



ICAO



ICAO GLOBAL APPEAL 2026–2028

Safe, Secure and Sustainable Aviation for All



ICAO

ICAO Global Appeal 2026–2028

SAFE, SECURE AND SUSTAINABLE
AVIATION FOR ALL

INTERNATIONAL CIVIL AVIATION ORGANIZATION

Table of Contents

Foreword	5
Geographical Scope of ICAO's Work	7
Funding Ask for 2026-2028	8
ICAO Strategic Goals for 2026-2028	11
Goal A: Every Flight is Safe and Secure (CAD 10.5M)	12
Goal B: Aviation is Environmentally Sustainable (CAD 10.4M)	13
Goal C: Aviation Delivers Seamless, Accessible, and Reliable Mobility for All (CAD 12.9M)	14
Goal D: No Country Left Behind – Implementation Support (CAD 23.2M)	15
Goal E: The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges (CAD 3.1M)	16
Goal F: The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All (CAD 3.5M)	17
High-Priority Enablers (CAD 14.2M)	18
Supporting Enablers (CAD 13.6M)	18
Mechanisms for Partner Contributions	19
Multi-year and Predictable Contributions	19
Enhanced Governance and Monitoring	19
Appendix A – Business Plan	20
Goal A: Every Flight is Safe and Secure	21
Goal B: Aviation is Environmentally Sustainable	24
Goal C: Aviation Delivers Seamless, Accessible, and Reliable Mobility for All	27
Goal E: The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges	30
Goal F: The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All	31
High Priority Enablers	32
Supporting Enablers	37
Appendix B – No Country Left Behind – Implementation Support	40
Goal D: No Country Left Behind – Global per BP 2026-2028	41
Implementation Support	41



FOREWORD

Safeguarding and Growing Aviation: A Call for Global Leadership



Real-time safety analytics, sustainable aviation fuels, advanced air mobility, and digital border systems are among the emerging technologies enabling a **safer, greener, and more accessible global air transport system**.

At the same time, the aviation sector faces significant headwinds: geopolitical tensions, climate emergencies, cybersecurity risks, and increasing pressure on air navigation and infrastructure systems, to name but a few.

In response, ICAO's **leadership must** ensure a **coordinated, accelerated, and equitable international response**.

A Shared Vision for 2050

States have agreed to the three ambitions set out in ICAO's Long-Term Strategic Plan (2026–2050):

- **Zero fatalities** from accidents and unlawful interference
- **Net-zero carbon emissions** from international aviation
- **Seamless global connectivity** for all

Achieving this will require strategic and sustained investment, especially in regions where capacity gaps threaten global progress.

That is why the **ICAO Business Plan 2026–2028** sets out measurable near-term objectives to drive the momentum.

- ICAO is launching a **Consolidated Appeal for CAD 91.4M for 2026–2028** to enable operationalization of the Business Plan. The Appeal includes the delivery of high-priority items in the ICAO programme and targeted implementation support for States presenting the most urgent needs

These investments will drive measurable progress across the six Strategic Goals of the Strategic and Business Plans:

- **Every Flight is Safe and Secure**
- **Aviation is Environmentally Sustainable**
- **Aviation Delivers Seamless, Accessible, and Reliable Mobility for All**
- **No Country Left Behind**
- **The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges**
- **The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All**

Without timely investment, critical safety oversight capacity in vulnerable States will remain underdeveloped, progress toward net-zero aviation risks delay, millions in potential SAF production jobs and emissions savings

may be lost, and States may have insufficient tools to respond to emerging threats in cybersecurity, public health, and navigation. These are just some of the potential consequences.

Each dollar mobilized through this Appeal will directly contribute to avoiding these consequences. The support we are seeking will enable ICAO to implement our results-focused programmes, which are guided by robust accountability frameworks and are designed to deliver measurable impact.

For example, with your support we can *enable* secure and interoperable digital border systems in developing regions, scale climate finance and SAF adoption through ICAO's Finvest Hub, *deliver* technical support to civil aviation authorities worldwide, such as the LLDCS Aviation Needs Analysis Study, and close *the gap* for states struggling to meet ICAO's standards.

Furthermore, the tremendous growth projected for aviation not only would require investments in infrastructure, new technologies, policies and oversight capabilities, but also demands innovative and comprehensive approaches to human resources and workforce development.

With your support, the ICAO Global Ambassadors Programme, as well as the Next Generation of Aviation Professionals (NGAP) and the Gender Equality Programmes will form a powerful ecosystem to secure aviation's future workforce, inspire youth, elevate women's participation, and amplify ICAO's global outreach and aviation's visibility, ultimately ensuring the sector's sustainability, resilience and excellence.

Without robust investments in these initiatives, the sector risks losing momentum in attracting the next generation, closing opportunity gaps, and meeting global aviation's long-term growth.

Through **multi-year contributions** that support long-term planning and scale, **thematic and/or regionally targeted investments** to match investors own specific goals, or contributions to the **ICAO Strategic Fund** for flexible support across goals, partners can engage in ways that best serve their priorities.

Each investment path is supported by comprehensive reporting to donors that tracks contributions from implementation to measurable results.

Shape the Future of Aviation

The Appeal is an opportunity for **donors to shape and lead global air transport** during these transformational times.

Every contribution will help strengthen global aviation for ICAO's Member States and for the **billions of passengers, millions of employees, and countless businesses** who depend on safe and seamlessly connected skies. It will help ensure the sustainability and resilience of air transport as aviation continues to grow, especially in underserved markets and lesser developed economies.

That is why this funding appeal is an invitation to shape aviation's future together.

This is your opportunity to create a transformative legacy, safeguarding aviation's future for decades to come. Air connectivity is critical to the world economy, and your legacy will both open new opportunities for the next generation and determine the future of both our industry and of global development.

I strongly urge all governments and partners to respond to this Appeal and invest. Your engagement now will help ensure that global aviation emerges stronger, more sustainable, and truly accessible to all.

Juan Carlos Salazar
Secretary General, ICAO

Geographical Scope of ICAO's Work

ICAO operates globally through its Headquarters and seven Regional Offices located in Bangkok, Cairo, Dakar, Lima, Mexico City, Nairobi, and Paris, alongside a regional Sub-office in Beijing and liaison office in Fiji. These offices enable ICAO to tailor its support to local needs while maintaining consistency with international standards. Through implementation mechanisms such as the SAFE, AVSEC/FAL, and ENV Funds, ICAO provides capacity-building and technical assistance globally, ensuring that no country is left behind (NCLB).



Funding Ask for 2026–2028

The total resource mobilization “ask” for 2026–2028 is **CAD 91.4 million**. This includes a funding ask of CAD 70.6 million for high-priority programmes identified in the Business Plan 2026–2028, as well as CAD 20.8 million for Implementation Support activities. For each Strategic Goal, one-pagers summarize the key benefits of funding and the critical risks of underfunding, while the appendices provide detailed descriptions of the associated programmes and projects. A summary of funding ask by Strategic Goal is presented below.

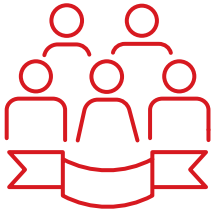
Strategic Goal	Financial Ask (in CAD\$)
Every Flight is Safe and Secure	10.5M
Aviation is Environmentally Sustainable	10.4M
Aviation Delivers Seamless, Accessible, and Reliable Mobility for All	12.9M
No Country Left Behind (Implementation Support)*	23.2M
The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges	3.1M
The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All	3.5M
High-Priority Enablers	14.2M
Supporting Enablers	13.6M
TOTAL	91.4M

Resources received will be allocated, through the forthcoming SG-led prioritization exercise, to unfunded core and critical Business-Plan deliverables.

All contributions will be managed according to ICAO’s regulations, rules, policies and procedures.

* Includes 2.4M for the delivery of high-priority items in the ICAO programme, and 20.8M for targeted implementation support for States presenting the most urgent needs

ICAO Three Essential Aspirations



ZERO FATALITIES

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



NET-ZERO EMISSIONS

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

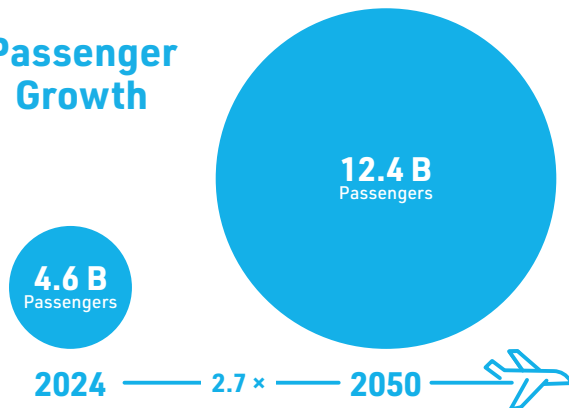


CONNECTED WORLD

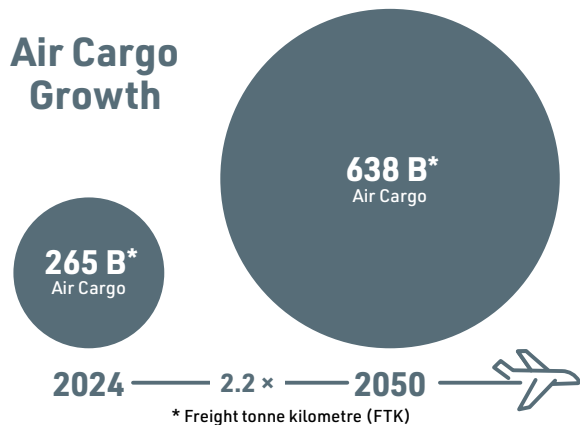
The goal of aviation to serve as an integral part of a thriving, connected, accessible, inclusive, and affordable transport system for people and goods, contributing to socio-economic development, while ensuring no country is left behind.

The Stakes Have Never Been Higher

Passenger Growth



Air Cargo Growth



Aviation Growth – A Case for Strategic Investment

By 2050, global aviation will need to serve 12.4 billion passengers annually - nearly triple today's volume. This unprecedented growth requires strategic investment in infrastructure, safety oversight, and sustainable transformation.

Infrastructure Development

\$49.2B annual airport investment scaling up to meet tripled capacity

Sustainable Aviation Fuel

\$3.2T investment needed for SAF development through 2050

Safety Improvement and Oversight

Enhanced capacity for 3x flight volumes and new technologies

GDP Impact Growth

From US\$4.1T to USD\$11T by 2050

Employment Growth

Total supported jobs increasing to 178M by 2050

New Industry Creation

14M new jobs in sustainable fuel production alone

The Growing Gap: Aviation Growth vs ICAO Resources

Current funding trends show ICAO's resources static while new global challenges evolve, and aviation activity continues rapid growth

- **2001: Aviation Security Crisis**
Complete overhaul of global aviation security framework required after 9/11
- **2010: Environmental Protection**
Global aspirational goals with a basket of CO₂ mitigation measures and State Action Plans
- **2015: Cybersecurity Framework**
New mandate to protect aviation from cyber threats
- **2016: Adoption of CORSIA**
Beginning of the global carbon offsetting and reduction effort for international aviation
- **2020: Pandemic Response**
COVID-19 crisis coordination and health measures
- **2021: Advanced Air Mobility**
Drones, UTM systems, and urban air mobility frameworks
- **2022: Long-Term Aspirational Goal (LTAG)**
Endorsement of the global goal for international aviation to reach net-zero carbon emissions by 2050
- **2023: CAAF/3 Roadmap**
Critical milestone, focusing on the scaling-up of SAF production and its role in achieving aviation's clean energy transition toward the LTAG
- **2023: Emerging Safety Risks**
GNSS interference, increased aerodrome operations and technologies, weather impacts

Critical Capabilities Lost*

Facing significant challenges and unprecedented aviation growth, ICAO's zero-nominal growth budget approach over the past several triennia has created a critical funding gap. This shortfall, worsened by high inflation, has left approved budgets unable to meet evolving requirements, resulting in the loss of essential capabilities

Aircraft noise certification and standards development expertise, impacting airport expansion and community safeguards

Expertise on air transport liberalization and economic contributions, limiting progress toward economic development

Accident investigation expertise and support capabilities, reducing ability to prevent future incidents

Capabilities to respond to crises and public health emergencies in case of global events, and address growing risks such as pilot aging and mental health

Data and resources to digitalize information on maps and routes

Technical expertise, affecting the progress of technical panels

In-country technical assistance capacity, particularly impacting developing nations

* sample



ICAO Strategic Goals for 2026–2028



Every Flight is Safe and Secure

CAD 10.5M



Ensuring the highest levels of aviation safety and security through global standards, oversight systems, and coordinated responses to emerging threats.

★ KEY BENEFITS

Strengthened global aviation safety and security frameworks through the implementation of essential standards

Enhanced cybersecurity protection for critical aviation infrastructure

Robust oversight systems to maintain high safety and security performance worldwide

Coordinated global response capability for aviation health emergencies

⚠ CRITICAL RISKS IF UNFUNDED

Increased risk of accidents in critical categories, security incidents and acts of unlawful interference

Reduced trust that aviation is the safest and most secure means of transportation, impacting market growth

Reduced capacity to detect and respond to emerging safety threats and cyber attacks

Delayed implementation of safety and security standards for new aircraft types and technologies

Limited support for countries struggling with safety and security oversight

Weakened capability to coordinate global responses to safety incidents and health emergencies





Aviation is Environmentally Sustainable

CAD 10.4M



Leading global aviation's response to the climate crisis through standards, monitoring, and innovative solutions for sustainable air transport.

★ KEY BENEFITS

Accelerated progress towards net-zero carbon emissions by 2050

Enhanced global monitoring and reporting of aviation emissions

Support for sustainable aviation fuel development and deployment

Enhanced environmental standards for new aircraft technologies and operations

Increased environmental integrity and robust implementation of CORSIA

⚠ CRITICAL RISKS IF UNFUNDED

Reduced capacity to support States in meeting environmental goals and requirements

Limited development of new environmental standards for emerging technologies

Slower progress in sustainable aviation fuel production, adoption and green innovation

Delayed implementation of CORSIA, weakening aviation's response to climate change

Compromised ability to track and verify global aviation emissions

Lack of capacity to address emerging areas, such as climate change adaptation and resilience





Aviation Delivers Seamless, Accessible, and Reliable Mobility for All



CAD 12.9M

Creating an inclusive and efficient aviation system that connects communities and enables economic growth through innovative technologies and harmonized standards.

★ KEY BENEFITS

Enhanced global air navigation capacity and efficiency

Seamless integration of new airspace users including drones and urban air mobility

Improved passenger experience through digital transformation

Expanded connectivity for remote and developing regions

Improved responses to crises affecting international aviation

⚠ CRITICAL RISKS IF UNFUNDED

Reduced capacity to handle growing air traffic demand leading to airspace congestion and flight delays

Delayed implementation of new air navigation technologies

Reduced ability of ICAO to assist States effectively, resulting in inefficiencies and gaps in border management and passenger experience

Limited support for States implementing new air mobility solutions

Widening connectivity gap for underserved communities

Delayed crisis response and contingency plans affect continuity of operations





No Country Left Behind – Implementation Support



CAD 23.2M

Global per BP 2026–2028 **CAD 2.4M**

Ensuring all States have access to the socio-economic benefits of safe, secure, and sustainable air transport through enhanced implementation support.

★ KEY BENEFITS

Targeted assistance to States for implementing international standards.

Enhanced capacity-building and training programmes.

Strengthened regional presence and technical support.

Improved aviation infrastructure in developing States.

⚠ CRITICAL RISKS IF UNFUNDED

Widening gap between developed and developing States in aviation capabilities.

Reduced technical assistance and capacity building support

Implementation Support **CAD 20.8M**

Implementation Support provides essential assistance to Member States in meeting ICAO Standards and Recommended Practices (SARPs). Through tailored capacity-building, technical guidance, and the deployment of specialized Implementation Packages (iPacks), ICAO enables States to overcome operational challenges and enhance compliance. This collaborative approach ensures no country is left behind in achieving global aviation objectives.

📦 EXPECTED KEY DELIVERABLES

CAD 20.8 million for Implementation Support projects of global, regional and state scope, assisting Member States in meeting ICAO Standards and Recommended Practices (SARPs)

📄 DETAILED RESOURCES NEEDED

see Appendix B for detailed project breakdowns





The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges

CAD 3.1M

Focus on strengthening the international legal framework to address current and emerging civil aviation challenges through the Chicago Convention, its Annexes and other instruments.

★ KEY BENEFITS

- Strengthened compliance support for international air law.
- Harmonized legal standards across the global aviation system.
- Modernized legal frameworks for emerging technologies and operations.
- Enhanced dispute resolution and legal advisory services.

⚠ CRITICAL RISKS IF UNFUNDED

- Legal framework gaps for new aviation technologies and operations.
- Reduced capacity to support States with legal compliance.
- Delayed resolution of international aviation disputes.
- Limited ability to address emerging legal challenges.
- Fragmentation of international aviation law.





The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All

CAD 3.5M

Fostering sustainable economic growth and societal well-being through efficient air transport policies, infrastructure development, and enhanced market access.

★ KEY BENEFITS

Enhanced aviation contribution to global economic growth.

Optimized infrastructure planning and development.

Improved air connectivity and market access.

Strengthened aviation data and economic analysis

⚠ CRITICAL RISKS IF UNFUNDED

Reduced support for aviation infrastructure development.

Limited capacity to analyze and forecast aviation trends.

Decreased ability to support States' economic policy development.

Impaired market access and connectivity growth.

Weakened contribution of aviation to sustainable development goals.

Lack of capacity to address emerging areas, such as climate change adaptation and resilience





High-Priority Enablers

CAD 14.2M

Newly introduced in ICAO's Strategic Plan for 2026–2050, High Priority Enablers play a pivotal role in implementing Strategic Goals and addressing the aviation industry's multifaceted challenges. These enablers are integral to fostering a resilient, sustainable, and inclusive international civil aviation system.

Supporting Enablers

CAD 13.6M

Supporting Enablers perform supporting activities to facilitate the achievement of Strategic Goals or contribute toward accelerating the progress of the high-level ICAO priorities. Funding is needed for:

Mechanisms for Partner Contributions

ICAO provides various funding mechanisms to support its Strategic Goals and enable partners to contribute effectively to the advancement of global aviation. These mechanisms are structured to align with various levels of contribution and target areas, as reflected in the funding modalities table. Contributions can be aligned with specific ICAO priority focus areas, regions, or through cross-cutting enablers, or transformational initiatives.

Multi-year and Predictable Contributions

In line with the Resource Mobilization Policy's emphasis on sustainability, ICAO encourages multi-year contributions to ensure predictable funding. Such contributions provide a stable financial foundation for effective planning and the long-term implementation of ICAO's strategic initiatives.

Enhanced Governance and Monitoring

All contributions to ICAO are managed in accordance with the governance and accountability frameworks, regulations, rules, policies and procedures. This includes the use of robust monitoring and evaluation systems, to ensure accountability and alignment with ICAO's priorities, while offering donors a clear and consistent overview of fund utilization and programme outcomes.

These funding modalities provide partners with diverse avenues to contribute, from supporting the organization's overarching mission through non-earmarked funds to addressing specific regional or thematic needs via earmarked funding. By utilizing these mechanisms, ICAO ensures that all contributions are leveraged in a manner that is transparent, impactful, and strategically aligned with the objectives of the Organization.

An aerial photograph of an airport tarmac. A large white commercial airplane is the central focus, with its wings spread wide. Ground service equipment, including a mobile staircases, belt loaders, and various service vehicles like trucks and vans, are positioned around the aircraft. The tarmac is marked with white lines and numbers. A blue semi-transparent banner is overlaid on the right side of the image, containing the text 'APPENDIX A' and 'Business Plan'.

APPENDIX A

Business Plan



Every Flight is Safe and Secure



Active and Emerging Aviation Safety Risk Programme

MAIN HIGHLIGHTS

- This program contains ICAO's most basic safety critical efforts requiring expertise across all technical and operational aviation domains to support the work of dozens of technical panels and working groups
- The Global Aviation Safety Plan, and support for Regional and State Safety Plans are developed under this programme
- Provisions span all aspects of aviation, for example, aerodrome and aircraft operations, infrastructure requirements, personnel licensing, rules of the air, transport of dangerous goods, and accident investigations
- New initiatives are needed to manage existing and emerging risks arising from new aviation technologies, and growing and more complex airspace operations

IMPACT IF NOT IMPLEMENTED

- Negative impact on safety, particularly with respect to the high-risk categories of fatality occurrences
- Weakened safety system due to lack of coordinated safety plans and implementation of safety provisions
- Proper infrastructure to support new technologies and enhance aerodrome capacity will be delayed due to delayed standards
- Delayed standards, data collection and analysis capabilities related to aircraft in distress, flight recorders, and accident investigations
- Ongoing, costly update of charts, procedures and aircraft databases related to outdated navigational reference system

Universal Safety Oversight Audit Programme (USOAP)

MAIN HIGHLIGHTS

- USOAP Programme uses the Continuous Monitoring Approach (CMA) to assess States' safety oversight systems and track progress on deficiencies
- Evaluates the maturity of State safety oversight programs through on-site and remote audit and validation activities, and a web-based platform
- Manages activities related to Significant Safety Concerns (SSCs) and Corrective Action Plans
- USOAP CMA must evolve to improve efficiency, address emerging challenges and consider new methods such as performance-based standards

IMPACT IF NOT IMPLEMENTED

- This program is 50% funded, hindering ICAO's ability to plan USOAP activities using a risk-based process, degrading the frequency of audit activities, and potentially rendering the Effective Implementation measure irrelevant
- Tools to support the USOAP and USAP program, such as the Online Framework, Electronic Filing of Differences System, and analytic applications, cannot be maintained
- Reduced capacity to provide input to assistance needs and activities and future standards development
- Safety audit program will not be fit for purpose to support the future demands of states

Universal Security Audit Programme (USAP)

MAIN HIGHLIGHTS

- Uses the Continuous Monitoring Approach (CMA) to prioritize States for oversight activities which determine the sustainability of States' Aviation Security systems and the level of their effective implementation of security-related SARPs.
- Manages activities related to Significant Security Concerns (SSECs) and Corrective Action Plans
- Results of the audit activities are critical to support standard development and sharpen implementation support activities
- Additional funding would double the number of audits per year compared to zero nominal growth (ZNG) funding limits and reduce the audit cycle significantly

IMPACT IF NOT IMPLEMENTED

- 70% of USAP activities will not be conducted, resulting in outdated data and unaddressed risks
- Improvements to State aviation security systems not recognized
- Negative impact on ability to prioritize and plan USAP activities using a risk-based process
- Reduced capacity to provide analysis and statistics to support standard development and review process

Aviation Cybersecurity Programme

MAIN HIGHLIGHTS

- Monitoring and analysis of cyber threats, coordination between the ICAO Cybersecurity Strategy, the ICAO Action Plan and other ICAO global plans (GASep, GASP, GANP)
- Supports Council, Council committees, and the Air Navigation Commission in reviewing and updating SARPs and procedures across all aviation domains
- Supports and coordinates the meetings and operations of the Cybersecurity Panel (CYSECP), related working groups, and task forces and develops the necessary guidance to support States in implementation of cybersecurity provisions

IMPACT IF NOT IMPLEMENTED

- Inability to support States in making informed cybersecurity decisions due to lack of data and inefficient and duplicative implementation
- Weakened capacity to monitor global cybersecurity trends and to coordinate aviation security (AVSEC) and cybersecurity (CYBERSEC)
- Reduced ability of ICAO to ensure proper governance on cybersecurity and provide expert support

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

MAIN HIGHLIGHTS

- Mitigates the impact of health emergencies on aviation, supporting the health and safety of aviation personnel, passengers and communities potentially impacted by the transmission of communicable disease in aviation
- Supports aviation continuity through risk monitoring, risk assessment and risk management activities.



- Develops aerospace medicine frameworks, including capacity building and implementation components, to support aeromedical certification and mental health of aviation personnel.
- Produces SARPs, guidance material, and provides implementation support to States in collaboration with other UN agencies and scientific institutions.
- Promotes resilience through the application of evidence-based and risk informed measures using a flexible and agile approach consistent with the situation.

IMPACT IF NOT IMPLEMENTED

- Expertise required to support CAPSCA will not be maintained
- Delays in SARPs amendments, guidance material, and State support, resulting in increasing health and safety risks and decreasing air connectivity during public health emergencies.

Other High Impact Outputs for this Strategic Goal

MAIN HIGHLIGHTS

- The Accident/Incident Data Reporting (ADREP) System and iSTARS provide accident/incident analytics and business intelligence for safety performance measurement
- Ensures continued access to protected spectrum and guards against Global Navigation Satellite Systems GNSS interference
- Continues provision of AVSEC and cybersecurity assistance to States
- Monitors and updates GAsEP global priority areas

IMPACT IF NOT IMPLEMENTED

- Without ADREP and iSTARS, States will duplicate efforts and incur greater costs managing safety data
- Inadequate protection or irreparable loss of available frequency spectrum required by aeronautical CNS systems for safe and efficient air navigation
- Risks to CNS systems and navigation from radio frequency interference
- Inability to assist States in addressing AVSEC challenges or resolving USAP findings
- Delayed amendments to GAsEP

Overall Funding Gap for Goal A: CAD 10.5M*

* For the Strategic Goal A, the funding gap is expressed at the Goal level, reducing the initial gap of CAD 29.4M by CAD 18.9M as a one-time top-up of assessments for the prioritized elements of the 2026-2028 Business Plan



Aviation is Environmentally Sustainable



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

MAIN HIGHLIGHTS

As per the Council-approved Roadmap, ICAO will:

- develop and update regulatory frameworks to facilitate the development and deployment of SAF, LCAF and other aviation cleaner energies, and other aviation decarbonization measures.
- * Enhanced support is required to accelerate the CAEP technical work for Council approval of life-cycle values for new fuel sources and pathways and new SCS
- implement and update the LTAG monitoring and reporting methodologies to include all aspects of Global Framework
- monitor the provision of implementation support and financing to aviation CO₂ reductions measures

IMPACT IF NOT IMPLEMENTED

- ICAO's work on LTAG has not been funded by the 2023-2025 Regular Budget
- Inability to develop and update necessary ICAO regulatory frameworks to facilitate the development and deployment of SAF, LCAF and other aviation cleaner energies, and other aviation decarbonization measures
- Inability to properly implement and update the LTAG monitoring and reporting methodologies to include all aspects of Global Framework
- Inability to properly monitor environment-driven innovations and take stock of aviation CO₂ reductions measures, including through LTAG Stocktaking events, ICAO Tracking Tools, and State Action Plans

Funding Gap: CAD 4.1M

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

MAIN HIGHLIGHTS

- This programme aims at delivering enhanced support to States and other stakeholders toward the achievement of the CAAF/3 Global Framework, and the LTAG of net-zero carbon emissions by 2050
- ACT-SAF activities will include the training series, sharing of best practices, as well as the support for SAF feasibility studies and business cases, through partnerships and cooperation amongst States and stakeholders and with the support of regional offices
- ACT-SAF will be extended to add support to the implementation of other emissions reduction measures (e.g., aircraft technology, operation) as an ACT-LTAG programme

IMPACT IF NOT IMPLEMENTED

- Inability to deliver a robust, targeted and tailored capacity-building and implementation support through the Assistance, Capacity-building and Training for SAF (ACT-SAF) and ACT-LTAG programmes.
- Programme delivery will be compromised without on the availability of continued and additional budgetary resources (e.g. contributions to ENV Voluntary Fund), in particular for the development of SAF feasibility and business implementation studies.

Funding Gap: CAD 0.8 m



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

MAIN HIGHLIGHTS

- ICAO will update SARPs, guidance and relevant CORSIA implementation elements, as well as maintain and update CORSIA Central Registry (CCR) - which is not budgeted
- The balanced supply between the availability of CORSIA-eligible fuels (i.e. SAF and LCAF) and the availability of CORSIA-eligible emissions units (i.e. carbon credits) is an increasingly important issue, as their future demand is expected to grow

IMPACT IF NOT IMPLEMENTED

- ICAO will not be able to continue to properly maintain and update CORSIA Central Registry (CCR) and compile CO₂ emissions and other data submitted by States, for publication of relevant documents
- ICAO will not be able to increase its support to TAB for the technical assessment of programme applications based on the ICAO emissions unit criteria, while ensuring their quality and environmental integrity

Funding Gap: CAD 1.6M

FINVEST Hub Programme

MAIN HIGHLIGHTS

- Establishment and operationalization of a platform to connect sustainable aviation fuel, low-carbon aviation fuel, and other cleaner energy projects with financial institutions, thereby supporting the aviation sector's green transition and the achievement of the Global Long Term Aspirational Goal of net-zero carbon emissions by 2050
- The Finvest Hub aims to encourage the mobilization of new and additional funding, with a particular focus on supporting developing countries and states with special needs. Ultimately, the Finvest Hub seeks to foster greater financial collaboration and investment, driving progress towards a sustainable, low-carbon future for international aviation

IMPACT IF NOT IMPLEMENTED

- ICAO will not be able to contribute to scale up in the development and deployment of SAF, LCAF and other cleaner energies
- Insufficient funding pathways for SAF, LCAF and other cleaner energies projects, especially for developing countries
- Non-compliance with the building blocks for the CAAF3 Roadmap and with Assembly resolutions

Funding Gap: CAD 1.2M

Other High Impact Outputs for this Strategic Goal

MAIN HIGHLIGHTS

- Foster the research and development of new and emerging environment-related technologies, ICAO will continue to review and update ENV SARPs and guidance on aviation Noise, Local Air Quality, and CO₂
- Enhance ICAO leadership by actively outreach and provide inputs to UNFCCC and other processes, particularly on clean energy, carbon markets, climate financing, aviation taxation, single-use plastics, and scientific understanding of aviation's climate impacts
- Undertake information exchange and develop guidance regarding climate change adaptation and resilience

IMPACT IF NOT IMPLEMENTED

- The lack of funding to Noise-related activity will limit the Organization's capability to ensure that new and emerging environment-related technologies be incorporated into ENV SARPs, bearing in mind an increasing emphasis on interdependencies between Noise and CO₂
- The lack of funding will negatively impact ICAO's leadership on matters related to aviation and the environment

Funding Gap: CAD 2.6M



Aviation Delivers Seamless, Accessible, and Reliable Mobility for All



Advanced Air Mobility / New Entrants Programme

MAIN HIGHLIGHTS

- Program fulfills a critical role in the evolving landscape of aviation to harmonize regulations for emerging aviation technologies, ensuring safety, interoperability, and innovation
- Supports the safe operation and integration of unmanned aircraft systems (UAS), AAM, and higher airspace operations alongside conventional aviation while addressing regulatory, safety, and environmental challenges

IMPACT IF NOT IMPLEMENTED

- Delayed delivery of provisions will impact States' ability to safely approve operations
- Conventional aviation industry would bear costs to mitigate negative safety impacts of new entrants and benefits such as GDP, and jobs growth, environmental sustainability and access to underserved communities would be delayed
- ICAO would not maintain a resilient and future-ready airspace management framework

Funding Gap: CAD 7.8M

Air Navigation Performance Improvement Programme

MAIN HIGHLIGHTS

- 14th ICAO Air Navigation Conference in 2024 identified 22 specific recommendations and emphasized trajectory-based operations (TBO) to help achieve LTAG by 2050
- Coordinates deployment of essential air traffic management (ATM) capabilities in pursuit of the GANP's objectives
- Works to sunset the ICAO 2012 flight plan by 2034 and transition to flight and flow-information for a collaborative environment (FF-ICE) services

IMPACT IF NOT IMPLEMENTED

- Global ATM network would become less safe, fragmented and inefficient, leading to increased incidents, delays, fuel costs, and emissions. Cross-border ATM would not be seamless, and traffic management delays would increase
- Halt of TBO efforts would compromise global harmonization, setting back years of progress

Funding Gap: CAD 1.1M

Crisis Preparedness and Response Programme

MAIN HIGHLIGHTS

- Enhances aviation resilience by creating a comprehensive and adaptable crisis response programme to help States meet **their** obligations under the Chicago Convention
- Creates a crisis response framework with governance structures, coordination mechanisms and communication strategies to improve crisis response capabilities for health emergencies, humanitarian crises, airspace conflicts, etc.
- Builds capacity within States and supports development of their crisis response, emergency, and contingency plans

IMPACT IF NOT IMPLEMENTED

- ICAO's ability to assist States effectively will **be hindered**, leading to inefficiencies and gaps in crisis management
- Aviation will be no more resilient to the impacts of the next major crisis (e.g., COVID-19)

Funding Gap: CAD 1.1M

Traveller Identification (TRIP) Programme

MAIN HIGHLIGHTS

- Establishment of trust in the authenticity and integrity of electronic and digital documents is fundamentally important in their use in all areas. These documents must therefore be properly authenticated and interoperable across borders, supporting traveller identification management, user verification and certification verification processes.
- The TRIP Programme continues to provide global leadership in the development and maintenance of specifications for Machine Readable Travel Documents (MRTDs), ePassports, and Digital Travel Credentials (DTCs), as outlined in Doc 9303 Machine Readable Travel Documents and Annex 9 – Facilitation.
- In the next triennium, ICAO will lead critical updates and amendments MRTD specifications and develop new policies, guidance and tools to support for digital transformation of border controls and identity management systems..

IMPACT IF NOT IMPLEMENTED

- Any interruption or underfunding of the TRIP Programme would critically impede ICAO's ability to guide and support States in adopting new identification technologies, resulting in growing disparities in border security and facilitation capabilities.
- It would undermine States' ability to effectively manage identity verification processes, thereby weakening the global aviation security ecosystem and exposing vulnerabilities to fraud and identity misuse.
- Lack of continued updates to specifications and guidance would hinder the global adoption of digital travel credentials and other interoperable identity tools, limiting progress on seamless passenger journeys and digital borders.
- States, particularly in developing regions, would face further challenges in complying with global standards and accessing technical support, widening the digital and connectivity gap.
- A delay in implementing interoperable traveller identification systems could directly affect the effectiveness of crisis response and recovery efforts by impeding timely passenger screening, identity confirmation, and data sharing across borders.

Funding Gap: CAD 1.8M



Other High Impact Outputs for this Strategic Goal

MAIN HIGHLIGHTS

- Ensure the safe integration of space launches into airspace
- Timely standardization of modern aviation infrastructure
- The enhancement of both standardization and implementation of Annex 9 provisions will enable the streamlining of all clearance processes at the borders. This enhancement will need the appropriate resources
- Provision of assistance to States to implement recommendations from the High Level Conference on COVID-19 (HLCC) is a priority focus area and any disruption to this work could have significant consequences, undermining ICAO's ability to assist States effectively and resulting in inefficiencies and gaps in crisis management during potential future Public Health Emergencies of International Concern PHEICs

IMPACT IF NOT IMPLEMENTED

- Inefficiencies caused by undue airspace closures for space launches can also lead to significant safety risks
- Any disruptions in HLCC recommendations could undermine ICAO's ability to assist States effectively, resulting in inefficiencies and gaps in crisis management during potential future Public Health Emergency Preparedness Plans
- Severely compromise global harmonization, disrupt the coordinated deployment of essential Annex 9 provisions, and undermine the realization of the air transport objectives, potentially setting back progress for years in the improvement of passenger experience

Funding Gap: CAD 1.2M



The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges



International Air Law & Optimized ICAO Legal Services

MAIN HIGHLIGHTS

- Safeguard LEB's capacity to sustainably administer disputes arising under Article 84 of the Chicago Convention
- Retain LEB's ability to timely address emerging legal challenges with the advancement of items on the Work Programme of the Legal Committee
- Maintain a sustained cadence for outreach, capacity-building and teaching activities for the development and implementation of international air law, including the provision of the ICAO courses in the field of air law in all ICAO working languages.
- Retain sufficient support to promote ratification of air law instruments and to facilitate timely treaty registration and depositary activities
- Facilitate and sustain a high level of service delivery for external relations matters, including host-State issues

IMPACT IF NOT IMPLEMENTED

- Delays in supporting the Council's dispute-settlement functions
- Inability to develop deliverables of the Article 12 Task Force, affecting global aviation safety
- Reduced efforts to promote ratification of international air-law treaties, impacting ICAO's ability to manage risks and address threats (e.g., cyber-threats)
- Reduced capacity to support States with legal compliance and delayed teaching and dissemination of knowledge of air law around the world.
- 12–18 months delay in providing legal support for developing SARPs and guidance for pilotless aircraft
- Delays in processing credentials, visa support and protocol requests, jeopardizing timely participation of delegations in ICAO meetings and events

Funding Gap: CAD 3.1M



The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All



Air Transport Economic Development Programme

MAIN HIGHLIGHTS

- Hosting of the Seventh Meeting of the Worldwide Air Transport Conference (AT-Conf/7)
- Continued efforts to promote and progress air transport liberalization
- Qualitative & quantitative analyses on liberalization, analysis and coordination on economic aspects of innovation, and cooperation with international/regional organizations (workshops, forums, etc.)
- Support to States in the development of financing systems for aviation infrastructure
- Analysis on the economic aspects of the operations of unmanned aircraft Aerial sSystems (UAS) + development of potential funding and financing mechanisms to support their operations

IMPACT IF NOT IMPLEMENTED

- Inability to properly conduct in-depth analyses on liberalization and market access, on the economic aspects of UAS operations, to develop funding and financing mechanisms for these operations, and to support States in creating financing systems for aviation infrastructure

Funding Gap: CAD 3.5M



High Priority Enablers

ICAO Continuous Organizational Improvement Programme

MAIN HIGHLIGHTS

- Focused on enhancing organizational efficiency to ensure the greatest possible efficiency and effectiveness in the operations of ICAO to meet the Strategic Goals, including Human Resource Management, Digitalization, Financial Management, Multilingualism, Governance and Accountability, and Business Operations and process management.
- This Programme includes initiatives such as the Accountability Framework implementation, Cost Recovery implementation, and Enterprise Risk Management platform implementation; evolution of the Enterprise Resource Planning, Enterprise Business Process Management enhancement, Corporate Performance Monitoring and Reporting system enhancement, and Service Management; establishment of Technical Competency Framework, knowledge management, talent marketplace, and succession planning.

IMPACT IF NOT IMPLEMENTED

- Reduced investment in continuous organizational improvement will impact the Organization's capability to enhance efficiency and to continue building from the achievements of the Transformational Objective.

Details on each initiative

Enterprise Risk Management Platform (ERMP)

ICAO's Enterprise Risk Management aims to provide risk management capabilities to mitigate external and internal risks, including infosec, environmental, and economic risks for ICAO, adopting a results-based management (RBM) approach grounded in proper risk measurement.

The current ERM Platform lacks automation and is unable to make the critical linkages needed with other systems needed to carry out robust risk management in real-time.

A new ERM Platform solution, with integrated risk assessment and ERM framework capabilities will provide a broad and comprehensive ability for measuring the performance of ICAO across the organization, while remaining aligned with the current corporate risk register.

EXPECTED BENEFITS

- Improved Decision-Making – help leadership make timely decisions since this solution will be aligned to the corporate risk register and will allow the aggregation and consolidation of risks to provide a better picture to all relevant stakeholders.
- Increased Communication – enable information to flow properly across the Organization, integrating with activities, projects, programmes and deliverables, as well as conforming to the corporate risk strategy and RBM approach.
- Increased Risk visibility – improve managers' assessment of risks facing their units and receive a communal list of shared risks that can be tackled together as an Organization.

Event Management System (EMS)

The goal is to enhance stakeholder interactions and improve oversight of event management.

Currently, event management is scattered across different platforms and tools. These technical limitations reduce ICAO's effectiveness at proper communication and coordination with external stakeholders.

A new EMS focused on cloud adoption will allow greater access and by removing existing limitations. By centralizing customer data, streamlining interactions, and facilitating data analysis, the EMS will empower user-experience, enhance service delivery, and provide real-time insights.

EXPECTED BENEFITS

- Greater user flexibility in accessing the system.
- Unified ICAO approach to event management.
- Improved efficiency and reduced efforts in outreach.
- Minimization of IT maintenance for different systems through the unification of functionalities.

Technical Competency Framework

The incorporation of the technical competencies into the ICAO Competency Framework is a vital step in optimizing workforce capability, by ensuring that ICAO has the right workforce with the right skills, to determine what future skills are required to meet its immediate and emerging business challenges and through effectively empowering employees to drive innovation.

The aim of this initiative is the amalgamation of technical competencies, which are deemed as instrumental in defining the knowledge, skills, and abilities required for specific jobs, roles and functions in ICAO.

EXPECTED BENEFITS

- Defining capabilities – providing a common language for describing workforce needs as they relate to the mission and Strategic Goals of ICAO.
- Improved performance – training and coaching interventions provided for Staff to help bridge gaps.
- Enhanced talent mobility – allowing Staff to take up opportunities in the Talent Market Place matching Staff competencies with Organizational needs.

Talent Marketplace and Mobility

The goal of talent mobility is to ensure that ICAO is flexible enough to allow various skillsets of talent to thrive and be successful.

Currently, ICAO does not have a modern talent mobility platform that enables staff with opportunities to develop and grow their careers. This is an issue that needs changing, if ICAO wants to attract and retain the best talent to implement its programmes and support the needs of its Member States.

The new Talent Marketplace will help ICAO move away from a prescriptive approach to career paths, to a more comprehensive approach of career development. This will be coupled with enhanced Talent Mobility support through career development and succession planning.

EXPECTED BENEFITS

- Talent Marketplace – will provide the platform for hiring managers to source staff internally for internal opportunities, including jobs, projects, and other initiatives.
- Career Development Support – ICAO will facilitate employee growth internally by providing opportunities and support, including more accessible career resources, regular career talk shops, career conversations, career coaching, and mentoring programme.
- Succession Planning – introduce a succession planning model to help identify and develop key talent in critical roles.

Enterprise Resource Planning (ERP)

The ERP will improve ICAO's operational processes and modernize the way ICAO manages projects.

The ERP solution establishes and maintains a sole source of truth, facilitates departmental collaboration, digitalizes, modernizes, and improves the Organization's operational processes as well as enhance internal and external reporting.

The PPM component of the ERP system will provide an integrated view of ICAO's projects, including financials, allowing for accurate cost tracking and budget management at the project level. By capturing project outcomes within the ERP system, ICAO can gather valuable insights and lessons learned, enabling continuous improvement, eliminating inefficiencies and knowledge sharing across projects and teams throughout the organization.

EXPECTED BENEFITS

- Resource efficiencies
- Additional functionalities
- Standardization, integration, & automation of Processes
- Improved traceability
- Enhanced Organizational Decision-making
- Improved collaboration
- Knowledge Sharing and sharing lessons learned
- Alignment with Strategic Plan and Business Plan
- One-ICAO Approach
- Risk reduction
- Improved data security
- Improved operational productivity
- Centralization of data management
- Financial transparency and accountability
- Accurate tracking of projects

Corporate Performance Monitoring and Reporting (CPMR)

ICAO is focused on developing an enhanced CPMR tool to improve transparency and accountability aligned with a results-based management (RBM) approach.

The current stand-alone tools and limited use of KPIs for performance tracking have made it difficult for management and external stakeholders to evaluate and measure the performance of ICAO against its business plan.

An enhanced CPMR solution, with defined key performance indicators (KPIs) will provide a broad and comprehensive ability for measuring the performance of ICAO across the Organization, as well as provide the ability to align the programme and project specific KPIs to organizational level KPIs.

EXPECTED BENEFITS

- Improved Decision-Making – help leadership make timely decisions, aligned to the ICAO Business Plan.
- Increased Communication – enable information to flow upward, downward, or laterally, reaching the intended accountable KPI owners in a timely manner.
- Integration – the new system will be able to integrate fully with ICAO's other systems.

Service Management System

The Service Management system will deliver a modern “one stop shop” for ICAO users and partners, based on a cloud SaaS solution (ServiceNow).

Currently, the first phase of ServiceNow has been deployed, providing users with integrated support for IT service management. The second and third phase of this initiative will deliver an increased service catalogue, including:

- Human Resource Service Delivery
- Case Management (Operations, Procurement, Treasury, Legal, Finance)
- Identity Directory Access Management
- Travel and Expense
- Recruitment

EXPECTED BENEFITS

- Improved user experience
- Improved traceability
- Reduction in reporting effort
- Automation of processes
- Cost savings
- Resource efficiencies

Funding Gap: CAD 8.6M



Innovation Programme

MAIN HIGHLIGHTS

- Make innovations known and accessible to all States. Proactively engage with all States on potential benefits of innovation in aviation and support their implementation and interoperability, considering national and regional circumstances.
- Ensure the timely development of global policies and standards related to innovations.
- Promote an environment where innovation in aviation can flourish in all ICAO regions in line with the No Country Left Behind (NCLB) initiative.
- Use innovation to increase the efficiency, effectiveness and transparency of ICAO

IMPACT IF NOT IMPLEMENTED

- Missed opportunities for innovations to be used by Member States.
- Delayed or uncertain availability of global policies and standards to enable innovations.
- Innovations deployed in aviation in a fragmented and not interoperable manner.
- Innovations may not flourish in some ICAO regions.

Funding Gap: CAD 2.6M

Details of the ICAO Innovation Policy and of the projects for which funding is sought can be found on <https://istars.icao.int/Sites/Home/Innovation>.

ICAO Gender Equality Programme & Global Ambassador's Programme

MAIN HIGHLIGHTS (GENDER EQUALITY)

- Promote gender equality by building capacity, enhancing awareness, improving representation, increasing accountability, and engaging with external partners.
- Supports the implementation of Assembly Resolution A41-26 through activities targeting ICAO, Member States, policymakers, and the aviation industry.

IMPACT IF NOT IMPLEMENTED (GENDER EQUALITY)

- Risk of not fulfilling ICAO's global commitments under UN SDG 5 on Gender Equality.
- Inability to address the Call to Action of the 2nd Aviation Gender Summit.

MAIN HIGHLIGHTS (GLOBAL AMBASSADOR'S)

- Engage, inspire and call upon all people, notably women and youth, to consider careers in the aviation industry
- Help amplify the work of ICAO and the vision laid out in its Strategic Plan 2026-2050 to support the future growth of aviation through raising awareness and mobilizing support from States, donors and partners
- Reach new target audiences to educate and inform on available career choices in the aviation industry and how the sector is contributing to a better future
- Increase widespread participation in the aviation sector, especially in leadership and technical roles

IMPACT IF NOT IMPLEMENTED (GLOBAL AMBASSADOR'S)

- Continued decline in awareness and interest in aviation and its opportunities, especially among youth and women
- Missed opportunities for socio-economic development and failing to promote aviation value to decision-makers and investors
- Uncoordinated advocacy and messaging about ICAO's priority issues such as the imperatives of the High Priority Enabler on Gender Equality and Attracting New Talent

Funding Gap: CAD 1.7M (Gender Equality & Global Ambassador's)

Next Generation of Aviation Professionals Programme

MAIN HIGHLIGHTS

- Attract, train, and retain new talent while facilitating workforce mobility and industry transitions.
- Includes reskilling, upskilling, and continuous development to keep the workforce updated with evolving technologies.
- Engages the global aviation community to address both short- and long-term workforce needs and guide planning at global, regional, and national levels.

IMPACT IF NOT IMPLEMENTED

- Missed opportunity to compete with other industries for young talent.
- Not positioning ICAO as the global leader in workforce development.

Funding Gap: CAD 1.4M

Supporting Enablers

Optimized governance, management, and performance of the Organization to advance ICAO's Vision, Mission, and Strategic Goals

MAIN HIGHLIGHTS

- The establishment of the Enterprise Portfolio Management Office (EPMO) in the Office of the Secretary General is part of the Strategic Organizational Model to implement the new ICAO Strategic Plan.
- The EPMO will ensure the accountability for strategic and business planning, prioritization, implementation, monitoring, and reporting.
- Through an EPMO, ICAO will ensure a standardized approach that supports an agile professional workforce deployed based on priorities to achieve desired results.
- This ensures all Business Plan activities and projects are delivered under a Results Based Management framework.
- The EPMO will also include functions for accountability, risk management, internal controls, portfolio project management, business process management and change management.
- The EPMO will also be the business unit responsible for the implementation of the Continuous Organizational Improvement high priority enabler.

IMPACT IF NOT IMPLEMENTED

- A reduced budget for the EPMO will diminish its capacity to deliver its expected outputs toward the corresponding desired outcome.
- Under ZNG, an inadequate EPMO risks limited enterprise standardization or consistency in how programmes are managed and implemented.
- Leads to inefficiencies, a static structure, and challenges in managing and reporting at an enterprise level, as well as in prioritization and resource planning.

Funding Gap: CAD 3.0M (for triennium)

DONOR OPPORTUNITIES

Funding of posts (by financial contributions or in-kind through secondments). The following core functions and resources will need to be established:

- Portfolio governance and management
- Monitoring and reporting
- Portfolio project management
- Change management
- Enterprise business process management



Provision of advice and guidance to staff on workplace relations and informal conflict resolution, and coordination of the “Trustful Workplace Ambassadors” initiative

MAIN HIGHLIGHTS

- The position of a P5 Ombudsperson has been added to the ZBB budget proposal for the next triennium as a critical role to ensure a harmonious workplace and address potential conflicts at an early stage
- Based on industry calculations and ICAO caseload data, the cost of time spent on workplace conflict at ICAO is about CAD 10 million annually; factoring other conflict-related costs, the potential value of informal conflict prevention, management, and resolution is approximately CAD 4.5 million annually (CAD 13.5 million per triennium)
- Investing CAD 1.11 million in the Ombudsperson position will yield significant financial efficiency gains in managing and resolving workplace issues

IMPACT IF NOT IMPLEMENTED

- Under a ZNG budget, the Ombudsperson position is not funded, which will have a detrimental impact on ongoing efforts in informal conflict resolution and the wider internal administration of justice

Funding Gap: CAD 1.1M

Reinforcement of other Supporting Enablers

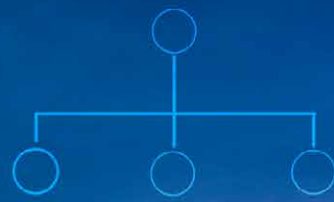
MAIN HIGHLIGHTS

- Litigation support for staff appeals
- Enhanced communication services and support for growing initiatives and events
- Ethics awareness initiatives
- Reinforcement of the evaluation function
- Implementation of the Cost Recovery Policy
- Substantive, procedural and logistical support to ICAO governing bodies (Secretariat and conference services)
- Increase in translation capacity from 7.7 million to 8.59 million words per year (average demand 10.83 million)
- Enhanced ICT services to maintain and advance ICAO's digital transformation efforts
- Key Human Resources priorities to advance HR operations and transformation
- Activities to raise awareness and support a culture of compliance with ICAO's regulatory framework
- General services support for ICAO HQ and Regional Offices (safety/security, resilience, property control, logistics, travel)
- Full representation of ICAO at UN inter-agency meetings
- Information Security compliance with ISO 27001 and enhancement of security posture

IMPACT IF NOT IMPLEMENTED

- Delayed support to Strategic Goals
- Reduced resources for governing-body meetings (Assembly, Council)
- Underfunded conference services (hybrid services, registration, technical/logistical support)
- Inability to meet surges in language-services demand
- Halted digital transformation—maintenance of new platforms and services stopped
- Reduced HR capacity for workforce development (abolition of support positions, halted engagement surveys and learning programmes)
- Limited compliance-awareness activities, affecting adherence to regulatory framework
- Insufficient capacity to resolve service requests, hampering operational efficiency
- Reduced ICAO participation in UN inter-agency initiatives

Funding Gap: CAD 7.3M



APPENDIX B

No Country Left Behind

Implementation Support





No Country Left Behind – Global per BP 2026–2028



MAIN HIGHLIGHTS

- Implementation Support provides essential assistance to Member States in meeting ICAO Standards and Recommended Practices (SARPs). Through tailored capacity-building, technical guidance, and the deployment of specialized Implementation Packages (iPacks), ICAO enables States to overcome operational challenges and enhance compliance. This collaborative approach ensures that no country is left behind in achieving global aviation objectives

IMPACT IF NOT IMPLEMENTED

- Outdated or missing National Air Navigation Plans impede compliance with the Global Air Navigation Plan. Insufficient regional support may prevent achieving the goal of seven coordinated Regional Navigation Plans that include Aviation System Block Upgrade implementation targets
- Inadequate assistance to Member States, **affects** capacity development and implementation support efforts across all Strategic Goals
- Hindered progress in addressing regional and national priorities and challenges, especially in developing States, stalling the achievement of no country is left behind objective.
- Delayed advancement of State legal and regulatory frameworks, impacting compliance with SARPs and affecting the resilience of the aviation system

Funding Gap: CAD 2.4M

Implementation Support

All below-listed Implementation Support programmes/projects can be accessed via the following live online link, which points to their most recent versions. (<https://tinyurl.com/4vknww6d>)



Global

Establish a globally, harmonized and interoperable approach to ensure effective information management.

PROGRAM REFERENCE

2023-GLOBAL/106

DETAILS

Beneficiary: Aviation ecosystem.

PROBLEM STATEMENT

Connected aviation needs robust data management to ensure safety. Global harmonization is crucial.

KEY ACTIVITIES

- Launch SWIM Fundamentals GAT course.
- Develop Information Security Awareness Training and Manual.

OUTCOMES

- Standardized information exchange and improved cyber resilience.

Risk Level: Medium

Value: USD 1M

Duration: 36 months.

Development of Guidance Material on the Governance of CAAs.

INITIATIVE REFERENCE

2023-GLOBAL/92

DETAILS

Beneficiary: Global

PROBLEM STATEMENT

Challenges in the governance of several CAAs affect the implementation and sustainability of international provisions.

KEY ACTIVITIES

- Develop guidance material directed at supporting CAAs to implement best governance practices, based on regional surveys conducted under the collaboration of ICAO and OECD.

OUTCOMES

- Improvement of the governance of regulators, supporting in their normative, certification and oversight activities, and a continuous improvement of their regulatory capabilities.

Risk Level: Medium

Value: USD 250K

Duration: > 24 months.

Development, Deployment and Translation of ICAO Implementation Packages (iPacks)

PROGRAM REFERENCE

2023-GLOBAL/110 and 2023-GLOBAL/109

DETAILS

Beneficiary: Global

PROBLEM STATEMENT

States continue to face challenges meeting ICAO SARPs requirements, further compounded by the rapid pace of technological advancements. Originally created to support post-pandemic recovery, ICAO's Implementation Packages (iPacks) have since evolved into a scalable toolset to help States address broader compliance and capacity-building needs in aviation.

KEY ACTIVITIES

- Design and development of new iPacks addressing emerging aviation needs.
- Deployment of iPacks combining standardized guidance, training, and expert consultative support.
- Translation and localization of iPack materials to support global accessibility and uptake.

OUTCOMES

- Enhanced technical expertise of civil aviation authorities (CAAs).
- Trained and qualified personnel to implement ICAO provisions.
- Deployment of practical tools to facilitate targeted compliance and modernization efforts.

Risk Level: Medium

Value: USD 2M

Duration: 6–36 months

AIG Assistance

INITIATIVE REFERENCE

2023-GLOBAL/93

DETAILS

Beneficiary: Global

PROBLEM STATEMENT

States struggle to meet ICAO AIG standards.

KEY ACTIVITIES

- Review regulations and develop CAPs.

OUTCOMES

- Enhanced accident investigation and safety systems.

Risk Level: Medium

Value: USD 500K

Duration: 24 months.

Aviation Security Capacity Building (ISD-SEC)

PROGRAM REFERENCE

2023-GLOBAL/108

DETAILS

Beneficiary: Global

PROBLEM STATEMENT

Many States require support to meet Annex 17 provisions and strengthen aviation security oversight. ICAO's ISD-SEC programme delivers structured capacity-building to address security deficiencies and enhance global resilience.

KEY ACTIVITIES

- Targeted AVSEC assistance and training.
- Needs assessments and AVSEC Improvement Plans.
- Support to regional AVSEC programmes (e.g., CASP-AP, CASP-MID, AFI SECFAL Plan).
- Post-deployment monitoring.

OUTCOMES

- Improved alignment with ICAO security provisions.
- Enhanced national and regional AVSEC oversight capabilities.
- Scalable and harmonized support worldwide.

Risk Level: Medium

Value: USD 1.5M

Duration: > 36 months

Implementation Support Programme on Safety Oversight Capacity Building (SAFE-CAP)

PROGRAM REFERENCE

2023-GLOBAL/100

DETAILS

Beneficiary: Global

PROBLEM STATEMENT

States need support to enhance safety oversight aligned with ICAO objectives.

KEY ACTIVITIES

- Phase I: Fact-finding missions.
- Phase II: Deployment and technical support.
- Phase III: Post-deployment monitoring.

OUTCOMES

- Improved safety oversight capabilities.
- Scalable and harmonized safety initiatives.

Risk Level: Medium

Value: USD 1.5M

Duration: > 36 months

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

PROGRAM REFERENCE

2023-GLOBAL/94

DETAILS

Beneficiary: All ICAO Member States

PROBLEM STATEMENT

Public health events disrupt aviation, requiring cross-sector collaboration for preparedness and response.

KEY ACTIVITIES

- Capacity-building initiatives and training.
- Public Health Corridor implementation.
- Readiness assessments.

OUTCOMES

- Safeguarded passenger and personnel health.
- Mitigated disease spread and maintained safe air transport.

Risk Level: Medium

Value: USD 1M

Duration: > 36 months

Improve preparedness for and management of ATM Contingency Events

PROGRAM REFERENCE

2024-GLOBAL/1974

DETAILS

Beneficiary: All States

PROBLEM STATEMENT

States need a harmonized regional ATM contingency framework to respond effectively to events, ensuring inter-regional collaboration and building capacity.

KEY ACTIVITIES

- Regional workshops (APAC/MID, AFI, SAM/NACC) with study cases and exercises.
- Present outcomes to PIRGs for formalizing regional frameworks.

OUTCOMES

- Updated Regional ATM Contingency Frameworks.
- Improved management of ATM events.

Risk Level: Low

Value: USD 200K

Duration: 12 months

Cross-Border Transferability of Aircraft (XBT) and Interchange agreements among AOCs operating under the same name.

PROJECT REFERENCE

2024-GLOBAL/1944

DETAILS

Beneficiary: APAC, MID, SAM, and AFI Regions

PROBLEM STATEMENT

With over 40% of aircraft globally under lease, frequent transfers challenge current registration systems and raise compliance issues under international conventions.

KEY ACTIVITIES

- Regional workshops on XBT and Interchange agreements among AOCs operating under the same name.
- Development of an iPack on aircraft transfer and aircraft interchange agreements by various AOCs.
- Design of a global aircraft register (TBC with donor).

OUTCOMES

- Mitigate risks associated to aircraft interchange agreements and ensure compliance with ICAO provisions of Annex 6
- Improved implementation of Annex 7 and Doc 10142.
- Enhanced compliance with Cape Town and Geneva Conventions.
- Facilitated aircraft transfers across States.

Risk Level: Low

Value: USD 85K

Duration: > 36 months

Regional Safety Oversight Organization (RSOO) and Regional Accident and Incident Organization (RAIO) (RRAP) Assessments

PROGRAM REFERENCE

2025-GLOBAL/2022

DETAILS

Beneficiary: Member States in RSOO/RAIO

PROBLEM STATEMENT

RSOOs and RAIOS help States comply with ICAO SARPs, but many face resource and capacity challenges.

KEY ACTIVITIES

- Conduct RRAP assessments to identify capacity levels and deficiencies.
- Develop reports and review Corrective Action Plans.

OUTCOMES

- Capacity levels of RS00s/RAIOs determined.
- Needs and deficiencies addressed.

Risk Level: Medium

Value: USD 700K

Duration: > 36 months

Building Capacity of RSOOs and RAIOs

PROGRAM REFERENCE

2025-GLOBAL/2023

DETAILS

Beneficiary: Global, Member States of RSOO/RAIO

PROBLEM STATEMENT

States continue to face challenges implementing ICAO SARPs. As a result, many States have decided to come together to pool their resources to create Regional Safety Oversight Organizations (RSOOs) and/or Regional Accident and Incident Investigation Organizations (RAIOs). These organizations provide numerous services/functions to assist States comply with ICAO SARPs. However, these organizations also face challenges with adequate financial and human resources. To ensure that Member States receive the necessary assistance/services, it is important to ensure that RSOOs/RAIOs are qualified and capable. It is therefore critical to support RSOOs/RAIOs build the necessary capacity and be sustainable to provide effective services on behalf of Member States. The use of RRAP assessment reports can facilitate the identification of deficiencies/needs of the RSOOs/RAIOs.

KEY ACTIVITIES

- Missions to gain political support and financing to support RSOO/RAIO
- Legal and organizational review and support
- Economic review/study
- Conduct of needs analysis/RRAP
- Development of a strategic plan of implementation
- Training (courses and OJT)

OUTCOMES

- Establishment of a sustainable RSOOs (financially and human resources)
- Enhanced legal framework (MOU, etc.)
- Pool of technical experts to be shared in region
- Harmonized regulatory environment.

Risk Level: Medium

Value: 100000 USD

Duration: 24 months

ICAO APAC/MID ATFM and FF-ICE Seminar 2025

PROJECT REFERENCE

2025-GLOBAL/2099

DETAILS

Beneficiary: APAC and MID States

PROBLEM STATEMENT

To meet future traffic demands, States must implement Air Traffic Flow Management (ATFM) and plan for a seamless transition to the Flight and Flow Information for a Collaborative Environment (FF-ICE), phasing out FPL 2012 by 2034.

KEY ACTIVITIES

- Conduct seminar with group exercises on ATFM and FF-ICE provisions.
- Provide implementation guidance and planning support.

OUTCOMES

- Updated ATFM concepts and procedures for APAC and MID.
- Regional transition plans to FF-ICE for both APAC and MID.

Risk Level: Low

Value: USD 13.7K

Duration: 6 months

Workshops on Effective Delegation of Tasks and Functions from States to RSOOs/RAIOs

PROJECT REFERENCE

2025-GLOBAL/2137

DETAILS

Beneficiary: Global

PROBLEM STATEMENT AND NEEDS

Many States continue to face challenges complying with ICAO SARPs. By delegating specific tasks and functions to RSOOs and/or RAIOS, States have additional resources/expertise in order to enhance and strengthen their safety oversight capabilities. Unfortunately, some States are not clear on their responsibilities under the Chicago Convention and how to properly and effectively delegate tasks and functions to these regional organizations. The workshop will provide States and RSOOs/RAIOs with clarity on State responsibilities and provide guidance on how to properly delegate.

IMPLEMENTATION SUPPORT COMPONENTS AND ACTIVITIES

- 3 day workshop to be held in every ICAO region, plus 2 sub-regions (Pacific Islands and Caribbean Islands) for States, RSOOs and RAIOS

OUTCOMES

- The objective of the workshops is for States, RSOOs and RAIOS to have a common understanding of a State's responsibility under the Chicago Convention, what is delegation, and how it can be done effectively (i.e. legal frameworks, regulations, etc). The goal is to help States establish effective delegations with RSOOs and RAIOS.

Risk Level: Low

Value: 300,000 USD

Duration: 36 months

Establishment of an ICAO Hybrid Smart Room

PROBLEM STATEMENT

The COVID-19 pandemic necessitated hybrid learning environments. ICAO aims to design advanced hybrid classrooms and breakout rooms to support global training needs.

PROPOSED SOLUTIONS

- Create hybrid classrooms for simultaneous in-person and remote participation.
- Equip breakout rooms for flexible group discussions and virtual teaching.

Requested Contribution: USD 665,000.

Aviation Needs Analysis for Landlocked Developing Countries (LLDCs)

PROJECT REFERENCE

2025-GLOBAL/2137

PROBLEM STATEMENT

Landlocked Developing Countries (LLDCs) face inherent geographic and structural disadvantages due to their lack of direct access to the sea, resulting in high transport costs, delayed trade, and limited connectivity. These constraints severely impact their economic development, making their GDP levels on average 20% lower than non-landlocked nations. LLDCs also suffer from barriers in air transit imposed by neighboring countries, further limiting access to global markets. The remoteness of these countries often results in insufficient infrastructure, high costs of air services, and limited capacity to attract private sector investment or sustain regular air operations.

Aviation plays a crucial role in addressing these challenges by connecting LLDCs to the global economy through trade, tourism, and humanitarian efforts. However, the aviation sectors in many LLDCs are underdeveloped, facing obstacles such as inadequate infrastructure, weak regulatory oversight, limited financial and human resources, and low compliance with international standards. Without targeted support and strategic investment, these aviation systems are unlikely to develop the resilience, sustainability, and capacity needed to drive long-term socio-economic growth.

PROPOSED SOLUTIONS

- In response to Assembly Resolution A41-24 and strong support from ICAO Member States, ICAO proposes to conduct a comprehensive Aviation Needs Analysis for LLDCs. This analysis will identify key gaps and challenges across the aviation ecosystems of LLDCs, aligned with ICAO's 2026–2050 Strategic Plan and strategic objectives. The study will proceed in two phases: fact-finding and data collection, followed by gap analysis and the development of actionable recommendations. It will address areas such as infrastructure, regulatory frameworks, air traffic forecasting, SARPs compliance, financing, digital innovation, and regional cooperation.
- The analysis will be led by a team of ICAO experts in collaboration with LLDC Member States, the UN-OHRLLS, and the International Think Tank for LLDCs. The methodology will include literature review, interviews, on-site missions, and stakeholder consultations. The resulting recommendations will guide targeted capacity-building, investment strategies, and implementation support tailored to LLDCs.

Requested Contribution: USD 510,000.

Organizational Transformation Services and Support for Member States

PROBLEM STATEMENT

Civil aviation authorities and related service providers in many Member States often lack the internal capacity and specialized expertise required to initiate and lead effective organizational transformation. A critical first step in any transformation journey is conducting a comprehensive organizational evaluation assessment. However, this step is frequently overlooked or inadequately executed due to a shortage of in-house capabilities, which compromises the development of a sound and actionable transformation plan.

In the absence of tailored guidance, these organizations may struggle with planning, prioritizing, and executing reform initiatives aligned with international best practices. There is a clear gap in the availability of aviation-specific transformation advisory services that can offer trusted, practical support. ICAO, having built significant internal capacity in organizational transformation, can support in addressing this gap and support Member States through structured, expert-driven assistance.

PROPOSED SOLUTION:

To address this need, ICAO proposes the launch of an Organizational Transformation Services package, designed to provide targeted management advisory and support to Member States and their civil aviation organizations. The package includes four main components: (1) an on-site organizational evaluation assessment using interactive engagement methods; (2) remote support for high-level transformation planning based on assessment outcomes; (3) a transformation playbook, tools, and templates to support implementation; and (4) training on specialized transformation subjects to enhance internal capacity.

These services are designed to be flexible and scalable based on each organization's readiness and needs. The package is proposed to be piloted in three selected States—one each from the Americas, Africa, and Asia-Pacific regions—based on demonstrated interest and coordination with donor partners. Additional implementation support, including specialist consultants and procurement services, will be available as required.

Requested Contribution: USD 249,500

APAC

Pacific Small Island Developing States (PSIDS) Programme for Capacity Building

INITIATIVE REFERENCE

2023-APAC/99

DETAILS

Beneficiary: PSIDS

PROBLEM STATEMENT

PSIDS face lower safety oversight implementation levels, requiring external support for capacity building to enhance aviation safety.

KEY ACTIVITIES

- Technical assistance in critical areas (PEL, OPS, AIR, etc.).
- Support for laws, regulations, and guidance development.
- Training and workshops.

OUTCOMES

- Strengthened safety oversight capabilities.
- Trained personnel and sustainable frameworks.

Risk Level: Medium

Value: USD 1M

Duration: > 36 months

Americas

Accident And Incident Investigation (AIG) Turnkey 2 Project – Follow-Up on Caribbean

PROJECT REFERENCE

2024-NACC/1923

DETAILS

Beneficiary: Barbados, ECCAA and Trinidad and Tobago.

PROBLEM STATEMENT

Low effective implementation in accident investigation (AIG) is due to inadequate independence, personnel, and processes. Regional solutions require national-level capacity.

KEY ACTIVITIES

- Six assistance missions.
- On-the-job training for AIG experts.

OUTCOMES

- Established AIG regulations and databases.
- Effective Accident and Incident Investigation System.
- Foundations for a Regional Accident Investigation Organization (RAIO).

Risk Level: Low

Value: USD 97K

Duration: 18 months

Support Improving Tactical Response Capabilities of Eastern Caribbean

PROJECT REFERENCE

2025-NACC/2147

DETAILS

Beneficiary: Eight OECS States – Antigua & Barbuda, Barbados, Dominica, Grenada, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Trinidad & Tobago.

PROBLEM STATEMENT

Small-island ANSPs face growing exposure to accidents, system failures and more frequent hurricanes, yet lack integrated search-and-rescue (SAR) and contingency procedures.

KEY ACTIVITIES

- Develop SAR Mission-Coordinator training (10 days).
- Produce regional guidance and run a workshop on hurricane preparedness, followed by a technical assistance mission.

OUTCOMES

Trained SAR personnel in every OECS State; harmonised contingency procedures; stronger regional coordination for crisis response.

Risk Level: Low

Value: USD 60 K

Duration: 18 months

Support Improving Oversight for ANS Quality Management Systems

PROJECT REFERENCE

2025-NACC/2148

DETAILS

Beneficiary: All 22 NACC States (Antigua & Barbuda → USA)

PROBLEM STATEMENT

Fragmented links between CAA oversight and service-provider QMS result in duplicated audits, uneven quality data and slow safety-deficiency resolution.

KEY ACTIVITIES

- Four SME-led modules to craft integrated audit guides, correlation matrices and QA checklists for PBN, AIM and MET.
- Bilingual regional workshop (Mexico City) to train auditors and validate the new framework.

OUTCOMES

Digital audit toolkit, harmonised QA-SO linkages and trained regional inspectors able to use quality data proactively.

Risk Level: Low

Value: USD 135.5 K

Duration: 24 months

Technical Assistance for Enhancing Air Connectivity and Air Transport Liberalization in Central America

PROJECT REFERENCE

2025-NACC/2149

DETAILS

Beneficiary: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua

PROBLEM STATEMENT

High fares, few direct routes and restrictive policies limit mobility, tourism and trade within Central America.

KEY ACTIVITIES

- Phase 1: regional connectivity assessment and workshop.
- Phase 2: policy harmonisation, regulatory advice and capacity-building on open-skies and data analysis.
- Phase 3: infrastructure readiness review with ANS/Airport groups.

OUTCOMES

- Modern, harmonised air-transport policies.
- Greater intra-regional connectivity and reduced travel costs.
- Stronger institutional capacity to sustain liberalisation.

Risk Level: Medium

Value: USD 60 K

Duration: 24 months

Technical Assistance for Enhancing Air Connectivity and Air Transport Liberalization in the Eastern Caribbean/CARICOM Region

PROJECT REFERENCE

2025-NACC/2150

DETAILS

Beneficiary: Antigua & Barbuda, Barbados, Dominica, Grenada, St Kitts & Nevis, St Lucia, St Vincent & the Grenadines, Trinidad & Tobago

PROBLEM STATEMENT

Fragmented markets, high taxes and limited data hinder efficient, affordable air links among Eastern Caribbean islands.

KEY ACTIVITIES

- Three-phase programme covering market analysis, regulatory harmonisation, capacity-building, database creation and infrastructure readiness assessments.

OUTCOMES

- Open-skies frameworks and harmonised regulations.
- Expanded route options and lower fares.
- Robust data to inform policy and investment decisions.

Risk Level: Medium

Value: USD 88 K

Duration: 30 months

CAPSCA Technical Assistance for the NAM and CAR Regions

PROJECT REFERENCE

2025-NACC/2145

DETAILS

Beneficiary: 22 NACC States + 19 Territories

PROBLEM STATEMENT

COVID-19 exposed gaps in public-health emergency (PHE) preparedness at airports; no CAPSCA missions have been held in the region since 2017.

KEY ACTIVITIES

- Update CAPSCA tools and deliver training.
- Six joint ICAO/WHO assistance missions (CAR States, Territories, Central America) with on-site gap analyses and confidential reports.

OUTCOMES

- Improved coordination between aviation and health authorities.
- National PHE plans aligned with ICAO SARPs and WHO IHR.
- Trained personnel and clear corrective-action roadmaps.

Risk Level: High

Value: USD 100 K

Duration: 36 months

Strengthening National Air Navigation Planning and ANS Service Provision in the CAR Region

PROJECT REFERENCE

2025-NACC/7

DETAILS

Beneficiary: CAR Region States and Territories

PROBLEM STATEMENT

Many States lack GANP-aligned National Air Navigation Plans (NANPs) and strategies for emerging domains such as SWIM, commercial space launches and ATFM/CDM.

KEY ACTIVITIES

- Six components (gap analysis, NANP development, CNS modernisation, ATFM/CDM, SWIM planning, space-launch coordination) delivered via workshops and technical assistance.

OUTCOMES

- NANPs completed or updated for all participants.
- Roadmaps for CNS upgrades, SWIM deployment and ATFM/CDM integration.
- Regional progress report for GREPECAS/NACC WG.

Risk Level: Medium-High

Value: USD 180 K

Duration: 36 months

Unmanned Aircraft Systems (UAS) and Advanced Air Mobility (AAM) Regulatory and Oversight Capacity-Building Project for the CAR Region

PROJECT REFERENCE

2025-NACC/8

DETAILS

Beneficiary: CAR Region States and Territories

PROBLEM STATEMENT

Rapid UAS/AAM growth outpaces existing regulations and oversight capabilities, especially for BVLOS, urban operations and high-seas flights.

KEY ACTIVITIES

- Develop model regulations and guidance aligned with ICAO tools.
- Five expert missions to assess national frameworks and deliver tailored recommendations.
- Regional workshops on BVLOS, UTM and inter-agency coordination.

OUTCOMES

- Harmonised UAS/AAM regulations and templates.
- Enhanced State oversight competence and compliance with Annex 2/6.
- Regional cooperation on UTM and urban-mobility concepts.

Risk Level: High

Value: USD 100 K

Duration: 36 months

Programme on Supporting the Development and Update of States' Action Plans on CO₂ Emissions Reduction Activities

PROJECT REFERENCE

2025-NACC/2146

DETAILS

Beneficiary: 20 NACC States

PROBLEM STATEMENT

Most NACC States have outdated or single-edition State Action Plans (SAPs) and limited capacity to quantify mitigation, integrate SAF/CORSIA measures or craft finance-ready projects.

KEY ACTIVITIES

- Phase I: baseline assessment and roadmap design.
- Phase II: capacity-building workshops on ICAO tools (e.g., EBT) and project-structuring templates.
- Phase III: support final SAP submissions and development of investment-ready proposals.

OUTCOMES

- Updated, data-driven SAPs reflecting SAF, operational improvements and CORSIA.
- Trained national teams able to quantify emissions reductions.
- Pipeline of “bankable” aviation-climate projects.

Risk Level: Low

Value: USD 125 K

Duration: 30 months

Enhancing ANS Oversight Capacity in the Caribbean through Targeted Technical Support and Capacity Building

PROJECT REFERENCE

2025-NACC/2165

DETAILS

Beneficiary: Barbados, Belize, Guyana, Haiti, Jamaica, OECS, Suriname and Trinidad and Tobago) and the Caribbean Aviation Safety and Security Oversight System (CASSOS)

PROBLEM STATEMENT

As small island developing states (SIDS), the States of the Caribbean have limited financial and human resources, resulting in significant challenges for them to comply with ICAO SARPs (both safety and security). Although the Caribbean Aviation Safety and Security Oversight System (CASSOS) was established in 2009 to address these issues, it has struggled to fulfill its mandate due to resource constraints and the broader systemic difficulties faced by its Member States. As a result, it is necessary to provide targeted assistance in order to build capacity in the States, as well as CASSOS to ensure an effective and efficient harmonized regulatory system in the region.

KEY ACTIVITIES

Based on a 5 year programme:

- Baseline assessment reports for each beneficiary State identifying gaps in ANS oversight and implementation;
- Tailored Corrective Action Plans (CAPs) to address deficiencies and USOAP findings;
- Development and delivery of technical guidance materials and harmonized regulatory templates for ANS oversight functions;
- On-site technical assistance missions to support States in strengthening their ANS oversight frameworks and inspection procedures;
- Hands-on training and mentoring sessions for national ANS inspectors and regulatory staff;
- Organization of a regional ANS workshop to promote knowledge exchange, best practices, and regulatory harmonization;

EXPECTED OUTCOMES

- Harmonized regulatory environment
- A States needs assessment for each State;
- Developed implementation plan including prioritization of the work

Risk Level: Medium

Estimated Budget: USD 200,000 per year; proposed 5 year programme

Estimated Duration: initial 12 months; with proposed overall duration of programme of 5 years

Last Updated: 22 July 2025

AGA Oversight Capacity in the Caribbean through Targeted Technical Support and Capacity Building

PROJECT REFERENCE

2025-NACC/2163

DETAILS

Beneficiary: Barbados, Belize, Guyana, Haiti, Jamaica, OECS, Suriname and Trinidad and Tobago) and the Caribbean Aviation Safety and Security Oversight System (CASSOS)

PROBLEM STATEMENT

As small island developing states (SIDS), the States of the Caribbean have limited financial and human resources, resulting in significant challenges for them to comply with ICAO SARPs (both safety and security). Although the Caribbean Aviation Safety and Security Oversight System (CASSOS) was established in 2009 to address these issues, it has struggled to fulfill its mandate due to resource constraints and the broader systemic difficulties faced by its Member States. As a result, it is necessary to provide targeted assistance in order to build capacity in the States, as well as CASSOS to ensure an effective and efficient harmonized regulatory system in the region.

KEY ACTIVITIES

Based on a 5 year programme:

- Baseline assessment reports for each beneficiary State identifying gaps in AGA oversight and implementation;
- Tailored Corrective Action Plans (CAPs) to address deficiencies and USOAP findings;
- Development and delivery of technical guidance materials and harmonized regulatory templates for AGA oversight functions;
- On-site technical assistance missions to support States in strengthening their AGA regulatory frameworks and inspection procedures;
- Hands-on training and mentoring sessions for national AGA inspectors and regulatory staff;
- Organization of a regional AGA workshop to promote knowledge exchange, best practices, and regulatory harmonization;

EXPECTED OUTCOMES

- Harmonized regulatory environment
- A States needs assessment for each State;
- Developed implementation plan including prioritization of the work

Risk Level: Medium

Estimated Budget: USD 200,000 per year; proposed 5 year programme

Estimated Duration: initial 12 months; with proposed overall duration of programme of 5 years

Last Updated: 22 July 2025

Enhancing OPS Oversight Capacity in the Caribbean through Targeted Technical Support and Capacity Building

PROJECT REFERENCE

2025-NACC/2166

DETAILS

Beneficiary: Barbados, Belize, Guyana, Haiti, Jamaica, OECS, Suriname and Trinidad and Tobago) and the Caribbean Aviation Safety and Security Oversight System (CASSOS)

PROBLEM STATEMENT

As small island developing states (SIDS), the States of the Caribbean have limited financial and human resources, resulting in significant challenges for them to comply with ICAO SARPs (both safety and security). Although the Caribbean Aviation Safety and Security Oversight System (CASSOS) was established in 2009 to address these issues, it has struggled to fulfill its mandate due to resource constraints and the broader systemic difficulties faced by its Member States. As a result, it is necessary to provide targeted assistance in order to build capacity in the States, as well as CASSOS to ensure an effective and efficient harmonized regulatory system in the region.

KEY ACTIVITIES

Based on a 5 year programme:

- Baseline assessment reports for each beneficiary State identifying gaps in OPS oversight and implementation;
- Tailored Corrective Action Plans (CAPs) to address deficiencies and USOAP findings;
- Development and delivery of technical guidance materials and harmonized regulatory templates for OPS oversight functions;
- On-site technical assistance missions to support States in strengthening their OPS regulatory frameworks and inspection procedures;
- Hands-on training and mentoring sessions for national OPS inspectors and regulatory staff;
- Organization of a regional AGA workshop to promote knowledge exchange, best practices, and regulatory harmonization;

EXPECTED OUTCOMES

- Harmonized regulatory environment
- A States needs assessment for each State;
- Developed implementation plan including prioritization of the work

Risk Level: Medium

Estimated Budget: USD 200,000 per year; proposed 5 year programme

Estimated Duration: initial 12 months; with proposed overall duration of programme of 5 years

Last Updated: 22 July 2025

Enhancing AIR Oversight Capacity in the Caribbean through Targeted Technical Support and Capacity Building

PROJECT REFERENCE

2025-NACC/2164

DETAILS

Beneficiary: Barbados, Belize, Guyana, Haiti, Jamaica, OECS, Suriname and Trinidad and Tobago) and the Caribbean Aviation Safety and Security Oversight System (CASSOS)

PROBLEM STATEMENT

As small island developing states (SIDS), the States of the Caribbean have limited financial and human resources, resulting in significant challenges for them to comply with ICAO SARPs (both safety and security). Although the Caribbean Aviation Safety and Security Oversight System (CASSOS) was established in 2009 to address these issues, it has struggled to fulfill its mandate due to resource constraints and the broader systemic difficulties faced by its Member States. As a result, it is necessary to provide targeted assistance in order to build capacity in the States, as well as CASSOS to ensure an effective and efficient harmonized regulatory system in the region.

KEY ACTIVITIES

Based on a 5 year programme:

- Baseline assessment reports for each beneficiary State identifying gaps in AIR oversight and implementation;
- Tailored Corrective Action Plans (CAPs) to address deficiencies and USOAP findings;
- Development and delivery of technical guidance materials and harmonized regulatory templates for AIR oversight functions;
- On-site technical assistance missions to support States in strengthening their AIR regulatory frameworks and inspection procedures;
- Hands-on training and mentoring sessions for national AIR inspectors and regulatory staff;
- Organization of a regional AIR workshop to promote knowledge exchange, best practices, and regulatory harmonization;

EXPECTED OUTCOMES

- Harmonized regulatory environment
- A States needs assessment for each State;
- Developed implementation plan including prioritization of the work

Risk Level: Medium

Estimated Budget: USD 200,000 per year; proposed 5 year programme

Estimated Duration: initial 12 months; with proposed overall duration of programme of 5 years

Last Updated: 22 July 2025

Enhancing PEL Oversight Capacity in the Caribbean through Targeted Technical Support and Capacity Building

PROJECT REFERENCE

2025-NACC/2167

DETAILS

Beneficiary: Barbados, Belize, Guyana, Haiti, Jamaica, OECS, Suriname and Trinidad and Tobago) and the Caribbean Aviation Safety and Security Oversight System (CASSOS)

PROBLEM STATEMENT

As small island developing states (SIDS), the States of the Caribbean have limited financial and human resources, resulting in significant challenges for them to comply with ICAO SARPs (both safety and security). Although the Caribbean Aviation Safety and Security Oversight System (CASSOS) was established in 2009 to address these issues, it has struggled to fulfill its mandate due to resource constraints and the broader systemic difficulties faced by its Member States. As a result, it is necessary to provide targeted assistance in order to build capacity in the States, as well as CASSOS to ensure an effective and efficient harmonized regulatory system in the region.

KEY ACTIVITIES

Based on a 5 year programme:

- Baseline assessment reports for each beneficiary State identifying gaps in PEL oversight and implementation;
- Tailored Corrective Action Plans (CAPs) to address deficiencies and USOAP findings;
- Development and delivery of technical guidance materials and harmonized regulatory templates for PEL oversight functions;
- On-site technical assistance missions to support States in strengthening their PEL regulatory frameworks and inspection procedures;
- Hands-on training and mentoring sessions for national PEL inspectors and regulatory staff;
- Organization of a regional PEL workshop to promote knowledge exchange, best practices, and regulatory harmonization;

EXPECTED OUTCOMES

- Harmonized regulatory environment
- A States needs assessment for each State;
- Developed implementation plan including prioritization of the work

Risk Level: Medium

Estimated Budget: USD 200,000 per year; proposed 5 year programme

Estimated Duration: initial 12 months; with proposed overall duration of programme of 5 years

Last Updated: 22 July 2025

Establishment and implementation of quality systems compliant with ICAO Annex 3 requirements in the Caribbean States

PROJECT REFERENCE:

NACC/1958

DETAILS

Beneficiary: 11 SIDS (Antigua & Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Trinidad & Tobago), plus CMO and ECCAA.

PROBLEM STATEMENT

None of the beneficiary States have fully implemented ICAO-compliant MET Quality Systems (QMS), compromising the safety, regularity, and efficiency of international air navigation.

KEY ACTIVITIES

- QMS mentoring programme with WMO RA IV and CMO.
- Expert support missions and fellowships (16 participants).
- Webinars on WMO/ICAO guidance and ISO 9001:2015 lead auditor training.

OUTCOMES

- Formalized State commitments and mentoring mechanisms.
- Model QMS documentation standardized regionally.
- Trained MET personnel and 15 certified ISO 9001:2015 internal auditors.

Risk Level: Medium

Value: USD 79K

Duration: 12 months

Regional Guidance for the Development of Air Navigation Services (ANS) Continuity Plans

PROJECT REFERENCE:

2024-NACC/1969

DETAILS

Beneficiary: States/Territories and international organizations providing ANS in the CAR Region.

PROBLEM STATEMENT

Annex 11 requires ANSPs to maintain contingency plans for service disruptions. Several events in the CAR Region have shown difficulties in activating such plans effectively, particularly during partial or progressive service degradation. Regional guidance is needed to identify key assets, assess vulnerabilities, ensure service continuity, and define recovery actions.

KEY ACTIVITIES

- Hire a subject matter expert (SME) to draft ANS Continuity Plan and guidance materials.
- Assistance mission to test and refine the draft plan with a CAR Region ANSP.
- Dissemination of results in the framework of the Annual Contingency Planning and Response Meeting.

OUTCOMES

- Improved ANSP ability to manage disruptions and recover safely.
- Enhanced resiliency and safety culture in the CAR Region.
- Stronger regional coordination and harmonized contingency/recovery actions.

Risk Level: Low

Value: USD 21.6K

Duration: 12 months

Translation of LAR Regulations, Safety Inspector Manuals, and Related Materials into English

PROJECT REFERENCE

2023-SAM/26

DETAILS

Beneficiary: Guyana and Suriname

PROBLEM STATEMENT

Small States such as Guyana and Suriname currently face barriers to adopting the Latin American Regulations (LARs) due to the unavailability of materials in English. Translating the LARs, associated Safety Inspector Manuals, and other relevant documents will enable these States to access a harmonized regulatory framework aligned with ICAO SARPs. This initiative supports the development of sustainable regulatory systems, promotes the use of standardized guidance materials and training resources, and facilitates regional collaboration through the sharing of human resources. The SRVSOP will also benefit from broader international feedback, enhancing the relevance and quality of its material.

KEY ACTIVITIES

- Translate key LAR documents and associated guidance into English
- Edit and adapt the translated content for publication in a user-friendly web-based platform
- Coordinate with Guyana, Suriname, and other interested States to ensure effective integration and long-term use
- Align translation and adaptation processes with SRVSOP's continuous development mechanisms

EXPECTED OUTCOMES

- Improved access to SRVSOP regulatory and guidance materials for English-speaking States
- Enhanced regional regulatory harmonization and capacity-building
- Greater participation of English-speaking experts in SRVSOP development processes

Risk Level: Medium

Estimated Budget: USD 500,000

Estimated Duration: 12 months

Last Updated: 10 July 2024

Deployment of a Regional Ground-Based ADS-B Network in South America

PROJECT REFERENCE:

2026-SAM/2144

DETAILS

Beneficiary: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, French Guiana, Guyana, Panama, Paraguay, Peru, Suriname, Uruguay, Venezuela.

PROBLEM STATEMENT

Large parts of South American airspace lack surveillance data, limiting efficiency, safety, and regional planning.

KEY ACTIVITIES

- Install 17 ground-based ADS-B stations at REDDIG nodes.
- Integrate with REDDIG MPLS network and configure central processing server.
- Deliver training, technical assistance, and operational documentation.
- Define roadmap for phased expansion and MLAT integration.

OUTCOMES

- Real-time ADS-B data in underserved areas.
- Improved regional planning and traffic flow optimization.
- Strengthened collaborative surveillance data sharing.

Risk Level: Low

Value: USD 150K

Duration: 18 months

Strengthening of Ecuador's Capabilities for NAVAID Flight Checks

PROJECT REFERENCE

2025-SAM/2132

DETAILS

Beneficiary: Ecuador

PROBLEM STATEMENT

Ecuador requires enhanced capacity to plan, execute, and document NAVAID flight inspections in line with international standards to ensure safe and efficient air navigation services.

KEY ACTIVITIES

- Assessment of current procedures and capabilities.
- Evaluation of cost-effective flight check options.
- Design of standardized inspection records.
- Improvement of flight check planning and scheduling.
- Capacity-building support for technical personnel.

OUTCOMES

- Enhanced national capacity for flight inspections.
- Improved documentation, planning, and traceability.
- Strategic recommendations for long-term sustainability.

Risk Level: Low

Value: USD 15K

Duration: 6 months

Eastern and Southern Africa

Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan)

PROGRAM REFERENCE

2023-ESAF/96

DETAILS

Beneficiary States: Lesotho, Mali, Guinea, Benin, Malawi, Comoros

PROBLEM STATEMENT

Aviation security in Africa faces systemic issues, including weak laws, poor infrastructure, insufficient funding, and staff shortages. Few States have established National Air Transport Facilitation Programmes or Committees. Regional security challenges like terrorism and conflict exacerbate these problems, limiting compliance with ICAO Annex 17 and Annex 9 Standards.

IMPLEMENTATION ACTIVITIES

1. Strengthen Legislation and Oversight

- Trainings to improve security laws, programmes, and oversight responsibilities.

2. Build Operational Capacity

- Workshops to enhance personnel training and supervision.

3. Improve Certification

- Develop technical guidance and tools to boost certification capabilities.

4. Enhance Quality Control

- Support for quality control measures and resolving security concerns.

EXPECTED OUTCOMES

- Stronger aviation security systems in six States.
- Enhanced compliance with ICAO standards.

Risk Level: Medium

Project Value: 250,000 USD

Duration: 24 months

Last Updated: 2024-10-03T20:02:12

Europe

Uzbekistan COSPA and Collaborative Roadmap

PROGRAM REFERENCE

2023-EUR/NAT/53

DETAILS

Beneficiary: CAA Uzbekistan

PROBLEM STATEMENT

Uzbekistan, under its President since 2016, is transforming through modernization, economic liberalization, and aviation investments. Key points:

- **Economic Shift:** Reducing reliance on cotton and gas, fostering investment, and private growth.
- **Youth Focus:** Educational reforms and job initiatives target a young population.
- **Connectivity:** Major aviation upgrades support trade, tourism, and regional transport hub aspirations.

Aviation integrates into national plans, prioritizing infrastructure upgrades, safety, and a competitive Uzbekistan Airways.

IMPLEMENTATION FOCUS

1. Planning
2. Safety oversight
3. Accident investigation
4. Safety management
5. Operational safety

OUTCOMES

- **Modernization:** Upgraded airports and systems meet global standards, attracting airlines.
- **Economic Boost:** Aviation creates jobs and drives trade and tourism.
- **Tourism Growth:** Streamlined visas and improved services enhance appeal.
- **Connectivity:** Expanded routes cement Uzbekistan as a transport hub.
- **Sustainability:** Balances growth with safety and environmental goals.

Risks Level: Medium

Project Value: 250,000 USD

Duration: 36 months

Last Updated: 2024-11-26T14:28:34.

Western and Central Africa

Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan)

PROGRAM REFERENCE

2023-WACAF/102

DETAILS

Beneficiary: All African States

PROBLEM

Persistent aviation safety oversight weaknesses in Africa prompted ICAO to launch the AFI Plan in 2007 to address high accident rates and deficiencies.

KEY ACTIVITIES

- Support 10 States in establishing safety oversight systems.
- Facilitate RS00/RAIO integration.
- Assist in resolving SSCs and improving Effective Implementation (EI).
- Certify international aerodromes.
- Develop independent accident investigation systems.
- Establish State Safety Programs (SSPs) and provider Safety Management Systems SMSs.
- Conduct safety inspector training and peer reviews.
- Hold annual safety conferences and publish reports.

OUTCOMES

1. Sustainable safety oversight systems.
2. Safety deficiencies resolved.
3. Effective implementation of State Safety Programs (SSP) and Safety Management Systems (SMS).
4. Aviation infrastructure gap analysis.

Risk Level: Medium

Value: \$250,000

Duration: 24 months

AIM Result-Based Implementation Support assistance to Cameroon for the regulation, implementation and oversight of AIXM, eAIP, Terrain data and Obstacle data

PROJECT REFERENCE

2025-GLOBAL/2035

DETAILS

Beneficiary: Cameroon

PROBLEM STATEMENT

Cameroon AIS Provider has implemented an AIXM database and an electronic AIP. However, the said AIXM database has yet to be upgraded to the globally interoperable AIXM5.X version. The State is also yet to implement the following services required by the AFI regional air navigation plan in line with the ASBU elements applicable in the region: Terrain data and Obstacle data.

This project will build the capacity of Cameroon AIS inspectors in the regulation and oversight of AIS services related to AIXM, eAIP, Terrain data and Obstacle data. The project will also build the capacity of the State AIS Provider's technical personnel in upgrading the AIXM database version and in implementing Terrain database, as well as of the State-run Operators' technical personnel in the conduct of Terrain and Obstacle data survey.

The project will provide the State CAA, AIS Provider and Aerodrome Operators with generic documentation supporting the regulation, implementation and oversight of AIXM, eAIP, Terrain data and Obstacle data.

KEY ACTIVITIES

- One capacity-building workshop for Cameroon AIS inspectors, AIS technical personnel and Aerodrome technical personnel on the regulation, implementation and oversight, AIXM, eAIP, Terrain data and Obstacle data

EXPECTED OUTCOMES

- Enhanced capacity of Cameroon AIS inspectors in regulating and overseeing AIXM, eAIP, Terrain data and Obstacle data, including authorization, approval and surveillance activities
- Cameroon AIS technical personnel's capacity enhanced in developing technical specifications and conducting projects for acquiring AIXM database, eAIP system and Terrain database, as well as in collecting, verifying and validating Terrain and Obstacle data
- Cameroon Aerodrome technical personnel's capacity enhanced in developing technical specifications for the conduct of Terrain and Obstacle data surveys

Risk Level: Low

Value: USD 16,000

Duration: 6 months

2025 AFI/MID Workshop on Civil Military Cooperation in ATM

PROJECT REFERENCE

2025-WACAF/2129

DETAILS

Beneficiary: 48 AFI States and 15 Middle East States

PROBLEM STATEMENT

Low levels of coordination between civil and military authorities in air traffic management (ATM) hinder efficient use of airspace and regional cooperation, especially between AFI and MID FIRs.

KEY ACTIVITIES

- Regional workshop on civil-military cooperation, including SARPs and best practices.
- Participation of high-level military and civil aviation authorities.
- Review and validation of CMC project roadmaps and follow-up action plans.

OUTCOMES

- Improved understanding of CMC among AFI and MID stakeholders.
- Development of national and regional CMC implementation plans.
- Enhanced interregional ATM coordination and efficiency.

Risk Level: Low

Value: USD 33K

Duration: 6 months

2025 AFI/MID Regional ATM Contingency Management Framework

PROJECT REFERENCE

2025-WACAF/2130

DETAILS

Beneficiary: 48 AFI States and 15 Middle East States

PROBLEM STATEMENT

Airspace disruptions in AFI and MID regions revealed serious gaps in ATM contingency planning, including limited national frameworks and poor coordination between ATS units across FIRs.

KEY ACTIVITIES

- Interregional workshop to support development of a harmonized Regional ATM Contingency Framework (RACF).
- Knowledge exchange and action planning with ICAO and State participants.
- Post-workshop follow-up and implementation support by Regional Officers.

OUTCOMES

- Effective national ATM contingency plans in at least 60% of AFI/MID States.
- Endorsed RACF supporting regional and interregional harmonization.

Risk Level: Low

Value: USD 20K

Duration: 6 months



INTERNATIONAL CIVIL AVIATION ORGANIZATION

Resource.Mobilization@icao.int