

Business Plan

2026-2028



| ICAO

Contents

Message from the ICAO Secretary General	3
1. Introduction	4
2. Strategic Goals Triennial Implementation	8
Every Flight is Safe and Secure	9
Aviation is Environmentally Sustainable	12
Aviation Delivers Seamless, Accessible and Reliable Mobility for All	16
No Country Left Behind	20
The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges.....	22
The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All	24
3. Enablers	27
4. Implementation	29
5. Conclusion	31
List of Acronyms	32
Definitions	33
Appendix I: Performance Monitoring Framework	33
Appendix II: Triennial Operating Plan	33



Message from the ICAO Secretary General

The global aviation community faces unprecedented opportunities and challenges as ICAO marks its 80th anniversary on 7 December 2024.

Geopolitical tensions, technological disruption, and climate concerns create an uncertain landscape. However, innovations in sustainable aviation fuels, electric and hydrogen propulsion, unmanned aircraft systems, and Artificial Intelligence (AI) promise a greener, more efficient future. The post-pandemic rebound underscores aviation's enduring importance to global connectivity and prosperity.

The ICAO Business Plan 2026–2028, aligned with ICAO's Strategic Plan 2026–2050, charts an ambitious course to strengthen aviation safety, security, and sustainability worldwide. The Organization is committed to fostering inclusive growth that enhances efficiency and environmental performance across the global air transport system.

Throughout my career, I have witnessed aviation's transformative power in driving sustainable development. From remote villages accessing vital health supplies to emerging economies boosting growth through travel trade and tourism, air transport catalyzes progress. These experiences underscore aviation's crucial role in achieving the United Nations Sustainable Development Goals.

This Business Plan demonstrates what is possible through strategic investments and partnerships. The focus on innovation, collaboration, and measurable impact will be crucial in tackling emerging challenges. By working together and embracing continuous improvements, we will ensure that international civil aviation connects the world and drives sustainable development for decades to come.



To ICAO Member States, international organization and industry partners, and the entire aviation community: thank you for your trust and support. As our operating environment grows more complex, investing in a robust global framework for civil aviation is more critical than ever. ICAO remains committed to leading aviation's future, keeping our skies safe, secure, and sustainable for all.

Juan Carlos Salazar
Secretary General

1 Introduction

ICAO Vision, Mission and Values

The ICAO Business Plan 2026–2028 is the blueprint for implementing the ICAO Strategic Plan 2026–2050, focusing on the immediate triennium to drive progress towards the long-term strategic goals. This Plan outlines how ICAO will work towards its vision of **a safe, secure and sustainable international civil aviation system that connects the world for the benefit of all nations and people.**

The ICAO mission is to lead international civil aviation as a key driver of social and economic development while enhancing aviation safety, security, economic development and environmental sustainability for a growing aviation system. This will be done by advancing air law, developing

policies, plans and standards, monitoring and auditing and supporting States' capabilities for the benefit of all nations and people.

ICAO is aligned with the UN organizational core values of integrity, professionalism, and respect for diversity under the UN competencies for the future, and ICAO personnel are committed to acting in accordance with the principles and values as outlined in the ICAO Service Code and Framework on Ethics: Staff members shall abide at all times during their service with the Organization by the principles and values of integrity, loyalty, independence, impartiality, tolerance and understanding, non-discrimination, gender equality, accountability and respect for human rights.

ICAO Three Essential Aspirations

Aligned with our Strategic Plan, this Business Plan is guided by three essential aspirations:



The goal of Zero fatalities in international aviation from accidents and acts of unlawful interference



The long term global aspirational goal of Net-zero carbon emissions by 2050 for international civil aviation operations



The goal of aviation to serve as an integral part of a thriving, connected, accessible, inclusive, and affordable transport system for people and goods, contributing to socio-economic development, while ensuring no country is left behind

ICAO Strategic Goals

The Strategic Plan identifies six Strategic Goals to achieve and support the vision and mission of the Organization. These Strategic Goals form the

compass for defining the measurable outcomes and outputs, and thereby serve as a basis for ICAO's programmes, projects, and activities.

Figure 1: ICAO Strategic Goals



Results-Based Management Structure

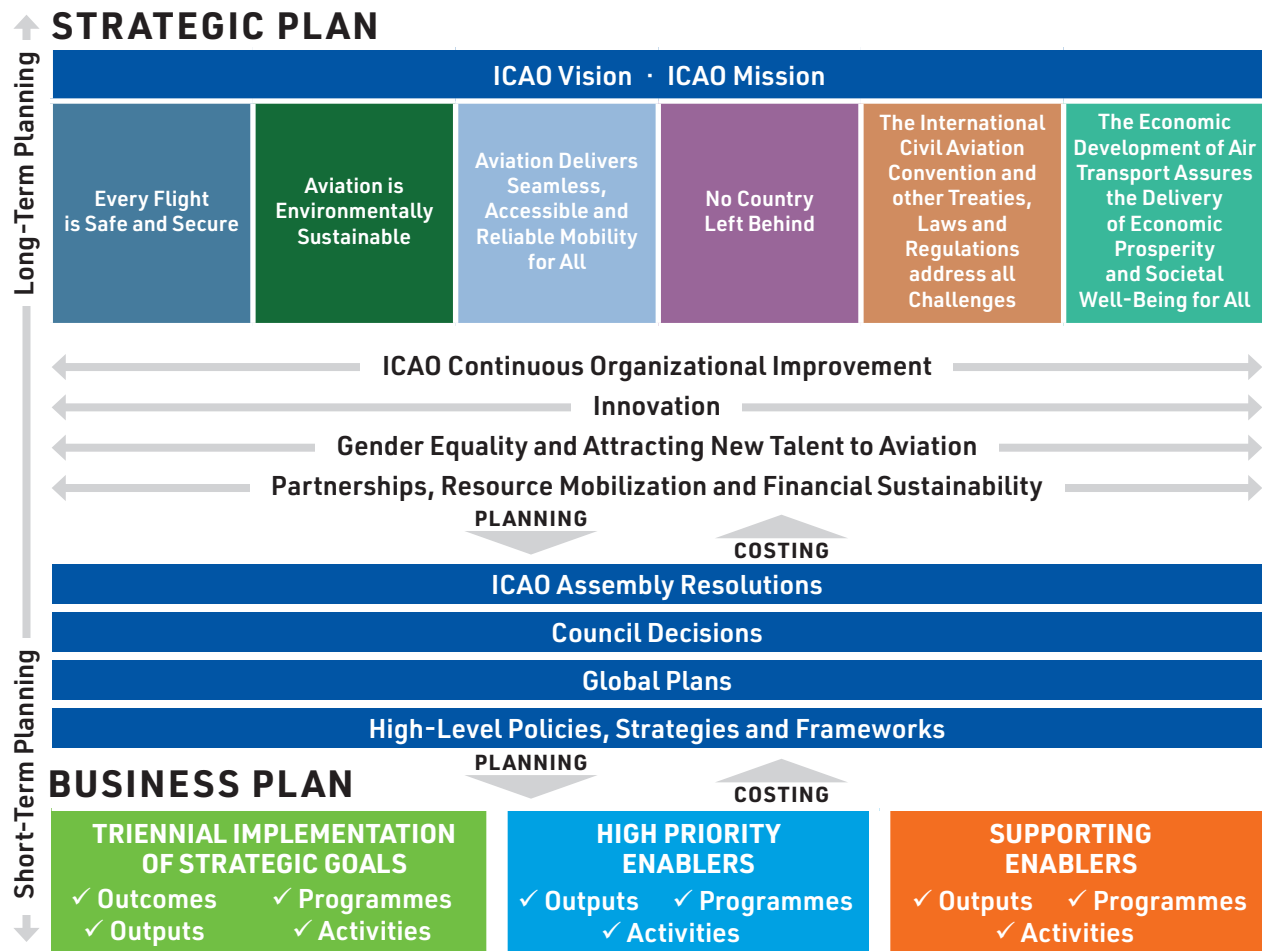
The Triennial Business Plan outlines a structured path from six overarching Strategic Goals for international civil aviation to specific, clearly defined and measurable triennial outcomes and targets that support these goals. Following a results-based management approach, the Business Plan describes outcomes and targets based on ICAO Assembly Resolutions, Council decisions, Global Plans and other high-level policies strategies and frameworks¹.

Throughout the business plan cycle, the relevant ICAO Global Plans are expected to evolve to more directly address challenges outlined in ICAO's Strategic Plan 2026-2050, following

a results-based management approach. Many challenges within these plans can be tackled through multidisciplinary programmes or projects that span multiple ICAO offices, bureaus, and regions.

The Business Plan consolidates ICAO's projects and activities into impactful programmes that support the Strategic Goals and High Priority Enablers. It draws on the strengths of all Bureaus, offices and Regional Offices, embodying the goal of leaving no country behind. This integrated approach reflects ICAO's ongoing transformation to improve efficiency and effectiveness in addressing global aviation challenges with the one ICAO approach.

Figure 2: Relationship between Business Plan Elements



¹ Relevant linkages between the Strategic Goals and the ICAO Global Plans can be found in the Section 2

ICAO and United Nations Sustainable Development Goals

The Business Plan, developed through inclusive consultation, aligns with the UN Sustainable Development Goals. Adopted in September 2015, the United Nations' 2030 Agenda for Sustainable Development outlines 17 SDGs and 169 targets to strengthen collective action worldwide. Through Assembly Resolution A41-24, titled "Aviation contribution towards the United Nations 2030 Agenda for Sustainable Development", ICAO Member States emphasized the synergies between aviation and sustainable development and reaffirmed their commitment towards contributing to the attainment of the Sustainable Development Goals.

The Business Plan contributes to the achievement of 13 of the 17 Sustainable Development Goals, but primarily and directly contributes to the following²:

16 PEACE, JUSTICE AND STRONG INSTITUTIONS Peace, Justice, and Strong Institutions to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels;

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Industry, Innovation, and Infrastructure to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;

13 CLIMATE ACTION Climate Action to take urgent action to combat climate change and its impacts;

17 PARTNERSHIPS FOR THE GOALS Partnerships for the Goals to Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

8 DECENT WORK AND ECONOMIC GROWTH Decent Work and Economic Growth to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and

As such, ICAO Strategic Goals are intrinsically linked to United Nations Sustainable Development Goals, and this relationship is reflected in Section 2 of this Business Plan. The Organization is fully committed to work in close cooperation with States and other UN bodies to support related targets.

Figure 3: The Sustainable Development Goals



² Listed by the estimated level of contribution

2

Strategic Goals Triennial Implementation



EVERY FLIGHT IS SAFE AND SECURE

ENSURE continuous protection for air passengers and cargo, the general public and staff from all safety risks and from security threats posed by any act of unlawful interference.

ACHIEVE zero fatalities resulting from aviation accidents or incidents.

This goal is pursued through the implementation of the Global Aviation Safety and Security Plans (GASP and GAsEP) and is closely related to the Global Air Navigation Plan (GANP).

KEY PRIORITIES 2026–2028

- ✓ Develop and support States implementing, and continue to adapt, globally harmonized policies, SARPs, regulatory frameworks, guidance and tools, that allows for the safe operations of existing airspace users and new entrants; as well as addressing the 5 High Risk Categories of Occurrences of the GASP (Loss of Control in Flight, Runway Incursion, Runway Excursion, Control Flight into Terrain, Mid-Air Collision);
- ✓ Incorporate relevant technologies and concepts to ensure safer and more secure flights;
- ✓ Support and enhance the health and safety of aviation personnel and the public through the collaboration of CAPSCA with aviation medicine, public health and other relevant experts;
- ✓ Progress in the evolution of audit programmes and the engagement of States to enhance their oversight capabilities and compliance with ICAO provisions;
- ✓ Protect radio frequency spectrum and Air Traffic Management (ATM) supporting systems against emerging threats.

GASP structures enhancements to aviation safety worldwide. Its 2026–2028 edition forms a significant update to include a comprehensive review of global aviation safety issues, goals, targets and indicators, and is being co-developed with the GASP Study Group.



GAsEP provides a framework for strengthening global aviation security. It focusses on six global priority areas of equal importance: risk awareness and response, the preservation of a strong and effective security culture, human factors, innovation and the allocation of technological resources, oversight and quality assurance, and cooperation and support among stakeholders.



OUTCOMES AND TARGETS FOR 2028

Achieved reduction in rate of accidents globally and within each ICAO region, and improved sustainability of States' safety oversight systems at the global level, with the following targets:

- 15% reduction in accidents per million departures
- 50% of States are over the 75% effective implementation of a safety oversight system

ASSOCIATED OUTPUTS:

- Enhanced policies, provisions and implementation support to address High risk categories as well as emerging risks
- Optimized global and regional safety plan to keep focus on safety priorities
- Development and deployment of an integrated safety data analytics eco-system
- Enhanced policies, provisions and implementation support to strengthen safety oversight
- Enhanced collaboration with Member States and other competent stakeholders to ensure the protection of frequency spectrum required for aeronautical services
- Enhanced provisions to strengthen risk management and support adequate resource allocation

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 with the following targets:

- 18 recommendations/improvements implemented to the audit programmes in a triennium
- 184 States visiting online monitoring systems per year
- 120,000 user visits to online monitoring systems per year

ASSOCIATED OUTPUTS:

- Improved ICAO monitoring function and enhanced information on the sustainability of States' safety and security oversight systems and compliance with ICAO security SARPs
- 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

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 with the following target:

- 70% of States are over the 75% effective implementation of an aviation security oversight system
- 10% of States below 50% effective implementation of an aviation security oversight system (sustainability indicator)

ASSOCIATED OUTPUTS:

- Comprehensive and consolidated data provided by ICAO, States and industry related to security, including cybersecurity to support data driven processes and decisions
- 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
- Aviation interests and security related actions within the UN System are coordinated and supported
- Engagement and progress of the GAsEP global priority areas is monitored and the GAsEP is updated as needed
- Enhanced provisions and guidance material, pertinent to the existing risk context are developed, updated, and promoted

PROGRAMMES

Active and Emerging Aviation Safety Risk

This programme aims at reducing fatalities by addressing the five high risk categories of occurrences based on accident data: controlled flight into terrain; loss of control in-flight; mid-air collision; runway excursion; and runway incursion. It focuses on improving safety and accommodating new technologies and may require risk management approaches.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All
- No Country Left Behind

Universal Safety Oversight Audit Programme (USOAP)

The Universal Safety Oversight Audit Programme (USOAP) uses the Continuous Monitoring Approach (CMA) to assess States' safety oversight systems and track progress on deficiencies. It evaluates the maturity of State safety oversight programs through a web-based platform (OLF). USOAP CMA evolves to improve efficiency and address emerging challenges.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All
- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All
- No Country Left Behind

Universal Security Audit Programme (USAP)

The Universal Security Audit Programme- (USAP) Continuous Monitoring Approach (CMA) aims to enhance global aviation security by auditing and continuously monitoring Member States' security performance. It assesses the sustainability of a State's aviation security system and compliance with corresponding ICAO standards.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All
- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All
- No Country Left Behind

Aviation Cybersecurity

The ICAO Aviation Cybersecurity Work Programme addresses cyber threats to civil aviation through policy-making, implementation support, capacity building, and auditing. It focuses on developing cybersecurity SARPs, guidance materials, awareness campaigns, and training to support States and stakeholders. The programme also includes auditing cybersecurity standards.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges
- No Country Left Behind

Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA)

CAPSCA is a collaborative framework that helps mitigate health emergencies' impact on aviation, ensuring the safety of personnel and the public. It aligns ICAO and WHO guidance, fosters sector dialogue, and supports implementing medical advice in aviation. The program promotes aviation resilience through a flexible, evidence-based approach.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- No Country Left Behind
- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All

AVIATION IS ENVIRONMENTALLY SUSTAINABLE

STRIVE to achieve the global long term aspirational goal of net-zero carbon emissions for international aviation by 2050, and ensure that international aircraft noise and emissions are mitigated to the lowest level possible, in accordance with international provisions. Additionally, adapt aviation operations and infrastructure to the impacts from climate change.

The achievement of ICAO global aspirational goals of carbon neutral growth from 2020 and net-zero carbon emissions by 2050 is supported by the development and implementation of a basket of

CO₂ reduction measures (e.g., aircraft technologies, operational improvements, sustainable fuels and cleaner energies) including through several key initiatives:

- The ICAO Global Framework on Sustainable Aviation Fuels (SAF), Lower Carbon Aviation Fuels (LCAF), and other Aviation Cleaner Energies;
- The Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA); and
- The ICAO Roadmap which outlines actions for achieving the third Conference on Aviation Alternative Fuels (CAAF/3) outcomes and the LTAG.



KEY PRIORITIES 2026–2028

- ✓ Develop and support implementation of ICAO policies, SARPs, regulatory frameworks and guidance to facilitate a basket of measures including development and deployment of aircraft technologies, operational improvements, production and deployment of SAF, LCAF, and other aviation cleaner energies to reduce aviation's environmental impacts;
- ✓ Develop and update the ICAO methodologies, tools and platforms, and monitor environment-driven innovations and take stock of aviation CO₂ emissions reduction;



- ✓ Enhance States' readiness and support action plans, facilitating access to green funding and investments, and monitoring pathways that guide the sector to a decarbonized future;
- ✓ Ensure the continued implementation of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA);
- ✓ Provide developing countries and States in particular needs with robust, targeted and tailored capacity-building programs through ACT-CORSIA, ACT-SAF and ACT-LTAG;
- ✓ Accelerate the development and approval of new Sustainability Certification Schemes and the analysis and approval of life cycle values for new fuel sources and pathways;
- ✓ Develop and operationalize the ICAO Finvest Hub to facilitate aviation decarbonization projects;
- ✓ Address emerging areas, such as climate adaptation and infrastructure resilience, single-use plastics, recycling and circular economy, and enhanced scientific understanding of aviation's climate impacts.

OUTCOMES AND TARGETS FOR 2028

Achieved agreement on the ICAO environmental certification Standards with reduced environmental impact of international civil aviation emissions on local air quality and climate change, and reduced number of people affected by significant aircraft noise:

- Targets for noise and emission certification levels will be considered by the ICAO Council based on recommendations by CAEP/13 in 2025

ASSOCIATED OUTPUTS:

- 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
- Enhanced leadership of ICAO for addressing aviation environmental issues, including UN cooperation and outreach provided
- Increased focus on just-transition and emerging environmental areas
- Increased focus on the science of climate change

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, with the following targets:

- 5% reduction of CO₂ emissions in international aviation by 2030 through the use of SAF, LCAF and other aviation cleaner energies, as agreed by CAAF/3
- 110 States that participate in ACT-SAF/LTAG programmes and Finvest Hub initiative
- 60 State Action Plans on CO₂ emissions reduction activities, with a quantified long-term voluntary CO₂ emissions reduction goal

ASSOCIATED OUTPUTS:

- 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
- 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
- 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

- 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
- Enhanced monitoring of environment-driven innovations, and stock-taking of aviation CO₂ reductions measures through technology, operations and cleaner energy sources
- Enhanced monitoring on the provision of implementation support and financing to aviation CO₂ reductions measures

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 with the following target:

- Participation in CORSIA by States reaches a cumulative share of 90% of international aviation activities in RTKs

ASSOCIATED OUTPUTS:

- Advanced and robust implementation of the Carbon Offsetting and Reduction Scheme for International Aviation Framework (CORSIA)
- Increased efforts to the supply of CORSIA-eligible fuels and CORSIA-eligible emissions units, while ensuring their quality meets the agreed criteria

Ensured future resilience of air transport by adapting its infrastructure and operations to the consequences of climate change with the following target:

- Five States that implement climate change adaptation measures on aviation operations and infrastructure

ASSOCIATED OUTPUT:

- Increased efforts on improved risk assessments of extreme climate events impacting aviation and climate change adaptation plans, and more resilient infrastructure

PROGRAMMES

Long-Term Global Aspirational Goal (LTAG) Implementation and Monitoring

ICAO will develop and update policies, SARPs, and regulatory frameworks to facilitate the production and deployment of SAF, LCAF, and other cleaner aviation energies, as well as other aviation decarbonization measures, contributing to the CAAF/3 Global Framework and the LTAG. This includes accelerating technical work on life-cycle values for new fuel sources/pathways and Sustainability Certification Schemes to support global cleaner energy deployment in all regions. ICAO will also promote green airports as key infrastructure for aviation's energy transition. Additionally, ICAO will enhance monitoring tools and platforms, and the State Action Plans initiative, to track progress on the LTAG implementation and hold regular stocktaking events. The LTAG monitoring and reporting (LMR) methodologies will be extended to include all aspects of the Global Framework, and a study on fuel accounting systems will be undertaken, followed by possible ICAO regulatory frameworks and ICAO IT platform.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- No Country Left Behind

Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF) and Long-term Global Aspirational Goal (ACT-LTAG)

ICAO will support the CAAF/3 Global Framework and the LTAG through targeted capacity-building and implementation support via the ACT-SAF and ACT-LTAG programmes. ACT-SAF will update existing training, develop new contents, organize seminars and share best practices, and facilitate SAF feasibility studies and business cases through partnerships. The ACT-SAF programme will also expand to include support for additional emissions reduction measures (e.g. aircraft technology, operation) under the ACT-LTAG.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- No Country Left Behind

FINVEST Hub

ICAO will advocate and outreach for increased allocation of public and private capital for aviation decarbonization projects and establish the Finvest Hub to facilitate financial access to aviation cleaner energy and other decarbonization project proposals, including through the partnerships with other organizations. Once operational, ICAO will monitor the progress of financial access to the project proposal under the Finvest Hub.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- No Country Left Behind

Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) Implementation

ICAO will continue to lead on climate change through the robust implementation of CORSIA, including updates to SARPs and guidance on Monitoring, Reporting and Verification (MRV) requirements and periodic reviews of CORSIA. Particular focus will be on balancing the supply of CORSIA-eligible fuels (SAF and LCAF) and carbon credits, ensuring the quality and environmental integrity and avoiding double-counting.

ICAO will maintain the CORSIA Central Registry, update emissions data, and make necessary adjustments to support transparent implementation and regulatory development.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- No Country Left Behind

Assistance, Capacity-building and Training for Carbon Offsetting and Reduction Scheme for International Aviation (ACT-CORSIA)

ICAO will provide continued support to States for the effective implementation of CORSIA, including assistance with reporting on eligible fuels and emissions units through the ACT-CORSIA programme. This support will involve training, seminars, buddy partnerships, and outreach materials, as well encouraging more States to voluntarily participate in CORSIA.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- No Country Left Behind



AVIATION DELIVERS SEAMLESS, ACCESSIBLE AND RELIABLE MOBILITY FOR ALL

ENSURE that regulations, procedures and systems facilitate seamless air navigation and travel through airports and borders for all flights, passengers, air cargo and air crew with easily understood, well-coordinated, predictable and affordable access to quality international travel services.

ENSURE that flight operations are reliable, and highly efficient by continuously advancing aircraft operations and airspace management. This accommodates the needs of all types of aviation

operations, while also enhancing overall aviation resiliency and crisis preparedness to effectively address unanticipated challenges.

The GANP enhances the sustainability, capacity and efficiency of global air navigation. Its eighth edition (2026–2028) will include a series of major updates to the strategic and technical levels. At a global level the next edition of the GANP will include the recognition of A41 priority areas in environment and resilience with its subsequent update of the performance ambitions, a new approach to the new entrants focused on the air navigation services required to integrate them, as well as an approach to map the ASBU framework and the conceptual roadmap to enhance the visibility between the strategic and technical levels. At a technical level the GANP will feature a performance-based approach and an update to the ASBU framework.



Air transport facilitation involves clearing aircraft, passengers, and cargo through international borders, addressing customs, immigration, and health requirements with a focus on safety and security. The 41st Assembly highlighted the need for an effective public health crisis response, drawing from COVID-19 lessons, and encouraged implementing recommendations from HLCC 2021.



KEY PRIORITIES 2026–2028

- ✓ Develop and support States to implement globally harmonized policies, SARPs, regulatory frameworks, guidance and tools, including the safe development of Advanced Air Mobility (AAM), Unmanned Aircraft Systems (UAS) and High-Altitude Operations (HAO);
- ✓ Support States and Regions in the selection and effective implementation of operational improvements needed to address the forecasted increase in traffic;
- ✓ Maintain and improve levels of efficiency to adapt to airspace needs in the provision of air navigation services in view of the expected increase in traffic, originating both from the strong increase in traditional aviation and the projected large-scale integration of UAS and new entrants, including publication by States of their national air navigation plans;
- ✓ Enhance facilitation provisions to streamline clearance for aircraft, passengers, crew, baggage, cargo, and mail, while addressing challenges in border controls, airport processes;
- ✓ Lead the development of technical specifications for travel documents and tools to facilitate efficient international movement, manage the Public Key Directory (PKD) and promote modern digital and contactless technologies such as e-passports and biometric identification;
- ✓ Develop policies for assisting aircraft accident victims, improve accessibility in air travel, and manage communicable diseases in aviation.

OUTCOMES AND TARGETS FOR 2028

Achieved air navigation performance improvements in all Regions as well as over high seas with the following targets:

- All (seven) ICAO Regions have the Regional Air Navigation Plan coordinated in which the implementation targets for ASBUs are reflected
- 70% of States reporting performance improvements on the GANP KPIs during the triennium

ASSOCIATED OUTPUTS:

- Coordinated global and regional air navigation plan implementation and enhanced civil aviation collaboration through continuous engagement and support to national plans
- Enhanced policies, provisions and implementation support to enable air navigation performance improvement
- Improved ICAO monitoring function and enhanced information currency related to Air Navigation performance
- Established framework for development of AAM and integration of new entrants in the aviation sector

Adequate response is delivered to all civil aviation crises, and awareness is established among aviation and non-aviation stakeholders with the following target:

- No (zero) crises over the triennium where adequate response was not delivered

ASSOCIATED OUTPUT:

- Framework for crisis management and response provided and implemented

Enhanced global facilitation in air transport across Member States, with the following targets:

- 85% of States Implementing Annex 9 Facilitation provisions
- 35% of States that took the appropriate measures to ensure that procedures are in place to combat human trafficking and migrant smuggling

- 60% of States that establish national aviation plans for public health risks
- 45% of States that establish regulations and/or policies in support of assistance to aircraft accident victims and their families
- 65% of States that ensure that when traveling, persons with disabilities are provided with special assistance to ensure that they receive services customarily available for accessibility to both airports and air services
- 80% of States implementing standardized processes and protocols for Machine Readable Travel Documents (MRTDs and eMRTDs), and use of Public Key Directory (PKD) and Advance Passenger Information-Passenger Name Record (API-PNR)

ASSOCIATED OUTPUTS:

- Enhanced national and international coordination on facilitation matters
- Enhanced development and support for implementation of Annex 9 Facilitation provisions
- Enhanced national and international action ensuring the integrity of traveller identification and border control programmes

PROGRAMMES

Advanced Air Mobility / New Entrants

The ICAO Programme on Advanced Air Mobility (AAM) and New Entrants aims to fulfill a critical role in this evolving landscape of aviation. The programme aims to ensure that the development of AAM and new entrants in aviation across different regions is harmonized effectively, and interoperable as appropriate; to encourage and organize collaboration among various sectors of aviation; and to ensure that the standards, rules, and paradigms used by new entrants in aviation are being adequately and progressively integrated within the regulatory frameworks, including ICAO's provisions.

This programme fulfills a critical role in this evolving landscape of aviation and aims to harmonize regulations for emerging aviation technologies, ensuring safety, interoperability, and innovation. It supports the safe operation of UAS, AAM, and UTM systems, while addressing regulatory, safety, and environmental challenges.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All
- Every Flight is Safe and Secure
- Aviation is Environmentally Sustainable
- No Country Left Behind



Air Navigation Performance Improvement

The objective of this programme is to provide technical expertise and support to States and industry to improve air navigation performance, align with ICAO's Global Air Navigation Plan, and achieve the long-term goal of net-zero emissions by 2050, ensuring a safe, efficient, and resilient aviation system.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All
- Every Flight is Safe and Secure
- Aviation is Environmentally Sustainable
- No Country Left Behind

Crisis Preparedness and Response

This programme envisages to create a comprehensive and adaptable crisis response programme within ICAO to help States meet obligations under the Chicago Convention and other sectors, improving crisis response capabilities for air traffic management disruptions, health emergencies, and humanitarian crises.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- Every Flight is Safe and Secure
- Aviation is Environmentally Sustainable
- No Country Left Behind

Traveller Identification Programme (TRIP)

Travel documents, including passports, are essential for secure international travel, enabling reliable identity verification and fostering cooperation and trust. The effectiveness of these documents relies on robust identification systems for their production, issuance, and inspection. The ICAO TRIP Strategy aims to lead global efforts in traveller identification management, guiding ICAO, States, and partners in this evolving field.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- No Country Left Behind



NO COUNTRY LEFT BEHIND

LEAD collaboration and cooperation, including with the support of its Member States and stakeholders, for continuous capacity building and support, enabling the achievement of safety, security, efficiency, and sustainability goals. This means States will benefit from ICAO's implementation support and resource mobilization activities, which are designed to promote the effective implementation of policies, standards and recommended practices and help overcome resource limitations that impact infrastructure, finance, training, supply chain access and coordination, especially in developing countries. This approach ensures that the benefits described in this strategic plan are enjoyed by all people, leaving No Country Left Behind.

The initiative drives effective Standards and Recommended Practices (SARPs) implementation through targeted support, coordinated assistance, facilitated funding access, and help addressing significant safety and security concerns. NCLB will continue to support the recovery, sustainability and resilience of international civil aviation. As an instrument for NCLB, the "Policy on ICAO Implementation Support Provided to States" serves as the foundation for managing implementation support activities.



KEY PRIORITIES 2026–2028

- ✓ Provide enhanced support for States in the effective implementation of ICAO's SARPs, plans and policies in a more coordinated, comprehensive and globally harmonized manner;
- ✓ Promote civil aviation's importance in national development contexts;
- ✓ Address technologies through continuous expansion of implementation support solutions.

OUTCOMES AND TARGETS FOR 2028

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 with target:

- 70% rate of global average Effective Implementation

ASSOCIATED OUTPUTS:

- Enhanced governance practices related to development of State legal and regulatory framework in full compliance with SARPs



- Increased coordination to support States to share resources, participate in regional efforts and build capacity
- Enhanced, accessible and efficient application of implementation support projects and activities across all civil aviation domains

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 with target:

- 85% of objectives successfully met in the implementation of projects and activities

ASSOCIATED OUTPUTS:

- 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
- Enhanced portfolio of ICAO solutions to better serve Member States
- Enhanced direct assistance to States, across all Strategic Goals, to facilitate achievement of benefits, especially in developing States

PROGRAMMES

TRAINAIR Plus (TPP)

The Trainair Plus Programme (TPP) is a cooperative network focused on developing and delivering ICAO-recognized training to improve air transport safety and efficiency. Its mission is to establish and maintain high training and competency standards for aviation personnel globally while promoting collaboration for safe, secure, and sustainable air transport development. TPP also supports Member States and the aviation industry with capacity-building and sustainable human resources development strategies.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All
- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All
- Every Flight is Safe and Secure
- Aviation is Environmentally Sustainable
- The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges

Implementation Support

ICAO supports Member States in complying with ICAO standards, implementing Global Plans, and building and/or developing local capacity through its support of State mechanisms. These are aimed at addressing safety and security deficiencies, coordinating with States and other stakeholders in the implementation of Global Plans, ICAO SARPs, and providing technical expertise. This includes assisting with Civil Aviation Master Plans, consultancy services, procurement of equipment, specialized training, and supporting regional programs. ICAO also monitors progress through collaboration with Regional Offices to ensure effective implementation.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All
- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All
- Every Flight is Safe and Secure
- Aviation is Environmentally Sustainable
- The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges

THE INTERNATIONAL CIVIL AVIATION CONVENTION AND OTHER TREATIES, LAWS AND REGULATIONS ADDRESS ALL CHALLENGES

ADAPT international air law (legal frameworks, agreements, conventions and regulations) as necessary to ensure the international civil aviation legal framework remains responsive to current and emerging challenges and opportunities, thereby fostering strong Member States support for all aspects of ICAO's work as it moves towards its centenary and beyond.

The Assembly Resolution entitled "Consolidated statement of continuing ICAO policies in the legal field" reaffirms the important role of law in achieving the Organization's aims and objectives. It also consolidates ICAO's ongoing legal policies to facilitate their implementation and practical application. It calls for an effective response to new and emerging opportunities, challenges and threats to the development of international civil aviation.



KEY PRIORITIES 2026–2028

- ✓ Promote widespread ratification and implementation of international air law instruments;
- ✓ Facilitate the progressive development of international air law instruments and guidance material in response to emerging challenges and opportunities;
- ✓ Maintain leadership in guiding and responding to the needs of the aviation community stakeholders in the field of international air law.



OUTCOMES AND TARGETS FOR 2028

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, with the following target:

- 57% treaty depositary actions recorded in respect of the six key international air law instruments³ in order to allow for their entry into force and universal ratification
- 85% of studies under the work programme of the Legal Committee to address emerging issues and challenges faced by States that are completed

ASSOCIATED OUTPUTS:

- Assistance to States on international air law framework provided
- Facilitation to States on codification and/or progressive development of international air law instruments and guidance material provided

PROGRAMMES

International Air Law

Under the International Air Law Programme, assistance to States' activities will be conducted to promote the universal acceptance, ratification and implementation of international air law instruments, through dissemination of knowledge, training and teaching, to uphold the rule of law. The Research, Study and Development project will be carried out 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 various items under the Work Programme of the Legal Committee approved by the Council and endorsed by the Assembly.

3 The Protocol Relating to an Amendment to the Convention on International Civil Aviation [Article 50 (a)] (Doc 10077); The Protocol Relating to an Amendment to the Convention on International Civil Aviation [Article 56] (Doc 10076) (Montréal, 2016);
The Convention for the Unification of Certain Rules for International Carriage by Air (Doc 9740) (Montreal, 1999) (Montreal Convention 1999);
The Convention on the Suppression of Unlawful Acts Relating to International Civil Aviation (Doc 9960) (Beijing, 2010) (Beijing Convention 2010);
The Protocol Supplementary to the Convention for the Suppression of Unlawful Seizure of Aircraft (Doc 9959) (Beijing, 2010) (Beijing Protocol 2010);
The Protocol to Amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft (Doc 10034) (Montréal, 2014) (Montréal Protocol 2014).

THE ECONOMIC DEVELOPMENT OF AIR TRANSPORT ASSURES THE DELIVERY OF ECONOMIC PROSPERITY AND SOCIETAL WELL-BEING FOR ALL

FOSTER the development of a sound and economically viable and affordable civil aviation system, that will facilitate the achievement of measurable prosperity and well-being for everyone through aviation, with ICAO supporting every Member State using a balanced approach across all strategic areas.

A strong, economically viable civil aviation system enables affordable travel, economic opportunity for States and users, and supports global sustainable development. This Strategic Goal contributes to civil aviation growth, efficiency in air transport, and expands trade and tourism worldwide.

This goal is supported by the ICAO Long-Term Vision for International Air Transport Liberalization, a State-driven vision, adopted by the Council in 2015 and reaffirmed by the 41st Assembly, provides a framework for sustainable global air transport, emphasizing liberalization, market access, and fair competition. This approach aims to expand air services, boost aviation investment, and drive economic growth. The Seventh Worldwide Air Transport Conference (ATConf/7) in 2026 will further develop policies for international air transport growth.



ICAO remains committed to supporting Member States through its long-standing program promoting air transport liberalization.



KEY PRIORITIES 2026–2028

- ✓ Support States in using civil aviation as an effective development tool by placing it at the center of national/ regional development frameworks and establishing effective funding and financing mechanisms for development flows while at the same time providing and promoting international cooperation;
- ✓ Improve air connectivity, create more competitive business opportunities in the marketplace, increase consumer's benefits and choices; and at the same time reduce financial burden and costs in performing the regulatory oversight functions;
- ✓ Provide States with robust civil aviation data and forecasts for their planning and implementation needs through advanced analytics and leveraging insights from the ICAO Statistics Programme.

OUTCOMES AND TARGETS FOR 2028

Improved competitiveness, economic efficiency, and productivity of air transport among States with the following targets:

- 4400 international passenger traffic in billions of Revenue Passenger Kilometer
- 85% of States in terms of RPK accessing Economic analysis, studies and forecasts

ASSOCIATED OUTPUTS:

- Foster enhanced capabilities of States to maximize the utility of aviation data/statistics and long-term traffic forecasts

- 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
- Promotion and support of Regional or expanded collaborative agreements or mechanisms to support air navigation facilities and services

Supported economic growth and development through the expansion of the global civil aviation industry while increasing compliance with ICAO air transport policies and guidance with the following target:

- Civil aviation contributes 3.26 trillion USD to global GDP
- 62% Global Connectivity rate from the ICAO Global Aviation Competitiveness Index (GACI)⁴
- 32% Global Liberalization Rate from the ICAO GACI⁵

ASSOCIATED OUTPUTS:

- Facilitate the development of a sound and economically viable aviation system that contributes to the economic development and Gross Domestic Product (GDP) of States
- 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
- 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.

4 Connectivity rate measures the level of direct and indirect connections from all airports of Member State (using the formula in the GACI)

5 Liberalization rate measures the level of actual operations using open skies, transitional and bilateral agreements between Member States (using the formula in the GACI)

- 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

PROGRAMMES

Air Transport Economic Development

This programme aims at reducing State's costs in performing its economic analytical and regulatory functions, improving air connectivity and creating more competitive business opportunities in the marketplace. Its activities include air transport data and statistics, forecasting, economic analyses, economic policies and regulation, establishment of good regulatory practices and governance, modernization of infrastructure, identifying adequate funding and financing mechanisms for economic oversight, etc.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- Aviation is Environmentally Sustainable
- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All
- No Country Left Behind

Joint Financing

This programme aims at reducing cost of provision of air navigation services through the sharing of costs. Its activities include the facilitation of 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.

OTHER GOALS BENEFITING FROM THE PROGRAMME

- Every Flight is Safe and Secure
- Aviation is Environmentally Sustainable
- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All
- No Country Left Behind
- The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges



High Priority Enablers

The achievement of the Strategic Goals is underpinned by four cross-cutting *High Priority Enablers*:



ICAO Continuous Organizational Improvement: Enhancing efficiency across all operational areas

ASSOCIATED OUTPUT:

- 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.

Programme

ICAO Continuous Organizational Improvement (COI)

The Continuous Organizational Improvement (COI) Programme aims to enhance ICAO's efficiency across operations, infrastructure, development, finance, and human resources. It focuses on improving internal operations to support Strategic Goals through time-bound projects that increase effectiveness and quality. The programme is managed by the Enterprise Portfolio Management Office (EPMO), overseeing all related projects.



Innovation: Developing policies for equitable innovation benefits across the air transport sector

ASSOCIATED OUTPUT:

- Enhanced ICAO's role to assist Member 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.

Programme

Innovation

The Innovation Programme supports ICAO's role in assisting Member States benefit from air transport innovations, addressing related challenges, and developing policies to improve safety, efficiency, security, facilitation and economic and environmental sustainability of the aviation system. It also focuses on identifying and implementing innovations to enhance the Organization's effectiveness and efficiency.



Gender Equality and Attracting New Talent to Aviation: Accelerating equality, diversity, equity, and inclusion while attracting and retaining top talent

ASSOCIATED OUTPUTS:

- Accelerated gender equality, diversity, equity and inclusion (DEI) in ICAO and the aviation sector
- Enhanced planning, advocacy and outreach to ensure the aviation sector attracts, develops and retains the required best talent

Programmes

Gender Equality

The ICAO Gender Equality Programme aims to promote gender equality by building capacity, enhancing awareness, improving representation, increasing accountability, and engaging with external partners. It supports the implementation

of Assembly Resolution A41-26 through activities targeting ICAO, Member States, policymakers, and the aviation industry.

Next Generation of Aviation Professionals

This programme, aligned with Assembly Resolution A39-29, aims to attract, train, and retain new talent while facilitating workforce mobility and industry transitions. It includes reskilling, upskilling, and continuous development to keep the workforce updated with evolving technologies. NGAP engages the global aviation community to address both short- and long-term workforce needs and guide planning at global, regional, and national levels.



Partnerships, Resource Mobilization and Financial Sustainability: Building strategic partnerships and enhancing extra-budgetary resources

ASSOCIATED OUTPUTS:

- 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
- Enhanced extra-budgetary resources governance, Resource Mobilization strategies and increased revenue generation

Programmes

Partnerships and Resource Mobilization

The programme aims to build and strengthen strategic partnerships to advance the Sustainable Development Goals (SDGs) and mobilize resources to support Member States. It focuses on addressing key unfunded activities in the Business Plan and

implementation support. Additionally, ICAO will collaborate with States, industry, the UN system, and other international organizations to tackle challenges affecting civil aviation.

Revenue Generation

Aligned with the Organization's budget sustainability objectives, this programme aims to generate additional revenue streams to support capacity building and standards implementation in States, identifying and prioritizing States most in need of financial assistance. It will leverage ICAO's assets such as data and standards, and explore opportunities to monetize services where applicable. The programme will also monitor revenue generation and provide regular reports on funding for Business Plan priorities.

Supporting Enablers

Developed alongside the Strategic Goals and High Priority Enablers, the Supporting Enablers ensure coordinated and strengthened functioning of various operational components of the Organization, which facilitate the implementation of the Strategic Goals and contribute towards accelerating the progress of the high-level priorities of ICAO.

Supporting Enablers focus on operational responsiveness, ethics, integrity, transparency, accountability, versatility, efficiency, and resilience

in varied settings. Implementing Supporting Enablers entails a robust results-based framework, results-based budgeting and risk management while keeping attuned to evolving threats, trends, and opportunities and foster inclusive, up-to-date, and positive changes in cross-cutting administrative areas of operation of the Organization including finance, human resources manage-



ment, ICT and information security management, language and conference services, travel and security and building management.

4 Implementation

Funding Our Future

The Organization is leveraging diverse funding sources to power its mission. Implementation of programmes, projects and activities to achieve outcomes and outputs related to Strategic Goals, High Priority and Supporting Enablers is funded by the Regular Budget and Extra-Budgetary resources (such as Ancillary Revenue Generation Fund (ARGF), Administrative and Operational Services Cost Fund (AOSC), voluntary and in-kind contributions and other funds), which are complementary in nature and function as an integrated funding mechanism.

Regular Budget

The Regular Budget, allocated triennially, is ICAO's main funding source. It is primarily financed by Member States' assessments and complemented by transfer from the ARGF surplus, reimbursement from the AOSC fund, Operational Reserve, and miscellaneous income.

Ancillary Revenue Generation Fund

ARGF was established to manage and develop products and services, including the ICAO global aviation training programme. ARGF targets to generate additional resources for ICAO to facilitate the implementation of the Business Plan and to develop, promote, and protect the intellectual property of ICAO.

Administrative and Operational Services Cost Fund

AOSC was established to manage the costs and their recovery for the administration, operation and support provided by the Capacity Development and Implementation Bureau.

Voluntary Financial and In-Kind Contributions

The Organization benefits greatly from voluntary and in-kind contributions. These contributions take various forms, ranging from multi-donor trust funds aligned with our Strategic Goals to secondments and gratis personnel, and other in-kind contributions from States and partnerships with other international organizations.

Other Funds

Special agreements govern ICAO's subject-specific trust funds, which round out our funding portfolio. These funds encompass initiatives like the Implementation Support Programme, Joint Financing, support for Junior Professional Officers and other bilateral agreements.

Given that funding is not available to cover all work mandated by the Assembly and Council, the activities and projects outlined in the Business Plan are prioritized using an established methodology. The implementation of work not covered by available resources depends on extrabudgetary resources, which shall be identified and secured throughout the triennium.

Management, Monitoring and Reporting

The ICAO Business Plan 2026–2028 is managed by the Enterprise Portfolio Management Office (EPMO). The EPMO ensures ongoing monitoring

and reporting against programmes, projects and activities. This enables effective and agile prioritization during the triennium.

Governance, Accountability, Enterprise Risk Management and Internal Controls

ICAO recognizes that achieving its Strategic Goals requires attention to detail, dedication to excellence, and proactive management governance, accountability, risks and internal controls.

Governance and Accountability

The ICAO Business Plan 2026–2028 is monitored by the EPMO ensuring consistent and effective decision making, appropriate use of resources and effective workforce planning.

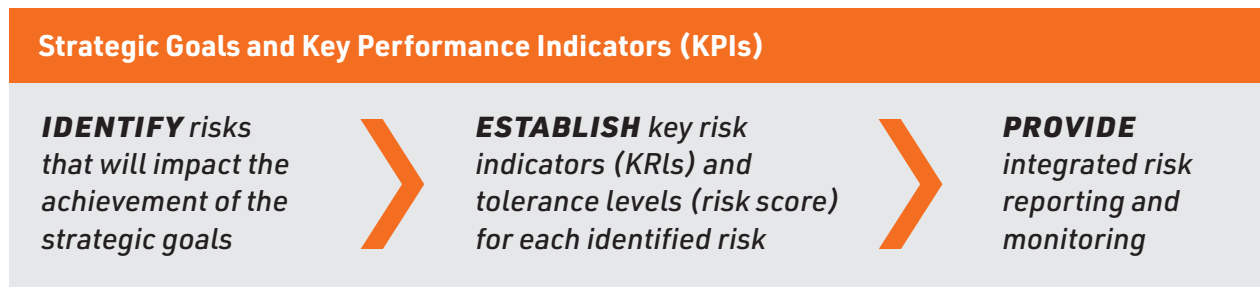
The EPMO also oversees adherence to the Accountability Framework, Enterprise Business Process Management Framework, and the Strategic Organizational Model enhancing effectiveness of operations and continuous organizational improvement.

Enterprise Risk Management and Internal Controls

ICAO has an enterprise risk management and internal control framework ("ERM Framework") that aligns risk management and internal control practices with its organizational Vision, Mission, and Strategic Goals. ICAO continuously evaluates and enhances its risk management and internal control processes to adapt to evolving threats and opportunities.

With the Business Plan 2026–2028, ICAO proactively identifies, assesses, and mitigates risks that could impact the achievement of its Strategic Goals and Mission. ICAO also maintains a robust control environment that fosters accountability, transparency, and operational efficiency. Integrating risk management with ICAO's Business Plan will effectively manage the Organization's risks and enhance overall performance in pursuit of ICAO's Strategic Goals.

Figure 5: Risk Management and Business Plan



Programmatic Approach

To ensure a comprehensive and focussed approach to address ICAO's mandate, the principle of the programmatic approach is centered in the implementation of the Business Plan 2026–2028, supported by the EPMO. This approach ensures a clear emphasis on the priorities of the Organization and facilitates a coherent and cross-cutting view of projects and activities that have interdependencies, leading and providing comprehensive packages for implementation of ICAO Standards and Procedures.

The cross-cutting programmes as presented in the Strategic Goals and High Priority Enablers Sections, demonstrate the programmatic approach applied in the Business Plan, while preserving the flexibility to complement, modify or terminate Programmes during the triennium, if required to address emerging needs.



5

Conclusion

The Business Plan is operationalized by a Triennial Operating Plan (TOP) that captures projects and activities planned for the triennium in order to achieve results (outputs) associated with the Strategic Goals, High Priority and Supporting Enablers. The TOP is a living and agile plan that will be periodically updated to reflect emerging issues, new priorities and activities that may arise during the course of the triennium. Any substantial changes will be reported annually to the Council to determine if activities can be accommodated within the level of resources available or require additional funding.

The achievement of the Strategic Goals and their outputs are monitored through the comprehensive Performance Monitoring Framework (PMF), with KPIs and targets that are monitored and reported to the Council on an annual basis. The performance results help to make the pertinent adjustments and implement corrective actions, where needed, to enhance the achievement of results and accountability at ICAO.

List of Acronyms

AAAVF	Assistance to Aircraft Accident Victims and their Families	ICAO	International Civil Aviation Organization
AAM	Advanced Air Mobility	KPI	Key Performance Indicator
AOSC	Administrative and Operational Services Cost	LCAF	Lower Carbon Aviation Fuels
API-PNR	Advance Passenger Information-Passenger Name Record	LTAG	Long-term Global Aspirational Goal
ARGF	Ancillary Revenue Generation Fund	MRTD	Machine Readable Travel Document
ASBU	Aviation System Block Upgrades	NASP	National Aviation Safety Plan
ATM	Air Traffic Management	NCLB	No Country Left Behind
BBB	Basic Building Blocks	PFA	Priority Focus Area
CAAF	Conference on Aviation Alternative Fuels	PKD	Public Key Directory
CAPSCA	Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation	PMF	Performance Monitoring Framework
CMA	Continuous Monitoring Approach	PWD	Persons with Disabilities
CNS/ATM	Communications, Navigation, and Surveillance/Air Traffic Management	RASP	Regional Aviation Safety Plan
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation	RBM	Results-based Management
COVID	Corona Virus Disease	RPAS	Remotely Piloted Aircraft Systems
EI	Effective Implementation	SAF	Sustainable Aviation Fuels
ERM	Enterprise Risk Management	SARPs	Standards and Recommended Practices
GACI	Global Aviation Competitiveness Index	SDGs	Sustainable Development Goals
GANP	Global Air Navigation Plan	SSC	Significant Safety Concern
GASP	Global Aviation Safety Plan	SSeC	Significant Security Concern
GASeP	Global Aviation Security Plan	TRIP	Traveller Identification Programme
HAO	Higher Airspace Operations	TOP	Triennial Operating Plan
		UAS	Unmanned Aircraft System
		UN	United Nations
		USAP	Universal Security Audit Programme
		USOAP	Universal Safety Oversight Audit Programme

Definitions

Activity: A planned specific task or process undertaken using available inputs to achieve outputs and ultimately outcomes. An activity can be either ongoing or time-bound (project).

Input: The resources, such as time, money, personnel, materials, and knowledge, required to execute an activity. Inputs are necessary investments to initiate and support activities toward desired outcomes.

Key Performance Indicator: Specific, measurable metrics used to assess the performance and progress of results (outputs, outcomes). KPIs are critical for monitoring and evaluating success and for making informed management decisions. KPIs are measured by using base-lines and targets.

Baseline: The initial set of data that establishes the starting point for measuring changes over time. Baselines are essential for tracking the effectiveness of activities and programmes toward desired results (outcome, outputs).

Target: The specific, predefined achievement set for each indicator within a specified timeframe. It serves to assess the effectiveness of activities and programmes toward desired results (outcome, outputs).

Outcome: Measurable medium- to long-term changes resulting from the completion of outputs. These changes support the achievement of Strategic Goals through collaboration with States and other stakeholders.

Output: A result from the completion of activities and interventions within the control of the Organization. They are achieved with the resources provided and within the time period specified.

Programme: Set of related projects/activities that are managed and coordinated together to achieve the specific set of output(s) and outcome(s), which are core to achieving Strategic Goals. Programmes may not have a defined duration and may span multiple triennia.

Project: Project is a unique temporary endeavour to achieve one or more defined objective. A project has a defined duration, start date and end date, which might not be specific to a triennium.

Appendix I: Performance Monitoring Framework



Appendix II: Triennial Operating Plan





ICAO