ICAO

ANNUAL REPORT OF THE COUNCIL TO THE ASSEMBLY

2024

2024 ANNUAL REPORT
OF THE COUNCIL
TO THE ASSEMBLY

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MESSAGE FROM THE PRESIDENT OF THE COUNCIL

The publication of this annual report of the ICAO Council comes just after the conclusion of our celebrations of ICAO's 80th anniversary – a milestone we commemorated in December 2024 in Chicago, in the very same spot where 54 nations first gathered in 1944 to establish the framework for international civil aviation we know today.

From those founding moments to our present community of 193 Member States, ICAO's journey reflects aviation's extraordinary evolution. The principles established in Chicago have proven to be both durable and adaptable, guiding aviation's transformation from serving 9 million passengers in 1945 to over 4.5 billion in 2019, and supporting the sector's resilient recovery from unprecedented global challenges.

The three annual reports submitted by the Council at the 42nd Session of the ICAO Assembly document our progress in advancing ICAO's strategic objectives. Just as importantly, they also demonstrate how our collective work has built towards the new ICAO Long-Term Strategic Plan for 2026–2050. This plan, built on six core strategic goals, envisions an aviation system that is not only safer and more secure, but also environmentally sustainable, digitally transformed and genuinely inclusive.

From our commitment to zero fatalities and net-zero carbon emissions by 2050 to our embrace of technological innovation, from our focus on seamless mobility to our dedication to leaving no country behind – each of its goals builds upon the Chicago Convention's founding principles while addressing contemporary challenges.

Those original delegates looked beyond the severe challenges of their time to build a framework for peace through aviation. Today, we must do the same. The spirit of international cooperation that gave birth to ICAO remains vibrant in our work, as we strive to ensure that the benefits of air transport are shared equitably across our global community.

The 42nd Session of the Assembly holds an exceptional opportunity to turn aspirations into reality and strengthen global aviation's foundations for the coming decades. By endorsing and advancing ICAO's Long-Term Strategic Plan, delegates can ensure our Organization remains as relevant and effective in addressing tomorrow's challenges as it has been in meeting those of the past 80 years. Together, we can realize aviation's full potential as a driver of sustainable development and global connectivity for all humanity.

Salvatore Sciacchitano
President of the ICAO Council

1. EMERGING AVIATION ISSUES

1.1 Net zero by 2050

1.1.1   Substantial progress was achieved in 2024 for the implementation of the long-term aspirational goal (LTAG) of net-zero carbon emissions by 2050 for international aviation, with the ICAO Council endorsing a comprehensive roadmap for the Global Framework for Sustainable Aviation Fuels (SAF), Lower Carbon Aviation Fuels (LCAF) and other Aviation Cleaner Energies and approving a Roadmap for implementation of CAAF/3 outcomes and LTAG.

1.1.2   The 2024 LTAG Stocktaking event [1] showcased concrete progress in emissions reduction technologies, while the Green Airports Seminar launched innovative approaches to airport decarbonization.

1.1.3   ICAO's Regional Seminars on Environment across all regions also created momentum for LTAG implementation.

1.1.4   Significantly, the ICAO State Action Plans initiative achieved unprecedented levels of global commitment: 150 States, representing over 99 per cent of global revenue tonne-kilometres (RTK), submitted plans to reduce aviation CO_2 emissions. This demonstrates the aviation sector's determination to transform itself from one of the hardest-to-abate industries into a catalyst for climate action.

1.2 New cleaner energy sources for the aviation sector

1.2.1   ICAO's roadmap delivered concrete results across all four building blocks: policy and planning, regulatory framework, implementation support, and financing. Each element showed measurable progress through 2024.

1.2.2   A major breakthrough came with the Council's approval of updated SAF guidance, enabling countries to accelerate their sustainable fuel programmes, while the approval of new SAF feedstock pathways and a new Sustainability Certification Scheme (SCS) created clear frameworks for scaling up sustainable fuel production.

1.2.3   The Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ICAO ACT-SAF) programme achieved widespread reach, uniting over 200 States and organizations in the largest coalition ever assembled for sustainable aviation fuel development. Through this initiative, ICAO delivered specialized training and launched feasibility studies, developed a template to facilitate harmonization in the SAF feasibility studies, and another template for SAF business implementation studies.

1.2.4   Progress monitoring continues through the advanced ICAO Cleaner Energy Tracking Tools, providing real-time insights into global implementation.

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[1] Site being migrated; at a future date, the link will be: https://www.icao.int/events/2024-icao-ltag-stocktaking-event-aviation-co2-emissions-reductions-0

1.3　Financing cleaner energy for the aviation sector

1.3.1　The transformation to sustainable aviation foreseen by the LTAG requires unprecedented investment - approximately USD 3.2 trillion for scale-up SAF and other aviation cleaner energies by 2050. In response, ICAO launched the groundbreaking Finvest Hub initiative in 2024, which envisions the creation of new pathways for public and private investment in aviation sustainability. A comprehensive third-party study on the establishment of a climate finance initiative or funding mechanism under ICAO was also launched.

1.3.2　The CAAF/3 Global Framework's endorsement of the Finvest Hub initiative catalysed high-level engagement across major financial centres, while the Secretary General's strategic outreach at high level meetings in London, Singapore, Tokyo, and Washington, D.C. united key stakeholders through focused roundtable discussions with financing entities and SAF value chain representatives.

1.3.3　ICAO's new Memorandum of Cooperation with the International Renewable Energy Agency (IRENA) will also create new possibilities for SAF, LCAF, and cleaner energy project development.

1.4　Crisis preparedness and response

1.4.1　Working towards a sustainable and resilient global civil aviation system requires preparedness for serious disasters. These may arise at global, sub regional or State level, often at moments of vulnerability.

1.4.2　In 2024, ICAO made substantial progress in developing a comprehensive and adaptable crisis response framework while working extensively with Member States to improve their operational readiness. This framework will support States in meeting their obligations under the Annexes to the Convention on International Civil Aviation (Chicago Convention), as well as requirements in other sectors, such as international health regulations. The framework's governance structure and coordination strategies were refined to guide States in developing, promulgating and implementing relevant contingency and emergency plans.

1.4.3　The emerging framework will strengthen States' response capabilities across multiple crisis scenarios, including disruption of airport or air traffic management services, health emergencies such as pandemics, and humanitarian crises such as natural disasters.

1.5　Public health event management and related facilitation measures

1.5.1　Throughout 2024, ICAO maintained its strong focus on supporting States in implementing the 62 Facilitation Stream recommendations from the ICAO High-level Conference on COVID-19 [2] and assisted States in establishing their National Air Transport Facilitation Committees.

1.5.2　To track progress systematically, ICAO implemented an online monitoring system that enables States to provide real-time updates on their implementation status of the high-level conference recommendations. This dynamic approach allows for continuous assessment and targeted support where needed.

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[2] Site being migrated; at a future date, the link will be: https://www.icao.int/events/high-level-conference-covid-19

1.5.3   The Council provided strategic direction on prioritizing initiatives and addressing implementation challenges, ensuring a coordinated approach to public health event management in aviation, and received regular briefings on the enhanced cooperation between ICAO and public health teams in crisis preparedness and response. Notable progress was made in capacity-building and capability development, including the establishment of new Working Groups to address emerging challenges.

1.5.4   Building on these achievements, this work continues to strengthen the global aviation system's resilience to public health emergencies while facilitating efficient air transport operations.

1.6   Innovation

1.6.1   The Council's endorsement of the ICAO Standardization Roadmap for 2025 implementation creates a clear pathway for regulatory development, responding directly to the Assembly's intent, expressed at its 41st session, to enhance, plan, develop and deploy ICAO instruments and tools to enable the timely, effective and efficient regulation of innovations by States.

1.6.2   The Council endorsed the recommendations made at the 4th meeting of the Industry Consultative Forum, and the Forum's 5th meeting broke new ground in cybersecurity, cyber resilience and integrated airspace innovation.

1.6.3   Additionally, the ICAO Innovation Fair (12–14 March 2024) featured dynamic cross-cutting panels and celebrated the winners of the ICAO innovation competition.

1.7   Advanced Air Mobility

1.7.1   2024 marked a breakthrough year for Advanced Air Mobility (AAM). Two AAM Study Group meetings advanced the Global and Holistic Vision document, while ICAO's inaugural Advanced Air Mobility Symposium (September 2024, Montréal) united global experts to address revolutionary developments in electric Vertical Take-Off and Landing (eVTOL) aircraft, vertiports, automation, trust frameworks, and airspace integration.

1.7.2   The symposium produced a decisive Call to Action structured around three pillars: Understanding AAM, Building the AAM ecosystem, and Governing/Regulating AAM.

1.7.3   Finally, the Air Navigation Conference endorsed, at its Fourteenth meeting, ICAO's integrated approach to AAM, UAS operations and UTM, emphasizing the critical importance of global harmonization. The Conference's recommendation that the development of standards and recommend practices (SARPs) should follow ecosystem assessment will help ensure measured progress.

1.8   Gender equality in the aviation sector

1.8.1   ICAO's Gender Equality Programme gained momentum in 2024, implementing Assembly Resolution A41-26 through concrete actions. Building on the Global Aviation Gender Summit's Call to Action, decided at its second meeting, ICAO coordinated pioneering efforts to enhance gender data collection and strengthen strategic partnerships.

1.8.2   The launch of the Global Ambassadors Programme marks a new chapter in promoting gender equality, diversity, and inclusion across aviation. ICAO's Global Network of Gender Focal Points united over 100 State representatives, creating an active community for knowledge-sharing and advancement.

1.8.3   ICAO also began collaboration with UN Women to empower States with new capacity for gender data analysis.

2. PROGRESS ON STRATEGIC OBJECTIVES

2.1 Environmental Protection

2.1.1 ICAO's most salient environmental achievements in 2024 included voluntary participation in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) reaching 129 States starting on 1 January 2025. The CORSIA Central Registry demonstrated unprecedented success, achieving 99 per cent coverage in CO_2 emissions reporting, and the release of the 2024 CORSIA CO_2 Estimation and Reporting Tool (CERT), which further strengthened this framework.

2.1.2 Significant progress also came through Council approval of four additional programmes for CORSIA-eligible Emissions Units in the first phase (2024–2026), bringing the total to six approved programmes, while seven new SAF feedstocks and one new Sustainability Certification Scheme were approved, expanding options for Sustainable Aviation Fuel production and certification.

2.1.3 The Committee on Aviation Environmental Protection (CAEP) Steering Group reached consensus on Long-Term Aspirational Goals monitoring and reporting methodology. It also recognized the progress of work on Noise-CO_2 Dual Stringency Analysis to guide data-driven recommendations on potential new noise and CO_2 stringencies. Finally, CAEP discussed progress on airport and operations activities, with the delivery of ICAO's new e-publication on "Single-Use Plastics" in the Eco Airport Toolkit.

Cooperation with the United Nations

2.1.4 ICAO strengthened its position in global climate action through strategic partnerships with the International Maritime Organization (IMO), United Nations Framework Convention on Climate Change (UNFCCC), IRENA, International Energy Agency (IEA), Intergovernmental Panel on Climate Change (IPCC), United Nations Development Programme (UNDP), and World Bank.

2.1.5 In particular, ICAO's active participation in UNFCCC COP29 showcased aviation's climate progress through impactful statements and outreach, while COP29's Article 6 agreements reinforced CORSIA's environmental integrity by preventing double counting. ICAO additionally maintained vigilant monitoring of new climate financing discussions while advocating for fair treatment of international aviation.

2.1.6 Finally, ICAO also monitored the discussions under the United Nations Environment Programme (UNEP) Intergovernmental Negotiating Committee (INC), which aims to develop an international legally binding instrument on plastic pollution, with the topic of plastics being addressed during the 2024 ICAO Green Airports Seminar.

2.2 Safety and Air Navigation Capacity and Efficiency

2.2.1 The year 2024 was a significant one for aviation safety and efficiency standards, with the Council adopting 17 amendments across 11 Annexes. A notable achievement was the integration of Remotely Piloted Aircraft Systems (RPAS) regulations into Annex 6 (Operation of Aircraft), representing a crucial step in accommodating emerging aviation technologies.

2.2.2   ICAO also strengthened aviation safety through multiple initiatives, including the publication of the Global Action Plan for the Prevention of Runway Incursions (GAPPRI). Substantial progress was made in aviation meteorology, including improved volcanic ash reporting protocols, enhanced turbulence risk assessment with emphasis on clear-air turbulence (CAT), and strengthened technical support for space weather safety measures.

2.2.3   The organization took decisive action to address emerging challenges, focusing on protecting aviation safety spectrum and coordinating comprehensive responses to global navigation satellite system (GNSS) interference threats. This included facilitating multi-stakeholder collaboration to develop and implement effective risk mitigation strategies for civil aviation security.

2.2.4   Important recommendations were also produced during the 14th Air Navigation Conference,[3] including the transition to flight and flow – information for a collaborative environment (FF-ICE) services, and cessation of the 2012 ICAO flight plan by 2034.

2.3   Security and Facilitation

Security and Cybersecurity

2.3.1   Five decades of global aviation security standards under Annex 17 were marked in 2024, a fact that was celebrated during both the 35th AVSEC panel meeting and ICAO Security Week [4] in Muscat, Oman.

2.3.2   It was at ICAO Security Week that Member States adopted the landmark Muscat Declaration on aviation security and cybersecurity. This declaration strengthened ICAO's continuing collaboration with the UN Office on Counter Terrorism, particularly in critical areas such as the Countering Terrorist Travel Programme, threat assessment modelling and the protection of vulnerable targets.

2.3.3   This anniversary year also saw significant advances in the global security framework, highlighted by the release of the second edition of the *Global Aviation Security Plan* (GASeP) (Doc 10118). A dedicated "GASeP Promotion and Awareness Day," co-hosted with the United Arab Emirates General Civil Aviation Authority, helped foster deeper stakeholder engagement in aviation security enhancement.

2.3.4   In the cybersecurity domain, ICAO achieved unprecedented progress through the work of the Ad Hoc Cybersecurity Coordination Committee (AHCCC), which established cybersecurity as a cross-cutting priority across all technical domains. The Trust Framework Panel (TFP) and Cybersecurity Panel (CYSECP) worked in concert to advance cyber resilience standards, coordinating closely with technical panels on Communications, Information Management, and Navigation Systems.

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[3] Site being migrated; at a future date, the link will be: https://www.icao.int/events/fourteenth-air-navigation-conference-conf14

[4] Site being migrated; at a future date, the link will be: https://www.icao.int/events/icao-security-week-2024

2.3.5   The publication of comprehensive guidance on Cyber Information Sharing marked a significant achievement, complemented by an extensive gap analysis of cybersecurity Standards and Recommended Practices (SARPs). ICAO further demonstrated its commitment to global implementation through specialized training programmes and regional seminars, beginning with a successful launch in the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Regions.

Facilitation

2.3.6   The Year of Facilitation drove substantial progress across border management, international cooperation and travel document security.

2.3.7   International cooperation reached new heights through a series of high-impact events, including the Global Facilitation Summit and Forum, the Symposium on Assistance to Aircraft Accident Victims and their Families and the Joint ICAO/ACI/IATA Symposium on Accessibility in International Civil Aviation. The ICAO TRIP Symposium in Montreal, complemented by regional workshops in Fiji and WACAF and a global workshop in Xi'an, China, also facilitated crucial knowledge exchange among Member States.

2.3.8   In border management, ICAO enhanced the implementation of Annex 9 through comprehensive training and guidance, while the WCO/IATA/ICAO Contact Committee endorsed the groundbreaking 2024 interactive Advance Passenger Information (API) Best Practice guidance. The ICAO TRIP Roadmap underwent strategic revision to incorporate Amendment 29 to Annex 9, strengthening the framework for travel document compliance.

2.3.9   The ICAO Public Key Directory (PKD) programme welcomed its 100th participant, while completing the tender process for a new system scheduled for 2026 implementation. The private sector's engagement in aviation security continued to grow, with 49 companies now utilizing PKD data in their services, demonstrating the programme's expanding influence in the industry.

2.4   Economic Development of Air Transport

2.4.1   The modernization of international air transport regulation gained significant momentum in 2024, guided by ICAO's Long-Term Vision for International Air Transport Liberalization. The Air Transport Regulation Panel made substantial progress on three critical fronts: developing a multilateral convention on foreign investment in airlines, updating the Template Air Services Agreement and enhancing the implementation framework for Article 15 of the Chicago Convention.

2.4.2   Infrastructure management policy saw a major advancement with the publication of the Tenth Edition of ICAO's Policies on Charges for Airports and Air Navigation Services (Doc 9082). Through the Airport Economics Panel and Air Navigation Services Economics Panel, ICAO addressed emerging challenges in funding oversight functions and establishing cost recovery mechanisms for new entrants, particularly unmanned aircraft systems (UAS).

2.4.3   The sixteenth ICAO Air Services Negotiation (ICAN) event, held in Kuala Lumpur from 21 to 25 October 2024, strengthened international cooperation and facilitated bilateral air services agreements. This was complemented by continuous updates to the global compendium on competition policies and the database on consumer protection regulations, enhancing transparency in international air transport governance.

2.4.4   In the realm of aviation data and analysis, ICAO substantially enhanced its digital capabilities through modernized big data visualization dashboards, providing Member States with sophisticated tools for recovery planning and implementation. The Aviation Competitiveness Working Group (ACWG) developed a comprehensive index to measure States' capacity to optimize their air transport sector value. Simultaneously, the Multi-Disciplinary Working Group on Long-term Traffic Forecasts (MDWG-LTF) delivered updated forecasts through the ICAO Aviation Data Analytics dashboards, which are accessible to all Member States.

2.4.5   ICAO strengthened its support to Member States through targeted panel activities focused on improving competitiveness, economic efficiency, and productivity. This effort centred on expanding access to standardized statistics and methodologies, while promoting the practical application of ICAO traffic forecasts and analytical tools for implementation support. This integrated approach has fostered more informed decision-making and strategic planning across the global aviation community.

2.5   Rule of Law

The Legal Committee, at its 39th Session, reached significant milestones, finalizing revised Rules for Settlement of Differences and expanding its work programme to address two emerging challenges: the review of the role of the International Explosives Technical Commission and data protection laws.

An Article 12 Task Force made substantial progress on implementation studies, while the Secretariat Study Group on Legal Issues related to Pilotless Aircraft advanced critical work on liability, security and Chicago Convention application to pilotless operations.

ICAO's focused promotion of air law instruments through regional DGCA meetings yielded concrete results. By December 2024, significant increases in treaty ratifications included the Montreal Convention 1999 reaching 140 Parties, strengthening the global aviation legal framework.

2.5.1   Settlement of Differences

Brazil and the United States (2016)

Discussions between the Parties continue.

Application A: Qatar and Bahrain, Egypt, Saudi Arabia and the United Arab Emirates (2017)
Application B: Qatar and Bahrain, Egypt and the United Arab Emirates (2017).

Both matters remained pending against Bahrain and the United Arab Emirates.

Australia and the Kingdom of the Netherlands and the Russian Federation (2022)

At the Fourth Meeting of its 231st Session (15 March 2024), the Council decided to undertake a preliminary examination of the matter in accordance with Article 6 (2) of the *Rules for the Settlement of Differences.*

The Council commenced the preliminary examination of the matter during its 232nd Session and affirmed its decision to proceed notwithstanding the unilateral decision of the Russian Federation to end its participation.

At the Fifth Meeting of its 233rd Session (1 November 2024), the Council acknowledged, with regret, that the Russian Federation had chosen not to participate in the oral hearings or to respond to the questions arising from those hearings. The Council agreed to convene an additional oral hearing during its 234th Session to permit the Parties to sum up their factual and legal arguments.

The Russian Federation and 37 Member States (2023)

By 7 June 2024, all 37 Respondents had filed statements of preliminary objection.

On 27 December 2024, the Russian Federation submitted a Reply to the statements of preliminary objection filed by the 37 Respondents.

Canada, Sweden, United Kingdom and Ukraine and Iran (Islamic Republic of) (2024)

On 8 January 2024, the Governments of Canada, Sweden, Ukraine and the United Kingdom presented an Application and Memorial for the settlement of a disagreement under the terms of Article 84 of the Chicago Convention and the *Rules for the Settlement of Differences* naming Iran (Islamic Republic of) as Respondent.

The Application states that "by using weapons against a civil aircraft – Flight PS752 – on 8 January 2020, the Respondent breached the obligation contained in Article 3bis of the Chicago Convention prohibiting the use of weapons against civil aircraft in flight."

On 4 June 2024, the Respondent filed a Statement of preliminary objection. Further pleadings were subsequently filed: Reply to the Statement of preliminary objection by the Applicants (26 July 2024); and Rejoinder to the Reply by the Respondent (29 August 2024).

On 1 November 2024, the Council agreed that its consideration of the preliminary objection would take place during the 234th Session.

Venezuela (Bolivarian Republic of) and Argentina (2024)

On 2 April 2024, Venezuela (Bolivarian Republic of) presented an Application and Memorial for the settlement of a disagreement under the terms of Article 84 of the Chicago Convention, relevant Annexes and the Rules for the *Settlement of Differences* naming Argentina as Respondent. According to the Application and Memorial, since 8 June 2022, Argentina has committed breaches of several articles of the Chicago Convention.

The Applicant further alleges that the said breaches arose in the context of the inconveniences suffered by non-scheduled flights numbered ESU 9217 and 9218, operated by Empresa de Transporte Aereocargo del Sur S. A. EMTRASUR.

On 22 July 2024, the Respondent submitted a Statement of preliminary objection. The Organization did not receive any written comments from the Applicant in response to the Respondent's Statement of preliminary objection. On 1 November 2024, the Council agreed that its consideration of the preliminary objection would take place during the 234th Session.

2.5.2   Treaty Developments

International interests in mobile equipment (aircraft equipment)

On 7 February 2024, the Council was advised that Aviareto Limited, the Registrar of the International Registry for Mobile Assets (Aircraft Equipment), had shut down the Trusted Communications Facility for COVID-19 recovery (TCF) on 5 December 2023, as there had not been any active users on the system during the year of its operation.

As the 3-year term for membership of CESAIR terminated on 1 July 2024, the Council appointed fourteen members nominated by Brazil, Cameroon, Canada, China, India, Ireland, Kenya, Oman, Russian Federation, Saudi Arabia, Singapore, United Arab Emirates, United Republic of Tanzania and the United States.

On 30 October 2024 at the fourth meeting of its 233rd Session, the Council approved the Registrar's proposed increase of the International Registry user fees, the Fee Schedule Appendix to the Procedures for the International Registry to be amended accordingly (effective 1 January 2025).

As of 1 January 2025, there were 85 Parties to the Cape Town instruments.

Review of the limits of liability under the Montreal Convention of 1999

The limits of liability established under the Montreal Convention of 1999 are subject to a built-in periodic review mechanism in Article 24, which prevents the erosion of liability limits due to inflationary conditions with the passage of time. ICAO, in its capacity as Depositary of this Convention, accordingly conducted the fourth review of limits of liability.

These limits are expressed in Special Drawing Rights (SDRs). Based on data obtained from the International Monetary Fund, the entity in charge of administering the SDR, it was concluded that the threshold set out in the Convention for adjusting the limits upwards had been met. The determined adjustment factor amounted to 17.9 per cent. By State letter LE 3/38.1-IND/24/8, dated 16 October 2024, States Parties were advised that the revised limits would become effective for all States Parties to the instrument as of 28 December 2024.

3. IMPLEMENTATION SUPPORT AND *NO COUNTRY LEFT BEHIND* INITIATIVES

3.1. Annex and PANS Amendments, Manuals and Circulars, and Tools

3.1.1   Annex and PANS Amendments adopted/approved in 2024

- **Annex 1 – *Personnel Licensing*, Amendment 179 (State letter AN 12/1.1.28-24/28)**

Amendment 179 concerns: the definition of a flight plan to support the initial implementation of the flight and flow – information for a collaborative environment (FF-ICE) services; and general rules concerning licences related to international remotely piloted aircraft systems (RPAS) operations in controlled airspace and at aerodromes as of 26 November 2026.

- **Annex 2 – *Rules of the Air*, Amendment 48 (State letter AN 13/1.1-24/29)**

Amendment 48 concerns: definitions related to flight plans and submission of flight plans; and certificates related to international remotely piloted aircraft systems (RPAS) operations in controlled airspace and at aerodromes as of 26 November 2026.

- **Annex 3 – *Meteorological Service for International Air Navigation*, Amendment 81 (State letter AN 10/1.1-24/33)**

Amendment 81 concerns: system-wide information management (SWIM) and information security.

- **Annex 4 – *Aeronautical Charts*, Amendment 62 (State letter AN 9/1.6-24/30)**

Amendment 60 concerns: charting navigation specifications and accuracies; and recommendations related to areas where it is safe to operate aeroplanes with wing tips extended.

- **Annex 6 – *Operation of Aircraft***
  Part I – *International Commercial Air Transport – Aeroplanes,* Amendment 49
  (State letter AN 11/1.3.36-24/34)
  Part II – *International General Aviation – Aeroplanes*, Amendment 41
  (State letter AN 11/6.3.34-24/35)
  Part III – *International Operations – Helicopters*, Amendment 25
  (State letter AN 11/32.3.17-24/36)
  Part IV – *International Operations – Remotely Piloted Aircraft Systems*, First Edition
  (State letter AN 11/61.1-24/37)

These amendments concern:

a) flight data analysis programmes (FDAP) (Annex 6, Part I);

b) definitions related to flight plans and initial implementation of the flight and flow – information for a collaborative environment (FF-ICE) services (Annex 6, Parts I, II and III): and

c) provisions for international operations of remotely piloted aircraft systems (RPAS) in controlled airspace and at aerodromes (Annex 6, Part IV – applicable as of 26 November 2026).

o **Annex 8 – *Airworthiness of Aircraft*, Amendment 110 (State letter AN 3/5.15-24/38)**

Amendment 110 concerns: international remotely piloted aircraft systems (RPAS) operations in controlled airspace/aerodromes (applicable as of 26 November 2026).

o **Annex 10 – *Aeronautical Telecommunications***
Volume II – *Communication Procedures including those with PANS status*, Amendment 93 (State letter AN 7/63.2.4-24/24)
Volume III – *Communication Systems*, Amendment 92 (State letter AN 7/64.2.3-24/25)

These amendments concern:

a) flight and flow – information for a collaborative environment (FF-ICE) services (Annex 10, Volume II);

b) system-wide information management (SWIM) and information security (Annex 10, Volumes II and III); and

c) 24-bit aircraft address (Annex 10, Volume III).

o **Annex 11 – *Air Traffic Services*, Amendment 53 (State letter AN 13/13.1-24/31)**

Amendment 53 concerns: the Global Aeronautical Distress and Safety System (GADSS) concept; and definitions applying to flight and flow – information for a collaborative environment (FF-ICE) services.

o **Annex 12 – *Search and Rescue*, Amendment 19 (State letter AN 15/1.4-24/23)**

Amendment 19 concerns: Global Aeronautical Distress and Safety System (GADSS); responsiveness of search and rescue (SAR) operations, safety of SAR personnel at accident sites, conduct of exercises; and procedures to be followed when intercepting a distress transmission as of 26 November 2026.

o **Annex 13 – *Aircraft Accident and Incident Investigation*, Amendment 19
(State letter AN 6/1.1-24/26)**

Amendment 19 concerns: release of investigative information; Global Aeronautical Distress and Safety System (GADSS) data and information; the publication of Final Reports; the consultation period of Final Reports; and provisions that relate to investigations involving unmanned aircraft as of 26 November 2026.

o **Annex 15 – *Aeronautical Information Services*, Amendment 43
(State letter AN 2/2.8-24/40)**

Amendment 43 concerns: the competency-based training and assessment (CBTA) methodology; editorial changes; and system-wide information management (SWIM) and information security.

Doc 4444, *Procedures for Air Navigation Services – Air Traffic Management*, Amendment 12 (State letter AN 13/2.1-24/41)

Amendment 12 concerns: time-based separation (TBS) minima for wake turbulence; separation minima based on an ATS surveillance system; remote air traffic services and special procedures for in-flight weather contingencies; and the initial implementation of the flight and flow – information for a collaborative environment (FF-ICE) services.

Doc 8168, *Procedures for Air Navigation Services – Aircraft Operations*

(State letter AN 11/19.1, AN 11/19.2, AN 11/19.10 – 24/45)

Volume I – *Flight Procedures*, Amendment 11

Volume II – *Construction of Visual and Instrument Flight Procedures*, Amendment 10

Volume III – *Aircraft Operating Procedures*, Amendment 3

Amendments 11, 10 and 3 to PANS–OPS, Volumes I, II and III, respectively, concern: charting navigation specifications and accuracies, instrument flight procedures (IFP) for helicopter performance-based navigation (PBN) operations and altitudes on instrument procedures; and consequential amendments resulting from mixed-mode operation, for provisions containing the terms flight plan and flight planning.

Doc 8400, *Procedures for Air Navigation Services – ICAO Abbreviations and Codes*, Amendment 34 (State letter AN 2/12-24/46)

Amendment 34 relates to: the initial implementation of the flight and flow — information for a collaborative environment (FF-ICE) services; and NOTAM code for hang gliding and paragliding activities.

Doc 10066, *Procedures for Air Navigation Services – Aeronautical Information Management*, Amendment 3 (State letter AN 2/33.1-24/42)

Amendment 3 concerns: aircraft with folding wing tips, the competency-based training and assessment (CBTA) methodology, consistency of data appearing in multiple aeronautical information products, editorial changes, and system-wide information management (SWIM); the initial implementation of the flight and flow – information for a collaborative environment (FF-ICE) services; and charting navigation specifications and accuracies.

Doc 10199, *Procedures for Air Navigation Services – Information Management*, First Edition (State letter AN 2/36.1-24/39)

The first edition of the PANS-IM is related to system-wide information management (SWIM) and information security.

Technical Instructions for the Safe Transport of Dangerous Goods by Air (Doc 9284), 2025–2026 Edition

This new edition of the Technical Instructions enhances safety, addresses difficulties reported by States and industry in their application, allows for the transport of new commodities, and facilitates the safe transport of dangerous goods between air transport and other modes of transport.

3.1.2   Manuals and Circulars (including advance, unedited versions)

Cir 349, *Guidelines for the Implementation of Lateral Separation Minima*

Cir 360, *Guidance on Safeguarding Measures to Protect Radio Altimeters from Potential Harmful Interference*

Cir 361, *Automation Study Report*

Cir 363, *Guidelines for Building Resilience in Cabin Operations*

Doc 7910, *Location Indicators*, Edition No. 191

Doc 7910, *Location Indicators*, Edition No. 192

Doc 7910, *Location Indicators*, Edition No. 193

Doc 7910, *Location Indicators*, Edition No. 194

Doc 8126, *Aeronautical Information Services Manual*, Edition No. 7 (2022), Amendment No. 1

Doc 8585, *Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services*, Edition No. 207

Doc 8585, *Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services*, Edition No. 208

Doc 8585, *Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services*, Edition No. 209

Doc 8585, *Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services*, Edition No. 210

Doc 8643, *Aircraft Type Designators*, Edition No. 52

Doc 9184, *Airport Planning Manual*, Part 1 – *Master Planning*, Edition No. 3 (2023) Corrigendum No.1 (French, Russian, Arabic, Chinese only)

Doc 9284, *Technical Instructions for the Safe Transport of Dangerous Goods by Air*, 2025–2026 Edition

Doc 9284, *Supplement to the Technical Instructions for the Safe Transport of Dangerous Goods by Air*, 2025–2026 Edition

Doc 9365, *Manual of All-Weather Operations*, Edition No. 5

Doc 9481, *Emergency Response Guidance for Aircraft Incidents Involving Dangerous Goods*, 2025–2026 Edition

Doc 9756, *Manual of Aircraft Accident and Incident Investigation*

Part II, *Procedures and Checklists*, Edition No. 2

Part III, *Investigation*, Edition No. 2

Part IV, *Reporting*, Edition No. 3 (2020), Amendment No. 1

Doc 9880, *Manual on Detailed Technical Specifications for the Aeronautical Telecommunication Network (ATN) using ISO/OSI Standards and Protocols*

Part I, *Air-Ground Applications*, Edition No. 3

Part II, *Ground-Ground Applications – Air Traffic Services Message Handling Services (ATSMHS)*, Edition No. 3

Part III, *Upper Layer Communications Service (ULCS) and Internet Communications Service (ICS)*, Edition No. 3

Part IV, *Directory Services and Identifier Registration*, Edition No. 3

Doc 9992, *Manual on the Use of Performance-based Navigation (PBN) in Airspace Design*, Edition No. 1, Amendment No. 1

Doc 9997, *Performance-based Navigation (PBN) Operational Authorization Manual*, Edition No. 3

Doc 10193, *Manual on the Effective Safety Oversight of Cabin Operations*, Edition No. 1

Doc 10197, *Test Design Guidelines: Handbook on the Design of Tests for the ICAO Language Proficiency Requirements*, Edition No. 1

Doc 10203, *Manual on the System-wide Information Management (SWIM) Implementation*, Edition No. 1

Doc 10205, *Manual on Hazards at Aircraft Accident Sites*, Edition No. 1

Doc 10206, *Manual on Aircraft Accident and Incident Investigation Training*, Edition No. 1

Doc 10209, *Report of the Fourteenth Air Navigation Conference*

3.1.3   Tools

USOAP State Prioritization module

Module to prioritize and select the States for USOAP activities considering the Priority index, postponements, safety information from stakeholders, regional balance, etc.

ICAO Annex Manager System

Access to Annexes and SARPs as structured data through a user-friendly interface, with support for various languages and document types, including ICAO Annexes, Procedures for Air Navigation Services, and Guidance Material.

Data Analysis

In alignment with data-driven decision-making trends, an enhancement in data analysis perspective was implemented to substantiate the content of presentations, reports, and other documentation. Additionally, a suite of Power BI dashboards was developed to internally support performance management.

3.2 ICAO Universal Safety Oversight Audit Programme (USOAP) and Universal Security Audit Programme (USAP)

2024 USOAP and USAP Continuous Monitoring Approach (CMA) Activities and Findings

Programme Component	USOAP CMA	USAP CMA
Total Activities	26	35
Audits Conducted	15	31
Validation Missions	5	1
Workshops	5	3
Other Activities	1 MIR*, 2 off-site validations	-
Training Courses	4 audit preparation courses	1 auditor training course
New Concerns Identified	2 SSCs	5 SSeCs
Concerns Resolved	2 SSCs	-
Total Unresolved Concerns	9 SSCs across 6 States	24 SSeCs across 11 States
Postponed Activities	3 audits	12 deferrals**

*MIR: Mandatory Information Request
**16 deferral requests received, four rescheduled within 2024

3.2.1 Significant developments occurred in both oversight programmes during 2024. The USOAP-CMA programme successfully implemented 18 recommendations from the Ad Hoc Advisory Group and advanced the integration of State Safety Programme Implementation Assessment with traditional activities. The programme also made progress on developing the online framework data management policy. The nine unresolved safety concerns pertain to aircraft operations, airworthiness and air navigation services.

3.2.2 For security oversight, the USAP-CMA programme began the year with modifications to its compliance indicator, improving the measurement of States' adherence to Annex 17 Standards and security-related Standards of Annex 9. The programme's auditor training capacity was strengthened through support from Fiji's Civil Aviation Authority.

3.3 Regional Group Achievements

3.3.1 The Planning and Implementation Regional Groups (PIRGs) and Regional Aviation Safety Groups (RASGs) strengthened their coordination of safety and air navigation initiatives through data-driven decision-making and enhanced key performance indicator (KPI) management. This systematic approach ensured alignment between national and regional plans with global frameworks - particularly the Global Air Navigation Plan (GANP) and Global Aviation Safety Plan (GASP).

3.3.2 These groups delivered tangible improvements across three key areas:

3.3.3 Safety Enhancement: Regional safety teams collaborated on runway safety initiatives, aerodrome certification, and safety improvement projects. Through targeted workshops and capacity-building activities, they developed harmonized procedures and monitored priority implementations across regions.

3.3.4　　　Air Navigation: The groups focused on addressing deficiencies and implementing priority Aviation System Block Upgrades (ASBUs). Their efforts included developing regional guidance materials, technical bulletins, and instructional videos to support implementation.

3.3.5　　　Security and Facilitation: The AVSEC/FAL Groups, with support from Regional Offices, concentrated on emerging challenges including cybersecurity and public health emergency preparedness. They assisted States in establishing facilitation committees and improving compliance with Standards and Recommended Practices (SARPs), directly contributing to improved USAP-CMA results and advancement of Global Aviation Security Plan (GASeP) priorities.

3.3.6　　　Cross-regional collaboration and industry partnerships remained central to these achievements, facilitating information exchange and shared initiatives. This coordinated approach has proven particularly effective in addressing complex, multi-regional challenges while promoting consistent implementation of global standards.

3.4　　　Human Resources Development

TRAINAIR PLUS Programme Performance 2024

Member States Participating	80
Training Organizations and Partners	132
Organization Assessments Conducted	40
New Training Courses Developed	43
Course Participants	15 200

Aviation Security Training 2024

	Number of Events	Participants	States Benefiting
ICAO-sponsored Global Training	39	605	103
Additional Training Activities	108	1 595	85

Fellowship and Specialized Training 2024

Programme Type	Participants
Fellowship Awards (Developing Countries Programme)	875 (418)
Civil Aviation Personnel Training (Technical Cooperation)	5 919
Equipment Supplier Training	778

Women in Aviation Initiative

3.4.1   The "Unleashing Aviation Excellence: 193 Women Empowerment" programme, funded by the United Arab Emirates General Civil Aviation Authority, supported 123 female professionals from 86 Member States. ICAO further promoted gender equality through a 10 per cent reduction in fees on all self-paced and instructor-led courses for women throughout 2024.

Next Generation of Aviation Professionals (NGAP)

3.4.2   ICAO revitalized its NGAP programme in 2024 with a comprehensive strategy addressing global workforce challenges. The strategy, published on ICAO's website, provides a framework for attracting, training, and retaining aviation professionals while supporting UN Sustainable Development Goals 4 (Quality Education), 5 (Gender Equality), and 8 (Decent Work and Economic Growth).

3.4.3   Key 2024 initiatives included collaboration with the General Authority of Civil Aviation (GACA) (Saudi Arabia) and the International Air Transport Association (IATA) for a youth-focused UN summit side event, partnership with the Global Aviation and Airspace Task Force (GAAST) on workforce innovation and the launch of a mentoring course with EUROCONTROL. ICAO also developed the Essential Soft Skills for NextGen Aviation Training Programme to address emerging professional development needs.

3.5   Implementation Support

3.5.1   ICAO worked in 2024 to identify, coordinate, and deliver implementation support under a One ICAO approach, guided by the [Policy on ICAO Implementation Support Provided to States](#).

Capacity development for data analysis and forecasting was a focus in 2024, with seminars delivered in Paris through the ICAO Regional Office and in Riyadh in cooperation with Saudi Arabia's General Authority of Civil Aviation. ICAO also addressed States' growing needs around aviation and artificial intelligence through cooperation with the Turkish Civil Aviation Authority on its inaugural 'AI in the Sky' event.

The third ICAO Global Implementation Support Symposium (GISS 2024) was a particular highlight, drawing 900 participants from 90 States. Hosted by the Instituto Dominicano de Aviación Civil (IDAC) in Punta Cana, it highlighted ICAO's latest implementation support activities and collaborations promoting aviation resilience, innovation, sustainability, and operational solutions.

3.5.2   The 2024 Capacity Development and Implementation Programme reached USD 77.5 million, with:
- 99 per cent funding from recipient Governments and entities
- 1 per cent from ICAO Voluntary Funds, Regular Budget and External Funding Sources
- 112 projects and 11 Implementation Packages (iPacks) implemented across 140 countries.

Two projects were undertaken through the ICAO Programme for Aviation Volunteers (IPAV).

Region	Technical Cooperation	Technical Assistance	iPacks	Total Implementation (in millions of USD)
Africa	27	8	4	3.1
Americas	40	4	3	63.1
Asia and the Pacific	15	3	0	2.3
Europe	3	1	3	0.8
Middle East	10	1	1	8.2
Total	95	17	11	77.5

Relevant summaries may be found in the **Capacity Development and Implementation Bureau Project Summaries**.

3.5.3   ICAO managed 1 240 serving officials:

- 589 international field experts and consultants recruited and deployed
- 651 national project personnel recruited for civil aviation administrations
- 67 international field experts and consultants continuing service in ongoing projects.

Procurement Activities

3.5.4   Civil aviation equipment and services procured for field projects amounted to USD 41.7 million, representing a total of 216 purchase orders and subcontracts issued in 2024.

Financial Management

3.5.5   The Administrative and Operational Services Cost (AOSC) Fund is utilized to meet the full cost of administration of the ICAO Capacity Development and Implementation Programme. • Total income: CAD 19.8 million

- Total expenditure: CAD 11.0 million
- Income over expenditure: CAD 8.8 million
- Accumulated surplus as of 31 December 2024: CAD 20.0 million

3.5.6   A Resource Mobilization Implementation Plan was approved by the Secretary General with a fundraising goal of CAD 10.5 million for 2024 for Business Plan (BP) unfunded activities, transformational objectives and implementation support.

- Member State voluntary contributions: CAD 13.4 million
- Other sources (international financial institutions, private sector, UN agencies, international and regional organizations): CAD 2.5 million
- Gratis personnel value: CAD 9.5 million

3.5.7   Contributions received from Member States and other sources include contributions to:

- the ICAO Safety Fund: CAD 1.2 million.
- the Aviation Security and Facilitation Fund: CAD 3.1 million
- the Environment Fund: CAD 2.1 million
- the Capacity Building and Implementation Fund: CAD 1.1 million
- and other Funds: CAD 8.5 million

3.6   Partnerships with international bodies and ICAO's support of the United Nations 2030 Agenda for Sustainable Development

3.6.1   ICAO continues to strengthen its global partnerships in support of sustainable aviation development and UN Agenda 2030 objectives.

3.6.2   The expansion of EU-ICAO cooperation through new agreements on capacity-building and aviation security monitoring, formalized at the 8th Joint Committee meeting, was a particularly significant achievement.

3.6.3   Furthermore, ICAO modernized its Policy on Interactions with External Parties to enhance the effectiveness of its engagement, establishing streamlined processes and robust due diligence procedures, which will be supported by detailed implementation guidance.

3.7   Advocacy and Public Outreach

3.7.1   ICAO's 80th Anniversary celebrations provided a powerful platform for highlighting the Organization's enduring impact on global aviation, connecting historical achievements to future aspirations.

3.7.2   Outreach focused on ICAO's 2026–2050 long term Strategic Plan, and its zero fatality and zero emissions goals, in particular. The latter was supported by campaigns around ICAO's LTAG implementation, COP 29 participation, and the adoption of the Delhi Declaration.

3.7.3   A parallel advocacy stream focused on advancing global aviation governance through treaty ratification campaigns, emphasizing the critical importance of standardized international frameworks. This effort complemented ICAO's broader mission of strengthening the international civil aviation legal regime.

3.7.4   The public advocacy campaign was anchored by a commemorative event in Chicago and the reopening of the ICAO Museum in Montréal.

3.7.5   The strength of ICAO's reputation as a global leader in aviation development and innovation was further reinforced through transparent communications on integrity matters.

3.7.6   Regular donor dialogues strengthened resource mobilization efforts, with three successful sessions in 2024 laying the groundwork for expanded engagement alongside major ICAO events planned for 2025.

3.7.7   Advocacy initiatives focused on addressing critical aviation needs, particularly through the development of the landlocked developing countries (LLDCs) Aviation Needs Analysis, which emerged from a proposed side event for the 3rd UN Conference on LLDCs. This comprehensive analysis framework aims to compile evidence, identify implementation gaps, and develop practical recommendations for advancing aviation in landlocked developing countries.

4.   SUPPORTING STRATEGIES

4.1   Governance and Accountability

4.1.1   The Organization made significant strides in strengthening its accountability mechanisms in 2024. Following Council approval of the Accountability Framework at its 232nd session, Phase 2 Operationalization commenced, setting the stage for comprehensive reforms including new internal governance mechanisms, a Delegation of Authority Framework, and performance indicators across eight accountability pillars.

4.1.2   Risk management capabilities advanced substantially, with Enterprise Risk Management transitioning to the Finance Office in April 2024. A notable achievement was the "Effective" rating received for the Statement of Internal Control, the first such rating awarded by the Internal Oversight Office. The Organization achieved full compliance with the Joint Inspection Unit's enterprise risk management benchmarks, reaching Level 3, "Established", status on the UN risk maturity model.

4.1.3   Practical improvements included the development of a digital Management Assurance Statement and Declaration for systematic internal control assessment across bureaus and offices. Regional Office risk management was streamlined through a consolidated risk register of common challenges. To support these initiatives, four comprehensive training modules were developed and deployed for management and staff.

4.1.4   These developments reflect ICAO's commitment to robust governance and risk management practices, establishing a strong foundation for organizational effectiveness and transparency.

4.2   Strategic Planning

4.2.1   The adoption of ICAO's Strategic Plan 2026–2050 by the Council on 1 November 2024 marked the culmination of a comprehensive two-year planning process initiated after the 41st Assembly. It is a foundational document enabling aviation stakeholders across Member States and industry to align their programmes with ICAO's long-term priorities.

4.2.2   It follows the Council's March 2024 establishment of a dedicated Consultative Group to support the Secretary General in translating Assembly mandates and industry input into concrete strategic direction.

4.2.3   Additionally, the Council developed key outcomes and outputs for a three-year Business Plan covering 2026–2028. This Plan provides the framework for budget and work programme discussions leading to the 42nd Assembly, ensuring practical alignment with the broader goals and enablers outlined in the Strategic Plan 2026–2050. This integrated approach to strategic planning reinforces ICAO's commitment to effective, responsive leadership in global aviation development.

4.3   Results Based Management

4.3.1   The Council endorsed in principle the Business Plan 2026–2028 outcomes, outputs, and Key Performance Indicators. The Plan integrates results-based management principles to ensure efficiency and accountability in delivering ICAO's strategic objectives.

4.3.2 A Performance Monitoring Framework with outcome and output KPIs was finalized, providing a clear structure for progress monitoring. The Triennial Operating Plan, including prioritized projects and activities, was completed. Implementation of the RBM roadmap, incorporating a Change Management Framework, continues to advance organizational transformation.

4.4 Transformational Objective

4.4.1 The Transformational Objective entered its second year with accelerated implementation across all programmes and projects. The portfolio remains on track for completion, meeting both schedule and budget targets.

4.4.2 The 2026–2028 Business Plan incorporates an enhanced results-based management approach, with regular budget scenarios developed through zero-based budgeting, supporting the Strategic Plan 2026–2050 approved by Council.

4.4.3 People and Culture Transformation advanced through several key initiatives. A comprehensive culture diagnostic informed a new blueprint for organizational culture. The introduction of the Talent Mobility Framework created new career pathways, complemented by a mentoring programme. The Ethics Framework took deeper root across the organization, supported by the appointment of an Ombudsperson.

4.4.4 Digital transformation strengthened organizational capabilities through an enhanced Enterprise Resource Planning system and improved information security infrastructure. New digital tools boosted collaboration and data management, including the Corporate Performance Monitoring & Reporting tool. The completion of the Information Security Roadmap has positioned ICAO for ISO 27001 certification.

4.4.5 Organizational development progressed with the new Cost Recovery Policy and Accountability Framework, both strengthening operational governance. A new Enterprise Business Process Management Framework is enhancing knowledge management practices, while the Strategic Organizational Model, now available online, continues to evolve.

4.5 Legal and External Relations

Strengthening Administration of Justice

4.5.1 In a significant move, ICAO is transitioning from its internal Appeals Board to the United Nations Dispute Tribunal (UNDT). This shift requires amendments to the ICAO Service Code and Staff Rules to align with UNDT requirements. Under the new agreement, ICAO contributes a case-based fee of USD 14 153 for UNDT adjudication. Plans are underway to provide staff access to the UN Office of Staff Legal Assistance (OSLA), subject to budget allocation.

Civil Aviation Legal Advisers Forum

4.5.2 The Third Civil Aviation Legal Advisers' Forum in London, England brought together 175 legal experts from 54 States and six international organizations. Marking the 80th anniversary of the Convention on International Civil Aviation (Chicago Convention), the Forum addressed emerging challenges in international aviation law. Key topics included sustainability, artificial intelligence, safety regulation enforcement and the use of safety information in judicial proceedings. The Forum also examined air transport facilitation, aircraft financing under the Cape Town Instruments and development opportunities for next-generation aviation professionals.

Global Air Law Development

4.5.3   The International Air Law Course expanded its reach in 2024, delivering 22 sessions to 250 participants across ICAO Regions. A new specialized course on aviation liability and insurance launched in June 2024, strengthening risk management competencies for aviation professionals. Additionally, ICAO conducted a workshop on international air law treaties, attended by 30 participants from 20 Member States.

ICAO Legal Seminar

4.5.4   The 2024 ICAO Legal Seminar, hosted by the Ministry of Land, Infrastructure and Transport of the Republic of Korea, attracted 752 participants, both in-person and via live stream, from 78 States. The seminar addressed critical issues including:

- Aviation safety and security frameworks
- Regional Safety Oversight Organizations' support functions
- Data protection in international carriage
- Unruly passenger behavior under the Montréal Protocol 2014
- Dispute settlement procedures under the Chicago Convention
- Air transport facilitation legal milestones

4.5.5   A concurrent high-level forum convened ministers and policy makers to discuss sustainable aviation development strategies, while a dedicated session engaged young professionals in current aviation legal debates.

4.6   Business Continuity and Hybrid Conference Services

Operational business continuity was maintained in 2024 based on approved policy and planning documents, and high-quality comprehensive conference services and related support were provided to Member States. The technical infrastructure for a Broadcast Centre was installed, permitting up to three simultaneous hybrid meetings in the ICAO Conference Centre.

4.7   Human Resources Management

4.7.1   As of October 2024, ICAO Secretariat staffing comprised 639 personnel: 353 Professional and higher category staff from 90 nationalities, and 286 General Service staff.

4.7.2   The Secretariat hosted 81 secondees from 23 countries, including 68 gratis personnel and 13 trust fund-supported positions.

Equity

4.7.3   Women's representation in Professional and higher categories increased to 36.8 per cent (from 35.5 per cent in 2023), with women filling 61.5 per cent of these roles in 2024 (up from 50 per cent in 2023).

4.7.4   Of 193 Member States, 87 held positions subject to Equitable Geographic Representation (EGR): 37 at desirable levels, 21 underrepresented, and 29 above target levels.

4.8   Ethics

Advisory Services

4.8.1   The Ethics Office received 235 requests for advice and guidance, including 125 categorized as "Individual" (queries more personal in nature), 102 as "Management" (queries by members of ICAO personnel in their official capacity), and eight as "External" (queries from outside ICAO).

Standard-setting and policy support

4.8.2   In 2024, the Ethics Office provided input on 48 standard-setting and policy matters (five of which were proactively submitted ex officio by the same Ethics Office) on a range of topics. The Office also actively participated in the revision of the Policy on Interactions with external parties, the financial regulations, and the guidelines for the ICAO internship programme. It also provided strategic advice on the establishment of the Inter-Office Advisory Group, a body composed of independent offices at the senior level to exchange information and promote the prevention of workplace conflict and abusive conduct through targeted advice to the Secretary General and senior leadership.

Protection against retaliation

4.8.3   The Ethics Advisor received one formal request for protection against retaliation and, after a review of the case, determined that the staff member's complaint did not raise a prima facie case of retaliation. Subsequently, the concerned staff requested the United Nations Ethics Office (UNEO) to conduct an independent review of the determination in accordance with the ICAO Ethics Framework. After its own review of the case, the UNEO recommended the Secretary General refer the matter for investigation. During the reporting period, the UNEO also conducted a separate independent review of a case assessed by the ICAO Ethics Advisor in 2023, concurred with the determination that no prima facie case of retaliation was established, and the case was closed.

Training, education and outreach

4.8.4   In 2024, the Ethics Office developed and launched three online ethics courses on Ethics and Integrity, Protection Against Retaliation at ICAO for Managers and Supervisors, and Anti-Fraud and Anti-Corruption Awareness at ICAO.

4.8.5   In 2024, the annual ICAO Leadership Dialogue was launched, and the topic – Navigating Outside Activities – focused on the importance of ensuring that engagements of ICAO personnel in outside activities and affiliations do not lead to conflicts of interest or reputational risk to ICAO.

4.8.6   During the reporting period, the Ethics Office continued issuing monthly Ethical Awareness Messages and other communications on ICAO principles, values, and standards of conduct expectations. It also distributed to managers and personnel thematic posters, brochures, fact sheets, and giveaways on the same topics. The Ethics Advisor visited the NACC and EUR/NAT regional offices and held introductory meetings with the newly appointed Council State representatives. He also continued to actively participate in the work of the Ethics Network for Multilateral Organizations.

4.8.7   Finally, together with the Office of Internal Oversight and the Bureau of Administration and Services (Specialist, Administrative Law, Policy, and Disciplinary Matters), the Ethics Office organized ICAO's first anti-fraud and anti-corruption awareness campaign, including the launch of an ad hoc training course, observation of International Anti-Corruption day, issuance of targeted messages and giveaways to ICAO personnel, and the sensibilization of relevant external stakeholders, such as suppliers, vendors, business partners, and sponsors.

4.8.8   The Ethics Office launched, administrated and finalized the 2024 FDP with 100 per cent compliance by eligible staff, including the President of the Council and Secretary General. Where deemed necessary, participants were contacted and advised on appropriate mitigating actions and the exercise was finalized with no cases of conflict of interest that needed to be reported for action. The Ethics Office also confidentially filed all documentation received and submitted an ad hoc report to the Secretary General, including relevant information on compliance, statistics on the returns filed and reviewed actions.

4.9   Internal Oversight

4.9.1   The Office of Internal Oversight (OIO) completed 12 engagements comprising six audits, four evaluations, and two advisory services. Key achievements included the completion of OIO's first combined audit and evaluation engagement, the first Statement of Internal Control audit with an "Effective" rating, and successful completion of the external quality assessment confirming OIO's conformance with Institute of Internal Auditors (IIA) Standards. OIO's reports contained 82 recommendations, with 96 per cent acceptance rate by management.

4.9.2   OIO continued to support the organization through advisory services on high-priority initiatives such as the Transformational Objective Portfolio and the Enterprise Risk Management Framework. The evaluation function developed an evaluation strategy to enhance its value proposition and conducted a meta-synthesis of Regional Office evaluations to identify systemic issues.

4.9.3   Investigation activities focused on allegations of misconduct, fraud, and other wrongdoing.

4.9.4   OIO received 42 new complaints in 2024, completed 15 preliminary assessments and investigations, and closed 38 cases. OIO also launched a new case management system to improve efficiency and reporting capabilities.

4.10   Information Security

4.10.1   Through implementation of the Information Security Roadmap, ICAO strengthened its security posture in 2024. Key achievements included completion of vulnerability assessments, enhanced security monitoring capabilities, and implementation of new security controls. The office also conducted regular security awareness training and phishing simulations for all staff.

4.10.2   Progress towards ISO 27001 certification remained on track, with completion of required documentation and processes. Security incidents decreased by 30 per cent compared to 2023, demonstrating the effectiveness of implemented controls. The office also established new partnerships with aviation industry security organizations to enhance threat intelligence sharing.

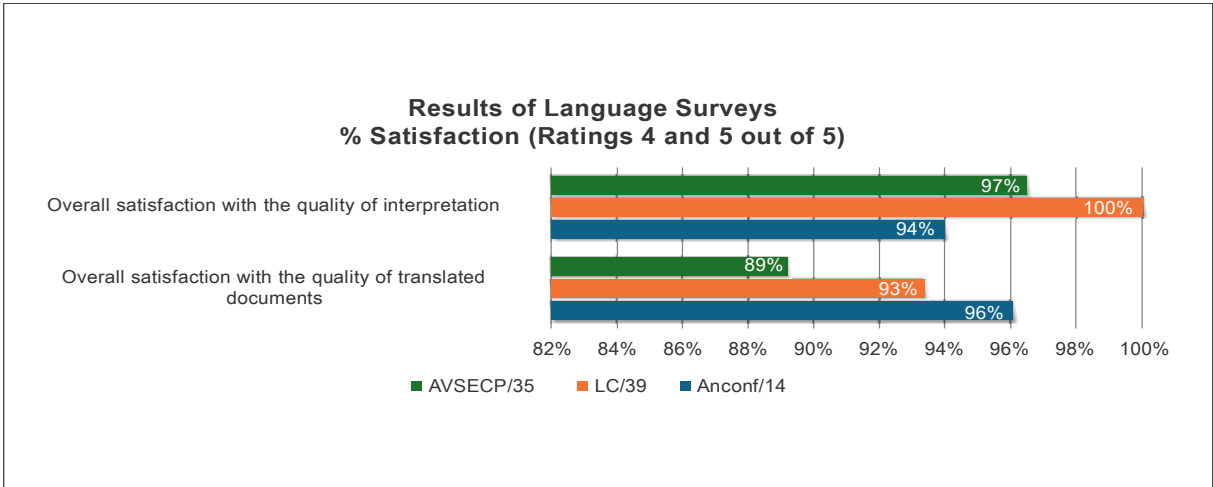## 4.11   Language Services and Multilingualism

Words translated: 9.75 million
Words budgeted: 7.7 million
Sittings interpreted: 930 (vs. 1 042 in 2023)
Saleable publications and new editions: 70

ICAO strengthened its multilingualism capabilities in 2024 by implementing a comprehensive suite of language service tools. The new digital ecosystem includes eAPG for streamlined interpretation management, UNTERM for standardized terminology, gDoc 2.0 for efficient workflow and document repository management, and eLuna, an advanced translation platform that harnesses both MS Translator and DeepL machine translation technologies.

Results of Language Surveys
% Satisfaction (Ratings 4 and 5 out of 5)

Overall satisfaction with the quality of interpretation
- AVSECP/35: 97%
- LC/39: 100%
- Anconf/14: 94%

Overall satisfaction with the quality of translated documents
- AVSECP/35: 89%
- LC/39: 93%
- Anconf/14: 96%

■ AVSECP/35   ■ LC/39   ■ Anconf/14

4.12 Information and Communication Technology

4.12.1 ICAO's digital landscape continued to evolve rapidly in 2024. The Organization strengthened ICT governance with new change control processes and closed 25 audit recommendations. Following ICAO's ICT Strategy, cloud architecture implementation progressed significantly, including migrations of the intranet, applications (Workshop Agreement Manager, Dataplus, Events Registration), and a modern backup system.

4.12.2 Infrastructure resilience remained strong at 99.9 per cent, with only one service interruption. Network capabilities were enhanced at Headquarters and Regional Offices in Bangkok, Nairobi, and Cairo. The modernization included launching a new version of the Three-Letter and Telephony Designators application and updates of many others.

4.12.3 The Enterprise Resource Planning and Project Portfolio Management (Quantum ERP/PPM) project delivered its first releases, introducing the new Quantum Learning module to replace the previous learning platform and improve user experience. The Quantum Recruitment module replaced the previous systems and facilitated data integration with Human Resources and Finance/Budgeting. The Quantum Budget Solution eliminated manual spreadsheets and email approvals.

4.12.4 The new Service Management Portal (UNall) centralizes access to services and ensures process transparency. A modern Cloud Enterprise Data Warehouse was implemented, enabling faster and more comprehensive reporting for decision-making and analytics, and the aforementioned gDoc 2.0 system was launched.

4.12.5   Document and Standards and Recommended Practices (SARPs) management improvements include the Integrated Access Management System for Air Navigation Commission members, enhanced document searches in the Secure Portal, and an initial artificial intelligence pilot for SARPs work.

4.13   Procurement

There was a continuous increase in corporate procurement spent in 2024 as a result of ICAO's digital transformation initiatives. Procurement planning at the individual procurement stage was improved, allowing the organization to meet its programme deadlines.

4.14   Finances

2024 Regular Budget Performance

4.14.1   The budgetary performance for 2024, in millions of CAD, is summarized as follows:

	Appropriations		Expenditure and Commitments	Variance
Strategic Objective/Supporting Strategy	*Original Assembly Resolution A41-28*	*Final Revised*	*Actual At budget rate of exchange*	*Final Revised Appropriation vs. Actuals*
Safety	34.2	38.4	37.4	1.0
Air Navigation Capacity and Efficiency	22.2	24.7	23.0	1.7
Security and Facilitation	15.5	17.3	16.7	0.6
Economic Development of Air Transport	5.1	6.0	5.8	0.3
Environmental Protection	7.0	8.7	7.9	0.9
Sub-total	**84.0**	**95.1**	**90.7**	**4.4**
Transformational Objective	4.6	11.4	11.4	0.1
Support to Strategic Objectives	14.4	15.8	15.8	0.0
Management and Administration	14.7	21.6	21.2	0.4
Sub-total	**33.7**	**48.9**	**48.4**	**0.5**
Total	**117.7**	**143.9**	**139.1**	**4.9**

Assessed Contributions Receivable

4.14.2   The summary of assessed contributions receivable is summarized as follows:

Table: Assessed Contributions Receivable by Amount and Number of States (in millions of CAD)

	Council States		Non-Council States		Total	
2023 and Prior Years' Arrears	Amount	Nb. of States	Amount	Nb. of States	Amount	Nb. of States
Balance outstanding as at 1 January 2024	0.9	5	12.6	50	13.5	55
(Less) Collections in 2024	0.9	5	2.4	20	3.3	25
Balance outstanding as at 31 December 2024	**0.0**	**0**	**10.2**	**30**	**10.2**	**30**
2024 Assessments						
Balance outstanding as at 1 January 2024	89.8	36	26.4	157	116.2	193
(Less) Collections in 2024	76.1	32	23.4	112	99.4	144
Balance outstanding as at 31 December 2024	**13.8**	**4**	**3.0**	**45**	**16.8**	**49**
Total Assessed Contributions Due as at 31 December 2024	**13.8**		**13.2**		**27.0**	

4.14.3   As at 31 December 2024, eight States had concluded agreements to liquidate their arrears over a set period of years. The agreements provide for these States to effect payment of the current year's contribution, as well as an annual instalment payment towards the prior year's arrears.

Revolving Fund

4.14.4   The Revolving Fund, established effective 1 January 2008 under Financial Regulation 7.8, reflects transactions relating to after-service health insurance (ASHI), annual leave and repatriation benefits. During 2024, the accumulated deficit of the Fund, including reserves, reached CAD 139.0 million at the end of the year.

4.14.5   The accumulated ASHI and other employee benefits liabilities remain unfunded as the pay-as-you-go approach continued in 2024.

Ancillary Revenue Generation Fund

4.14.6   The Ancillary Revenue Generation Fund (ARGF) was established to administer self-financing and revenue-generating products and services. The ARGF reported an operating surplus of CAD 12.7 million in 2024, from which the required contribution of CAD 8.1 million to the Regular Budget and further contributions of CAD 0.3 million to ICAO Work Programmes were made. The ARGF net surplus amounted to CAD 4.1 million, and its adjusted surplus to CAD 3.6 million.

Table: ARGF Surplus
(in thousands of CAD)

	2024	*2023*
Net Assets as at 1 January	**9 610**	**8 122**
Impact of International Public Sector Accounting Standards (IPSAS) 41 adoption		(584)
Adjusted Net Assets as at 1 January	**9 610**	**7 538**
Revenue	32 380	27 378
Expenses and transfers to RB	28 315	25 306
Net surplus / (deficit) for the year	**4 065**	**2 072**
Sub-total Net Assets as at 31 December	**13 674**	**9 610**
Restricted Surplus / Reserves	7 113	5 594
Operational reserve		
Earmarked for special projects	2 955	3 095
Sub-total Restricted Surplus / Reserves	**10 068**	**8 689**
Adjusted Accumulated Surplus as at 31 December	**3 606**	**921**

Administrative and Operational Services Cost Fund

4.14.7   The AOSC Fund was established to meet the cost of administration and operation of ICAO's Capacity Development and Implementation Programme (CDIP). The AOSC reported an operating surplus of CAD 11.1 million in 2024, from which a contribution of CAD 5.0 million to the Regular Budget's Operational Reserve was made. The AOSC net surplus amounted to CAD 26.7 million, and its adjusted surplus to CAD 22.7 million.

Table: AOSC Surplus
(Thousands of CAD)

	2024	*2023*
Accumulated surplus as at 1 January	**20 577**	**11 998**
Revenue	22 637	20 233
Expenses	11 488	11 654
Net surplus / (deficit) for the year	*11 149*	*8 579*
Transfer to Operational Reserve (C-DEC 232/3)	(5 000)	
Sub-total accumulated surplus / (deficit) as at 31 December	**26 726**	**20 577**
Restricted surplus		
Efficiency and Effectiveness Fund	496	810
Special Reserve Fund	3 507	1 560
Sub-total restricted surplus	**4 003**	**2 370**
Adjusted surplus / (deficit) as at 31 December	**22 723**	**18 207**

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