions and guidance material, pertinent to the existing risk context are developed, updated, and promoted				
	Aviation Cybersecurity		A3.5.10 Support and coordinate meetings and operations of the cybersecurity Panel (CYSECP) and related working groups and task forces	A42-19	1		Partially funded
			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	A42-19	1		Partially funded
			A3.5.6 Support and coordinate meetings and operations of the cybersecurity Panel (CYSECP) and related working groups and task forces	A42-19	1		Partially funded
	Innovation		A3.5.7 Monitor innovative developments in aviation and in security and develop guidance on the impact on security.	A42-18	3	13.5	Partially funded
	Multi		A3.5.1 Manage, coordinate and provide internal administration	(blank)			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
A3. Improved robust	A3.5. Enhanced provision	Multi	A3.5.1 Manage, coordinate and provide internal administration	(blank)		2	
							Funded
		Not applicable	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	A42-18; A42-19		3	
							14.1
			A3.5.2 Provide support for Assembly, Council, Council committees, Air Navigation commission in reviewing and updating SARPs, policies and procedures pertaining to security	A42-18		1	
							Funded
			A3.5.4 Support high-level meetings on security including aviation cybersecurity	A42-18 / A42-19		3	
							13.2
			A3.5.5 Support and coordinate meetings and operations of the aviation security Panel (AVSECP) and related working groups and task forces	A42-18		1	
							Partially funded
			A3.5.8 Streamline internal and external communication processes for security, providing contents and taking initiatives to promote ICAO's work in security	A42-18		3	
							14.2
			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	A42-18; A42-19		3	
							14.1
All	All						Partially funded
		Multi	GEN1 Support of Strategic goals by regional management and administration	(blank)		2	
							Funded
			GEN2 Support of Strategic goals by regional management and administration	(blank)		2	
							Funded
			GEN3 Support of Strategic goals by regional management and administration	(blank)		2	
							Funded
			GEN4 Support of Strategic goals by regional management and administration	(blank)		2	
							Funded
			GEN5 Support of Strategic goals by regional management and administration	(blank)		2	
							Funded
			GEN6 Support of Strategic goals by regional management and administration	(blank)		2	
							Funded
			GEN7 Support of Strategic goals by regional management and administration	(blank)		2	
							Funded
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	Not applicable	B1.1.1 Manage, coordinate and provide internal administration	(blank)		2	
							Funded
			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	A42-20		1	
							Partially funded
			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	A42-20			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
B1. Achieved agreemr	B1.1. Advanced ICAO po	Not applicable	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	A42-20	1		
							Funded
			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	A42-20A42-21	1		
							Funded
		B1.2. Enhanced leadership of ICAO for addressing all aviation environmental issues, including UN cooperation and outreach provided.					
		Not applicable					
		B1.2.1 Manage, coordinate and provide internal administration	(blank)	2			
							Funded
		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	A42-20A42-21	3	15.7		Funded
		B1.2.11 Represent ICAO in the regional meetings and events organized by other UN and international organizations of relevance to aviation and the environment	A42-20A42-21	3	15.7		Funded
		B1.2.12 Represent ICAO in the regional meetings and events organized by other UN and international organizations of relevance to aviation and the environment	A42-20A42-21	3	15.7		Funded
		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	A42-20A42-21	3	18		Partially funded
		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	A42-20A42-21	3	16.7		Partially funded
		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	A42-20A42-21	4			Partially funded
		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	A42-20A42-21	3	17.7		Unfunded
		B1.2.6 Represent ICAO in the regional meetings and events organized by other UN and international organizations of relevance to aviation and the environment	A42-20A42-21	3	15.7		Funded
		B1.2.7 Represent ICAO in the regional meetings and events organized by other UN and international organizations of relevance to aviation and the environment	A42-20A42-21	3	15.7		Funded
		B1.2.8 Represent ICAO in the regional meetings and events organized by other UN and international organizations of relevance to aviation and the environment	A42-20A42-21	3	15.7		Funded
		B1.2.9 Represent ICAO in the regional meetings and events organized by other UN and international organizations of relevance to aviation and the environment	A42-20A42-21	3	15.7		Funded
		B1.3. Increased focus on just-transition and emerging environmental areas					Funded
		Not applicable					
		B1.3.1 Manage, coordinate and provide internal administration	(blank)	2			
							Funded
		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	A42-20A42-21	3	14.2		Unfunded
		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	A42-20A42-21	3	11.7		Partially funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
B1. Achieved agreement on the science of climate change.	B1.4. Increased focus on the science of climate change.	Not applicable					
			B1.4.1 Manage, coordinate and provide internal administration	(blank)	2		
							Funded
			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	A42-21	3	14.3	
							Unfunded
			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	A42-21	3	14	
							Unfunded
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	(blank)	2			
						Funded	
		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	A42-21	3	16.7		
						Partially funded	
		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	A42-21	3	18		
						Unfunded	
		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	A42-21	3	18.8		
						Partially funded	
		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	A42-21	3	19.2		
						Partially funded	
		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	A42-21	3	17.2		
						Partially funded	
		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	(blank)			2			
						Funded	
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	A42-21			4			
						Funded	
B2.2.11 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	A42-21			3	18.8		
						Funded	
B2.2.12 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	A42-21			3	18.8		
						Funded	
B2.2.13 Accelerate the development of specific aviation CO2 emissions reduction projects (e.g. acceleration of the sustainability assessment in SAF projects, SAF co-processing) and ensure the alignment with ICAO technical criteria and requirements	A42-21			1			
						Unfunded	
B2.2.14 Establish the ACT-LTAG programme as a structured and comprehensive framework to support the development and and update of State Action Plans to contribute to the LTAG	A42-21			1			
						Partially funded	
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	A42-21			4			
				Partially funded			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
B2. Reduced CO2 en	B2.2. Enhanced support	ACT-SAF and ACT-LTAG	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	A42-21		4	
							Partially funded
			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	A42-21		4	
							Unfunded
			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	A42-21		4	
							Partially funded
			B2.2.6 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	A42-21		3	18.8
			B2.2.7 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	A42-21		3	Funded
							18.8
			B2.2.8 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	A42-21		3	Funded
							18.8
			B2.2.9 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	A42-21		3	Funded
							18.8
	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						Funded
		FINVEST Hub	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	A42-21		4	
							Unfunded
			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	A42-21		4	
							Unfunded
		Multi	B2.3.1 Manage, coordinate and provide internal administration	(blank)		2	
							Funded
		Not applicable	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	A42-21		4	
							Unfunded
			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	A42-21		3	17.8
							Unfunded
			B2.3.6 1) Implementation of the near-term recommendations identified from the Council's consideration of possible climate finance initiatives or funding mechanisms under ICAO. 2) Set up a workstream to identify financing needs and gaps and explore ways of addressing the long-term options	A42-21		1	
							Unfunded
	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	(blank)		2	
							Funded
			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	A42-21		3	18.8
							Partially funded
			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	A42-21		3	18.8
							Partially funded
			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				

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
B2. Reduced CO2 emissions	B2.4. Enhanced monitoring of aviation CO2 emissions	LTAG implementation and monitoring	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 to the Global Framework	A42-21		3	17
							Unfunded
			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	A42-21		3	18.5
							Unfunded
	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	(blank)		2	
							Funded
			B2.5.2 Organize annual ICAO LTAG Stocktaking events, including the monitoring of latest environment-driven innovations and CO2 reduction measures	A42-21		4	
							Unfunded
			B2.5.3 Update existing ICAO Tracker Tools (on technology, operations and cleaner energies) and develop additional tools for emerging topics	A42-21		3	17.8
							Partially funded
			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	A42-21		3	18.3
							Partially funded
			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	A42-21		3	19.7
							Partially funded
			B2.5.6 Monitor the implementation of the Global Air Navigation Plan (GANP) to contribute to fuel burn reduction and lower carbon emissions	A42-21		3	18.2
							Partially funded
	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	(blank)		2	
							Funded
			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	A42-21		3	19
							Funded
			B2.6.11 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	A42-21		3	19
							Funded
			B2.6.12 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	A42-21		3	19
							Funded
			B2.6.2 Organize annual ICAO LTAG Stocktaking events, including the monitoring of implementation support and financing	A42-21		4	
							Unfunded
			B2.6.3 Update existing ICAO Tracker Tools (on implementation support and financing) and develop additional tools for emerging topics	A42-21		3	18.2
							Partially funded
			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	A42-21		3	19
							Partially funded
			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)	A42-21		3	18.5
							Partially funded
			B2.6.6 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	A42-21		3	19

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status		
B2. Reduced CO2 en	B2.6. Enhanced monitori	LTAG implementation and monitoring	B2.6.6 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	A42-21		3	19 Funded		
			B2.6.7 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	A42-21		3	19 Funded		
			B2.6.8 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	A42-21		3	19 Funded		
			B2.6.9 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	A42-21		3	19 Funded		
			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)						
			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	A42-22		4	Unfunded		
			B3.1.11 Support for the robust implementation of CORSIA, including through seminars and workshops, and regular contacts with CORSIA Focal Points in the region	A42-22		4	Unfunded		
			B3.1.12 Support for the robust implementation of CORSIA, including through seminars and workshops, and regular contacts with CORSIA Focal Points in the region	A42-22		4	Funded		
			B3.1.13 Support for the robust implementation of CORSIA, including through seminars and workshops, and regular contacts with CORSIA Focal Points in the region	A42-22		4	Unfunded		
			B3.1.14 Support for the robust implementation of CORSIA, including through seminars and workshops, and regular contacts with CORSIA Focal Points in the region	A42-22		4	Unfunded		
			B3.1.15 Support for the robust implementation of CORSIA, including through seminars and workshops, and regular contacts with CORSIA Focal Points in the region	A42-22		4	Unfunded		
			B3.1.16 Support for the robust implementation of CORSIA, including through seminars and workshops, and regular contacts with CORSIA Focal Points in the region	A42-22		4	Unfunded		
			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	A42-22		4	Unfunded		
			B3.1.9 Continue to encourage additional States to voluntarily participate in CORSIA	A42-22		3	19.3 Funded		
			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	A42-22		1	Funded		
			B3.1.3 Support Council and CAEP in updating the CORSIA CO2 Estimation and Reporting Tool (CERT)	A42-22		3	16.2 Partially funded		
			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	A42-22		3	20.3 Unfunded		
			B3.1.5 Adjust the CCR, as needed, in light of the LMR methodologies and possible ICAO regulatory frameworks	A42-22		3	19.2 Unfunded		
		CORSIA implementation	B3.1.6 Support Council and CAEP in undertaking the CORSIA periodic reviews	A42-22					

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
B3. Increased emissions reduction	B3.1. Advanced and robust CORSIA implementation	CORSIA implementation	B3.1.6 Support Council and CAEP in undertaking the CORSIA periodic reviews	A42-22	3	19.7	Funded
			B3.1.7 Update relevant ICAO policies and regulatory frameworks in light of the CORSIA periodic reviews	A42-22	1		
							Funded
							Funded
			B3.1.1 Manage, coordinate and provide internal administration	(blank)	2		
							Funded
	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	B3.2.1 Manage, coordinate and provide internal administration	(blank)	2		
							Funded
			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	A42-22	3	15.7	Partially funded
			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	A41-22	3	16.2	Partially funded
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.	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	A42-21	3	17	Unfunded
			B4.1.1 Manage, coordinate and provide internal administration	(blank)	2		
							Funded
			B4.1.10 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	A42-21	3	16	Funded
			B4.1.11 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	A42-21	3	16	Funded
			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	A42-21	3	17.5	Unfunded
			B4.1.3 Support Council and CAEP in developing and updating further necessary guidance and manual for States on the climate change risk assessment and adaptation measures to aviation operations and infrastructure resilience, and for the development of aviation climate change adaptation plans	A42-21	3	19.2	Unfunded
			B4.1.5 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	A42-21	3	16	Funded
	Not applicable		B4.1.6 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	A42-21	3	16	Funded
			B4.1.7 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	A42-21	3	16	Funded
			B4.1.8 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	A42-21	3	16	Funded
			B4.1.9 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region				

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
B4. Ensured future resilience	B4.1. Increased efforts on climate change risk assessment and adaptation measures in the region	Not applicable	B4.1.9 Support for raising awareness and sharing best practices on climate change risk assessment and adaptation measures in the region	A42-21		3	
							16
							Funded
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						
		AAM/new entrants (includes RPAS, UAS, etc)	C1.1.10 Address flight rules and airspace classification matters	A41-9		1	
							Funded
	Implementation Support		C1.1.11 Support African States in the development and implementation of their National Air Navigation Plans through the AFI Plan program	A41-27 Appendix C		3	
							18.7
			C1.1.12 Support African States in the development and implementation of their National Air Navigation Plans through the AFI Plan program	A41-27 Appendix C			Funded
						3	
							18.7
			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	A41-6		3	
							15.3
			C1.1.3 Support the implementation of the GANP initiatives through the regional Air Navigation Plans and their amendments, and promote national Air Navigation Plans	A41-6			Funded
						3	
			C1.1.4 Support the implementation of the GANP initiatives through the regional Air Navigation Plans and their amendments, and promote national Air Navigation Plans	A41-6			15.3
							Partially funded
						3	
							15.3
			C1.1.5 Support the implementation of the GANP initiatives through the regional Air Navigation Plans and their amendments, and promote national Air Navigation Plans	A41-6			Funded
						3	
							15.3
			C1.1.6 Support the implementation of the GANP initiatives through the regional Air Navigation Plans and their amendments, and promote national Air Navigation Plans	A41-6			Funded
						3	
							15.3
			C1.1.7 Support the implementation of the GANP initiatives through the regional Air Navigation Plans and their amendments, and promote national Air Navigation Plans	A41-6			Funded
						3	
							15.3
			C1.1.8 Support the implementation of the GANP initiatives through the regional Air Navigation Plans and their amendments, and promote national Air Navigation Plans	A41-6		3	
							15.3
			C1.1.9 Coordinate the regional plans for air navigation improvements	A42-6 A42 8 and A42-9			Funded
						3	
							19.2
							Funded
	Multi		C1.1.1 Manage, coordinate and provide internal administration	(blank)		2	
							Funded
	C1.2. Enhanced policies, provisions and implementation support to enable air navigation performance improvement						
		Active and emerging aviation safety risk	C1.2.16 Support initiatives and provisions on datalink (ANB/ATM)	A42-9		3	
							14.8
			C1.2.17 Develop SARPs and PANS to enhance aerodrome capacity and efficiency to accommodate increasing traffic (ANB/AOI)	A42-9			Partially funded
						1	
							Funded
			C1.2.18 Develop SARPs and PANS to enhance meteorological services to support operational decision making (ANB/AOI)	A42-9			
						1	
							Funded
			C1.2.21 Support global meteorological services (WAFS, IAWW/VAAC, TCAC, space weather centers)				
							Funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
C1. Achieved air navi	C1.2. Enhanced policies	Active and emerging aviation safety risk	C1.2.21 Support global meteorological services (WAFS, IAVW/VAAC, TCAC, space weather centers)	A42-9	3	13.8	Funded
		Air Navigation Performance improvement	C1.2.10 Develop guidance material for ATM	A42-9	3	14.7	Partially funded
			C1.2.11 Develop standards, annex amendment and PANS for ATM	A42-9	1		Funded
			C1.2.13 Coordinate with Member States on airspace matters	A42-8 and A42-9	3	16.5	Funded
			C1.2.14 Support initiatives and provisions on ATFM (ANB/ATM)	A42-8 and A42-9	3	15.2	Funded
			C1.2.15 Support initiatives and provisions on TBO (ANB/ATM)	A42-8 and A42-9	3	15.2	Funded
			C1.2.19 Develop guidance material for aerodromes and meteorology (ANB/AOI)	A42-9	3	15.2	Partially funded
			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)	A42-9	3	14	Funded
			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	A42-8 A42-6 and A40-5	3	15.8	Partially funded
			C1.2.4 Coordinate Air Navigation performance improvements at the regional level, including through PIRG meetings and actions, and coordinate the resolution of regional Air Navigation deficiencies	A42-8 A42-6 and A40-5	3	15.8	Partially funded
			C1.2.5 Coordinate Air Navigation performance improvements at the regional level, including through PIRG meetings and actions, and coordinate the resolution of regional Air Navigation deficiencies	A42-8 A42-6 and A40-5	3	15.8	Partially funded
			C1.2.6 Coordinate Air Navigation performance improvements at the regional level, including through PIRG meetings and actions, and coordinate the resolution of regional Air Navigation deficiencies	A42-8 A42-6 and A40-5	3	15.8	Partially funded
			C1.2.7 Coordinate Air Navigation performance improvements at the regional level, including through PIRG meetings and actions, and coordinate the resolution of regional Air Navigation deficiencies	A42-8 A42-6 and A40-5	3	15.8	Partially funded
			C1.2.8 Coordinate Air Navigation performance improvements at the regional level, including through PIRG meetings and actions, and coordinate the resolution of regional Air Navigation deficiencies	A42-8 A42-6 and A40-5	3	15.8	Partially funded
			C1.2.9 Coordinate Air Navigation performance improvements at the regional level, including through PIRG meetings and actions, and coordinate the resolution of regional Air Navigation deficiencies	A42-8 A42-6 and A40-5	3	15.8	Partially funded
		Implementation Support	C1.2.12 Develop training and iPacks for ATM	A42-9	4		Unfunded
		Multi	C1.2.1 Manage, coordinate and provide internal administration	(blank)	2		Funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
C1. Achieved air navi	C1.2. Enhanced policies	Not applicable	C1.2.2 Address the safe integration of space transport operations into the airspace system	A40-26	3	14.7	Partially funded
	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	(blank)	2		Funded
			C1.3.2 Feasibility study on monitoring air navigation performance	A42-8	3	14.3	Unfunded
	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	(blank)	2		Funded
			C1.4.10 Develop and update SARPs, PANS and guidance material for RPAS, UAS and AAM operations	A42 TC report 24.88, 89, 90, 92	1		Funded
			C1.4.11 Develop a strategy and roadmap for AAM	A41-9	3	17.2	Funded
			C1.4.12 Develop and update necessary provisions and guidance material for Advanced Air Mobility	A42 TC report 24.88, 89, 90	1		Funded
			C1.4.13 Develop and update provisions and guidance material for Unmanned Aircraft Systems	A42 TC report 24.89, 92	1		Funded
			C1.4.14 Develop and update provisions and guidance material for Unmanned Aircraft System Traffic Management	A42 TC report 24.89	1		Funded
			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	A41-9	3	12.3	Partially funded
			C1.4.16 Support the delivery of events raising awareness of ICAO activities supporting the safe development of RPAS, UAS and AAM operations	A41-9	4		Unfunded
			C1.4.17 Support the development of awareness, training and capacity-building tools for RPAS, UAS, UTM and AAM	A41-9	4		Unfunded
			C1.4.2 Provide framework and address issues related to Higher Airspace Operations	A41-9	3	13.2	Partially funded
			C1.4.3 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded
			C1.4.4 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded
			C1.4.5 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded
			C1.4.6 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status	
C1. Achieved air navi	C1.4. Established frame	AAM/new entrants (includes RPAS, UAS, etc)	C1.4.6 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded	
			C1.4.7 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded	
			C1.4.8 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded	
			C1.4.9 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded	
			C1.4.10 Coordinate at the regional level AAM and the integration of new entrants (including RPAS) and support regional initiatives	A41-9	3	13.2	Partially funded	
	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	(blank)	2		Funded
				C2.1.10 Support outreach to States to promote the implementation of the HLCC Recommendations	A42-13	4		Unfunded
				C2.1.11 Support outreach to States to promote the implementation of the HLCC Recommendations	A42-13	3	14	Unfunded
				C2.1.12 Support outreach to States to promote the implementation of the HLCC Recommendations	A42-13	3	14	Unfunded
				C2.1.13 Support outreach to States to promote the implementation of the HLCC Recommendations	A42-13	3	14	Unfunded
C2.1.14 Support outreach to States to promote the implementation of the HLCC Recommendations				A42-13	3	16	Unfunded	
C2.1.15 Support outreach to States to promote the implementation of the HLCC Recommendations				A42-13	3	14	Unfunded	
C2.1.16 Support outreach to States to promote the implementation of the HLCC Recommendations				A42-13	3	14	Unfunded	
C2.1.17 Prepare for, and deliver, responses for crisis involving airspace (ANB/ATM)				A42-13	3	14	Unfunded	
C2.1.18 Establish a framework for ICAO preparation and response to crisis				A42-13	3	16.8	Funded	
C2.1.2 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed				A42-13	3	15.8	Partially funded	
C2.1.3 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed				A42-13	3	16.3	Funded	
C2.1.4 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed				A42-13	3	16.3	Funded	
C2.1.5 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed						16.3	Funded	

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
C2. Adequate response to crisis	C2.1. Framework for crisis preparedness and response optimization	Crisis preparedness and response optimization	C2.1.5 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed	A42-13		3	16.3
							Funded
			C2.1.6 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed	A42-13		3	16.3
							Funded
			C2.1.7 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed	A42-13		3	16.3
							Funded
			C2.1.8 Implement measures to ensure crisis response preparedness, and coordinate crisis management as appropriate, including the establishment of CCTs where needed	A42-13		3	16.3
							Funded
	C3.1. Enhanced national and international coordination on facilitation matters	Not applicable	C3.1.1 Manage, coordinate and provide internal administration	(blank)		2	
							Funded
			C3.1.10 Coordinate and participate at regional Facilitation related activities and events with other international partners	A41-14, A41-17		4	
							Unfunded
			C3.1.11 Coordinate and participate at regional Facilitation related activities and events with other international partners	A41-14, A41-17		3	12.7
							Unfunded
			C3.1.12 Coordinate and participate at regional Facilitation related activities and events with other international partners	A41-14, A41-17		3	12.7
							Unfunded
			C3.1.13 Coordinate and participate at regional Facilitation related activities and events with other international partners	A41-14, A41-17		3	12.7
							Unfunded
			C3.1.14 Monitor and assess the impact of societal and demographic changes on accessibility services in order to Future-proof accessibility services for passengers with disabilities and reduced mobility	A42-14		1	
							Unfunded
			C3.1.15 Incorporate symposium recommendations into ICAO's business plan for capacity-building and conflict zone risk mitigation	A42-15		1	
							Unfunded
			C3.1.16 Re-instate the FALP Working group on Human Trafficking	A42-16		1	
							Partially funded
			C3.1.17 Conduct a Study on use of air transport for Irregular Migration and Migrant smuggling in consultation with relevant UN agencies	A42-16		1	
							Unfunded
	C3.1.2 Develop templates for legislation, regulations, policies and plans to assist aircraft accident victims and their families			A41-14, A41-17		3	14
							Partially funded
			C3.1.3 Develop an ICAO Strategy and Compendium of regulations, statutes, and policies relating to accessibility in aviation	Annex 9, A41-15, A41-17		1	
							Funded
	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			A41-17		3	15.3
							Partially funded
	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			A41-14, A41-17		3	13.2
							Partially funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
C3. Enhanced global	C3.1. Enhanced national	Not applicable	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	A41-17, A41-11, A41-12A41-14	4		
							Partially funded
			C3.1.7 Coordinate and participate at regional Facilitation related activities and events with other international partners	A41-14, A41-17	3	12.8	
							Unfunded
			C3.1.8 Coordinate and participate at regional Facilitation related activities and events with other international partners	A41-14, A41-17	3	12.7	
							Unfunded
			C3.1.9 Coordinate and participate at regional Facilitation related activities and events with other international partners	A41-14, A41-17	3	12.7	
							Unfunded
	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	A40-23, A41-17, A41-18,	4		
							Unfunded
			C3.2.20 Develop and implement Facilitation related technical support projects and activities under the AFI SECFAL Plan	A40-23, A41-17, A41-18	4		
							Unfunded
	Not applicable		C3.2.1 Manage, coordinate and provide internal administration	(blank)	2		
							Funded
			C3.2.10 Conduct meetings as required of the Facilitation Panel, and expert working groups	A41-11, A41-14, A41-15, A41-16, A41-17	1		
							Funded
			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	A41-11, A41-17	3	15.8	
							Unfunded
			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	A41-17, A41-11, A41-12	4		
							Unfunded
			C3.2.13 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	A41-11, A41-14, A41-15, A41-16, A41-17	3	13.8	
							Partially funded
			C3.2.14 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	A41-11, A41-14, A41-15, A41-16, A41-17	3	13.8	
							Unfunded
			C3.2.15 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	A41-11, A41-14, A41-15, A41-16, A41-17	3	13.8	
							Unfunded
			C3.2.16 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	A41-11, A41-14, A41-15, A41-16, A41-17	3	13.8	
							Unfunded
			C3.2.17 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	A41-11, A41-14, A41-15, A41-16, A41-17	3	13.8	
							Unfunded
			C3.2.18 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	A41-11, A41-14, A41-15, A41-16, A41-17	3	13.8	
							Unfunded
			C3.2.2 Update and refine the facilitation regulatory and policy framework with ICAO expert groups and in coordination with relevant international organizations.	A41-11, A41-14, A41-15, A41-16, A41-17	1		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
C3. Enhanced global	C3.2. Enhanced develop	Not applicable	C3.2.2 Update and refine the facilitation regulatory and policy framework with ICAO expert groups and in coordination with relevant international organizations.	A41-11, A41-14, A41-15, A41-16,	1		Funded
			C3.2.21 Review and enhance ICAO provisions for humanitarian flights	A42-13			
					1		
							Unfunded
			C3.2.22 Develop SARPs for timely notification and information dissemination to families of accident victims	A42-15	1		
							Partially funded
			C3.2.3 Review and develop facilitation policy material in coordination with ICAO expert groups	A41-11, A41-14, A41-15, A41-16, A41-17A41-17 – Appendix A,	1		
							Funded
			C3.2.4 Provide support for Assembly, Council, Council Committees, high-level aviation Facilitation meetings	A41-11, A41-14, A41-15, A41-16, A41-17	1		
							Funded
			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	A41-11, A41-14, A41-15, A41-16, A41-17	4		
							Partially funded
			C3.2.6 Conduct a study and assessment of Advance Passenger Information and Passenger Name Record implementation gaps	A41-17 – Appendix D	3	13.5	
							Partially funded
			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	A41-17	3	13.7	
							Unfunded
			C3.2.8 Develop content and Conduct Regional Facilitation Implementation Seminars on domestication of Annex 9 provisions	A41-11, A41-14, A41-15, A41-16, A41-17	4		
							Unfunded
			C3.2.9 Design an appropriate auditing framework for the implementation of Annex 9 SARPs	A41-17 – Appendix BA41-11, A41-14, A41-15, A41-16, A41-17	3	14	
							Unfunded
	C3.3. Enhanced national and international action ensuring the integrity of traveller identification and border control programmes						
	Multi		C3.3.1 Manage, coordinate and provide internal administration	(blank)	2		
							Funded
	Not applicable		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.	A41-17 – Appendix B	3	13.7	
							Unfunded
			C3.3.13 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	A41-17 – Appendix B	3	13.7	
							Unfunded
			C3.3.14 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	A41-17 – Appendix B	3	13.7	
							Unfunded
			C3.3.15 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	A41-17 – Appendix B	3	13.7	
							Unfunded
			C3.3.16 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	A41-17 – Appendix B	3	13.7	
							Unfunded
			C3.3.17 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	A41-17 – Appendix B	3	13.7	
							Unfunded
			C3.3.18 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	A41-17 – Appendix B	3		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
C3. Enhanced global	C3.3. Enhanced national	Not applicable	C3.3.18 Support State assessments visits regarding establishing legal and administrative frameworks for API and PNR, and promote awareness on benefits of establishing passenger data systems.	A41-17 – Appendix B	3	13.7	Funded
		Traveller Identification Programme (TRIP)					
			C3.3.10 Managing and Administering the PKD program, procurement activities, contract management, financial management, stakeholder management.	A41-17 – Appendix B	4		
							Funded
			C3.3.11 Managing and coordinating PKD governance and mandated system development and maintenance work.	A41-17 – Appendix B	4		
							Funded
			C3.3.2 Strengthen and implement the ICAO Traveller Identification Programme (TRIP) Strategy.	A41-17 – Appendix B	3		
						14.2	Partially funded
			C3.3.3 Develop and update travel document specifications, policies on evidence of identity, Machine Readable Travel Documents (MRTDs), inspection systems and tools.	A41-17 – Appendix B	1		
							Partially funded
			C3.3.4 Develop, review and update guidance material on evidence of identity, Machine Readable Travel Documents (MRTDs), inspection systems and tools.	A41-17 – Appendix B	3		
						16.2	Partially funded
			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.	A41-17 – Appendix B	4		
							Partially funded
			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	A41-17 – Appendix B	3		
						14.5	Partially funded
			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.	A41-17 – Appendix B	1		
							Partially funded
			C3.3.8 Provide capacity building initiatives through workshops and seminars and conduct yearly a Traveller Identification Programme symposium.	A41-17 – Appendix B	4		
							Partially funded
			C3.3.9 Engaging in stakeholder outreach, liaison and knowledge enhancement, promote participation and ensure active use of all system capabilities by program participants.	A41-17 – Appendix B	4		
							Partially funded
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	(blank)	2		
							Funded
			D1.1.2 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)	4		
							Funded
			D1.1.3 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)	3		
						17.3	Partially funded
			D1.1.4 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)	3		
						17.3	Partially funded
			D1.1.5 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)	3		
						17.3	Partially funded
			D1.1.6 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)	3		
						17.3	Partially funded
			D1.1.7 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level				

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
D1. Enhanced Effectiveness of the Implementation Support	D1.1. Enhanced governance and coordination of Implementation Support	Implementation Support	D1.1.7 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)		3	17.3 Partially funded
			D1.1.8 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)		3	
							17.3 Partially funded
			D1.1.9 Promote and support increased engagement to highlight States' obligations at the Regional ministerial level	(blank)		3	
							17.3 Partially funded
			D1.2. Increased coordination to support States to share resources, participate in regional efforts and build capacity				
			Implementation Support				
	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	(blank)		2	Funded
			D1.2.10 Develop and implement projects and activities under HRDF to enhance aviation professional capacity of African States	(blank)		4	
							Funded
			D1.2.11 Develop and implement projects and activities under HRDF to enhance aviation professional capacity of African States	(blank)		4	
			D1.2.2 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		4	Funded
			D1.2.3 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		3	
							14.7 Partially funded
			D1.2.4 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		3	
			D1.2.5 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		3	14.7 Funded
			D1.2.6 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		3	
	D1.3. Enhanced, accessible and efficient application of implementation support projects and activities across all civil aviation domains	Implementation Support					14.7 Partially funded
			D1.2.7 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		3	
			D1.2.8 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		3	14.7 Partially funded
			D1.2.9 Promote and support increased engagement with Regional mechanisms e.g., RSOO's, RAIQ's to enhance support to their Member States	A42-23		3	
							14.7 Partially funded
			D1.3.1 Manage, coordinate and provide internal administration	(blank)		2	Funded
			D1.3.2 Identify potential new Implementation Support opportunities	A42-23		4	
	D1.3.3 Analyze the relevance of new Implementation Support opportunities and decide on a corresponding plan of action	Implementation Support					Funded
				A42-23		4	

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
D1. Enhanced Effect	D1.3. Enhanced, accessi	Implementation Support	D1.3.3 Analyze the relevance of new Implementation Support opportunities and decide on a corresponding plan of action	A42-23		4	Funded
			D1.3.4 Identify follow up actions on current and new Implementation Support opportunities	A42-23		4	
			D1.3.5 Strengthen risk assessment and monitoring regarding the implementation of implementation support projects and activities	A42-23		4	Funded
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	(blank)		2	
							Funded
			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	(blank)		4	
							Funded
			D2.1.3 Support the development of competent personnel through ICAO-recognized training packages delivered in all ICAO Regions	(blank)		4	
							Funded
			D2.1.4 Consolidate and expand GAT network of partners under the TPP framework across all regions, providing courses in all ICAO languages	(blank)		4	
							Funded
	D2.2. Enhanced portfolio of ICAO solutions to better serve Member States						
		Implementation Support	D2.2.1 Manage, coordinate and provide internal administration	(blank)		2	
							Funded
			D2.2.2 Develop new set of Implementation Packages (IPacks) in coordination with Bureaux	A42-23		4	
							Funded
			D2.2.3 Develop new implementation support products and services in coordination with Bureaux	A42-23		4	
							Funded
	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	(blank)		2	
							Funded
			D2.3.2 Develop action plans to secure funding from international donors, financial institutions, and Member States	A42-23		4	
							Funded
			D2.3.3 Prioritize needs to ensure efficient resource allocation and equitable support for States	A42-23		4	
							Funded
			D2.3.4 Establish coordination mechanisms with other international organizations, and industry stakeholders to harmonize Implementation Support efforts	A42-23		4	
							Funded
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	(blank)		2	
							Funded
			E1.1.2 Assistance to States activities to promote the universal acceptance, ratification and implementation of international air law instruments	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		4	
							Partially funded
			E1.1.3 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties				

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
E1. Enhanced international air law	E1.1. Assistance to State	International Air Law	E1.1.3 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		3	
							17.5
							Partially funded
			E1.1.4 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		3	
							17.5
							Partially funded
			E1.1.5 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		3	
							17.5
							Partially funded
			E1.1.6 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		3	
							17.5
							Partially funded
			E1.1.7 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		3	
							17.5
							Partially funded
			E1.1.8 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		3	
							17.5
							Partially funded
			E1.1.9 Provide support and assistance to the States in their ratification of international air law treaties and implementation of those treaties	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		3	
							17.5
							Partially funded
	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	(blank)		2	
							Funded
			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	A42-1, A42-4, A42-5, A42-15, A42-17, A42-19		1	
							Partially funded
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	(blank)		2	
							Funded
			F1.1.10 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	A41-27 Appendix D		3	
							15.5
							Funded
			F1.1.11 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	A41-27 Appendix D		3	
							15.5
							Funded
			F1.1.12 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	A41-27 Appendix D		3	
							15.5
							Funded
			F1.1.13 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	A41-27 Appendix D		3	
							15.5
							Funded
			F1.1.14 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	A41-27 Appendix D		3	
							15.5
							Funded
			F1.1.2 Collect, analyze and disseminate aviation data/statistics under the ICAO big data platforms and framework	A41-27 Appendix D		3	
							17.3
							Funded
			F1.1.3 Update long-term traffic forecasts and harmonize databases in support of aviation development, air navigation planning and environmental economics work	A41-27 Appendix E		3	

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status		
F1. Improved competition and enhanced economic development of States	F1.1. Foster enhanced competition and economic development of States	Air Transport Economic Development	F1.1.3 Update long-term traffic forecasts and harmonize databases in support of aviation development, air navigation planning and environmental economics work	A41-27 Appendix E	3	17	Funded		
			F1.1.4 Provide reporting of aviation data to the UN by ICAO as custodian agency for the UN SDG 9.1.2	A41-27 Appendix E	3	16.5	Funded		
			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	A41-27 Appendix D, E and A41-26	3	17.2	Funded		
			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	A41-27 Appendix D	3	16	Funded		
			F1.1.7 Develop business analysis tools to maximize the utility of data through visualization.	A41-27 Appendix D	4		Funded		
			F1.1.8 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	A41-27 Appendix D	3	15.5	Funded		
			F1.1.9 Support the enhancement of State capabilities to maximize the utility of aviation data/statistics and long-term traffic forecasts	A41-27 Appendix D	3	15.5	Funded		
			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	(blank)	2		Funded	
				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.	A41-27 Appendix D, E and A41-26	3	15.8	Funded	
				F1.2.11 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.	A41-27 Appendix D, E and A41-26	3	15.8	Funded	
				F1.2.12 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.	A41-27 Appendix D, E and A41-26	3	15.8	Funded	
				F1.2.13 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.	A41-27 Appendix D, E and A41-26	3	15.8	Funded	
				F1.2.2 Conduct surveys and disseminate licensed aviation personnel data by gender	A42-26	3	16.7	Funded	
				F1.2.3 Develop methodologies and data sources for arriving at a global aviation competitiveness index	A41-27 Appendix E	3	15	Funded	
				F1.2.4 Conduct analysis and economic studies on the industry for the Organization, States and other stakeholders	A41-27 Appendix E	4		Funded	
				F1.2.5 Evaluate economic contribution and benefits of aviation (including safety and air navigation improvement) by using refined methodologies.	A41-27 Appendix E	3	16	Funded	
				F1.2.7 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.	A41-27 Appendix D, E and A41-26	3	15.8	Funded	
				F1.2.8 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.	A41-27 Appendix D, E and A41-26	3			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status	
F1. Improved competence and knowledge of aviation stakeholders	F1.2. Measurement of direct and indirect economic impacts of aviation	Air Transport Economic Development	F1.2.8 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.	A41-27 Appendix D, E and A41-26	3	15.8	Funded	
			F1.2.9 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.	A41-27 Appendix D, E and A41-26	3	15.8	Funded	
	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	(blank)	2			
			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.	A16-10	3	13.8	Unfunded	
	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	(blank)	2		
				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.	A42-26	3	11.8	Funded
		F2.1.11 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.	A42-26	3	11.8	Funded		
		F2.1.12 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.	A42-26	3	11.8	Funded		
		F2.1.13 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.	A42-26	3	11.8	Funded		
		F2.1.14 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.	A42-26	3	11.8	Funded		
F2.1.15 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.		A42-26	3	11.8	Funded			
F2.1.16 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.		A42-26	3	11.8	Funded			
F2.1.2 Conduct a comprehensive survey of States' appetite, willingness and regulatory readiness for a Convention on Foreign Investment in Airlines.		A42-26	3	17.2	Funded			
F2.1.3 Review and update the draft Air Transport Strategic Planning Document taking into consideration developments in the global air transport field.				(blank)	1			
	F2.1.4 Provide support for governing bodies of ICAO and coordinate with relevant committees, panels and working bodies within the Organization			(blank)	1			
	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).			A42-26	4			
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			A42-26	3				
					13.7	Funded		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
F2. Supported economic development	F2.1. Facilitate the development of air transport	Air Transport Economic Development	F2.1.8 Facilitate States' air services negotiations and provide an exchange forum for States and aviation stakeholders to reduce regulatory costs	A42-26		3	13.3
						Funded	
			F2.1.9 Provide tools to enhance transparency of air transport regulatory framework and development.	A42-26	4	Partially funded	
	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	(blank)		2	Funded
			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.	A42-26		4	Unfunded
			F2.2.11 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.	A42-26		3	14.5
			F2.2.12 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.	A42-26		3	14.5
			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.	A42-26		1	Funded
			F2.2.3 Review the Template Air Service Agreement (TASA) and establish procedures for continuous updates of the document.	A42-26		1	Funded
			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.	A42-26		4	Funded
			F2.2.5 Monitoring of States' compliance with Article 15 of the Chicago Convention, including related challenges, in support of improving understanding and compliance.	A42-26		3	17
			F2.2.6 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.	A42-26		3	14.5
			F2.2.7 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.	A42-26		3	14.5
			F2.2.8 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.	A42-26		3	14.5
			F2.2.9 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.	A42-26		3	14.5
	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						Funded
		Air Transport Economic Development	F2.3.1 Manage, coordinate and provide internal administration	(blank)		2	Funded
			F2.3.2 Identify barriers to market access through data collection and analysis in support of policy formulation	A42-26		3	13.5
			F2.3.3 Develop and update courses on economic regulation of air transport	(blank)		4	Funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
F2. Supported economic development	F2.3. Foster better understanding of the economic aspects of the operations of aircraft systems and develop potential funding and financing mechanisms to support its operations.	Air Transport Economic Development	F2.3.3 Develop and update courses on economic regulation of air transport	(blank)		4	Funded
	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	(blank)		2	
							Funded
			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.	A42-26		4	
							Funded
			F2.4.11 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.	A42-26		3	14.7
							Unfunded
			F2.4.12 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.	A42-26		3	14.7
							Unfunded
			F2.4.13 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.	A42-26		3	14.7
							Unfunded
			F2.4.14 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.	A42-26		3	14.7
							Unfunded
			F2.4.2 Update policies and guidance for economics and management of airports and air navigation services	A42-26		1	
							Funded
			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.	A42-26		3	17.2
							Funded
			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.	A42-26		3	14.7
							Partially funded
			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	A42-26		4	
							Funded
			F2.4.6 Conduct a global survey on sustainable funding mechanisms for oversight functions of CAAs in support of policy and guidance formulation	(blank)		3	18.3
							Funded
			F2.4.7 Develop high-level definitions, guidance and common practices to enhance States' capabilities to perform economic oversight	A42-26		3	13.3
							Funded
			F2.4.8 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.	A42-26		3	14.7
							Unfunded
			F2.4.9 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.	A42-26		3	14.7
							Unfunded
No Outcome							
	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	A41-23		3	16.8
							Unfunded
			HPE1.1.10 Data Privacy Governance Establishment	A41-23		2	
							Unfunded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
No Outcome	HPE1.1. Enhanced organ	ICAO Continuous Organizational Improverment	HPE1.1.11 Financial sustainability through implementation of enhanced funding model, cost accounting & cost recovery policy	A42-27	3	19.8	Unfunded
			HPE1.1.12 Implementation of Accountability Framework	A41-23	3	18.2	Unfunded
			HPE1.1.13 SARPs/DMS Implementation	A41-23	3	13.8	Funded
			HPE1.1.14 Implementation of Strategic Workforce Planning	A41-23	3	15.3	Unfunded
			HPE1.1.15 Implementation of Information Security Risk Treatment Plan	A41-23	3	21.8	Unfunded
			HPE1.1.16 SPMO Evolution Inlcuding enhanced monitoring and reporting.	A41-23	3	18.7	Unfunded
			HPE1.1.17 Establish Anti Fraud & Corruption programme	A41-23	3	14.8	Unfunded
			HPE1.1.18 Design and implement 3rd Party (Outsourcing) Framework	A41-23	3	15	Unfunded
			HPE1.1.19 Organizational alignment ensuring ICAO is a fit for purpose organization	A41-23	3	19.3	Unfunded
			HPE1.1.2 Customer Relations Management/Event Management System (customer service, Resource Mobilization, States Data management, 360 Customer Profiles)	A41-23	3	11.3	Funded
			HPE1.1.20 Efficiency & effectiveness standardization, methodology and reporting	A42-27	3	18.2	Unfunded
			HPE1.1.21 Design and development of revenue generating data analytics and reporting	A41-23	3	12	Unfunded
			HPE1.1.22 Implementation of C.A.R.E. Strategy	(blank)	3	17.3	Unfunded
			HPE1.1.23 Financial Disclosure digitalization	A41-23	2		Unfunded
			HPE1.1.24 Implement the Cyber Asset Attack Surface Management (CAASM) to address cyber threats.	A41-23	3	20.2	Unfunded
			HPE1.1.25 Implement the pathway to Zero Trust Architecture (ZTA).	A41-23	3	14.7	Unfunded
			HPE1.1.26 Implement Data Protection and Privacy.	A41-23	3	21.8	Unfunded
			HPE1.1.27 Implement ICT cloud strategy	A41-23			

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
No Outcome	HPE1.1. Enhanced organizational capacity	ICAO Continuous Organizational Improvemer	HPE1.1.27 Implement ICT cloud strategy	A41-23	3	20.8	Unfunded
			HPE1.1.28 Improve ICAO Cybersecurity posture based on the designed Blueprint.	A41-23	2		
			HPE1.1.3 Competency Framework (Technical)	A41-23	3	14.8	Unfunded
			HPE1.1.4 Implement Talent Mobility policy and establish Talent Market Place	A41-23	3	10.3	
			HPE1.1.5 Design and implement succession planning	A41-23	3	12.5	Unfunded
			HPE1.1.6 Quantum ERP evolution	A41-23	3	16	
			HPE1.1.7 Enhance Management Information System for Corporate Performance Monitoring & Reporting	A41-23	3	18.5	Funded
			HPE1.1.8 Service Management (phase 2 & 3)	A41-23	3	18	
			HPE1.1.9 EBPM evolution (including knowledge management)	A41-23	3	12.5	Unfunded
			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	A42-25	3	16.8	Partially funded
			HPE2.1.2 Continue and enhance the inclusive dialogue with stakeholders	A42-25	3	16.5	
			HPE2.1.3 Enhance, plan, develop and deploy ICAO instruments and tools to enable the timely, effective and efficient regulation of innovations by States	A42-25	3	16	Partially funded
			HPE2.1.4 Nurture a culture of innovation within the Secretariat	A42-25	3	17.3	
			HPE2.1.5 Overseeing the implementation of the ICAO Policy on Innovation	A42-25	3	17	Partially funded
			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)	(blank)	3	15.5	Unfunded
			HPE3.1.2 Coordinate organize-wide engagement with the UN to increase visibility of ICAO in UN policy setting and partnerships	(blank)	3	14.7	
			HPE3.2. Enhanced extra-budgetary resources governance, Resource Mobilization strategies and increased revenue generation				Unfunded
			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	(blank)	4		

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
No Outcome	HPE3.2. Enhanced extra-	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 evalua	(blank)		4	Funded
		Revenue Generation					
			HPE3.2.2 Protect the intellectual property of the Organization	(blank)		3	16.5
							Partially funded
			HPE3.2.3 Provide timely printing and distribution service	(blank)		4	
							Funded
			HPE3.2.4 Sell and distribute publications and digital content, both print and electronic	(blank)		4	
							Funded
			HPE3.2.5 Organize profitable ICAO events that support the Strategic Objectives	(blank)		4	
							Funded
			HPE3.2.6 Manage ICAO product development	(blank)		4	
							Funded
			HPE3.2.7 Provide marketing services for ICAO products and services and support the ICAO brand	(blank)		4	
							Funded
	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	(blank)		3	18.2
							Funded
			HPE4.1.2 Manage internal and external coordination mechanisms to facilitate access to information, knowledge sharing, and collaboration internally at ICAO and externally with and among States and the aviation industry	(blank)		4	
							Partially funded
			HPE4.1.3 Review benefits and implications related to the establishment of such a recognition/award programme on women	A41-26; A42		4	
							Unfunded
	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	A42-24		4	
							Partially funded
			HPE4.2.2 Establish partnerships with relevant stakeholders and mobilize resources to advance the objectives of the NGAP programme	A42-24		4	
							Partially funded
	HPE4.3. Increased visibility and knowledge about aviation and amplified outreach and promotion of ICAO and its strategic priorities						
	ICAO Global Ambassadors Programme		HPE4.3.1 Identification and designation of ICAO Global Ambassadors and Champions, onboarding, training and capacity building for the Ambassadors and Champions	(blank)		4	
							Partially funded
			HPE4.3.2 Development of tools and material to enable ICAO Ambassadors and Champions in their advocacy and outreach activities and facilitate information sharing through a dedicated platform of exchange	(blank)		4	
							Partially funded
			HPE4.3.3 Establish partnerships with relevant stakeholders and mobilize resources to advance the objectives of the programme	(blank)		4	
							Partially funded
	SE1.1. Optimized governance, management, and performance of the Organization to advance ICAO's Vision, Mission, and Strategic Goals						
	Not applicable		SE1.1.1 Lead ICAO Secretariat under the direction of Council in the achievement of its Vision, Mission, and Strategic Goals	(blank)		2	
							Funded
			SE1.1.2 Execute Council directives and activities				

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
No Outcome	SE1.1. Optimized govern	Not applicable	SE1.1.2 Execute Council directives and activities	(blank)	2		
							Funded
			SE1.1.3 Strategic Portfolio Management	(blank)	2		
							Partially funded
			SE1.1.4 Enterprise Business Process Management, evolution of scope and system	A41-23	3	13.7	
							Funded
	SE10.1. Efficient and effective Human Resources that supports the delivery of ICAO's objectives and serves ICAO People Across the Employee Life Cycle						
	Not applicable						
			SE10.1.1 Support implementation of performance management process	(blank)	2		
							Partially funded
			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.	(blank)	2		
							Partially funded
			SE10.1.11 Manage pension, insurance and medical services	(blank)	2		
							Partially funded
			SE10.1.12 Digitalize HR Records, Work processes and electronic filing.	A41-23	3	12	
							Unfunded
			SE10.1.13 Implement Mental health and employee well being work plan	(blank)	2		
							Partially funded
			SE10.1.14 Recruit staff to meet the needs of the Organization; and improve recruitment timelines.	(blank)	2		
							Partially funded
			SE10.1.15 Implement Talent out reach and other activities to increase the representation of women in P and above & EGR	(blank)	2		
							Unfunded
			SE10.1.16 Ensure review, amendment, revision , development and implementation of HR policies	(blank)	2		
							Partially funded
			SE10.1.17 Support employee relations activities and initiatives across ICAO	(blank)	2		
							Unfunded
			SE10.1.18 Support workforce planning activities	(blank)	2		
							Unfunded
			SE10.1.19 Facilitate provision of travel services	(blank)	2		
							Unfunded
			SE10.1.2 Implement People Manager program	(blank)	2		
							Partially funded
			SE10.1.20 HR support to ERP system	(blank)	2		
							Partially funded
			SE10.1.21 Implement data and people analytics	(blank)	2		
							Funded
			SE10.1.22 Implement job classification and post management				

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
No Outcome	SE10.1. Efficient and effective	Not applicable	SE10.1.22 Implement job classification and post management	(blank)		2	
							Funded
			SE10.1.3 Conduct learning needs assessment	(blank)		2	
							Funded
			SE10.1.4 Implement training programs	(blank)		2	
							Partially funded
			SE10.1.5 Support and monitor implementation of Culture Transformation action plans	(blank)		2	
							Partially funded
			SE10.1.6 Support implementation of GES work plan	(blank)		2	
							Partially funded
			SE10.1.7 Support Talent mobility and career development initiatives across ICAO	(blank)		2	
							Partially funded
			SE10.1.8 Support Succession planning initiatives	(blank)		2	
							Unfunded
			SE10.1.9 Administer employee contracts, benefits and entitlements and manage host country processes related to HR	(blank)		2	
							Partially funded
	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						
	Not applicable		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	(blank)		2	
							Funded
			SE11.1.2 Increase awareness regarding informal or formal conflict resolution initiatives, relevant regulatory framework and misconduct related topics	(blank)		2	
							Partially funded
			SE11.1.3 Regular review of the effectiveness and efficiency of the existing informal and formal conflict resolution mechanisms	(blank)		2	
							Funded
			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 Abuse	(blank)		2	
	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						Funded
	Not applicable		SE12.1.1 Align Strategy and Department Management for Information Security with the Organization's Objectives.	(blank)		2	
							Funded
			SE12.1.10 ISO/IEC 27001:2022 Audit cycle (Surveillance and Re-certification audits, 2026–2028)	(blank)		2	
							Funded
			SE12.1.2 Manage incidents through operations security (OPSEC), focusing on 1) incident management, 2) vulnerability management, 3) threat intelligence, and 4) security platforms.	(blank)		2	
							Partially funded
			SE12.1.3 Address projects and requests through Information Security advisories services.	(blank)		2	
							Funded
			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.	(blank)		2	

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
No Outcome	SE12.1. Strengthened an	Not applicable	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 p	(blank)		2	Partially funded
			SE12.1.8 Implement and strengthen Cloud Security with best practices.	(blank)			
						2	
							Unfunded
	SE13.1. Enhanced ICT services that are aligned with the industry and UN best practices						
		Not applicable					
			SE13.1.1 Manage ICT as a modern service, aligned with UN standards. Strengthen ICT governance and strategy to enable ICAO mission	(blank)		2	
							Partially funded
			SE13.1.2 Manage IT infrastructure, network and communication platforms.	(blank)		2	
							Partially funded
			SE13.1.3 Implement, maintain, and operate SaaS cloud enterprise applications (ERP, CRM, BI, corporate websites,...) and other business solutions.	(blank)		2	
							Partially funded
			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.	(blank)		2	
							Unfunded
			SE13.1.5 Manage and publish ICAO's official records, documents. Enabling paperless initiatives, and leveraging innovative archival processes.	(blank)		2	
							Partially funded
			SE13.1.8 Manage and protect ICAO data; provide digital platforms for data driven decisions	(blank)		2	
							Partially funded
	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.						
		Not applicable					
			SE14.1.1 Strengthen the procurement operations and provide oversight of adherence to rules and regulations within the procurement code and UN procurement framework.	(blank)		2	
							Funded
			SE14.1.2 Ensure on-going collaboration and information sharing with UN HLCM Procurement Network on UN Mutual Recognition.	(blank)		2	
							Funded
			SE14.1.3 Collaborate with the allotment holders to implement the Individual Procurement Plan.	(blank)		2	
							Funded
			SE14.1.4 Harmonize solicitation documents to capture best practices of UN organizations.	(blank)		2	
							Funded
			SE14.1.5 Foster collaboration with other UN Organizations in the use of Long Term agreements.	(blank)		2	
							Funded
			SE14.1.6 Reinforce vendor performance monitoring .	(blank)		2	
							Funded
			SE14.1.7 Provide on-going training to ICAO staff on procurement processes.	(blank)		2	
							Funded
			SE14.1.8 Manage the Vendor Bid Challenge Mechanism and support the ICAO Award Review Board (IARB).	(blank)		2	
							Funded
	SE15.1. Efficient and effective safety and security advice and general services provided to the ICAO Headquarters and Regional Offices						
		Not applicable					
			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.	(blank)		2	
							Funded
							Funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status
No Outcome	SE15.1. Efficient and effe	Not applicable	SE15.1.2 Manage the ICAO Commissariat Services.	(blank)	2		Funded
			SE15.1.3 Provide efficient and effective property control, inventory management and logistics services to Council members, ICAO Headquarters and RO.	(blank)	2		Funded
			SE15.1.4 Provide safety and security, business continuity advice and facilities management services to ICAO Secretariat and the UN system in Canada	(blank)	2		Funded
			SE15.1.5 Provide support to Organisational Resilience Management training and testing.	(blank)	2		Partially funded
	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	Not applicable	SE16.1.1 Provide advice and guidance to staff on workplace relations and coordinate the TWA initiative	(blank)	2		Unfunded
	SE2.1. Optimized legal and external relations services through enhanced efforts	Not applicable	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	(blank)	2		Funded
			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.	A1-10, A1-11, A2-26, A2-27, A26-3, Headquarters and Host State agreements	2		Partially funded
			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	(blank)	2		Partially funded
			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.	(blank)	2		Partially funded
			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).	A42-2, A42-3	2		Funded
			SE2.1.6 Appointment of External Auditor	A42-32	2		Partially funded
	SE3.1. Elevated global engagement and brand awareness	Not applicable	SE3.1.1 Manage ICAO's aggregate social mdela followers	(blank)	2		Funded
			SE3.1.2 Promote ICAO's programmes, priorities, and achievements rapidly and effectively, maximizing opportunities for positive developments and mitigating all negative reputational risks	(blank)	2		Funded
			SE3.1.3 Assure the ICAO brand is implemented consistently on all internal and external design products	(blank)	2		Funded
			SE3.1.4 Monitor reputational risks and provide comprehensive monitoring and reporting on ICAO's media presence	(blank)	2		Funded
			SE3.1.5 Foster partnerships with industry, local, and other organizations to better address aligned priorities	(blank)	2		Funded
	SE4.1. Enhanced promotion and improvement of a culture of ethics and integrity within ICAO						Funded

Outcome	Output	Programme	Activity/project description	Assembly Resolution	Category	Cat. 3 Priority score	Funding status				
No Outcome	SE4.1. Enhanced promotion of the ICAO policy for the protection of staff against retaliation	Not applicable	SE4.1.1 Provide confidential advice and guidance to all staff and management on ethics related matters	(blank)		2	Funded				
			SE4.1.2 Provide advice to the Secretary General and the Council on policies and procedures related to ethics issues	(blank)		2	Funded				
			SE4.1.3 Administer ICAO policy for the protection of staff against retaliation	(blank)		2	Funded				
			SE4.1.4 Prevention and outreach through trainings and internal communication	(blank)		2	Partially funded				
			SE4.1.5 Administer ICAO Policy related to the Financial Disclosure and Conflict of Interest Declaration programmes.	(blank)		2	Funded				
			SE5.1. Independent and objective assurance, advisory services, and evidence-based evaluations are delivered to enhance accountability, governance, risk management, and organisational learning					Funded			
			Not applicable	SE5.1.1 Conduct internal audit and evaluation assignments as per the OIO workplan approved by the Council	(blank)		2	Funded			
				SE5.1.2 Maintain QAIP and enhance the capacity of OIO personnel	(blank)		2	Funded			
				SE5.1.3 Follow up the implementation of oversight recommendations	(blank)		2	Funded			
				SE5.1.5 Provide advisory and consulting services on organizational effectiveness, efficiency as well as governance, risk management and internal controls to stakeholders	(blank)		2	Partially funded			
				SE5.1.6 Coordinate and facilitate engagement with oversight bodies by providing Secretariat support to the EAAC, serving as a focal point for the JIU, ensuring information exchange with the External Auditor, and maintaining networks with RIAs and UNEG organizations	(blank)		2	Partially funded			
				SE6.1. Optimized management of the financial resources of the Organization through coordination with the business planning team, provision of financial and accounting services, transparent budgeting and enhanced financial reporting					Partially funded		
				Not applicable	SE6.1.3 Manage budget elaboration, financial monitoring, controls, and reporting for Regular Budget, AOSC, ARGF, CDIP, Trust Funds, and Voluntary Contributions.	A42-27		2	Funded		
					SE6.1.4 Manage and monitor accounting services including accounts receivable, assessed contributions, accounts payable, treasury, investments and cash management.	A42-28, A42-29		2	Funded		
					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	A42-30		2	Funded		
					SE6.1.6 Support to governing bodies of ICAO (Assembly, Council, Finance Committee and working groups) as required.	A42-31		2	Funded		
					SE7.1. Efficient, effective, transparent, and responsive administration services provided to the Secretariat					Funded	
					Not applicable	SE7.1.1 Provide efficient and effective administrative services to ICAO	(blank)		2	Partially funded	
						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	(blank)		2	Partially funded	
											Partially funded

