



**SUPPLEMENT TO THE
2024 ANNUAL REPORT OF THE COUNCIL
TO THE ASSEMBLY**

(January–June 2025)

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1. EMERGING AVIATION ISSUES

1.1 Net zero by 2050

1.1.1 ICAO continues to enhance outreach and capacity-building efforts advancing aviation decarbonization towards Net Zero by 2050. The 2025 ICAO Aviation Climate Week - Skyward Action: Realizing Aviation's Sustainable Future took place from 2–4 June 2025 in Montréal to inform progress on environmental topics prior to the 42nd Session of the Assembly.

1.1.2 As at March 2025, 150 States had submitted their State Action Plans, representing over 99 per cent of global international air traffic.

1.1.3 ICAO has closely followed discussions and negotiations on climate finance issues, urging Member States and stakeholders to express concern regarding proposals by external bodies to use international aviation as a potential source for levies and taxes to mobilize resources to other sectors. State letter ENV 1/1 – 25/39 was issued in April 2025, and, along with outreach materials on Uniting Aviation and the CORSIA website, provides historical context on aviation taxation.

1.2 New cleaner energy sources for the aviation sector

The ICAO Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF) programme expanded to 106 States and 123 partner organizations, with participants recognized on the ACT-SAF website. Eighteen training sessions of the ACT-SAF series have provided comprehensive training on SAF-related topics. There are currently twenty-two SAF feasibility studies and business implementation studies being implemented or planned.

1.3 Financing cleaner energy for the aviation sector

1.3.1 Work on the ICAO Finvest Hub is progressing, including an agreement between ICAO and the International Renewable Energy Agency (IRENA) to establish a Finvest Hub Module for the IRENA Energy Transition Accelerator Financing (ETAF) platform.

1.3.2 Regarding establishment of a climate finance initiative or funding mechanism under ICAO, the Council considered outcomes of a third-party consultancy during its 234th Session and will further deliberate on its report to the 42nd Session of the Assembly.

1.4 Crisis preparedness and response

1.4.1 Development of a global framework for crisis preparedness and response covering all aspects of crisis and contingency events continued during the first five months of 2025. ICAO efforts were promoted at regional and global forums, including the Fourth Safer Skies Forum in Marrakesh, Morocco.

1.4.2 More than 15 airspace disruptions have occurred at the time of writing due to various contingency events, including armed conflict, earthquakes, technical failures and political unrest, necessitating multiple Contingency Coordination Teams (CCTs). Some CCTs involved several ICAO regions and remained active for prolonged periods.

1.4.3 Building on the CCT mechanism's success and following Recommendation 1.1/2 of the Fourteenth Air Navigation Conference, development of a harmonized Regional ATM Contingency Management Framework is ongoing for integration into the global crisis management framework.

1.5 Public health event management and related facilitation measures

CAPSCA provided public health expertise at the ICAO Facilitation Regional Forum in Cameroon (March 2025) and the Facilitation Conference in Doha, Qatar (April 2025). Member States were urged to support CAPSCA activities in the Doha Declaration, which was endorsed by ministers at this conference.

1.6 Innovation

The Council approved the ICAO Policy on Innovation in March 2025 (C-DEC 234/6), marking a significant milestone in implementing Assembly Resolution A40-27: Innovation in Aviation. The Council (C-DEC 234/12) also endorsed recommendations from the fifth Industry Consultative Forum meeting.

1.7 Gender equality in the aviation sector

1.7.1 So far during 2025, the Global Network of Gender Focal Points expanded to include 105 Member States, maintaining engagement through regular meetings and newsletters, and a joint ICAO-UN Women guidance document on "Gender Analysis in Technical Sectors: Aviation" has been completed and prepared for pre-Assembly publication.

1.7.2 ICAO commemorated International Women's Day on 7 March 2025 with the "Only Up: For ALL Women and Girls in Aviation" event, featuring high-level dialogue among Council representatives, Secretariat members, and industry stakeholders.

2. PROGRESS ON STRATEGIC OBJECTIVES

2.1 Environmental Protection

2.1.1 *Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)*

2.1.1.1 CORSIA Buddy Partnerships expanded to involve more than 130 supporting and requesting States. The ICAO Secretariat organized annual Training of Trainers sessions for supporting States' experts in March 2025.

2.1.1.2 Three additional CORSIA courses are under development.

2.1.1.3 The Council will consider CAEP's technical inputs and CORSIA-related analyses for the 2025 periodic review in June 2025, preparing its report for the 42nd Assembly.

2.1.2 *Committee on Aviation Environmental Protection (CAEP)*

2.1.2.1 The CAEP/13 meeting (17–28 February 2025) produced 31 recommendations for aviation environmental protection, to be considered by the Council during its 235th session.

2.1.2.2 Recommendations include updated global environmental trends on aircraft noise, Greenhouse Gas and Local Air Quality emissions, integrated dual stringency Standards for noise and CO₂ emissions, noise Standards for supersonic aeroplanes, as well as those related to CORSIA Eligible Fuels, CORSIA Monitoring, Reporting and Verification (MRV), and airport and operations.

2.1.2.3 It was also recommended that the LTAG monitoring and reporting methodology be used to track international aviation performance and progress towards emissions reduction goals.

2.1.3 *Cooperation with the United Nations*

2.1.3.1 The World Sustainable Transport Day will launch the UN Decade of Sustainable Transport implementation plan on 26 November 2025, with ICAO contributing aviation sector perspectives.

2.1.3.2 UNEP continues negotiations on an international legally binding instrument on plastic pollution, with ICAO monitoring developments.

2.1.3.3 ICAO maintains active engagement with UNFCCC processes, particularly regarding international carbon markets and climate financing, leading towards COP30 in Belém, Brazil (10–21 November 2025).

2.2 Safety and Air Navigation Capacity and Efficiency

2.2.1 Following several major aviation accidents in late 2024 and early 2025, ICAO emphasized thorough accident investigations and transparent public communication, urging Member States to publish interim reports. Two significant events addressed these concerns: the Facilitation Conference in Qatar, focusing on victim and family care, and the Sixth Accident Investigation Forum in Singapore, examining technical investigation aspects.

2.2.2 ICAO continued promoting aviation safety spectrum defence and addressing GNSS interference threats, with the Council mobilizing stakeholders to mitigate risks and safeguard civil aviation.

2.2.3 Work continued on amendments to ICAO Annexes, particularly focusing on Annex 10 (*Aeronautical Telecommunications*), Annex 14 (*Aerodromes*) and Annex 19 (*Safety Management*).

2.3 Security and Facilitation

2.3.1 Security and Cybersecurity

2.3.1.1 New guidance material was approved, including the *Aviation Security Training Manual* (Doc 10207), guidance on protection of secure cargo and disposal of screening equipment.

2.3.1.2 Regional Aviation Cybersecurity Seminars continued, with three sessions held between January and May 2025 covering the APAC, EUR/NAT and NACC/SAM Regions. *Global Cyber Risk Considerations* (Doc 10213 – Restricted) is scheduled for publication in September 2025. As a member of the Counter-Terrorism Global Compact, ICAO participated in Border Management and Law Enforcement Working Groups, contributing to discussions on UAS, cyber, biometrics, and the implementation of Security Council Resolution 2370.

2.3.2 Facilitation

2.3.2.1 ICAO continued the development of a new course on Managing Air Transport Facilitation.

2.3.2.2 The 2024 Year of Facilitation (FAL2024) had been followed by several major events at the time of writing:

- the Regional Forum in Yaounde (March 2025)
- another Forum for the Asia-Pacific region in Ulaanbaatar (July 2025)
- and the Facilitation Conference in Doha (April 2025), culminating in the Doha Declaration.

2.3.2.3 A contract for the new ICAO PKD system was signed in March 2025, and the PKD Data Quality Coaching programme through early 2025.

2.3.2.4 ICAO maintains its partnership in the UN Countering Terrorist Travel Programme, supporting Member States' capacity-building for API and PNR data implementation.

2.4 Economic Development of Air Transport

2.4.1 ICAO advanced air transport liberalization through State letter EC 2/16.8 — 25/10, surveying States on market access barriers and foreign investment in airlines. The survey results will inform the Air Transport Regulation Panel (ATRP)'s work on the draft Convention on Foreign Investment in Airlines and support the ICAO Council Small Group on Economic Development of Air Transport.

2.4.2 The ATRP focused on reviewing the Template Air Services Agreement, interpreting Article 15 of the Chicago Convention, monitoring UAS operations' economic regulation needs, and planning the Seventh Worldwide Air Transport Conference (2026).

2.4.3 The Tenth Joint Meeting of the Airports Economics Panel and Air Navigation Services Economics Panel (March 2025) produced surveys on economic oversight of airports owned by transnational entities, funding of oversight functions and implementation of ICAO's policies on charges.

2.4.4 In addition, the Panels advanced work on Article 15 clarification, meteorological cost recovery, and guidance for UAS and commercial space launches cost recovery.

2.4.5 ICAO's inaugural Global Air Cargo Summit (April 2025) gathered 600 participants from 80 States to address emerging issues in air cargo services development across safety, security and sustainability domains.

2.4.6 Agreements were signed for:

- The 2nd ICAO/UN Tourism Ministerial Conference on Tourism and Air Transport in Africa (Luanda, Angola, July 2025)
- ICAO Air Services Negotiation Event (ICAN2025) (Punta Cana, Dominican Republic, November 2025)

2.4.7 ICAO launched the French version of its fifth self-paced online course on air transport economics, focusing on air cargo economic regulation.

2.5 Rule of Law

2.5.1 The Legal Committee appointed a Rapporteur on 7 May 2025 to review the International Explosives Technical Commission's role under the MEX Convention, with completion due by 31 August 2025.

2.5.2 The Secretariat Study Group on Legal Issues related to Pilotless Aircraft continued its work through multiple subgroup meetings. The Liability and Security Subgroup (LSSG) considered the applicability of each of the international aviation security instruments to pilotless aircraft operations and met online five times to conduct this assessment between February 2025 and May 2025. The Chicago Convention Subgroup (CCSG) continued its consideration of the interpretation and application of certain critical aspects of the Convention as regards pilotless aircraft operations, focusing on the operations over the high seas and on the need for consistent terminology.

2.5.3 The CSSG met online two times during May. Both Subgroups presented their reports to the fourth meeting of the SSG-LIPA, held in Montréal from 3 to 4 June 2025.

2.5.4 ICAO issued a State letter on 1 May 2025 for the Third ICAO Treaty Event during the 42nd Assembly Session to promote air law treaty ratification.

2.5.5 A legal survey on States' implementation of international air law instruments for cybersecurity was launched in the second quarter 2025, supporting ICAO's cybersecurity strategy.

2.5.6 The Council endorsed adding "International carriage by air and data protection laws" to the Legal Committee's Work Programme. A Secretariat Study Group had been established to study the interaction between international carriage by air and data protection laws and to propose ways to facilitate understanding and awareness among Member States in this area. It was recognized that the matter goes beyond the air transport sector and that the establishment of data protection laws and policies remains within the responsibility of States. The Terms of Reference of the SSG-DPL have been established, and a

State letter (LE 4/80-IND/25/2) has been sent to selected States and organizations, requesting the nomination of experts. The first meeting of the SSG-DPL convened in Montréal from 5 to 6 June 2025.

Settlement of Differences

2.5.7 Brazil and the United States (2016)

No further steps taken; matters remain pending.

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

2.5.9 Application B: Qatar and Bahrain, Egypt and the United Arab Emirates (2017)

No further steps taken; matters remain pending against Bahrain and the United Arab Emirates.

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

At the First Meeting of its 234th Session (7 February 2025), the Council declared the preliminary examination phase concluded and invited the Parties to present their final arguments in accordance with Article 12 of the Rules for the Settlement of Differences. During its 235th Session, the Council commenced deliberations on the matter with a view to taking a decision on the merits in accordance with Article 15 of the Rules. At the Third Meeting of its 235th Session (12 May 2025), the Council decided that the claims brought by Australia and the Netherlands against the Russian Federation were well founded in fact and in law, such that the shooting down of flight MH17 on 17 July 2014 constituted a non-conformity by the Russian Federation with its obligations under Article 3 bis of the Chicago Convention. At the Fourth Meeting of its 235th Session (21 May 2025), the Council decided that the Parties immediately enter into good faith negotiations in order to resolve expeditiously the matters of full reparation for the non-conformity of the Russian Federation with its obligations under Article 3 *bis* of the Chicago Convention, including the appropriate forms of reparation, and the other legal consequences arising from the non-conformity.

2.5.11 The Russian Federation and 37 Member States (2023)

By 7 June 2024, all 37 Respondents had filed statements of preliminary objection. The following pleadings were subsequently filed in connection with the Respondents' Statements of preliminary objection: Reply to the Statements of preliminary objection by the Applicant (27 December 2024); and Rejoinders to the Applicant's Reply filed by the 37 Respondents (between 17 March 2025 and 31 March 2025). The Council has invited the Applicant to file its final pleading on the preliminary objection in due course. The Council will consider the preliminary objections in due course.

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

On 4 June 2024, the Respondent filed a Statement of preliminary objection. At the Fifth Meeting of its 234th Session (17 March 2025), the Council decided not to accept the preliminary objection presented by the Respondent. On 17 April 2025, the Organization was notified that the Government of the Islamic Republic of Iran had filed an Application instituting an appeal with the International Court of Justice (ICJ) against the Decision of the Council rendered in the above matter on 17 March 2025. Under Article 86 of the *Convention on International Civil Aviation*, "decisions of the Council shall, if appealed from, be suspended until the

appeal is decided”. Accordingly, the Decision of the Council dated 17 March 2025, has been suspended with effect from 17 April 2025 until the appeal is decided by the ICJ.

2.5.13 Venezuela (Bolivarian Republic of) and Argentina (2024)

On 22 July 2024, the Respondent submitted a Statement of preliminary objection. At the Tenth Meeting of its 234th Session (25 March 2025), the Council decided to accept the preliminary objection presented by the Respondent. The Parties were also invited to continue to seek a settlement of any outstanding matters in dispute between them through negotiations, and for this purpose, the President of the Council was invited to be available to provide his good offices for consultations.

Treaty Developments

2.5.14 International interests in mobile equipment (aircraft equipment)

The Commission of Experts of the Supervisory Authority of the International Registry (CESAIR) met in March 2025 to consider proposed changes to the *Regulations and Procedures for the International Registry* (Doc 9864). The changes, as revised and recommended by CESAIR, will be considered by the Council at its 235th Session in June 2025. As at 15 May 2025, there were 86 Parties to the Cape Town instruments.

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 so far in 2025

Annex 3 – *Meteorological Service for International Air Navigation*, Amendment 82 (State letter AN 10/1.1-25/24)

Amendment 82 concerns: the restructured Annex 3, space weather information services, quantitative volcanic ash information and the international airways volcano watch (IAVW), the ICAO meteorological information exchange model (IWXXM), the world area forecast system (WAFS), and improved definition of meteorological authority and introduction of a new definition of meteorological service provider; and quantitative volcanic ash information as of 26 November 2026.

Annex 6 – *Operation of Aircraft*

Part I – *International Commercial Air Transport – Aeroplanes*, Amendment 50 (State letter AN 11/1.3.37-25/22)

Part II – *International General Aviation – Aeroplanes*, Amendment 42 (State letter AN 11/6.3.35-25/34)

Part III – *International Operations – Helicopters*, Amendment 26 (State letter AN 11/32.3.18-25/35)

These amendments are consequential and align references to the new *Procedures for Air Navigation Services – Meteorology* (Doc 10157) (forthcoming).

Annex 10 – *Aeronautical Telecommunications*

Volume I – *Radio Navigation Aids*, Amendment 94 (State letter AN 7/62.2.4-25/31)

Volume II – *Communication Procedures including those with PANS status*, Amendment 94 (State letter AN 7/63.2.5-25/37)

Volume III – *Communication Systems*, Amendment 93 (State letter AN 7/64.2.4-25/25)

Volume V – *Aeronautical Radio Frequency Spectrum Utilization*, Amendment 91 (State letter AN 7/66.2.2-25/21)

These amendments concern:

- a) advanced receiver autonomous integrity monitoring (ARAIM); the global positioning system (GPS); the Galileo system, the satellite-based augmentation system (SBAS), the ground-based augmentation system (GBAS), distance-measuring equipment (DME) and frequency assignment planning for instrument landing system (ILS), VHF omnidirectional radio range (VOR), DME and GBAS (Annex 10, Volume I);
- b) updates to the aeronautical telecommunication network (ATN)/Internet Protocol Suite (IPS) requirements; and space weather information services (Annex 10, Volume II);

- c) updates to the aeronautical telecommunication network (ATN)/Internet Protocol Suite (IPS) requirements regarding IPS mobility; across multiple media, naming and addressing, IPS security, quality of service (QoS), system management and overall transitional aspects (Annex 10, Volume III);
- d) introduction of new definitions and Standards and Recommended Practices (SARPs) related to of wireless avionic intra-communications (WAIC); and update references to guidance material and to partly obsolete provisions in relation to frequency utilization for instrument landing system (ILS), VHF omnidirectional radio range (VOR), distance measuring equipment (DME) and ground-based augmentation system (GBAS) (Annex 10, Volume V).

Annex 11 – Air Traffic Services, Amendment 54 (State letter AN 13/13.1-25/26)

Amendment 54 is a consequential amendment concerning the improved definition of meteorological authority, the introduction of a new definition for meteorological service provider and the alignment of notes with the new *Procedures for Air Navigation Services – Meteorology* (Doc 10157) (forthcoming).

Annex 14 – Aerodromes

Volume I – Aerodrome Design and Operations, Amendment 18 (State letter AN 4/1.2.31-25/23)

Volume II – Heliports, Amendment 10 (State letter AN 4/16.11-25/28)

These amendments concern:

- a) runway strip width for code number 3 non-instrument runway; runway distance remaining signs (RDRS); harmonization of aerodrome lighting requirements for CAT II operations; main beam average intensity of lights; threshold marking; closed runway lighting; unserviceability signs; apron management service (Annex 14, Volume I);
- b) ground handling as of 26 November 2026 (Annex 14, Volume I); and
- c) obstacle limitation surfaces (OLS) as of 21 November 2030 (Annex 14, Volume I).
- d) certification and a safety management system (SMS) at heliports, obstacle limitation surfaces and visual aids (lighting) associated with heliports (Annex 14, Volume II).

Annex 15 – Aeronautical Information Services, Amendment 44 (State letter AN 2/2.9-25/27)

Amendment 44 is consequential and concerns the development of space weather information service.

Doc 4444, *Procedures for Air Navigation Services – Air Traffic Management*, Amendment 13 (State letter AN 13/2.1-25/15)

Amendment 13 is a consequential amendment and introduces a new definition for “meteorological service provider” and aligns references with the restructured Annex 3 – *Meteorological Service for International Air Navigation* and the new *Procedures for Air Navigation Services – Meteorology* (Doc 10157) (forthcoming).

Doc 8400, *Procedures for Air Navigation Services – ICAO Abbreviations and Codes*, Amendment 35 (State letter AN 2/12-25/16)

Amendment 35 concerns a consequential amendment to update references as a result of the restructuring of Annex 3 – *Meteorological Service for International Air Navigation* and the introduction of new *Procedures for Air Navigation Services – Meteorology* (PANS-MET, Doc 10157) (forthcoming).

Doc 9981, *Procedures for Air Navigation Services – Aerodromes*, Amendment 5 (State letter AN 4/27-25/29)

Amendment 5 concerns: visual aids; and obstacle limitation surfaces as of 21 November 2030.

Doc 10066, *Procedures for Air Navigation Services – Aeronautical Information Management*, Amendment 4 (State letter AN 2/33-25/30)

Amendment 4 is a consequential amendment for the improved definition of meteorological authority.

Doc 10157, *Procedures for Air Navigation Services – Meteorology*, First Edition (State letter AN 10/25.2-25/36) (forthcoming)

The first edition of the PANS-MET concerns the restructured Annex 3 space weather information services, quantitative volcanic ash information and the international airways volcano watch (IAVW), the ICAO meteorological information exchange model (IWXXM), the world area forecast system (WAFS), and improved definition of meteorological authority and introduction of a new definition of meteorological service provider.

3.1.2 Manuals and Circulars (including advance, unedited versions)

Cir 362, *Guidelines for Combatting Trafficking in Persons in the Air Operator Supply Chain*

Cir 364, *Water Aerodrome Design and Operations*

Doc 7910, *Location Indicators*, Edition No. 195

Doc 8585, *Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services*, Edition No. 211

Doc 8585, *Designators for Aircraft Operating Agencies, Aeronautical Authorities and Services*, Edition No. 212

Doc 9718, *Handbook on Radio Frequency Spectrum Requirements for Civil Aviation*, Volume II – *Frequency assignment planning criteria for aeronautical radio communication and navigation systems*, Second Edition, 2022, Amendment No. 1

Doc 9766, *Handbook on the International Airways Volcano Watch (IAVW) – Operational Procedures and Contact List*

Doc 9849, *Global Navigation Satellite System (GNSS) Manual*

Doc 10039, *Manual on the System-wide Information Management (SWIM) Concept*

Doc 10165, *Manual on Global Aeronautical Distress and Safety System*

3.1.3 Regional Cooperation

ICAO continued to strengthen regional aviation safety cooperation Regional Safety Oversight Organizations (RSOOs) and Regional Accident and Incident Investigation Organizations (RAIOs) Cooperative Platforms, partnerships, assessments, and implementation support.

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

3.2.1 As at 31 May 2025, seven USOAP CMA activities had been conducted during the year, including :

- Three audits;
- two ICAO Coordinated Validation Missions;
- one off-site validation activity; and
- one workshop.

Two audits were postponed, and one Significant Safety Concern was identified.

3.2.2 For the same reference period, 14 USAP-CMA activities were conducted, including

- Twelve audits;
- one validation mission; and
- one USAP-CMA seminar.

Seven USAP-CMA audits were postponed.

3.2.3 The continuous improvement of the USAP-CMA advanced with the support of the Secretariat Study Group (SSG), which held its last meeting on 28 April 2025.

3.3 Regional Group Achievements

3.3.1 The Planning and Implementation Regional Groups (PIRGs) and Regional Aviation Safety Groups (RASGs) strengthened coordination initiatives through data-driven decision-making and enhanced key performance indicator (KPI) management, aligning national and regional plans with global frameworks.

These groups delivered tangible improvements across three key areas:

3.3.2 *Air Navigation*

3.3.2.1 The PIRGs enhanced regional air navigation systems through collaborative frameworks, promoting the implementation of Aviation System Block Upgrades (ASBU) and improving Air Traffic Flow Management (ATFM).

3.3.2.2 Initiatives prioritized efficiency and capacity-building, fostering cross-regional alignment with the Global Air Navigation Plan (GANP).

3.3.2.3 The integration of digital/remote tower technologies, optimization of network infrastructures, and advancement in regional air traffic coordination have been key achievements.

3.3.2.4 A mobility project for fostering harmonization among Regional Offices has been deployed to generate a comparative analysis on the progress made in each PIRG in regard to the implementation of the global, regional, and national air navigation plans.

3.3.3 *Safety*

3.3.3.1 The RASGs advanced aviation safety across regions through targeted capacity-building, the implementation of Safety Management Systems (SMS), and enhanced monitoring of safety performance. Utilizing collaborative frameworks, these groups focused on harmonizing regional safety plans with the Global Aviation Safety Plan (GASP).

3.3.3.2 Key efforts included promoting effective State Safety Programmes (SSPs), optimizing safety data analysis processes, and strengthening oversight mechanisms to address emerging safety challenges. Cross-regional coordination and standardized training have been critical in promoting a consistent safety culture.

3.3.4 *Security and Facilitation*

3.3.4.1 Initiatives focused on strengthening security frameworks, enhancing compliance with ICAO Annex 17 and Annex 9, and aligning national strategies with GAsEP and Regional SECFAL Roadmaps.

3.3.4.2 Collaboration with States and stakeholders facilitated the development of tailored capacity-building activities, targeting emerging challenges such as cybersecurity, One Stop Security frameworks, and cross-border facilitation.

3.3.4.3 Enhanced oversight mechanisms, risk assessments, and the promotion of integrated security solutions contributed to improved resilience and alignment with global aviation security priorities.

3.4 Human Resources Development

3.4.1 *Global Aviation Training*

3.4.1.1 Five new Members joined the TRAINAIR PLUS Programme, from four States.

3.4.1.2 Five TRAINAIR PLUS (TPP) Compliance and Induction missions and three assessments of training organizations were conducted to support the implementation of ICAO requirements in aviation training.

3.4.1.3 Five ICAO Training Packages (ITP), one M-ITP, six STPs, two PTPs and one bundled programme were developed by ICAO and TPP Members and Partners during the reporting period.

3.4.1.4 There were 2 872 trainees across all ICAO regions who benefited from ICAO-recognized courses.

3.4.1.5 There were 147 training fellowships awarded, including 77 awards within the framework of the ICAO Developing Countries Training Programme with Indonesia, the Republic of Korea, Singapore and Qatar.

3.4.1.6 As at 30 May 2025, 82 female professionals from 82 Member States have benefited from the ICAO-UAE Gender Equality Programme, "UNLEASHING AVIATION EXCELLENCE: 193 WOMEN EMPOWERMENT."

3.4.1.7 In regard to aviation security training, the Secretariat has delivered 12 ICAO-sponsored AVSEC global training activities through the ICAO Aviation Security Training Centre Network, benefiting 185 AVSEC specialists from 47 Member States. In addition to the sponsored events, there were a total of 18 ICAO HQ-supported aviation security assistance activities.

3.4.2 *NGAP and Aviation Talent Development*

3.4.2.1 ICAO worked with relevant partners to strengthen aviation education, with a focus on bridging gaps between academic programmes and industry expectations.

3.4.2.2 To support these efforts, the inaugural ICAO Workshop for Aviation Universities, hosted in April 2025 by Universidad Politécnica in Madrid, served as the foundational platform for discussing how to enhance and harmonize academic offerings across institutions and set the stage for the creation of a Global Aviation Education Programme. ICAO also developed NGAP-related training courses, including “Essential soft skills for NGAP and a Mentoring course in partnership with Eurocontrol”.

3.4.2.3 Ongoing collaboration with the Global Aerospace and Aviation Skills Task Force (GAAST) continued to support international coordination, intersectoral cooperation, and alignment between education systems, training providers, and industry needs. GAAST is building a dedicated online repository of best practices that will be shared with ICAO enabling broader access for all aviation stakeholders.

3.4.2.4 All Regional Offices have been active in organizing workshops, side events and seminars to promote NGAP matters and strengthen aviation workforce development in their respective regions and raise awareness at the global level.

3.4.2.5 Preparations have been ongoing for the 2025 NGAP Summit to be held in Durban, South Africa from 12–14 August. Its purpose is to discuss bottlenecks, lessons learned and concrete actions to transform talent attraction, education and retention. The outcomes will lead to an actionable and results-focused Call to Action.

3.4.2.6 At the 42nd Assembly, the Council will present an updated resolution on “ICAO’s next generation of aviation professionals (NGAP) programme”. The new resolution emphasizes a more structured workforce development framework, aiming to expand the scope of NGAP across all categories of aviation personnel and age groups and integrate NGAP into national strategies to ensure a long-term pipeline of talents.

3.5 Implementation Support

3.5.1 It is anticipated that a Capacity Development and Implementation Support Programme of USD 164.4 will be implemented in 2025. A surplus of CAD 12.9 million in the Administrative and Operational Services Cost (AOSC) Fund is forecast.

3.5.2 Through continued engagement with States, ICAO has focused its efforts on the timely implementation of 109 projects in 143 States and eight organizations, as well as five implementation packages (iPacks) which have benefited two regional safety organizations in Africa: the Civil Aviation Safety and Security Oversight Agency (CASSOA) and the Banjul Accord Group Safety Oversight Organization (BAGASOO), and their 15 Member States.

3.5.3 ICAO continues to focus on revenue diversification through new implementation support solutions, developed through needs-based, data-driven assessments, addressing States’ priority needs and

challenges. In addition, the Organization is consistently expanding its global footprint through geographical diversification with the aim to further support all ICAO Regions, especially developing countries, in line with its No Country Left Behind mandate.

3.5.4 So far during 2025, ICAO advanced its Resource Mobilization (RM) efforts across all four phases of the RM cycle.

Under Phase 1 – Needs Identification, the compilation of the ICAO Priority Needs Brochure for 2025 provided a consolidated view of Member States' priority needs, serving as the foundation for targeted fundraising efforts. Additionally, a pilot needs analysis in the North American and Caribbean (NAM/CAR) region enabled more effective outreach to donors.

Under Phase 2 – Donor Mapping, advanced planning for the Q3/2025 donor mapping workshop was undertaken, setting the stage for the development of a comprehensive donor mapping methodology.

In Phase 3 – Donor Outreach, multilateral donor dialogues were held while preparations for the ICAO Pledging Event continued, with the aim of aligning donor pledges to identified State needs.

Under Phase 4 – Governance, following the update of the RM Policy in late 2024, the Terms of Reference for ICAO's main Voluntary Funds were aligned, and a new contributions management function was initiated to strengthen the financial management of entrusted voluntary funds.

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

3.6.1 As requested by 228th Session of Council and in line with a proposal made during by the 41st Session of the ICAO Assembly, ICAO developed a proposal to conduct a Landlocked Developing Countries (LLDCs) Aviation Needs Analysis Study. The proposal identifies key areas of focus that cut across all ICAO Strategic Goals. The ultimate objective of the Analysis is to formulate recommendations based on fact-finding analysis to address gaps and areas for improvement, which will lead to the development of a roadmap for implementation in subsequent phases.

3.6.2 The proposal has benefited from inputs from the Informal LLDCs Working Group, chaired by Mongolia, with representation from all LLDCs. The development of this needs analysis, and the implementation of the recommendations, will require the mobilization of resources and collaboration with States, the UN system and potentially the private sector.

3.7 Advocacy and Public Outreach

3.7.1 ICAO significantly expanded its strategic communications and outreach activities during the first five months of 2025, implementing a new comprehensive approach to reputational development and stakeholder engagement. Key messaging focused on aviation safety priorities, sustainable development initiatives, and capacity-building partnerships.

3.7.2 The Organization maintained strong visibility across traditional and digital media platforms while delivering targeted advocacy on critical issues including RNSS interference, facilitation enhancement in Africa, and human trafficking awareness. Communications support was instrumental in advancing major initiatives such as the FINVEST Hub, Global Air Cargo Summit, and preparations for the 42nd Session of the Assembly.

3.7.3 Two donor dialogues in Abu Dhabi and Ottawa, respectively, strengthened resource mobilization efforts, laying the groundwork for expanded engagement alongside ICAO events planned in the first half of 2025.

4. SUPPORTING STRATEGIES

4.1 Governance and Accountability

The Secretariat began implementation of the ICAO Accountability Framework in 2025, with a review and improvement of the Secretariat's internal governance, followed by a review and enhancement of the Delegations of Authority from the Secretary General through the bureaus and offices.

4.2 Strategic Planning

The Secretariat launched communications activities for the ICAO Strategic Plan 2026–2050, with the President and Secretary General promoting it at global events and during bilateral meetings with States. Work began on the Business Plan 2026–2028 and on reviewing organizational design for strategic alignment.

4.3 Results Based Management (RBM)

The Council endorsed the Business Plan 2026-2028 outcomes, outputs, and Key Performance Indicators. The Performance Monitoring Framework was finalized with outcome and output KPIs, and the Triennial Operating Plan completed with prioritized projects.

Implementation of the RBM roadmap, including the Change Management Framework, continues.

4.4 Transformational Objective

4.4.1 The Transformational Objective has entered its final year on schedule and within budget. Key achievements include:

People & Culture Transformation:

- launched culture change accelerator plan;
- completed first talent mobility pilot cohort and launched second;
- onboarded full-time Ombudsperson; and
- completed organizational design assessment

Digital Transformation:

- launched Quantum Enterprise Resource Planning system;
- advanced SARPs and Customer Relationship Management systems;
- achieved ISO 27001 certification; and
- completed Information Security Roadmap upon achievement of the ISO 27001 certification

4.4.2 In Operational Transformation, significant progress continues with the preparation of the regular budget and the Business Plan for the 2026–2028 triennium, with work on Accountability Framework and Cost Recovery operationalization and implementation ongoing. The Enterprise Business Process Management Framework is now established, and the evolution of the Strategic Organizational Model continues.

4.5 Legal and External Relations

4.5.1 *Strengthening Administration of Justice*

ICAO is in the process of concluding the accession agreements for recognizing the competence of the United Nations Dispute Tribunal (UNDT) as first level appeal instance for staff member appeals and intends to conclude an agreement facilitating the process for ICAO staff members to avail themselves of legal assistance through the resources provided by the UN Office of Staff Legal Assistance.

4.5.2 *Global Air Law Development*

The International Air Law Course delivered 20 sessions to 237 participants across ICAO Regions during 2024 and 2025. A new specialized course on aviation liability and insurance (ALIC) was launched in June 2024 to strengthen risk management competencies for aviation professionals. Three deliveries were completed so far in 2025.

4.6 Business Continuity and Hybrid Conference Services

Conference Services focused on preparations for the 42nd Session of the Assembly for A42, with the budget approved in April 2025.

4.7 Human Resources Management

4.7.1 As at 31 December 2024, the ICAO Secretariat comprised 652 staff members, including 359 in the Professional and higher categories, representing 90 nationalities, and 293 in the General Service category.

4.7.2 Gender equality in the professional and higher categories continued to improve, reaching 37 per cent, up from 34 per cent in 2023. In 2024, 45 per cent of appointments to these categories were women, compared to 33 per cent in external EGR appointments.

4.7.3 Transparency and expanded outreach efforts have contributed to an increased number of secondments. In 2024, the Secretariat hosted 117 secondees; 92 on a gratis basis and 25 supported by trust funds.

4.7.4 Of the 193 Member States, 86 are represented in positions subject to Equitable Geographical Representation (EGR). Among them, 37 States are at desirable levels, 20 are underrepresented, and 29 exceed the desirable level.

4.8 Ethics

Mandatory Conflicts of Interest training for managers and supervisors launched in March 2025.

4.9 Information Security

4.9.1 By 31 March 2025, ICAO successfully completed both Stage 1 and Stage 2 audits for ISO/IEC 27001:2022 certification, conducted by the British Standards Institution (BSI), with no major non-conformities in either phase. BSI has formally recommended ICAO for certification, pending final issuance.

4.9.2 The audit team commended ICAO for exceeding baseline requirements, validating the ISMS's depth and maturity.

4.9.3 Moving forward, the Information Security Office will continue improving the ISMS through the Plan-Do-Check-Act (PDCA) cycle, leveraging audit feedback, incidents, and reviews to ensure the system remains effective and responsive to ICAO's evolving needs.

4.10 Language Services and Multilingualism

Translation, interpretation and publication statistics (up to April 2025)

- Words translated: 3.0 million
 - Words budgeted: 2.6 million
- Sitzings interpreted: 504
- Saleable publications and new editions: 14
- State letter A2/1.5 CONF–25/6, issued on 5 February 2025, invited Member States to second translators and interpreters in all of the Organization's working languages.

4.11 Information and Communication Technology

In 2025, the following milestones were reached so far.

For Enterprise Resource Planning (ERP) and Project Portfolio Management (PPM) through Quantum:

- all modules are live, and all transactions are now processed in Quantum

For Standards and Recommended Practices (SARPs) and the Document Management System (DMS):

- The cloud CRM State Letter Solution was launched;
- DMS Architecture and Project plan were designed;

- SARPS Process Improvements were planned; and
- a SARPS AI tool to leverage Annexes progressed.

For Customer Relationship Management (CRM):

- The event management system migrated to the cloud, enhancing stability, scalability and accessibility;
- the CRM Sales module went live on 1 May 2025; and
- the implementation of the marketing module is underway.

For Business Intelligence (BI) and Enterprise Data Management (EDM):

- the Data Warehouse launched and expanded, connected to the ERP
- the Development of dashboards and reports progressed, as did the implementation of the data governance tool.

For Service Management:

- The Information Technology Service Management (ITSM) was launched successfully, with over 7 400 incidents submitted so far. A close rate of 85 per cent was achieved, up from 75 per cent in the previous system
- HR Service Deliveries and Workflows are in progress.

4.12 Procurement

ICAO developed new Long-Term Agreements to increase procurement efficiency.

REVIEW OF ACTION TAKEN UP TO 30 JUNE 2025 ON RESOLUTIONS OF THE 41st SESSION OF THE ASSEMBLY

A41-1: Infraction of the Convention on International Civil Aviation by the Republic of Belarus

ICAO informed the States, via Electronic Bulletin 2023/08 dated 23 February 2023, of the adoption of the Assembly Resolution A41-1.

A41-2: Infractions of the Convention on International Civil Aviation by the Russian Federation

ICAO informed the States, via Electronic Bulletin 2023/09 dated 23 February 2023, of the adoption of the Assembly Resolution A41-2.

No action by the Russian Federation to resolve the Significant Safety Concern (SSC) on dual registration of aircraft has been notified to the Secretariat and there is no change related to the SSC.

A41-3: Unannounced missile launches by the Democratic People's Republic of Korea

ICAO informed the States, via Electronic Bulletin 2023/10 dated 23 February 2023, of the adoption of the Assembly Resolution A41-3.

Unannounced missile launches by the DPRK, nonetheless, have continued – several per each year (2023, 2024 and 2025). On some occasions, DPRK did provide launch notification to some individual State(s).

On 19 June 2023 during its 229th Session, the Council once again condemned episodes involving unannounced missiles launched by the DPRK.

The President of the Council sent numerous letters to the DPRK informing on the Council and Assembly decisions and reminding them of their obligations under the Chicago Convention and its Annexes.

The President of the Council also informed the Secretary-General of the United Nations of actions taken in his letter dated 14 December 2023.

A41-4: Consolidated statement of continuing ICAO policies in the legal field

Appendix C - Ratification of ICAO international instruments

A State letter commemorating the tenth anniversary of the adoption of the *Protocol to Amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft*, done at Montréal on 4 April 2014 (Montréal Protocol 2014) was issued in May 2024 urging those States who have not yet done so, to ratify this important treaty. As at 1 May 2025, this Protocol had 53 ratifications.

A State letter was issued in November 2024, in which States that have not done so were reminded to urgently ratify the 2016 Protocols Amending Articles 50 (a) and 56 of the *Convention on International Civil Aviation* adopted by the 39th Session of the ICAO Assembly. As at 1 May 2025, each Protocol had 109 ratifications. A total of 128 ratifications are required to bring each Protocol into force.

Since A41, six key treaties have been prioritized for ratification.¹ A total of 88 depositary actions were recorded for these treaties in the period 1 January 2023 to 1 May 2025. LEB, with the support of Regional Offices, presented working papers at the DGCA meetings for the Asia and Pacific (APAC), European and North Atlantic (EUR/NAT), North American, Central American and Caribbean (NACC), South American (SAM) and Middle East (MID) regions highlighting the benefits of the six key treaties mentioned at footnote 1, as well as information pertaining to the ratification process. A similar working paper was presented during the 8th Africa-Indian Ocean (AFI) Week at the meeting of the 12th AFI SECFAL Plan Steering Committee. States were invited to report to ICAO on their progress towards the ratification of international air law treaties utilizing a tracking matrix developed for that purpose. Following these meetings, State letters were sent by the Regional Directors whereby States were invited to nominate Focal Points to coordinate with LEB on matters related to the ratification and implementation of international air law treaties and to submit the tracking matrix indicating their progress towards ratification.

Appendix D – The teaching of air law

An ICAO Legal Seminar organized by LEB and the Ministry of Land, Infrastructure and Transport of the Republic of Korea was successfully held in Seoul, Republic of Korea from 16 to 18 April 2024. The seminar enabled more than 750 participants from 78 States to exchange knowledge and experiences on new and emerging issues affecting civil aviation and encouraged momentum towards the ratification and implementation of related international air law instruments by States.

In addition to the above, over 150 participants from Member States and international organizations benefited from seminars and workshops arranged by LEB in the APAC, EUR/NAT and Western and Central African (WACAF) regions since A41 with the goal to provide aviation professionals with competencies to support their organization in implementing air law and to highlight the benefits, processes, and requirements for ratification of international air law treaties. The events were supported by the ICAO Regional Offices, States (Senegal, Singapore) and international organizations, including the International Air Transport Association (IATA), the West African Economic and Monetary Union (WAEMU) and the United Nations Office on Drugs and Crime (UNODC).

LEB also assisted the Global Aviation Training Office (GAT) with the development and delivery of the ICAO International Air Law Course (IALC), which promotes, inter alia, the ratification of international air law instruments. The Course, which has benefited over 550 participants since October 2022, has been delivered in-person at ICAO Headquarters and in the Regions and at TRAINAIR PLUS institutions around the world, as well as online. A second course on international air law topics, the Aviation Liability and Insurance Course (ALIC), was validated in June 2024.

¹ The six international air law treaties are the *Protocol Relating to an Amendment to the Convention on International Civil Aviation [Article 50 (a)]* (Doc 10077) and the *Protocol Relating to an Amendment to the Convention on International Civil Aviation [Article 56]* (Doc 10076) (Montréal, 2016) (2016 Protocols on Articles 50 (a) and 56 of the Chicago Convention); 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) and the *Protocol Supplementary to the Convention for the Suppression of Unlawful Seizure of Aircraft* (Doc 9959) (Beijing, 2010) (Beijing Convention and Protocol 2010); and the *Protocol to Amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft* (Doc 10034) (Montréal, 2014) (Montréal Protocol 2014).

Appendix G – Enhancing the capacity and effectiveness of States to implement air law treaties and update national laws and regulations

In February 2023, LEB facilitated the Second Edition of the Civil Aviation Legal Advisers' Forum (CALAF) which was hosted by the Sultanate of Oman. More than 150 legal experts from over 60 States and International Organizations participated in the Forum, featuring presentations and discussions by legal advisers of civil aviation regulatory bodies on topical legal subjects of interest, including the ratification of international air law treaties.

In November 2024, the Third Edition of CALAF was hosted by the United Kingdom. 175 legal experts from 54 States and six International Organizations participated in the event. The Forum commemorated 80 years since the adoption of the Chicago Convention and featured discussions on legal and regulatory best practices shaping the future of international aviation, with input from industry, academia and legal practitioners.

A41-5: 75th Anniversary of the ICAO Legal Committee

No further action required.

A41-6: ICAO global planning for safety and air navigation

GANP

The Secretariat, together with the GANP Study Group and its working groups, the ASBU Panel Project Team and the GANP Performance Expert Group, drafted, taking into consideration the outcomes of the Fourteenth Air Navigation Conference (AN- Conf/14), the eighth edition of the Global Air Navigation Plan. This draft edition was reviewed by the Air Navigation Commission in May 2025, was presented to the Council for approval in June 2025 and will be presented to the ICAO Assembly for endorsement during its 42nd Session. This edition is the reflection of the global priorities set forth by the ICAO Assembly during its 41st Session and the ICAO Strategic Plan 2026–2050. It includes an update of the GANP strategy, the Aviation System Block Upgrade (ASBU) framework, guidance on the application of a performance-based approach, an update of the environment key performance area and the resilience focus area, as well as a prototype of a web platform to manage the regional air navigation plans and guidance for the development of national air navigation plans.

GASP

The Secretariat, through the efforts of the GASP Study Group, drafted the 2026–2028 edition of the GASP, taking into consideration the outcomes of the Fourteenth Air Navigation Conference (AN- Conf/14) and the online questionnaire on the GASP Update, which provided an opportunity for key stakeholders to give specific feedback on the 2023–2025 edition of the GASP and to provide suggestions for the 2026–2028 edition. The draft GASP will be presented to the Air Navigation Commission for review in May 2025, and then to the Council for approval, ahead of A42. In addition, the accompanying suite of guidance materials and tools, including the Global Aviation Safety Roadmap and the online courses, are being revised for the end of the year. To support States in the development and implementation of their National Aviation Safety Plans, ICAO delivered five workshops in 2024. Additional workshops are planned for 2025. An internal group, the Regional Plans Coordination Committee, was also established in 2024 and meets regularly to ensure harmonization and timely development of all Regional Aviation Safety Plans through coordinated efforts between HQ and the Regional Offices.

A41-7: Support of the ICAO policy on radio frequency spectrum matters

The Council approved the ICAO position for the ITU WRC-27 and requested the Secretary General to: a) submit it to the ITU WRC-27; b) transmit it to States, international organizations and relevant regional telecommunications organizations, indicating the need for their support; and c) ensure adequate resources and participation of ICAO Secretariat personnel in the ITU and regional preparatory groups leading to this conference, and during WRC-27. Furthermore, to promote the ICAO Position and increase awareness of frequency spectrum issues, in addition to the workshop conducted in APAC in February 2025, ICAO will conduct three additional regional WRC-27 preparatory workshops in 2025 and 2026, with assistance from Frequency Spectrum Management Panel (FSMP) experts. The aim of these workshops is to provide guidance and share best practices for engaging with national spectrum authorities and preparing and presenting national positions at ITU-R Meetings.

A41-8: Consolidated statement of continuing ICAO policies and practices related to a global air traffic management (ATM) system and communications, navigation, and surveillance/air traffic management (CNS/ATM) systems.

The consolidated statement of continuing ICAO policies and associated practices related specifically to air navigation is reviewed periodically. Currently, no changes are required to the statement.

A41-8/c “Ensuring the resilience of ICAO CNS/ATM systems and services”

Several regional workshops and symposia have been held to raise awareness about the impact of GNSS Radio Frequency Interference. During these events, the urgent need to implement effective mitigation measures has been emphasized, including but not limited to the development of resilient ground infrastructure and improved civil-military coordination. Furthermore, a joint statement between ICAO, ITU and IMO has been issued urging States to safeguard the GNSS from jamming and/or spoofing while fostering greater collaboration among radio regulatory, civil aviation, maritime, defence and enforcement authorities. The relevant expert group (Navigation Systems Panel) is currently reviewing the necessary tasks relating to alternative positioning, navigation and timing (A-PNT) services, including the development of solutions for the provision of complementary PNT (C-PNT).

A41-9: New entrants

Input on RPAS:

The RPAS Panel has continued developing provisions to enable the certified category of unmanned aircraft operations, namely internationally operated remotely piloted aircraft systems (RPAS), primarily under instrument flight rules (IFR), in controlled airspace and at controlled aerodromes. With the Council's adoption in March 2024 of the new Part IV – *International Operations – Remotely Piloted Aircraft Systems* to Annex 6 – *Operation of Aircraft*, the basic building blocks for a regulatory framework are now available to enable the international operation of RPAS.

ICAO's advanced air mobility study group (AAM SG) was established in November 2022 and serves as a focal point for ICAO AAM-related work, to ensure global interoperability and harmonization. It is tasked with developing a holistic vision of AAM, conducting a gap analysis of existing ICAO provisions, and presenting

recommendations for future work supporting the safe development of AAM. The AAM SG is also developing enhanced guidance material to support unmanned aircraft systems (UAS) operations and UAS traffic management (UTM) systems.

ICAO's first Advanced Air Mobility Symposium (AAM 2024) took place from 9 to 12 September 2024, in Montréal, Canada, and focused on key AAM concepts, including electric vertical take-off and landing (eVTOL) aircraft, vertiports, automation, trust frameworks and airspace integration. AAM 2024 key figures include: 1 400 registrations, 76 Member States, 51 exhibitors and sponsors, 17 static demonstrations, 199 speakers and moderators, and 850 Family Day participants.

Input for Higher Airspace Operations (HAO):

ICAO issued a State letter on Higher Airspace Operations with a survey to gather pertinent information from States on their involvement in this emerging sector. The responses helped to inform next steps, which include the development of guidance for States who will likely be adopting high-altitude platform systems (HAPS) within the next few years, as well as the implementation of Recommendation 3.1/7 – *Higher airspace operations* of the Fourteenth Air Navigation Conference (AN-Conf/14). The ATMRPP has initiated the development of a Holistic Vision as well as a Global Operational Concept for HAO, while the Separation and Airspace Safety Panel (SASP) has continued work on provisions related to the safe and efficient transit of aircraft through controlled airspace.

A41-10: Consolidated statement of continuing ICAO policies and associated practices related specifically to air navigation

The consolidated statement of continuing ICAO policies and associated practices related specifically to air navigation is reviewed periodically. Currently, no changes are required to the statement.

A41-11: Declaration on air transport facilitation affirming global commitment to enable the safe and efficient recovery of aviation from the coronavirus disease (COVID-19) pandemic, and to make aviation more resilient in the future

The Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA) continues to collaborate with internal and external stakeholders to develop guidance material and assist with the implementation of health-related provisions of Annex 9 – *Facilitation*. This is achieved through the activities of the CAPSCA working groups and the annual CAPSCA regional meetings and training workshops.

A41-12: Maintaining health and sustaining safe international air transport during public health emergencies affecting air travel

The CAPSCA strategy, framework and proposed governance has been updated in accordance with the ICAO business plan, current ICAO strategic plan and the strategic plan for 2026–2050. ICAO and the World Health Organization (WHO) have implemented a memorandum of understanding, including a detailed supporting Working Plan. The collaboration is being reviewed to strengthen cooperation further by replacing the MOU with a more extensive and binding Agreement between ICAO and WHO.

The Aviation Medicine section continues to work with States, industry and academia via monthly meetings of the Aviation Medical Certification and Mental Health Working groups, twice-yearly meetings of the Medical Provisions Study Group (MPSG) and by attending relevant international conferences. Relevant manuals are being updated to inform the development of the Aviation Health Management Plan and the PANS-Health. Deliverables are delayed due to resource and budget restrictions.

The ICAO Health Master List continues to be maintained with the support of the Government of Luxembourg. Continuity of this service longer term has been assured through the March 2025 signature of a new operational contract for the ICAO PKD. The new PKD system, which will go live in March 2026, will include all necessary services for continued operation of the Health Master List. This will assure immediate readiness for the international sharing of certificates to verify electronic and digital health proofs in air travel if needed.

A41-13: Strategy on disaster risk reduction and response mechanism in aviation

In terms of health, the Aviation Medicine Section and the CAPSCA continues to work collaboratively with the WHO, States, industry and academia to develop harmonized global and regional cross-sectorial strategies, which are risk-based, evidence informed and practical for implementation in the aviation operational environment. Guidance material and implementation support is achieved through the activities of the Aviation Medicine and CAPSCA working groups, regional CAPSCA meetings and aviation medicine training workshops.

The strategy on disaster risk reduction will be addressed as part of the ICAO global framework on crisis preparedness and response, which is under development as per the Priority Focus Area approved by the ICAO Council.

The contingency coordination team (CCT) mechanism has been widely used in response to most of the crises that took place and disrupted flight operations, which were related to natural disasters, armed conflict, technical issues, health, severe weather, and other events. Coordination with the involved United Nations Organizations was achieved through the CCTs and the Humanitarian Assistance and Disaster Reduction in Aviation (HADRA) expert group.

Regional workshops and webinars have been conducted in all ICAO Regions with the support of ICAO and the World Food Programme (WFP) to raise awareness and improve coordination with States and other stakeholders to facilitate the UN response to crises and the provision of humanitarian aid.

A41-14: Assistance to victims of aviation accidents and their families

The 41st Session of the ICAO Assembly adopted Resolution A41-14, which urges States to establish legislation, regulations, and/or policies to support civil aviation accident victims and their families.

In this regard, the Facilitation Panel Working Group on Assistance to Aircraft Accident Victims and their Families continues its efforts to enhance compliance monitoring and to update key ICAO guidance materials, including Doc 9973 and Doc 9998. The group is also actively working to identify and address barriers to implementation while exploring viable solutions to ensure that States are equipped with updated guidance and templates for the effective application of relevant provisions.

To further support implementation, ICAO has developed a dedicated Implementation Package (iPack) on Assistance to Aircraft Accident Victims and their Families (AAAVF). This self-contained package is designed to assist and guide State authorities in implementing the ICAO Policy on AAAVF effectively.

The Second ICAO Symposium on Assistance to Aircraft Accident Victims and their Families (AAAVF 2024), held in Haarlem, Kingdom of the Netherlands, from 26 to 28 November 2024, underscored the urgent need to establish robust support structures for victims' families. Key themes included victims' advocacy, crisis management, and the implementation and oversight of ICAO Standards and Recommended Practices (SARPs).

In line with the AAAVF 2021 recommendations and the outcomes of AAAVF 2024, proposed amendments to Resolution A41-14 and the programme's priorities for the 2026–2028 triennium are being developed to align with these recent developments and ensure continued progress in this critical area.

A41-15: Accessibility in International Civil Aviation

The ICAO Facilitation Panel's Working Group on Accessibility in International Civil Aviation (WGAA) continues to meet online, to accomplish its mandate. In line with its mandate, the WGAA has prioritized developing the ICAO Strategy and work programme on accessibility in international civil aviation. The WGAA has developed a draft ICAO Strategy on Accessibility in International Civil Aviation, which is expected to be presented to the Fourteenth Meeting of the Facilitation Panel (FALP/14) in the December 2025, for consideration. The WGAA also continues to meet online to advance other aspects of its mandate.

In line with Assembly Resolution A41-15, and the Year of Facilitation, ICAO in collaboration with the Airports Council International (ACI) and the International Air Transport Association (IATA), convened a Symposium on Accessibility in International Civil Aviation, at ICAO Headquarters in Montréal, Canada, from 2 to 3 December 2024. Under the proposed theme "Inclusive and universally accessible Air Transport for Persons with Disabilities and Reduced Mobility" the Symposium seeks to address facilitation of the transport by air of persons with disabilities and reduced mobilities and improve their air travel experience, challenges and efforts of States, industry and other stakeholders and enhance international collaboration for effective solutions on accessibility.

A41-16: Development and implementation of facilitation provisions – combatting human trafficking

Following the publication of Doc 10171, *Manual on a Comprehensive Strategy for Combatting Human Trafficking in the Aviation Sector* (2023), the Facilitation Panel during its Thirteenth Meeting, held from 26 February to 1 March 2024 recommended elevating Recommended Practices 8.49 and 8.50 to Standards

in Amendment 30 to Annex 9. Elevating RPs 8.49 and 8.50 to Standards obliges Member States to comply with these provisions. The ICAO Council on 5 November 2024, adopted Amendment 30 to Annex 9 – *Facilitation*, and prescribes that Amendment 30 become applicable on 11 July 2025. Additionally, A Panel Session is dedicated to “Addressing Human Trafficking and Irregular Migration in the Programme of the ICAO Facilitation Conference, in Doha, Qatar to convene from 14-17 April 2025. The Session is aimed to highlight feasible solutions to identify suspected incidents of trafficking in persons through civil aviation and the necessary coordination across State agencies, among States, and with stakeholders, including airport and aircraft operators, and will also discuss the protocols to follow for clear lines of reporting to law enforcement agencies on suspected or actual cases of trafficking in persons, and the implementation of appropriate training of airport and aircraft operators’ personnel in direct contact with the travelling public.

A41-17: Consolidated statement of continuing ICAO policies related to facilitation

ICAO continues to assist States implement Annex 9 - *Facilitation* through specialized training, guidance material, regional seminars, webinars, and other tools such as iPacks. Under the auspices of the Year of Facilitation, ICAO enhanced global collaboration and awareness of Facilitation through organization of events such as a Global Facilitation Summit in Riyadh, Saudi Arabia, the ICAO Facilitation Summit in Riyadh, Saudi Arabia, from 21-22 May 2024, a Facilitation Global Forum in Bogotá, Colombia from 21-23 October 2024, the Second Symposium on Assistance to Aircraft Accident Victims and their Families in Haarlem, Netherlands from 26-28 November 2024, ICAO/ACI/IATA Symposium on Accessibility in International Civil Aviation in Montréal, Canada from 2-3 December 2024. In light of these events and other developments in air transport Facilitation, ICAO expects to submit a revised Assembly Resolution A41-17 to the Council for its consideration and subsequent presentation to the 42nd Session of the ICAO Assembly in 2025.

Appendix B – National and international action in ensuring the integrity of traveller identification and border controls and enhancing security

The revised ICAO Traveller Identification Programme (TRIP) Implementation Roadmap has been published on the ICAO public website. The Roadmap incorporates updated and newly adopted Standards and Recommended Practices (SARPs) from Annex 9 – *Facilitation*, aligned with the ICAO TRIP Strategy, and is designed to guide Member States in implementing secure, interoperable and efficient traveller identification systems. It supports States in complying with Annex 9 SARPs and in adopting the international specifications for Machine Readable Travel Documents (MRTDs) as set out in Doc 9303, Machine Readable Travel Documents.

The eighth edition of Doc 9303, consisting of 13 Parts, was made available in all ICAO languages in 2021. Since then, ICAO, in collaboration with the New Technologies Working Group (NTWG) and experts from ISO Working Group 3 (WG3), has continued to update Doc 9303 in preparation for the forthcoming ninth edition. This next edition, targeted for 2027, will incorporate recent technical reports, introduce harmonized terminology aligned with Annex 9, and reflect evolving specifications such as standardized document type indicators, Password Authenticated Connection Establishment (PACE), and the migration to ISO/IEC 39794-5 biometric encoding standards.

In support of enhanced document authentication and future interoperability, ICAO developed the ICAO Data Structure for Barcodes (IDB), which harmonizes all ICAO-related 2D barcode implementations across various travel documents. The IDB lays the groundwork for a long-term transition from the Machine-Readable Zone (MRZ) and supports secure verification of visas, emergency travel documents, and digital travel authorizations (DTAs).

A key innovation within the TRIP framework is the development and promotion of the Digital Travel Credential (DTC), which builds upon the security infrastructure of electronic MRTDs (eMRTDs). The DTC is a secure, globally interoperable digital representation of passport data that can be stored on a passenger's mobile device and validated prior to travel, allowing for enhanced pre-screening, reduced physical contact at borders, and improved traveller facilitation. ICAO has published the "Guiding Core Principles for the Development of Digital Travel Credentials" and continues to refine DTC implementation guidance, including standards for secure transmission, mobile device certification, and integration with automated border control processes.

During the previous triennium, ICAO delivered a series of global and regional events to support the implementation of the TRIP Strategy. These included the annual TRIP Symposium, the 2025 Facilitation Conference (FALC) in Qatar, the Year of Facilitation (YoF) Conference in Saudi Arabia, the Global Facilitation Forum in Colombia and Cameroon, and the Regional TRIP Symposium in Kazakhstan. To further build State capacity, ICAO offered TRIP Strategy Training Courses both online and in-person, reaching over 200 participants from 40 countries between 2023 and 2025. These efforts complemented ongoing guidance material updates, which remain accessible on the ICAO TRIP Publications portal.

Participation in the ICAO PKD continued to grow in line with the urgings of the 41st Assembly. As at May 2025, 104 document issuing entities participate. Usage of the system also continues to improve, with the ICAO Master List now containing more than 500 certificates, trusted based on a diplomatic transfer to ICAO.

The pilot of private sector use of the PKD continues, with 55 entities now participating and demonstrating the interest of this group in using PKD data to enhance trust in their document-related services and partake in collaborative travel-related processes. Plans for a paid-for programme, set to launch in 2026, are being made.

A new contract for PKD operations was signed in March 2025, providing continuity of service beyond the existing contract end date in March 2026. The new system will also provide enhanced services and capabilities for all participants and users and is designed to be flexible to future needs and services.

Appendix D – Passenger Data Exchange Systems

ICAO continues to partner in the United Nations Countering Terrorist Travel Programme. The Programme takes an One-UN approach assisting Member States in building their capacities to prevent, detect, investigate and prosecute terrorist offences and other serious crimes, including their related travel, by collecting and analysing passenger data, including both Advance Passenger Information (API) and Passenger Name Record (PNR) data, in accordance with Security Council resolutions, Annex 9 SARPs and other international law obligations. This includes support in the drafting of legislation to establish an API system and on the collection, processing, use and protection of PNR data, as well as the establishment of an operational capability to process and use passenger data in the fight against terrorism and serious crime in line with international standards and human rights principles.

A41-18: Consolidated statement on continuing ICAO policies related to aviation security

The 41st Session of the ICAO Assembly requested that the Global Aviation Security Plan (GASeP), which had been in operation for five years at that time, to be updated to take into account lessons learned and to reflect the developments that have occurred since 2017. Accordingly, the Second Edition of the Global Aviation Security Plan (GASeP) was developed by the Aviation Security Panel Task Force on the GASeP as a strategic document to guide States, industry and ICAO in their efforts to enhance aviation security, and was approved by Council in June 2024.

The new GAsEP reaffirms the Aspirational Goal to achieve and sustain a strong global aviation security system that is underpinned by full and effective implementation of ICAO aviation security Standards in all Member States. A new feature of the Second Edition GAsEP is monitoring progress through a combination of voluntary self-reporting, and Universal Security Audit Programme - Continuous Monitoring Approach (USAP-CMA) results, using milestones to assess global progress. States and industry are encouraged to leverage these when setting national goals and developing any road map to reach the shared Aspirational Goal.

Since the coming into effect of the Second Edition of the GAsEP, outreach efforts have taken place to promote it. These include the following international roundtable discussion events: one that took place on 7 November 2024 in Dubai, United Arab Emirates; and another that took place during the Security Week 2024 on 10 December 2024 in Muscat, Sultanate of Oman. These events served as a useful and effective platform for collaboration and dialogue on the new GAsEP, and on advancing aviation security.

In effort to launch the new GAsEP and also address emerging challenges in the aviation sector, a High-level Ministerial Segment was convened on 11 December 2024 during ICAO Security Week 2024 hosted by the Civil Aviation Authority of Oman, in Muscat, from 9 to 12 December 2024. Ten Ministers participated in this event, with seven of them delivering oral statements. The event reaffirmed the commitment of States to enhancing aviation security and aviation cybersecurity, and provided policy direction, advancing the new Strategic Goal - Every Flight is Safe and Secure. The High-level Ministerial Segment culminated in the adoption of the Muscat Declaration on Aviation Security and Aviation Cybersecurity, which has the following main objectives:

- recognition that aviation security and aviation cybersecurity are fundamental to the sustainable development of air transport, and require prioritized and appropriate resourcing;
- understanding that the perceived absence of major aviation security or aviation cybersecurity incidents does not equate to a low risk, and that proactive measures remain essential; and
- calls for more global cooperation to counter emerging threats, including cyberattacks and insider threats, while building resilient security frameworks for the future.

The critical importance of mitigating risks to civil aviation over and near conflict zones also received renewed focus during the 41st Session of the ICAO Assembly, triggered by the 2020 downing of Ukraine International Airlines Flight 752 (PS752). The 41st Assembly requested ICAO to prioritize the work programme related to conflict zones, including reviewing and updating the *Risk Assessment Manual for Civil Aircraft Operations Over or Near Conflict Zones* (Doc 10084), originally published in 2018.

Accordingly, the third edition of Doc 10084 was published and the updated document expands the advice for States and operators regarding the risks from surface-to-air missiles (SAMs), including ballistic missiles, surface-to-surface missiles (SSMs), air-to-air attacks, and provide guidance on conducting conflict zone airspace closures, reassessing post conflict zone airspace. It also incorporates new guidelines for harmonization of risk assessments and risk communication. This revised version is available since October 2023 for download on ICAO's public website in all six ICAO languages (<https://www.icao.int/aviation-security-policy-section/Conflict-Zones>).

Recognizing the importance of outreach in ensuring effective implementation, ICAO has developed and implemented an outreach strategy including: press releases, promoting awareness during regional and global ICAO events, and developing a promotional video on social media. Additionally, a session conducted during the ICAO Security Week 2024 (Muscat, Oman from 9 to 12 December 2024) focused on civil-military coordination and collaboration and innovation for secure operations. The session highlighted risks to civil

aviation posed by flights operating over or near conflict zones, particularly during times of uncertainty and instability. It emphasized the critical importance of fostering collaboration and coordination among civil aviation stakeholders, and cooperation between civil and military authorities as essential to maintaining safe and secure aviation operations in the face of escalating challenges.

Since September 2024 and in cooperation with the Safer Skies Consultative Committee and the support of the European Civil Aviation Conference (ECAC) for activities in Europe and Africa, ICAO concluded six regional awareness seminars on Risk Assessment Processes and on Doc 10084, held in ICAO regions (Bangkok (Thailand), Almaty (Kazakhstan), Marrakesh (Morocco), Santo Domingo (Dominican Republic), Cairo (Egypt) and Nairobi (Kenya)).

Appendix D – The ICAO Universal Security Audit Programme

To address Assembly Resolution A41-18, Appendix D, on the ICAO Universal Security Audit Programme (USAP), the Secretariat continued to assess the sustainable and effective implementation of Annex 17 Standards and security-related Standards of Annex 9, using a risk-based and outcomes-focused approach to prioritization, and pushing for serious deficiencies to be addressed in a timely manner. From 1 January 2022 to 31 December 2024, a total of 114 USAP CMA activities were conducted, which include on-site and documentation-based audits, validation missions, regional seminars, auditor training courses, and online auditor technical training sessions.

In consultation with Member States through the Secretariat Study Group on the USAP-CMA, the Secretariat continued to improve the effectiveness of the programme. Some of the highlights include:

- a) revising USAP-CMA Protocol Questions (PQs) to reflect amendment 18 to Annex 17 – *Aviation Security*, as well as Amendments 29 and 30 to Annex 9 – *Facilitation*,
- b) adopting an encrypted filing system for all sensitive audit-related information, coupled with a secure mechanism to send and receive sensitive material;
- c) adopting of a revised indicator to measure compliance with Annex 17 Standards, to provide a more accurate representation of States' levels of compliance, and of their efforts to implement Annex 17 Standards.
- d) producing an anonymized and confidential analysis to explore possible ways to share useful information on the root causes of confirmed SSeCs with other Panel bodies, to further improve the ability to identify trends and reasons for non-compliance by Member States;
- e) preparing the creation of an Aviation Security Application Portal, where secure access to all existing AVSEC-related platforms would be centralized (such as the AVSECPAEDIA, AUID, POC network, and EFOD). This could also provide States with direct, secure access to the audit Manager, thereby allowing for the accessing of reports and statistics, and uploading of Corrective Action Plans (CAPs) and other documentation, thereby minimizing the need for email exchanges;
- f) adjusting of USAP CMA audit scheduling process, to provide more advance notice to States and help reduce the number of deferral requests.

In addition, the Secretariat continues to:

- a) prepare a semi-annual newsletter and provide annual online training sessions for USAP-CMA auditors to further strengthen recurrent training efforts;

- b) post the list of National Coordinators and their contact details on the USAP secure portal; and
- c) publish annual USAP-CMA analysis of audit results on the USAP secure portal.

Appendix E – The ICAO Implementation Support and Development – Security Programme (ISD-SEC)

Pursuant to Assembly Resolution A41-18 and affirmed by the priority objectives of the Global Aviation Security Plan (GASeP), one of ICAO's aims is to implement targeted assistance to address identified deficiencies in Member States. The primary objective of aviation security and facilitation assistance is to support Member States in resolving significant security concerns (SSeCs) identified through the ICAO Aviation Security Audit Programme (USAP), and to assist States in implementing the Standards and Recommended Practices (SARPs) in Annex 9 – *Facilitation*, and Annex 17 – *Aviation Security – Safeguarding International Civil Aviation Against Acts of Unlawful Interference*.

Aviation Security Improvement Plans (ASIPs) are designed specifically for individual States based on the results of needs assessments and the States' assistance requirements and may be initiated following a USAP audit or at a State's request. Each phase of an ASIP has performance indicators, conditions and quality assurance measures that must be met before the following phase of the ASIP is initiated. Therefore, a State's ability to complete an ASIP is dependent upon multiple factors, including the ability of ICAO to provide assistance to the State and the ability of the State to meet the conditions of the ASIP to ensure effective implementation of improved security measures. During the 2023–2025 triennium, there were 13 active ASIPs, and three were completed. Five additional ASIPs have been requested.

ICAO's aviation security training programme manages the delivery of seven aviation security training courses and nine aviation security workshops. In order to provide aviation security training to all Member States under the framework of the No Country Left Behind initiative, the programme also manages the ICAO Aviation Security Training Centre (ASTC) Network. There are currently 35 members of the ASTC Network, operating in all seven ICAO Regions. In 2023 and 2024 combined, a total of 78 ICAO-sponsored aviation security training events were conducted through the ASTC Network, benefiting 1 202 aviation security specialists from 103 Member States.

In addition, the Secretariat recognizes the need to continue to update existing training to align it with the current iteration of Annex 17, the security-related SARPs in Annex 9, and the *Aviation Security Manual* (Doc 8973 – Restricted), and to develop new aviation security and facilitation training packages that address gaps in the current portfolio and new and emerging threats.

A41-19: Addressing Cybersecurity in Civil Aviation

ICAO continues to advocate for the universal ratification of the Beijing Convention 2010 and the Beijing Protocol 2010 in all national and international fora. The ratification of those instruments is promoted in all activities related to aviation cybersecurity that ICAO conducts or participates in.

Coordination between expert groups as well as between Secretariat experts has been steadily improving over the past triennium, in line with the new mechanism to address aviation cybersecurity in ICAO. The new ICAO business plan provides a platform to foster collaboration on cross-cutting topics, including aviation cybersecurity.

A41-20: Consolidated statement of continuing ICAO policies and practices related to environmental protection - General provisions, noise and local air quality

In response to the Assembly's request for the updated information on global environmental trends on aircraft noise, Greenhouse Gas (GHG) and Local Air Quality (LAQ) emissions, CAEP has updated these trends.

Regarding aircraft noise, CAEP/13 agreed to recommend the amendments to Annex 16, Volume I – *Aircraft Noise*, and the *Environmental Technical Manual* (Doc 9501), Volume I – *Procedures for the Noise Certification of Aircraft*, for consideration by the Council, including the new Chapter on a Landing and Take-Off (LTO) noise Standard applicable to supersonic aeroplane types, as well as the new Chapter on a more stringent LTO noise Standard for new subsonic aeroplane types as a result of the noise-CO₂ integrated dual stringency analyses.

Regarding CO₂ emissions, as a result of the noise-CO₂ integrated dual stringency analyses, CAEP/13 agreed to recommend the amendments to Annex 16, Volume III – *Aeroplane CO₂ Emissions*, and Doc 9501, Volume III – *Procedures for the CO₂ Emissions Certification of Aeroplanes*, for consideration by the Council, including the more stringent CO₂ emissions Standards for new subsonic aeroplane types, and for in-production subsonic aeroplane types.

ICAO also continues to engage and collaborate with other United Nations (UN) bodies to advance environment-related action and contribute to the UN Sustainable Development Goals (SDGs), including on plastic pollution and biodiversity.

A41-21: Consolidated statement of continuing ICAO policies and practices related to environmental protection - Climate change

As requested by Resolution A41-21, ICAO and its Member States with all relevant stakeholders made substantial progress in addressing emissions from international aviation, while ensuring that the ICAO's continuous leadership on international aviation and climate change is widely recognized by other UN-system and international organizations.

In particular, to advance the transition to cleaner and renewable sources of energy for aviation, ICAO convened the Third ICAO Conference on Aviation and Alternative Fuels (CAAF/3) in November 2023, leading to the agreement on the ICAO Global Framework for Sustainable Aviation Fuels (SAF), Lower Carbon Aviation Fuels (LCAF) and other Aviation Cleaner Energies, followed by the Council's approval in June 2024 of the ICAO Roadmap for the implementation of the CAAF/3 outcomes and the LTAG, with four interdependent Building Blocks: 1) policy and planning; 2) regulatory framework; 3) implementation support; and 4) financing.

In response to Resolution A41-21, paragraph 9 and further request by the Council, as well as the ICAO Global Framework adopted by CAAF/3, CAEP developed the LTAG monitoring and reporting (LMR) methodology, which combines a backward-looking assessment to track actual performance of international aviation against milestones such as the one established by CAAF/3, along with a forward-looking assessment towards 2050. CAEP also developed a tiered approach to the LMR methodology, including a core methodology (Tier 1) and its further enhancements which would require additional resources and data/modelling capabilities (Tiers 2 and 3). This tiered approach can allow a phased implementation of the LMR methodology.

The ICAO Clean Energy Tracker Tools was developed and constantly updated to monitor the progress under the ICAO Global Framework and its four Building Blocks. ICAO also continued to support States in

developing and updating their voluntary action plans to reduce CO₂ emissions. As at March 2025, 150 States have submitted their State Action Plans, representing more than 99 per cent of global international air traffic. ICAO also held annual LTAG Stocktaking events to monitor the progress for the implementation of the LTAG and the Global Framework.

Implementation of the ICAO Assistance, Capacity-building and Training for Sustainable Aviation Fuel (ACT-SAF) Programme was also successful. As at March 2025, 106 States and 123 organizations joined the ACT-SAF programme. The 18 training sessions of the ACT-SAF series have provided comprehensive training to partners on an array of important SAF-related topics. The ACT-SAF studies continue to progress with 22 SAF feasibility studies and business implementation studies currently being implemented or planned.

To facilitate financing and investment support for the achievement of LTAG, ICAO has been advancing the Finvest Hub including through the agreement with IRENA to establish a Finvest Hub Module for the IRENA Energy Transition Accelerator Financing (ETAF) platform.

ICAO continued to support the Climate Neutral UN initiative through the provision and regular updates to the ICAO Carbon Emissions Calculator (ICEC), which is the official tool to calculate air travel emissions for UN entities. In 2024, 58 UN entities calculated their air travel emissions using the ICEC.

A41-22: Consolidated statement of continuing ICAO policies and practices related to environmental protection - Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

Resolution A41-22 requested the Council to continue to oversee and update the CORSIA implementation framework, as done since the establishment of the scheme in 2016, with support provided by its Climate and Environment Committee (CEC), its Technical Advisory Body (TAB) and its Committee on Aviation Environmental Protection (CAEP).

In March 2023, the Council adopted the amendments to Annex 16, Volume IV, reflecting the adjustments to the CORSIA design elements in Resolution A41-22 and technical recommendations from the CAEP/12 Meeting in February 2022. The amendments became applicable as the second edition of Annex 16, Volume IV on 1 January 2024.

In October 2023, ICAO published the third edition of Doc 9501, Volume IV containing technical guidance on CORSIA implementation, updated by CAEP to support relevant stakeholders in the implementation of the SARPs in the second edition of Annex 16, Volume IV.

The CAEP/13 Meeting in February 2025 recommended further technical amendments to Annex 16, Volume IV and Doc 9501, Volume IV, for consideration by the Council.

Since the last Assembly, the Council has continued reviewing and approving updates to the ICAO documents related to the five CORSIA Implementation Elements. For example, the number of CORSIA volunteer States has continued to increase to 126 States (2024) and 129 States (2025). The number of volunteer States for 2026 will be determined by the end of June 2025.

Regarding the CORSIA MRV system, ICAO updated the CORSIA Central Registry (CCR) in March 2024, aligned with the updated reporting requirements contained in the second edition of Annex 16, Volume IV. Since the last Assembly, States have submitted CO₂ emissions reports through the CCR for the three years of CORSIA's pilot phase (that is, 2021, 2022 and 2023), reaching an unprecedented emissions coverage of 99 per cent in 2023 CO₂ emissions.

Regarding the CORSIA offsetting requirements, ICAO has published annual editions of the ICAO document *CORSIA Annual Sector's Growth Factor (SGF)* containing the value of SGF for years 2021, 2022 and 2023. Given that the values of SGF₂₀₂₁, SGF₂₀₂₂ and SGF₂₀₂₃ are zero, no offsetting requirements have been accrued in CORSIA's pilot phase.

The five ICAO documents related to CORSIA Eligible Fuels (CEFs) have been regularly updated by the Council since the last Assembly, with the technical support provided by CAEP, including the updates to sustainability criteria, default values and methodologies for life-cycle emissions of new fuel sources and pathways, as well as the framework for sustainability Certification Schemes (SCS).

The Technical Advisory Body (TAB) has been assessing the emissions unit programmes to recommend the eligibility to supply CORSIA Eligible Units (CEUs). Following the 2024 TAB assessment, 11 programmes are eligible to supply CEUs for CORSIA's pilot phase (2021–2023), while six programmes are currently eligible to supply CEUs for CORSIA's first phase (2024–2026). TAB continues to provide the Council with regular updates on potential CEU supply, based on information from those eligible programmes.

The ICAO Assistance, Capacity-building and Training for CORSIA (ACT-CORSIA) programme continued to assist States in the CORSIA implementation. The CORSIA Buddy Partnerships currently involves more than 130 supporting States and requesting States to ensure the timely and robust CORSIA implementation. ICAO also continued to develop and update outreach materials on CORSIA, including Frequently Asked Questions (FAQs), the monthly issues of the CORSIA Newsletter, and regular updates to Navigating CORSIA.

In March 2023, the Council initiated its work on the 2025 CORSIA periodic review with the technical support of CAEP. The Council will consider the latest iteration of CAEP's technical inputs and analyses in June 2025, for the delivery of Council's report to the 42nd Session of the ICAO Assembly.

A41-23: Increasing the efficiency and effectiveness of ICAO

To implement Resolution A41-23, ICAO undertook an ambitious transformation anchored in the 2023–2025 Business Plan, developed under Results Based Management (RBM) principles and systematically aligned with strategic planning.

Strategic planning advanced through the adoption of the ICAO Strategic Plan 2026–2050 and the development of the 2026–2028 Business Plan, guided by a Council-established Consultative Group. These planning instruments reflect ICAO's priority focus areas and were developed using Results Based Management (RBM) principles. The Performance Monitoring Framework, finalized with outcome and output KPIs, supports ongoing progress review, while the Triennial Operating Plan lays out prioritized projects.

In governance, the Council approved the ICAO Accountability Framework in its 232nd session and began Phase 2 Operationalization, including new internal governance mechanisms, a Delegation of Authority Framework, and performance indicators across eight accountability pillars. Enterprise Risk Management (ERM) was transferred to the Finance Office in 2024, and ICAO achieved "Established" status under the UN risk maturity model with full compliance with the Joint Inspection Unit (JIU) benchmarks. Based on the ERM Framework, ICAO has improved risk-based decision-making, as well as the statements of internal control within the financial statements. Tools such as a digital Management Assurance Statement and Declaration were developed to assess internal controls, alongside regional risk registers and training modules.

ICAO's internal review processes, risk-informed planning, and Council oversight ensure that emerging developments during the triennium are accommodated. In parallel, ICAO made progress on strengthening partnerships and resource mobilization. A new cost recovery policy and the Resource Mobilization Strategy advanced budget sustainability. The Secretariat promoted the Strategic Plan globally and reviewed organizational design for improved alignment. ICAO was careful to avoid conflicts of interest when forming partnerships and managing voluntary funding, while enhancing transparency through improved communication with Member States and stakeholders. These efforts have increased participation by non-traditional actors, and ICAO has begun leveraging external expertise more systematically.

Implementation was supported by the ICAO Transformation Secretariat Strategy (approved in 2022), a dedicated Transformation Team and coordinated audits and evaluations, including contributions from the Evaluation and Audit Advisory Committee (EAAC), the Office of Internal Oversight, and an external auditor. Significant outcomes included the launch of a new intranet, ethics training, the ICAO Ethics Framework, and the appointment of an Ombudsperson.

In digital transformation, ICAO achieved ISO 27001 certification following completion of its Information Security Roadmap and launched the Quantum ERP system under a UNDP-led consortium. Additional digital projects included the Corporate Performance Monitoring and Reporting Tool (CPMR), the SARPs and Customer Relationship Management systems, the Language Service Management System, and the SARPs and Document Management System Project - all designed to streamline processes, support results-focused reporting, and enhance efficiency and information access.

A new Transformational Objective was introduced, endorsed by the Council, and operationalized through three core pillars (People and Culture Transformation, Digital Transformation, and Organizational Transformation) comprising six outputs: People and Culture, Principles and Values, Digitalization, Modernization, Financial Management, and Strategic Organizational Reforms. This initiative aimed to reorient ICAO as a modern, adaptive, and collaborative organization delivering enhanced services to States.

Overall, ICAO's initiatives demonstrate strong commitment to procedural, managerial, and administrative reform in alignment with the Resolution's call to modernize governance, enhance oversight, boost workplace quality, and ensure results-based, transparent operations responsive to both traditional and emerging challenges.

A41-24: Aviation's contribution towards the United Nations 2030 Agenda for Sustainable Development

As requested in A41-24, ICAO supported its Member States with the development of an updated ICAO Policy on Interactions with External Parties, which the Council approved during its 233rd Session. The updated Policy streamlines processes related to the signature of arrangements with external parties and the use of ICAO's name and emblem, while also strengthening the applicable due diligence procedures. The Policy, along with the development of a comprehensive Due Diligence Framework, has enabled the Organization to more effectively leverage the resources and expertise of its partners and stakeholders. It also contributes to enhancing the sustainability of ICAO's financial resources while safeguarding the Organization against risks associated with external engagements.

In response to a request in A41-24 to the ICAO Secretary General, the organization developed an LLDC Aviation Needs Analysis aligned with ICAO's Strategic Plan 2026–2050 and its Strategic Goals. The Needs Analysis identifies gaps and opportunities to enhance air transport connectivity, sustainability, and safety in LLDCs. The objective is to support the economic development of LLDCs through improved infrastructure

and policies, advancing environmental goals with green initiatives, and enhancing compliance with ICAO SARPs. The analysis also promotes capacity-building, digital transformation and innovation to ensure resilient and inclusive aviation development in LLDCs. The ICAO LLDCs Aviation Needs Analysis was developed in consultation with the Informal LLDCs Working Group, which includes representatives from all 32 LLDCs.

A41-25: Consolidated statement of ICAO policies on technical cooperation and technical assistance

With the approval by the Council of the [“Policy on ICAO Implementation Support Provided to States”](#), aimed at aligning the management of ICAO’s Programmes of Technical Cooperation and Technical Assistance within the “One ICAO” approach, progress continues to be made towards a more collaborative and consistent approach for all implementation support activities across the Organization. In addition, the Policy also aims to strengthen and harmonize the coordination and management of implementation support programmes, projects, products, services and activities, integrating these efforts into the ICAO Business Plan, and ensuring that the support provided to States across all areas of civil aviation is relevant, efficient, and consistent in content and delivery regardless of the source of assistance or the associated funding mechanism.

In the triennium, the implementation of the Policy has enabled improved cooperation and coordination to avoid duplication and redundancy and ensure a more efficient allocation of the limited resources available to the Organization. The application of the Policy has been significantly advanced through the work of the ICAO Implementation Support Group (ISG) on key initiatives such as:

- i) the finalization of processes and procedures under the Policy;
- ii) the establishment and refinement of an Implementation Support Platform; and
- iii) the development and implementation of the Voluntary Funds Committee.

The ISG has also served as the coordinating entity for the Implementation Support Action Teams (IS-AT) established to further improve business development coordination and results within ICAO. The IS-AT’s work has been instrumental in building a stronger pipeline of new business opportunities, which have materialized into new projects and activities in all ICAO regions in support of geographical diversification efforts.

A41-26: ICAO Gender Equality Programme promoting the participation of women in the global aviation sector

The Organization remains committed to advancing gender equality through initiatives supporting the implementation of Resolution A41-26. These include mainstreaming gender equality into strategic planning processes and all relevant areas of work, efforts to enhance data collection and analysis beyond licensed personnel as well as continued advocacy, awareness and capacity-building to States.

A41-27: Consolidated statement of continuing ICAO policies in the air transport field

Action was undertaken by the Council and Secretariat during the 2023–2025 triennium to implement Assembly Resolution A41-27, covering economic regulation, taxation, airport and air navigation services economics, aviation data and statistics, and economic forecasting and analysis.

In the area of economic regulation, ICAO advanced policy guidance to support liberalization of international air transport, including foreign investment in airlines and cargo liberalization. Updates were initiated for the Template Air Services Agreement (TASA), and work began towards convening the Seventh Worldwide Air Transport Conference (ATConf/7) in 2026. The Council also explored regulatory aspects of Unmanned Aircraft Systems (UAS) and created a dedicated platform under the Air Transport Regulation Panel.

On taxation, ICAO coordinated with industry and the UN Tax Committee in response to proposed amendments to the UN Model Tax Convention that would allow source-based taxation of airline income. A State letter was issued urging States to align their positions with the provisions of *ICAO's Policies on Taxation in the Field of International Air Transport* (Doc 8632), to avoid double taxation.

In the domain of airports and air navigation services, ICAO published the Tenth Edition of Doc 9082 and the Sixth Edition of Doc 9161. It developed guidance on funding oversight functions, emerging infrastructure, UAS and AAM integration, and space weather services. A proposed cost recovery system for space weather services was ultimately not pursued, following divergent Member State views.

Regarding aviation data and statistics, ICAO achieved near-universal reporting from Member States, integrated official and big data sources, and deployed advanced business intelligence platforms including dashboards and connectivity indices to support data-driven decision-making.

For forecasting, planning and economic analyses, ICAO enhanced traffic and workforce forecasting capabilities, advanced the methodological framework for the Global Aviation Competitiveness Index, and provided economic studies supporting infrastructure planning, investment, and interline revenue sharing. The Basic Airmail Conveyance Rate (BACR) system continued to underpin international postal cost settlement and support e-commerce.

In view of this progress, the Council undertook a substantive review of Resolution A41-27 and submitted a revised consolidated statement for consideration by the 42nd Session of the Assembly.

A41-28: Budgets for 2023, 2024 and 2025

Section A: no action required.

Section B: no action required.

Section C: no action required.

A41-29: Assessments to the General Fund for 2023, 2024 and 2025

The Secretary General notified Member States of their assessments for 2023 in State letter A1/8-22/104, State letter A 1/8-23/44 and State letter A 1/8-23/65; for 2024, in State letter A 1/8-23/74, State letter A 1/8-24/56 and State letter A 1/8- 24/87; and for 2025, in State letter A 1/8-24/100 and State letter A 1/8-25/55

A41-30: Working Capital Fund

No further action required.

A41-31: Amendment of the Financial Regulations

The ICAO Financial Regulations, Seventeenth Edition (DOC 7515/17) dated 2023 was published as approved at the 41st Session of the Assembly.

A41-32: Approval of the accounts of the Organization for the financial years 2019, 2020 and 2021 and examination of the Audit Reports thereon

No further action required.

A41-33: Appointment of the External Auditor

No further action required.

— END —