

ICAO BUSINESS PLAN, 2026-2028 (V3.0)

LIST OF OUTPUTS

Strategic Goal Outcome / High Priority Enabler / Supporting Enabler Outputs

A1. Achieved reduction in rate of accidents globally and within each ICAO region and improved sustainability of State's safety oversight systems at the global level

A1.1. Enhanced policies, provisions and implementation support to address High risk categories as well as emerging risks

The significant progress of aviation safety in the past decades has resulted in reduced fatality levels, but also created new expectations and challenges for aviation safety. Two categories of risk will be focused on in the triennium: High Risk Categories of Occurrence, which still have the potential to be a leading cause in accidents with risk of a very high number of casualties, and the emerging risks linked to new operators / new entrants, with the goal of preventing accidents and fatalities. Policies and provisions to address either category of risk is a key output for safety in the 2026 – 2028 triennium.

A1.2. Optimized global and regional safety plan to keep focus on safety priorities

Safety plans include the Global Aviation Safety Plan (GASP), the Regional Aviation Safety Plans (RASP) and National Aviation Safety Plans. The next edition of the GASP is expected to confirm the Global High Risk Categories of Occurrence. Continued progress on these risks and other risks mentioned in the GASP will necessitate the optimization of the regional safety plans to bolster regional approaches. This output will rely on ICAO HQ and Regional Offices to increase the collaboration between their staff and to coordinate an appropriate response based on the specificities of the regions.

A1.3. Development and deployment of an integrated safety data analytics eco-system

Modern aviation safety is addressed through a systemic analysis, which is increasingly based on proactive and predictive approaches as opposed to reactive approaches. Successful analysis tools to further improve aviation safety will require integration between databases which are currently not interoperable, a common vision shared between all ICAO Bureaus as well as outside stakeholders, and an appropriate protection of the confidential and sensitive information shared by Member States and civil aviation actors.

A1.4. Enhanced policies, provisions and implementation support to strengthen safety oversight

Safety oversight by Member States is a key element in establishing the long-term conditions of sustained progress in civil aviation safety. Strengthening safety oversight relies on three pillars: the establishment of provisions defining the responsibilities of States and its framework, a robust and systematic safety audit system, and implementation support at the regional and national levels to give Member States the appropriate tools for safety oversight, in particular, in light of the No Country Left Behind principle.

A1.5. Enhanced collaboration with Member States and other competent stakeholders to ensure the protection of frequency spectrum required for aeronautical services.

Spectrum management for the needs of civil aviation faces unique challenges today, with increased competition from other economic actors and a potential threat to the safety spectrum. Ensuring that aeronautical services continue to rely on a safe, efficient, and adequate frequency spectrum comprises two components: a strong and proactive defense of the civil aviation spectrum with international organizations (foremost ITU) and Member States, and at the same time collaboration with stakeholders and Member States to reinforce the frequency and spectrum management efficiency for aviation, which is essential to maintain the legitimacy of the civil aviation sector's positions on civil aviation spectrum.

A1.6. Enhanced provisions to strengthen risk management and support adequate resource allocation

Risk management, including Safety Management System and other provisions arising from Annex 19 of the Chicago Convention, are a fairly recent addition to ICAO's activities, and during the next triennium work will be conducted to develop additional provisions on that matter, including provisions to ensure that civil aviation actors allocate sufficient resources to risk management.

A2. Enhanced confidence in aviation safety and security provided by universally recognized audit systems, as well as increased awareness of that system among aviation stakeholders, and compliance information about security related SARPs

A2.1. Improved ICAO monitoring function and enhanced information on the sustainability of States' safety and security oversight systems and compliance with ICAO security SARPs

The audit programmes, under a continuous monitoring approach, are the main components of the monitoring function of ICAO. The Universal Safety Oversight Audit Programme (USOAP) and the Universal Security Oversight Audit Programme (USAP) pursue continuous improvements from various mechanisms, including the Secretariat Study Group (SSG) for USAP and recommendations provided by groups of experts which are agreed by the Council and endorsed by the ICAO Assembly for USOAP. These mechanisms improve the monitoring function of ICAO by ensuring that audit programmes remain fit for purpose, aligning the levels of effective implementation of safety and security oversight systems of Member States with applicable ICAO provisions. Likewise, the global acceptance of the audit programmes relies on the currency of the information they produce, which is pursued by increasing States engagement with these audit programmes, accepting the activities planned and interacting with their processes.

A2.2. Enhanced secure online management system for data and information received from different sources on an ongoing basis to facilitate the monitoring of States and their interactive participation in Safety and Security oversight audit programmes

ICAO has developed secure online management systems to facilitate the monitoring of States as well as enable their participation in audit programmes. These online management systems are continuously evolving to provide the audit programmes with enhanced services, analytic tools and information security measures to manage the data collected and produced. Through this output, ICAO pursues resource optimization and enhanced quality of online management systems of audit programmes through continuous improvements.

A3. Improved robustness and sustainability of the global security system, including cybersecurity that facilitates the movement of people and goods by air through effective compliance with Security related SARPS

A3.1. Comprehensive and consolidated data provided by ICAO, States and industry related to security, including cybersecurity to support data driven processes and decisions

To efficiently protect civil aviation against acts of unlawful interference and other attacks, it is imperative to adopt a strategic approach to data management in monitoring and consolidating data in an effective, efficient, secure, and transparent manner. The current landscape is characterized by scattered data points residing in non-interoperable systems, which hampers our ability to make informed decisions. By consolidating and monitoring data more effectively, we can manage data-driven processes and decisions.

A3.2. Integrated analysis of data in support of the development and review of Strategic and Implementation Plans, SARP making and review process, and to guide the development of guidance material, assistance efforts and training materials

By consolidating and analyzing data on current incidents and acts of unlawful interference, and measuring progress towards the GAsEP, its aspirational goal, and milestones, as well as its six priority areas, we can ensure that our strategies and plans are data-driven, comprehensive, and effective. This approach will enable us to identify trends, assess risks, and make informed decisions that enhance the overall security of civil aviation. The integrated analysis will also provide valuable insights to develop targeted guidance materials and training programs, ultimately strengthening our ability to address emerging threats and security challenges in the aviation sector.

A3.3. Aviation interests and security related actions within the UN System are coordinated and supported

To enhance its leadership in addressing all security-related issues of relevance to international civil aviation, ICAO will work closely with the United Nations and other international organizations and Member States to ensure the implementation of the relevant United Nations Security Council resolutions and the United Nations Global Counter-Terrorism Strategy. In line with the All-of-UN approach, and work under the UN Global Counter-Terrorism Coordination Compact, ICAO will also closely cooperate with all Compact Entities on various global initiatives.

A3.4. Engagement and progress of the GAsEP global priority areas is monitored and the GAsEP is updated as needed

The second edition of the GAsEP, published in July 2024, introduces a goal and several milestones which refer to fixed points in time to monitor global progress towards this aspirational goal. Six priority areas were identified to support States and stakeholders in their efforts. ICAO HQ and regional offices will now further provide tools and guidance for States to use the GAsEP, as well as implementation support as needed.

A3.5. Enhanced provisions and guidance material, pertinent to the existing risk context are developed, updated, and promoted

To further protect civil aviation efficiently against acts of unlawful interference, it is imperative to monitor the global threat picture taking into account security incidents and occurrences in all aspects of security. ICAO will therefore continue to review and update security provisions as necessary and will assess whether existing provisions are supporting aviation cybersecurity.

B1. Achieved agreement on the ICAO environmental certification Standards with reduced environmental impact of international civil aviation emissions on local air quality and climate change, and reduced number of people affected by significant aircraft noise

B1.1. Advanced ICAO policies, regulatory frameworks SARPs and guidance for implementation of innovative solutions on Aircraft Noise, and Emissions that impact local air quality and Climate Change

To foster the research and development of new and emerging environment-related technologies, and ensure that they are incorporated into aircraft and engine designs, ICAO will continue to review and update environment-related SARPs including Aircraft Noise, Local Air Quality, and Aircraft CO₂ in Annex 16, Volumes I, II and III, as well as associated Environmental Technical Manuals, Volumes I, II and III and other relevant guidance, which will also support aviation's decarbonization for achieving the LTAG. An increasing emphasis should be put on the consideration of interdependencies between different environmental impacts (e.g. aircraft noise, LAQ and CO₂), and the development of further multiple SARPs (e.g. aircraft noise-CO₂ dual-stringency SARPs) should be explored.

B1.2. Enhanced leadership of ICAO for addressing all aviation environmental issues, including UN cooperation and outreach provided.

To enhance its leadership in addressing all environmental issues of relevance to international civil aviation, ICAO will closely follow-up and provide inputs to the UNFCCC and other UN processes, including statements, submissions, and side events, particularly on the topics of carbon markets, climate financing, and aviation taxation. ICAO will continue to contribute to UN-wide environmental initiatives and groups (e.g., UN Environment Management Group, UN Climate Neutral Initiative) including the use of the ICAO Carbon Emissions Calculator and other tools. ICAO will actively develop material and outreach on its activities and achievements on the environment (e.g., environment reports, newsletters, symposia, and seminars) to States and all other stakeholders.

B1.3. Increased focus on just-transition and emerging environmental areas

ICAO will undertake studies, facilitate the exchange of best practices through seminars and workshops, and explore possible policy and guidance on emerging environmental areas, such as just-transition, recycling and circular economy, and carbon capture and storage, in cooperation with States, industry, and other relevant UN bodies and international organizations. For example, ICAO will enhance cooperation with other relevant UN bodies and international organizations on such topics as single-use plastics by exploring a possible policy and associated guidance on the use of plastics by the aviation sector.

B1.4. Increased focus on the science of climate change.

ICAO Efforts to Enhance Scientific Understanding of Climate Change Impacts

B2. Reduced CO₂ emissions in international civil aviation through the use of ICAO regulatory frameworks, implementation support, and the facilitating of access to financing, toward the global cleaner energy transition, the achievement of the LTAG, and enhancing the capability of monitoring and tracking of the global progress

B2.1. Enhanced support to the development, update and implementation of ICAO Regulatory Frameworks toward the achievement of the collective global aspirational Vision, and the LTAG of net-zero carbon emissions by 2050.

In line with the ICAO Roadmap approved by the Council in 2024, ICAO will develop and update necessary policies, SARPs, regulatory frameworks, and guidance to facilitate the development and deployment of SAF, LCAF, and other aviation cleaner energies, as well as other aviation decarbonization measures. For example, ICAO aims to accelerate the CAEP technical work for Council approval of life-cycle values for new fuel sources and pathways, as well as new Sustainability Certification Schemes (SCS), to support the global development and deployment of aviation cleaner energies in all regions. ICAO will also promote green airports, which play a critical role as the energy infrastructure hub to support aviation's cleaner energy transition.

B2.2. Enhanced support to the establishment, and implementation of ICAO Assistance, and Capacity-building and Training (ACT) programmes toward the achievement of the collective global aspirational Vision, and the LTAG of net-zero carbon emissions by 2050.

In line with the ICAO Roadmap approved by the Council in 2024, ICAO will 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. The ACT-SAF activities will include the update of training on existing topics and the development of new training on emerging topics, the organization of seminars and sharing of best practices and outreach materials, 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. The ACT-SAF programme will be extended to add support to the implementation of other emissions reduction measures (e.g. aircraft technology, operation) as an ACT-LTAG programme.

B2.3. Enhanced support to the establishment and implementation of ICAO Climate Financing initiatives and/or funding mechanisms toward the achievement of the collective global aspirational Vision, and the LTAG of net-zero carbon emissions by 2050

In line with the ICAO Roadmap approved by the Council in 2024, ICAO will undertake further advocacy and outreach by organizing dialogues with States and stakeholders regarding financing needs, and by identifying opportunities to increase the allocation of public and private capital to aviation decarbonization projects. ICAO will operationalize the ICAO Finvest Hub by exploring possible options including in-house developments or partnerships with Financing Platforms of other organizations in order to facilitate financial access to aviation cleaner energy and other decarbonization project proposals. Once operationalized, ICAO will monitor the progress regarding financial access to the project proposals under the Finvest Hub. In addition, as a result of the consideration of the establishment of a climate finance initiative of funding mechanisms under ICAO, any further action will be considered after the 2025 Assembly.

B2.4. Enhanced monitoring of the progressive achievement of the collective global aspirational Vision, utilizing SAF, LCAF and other aviation cleaner energies, and the collective LTAG of net-zero carbon emissions by 2050.

In line with the ICAO Roadmap approved by the Council in 2024, ICAO will develop and update the methodologies as well as the possible regulatory frameworks and platforms, to monitor the achievement of the collective global aspirational Vision for SAF, LCAF and other aviation cleaner energies and the LTAG implementation. This includes the extension of the LTAG monitoring and reporting (LMR) methodologies, to include all aspects of the Global Framework. A study of fuel accounting systems will also be undertaken, followed by possible development/update of any necessary ICAO regulatory frameworks and ICAO IT platform. CAAF/4 will be convened no later than 2028, with a view to updating the cleaner energy Vision and Global Framework as a result of developments in all regions.

B2.5. Enhanced monitoring of environment-driven innovations, and stock-taking of aviation CO2 reductions measures through technology, operations and cleaner energy sources.

In line with the ICAO Roadmap approved by the Council in 2024, ICAO will monitor environment-driven innovations and take stock of aviation CO2 reductions measures, including through annual LTAG Stocktaking events, development and update of ICAO Tracking Tools (on technology, operations and cleaner energies) and additional tools for emerging topics, and submitted State Action Plans (SAP). The implementation of the Global Air Navigation Plan (GANP) should be also monitored to optimize flight plans and routes globally and contribute to fuel burn reduction and lower carbon emissions.

B2.6. Enhanced monitoring on the provision of implementation support and financing to aviation CO2 reductions measures.

In line with the ICAO Roadmap approved by the Council in 2024, ICAO will monitor the provision of implementation support and financing to aviation CO2 reductions measures. This will be done by such means as annual LTAG Stocktaking events, the development and updating of ICAO Tracking Tools (on implementation support and financing), the support for new and updated State Action Plans (SAP) such as regular update of SAP guidance and interactive web-portal, and through seminars and workshops, with the support of Regional Offices.

B3. Increased emissions coverage and environmental integrity of CORSIA to meet the carbon neutral growth goal, with additional States that participate in the scheme every year

B3.1. Advanced and robust implementation of the Carbon Offsetting and Reduction Scheme for International Aviation Framework (CORSIA)

For the advanced and robust implementation of the CORSIA Monitoring, Reporting and Verification (MRV) system, ICAO will update SARPs, and guidance related to CORSIA and relevant CORSIA implementation elements. For the timely and transparent implementation of CORSIA, ICAO will continue to maintain and update the CORSIA Central Registry (CCR) and compile CO2 emissions data as well as other data submitted by States. ICAO will publish relevant documents on the CORSIA website. Adjustments may be needed for the CCR. Continued support to States such as for the reporting of CORSIA eligible fuels and eligible emissions units, through ICAO ACT-CORSIA (Assistance, Capacity-building and Training for CORSIA) programme will be provided with the support of the Regional Offices. Such support will also aim to encourage an increase in the number of States that participate in CORSIA on a voluntary basis.

B3.2. Increased efforts to the supply of CORSIA-eligible fuels and CORSIA-eligible emissions units, while ensuring their quality meets the agreed criteria

One of emerging issues for the robust implementation of CORSIA is 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), necessary for airplane operators to meet their requirements under CORSIA. As the future demand for such CORSIA-eligible fuels and eligible emissions units is expected to grow, ICAO will need to increase its support for the technical assessment of aviation cleaner energies based on the ICAO sustainability criteria, as well as the technical assessment of programme applications based on the ICAO emissions unit criteria, while ensuring their quality and environmental integrity such as the avoidance of double-counting.

B4. Ensured future resilience of air transport by adapting its infrastructure and operations to the consequences of climate change.

B4.1. Increased efforts on improved risk assessments of extreme climate events impacting aviation and climate change adaptation plans, and more resilient infrastructure.

ICAO will undertake studies, facilitate the exchange of best practices through seminars and workshops, and develop necessary guidance regarding climate change adaptation and resilience, in cooperation with States, industry, and other relevant UN bodies and international organizations. For example, ICAO will develop and update further necessary guidance for States for the development and implementation of climate change adaptation measures of aviation operations and infrastructure resilience, including support of CAEP work.

C1. Achieved air navigation performance improvements in all Regions as well as over high Seas

C1.1. Coordinated global and regional air navigation plan implementation and enhanced civil aviation collaboration through continuous engagement and support to national plans

The implementation of the Global Air Navigation Plan (GANP) and the traditional role of coordination amongst all stakeholders will best allow ICAO, Member States, and industry to achieve the coordination of the regional air navigation plans. The sum effect will be to secure an aviation system that continues to be safe, with improved operational efficiency and reliability, and enhanced resilience and crisis preparedness.

C1.2. Enhanced policies, provisions and implementation support to enable air navigation performance improvement

By providing technical expertise to States, industry, and all elements of the Organization, with an intentional refocusing on consensus-based air navigation performance improvement initiatives across all phases of flight, on the ground or in the air, air navigation performance will be improved in all regions including High Seas airspace, with benefits in efficiency and environmental protections (LTAG and reduction of emissions from domestic flights).

C1.3. Improved ICAO monitoring function and enhanced information currency related to Air Navigation performance.

As appropriate, and dependent upon the Member States' willingness, an increased awareness of Air Navigation Performance across regions and in High Seas areas will be sought, including developing a template for monitoring activities that could be implemented in later trienniums.

C1.4. Established framework for development of AAM and integration of new entrants in the aviation sector

SARPs, PANS, guidance material, and other tools are required to support the safe and globally coordinated development of emerging forms of air mobility and technologies. To accommodate the safe development of AAM, UAS, RPAS, there is a need for interoperable technical requirements, and harmonized, fit-for-purpose, regulatory solutions.

C2. Adequate response is delivered to all civil aviation crises, and awareness is established among aviation and non-aviation stakeholders

C2.1. Framework for crisis management and response provided and implemented

Establish and maintain a comprehensive and adaptable framework within ICAO that will allow it to support States, as necessary, in meeting their obligations to the Annexes to the Chicago Convention, as well as obligations in other sectors such as international health regulations, in developing, promulgating, and implementing relevant contingency and emergency plans. The overarching framework will contain a governance structure as well as coordination and communication strategies. It also seeks to improve response capabilities of States in the face of various crises, including disruption or potential disruption, of airport or air traffic management and related support services, health-related crises (e.g., pandemics), and humanitarian-related crises (e.g., natural disasters).

C3. Enhanced global facilitation in air transport across Member States.

C3.1. Enhanced national and international coordination on facilitation matters

ICAO's leadership is essential in developing strategies, plans, templates, and formalities for establishing and actively operating national air transport facilitation programmes and facilitation committees, and enhancing cooperation on facilitation matters among Member States and with various national, regional, and international parties and industry stakeholders interested in facilitation matters. ICAO collaborates with various international organizations such as IMO, WHO, WCO, UNOHCHR, UNHCR, UNODC, UNOCHA, UNICAT, UNCITRAL, ISO, IOM, IATA, and ACI to lead this work. Contingency plans for facilitation of search, rescue, relief flights and repatriation flights, marine pollution and emergency operations, communicable disease outbreak national aviation plan, facilitation of the transport of persons with disabilities, assistance to aircraft accident victims and their families, and combating trafficking in persons.

C3.2. Enhanced development and support for implementation of Annex 9 Facilitation provisions

The development of Facilitation provisions, policies, and guidance material aimed to streamline and simplify border clearance processes for international air transport, enhancing efficiency and ensuring alignment with other international regulations to address procedures for passengers, baggage, cargo, and mail; immigration and customs management; passenger data systems; health-related provisions for managing public health emergencies; guidelines for travel documents and visas; facilities and services required for border formalities; cargo facilitation procedures; and coordination among stakeholders to improve air transport operations.

C3.3. Enhanced national and international action ensuring the integrity of traveller identification and border control programmes

ICAO continues leadership in the development of technical specifications for travel documents. The ICAO Traveller Identification Programme (TRIP) Strategy provides an important new framework for strengthening and improving States' citizen identity establishment and management processes as a critical foundation for an effective national travel document issuance regimen through the development of technical specifications for Machine-readable travel documents and delivery of the Public Key Directory (PKD), including governance, management, administration, and operation.

D1. Enhanced Effective Implementation (EI) rate across all ICAO regions, including in the lowest domains, facilitating a level playing field and equal opportunity for international civil aviation, and achieving a minimum global average

D1.1. Enhanced governance practices related to development of State legal and regulatory framework in full compliance with SARPs

This output seeks to enhance the ongoing advancement of State legal and regulatory frameworks, ensuring the enduring implementation of corresponding international provisions and fostering a resilient aviation system. In this connection, ICAO will further support national authorities in establishing robust and dependable governance models in full compliance with SARPs.

D1.2. Increased coordination to support States to share resources, participate in regional efforts and build capacity

ICAO will further support and promote regional collaborative mechanisms such as Regional Safety Oversight Organizations (RSOOs) and Regional Accident Investigation Organizations (RAIOs) to facilitate States' support, promote harmonized regulatory frameworks to the extent possible, and increase compliance.

D1.3. Enhanced, accessible and efficient application of implementation support projects and activities across all civil aviation domains

ICAO will guide and support Member States in undertaking projects and activities to build and strengthen their institutional capacities in full compliance with ICAO SARPs. Furthermore, implementation support will assist States in implementing a sustained recovery of the air transport system and its resilient development. Support to States will be provided across all civil aviation domains and all Regions, facilitating a level playing field for international civil aviation.

D2. Increased percentage of Member States' needs addressed, in response to ICAO audit activities, Plans and Provisions, by facilitating a level playing field and equal opportunity for international civil aviation

D2.1. Enhanced, accessible and guided ICAO training to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy

As mandated by Assembly Resolution A40-25, ICAO will guide and support the training and learning opportunities offered to States by ICAO to ensure quality, standardization, accessibility, effectiveness, and efficiency of the deliverables. It will do so by developing learning activities that support the implementation of Standards and Recommended Practices (SARPs) and ICAO programmes using competency-based training, and by leveraging on the latest technologies and innovative approaches. ICAO will also support the implementation of human performance and talent management strategies through the expansion of strategic partnerships for training.

D2.2. Enhanced portfolio of ICAO solutions to better serve Member States

In line with the need to level the playing field for international civil aviation, ICAO will further expand its portfolio of solutions by continuously developing new implementation support products and services aimed at comprehensively addressing States' evolving needs. Under a One-ICAO approach, alignment will be ensured between standards development and the development of new solutions to ensure these are fit for purpose and available for deployment in a timely manner.

D2.3. Enhanced direct assistance to States, across all Strategic Goals, to facilitate achievement of benefits, especially in developing States

Through the enhanced application of the Policy on ICAO Implementation Support Provided to States, this output focuses on ensuring increased harmonization, relevance, and consistency in outputs delivered through the different ICAO implementation support solutions. Furthermore, improved effectiveness and efficiency in planning and implementation will be achieved by leveraging technology, standardizing, and streamlining processes, and enhancing due diligence and risk management. The optimal allocation of resources facilitated by strengthened collaboration with the Bureaus and Regional Offices will lead to greater accessibility, affordability, and added value in ICAO's support.

E1. Enhanced international air law framework through the entry into force and universal acceptance of international air law instruments and compliance by Member States of their obligations under those instruments, and the progressive development of relevant instruments and guidance material fostering a more responsive and adaptable legal framework for the aviation sector.

E1.1. Assistance to States on international air law framework provided

Promote the universal acceptance, ratification, and implementation of international air law instruments by assisting Member States through the dissemination of knowledge on air law instruments, including workshops, seminars, international air law courses, the Treaty Event at Assembly Sessions, and surveys on the status of implementation.

E1.2. Facilitation to States on codification and/or progressive development of international air law instruments and guidance material provided

In order to effectively address emerging aviation legal issues, promote the codification and development of international air law, and facilitate the preparation of international air law instruments and guidance material, ICAO, working through the Legal Committee, will focus on developing areas in the next triennium. These areas are anticipated to include emerging technologies, interdisciplinary endeavors in cybersecurity, data, automated mobility, and space travel.

F1. Improved competitiveness, economic efficiency, and productivity of air transport among States

F1.1. Foster enhanced capabilities of States to maximize the utility of aviation data/statistics and long-term traffic forecasts

This output aims to significantly enhance the capabilities of States to effectively utilize aviation data (including the ICAO Statistics Programme), statistics, and long-term traffic forecasts. By leveraging advanced analytics and big data, States can make informed decisions to optimize infrastructure, improve operational efficiency and competitiveness, and enhance aviation safety and security. ICAO will support States, international organizations, and other stakeholders through training, technical assistance, and robust data and forecasting sharing platforms, methodologies, and frameworks.

F1.2. Measurement of direct, indirect and induced impacts of civil aviation activity on national economies, and economic analysis studies to meet the policy formulation and planning needs of States

This output focuses on quantifying the direct, indirect, and induced economic impacts of civil aviation on national economies, measuring aviation competitiveness, and aligning with the United Nations Sustainable Development Goals for which ICAO is the custodian agency for aviation data. By providing comprehensive data and insights through the ICAO Statistics Programme, States can better formulate policies and plan strategically to maximize the economic benefits of aviation. As the custodian agency for aviation-related data to the United Nations, ICAO will support States through detailed economic studies, analytical tools, and capacity-building initiatives.

F1.3. Promotion and support of Regional or expanded collaborative agreements or mechanisms to support air navigation facilities and services.

To support and promote the establishment of fair and equitable collaborative agreements and mechanisms across geographical areas, that support and enhance air navigation facilities in terms of safety, flexibility, and system capacity. States, the aviation community, and other stakeholders can benefit from the development of new agreements or mechanisms developed in consideration of the concepts of cooperation, coordination, and flexibility. Promotion and support can be provided, to encourage the management of the service based on effective and efficient division of labor and reliable processes. Regional or expanded collaborative agreements or mechanisms can, in turn, increase the regularity, efficiency, and cost-effectiveness of the service provision.

F2. Supported economic growth and development through the expansion of the global civil aviation industry while increasing compliance with ICAO air transport policies and guidance

F2.1. Facilitate the development of a sound and economically viable aviation system that contributes to the economic development and Gross Domestic Product (GDP) of States.

This output aims to support States in the strategic development of air transport at national, regional, and global levels to enable the sector's socio-economic potential by safely and efficiently accommodating the increase in air traffic demand and taking full advantage of innovative ideas and solutions. In this regard, ICAO will continue to work closely with industry stakeholders to deliver and promote results of economic analyses on emerging issues of global importance and various aspects of air transport.

F2.2. Development and update of policy and guidance to support States' economic regulation and oversight, to remove operating regulatory constraints, improve air connectivity and create a competitive business environment, with increased transparency and consumer choices.

This output focuses on continuous development and updating of policies and guidance to support the economic regulation and oversight of States while reducing regulatory impediments, enhancing air connectivity, fostering a competitive business environment, and driving overall market efficiency and sustainable growth of the industry. Efforts would be made to encourage States in the implementation of the policies and guidance in their regulatory practices.

F2.3. Foster better understanding by States of the benefits and challenges of liberalization, in particular opening market access, with the view of achieving a multilateral approach at the appropriate time

This output focuses on promoting the benefits of the liberalization of international air transport and providing required assistance to States to address the challenges of liberalization. ICAO's efforts in this area will contribute to maximizing the socio-economic benefits of aviation, provide sustainable air connectivity, effectively support trade and tourism, as well as create a competitive business environment, in which consumers benefit from more choices and improved services.

F2.4. Improved efficiency in the management of airports and air navigation services, with sustainable funding and financing for the development and modernization of civil aviation infrastructure commensurate with the level of predicted traffic growth.

This output focuses on supporting States to achieve sustainable funding and financing for the development and modernization of quality civil aviation infrastructure to meet future traffic growth, while enhancing the economic efficiency and effectiveness of managing airports and air navigation services. Key initiatives will include providing policies and guidance, engaging multi-stakeholders, diversifying funding and financing sources, and elevating the role of the private sector. Additionally, the output aims to increase investment in aviation infrastructure through promoting the socio-economic benefits of aviation, and its cross-cutting nature and interconnectedness with various economic sectors.

Not Available

HPE1.1. Enhanced organizational efficiency to ensure the greatest possible efficiency and effectiveness in the operations of ICAO to meet the strategic goals, including Human Resource Management, Digitalization, Financial Management, Multilingualism, Governance and Accountability, and Business Operations and process management

The ICAO Continuous Organizational Improvement High Priority enabler will enhance organizational efficiency and effectiveness across all key operational areas within the Secretariat, including in digital, human, and financial resources. This will include operational processes optimization, leading to improved support for achieving ICAO's Strategic Goals. This programme will deliver several projects during the triennium, prioritizing the available resources to maximize efficiency gains, and strive for operational excellence.

HPE2.1. Enhanced ICAO's role to assist Members States to benefit from innovation in the aviation sector; and enhanced identification and implementation of innovations to increase the effectiveness and efficiency of the Organization

The Innovation Strategy (outlined in the ICAO Policy on Innovation) aims to provide a strategic vision of the role of ICAO on innovation, ensure the timely development of global policies and standards related to innovations, and promote an environment where innovation in aviation can flourish in all ICAO regions, in line with NCLB. The Strategy further endeavors to make Innovations known and accessible to all States, strengthen ICAO's engagement with stakeholders, position innovation as a means to increase the efficiency and effectiveness of ICAO, intensify the embedding of innovation into the work under all ICAO Strategic Goals and supporting enablers, and create an environment where innovation can progress within the Organization.

HPE3.1. Enhanced strategic partnerships with a diverse range of stakeholders and actors to leverage the diverse capabilities, resources and knowledge of ICAO's partners, while ensuring alignment to the Organization's highest values

The aim of this output is to establish and enhance strategic partnerships to advance the Sustainable Development Goals (SDGs) and better support the achievement of ICAO's Strategic Goals. Through advocacy and outreach, it is expected to better position aviation as an enabler of the SDGs, and uniquely position ICAO with potential donors. Furthermore, closer cooperation within the UN system and with other international organizations, finance institutions, and the private sector will be essential to advance sustainable transport and to achieve the SDGs.

HPE3.2. Enhanced extra-budgetary resources governance, Resource Mobilization strategies and increased revenue generation

The aim of this output is to enhance resource mobilization governance mechanisms, further strengthening transparency and trust with donors in order to facilitate the mobilization of resources. Furthermore, resource mobilization activities will be integral to supporting the long-term sustainability of the Organization and will address, inter alia, unfunded key Business Plan activities, implementation support, and ICAO's transformational objective. In addition, increased revenue generation will be achieved through the establishment of new revenue streams to fund the development of capacity and implementation of standards in States and support Business Plan objectives.

HPE4.1. Accelerated gender equality, diversity, equity and inclusion (DEI) in ICAO and the aviation sector

In line with A41-26, the aim of this output is to, inter alia, build capacity and enhance awareness for gender equality, enhance gender representation, increase accountability, and further engage with external partners, ultimately leading to laying the foundation for a transformation of gender equality in the aviation sector. In this regard, it is expected for gender equality to be better mainstreamed throughout the Organization and States, integrating a gender equality perspective at all stages and levels of policies, programmes, and projects. Advocacy, research, and outreach on gender equality, including through the Global Ambassadors Programme on Gender Equality, Diversity and Inclusion, will contribute to setting priorities on gender in the industry and aviation stakeholders.

HPE4.2. Enhanced planning, advocacy and outreach to ensure the aviation sector attracts, develops and retains the required best talent

In line with Assembly Resolution A39-29, the aim of this output is to attract the best required talent, retain talent through continuous professional development, ensure the provision of training and education to address challenges arising from a rapidly evolving sector, and facilitate the integration of personnel from other industries. In this connection, it will be essential to ensure engagement with aviation stakeholders to further raise awareness, to address the air transport system's short and long-term workforce needs, and to guide planning at the global, regional, and national levels.

SE1.1. Optimized governance, management, and performance of the Organization to advance ICAO's Vision, Mission, and Strategic Goals

The OSG is responsible for the general direction of the work of the Secretariat and its efficient and effective management. The OSG will safeguard and promote the good reputation of ICAO through the delivery of high-quality services and products in the interest of the international civil aviation community. The OSG will promote an organization-wide culture of transparency, integrity, and accountability in accordance with the ICAO Framework on Ethics and the ICAO Accountability Framework. The OSG shall promote a results-based culture with the objective of modernizing the working methods of the Organization and keeping pace with innovation. The OSG is responsible for overseeing the development, updating, and implementation of the Organization's Business Plan, preparation of budget proposals for implementing the work programme, and ensuring the efficient, transparent, and effective use of the human and financial resources of the Organization through an Enterprise Portfolio Management Office. The OSG will search for efficiencies within the Secretariat under the Continuous Organizational Improvement High Priority Enabler.

SE10.1. Efficient and effective Human Resources that supports the delivery of ICAO's objectives and serves ICAO People Across the Employee Life Cycle

This output is focused on Human Resources Management. It covers the development of the ICAO People First Strategy that supports the implementation of innovative HR practices which will attract, develop and retain a competent, diverse, agile, and resilient workforce required to implement ICAO's Strategic Goals, while enhancing efficiency in the delivery of HR services. Human Resources Management encourages staff development, facilitates the acquisition of new skills and competencies, and develops the necessary policies and tools to improve transparency, accountability and performance management which contribute to building a results-oriented culture. Human Resources Management also supports the implementation of the Organization's strategy on gender equality and equitable geographical representation system through better workforce planning.

SE11.1. Responsive informal and formal conflict resolution mechanisms are regularly reviewed and maintained. Policy provisions are aligned with these mechanisms, and the awareness, utilization and efficacy of these mechanisms contribute to a culture of adherence to and compliance with ICAO regulatory framework

As part of the Organization's continuous efforts in strengthening and streamlining its programme of activities relating to principles and values, this output focuses on enhancing early informal dispute resolution mechanisms to prevent or reduce workplace conflicts by addressing them promptly and at their source in order to avoid, to the extent possible, recourse to ICAO's formal mechanisms for settlement of disputes. It also focuses on monitoring the effective transition to new systems of formal conflict resolution. The Output places a high priority on ICAO personnel's adherence to and compliance with ICAO regulatory framework, including at senior leadership level. Continued efforts will also be taken to harmonize the relevant policy provisions with the available mechanisms and create awareness-raising initiatives.

SE12.1. Strengthened and refined information security measures to protect ICAO's information assets by deploying information security best practices and safeguarding the Organization's security posture based on industry and UN standards

The Information Security Office (ISO) is a vital support structure for ICAO's mission, dedicated to continually improving and implementing best practices to protect the integrity, confidentiality, and availability of ICAO's digital and physical information assets. Its focus encompasses four key areas: 1) proactively and efficiently safeguarding information assets in line with organizational goals and robust risk management practices; 2) upholding ICAO's reputation as a secure and reliable partner by ensuring secure communication channels and demonstrating competence in handling confidential information; 3) ensuring a human rights approach to data protection and privacy; and 4) empowering ICAO to achieve its strategic objectives securely and reliably by facilitating the adoption of new information technologies.

SE13.1. Enhanced ICT services that are aligned with the industry and UN best practices

Information technology plays a vital role in all aspects of the Organization's work. It ensures that the appropriate technological solutions that best meet the Organization's objectives are implemented. In continuation of the progress made following the implementation of the ICT Strategy, ICAO will remain focused on undertaking fundamental ICT operations and projects, with impacts ranging from increased productivity and efficiency to lower operating costs. ICT coordinates and cooperates with all work units in the Organization for the adoption of secure and state-of-the-art ICT solutions and services, enabling corporate functions. ICAO cloud architecture also supports the development of ICAO with services and data made available to partners and Member States. Additionally, ICT will collaborate with the aviation community to leverage its experience of digital transformation and contribute to the delivery of the ICAO mandate.

SE14.1. Enhanced procurement services provided effectively and efficiently to all operations of the Organization in order to achieve best value for money in a fair and transparent manner.

The Organization will undertake activities that will reinforce efforts on strict adherence to the ICAO Procurement Code, as well as with ICAO's Financial Rules and Regulations. Proactive collaboration with allotment holders to implement the Individual Procurement Plan (IPP) for all significant procurement will be carried out to bolster the discipline of early planning of procurement activities and prevent post facto procurement. ICAO's solicitation documents and policies, such as vendor sanction, are constantly being improved based on guidance emanating from the UN HLCM Procurement Network. ICAO will also advocate for further collaboration with other UN organizations through the use of common long-term Agreements and/or joint procurement, amongst others. This will strengthen ICAO's cooperation under the concept of "Delivering as One" and other UN reform initiatives such as Mutual Recognition, which have accelerated efforts among UN entities to collaborate and cooperate on Supply Chain Management including procurement. ICAO will also reinforce vendor performance monitoring to ensure ICAO suppliers always strive to provide the highest quality of services.

SE15.1. Efficient and effective safety and security advice and general services provided to the ICAO Headquarters and Regional Offices

Ongoing managerial and administrative improvements in daily logistics operations and building management services are a priority, with key capital projects that include major leasehold improvements of the Conference Center with the support of the host state, as well as safety and security operational and compliance support to Regional Offices for increased operational efficiencies of technical programs. Provision of efficient and effective travel services is also a priority to support the delivery of ICAO's objectives.

SE16.1. Provision of advice and guidance to staff on workplace relations and informal conflict resolution, as well as coordination of the 'Trustful Workplace Ambassadors' initiative

Areas of work under administration services are considered organizational enablers for the Organization. This includes human resources, languages, publications and conference services, ICT and information security, and business continuity. It also includes building and general services, safety and security, property control and logistics, and providing support and strategic advice on management issues to ICAO governing bodies and to the Secretary General. In addition, administration services are crucial in leading operational committees of the Organization. Successful delivery of well-defined administration services is key to the implementation of the Strategic Goals.

SE2.1. Optimized legal and external relations services through enhanced efforts

The full range of legal advisory and resource services is provided to this Organization and States, including the treaty depositary function and registration service for aeronautical arrangements, management of the administration of justice processes for staff members, and external relations and protocol functions to maintain effective and harmonious relations with the Host Government and Member States. A comprehensive Secretariat service is required for the administration of the settlement of differences pursuant to Chapter XVIII of the Chicago Convention.

SE3.1. Elevated global engagement and brand awareness

ICAO will strategically leverage digital technologies and platforms to expand its reach and engagement with diverse global audiences, fostering a greater understanding of its critical role in international civil aviation. Through compelling, multimedia-rich content and targeted messaging, ICAO will cultivate a strong, recognizable brand that resonates with stakeholders across the aviation sector and beyond. Strategic partnerships with UN agencies, industry associations, and civil society organizations will amplify ICAO's communications impact, enabling coordinated messaging on shared priorities. Rigorous media monitoring and proactive media relations will ensure timely, professional communication of key developments, while a comprehensive brand review will align and fortify ICAO's identity across all touchpoints. By harnessing the power of digital innovation, collaboration, and storytelling, ICAO will elevate its global profile, inspire public confidence in its mission, and rally support for the sustainable growth of international civil aviation.

SE4.1. Enhanced promotion and improvement of a culture of ethics and integrity within ICAO

The Ethics Office is independent from all other services and functions within the Organization, while reporting administratively to the Secretary General. The Ethics Advisor has both formal and informal access to the ICAO Council and its organs, the Evaluation and Audit Advisory Committee (EAAC), the External Auditor, the investigative entity, and the external ethics entity. The Ethics Office functions on the principles of independence, impartiality and confidentiality, and its activities aim to foster and promote a culture of ethics, integrity, accountability, transparency, and respect within ICAO. In this regard, the Ethics Office is responsible for providing confidential advice and guidance on ethical matters to both management and staff, regardless of contract type and duration. It will also assist the Secretary General and the Council in cultivating and nurturing a strong organization-wide culture of ethical behavior and decision-making, whereby ICAO staff and management are properly informed and trained on the expectations of conduct and other relevant standards to abide by. This includes reference to conflicts of interest, the performing of functions in a manner consistent with the highest standards of conduct and coming forward without fear of retaliation. The Ethics Office also serves as a key advocate of ICAO principles, values and ethical practices within the Organization, thereby enhancing the trust in, and the reputation of ICAO, both internally and externally.

SE5.1. Provide independent and objective assurance, advisory services, and credible and reliable evidence-based evaluations to enhance, governance, risk management, organizational learning, programme improvement and accountability

In line with its mandate, OIO will continue providing independent and objective assurance, advice, insight, and foresight to the Secretary General and the Council through performing internal audits, evaluations, and other oversight assignments. In this regard, using a systematic and disciplined approach, OIO will contribute to the effectiveness of governance, risk management, and control processes as well as to the improvement of programme management and the achievement of results. In the 2026–2028 triennium, OIO will conduct 18 internal audits and 6 evaluations. To ensure the quality and usefulness of its oversight reports, OIO will comply with Global Internal Audit Standards and UNEG standards and will implement External Quality Assessment (EQA) and Peer Review Recommendations. To promote the use of its oversight work, OIO will continue acting as a catalyst for a culture of learning and accountability for sustainable results in ICAO, by facilitating the implementation of oversight recommendations, providing advice and advocating for effective governance and risk management.

SE6.1. Optimized management of the financial resources of the Organization through coordination of the business planning process, provision of financial and accounting services, transparent budgeting and enhanced financial reporting

The Finance Branch plays a key role in the custody and oversight of the appropriate use of financial resources, and the strengthening of ongoing compliance with the International Public Sector Accounting Standards (IPSAS). It has a portfolio of focus areas including but not limited to planning, budget and financial management, provision of accounting services, development of financial-related policies and guidelines, statutory and specialized financial reporting, processing and control of transactions and provision of advice, operational guidance, and support to other Bureaus/(Regional) Offices on key budget and financial management area.

SE7.1. Efficient, effective, transparent, and responsive administration services provided to the Secretariat

Ongoing managerial and administrative improvements in daily logistics operations and building management services are a priority. Key capital projects include major leasehold improvements to the Conference Center, with the support of the host state. Additionally, safety and security operational and compliance support will be provided to Regional Offices, aimed at increasing the operational efficiency of technical programs.

SE8.1. Efficient and effective management of Secretariat services provided to the ICAO governing bodies

The Secretariat plays a crucial role in providing procedural and logistical support to ensure the smooth operation of ICAO's governing bodies, including the Assembly, Council, Air Navigation Commission, and various Council Committees. This support is vital for meeting Member States' expectations, particularly in the efficient preparation and dissemination of meeting documentation such as summaries of decisions (C-DECs), meeting minutes (C-MINS and AN-MINS), and Assembly Resolutions in Force

SE9.1. Efficient and timely provision of language and publication services in the six ICAO languages as part of the comprehensive Multilingualism Strategy, and of conference services

The efficient and timely provision of high-quality conference, language, and publication services in all six UN/ICAO languages is a central goal of the ICAO Multilingualism Strategy. This is essential for fostering international dialogue, mobilizing partnerships, and ensuring effective communication on civil aviation issues. The strategy will continue to leverage the Language Services Management System (LSMS) and focus on using UN best practices and innovative technologies, such as computer-assisted translation tools and artificial intelligence, to enhance language and publication services. Additionally, the provision of conference services will emphasize the use of trends and technologies to facilitate greater participation from Member States and the civil aviation community in ICAO meetings and events.