



ICAO



BUSINESS PLAN 2023-2025

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Message from the ICAO Secretary General

ICAO's strength as a United Nations specialized agency lies with its unique ability to provide a platform for its 193 Member States to develop safe, secure, sustainable and seamless air connectivity through partnership with each other and all stakeholders in the aviation ecosystem.

The 2023-2025 Business Plan presents the Secretariat's approach to supporting progress towards the Strategic Objectives of the Organization while helping to assure that air transport "builds back better" from the impacts of the COVID-19 pandemic. The implementation of the recommendations of the High-Level Conference on COVID-19, on the basis of prioritized actions and available resources, is key to this vision.

Advocacy around interlinkages between ICAO's Strategic Objectives and the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda for Sustainable Development remains a critical component of ICAO's vision and commitment to both the Agenda and to aviation's ability to act as a catalyst for its achievement.

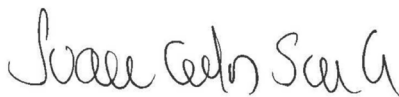
The timely development and update of Standards and Recommended Practices (SARPs) remains the cornerstone of ICAO's mandate, and the provision of assistance to Member States towards the implementation of SARPs, global plans and policies continues to be of paramount importance. High on the agenda within this context are the No Country Left Behind (NCLB) initiative, regional cooperation, reaching and exceeding the global target levels of effective implementation of safety and security oversight systems, cybersecurity, flight tracking, risks to civil aviation arising from conflict zones, safe integration of remotely piloted and other unmanned aircraft systems, and the management of public health events in the air transport system.

Furthermore, focused efforts will continue to support the aspirational goal of carbon neutral growth, including through the implementation of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), and by promoting ambitious goals for the decarbonisation of the aviation sector.

The resources allocated in our regular budget from Member States assessments will however alone not be sufficient for the Organization to completely fulfil its mandate. In recognition of this, efforts will continue to enhance the mobilization of voluntary contributions and expanding the revenue-generating activities, to identify new streams of sustainable and predictable revenue sources, and to foster strategic partnerships.

Various corporate innovative organizational reform initiatives within the ICAO Secretariat will be implemented to bring along a transformation in organizational culture, marked by enhancing the efficiencies and effectiveness of our internal operations, leveraging on technology and simplification of systems and procedures, and conduct of outreach to partners and donors. To implement the change management reforms will require focussed attention and dedicated resources; and as such a new corporate transformational objective is being introduced. Beyond efficiency, it also focuses on strengthened accountability, ethics principles and values, and increased transparency and communications.

Throughout the three years covered by this plan, ICAO must lead by example as we contribute to the recovery of international civil aviation and "reconnect the world". We must also find a way for our work to be more relevant to those we serve. Cooperation under the shared interest and responsibility of the Secretariat, ICAO Council, Member States, and aviation industry and stakeholders will be key to our success.



Juan Carlos Salazar
Secretary General





1. INTRODUCTION

- 1.1. The ICAO Business Plan 2023-2025 comes at a time during which the world is enduring the unprecedented impacts of the COVID-19 pandemic, which inevitably has had devastating consequences for the aviation industry. With the advent of the COVID-19 global pandemic, aviation's raison d'être has been disrupted at its very core and the proliferation of public health measures restricting movement of passengers and goods by air has brought the industry back to 2003 traffic levels.
- 1.2. As the industry is starting to emerge from the crisis, its resilience has already been tested by the pandemic's evolving waves of variants. Overcoming the COVID-19 pandemic will require the aviation sector to face the many challenges that exist in re-establishing growth and delivering its socio-economic benefits in a sustainable and environmentally conscious manner while keeping the consumers' health, safety and benefits at the core of its endeavors. In doing so, the aviation sector will also be presented with opportunities to address long-standing and emerging concerns by incorporating innovative technologies and solutions.
- 1.3. To best support its Member States to recover from this unprecedented crisis, ICAO's Business Plan 2023-2025, revolves around transformation, innovation, efficiency and effectiveness in delivery and reporting on ambitious results, while taking into account lessons learned from the COVID-19 pandemic and building on the outcomes of the High Level Conference on COVID-19 (HLCC 2021).
- 1.4. A new cross-cutting Transformational Objective will orient ICAO's work towards bringing the much needed changes to address a number of corporate change management and innovative initiatives within the Organization – resulting in an ICAO better fit-for-purpose to support its Member States. Those initiatives are necessary to bring along a transformation in organizational culture, marked by enhancing the efficiencies and effectiveness of internal operations, simplification of systems and procedures, and conduct of outreach to partners and donors during a period of unprecedented change in global aviation.
- 1.5. Innovation is mainstreamed throughout the Business Plan. Significant acceleration in the pace of innovations and the increase in the diversity of the innovators requires ICAO to evolve its approach, consistently with the provisions of the Chicago Convention. This will happen through the identification of initiatives and change in working methods that will promote more substantive interaction between ICAO and the industry as well the implementation of internal procedures within ICAO in order to drive innovation and disseminate an innovation culture.

- 1.6. The Business Plan 2023-2025 also illustrates the inter-connected nature of ICAO's work across all Bureaus and Regional Offices – underscoring the importance of working as “one-ICAO”. Under the One-ICAO approach, by building on the mandates, strengths and expertise of each Bureau and (Regional) Office and enabling a coordinated and collaborative response to the needs and expectations of Member States, the Organization aims to achieve more than the sum of its parts.
- 1.7. The Business Plan follows a results-based management approach, which has resulted in a leaner results framework. The Business Plan includes a strategic narrative, with descriptions illustrating the needs, challenges and opportunities, as well outputs of each of the five Strategic Objectives, the Supporting Strategies as well as the new Transformational Objective. The Business Plan is operationalized by a Triennial Operating Plan in which the Strategic Objectives are supported by tangible outputs and associated prioritized activities.
- 1.8. The Business Plan is a living adaptable document that may be updated to reflect emerging issues, new priorities and activities that may arise during the course of the triennium. Any new unplanned activities to be undertaken during the 2023-2025 triennium will be consistently added to the Triennial Operating Plan. Such changes will be reported annually to determine if activities can be accommodated within the level of resources available or require additional funding.
- 1.9. The achievement of the Strategic Objectives and their outputs are monitored through a comprehensive Performance Monitoring Framework, with Key Performance Indicators (KPIs) that will be tracked and reported to the Council on an annual basis in the winter session. The performance results will help ICAO to make the pertinent adjustments and implement corrective actions, where needed, to enhance the achievement of results. The performance results will be accompanied by a comprehensive performance analysis that explains the results to support decision-making. This will transform the Business Plan 2023-2025 into a tool that aims at enhancing accountability at ICAO.
- 1.10. The Triennial Operating Plan and the Performance Monitoring Framework are Appendices to the Business Plan (Annex I and Annex II respectively). The structure of the ICAO Secretariat can be found at <https://www.icao.int/secretariat/Pages/default.aspx>.
- 1.11. The Business Plan was prepared through an inclusive process that engaged colleagues from across the Secretariat at Headquarters as well the Regional Offices under the direction and leadership of the Secretary General and the Full Senior Management Group in consultation with the Council and its Committees.



2. ORGANIZATIONAL SETTING

2.1. ICAO Vision, Mission and Strategic Objectives

2.1.1. The ICAO strategic framework is defined by its Vision, Mission, and Strategic Objectives approved by the ICAO Council in 2012:

2.2. Vision

2.2.1. Achieve the sustainable growth of the global civil aviation system.

2.3. Mission

2.3.1. ICAO's Mission is to serve as the global forum of States for international civil aviation. ICAO develops international civil aviation Standards and policies, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many other activities and the cooperation of its Member States and stakeholders.

2.3.2. ICAO works with the Chicago Convention's 193 Member States to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable, and environmentally responsible civil aviation sector. Industry groups with observer status to ICAO are consulted on the development of these SARPs and policies, which are used by ICAO Member States to ensure that their local civil aviation operations and regulations conform to global norms, which in turn permits more than 100, 000 daily flights (2019) in aviation's global network to operate safely and reliably in every region of the world.

2.4. Strategic Objectives

2.4.1. ICAO's Strategic Objectives (SOs) directly contribute to the betterment of civil aviation globally and form the foundation for all work undertaken by the Organization.

2.4.2. Recognizing the clear need to ensure that air traffic growth is managed safely, securely, and efficiently, with due respect for the aviation sector's environmental commitments, while fully capturing and realizing potential economic benefits to be generated from the increasing traffic, ICAO will continue to work under its five comprehensive Strategic Objectives. During the 2023-2025 triennium, there will be a heavy emphasis on activities relating to the recovery of the aviation sector from the impact of the COVID-19 pandemic.

2.4.3. The ICAO Strategic Objectives for 2023-2025 are as follows:

- a) **Safety:** Enhance global civil aviation safety. This Strategic Objective is focused primarily on the State's regulatory oversight capabilities following the strategy outlined in the ICAO Global Aviation Safety Plan (GASP). The GASP sets the goals and targets, and outlines key safety enhancement initiatives (SEIs);
- b) **Air Navigation Capacity and Efficiency:** Increase the capacity and improve the efficiency of the global civil aviation system. Although functionally and organizationally interdependent with Safety, this Strategic Objective is focused primarily on upgrading the air navigation and aerodrome infrastructure and developing new procedures to optimize aviation system performance. The Global Air Navigation Plan (GANP) outlines the performance ambitions;
- c) **Security and Facilitation:** Enhance global civil aviation security and facilitation. This Strategic Objective reflects the need for ICAO's leadership in aviation security, facilitation, and related border security matters. The Global Aviation Security Plan (GASeP) outlines the Key Activities;
- d) **Economic Development of Air Transport:** Foster the development of a sound and economically viable civil aviation system. This Strategic Objective reflects the need for ICAO's leadership in harmonizing the air transport framework focused on economic policies and supporting activities; and
- e) **Environmental Protection:** Minimize the adverse environmental effects of civil aviation activities. This Strategic Objective fosters ICAO's leadership in all aviation related environmental activities and is consistent with the ICAO and UN system environmental protection policies and practices.

2.5. ICAO Secretariat Values

- 2.5.1 The ICAO values are a set of shared basic principles and beliefs that underpin the work of the Organization and help in creating a unified institutional culture that supports ICAO's vision. These values are also guiding actions, standards of conduct and behaviours of ICAO personnel in carrying out their functions and duties, and they are critical to establishing and maintaining a healthy and respectful working environment, as well as the recruitment and retention of staff. They also help ensure trust in the Organization.
- 2.5.2 Recently, the relationship between the United Nations organizations and their personnel has evolved. Most organizations have undergone significant reforms and moved away from rules-based to values and results-based systems with increased decentralization and greater responsibilities given to lower-level management. Those developments demanded the identification of clear values, principles, and standards of conduct applicable to relations among colleagues and more transparent accountability systems.
- 2.5.3 ICAO already started a journey in this direction and requires its personnel to abide at all times during their service with the Organization by the principles and values of integrity, loyalty, independence, impartiality, tolerance and understanding, non-discrimination, gender equality, accountability, and respect for human rights. ICAO also has incorporated in its own regulatory framework the Standards of Conduct for the International Civil Service.
- 2.5.4 The Secretariat has decided to dedicate particular attention to institutional values through the development of a Transformational Objective output, which would enhance the existing resources, regulations, procedures, and efforts to strengthen compliance by all ICAO personnel at all levels, regardless of contract type or duration, with the above-referenced values, principles, and standards of conduct. In doing so, ICAO is expected to consider the best practices of other organizations of the United Nations system.

2.6 Global Aviation Context and the COVID-19 Pandemic

- 2.6.1 The Preamble to the Convention on International Civil Aviation (Chicago Convention) recognizes that "the future development of international civil aviation can greatly help to create and preserve friendship and understanding among the nations and people of the world".
- 2.6.2 Throughout its history, aviation has always connected people and the world, traversed oceans and crossed borders creating economic growth, and contributing to sustainable development. It has provided freedom to travel, expanded local access to foreign supplies and markets, and created business opportunities.

2.6.3 In pre-pandemic times, i.e., 2019, air transport moved 4.5 billion passengers, 58 million tons of freight via 38 million scheduled flights. With the onset of the global COVID-19 crisis, air traffic levels started to drop significantly as of early 2020 and reached their lowest point in April 2020 with passenger traffic at times reduced to only 8 per cent of 2019 levels. Such tremendous downturn reflected on the 2020 annual result closing off with 60 per cent less global passenger traffic, or 2.7 billion passengers less as compared to 2019.

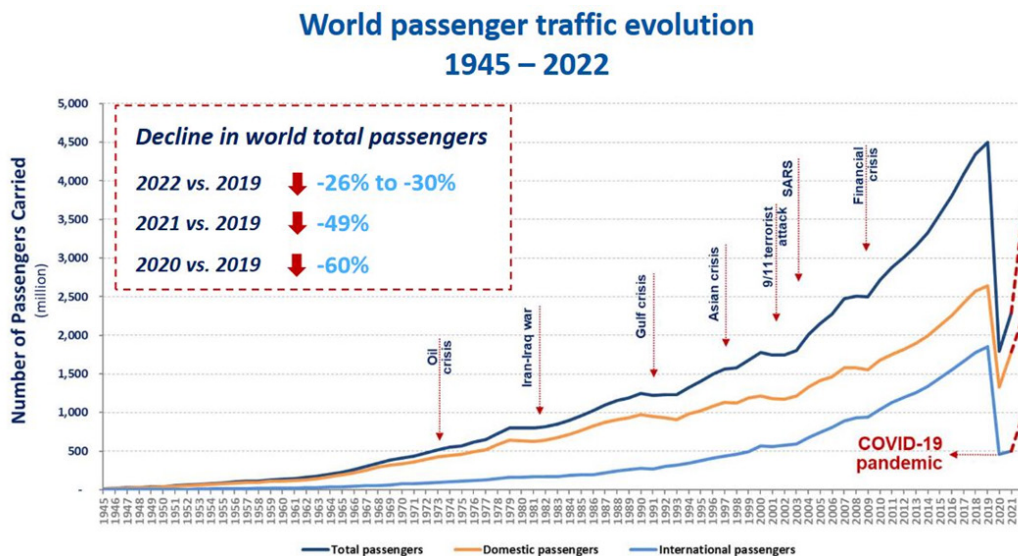


Figure 1 – World passenger traffic evolution (1945-2022)
 Source: ICAO Economic Impact Analysis of COVID-19 on Civil Aviation

2.6.4 Entering 2021, virus resurgence and related shutdowns halted the air travel recovery globally. ICAO’s near-term projection in October 2021¹ indicated that for the full year of 2021, the number of passengers would decline by 49 to 50 per cent, compared to 2019. The projected decline in traffic is estimated to translate into a potential loss for the airlines between USD 323 to 327 billion in gross passenger operating revenues.

2.6.5 Efficient movement of goods and people by air requires effective national organization and harmonized adoption of best practices and technologies to facilitate cross-border processes. ICAO’s air transport facilitation activities involve provision of regulatory material and guidance to ensure that national structures, facilities and technical capabilities are appropriately established and maintained, for a more seamless and efficient passenger’s journey.

2.6.6 The COVID-19 pandemic highlighted the disparities between the control measures and travel restrictions in place in the different regions and States that negatively affect the air transport facilitation of the passengers’ journey. There is a need to develop a global and harmonized strategic approach in close coordination with the World Health Organization (WHO) to assure a safe and efficient staged return to normal air transport operations.

2.6.7 These impacts bring forth the truly international and global nature of the aviation industry. It is important, however, to remind ourselves that it remains by far the world’s safest and most efficient mode of long-range mass transportation and that it has far-reaching impacts across industries and economies.

2.6.8 Aviation plays a considerable role in the modern global economy by enabling business and industries to generate wealth and employment through activities and supply chain. In 2019, aviation directly contributed to the creation of 10.2 million jobs and of around USD 704.4 billion in global Gross Domestic Product (GDP). Because of its cross-cutting nature and multiple links to other economic sectors, the total economic impact of aviation reached some 3.6 per cent of world GDP, equivalent to USD 2.7 trillion, with the creation of 65.5 million jobs. Returning to these pre-pandemic figures shall be the aspiration and the driver across the aviation industry in the upcoming years.

¹ <https://www.icao.int/sustainability/Pages/Economic-Impacts-of-COVID-19.aspx>

- 2.6.9 Recovering the connectivity brought about by air transport will also need to be at the core of ICAO's and all stakeholders' efforts and activities in the next triennium to support tourism. Aviation is at the heart of tourism development. Prior to the pandemic, over half of the 1.5 billion international tourists arrived at their destinations via air transport. Air connectivity is even more important for Small Island Developing States (SIDS) with international tourism facilitated by air transport reaching 80 per cent. As a result of the COVID-19 crisis, international tourism revenues in 2020 declined by USD 1.3 trillion compared to 2019 putting thousands of businesses and livelihoods at existential risk. Post-pandemic considerations and efforts shall aim to restore the air connectivity that is essential for the recovery and development of tourism worldwide.
- 2.6.10 Similarly, air transport is a driver of global trade and e-commerce. In pre-pandemic times, air freight constituted some 35 per cent of world trade by value, despite representing only 0.5 per cent by volume. The share of cross border business-to-consumer (B2C) e-commerce carried by air transport grew from 16 per cent in 2010 to around 90 per cent and was estimated to grow to 96 per cent by 2025. For Landlocked Developing Countries (LLDCs) and SIDS especially, aviation represents an essential lifeline, which in turn promotes tourism, trade and other vital business activities.
- 2.6.11 The recovery of air traffic needs to be managed safely, securely and efficiently with due respect for the aviation sector's concrete environmental commitments. Substantial investments are also required in the near-term to account for the need to rebuild a strong and robust system, and long-term considerations needs to account for the development and modernization of quality aviation infrastructure commensurate with the level of predicted traffic return and growth.
- 2.6.12 The sustainable and resilient recovery from the COVID-19 pandemic also requires that international aviation build back better. This green transition to a decarbonized future will be enabled through the development and implementation of CO₂ emissions reduction technologies, and innovations on a global scale.
- 2.6.13 Continuous improvement in global aviation safety and air transport facilitation as well as aviation security is the first and most obvious pre-condition to ensure that air transport continues to play a major role in driving sustainable economic and social development around the world. A safe, secure, efficient, economically viable and environmentally friendly air transport system is the ultimate goal of ICAO and its Member States.
- 2.6.14 Over the next three years, the Secretariat, ICAO Council, Member States, and the aviation industry and stakeholders have a shared responsibility and will work together to "reconnect the world" through a more resilient and improved international civil aviation system.



2.7 Global Plans and Key Priorities

- 2.7.1 In order to support the recovery of international civil aviation and ensure its long-term sustainability and resilience, ICAO would need to focus on advancing its regulatory framework to meet evolving needs, particularly when taking into account lessons learned from the COVID-19 pandemic and building on the outcomes of the High-level Conference on COVID-19 (HLCC 2021), notably the safety and facilitation-related recommendations, and while advancing specifications and assistance to States to drive more seamless and contactless travel. In that context, ICAO and its Member States would need not only to implement the recommendations of the ICAO Council's Aviation Recovery Task Force and those of the HLCC 2021, but would also need to address the key priorities established in ICAO's Global Plans. The HLCC 2021 emphasized the need to strengthen crisis management capacity at the organizational level, leading to a better coordinated and integrated response, notwithstanding the nature of the crisis.
- 2.7.2 During the HLCC 2021, the Safety Stream highlighted the safety and operational measures applied during the COVID-19 pandemic, the importance of establishing contingency arrangements by States, lessons learnt, and how to plan for the mitigating effects of similar disruptions in the future. Proposals for the evolution of the Global Aviation Safety Plan (GASP) were widely supported, and the stream agreed on the need to take into consideration input from the conference, in preparation for endorsement of the GASP at the 41st Session of the ICAO Assembly. The safety stream also supported recommendations associated with the standardization of new oversight approaches, risk management and ground handling. The need for support to States and regional cooperation in accomplishing functions related to safety oversight, accident investigation and safety management were also addressed. In addition, other subjects included accident and incident investigation, the Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP CMA), the Global Air Navigation Plan (GANP), the Global Aeronautical Distress and Safety System (GADSS) as well as the impact of 5G to safety critical radio altimeter functions.
- 2.7.3 The HLCC 2021 Facilitation Stream reinforced the need for States to utilize best practices for the planning and implementation of facilitation-related operational mitigating measures dealing both with the immediate challenges imposed by the COVID-19 pandemic and future unforeseen wide scale disruptions. States should ensure effective implementation of Annex 9 provisions, and coordination amongst all relevant agencies, departments of the State, including public health authorities and relevant aviation stakeholders. These include the designation of an appropriate authority for the air transport facilitation, as States deem appropriate, and allocation of necessary resources.

Global Aviation Safety Plan (GASP)

- 2.7.4 During the preparatory work for the High-level Conference on COVID-19 (HLCC-2021), the Secretariat worked with the Global Aviation Safety Plan Study Group (GASP-SG) to review and update the GASP Goals and Targets, in preparation for the 2023-2025 edition of the plan. Several factors were considered when deciding specific actions for each target. The main factor for extending the deadline for targets was the impact of the COVID-19 pandemic on the aviation community, including the ability by ICAO, States, regional and international organizations, as well as industry to complete safety enhancement initiatives that support the achievement of the GASP goals.
- 2.7.5 The 41st Session of the ICAO Assembly will be invited to endorse the 2023 – 2025 edition of the GASP.

Global Air Navigation Plan (GANP)

- 2.7.6 New demands on the aviation system, emerging technologies, innovative ways of doing business and the shifting human role are bringing about not only challenges but also opportunities that call for an urgent transformation of the global air navigation system so that aviation can continue to boost social well-being worldwide. In aviation's fast and ever-changing landscape, achieving sustainable growth of international air transport strongly relies on a high-performing and seamless global air navigation system. The GANP is bringing the aviation community together to achieve an agile, safe, secure, sustainable, high-performing and interoperable global air navigation system. Developed in collaboration with, and for, the benefit of stakeholders, the GANP is a key contributor to the achievement of ICAO's Strategic Objectives and has an important role to play in supporting the United Nations 2030 Agenda for Sustainable Development.

2.7.7 The 40th Session of the ICAO Assembly endorsed the sixth edition of the GANP. This edition recognizes that a performance-driven, service-oriented and technologically advanced global air navigation system is critical to achieve the sustainability of the aviation sector worldwide. Furthermore, it recognizes safety as one of the fundamental principles of aviation performance, together with environment, security and facilitation as well as economic sustainability. In addition to these fundamental aviation principles, there are several performance requirements, in areas such as capacity and efficiency, that the air navigation system must meet to fulfil the expectations of the aviation community and society-at-large.

2.7.8 The 41st Session of the ICAO Assembly will be invited to endorse the seventh edition of the GANP.

Global Aviation Security Plan (GASeP)

2.7.9 The recovery, sustainability and resilience of international civil aviation is dependent on a robust global aviation security framework, based in particular on the five key priority outcomes of the GASeP: 1) enhance risk awareness and response; 2) develop security culture and human capability; 3) improve technological resources and innovation; 4) improve oversight and quality assurance; and 5) increase cooperation and support. Taking into account that the threats and risks faced by the civil aviation community continue to evolve, the GASeP roadmap remains a “living” document and shall be periodically reviewed and adjusted as necessary, taking into account new and emerging aviation security threats and risks including those that arise as a result of the impacts of the COVID-19 pandemic. Alignment with the regional roadmaps shall also be maintained.

Carbon Offsetting and Reduction Scheme (CORSIA) and feasibility of a Long-Term Global Aspirational Goal (LTAG)

2.7.10 A major task is the periodic review of CORSIA due to take place at the 41st Session of the ICAO Assembly in 2022. This will involve the analysis of the impact of COVID-19 on CORSIA and recovery scenarios, ensuring a solid information base for the discussions at the forthcoming Assembly. Based on the results of the CORSIA review, work will continue on the implementation and operation of CORSIA in 2023 to 2025.

2.7.11 The work on exploring the feasibility of a Long-term Global Aspirational Goal (LTAG) for international aviation CO₂ emissions reduction is supported by the technical work of the Committee on Aviation Environmental Protection (CAEP), the development of a set of ICAO innovation trackers on technology, operations, fuels and roadmaps, and the ICAO stocktaking process. The objective is to better understand the development and deployment of aviation in-sector CO₂ emissions reduction opportunities toward the sector’s decarbonization. The outcome of the work of the Assembly in 2022 will be crucial to the work of the Organization on climate change in 2023 to 2025.



Innovation

2.7.12 Assembly Resolution A40-27, Innovation in aviation established clear objectives for ICAO to enhance its interface with the aviation or non-aviation innovation community, as well as to support States integrate innovations in their international civil aviation system in a cost-effective manner. A high-level strategic dialogue between the Council and the industry was established in 2021 and will necessarily be intensified through to 2025, as understanding the nature and the impacts of future innovations on all aspects of international aviation operations, not only those for which the innovations were designed, will be critical to make the most appropriate and timely policy decisions.

- 2.7.13 The 2023-2025 triennium will provide the opportunity to accompany the transformational agenda of the aviation sector through the active engagement of ICAO with the aviation and non-aviation stakeholders in a coherent, coordinated and efficient manner. The intensification of the pace and the disruptive nature of innovations require ICAO to adopt a more inclusive and consistent approach towards all relevant stakeholders, with the view to facilitate their understanding of regulatory requirements, so that sustainable innovations can be deployed and their benefits delivered to States. Enhancing the interface between ICAO and the innovation community would also lead to increased understanding of the needs of the sector and ICAO's ability to adjust its response in an agile manner. An increased effort should be made towards ICAO Member States, in order to help them establish the most relevant partnerships for their specific circumstances, and identify and develop best practices aimed at better supporting Member States' implementation of ICAO SARPs within their regulatory frameworks.

2.8 No Country Left Behind (NCLB) Initiative

- 2.8.1 In line with Assembly Resolution A39-23, the primary objectives of the No Country Left Behind (NCLB) initiative for the 2023-2025 triennium will include: a) providing enhanced support for States in the effective implementation of ICAO's SARPs, plans and policies in a more coordinated, comprehensive and globally harmonized manner; b) support States in implementing a quick recovery of the air transport system and its resilient development; and c) promoting the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs).
- 2.8.2 The efforts of ICAO and its Member States will continue under the NCLB to support the recovery, sustainability and resilience of international civil aviation. Together, this work will allow States to adapt to changing circumstances over time and take advantage of new operational and technical innovations and developments, including green innovations for environmental sustainability and decarbonization of the aviation sector, while no country is left behind. This includes the provision of technical assistance and technical cooperation using multiple sources of funding including the regular budget, cost-recovery mechanisms, voluntary funds and/or in-kind assistance through ICAO.
- 2.8.3 ICAO implementation support is provided to Member States under a One-ICAO approach, with a focus on relevance, consistency, efficiency and effectiveness in managing the development and delivery. It contributes to the ICAO NCLB initiative and the United Nations Sustainable Development Goals. The new Policy on ICAO Implementation Support Provided to States is designed to strengthen the coordination and management of ICAO's implementation support activities to better meet the needs of Member States. The policy will ensure that the implementation support provided to States is consistent in content and delivery regardless of the source of assistance or the associated funding mechanism. This policy enhances ICAO's role in supporting States with their implementation of ICAO Policies, Plans, SARPs, PANS and guidance materials. It also expects to improve the performance and results of ICAO implementation support provided to States, with a more relevant, consistent, efficient and effective implementation support integrated within the ICAO Business Plan. This policy is designed with the following objectives:
- a) increase State implementation of ICAO Policies, Plans, SARPs, Procedures for Air Navigation Services (PANS) and guidance material;
 - b) prioritise and enhance ICAO support provided to States for implementation of ICAO Policies, Plans, SARPs, PANS and guidance material;
 - c) increase the financial and human resources allocated to ICAO implementation support;
 - d) reinforce the State needs-based approach in ICAO implementation support in support of the NCLB initiative;
 - e) integrate ICAO implementation support within the ICAO Business Plan;
 - f) align the management of ICAO implementation support following a One-ICAO approach; and
 - g) improve the relevance, consistency, efficiency and effectiveness of the ICAO implementation support provided to States.

2.9 One-ICAO approach

- 2.9.1 The concept of functioning as One-ICAO stems from the United Nations General Assembly 2005 World Summit Outcome Document² and its follow-up reports³, where the need for implementing a “delivering as one” approach was identified with a view to ensuring a more effective, efficient, coherent, coordinated and better performing United Nations presence. These documents highlighted the need to overcome fragmentation and deliver as one through a stronger commitment to working together on the implementation of one strategy, in the pursuit of one set of goals.
- 2.9.2 If ICAO is to successfully lead the global aviation community in addressing its challenges, it must incorporate the principles outlined by the UN system at large and fully embrace the One-ICAO approach. This necessitates the ICAO Council and the Secretariat to work together by building on lessons learned from the Council Aviation Recovery Taskforce (CART) and the ICAO Secretariat COVID-19 Emergency Programme Group (SCEPG), and by expanding innovative implementation support and enhancing synergies among Headquarters Bureaus and Offices with the Regional Offices.
- 2.9.3 As defined in the new Policy on ICAO Implementation Support Provided to States, under the One-ICAO approach ICAO delivers implementation support to States as one organization. ICAO implementation support provided to States is managed in a well-coordinated and consistent manner. To manage complexity and deliver implementation support across all areas of civil aviation, the ICAO Secretariat will cooperate and collaborate efficiently and effectively, avoiding duplication and optimizing the allocation of resources.
- 2.9.4 Through strengthened internal coordination within the ICAO Secretariat, the Organization aims to ensure the provision of implementation support that is aligned and integrated with the process for developing policies, plans, SARPs, PANS and guidance material.
- 2.9.5 By securing the alignment with the ICAO Business Plan and focusing on relevance, consistency, efficiency, and effectiveness in managing the development and delivery of implementation support, this integrated approach will contribute to the achievement of the ICAO NCLB initiative and the United Nations Sustainable Development Goals.
- 2.9.6 Moreover, the One-ICAO approach requires closer integration and alignment of Regional Offices who are at the forefront of ICAO’s support to and coordination with Member States while reinforcing close coordination with the Headquarters Bureaus.
- 2.9.7 Enhancing the support structure, leveraging technology, streamlining processes, and ensuring financial transparency and accountability will be prioritized to facilitate the evolution of ICAO implementation support.

2.10 ICAO and United Nations 2030 Agenda for Sustainable Development

- 2.10.1 Adopted in September 2015, the United Nations Transforming our World: 2030 Agenda for Sustainable Development, with its 17 Sustainable Development Goals (SDGs) and the underlying 169 targets, defines global priorities and aspirations for 2030, provides a universal framework to strengthen collective action towards common goals. The 2030 Agenda includes ambitious visions and transformative steps that, once implemented, would ‘shift the world onto a sustainable and resilient path’.
- 2.10.2 Sustainable aviation and transportation are essential to achieving the Sustainable Development Goals of the 2030 Agenda for Sustainable Development. Through its normative work, oversight and technical assistance and cooperation, ICAO serves the people of the world in facilitating international civil air transport that is safe, secure, efficient, economically viable and environmentally friendly. While there is no stand-alone SDG on sustainable transport, the sector is mainstreamed into many of the SDGs and tremendously contributes to all the three dimensions of sustainable development: economic growth, social development, and green goals. In the Triennium

² <https://undocs.org/en/A/RES/60/1>

³ <https://undocs.org/en/A/61/583>

Operating Plan 2023-2025, each Output has been attributed to one or a number of the Sustainable Development Goals (SDGs) to demonstrate how the Output is supporting the achievement of SDGs. This will enable compliance with the requirements of Data Standards for United Nations System-Wide Reporting of Financial Data, based on which ICAO will be reporting on its expenditures as per the SDGs.

- 2.10.3 Through Assembly Resolution A40-21, Aviation contribution towards the United Nations 2030 Agenda for Sustainable Development, ICAO Member States emphasized the synergies between aviation and sustainable development and reaffirmed their commitment towards contributing to the attainment of the Sustainable Development Goals. With the COVID-19 pandemic around the world leaving a profound negative impact across all sectors, indeed a much deeper, faster, and more ambitious multi-stakeholder response is needed to unleash the social and economic transformation needed to achieve our 2030 goals.
- 2.10.4 Although the responsibility for implementing the 2030 Agenda lies primarily with States and their governments, ICAO has an important leadership role to play in maximizing its support in accelerating actions for the implementation of the SDGs. Driven by the urgency and ambition of the “Decade of Action”, and in light of the COVID-19 pandemic, as well as drawing upon the commitment that ICAO Member States expressed in Assembly Resolution A40-21, ICAO, more committed than ever, continues to highlight opportunities to leverage interlinkages between aviation and the SDGs, and to translate the ambition into collective action across the SDGs in line with its Strategic Objectives. To serve this purpose, a clear link is made in the Triennium Operating plan and the SDGs for each output in ICAO.
- 2.10.5 Multi-stakeholder partnerships and collaborations have become increasingly important in realizing the SDGs. Indeed, the global efforts to address the COVID-19 crisis have been a testimony to the importance of multi-stakeholder partnerships, unity, and solidarity so that the world could mobilize the required resources as well as the political will for advancing a comprehensive global response and recovery. In this light, ICAO continues to highlight the importance of partnerships as strong enablers that significantly assist the Organization to accelerate and scale up its efforts to enhance its efficiency, effectiveness, and impact.



3. RESULTS-BASED FRAMEWORK FOR THE 2023-2025 BUSINESS PLAN

- 3.1. During 2019, the Office of Internal Oversight (OIO) made an evaluation of results-based management (RBM) in ICAO. The purpose of the evaluation was to assess the application of RBM in the Organization, identify and learn lessons in implementing various aspects of RBM, including results-based planning, budgeting, monitoring, and reporting. The main recommendations include mainstreaming RBM in an integrated manner in every organizational programming process over the next 5-10 years, strengthening the strategic planning process of the Organization and individual Bureau/unit plans and reducing the number and improving the content of reports prepared on the Business Plan/work of the Organization by focusing on reporting on outcome level results. The 2023-2025 Business Plan and its Operating Plan present an opportunity to incorporate key recommendations from the evaluation report, Council Decisions and lessons learnt from the previous cycles into the new plans, as well as to reduce complexity.
- 3.2. According to the UN Development Group (UNDG), RBM is defined as “a management strategy by which all actors [...] ensure that their processes, products, and services contribute to the achievement of desired results [outputs, outcomes and higher-level goals or impacts].”⁴ RBM is based on a logic according to which resources will be used to implement activities which will in turn lead to outputs and higher-level results (outcomes and impacts). From an organizational perspective, the main purpose of RBM is to generate and use performance information for accountability and reporting to stakeholders and for decision-making. Managers within the organization also benefit from applying RBM by acquiring more control on the activities and outputs they are responsible for, by becoming better equipped to take well-informed decisions and by learning from successes and failures.
- 3.3. In preparing the ICAO Business Plan 2023-2025 an organization-wide exercise was undertaken to review the outputs, activities and indicators under each Strategic Objective and Supporting Strategy. The responsibility for implementing an Output is taken on by a Headquarters Bureau or Office while the Regional Offices have one shared output per SO. The results framework follows a Results Based Management (RBM) approach which integrates outputs with activities, resources as well as performance measurement.

⁴ UNDG RBM Handbook 2012

3.4. Figure 2, ICAO results framework for 2023-2025, consists of the Vision and Mission supported by its five Strategic Objectives, the Transformational Objective and the Supporting strategies outputs.

Vision: Achieve the sustainable growth of the global civil aviation system

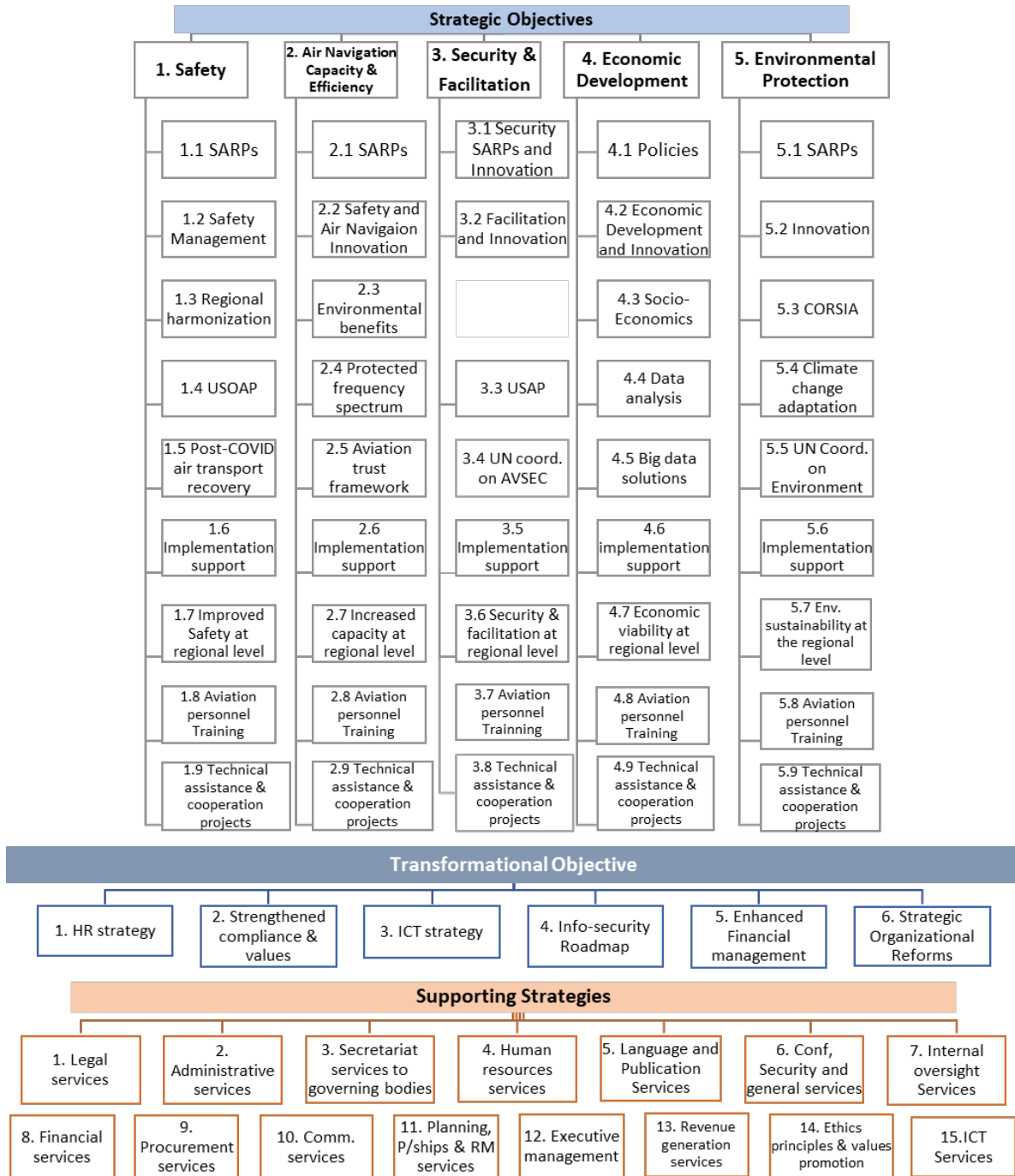


Figure 2-ICAO Results Framework
 Note – Output names in this figure are abbreviated.

4. BUSINESS PLAN FUNDING MECHANISMS

- 4.1. Funding mechanisms available in the Organization contribute to the achievement of the Business Plan objectives, strategies, related outputs, and associated activities. The funding in the Organization relies on two funding categories: Regular Budget and other resources that include the Ancillary Revenue Generation Fund (ARGF), cost-recovery mechanisms and the Administrative and Operational Service Cost (AOSC) Fund, voluntary funds, trust funds, in-kind contributions, and other funds.

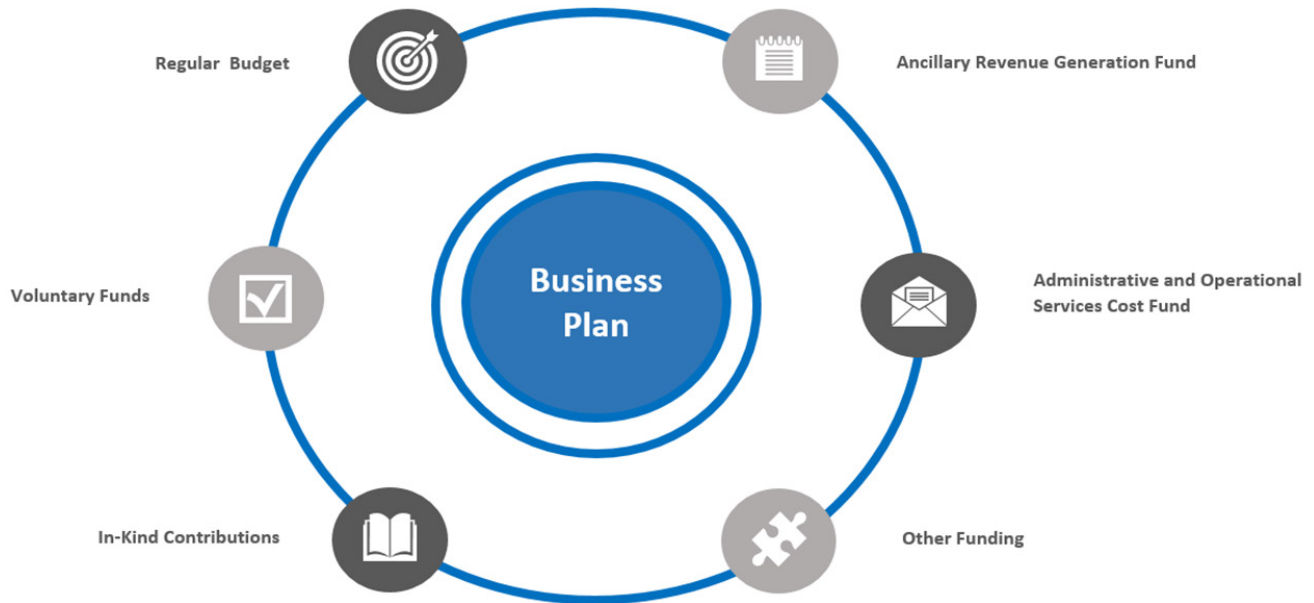


Figure 3- Business Plan funding mechanism

- 4.2. The Regular Budget and other resources are utilized to develop a complementary relationship and function as an integrated funding mechanism.

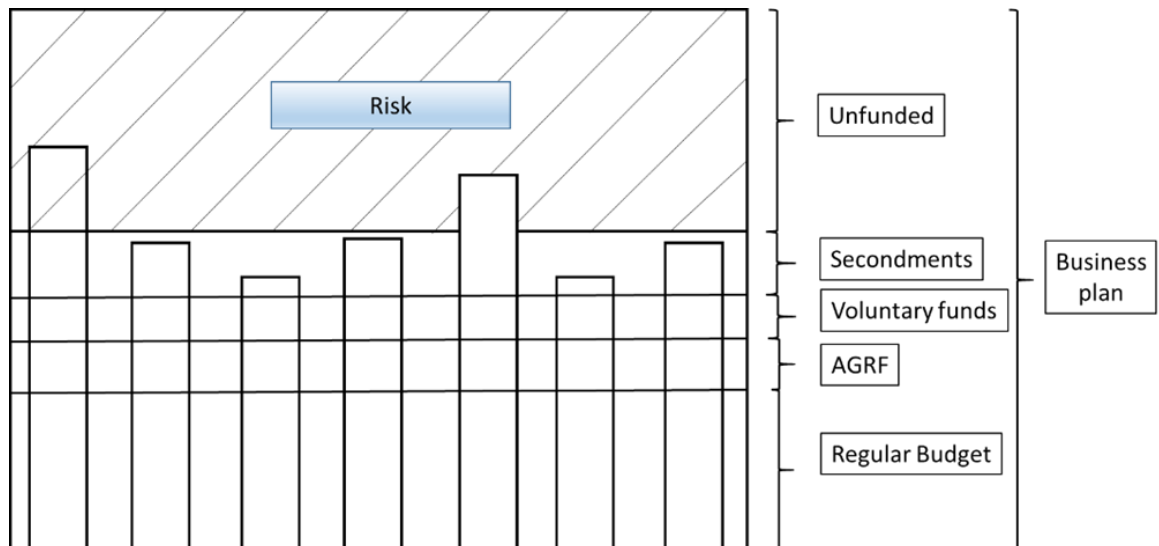


Figure 4- The Relationship between the Regular Budget and the Business Plan

Regular Budget

- 4.3. The ICAO Secretariat is primarily funded by the Regular Budget, which is allocated over a triennial period and provides the required flexibility to the Organization to allocate funding to those areas where it is most needed to achieve the Business Plan objectives, strategies, related outputs, and prioritized activities.
- 4.4. The Regular Budget of ICAO for 2023 – 2025 is prepared in accordance with the guidance for the preparation of the Organization’s Triennial Budget (C-DEC 210/1), forms an integral part of the Business Plan, and is financed by assessments of States, reimbursement from the Administrative and Operational Services Cost (AOSC) Fund, transfers from the ARGF surplus and other miscellaneous income.

Ancillary Revenue Generation Fund

- 4.5. The ARGF was established in 2006⁵ to record all revenues and expenditures relating to self-financing activities. The ARGF activities explore and leverage ICAO’s revenue-generating opportunities by developing and promoting products and services, including the ICAO global aviation training and TRAINAIR Plus programme, which facilitate the implementation of the Business Plan objectives and strategies within ICAO; and developing, promoting, and protecting the intellectual property of ICAO.

Administrative and Operational Services Cost (AOSC) Fund

- 4.6. The AOSC Fund was established⁶ to administer the cost of administration and management of the ICAO technical cooperation programme, which earns income from technical cooperation projects it executes. The Fund is primarily financed from administrative overhead charges on technical cooperation projects.

Voluntary Funds

- 4.7. The Organization continues management and promotion of the thematic and multi-donor trust funds that are aligned with its Strategic Objectives. Voluntary contributions are received as earmarked or un-earmarked. Un-earmarked voluntary contributions provide the Organization with the flexibility to prioritize unfunded needs of activities in the Business Plan. The list of voluntary funds includes:

- a) **Aviation Safety Fund (SAFE):** The purpose of the fund is to improve the safety of civil aviation by addressing serious safety deficiencies in countries which lack the financial means to do so.
- b) **AFI Plan Fund (AFI PLAN):** The fund assists African States to improve their effective implementation of the critical elements in all safety-related areas, with priority given to resolving significant safety concerns.
- c) **Aviation Security and Facilitation Fund (AVSEC/FAL):** The fund is used primarily for aviation security technical assistance and training activities coordinated by the Implementation Support and Development – Security Programme, and for the conduct of aviation security audits under the ICAO Universal Security Audit Programme Continuous Monitoring Approach. Such activities are undertaken in accordance with the Global Aviation Security Plan and the ICAO NCLB initiative.
- d) **Environment Fund (ENV):** The fund targets to support the growing demands for environmental protection activities. The majority of the fund is received through the grant agreements and directed to support specific projects or initiatives.
- e) **Human Resources Development Fund (HRDF):** The fund supports opportunities for capacity building in civil aviation in African States and to assist these States to better meet the human resources needs for operational efficiency and continuous implementation of ICAO Standards and Recommended Practices and other programme activities.
- f) **Voluntary Air Transport Fund (TRAF):** The fund serves to support ICAO’s work in the air transport field in a consistent, transparent, efficient, and timely manner. The Secretariat continues to seek contributions on an on-going basis through promotion of the Fund on-line and during events, and through cooperation with other international organizations and UN agencies.

⁵ Established under the provision of Article VII of the ICAO Financial Regulations

⁶ Established under the provisions of Article IX of the ICAO Financial Regulations

- g) **ICAO Programme for Aviation Volunteers Fund (IPAV):** The fund provides a framework for the deployment of aviation professionals, working as volunteers, to respond to emergencies affecting the aviation system in a State; assist States in addressing shortcomings identified during ICAO safety and security audits; assist States in achieving high levels of effective implementation; develop capabilities in the implementation of ICAO Standards and Recommended Practices; and foster self-reliance and growth.
- h) **Resource Mobilization Fund (RMF):** The fund is designed to manage the activities undertaken as per the Resource Mobilization Policy. The RMF accepts unearmarked voluntary contributions towards the NCLB initiative or earmarked to a specific programme from donors supporting the achievement of ICAO's mission and objectives at the global, regional, and State levels. Crucially, the RMF presents the only ICAO funding modality to donors to contribute funding in a cross-cutting fashion to the Organization's Strategic Objectives.
- i) **Transformational Fund⁷:** This fund is created to enable change promoting organizational improvements, focused on progressing the transformational outputs included in the Business Plan under the Transformational Objective.

In-Kind Contributions

- 4.8. International and non-governmental organizations, as well as national civil services, or academic institutions often wish to contribute to work at the international level. In the area of civil aviation, ICAO is at the centre of multinational governance. Cognizant of the value of these contributions, ICAO's constituents have determined that it is in the interest of the Organization to use third party expertise in the form of secondees and gratis personnel from States and international organizations.
- 4.9. Aside from funds and personnel, ICAO receives in-kind contributions in the form of facilities, airline tickets, accommodations, commodities, and services from various contributors.

Other Funds

- 4.10. ICAO makes use of other funds, which are subject specific and not voluntary; these trust funds are governed by special agreements including but not limited to, the Technical Cooperation Programme, Joint Financing, bilateral agreements, Junior Professional Officers, and associate experts.

Resource Mobilization

- 4.11. ICAO has established a dedicated Resource Mobilization (RM) capacity to mobilize voluntary resources towards supporting States for the improvement of global civil aviation, consistent with the achievement of the UN 2030 Development Agenda, UN SDGs as well as the ICAO NCLB Initiative. Mobilized resources are meant to supplement ICAO's work programmes not funded by the Regular Budget. The overall RM efforts of ICAO aim to also aid States in securing funding for their aviation development, enhance partnership and cooperation with global aviation stakeholders, including UN organizations, and assist in humanitarian operations and crisis management. It is the intent that for the 2023-2025 triennium, the RM capabilities will be strengthened by implementing a new organization-wide RM Strategy.

⁷ Approved by the Council [C-DEC 225/12]



5. ENTERPRISE RISK MANAGEMENT AND INTERNAL CONTROLS

- 5.1. ICAO is committed to managing its risks efficiently and effectively, ensuring that risks are identified, assessed, mitigated, reported, monitored, and escalated in a way that enhances ICAO's capability to achieve its mission, Strategic Objectives and Outputs, as well as to implement projects/programmes and key activities outlined in the Business Plan. A risk is defined as the possibility that an event will occur and adversely affect ICAO, impacting, inter alia, its mission, Strategic Objectives, outputs, projects/programmes, key activities, reputation, and assets.
- 5.2. ICAO has an ERM Framework endorsed by Council in 2021 that sets out the roles and responsibilities for risk management and ensures that robust internal controls (Figure 5) are in place to support the efficient and effective management of risks in ICAO. In addition, a risk register process and assessment table to assess the likelihood and impact of a risk are integrated within ICAO's business processes and the outputs/activities in the Business Plan.

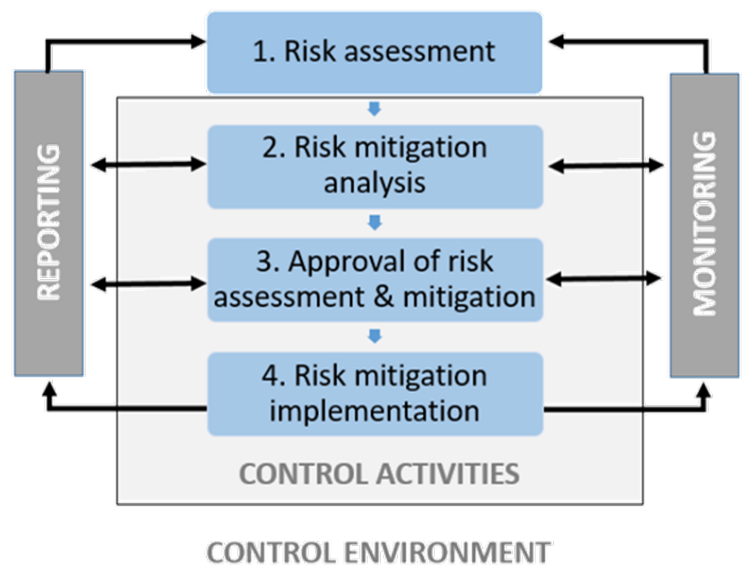


Figure 5: Risk and internal Control process.



6. STRATEGIC OBJECTIVE SAFETY

6.1. Enhance global civil aviation safety

6.1.1. Managing and improving the safety of the global air transport system is ICAO's guiding and most fundamental Strategic Objective. The Organization works constantly to address and enhance global aviation safety through the following coordinated activities:

- a) policy and standardization;
- b) monitoring of key safety trends and indicators;
- c) safety analysis;
- d) specific programmes to address safety issues; and
- e) implementation support.

6.1.2. The ICAO Global Aviation Safety Plan (GASP) presents the strategy in support of the prioritization and continuous improvement of aviation safety. The GASP sets the goals, targets, and outlines key Safety Enhancement Initiatives (SEIs) aimed at improving safety at the global, regional, and national levels. In addition to the safety-related challenges and operational safety risks, the GASP supports the safe implementation of the Global Air Navigation Plan, which addresses the appropriate infrastructure to support the provision of the essential services.

6.2. Priorities

6.2.1. In support of the safety Strategic Objective, the Global Aviation Safety Plan (GASP) goals and targets, and the NCLB initiative, the ICAO key priorities are to:

- a) continuously increase global civil aviation safety, while embracing and integrating the new and evolving public health safety measures, new airspace entrants, new technology and innovation, as well as trends in ownership, business, operating and oversight models;
- b) modernize and improve the process for the development and maintenance of the robust global civil aviation regulatory framework, and the associated safety oversight audit programme, helping to underpin State and Industry actions for continued growth and development of a safe and resilient global air navigation system within Member States' economic and sustainability expectations;

- c) continue to prioritize standardization and implementation efforts as agreed by States and Industry in the GASP; hold the trust and confidence of the global community to provide advice and lead the coordination, consultation and collaboration with all stakeholders in safety, focusing on timely standardization and harmonized, effective, scalable and affordable implementation for States and industry; enhance the regional cooperation; and narrow the gaps between States; and
- d) ensure the organizational framework that will allow stakeholders to participate and contribute within the standard making process to enhance the capability of ICAO to deliver targeted solutions for the improvement of safety.

6.3. Challenges, emerging needs and opportunities

- 6.3.1. The main challenges being faced are related to the recovery of the aviation system from the pandemic. The NCLB initiative is more important than ever as the pandemic has served to further highlight the inequities between States. The SARPs development process has always been driven by Member States with the resources to support ICAO expert groups. However, our improved capability to hold virtual and hybrid meetings has the potential to increase participation and contribution. We have also seen that States with a State safety programme (SSP) have been able to adapt to address the new risks faced more easily than others, further emphasizing the importance of making progress in this important goal highlighted in the GASP to build resilience.
- 6.3.2. Opportunities exist to improve monitoring of States' performance by evolving USOAP CMA and to enhance the currency of information on States' performance. Regional cooperation is more important than ever as States are facing tremendous economic challenges during the recovery and harmonizing efforts at the regional level will support a stable operational environment for the industry.
- 6.3.3. Specific efforts to support the recovery will continue to take place as well as an opportunity to take the lessons learned to support a more resilient and flexible oversight of the aviation system. The development and delivery of implementation support is being recognized as an important element of ICAO's mandate. During the next triennium one of the challenges will be to establish mechanisms to prioritize and resource this work.

6.4. Safety outputs

SAF 1 Enhanced Standards and Recommended Practices (SARPs) and development process that continuously improve aviation safety

- 6.4.1. ICAO SARPs are constantly evolving. They are our primary regulatory risk control. The complexity of oversight continues to increase due to a number of new business models and cross-border operations, including short-term aircraft interchange operations. Due to resource challenges, ICAO must also find new ways to enhance the SARPs development process to ensure that it remains relevant, timely and effective at mitigating safety risks. During 2023-2025, the focus will be on the development of: 1) a cooperative oversight framework; 2) mechanisms to leverage available expertise; 3) a robust and inclusive coordination for processing amendment proposals to ensure that "No Country is left behind"; and 4) performance based SARPs where practicable and cost effective. Information from Universal Safety Oversight Audit Programme (USOAP) activities will help to identify areas where ICAO SARPs are not well implemented, and the protocol questions will be reviewed and updated to remain relevant.

SAF 2 Enhanced capacity of the aviation community to proactively manage aviation safety

- 6.4.2. The global aviation system is in a period of intense change. The key to safely managing these changes is building upon proven strategies for improving safety, like the investigation of accidents and incidents and safety management. Advanced methodologies suitable for complex socio-technical systems are essential to address the introduction of new technologies, new business models, increasing automation and unpredictable disruptions like the COVID-19 pandemic. For 2023-2025, ICAO will focus on the evolution of ICAO SARPs, the

development of complementary guidance material, the collection and sharing of practical examples, and tools to support a more proactive, predictive, and integrated approach to risk and resilience management. In recognition of the new competencies required across the aviation community, additional content for webinars, workshops, training, tools, and implementation packages (iPacks) will also be developed. Focus areas will include accident investigation, advanced risk assessment methodologies, change management, safety intelligence and human performance.

SAF 3 Increased regional harmonization and cooperation in regulatory oversight

- 6.4.3. Many States still struggle in properly implementing ICAO SARPs and ensuring adequate oversight of their service providers, due to insufficient resources and ever-growing industry and emergence of new technologies. As recognized by Assembly resolutions and HLCC 2021 recommendations, ICAO should support various forms of cooperation on safety issues on a regional level, in particular Regional Safety Oversight Organizations (RSOOs), Regional Accident and Incident Investigation Organizations (RAIOs) and Cooperative Development of Operational Safety and Continued Airworthiness Programme (COSCAPs). The experiences of the COVID-19 pandemic have proven the added value of regional organizations in assisting States, harmonizing regional measures, and creating a stable operational environment for the industry. For 2023-2025, ICAO will support regional organizations and other mechanisms through programmes and activities such as 1) GASOS Assessments, 2) RSOO and RAIO Cooperative Platforms and 3) input for technical assistance to States when regional organizations are available.

SAF 4 Improved ICAO monitoring function and enhanced information currency related to safety oversight and safety management implementation at the State and regional levels

- 6.4.4. Planning and prioritization efforts are better served with improved and up-to date information addressing safety oversight and safety management implementation at the State and regional levels. This information is critical for ICAO Standard-making and assistance functions. For States, it is also critical to have a baseline on the status of these responsibilities to implement corrective actions addressing deficiencies and/or progressing its safety responsibilities. The main strategy for change encompasses improving the monitoring function of ICAO by implementing the recommendations of the Group of Experts for a USOAP CMA Structured Review (GEUSR) and the USOAP CMA Advisory Group (USOAP-AG), as agreed by the Council, as well as the self-improvements introduced by its quality system. The conduct of USOAP CMA activities strives at continuously updating its data. The result of these actions will result in an enhanced USOAP CMA yielding improved information related to safety oversight and safety management implementation at the State and regional levels.

SAF 5 Continued support for post-COVID pandemic air transport recovery which includes improved ICAO provisions based on lessons learnt

- 6.4.5. From the onset of the COVID-19 pandemic crisis, the aviation system has faced a severe disruption to its operations and economic viability. ICAO has a leadership role in bringing the aviation community together to develop and promote harmonized and cooperative efforts for the aviation system recovery. This can be achieved through the implementation, monitoring and ongoing update of multi-layered risk mitigation strategies. For 2023-2025, the focus will be on identifying, amending, improving, and developing the content for initiatives to support ICAO Member States through the recovery process. In addition, a review of relevant ICAO SARPs and guidance material will be conducted to reflect the lessons learned from the COVID-19 pandemic in support of a more resilient aviation system. This will include developing a global common framework to assess and mitigate risks (including human performance risks) supported by appropriate mitigation measures in accordance with HLCC Safety stream recommendations. This will also include provisions related to the renewal and extension of medical assessments, licences and other certificates, guidance for mitigating the transmission of disease, granting, and lifting exemptions/alleviations and guidance for the conduct of remote oversight activities.

SAF 6 Increased access to aviation safety implementation support that addresses States' prioritised needs

- 6.4.6. Implementation support refers to the ICAO actions in managing the programmes, projects and activities which support and assist the implementation efforts of States through the provision of products and services. Implementation support packages content and material generated as part of other safety (SAF) outputs, finds funding for those activities, distributes responsibilities among actors and ensures the support is provided to the States in need. This output ensures that: 1) a needs-based approach is adopted in the development and deployment of implementation support; 2) that deployment is adequately prioritized; 3) that a common methodology is used throughout all implementation support; 4) that support is coordinated; and 5) that there is financial transparency and accountability among all actors.

SAF 7 Strengthened safety of civil aviation at the regional level

- 6.4.7. The evolution of air traffic and the challenges imposed by the COVID-19 pandemic restate the importance of increasing the safety compliance to global requirements and the sustainability of the measures taken by the States in ensuring their safety management framework. In this sense, the efforts adopted by the Regional Offices aim to enhance States' ability to implement SARPs, provisions of Global Plans and directives of the Council and Secretariat in a sustainable and measurable manner.
- 6.4.8. The Regional Offices will continue to support States to enhance safety levels by increasing effective implementation of State oversight systems (validated through USOAP CMA) and by providing the necessary assistance for the implementation of Safety Management processes, through capacity building activities. Additionally, the Regional Offices will assist States in the identification of emerging safety challenges and the implementation of necessary safety improvements, as well as foster cooperation among stakeholders and measure progress on the implementation of the GASP and the regional priorities, through the RASGs.

SAF 8 Enhanced, accessible and guided ICAO training in safety to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy

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

SAF 9 Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in safety

- 6.4.10. 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. Assistance will be enhanced by developing new implementation products and services aimed at comprehensively addressing States' evolving needs. Increased harmonization, relevance, and consistency in outputs will be ensured across all projects and activities. 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 Bureaux and Regional Offices will lead to greater accessibility, affordability and added value in ICAO's support.



7. STRATEGIC OBJECTIVE AIR NAVIGATION CAPACITY AND EFFICIENCY

7.1. Increase the capacity and improve the efficiency of the global civil aviation system

- 7.1.1. The crisis caused by the COVID-19 pandemic in 2020 highlighted the importance of resilience of the aviation system, not only as a performance requirement but also as a fundamental principle, in terms of economic sustainability. ICAO serves as a global forum that brings together the aviation community to define a common strategy for the evolution of the global air navigation system to improve capacity and efficiency within the Global Air Navigation Plan (GANP).
- 7.1.2. To support the evolution of the global air navigation system, ICAO develops new and enhanced existing global provisions. ICAO ensures the timely availability of its provisions through its technical air navigation work programme. ICAO also provides tools and identifies which stakeholders need to be involved in the implementation of operational improvements. At the regional level, ICAO coordinates the review and update of the Regional Air Navigation Plans. ICAO also coordinates the activities of the PIRGs to ensure their alignment with the GANP. At the national level, ICAO facilitates access to resources and technical assistance and promotes capacity-building in different areas of expertise. During 2023-2025, ICAO will:
- a) look for innovative ways to develop new or improve existing provisions;
 - b) provide a framework to promote an air navigation system that contributes to environmental protection;
 - c) integrate innovation and provide access to all users to the air navigation system;
 - d) protect ITU frequency spectrum required for aeronautical services;
 - e) develop a trust framework to enable the evolution of the air aviation system, and
 - f) improve mechanisms to support implementation and leverage available expertise.

7.2. Priorities

- 7.2.1. In support of the air navigation capacity and efficiency Strategic Objective, the GANP performance ambitions, and the NCLB initiative, the ICAO key priorities are to:
- a) improve the efficiency of the global air navigation system performance, while embracing and integrating new airspace entrants and new technology and innovation;
 - b) develop and maintain the global civil aviation regulatory framework, helping to underpin State and industry actions for continued growth and development of a safe, efficient and resilient global air navigation system within Member States' economic and sustainability expectations;

- c) continue to prioritize standardization and implementation efforts as agreed by States and industry in the GANP; hold the trust and confidence of the global community to provide advice and lead the coordination, consultation and collaboration with all stakeholders in air navigation capacity and efficiency, focusing on timely standardization and harmonized, effective, scalable and affordable implementation for States and industry; enhance the regional cooperation; and narrow the gaps between States; and
- d) ensure the organizational framework that will allow stakeholders to participate and contribute within the Standard making process to enhance the capability of ICAO to deliver targeted solutions for the improvement of air navigation capacity and efficiency.

7.3 Challenges, emerging needs and opportunities

7.3.1 The aviation industry is facing a variety of challenges. Air traffic is expected to continue to grow in the long-term and the sustainability and resilience of the system should be ensured. At the same time, new demands on the aviation system, emerging technologies, innovative ways of doing business and the shifting human role are bringing not only challenges but also opportunities that call for an urgent transformation of the global air navigation system so that aviation can continue to boost social well-being worldwide. During 2023-2025, ICAO will address the following challenges and transform them into opportunities:

- a) accommodation of increasing demand and new types of demand;
- b) use of advanced technologies;
- c) human capability and capacity;
- d) emerging, new and adapted business models; and
- e) expectations of the aviation community.

7.4 Air Navigation Capacity and Efficiency Outputs

CAP 1 Enhanced Standards and Recommended Practices (SARPs) and development process to increase air navigation systems operational efficiency, interoperability, and harmonisation

7.4.1 Many States struggle in effectively implementing ICAO SARPs. The reason being insufficient understanding, insufficient necessary expertise or reduced access to new technologies that sometimes come with high costs for deployment without a clear benefit that depends on the level of maturity and/or development of the State implementing them. ICAO should improve the SARPs development process to provide a scalable approach to allow an expedited deployment of new technologies and concept of operations in different operational scenarios. Closer regional coordination will help the deployment at regional and national levels. In 2023-2025 ICAO will support the development of performance-based standards that can be applied by States with different levels of maturity and density of traffic.

CAP 2 Enhanced gateway for receiving, reviewing, progressing, and integrating innovation initiatives including new entrants, technology, and processes

7.4.2 New entrants are evolving at a very rapid pace and the numbers of such aircraft requesting access to airspace increases steadily. States need to implement new regulations, provide oversight, and determine the type and extent of new services needed to safely manage this part of aviation. This activity is separate and additional to facilitating access by RPA to non-segregated airspace. To ensure that ICAO decision makers have information related to innovations well ahead of the need to act on them at a policy level, ICAO needs to keep abreast of all innovations that have been identified to the Organization. Under this part of the programme, innovations will be assessed at high level and information will be forwarded to the GANP or GASP Study Groups. This output is complementary to the existing mechanisms in the GASP and GANP to identify innovations related to their respective areas.

CAP 3 Improved guidance for the quantification of potential environmental benefits attainable through the implementation of new ICAO provisions

- 7.4.3 Every single technology or concept of operations available for implementation affects different key performance areas, including environment. Considering the importance of the environment key performance area in the global discussions, in 2023-2025 ICAO will focus on means to leverage regulatory frameworks and improved guidance on how to derive the environment benefits of new technology or concepts of operations being developed and implemented.

CAP 4 Protected ITU frequency spectrum required for aeronautical services

- 7.4.4 Frequency spectrum is a valuable and limited commodity, managed by States' Spectrum Regulatory Authorities through the ITU World Radio communication Conferences (WRC) process. This process culminates in the WRCs held every four years. Aviation uses approximately 15 per cent of the most valuable spectrum for the provision of safety critical CNS functions and is only one of many spectrum users, all of which participate in the WRC process on an equal footing. ICAO represents aviation interests, providing a common co-ordinated voice and agenda. Currently preparations are underway for WRC-23 (Nov-Dec 2023), which will be followed by WRC-27 (2027). Each four-year WRC cycle consists of the following main activities:

- a) ICAO Position developed and approved by Council for the upcoming WRC;
- b) support of technical studies and preparations in ITU-R; and
- c) advocacy for ICAO Position and aviation requirements in preparatory activities and during WRC, to ensure favourable outcome with no negative impact on aviation.

CAP 5 Advanced development of an international aviation trust framework for air navigation services and infrastructure

- 7.4.5 As the aviation industry moves towards more automation, digitalization and IP connectivity, there is a need to reduce the vulnerabilities to cyber-attacks brought by operations in cyber space. This reduction can be done through the operation in a more controlled environment where all stakeholders are identified, and the messages exchanged can be trusted. For this to happen, a framework must be in place to guarantee the confidentiality, integrity and availability of the information while stored or in transit and the deployment of an international aviation trust framework aims to provide that environment. In 2023-2025, ICAO will provide:

- a) a concept of operations;
- b) an information security framework including information security provisions, a dedicated block of IPv6 addresses for aviation, an integrated approach to information security and safety; and
- c) a dedicated certificate policy for the aviation community.

CAP 6 Increased access to air navigation implementation support that addresses States' prioritized needs

- 7.4.6 Implementation support refers to the ICAO actions in managing the programmes, projects and activities which support and assist the implementation efforts of States through the provision of products and services. Implementation support packages content and material generated as part of other air navigation capacity and efficiency (CAP) outputs, finds funding for those activities, distributes responsibilities among actors and ensures the support is provided to the States in need. This output ensures that:

- a) a needs-based approach is adopted in the development and deployment of implementation support;
- b) that deployment is adequately prioritized;
- c) that a common methodology is used throughout all implementation support;
- d) that support is coordinated; and
- e) that there is financial transparency and accountability among all actors.

CAP 7 Enhanced efficiency and increased capacity at the regional level

- 7.4.7 The development of a seamless airspace and interoperable air navigation communications and management frameworks stem from regional and interregional collaboration and coordination. The Regional Offices leading role in promoting the integration of the planning efforts, in line with the global provisions, is key to ensure the implementation of the air navigation plans in an orderly manner, supporting the proper planning, investment and capacity building by States.
- 7.4.8 The Regional Offices will support States to enhance their capabilities to access, develop, implement, and use technologies in air navigation systems to meet current and future demands and provide assistance for the implementation of ICAO policies and provisions. Additionally, the Regional Offices will continue to lead and coordinate response to airspace crises and contingencies. Through support to the PIRGs, the Regional Offices will continue to monitor and report the status of implementation by States of the required air navigation facilities, services, and procedures, as well as of the GANP and the regional priorities, for the continuous, interoperable, and harmonized improvement of air navigation systems.

CAP 8 Enhanced, accessible and guided ICAO training in air navigation to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy

- 7.4.9 As mandated by 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 in Air Navigation Capacity and Efficiency that support the implementation of Standards and Recommended Practices (SARPs) and ICAO programmes using competency-based training, an ISD approach, and by leveraging on latest technologies and innovative approaches. ICAO will also support the implementation of human performance and talent management strategies through the of expansion strategic partnerships for training in Air Navigation Capacity and Efficiency.

CAP 9 Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in air navigation

- 7.4.10 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. Assistance will be enhanced by developing new implementation products and services aimed at comprehensively addressing States' evolving needs. Increased harmonization, relevance, and consistency in outputs will be ensured across all projects and activities. 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 Bureaux and Regional Offices will lead to greater accessibility, affordability and added value in ICAO's support.



8 STRATEGIC OBJECTIVE SECURITY AND FACILITATION

8.1 Enhance global civil aviation security and facilitation

- 8.1.1 Although the global civil aviation system is more secure than ever, vulnerabilities and threats to civil aviation security, cybersecurity and border integrity persist, affecting States across all regions. Such challenges must be addressed through constant and proactive preventive efforts, including systematic collaboration, coordination and communication amongst States, industry, and international organizations. It is important to ensure that the implementation of both security and facilitation requirements be improved, thereby enabling air passenger and cargo traffic to grow in a secure, seamless, resilient, and efficient manner.
- 8.1.2 The goal of this Strategic Objective is to enhance civil aviation security and air transport facilitation worldwide by advancing the regulatory framework to meet evolving needs and by taking into account lessons learned from the COVID-19 pandemic while building on the outcomes of the High-level Conference on COVID-19 (HLCC 2021). This objective is achieved by a) minimizing the risk of unlawful interference with civil aviation and ensuring appropriate responses when incidents occur; b) minimizing border integrity risks; and c) maximizing efficiency in border clearance operations to promote trade, tourism, and economic development.
- 8.1.3 The delivery of the results with respect to this Strategic Objective will contribute to reducing the level of global aviation security, cybersecurity, and border integrity risks, facilitating movement of people and movement of goods by air, and enhancing the efficiency of the global civil aviation system.

8.2 Priorities

- 8.2.1 The continuous risk of unlawful interference with civil aviation, whether by attacking it or using it as a means of transportation, requires ICAO to increase its efforts to raise the profile of aviation security, including border and cybersecurity in States, through the UN System and the counter-terrorism community. Conversely, the seamless and contactless crossing of borders through enhanced facilitation Standards, mechanisms and tools needs to be further supported and promoted. ICAO will prioritize work as follows:
- a) improve the quality of the Standard setting process to better help States develop effective and applicable regulations;
 - b) develop and coordinate the management of implementation and assistance programmes and plans (Traveler Identification Programme (TRIP) Strategy, Global Aviation Security Plan (GASeP), Cybersecurity Action Plan (CyAP), Public Key Directory (PKD)); and

- c) secure the resources and improve the processes for the continuous monitoring and oversight of States' implementation of security-related standards.

8.3 Challenges, emerging needs and opportunities

- 8.3.1 The COVID-19 pandemic highlighted the disparities between the control measures and travel restrictions in place in the different regions and States. There is a need to develop a global and harmonized strategic approach in close coordination with the World Health Organization (WHO) to assure a safe, efficient, and secure staged return to normal air transport operations. The continuous risk of unlawful interference with civil aviation, whether by attacking it or using it as a means of transportation, requires ICAO to increase its efforts to raise the profile of aviation security, including border and cybersecurity in States, through its active role in the UN's Global Counter-Terrorism Coordination Compact and multilateral counter-terrorism efforts. Conversely, the seamless and contactless crossing of borders through enhanced facilitation Standards, mechanisms and tools needs to be further supported and promoted. ICAO will prioritize support to States in implementing the recommendations of the High-level Conference on COVID-19 (HLCC 2021), as approved by the Council, to ensure a quick recovery of the air transport system and its resilient development.

8.4 Security and Facilitation outputs

SECF 1 Enhanced policies including but not limited to Standards and Recommended Practices (SARPs) and guidance material aimed at improving civil aviation security, border management and cybersecurity while monitoring innovation in these areas.

- 8.4.1 Various attacks against civil aviation infrastructure across the globe, along with the continuous intent and growing capability of terrorist groups to exploit vulnerabilities in the system, prove that international civil aviation remains a prime target for a variety of motives. Safeguarding civil aviation against acts of unlawful interference requires measures that are proactive, yet flexible, and must be able to respond rapidly to new and emerging threats. These measures must be sustained over time, providing an acceptable level of security regardless of the threat environment. This output aims to help ensure that:
- a) ICAO and its Member States ensure the development and implementation of risk-based measures to reflect the evolving threat picture;
 - b) innovation in the areas of aviation security and cybersecurity is carefully monitored and duly considered in the development and update of policies, standards, recommended practices and guidance material;
 - c) there is continued capacity for ICAO to support its deliberative bodies and expert groups in identifying threats, addressing, and navigating risks and reducing vulnerabilities by making every effort to create a sustainable aviation security system; and
 - d) a coordinated and comprehensive approach continues to be implemented for all elements of the aviation sector i.e., safety, air navigation, facilitation, and counterterrorism to benefit from shared knowledge, strengthened efforts and improved aviation security.

SECF 2 Enhanced capabilities of States to facilitate the movement of people and goods by air, and uniquely identify individuals, including through implementation of innovations, leading to improved efficiency in border management operations and increased resilience to future challenges

- 8.4.2 Efficient movement of people and goods by air requires effective national organization and harmonized adoption of best practices and technologies to facilitate cross-border processes. ICAO's facilitation activities involve the provision of a) regulatory material and guidance to ensure that national structures, facilities, and capabilities are appropriately established and maintained; b) development of technical specifications and guidance to drive adoption of aligned capabilities to effect more seamless travel; and c) the offering of implementation and capacity building support to ensure comprehensive global capability development. Together, this work allows States to adapt to changing circumstances over time and take advantage of new operational and technical innovations and developments while ensuring no country is left behind. In the period from 2023-2025, ICAO will focus on advancing its regulatory framework to meet evolving needs, particularly

taking into account lessons learned from the COVID-19 pandemic and building on the outcomes of the High-level Conference on COVID-19, while taking advantage of innovations and advancing specifications and assistance to States to drive more seamless and contactless travel.

SECF 3 Enhanced Member States' aviation security oversight capabilities and compliance with Annex 17 Standards and security-related Standards of Annex 9 through the conduct of USAP-CMA Activities

- 8.4.3 The ICAO USAP-CMA is the only global programme that measures States' aviation security performance, including the sustainability of such systems and an indicative compliance with Annex 17 Standards and security-related Standards of Annex 9. This output aims to help improve the sustainability and effectiveness of the global aviation security system by:
- a) enabling States to implement corrective actions in a timely manner to address identified deficiencies;
 - b) enabling the targeting of assistance activities and the functioning of regional and global programmes, such as the AFI SECFAL and GASeP, which rely on USAP data; and
 - c) creating sound policy based on the first-hand experience of USAP-CMA auditors.
- 8.4.4 For the 2023-2025 triennium, the intent is to increase the number of USAP-CMA activities ICAO can undertake, while maintaining the quality of audit reports and continuing to improve the audit methodology.

SECF 4 Strengthened ICAO's leadership and mandate in aviation security, cybersecurity and facilitation globally, in partnership with other UN bodies and international organizations

- 8.4.5 Within the framework of the United Nations Global Counter-Terrorism Strategy and relevant Security Council resolutions on counter-terrorism, ICAO will continue to collaborate with the United Nations Offices, Directorates and Specialized Agencies (and other international organizations) to fulfil the commitments defined in the UN Global Counter-Terrorism Strategy to further strengthen and enhance cooperation and information-sharing relating to border management, aviation security, and counter-terrorism. ICAO will also work with other UN and international organizations to develop comprehensive multi-dimensional frameworks to handle future crises in aviation, such as those related to health. ICAO – UN collaboration will include implementation of joint activities and collaborative preparation of documents and tools, leveraging of expertise and optimization of resources to maximize the quality of deliverables to Member States. Such activities are related to aviation security and facilitation, notably in relation to identity, and border control management as described in UN Security Council resolutions 1373 (2001), 1624 (2005), 2178 (2014), 2309 (2016), 2341 (2017), 2395 (2017), 2396 (2017) and 2482 (2019).

SECF 5 Increased access to civil aviation security and facilitation implementation support that addresses States' prioritised needs

- 8.4.6 Although the civil aviation system is more secure than ever, vulnerabilities and threats to aviation security and border integrity persist, affecting States across all regions. It is important to ensure that the implementation of security and facilitation requirements be improved, enabling passenger and cargo traffic to grow securely and efficiently. Such challenges must be addressed through active preventive efforts, including systematic collaboration, coordination and communication amongst States and industry. This output aims to enhance aviation security and facilitation worldwide by a) minimizing the risk of acts of unlawful interference while ensuring appropriate responses when incidents occur, b) minimizing border integrity risks and, c) maximizing efficiency in border control operations to promote the movement of people and goods by air. This output will deliver results through:
- a) assistance and capacity-building projects and programmes;
 - b) training programmes;
 - c) regional programmes and partner collaboration; and
 - d) GASeP and TRIP Strategy implementation support activities

SECF 6 Strengthened security and facilitation of civil aviation at the regional level

- 8.4.7 The expected aviation recovery from the COVID-19 pandemic and increased air connectivity in the next years harness the challenges to manage and mitigate the security risks, without affecting the intrinsic swiftness of civil aviation. In this sense, the implementation of the security and facilitation measures demand the Regional Offices to liaise with various international, regional, and national entities to champion the collaboration among the stakeholders to ensure sustained political commitment and technical capacity for the States to implement the global requirements.
- 8.4.8 The Regional Offices will continue to support States to improve the effective implementation of the aviation security SARPs (validated through USAP-CMA), in a sustainable manner, keeping a balanced approach based on risk management and considering the growth of air passenger and cargo traffic. The Regional Offices will foster cooperation among stakeholders and measure progress on the implementation of the GASeP and the regional priorities, through the Regional AVSEC/FAL Groups. Additionally, the Regional Offices will coordinate with ICAO HQ for the provision of capacity-building activities and support the ICAO ASTCs in the delivery of AVSEC/FAL trainings.

SECF 7 Enhanced, accessible and guided ICAO training in security and facilitation to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy

- 8.4.9 As mandated by 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 in Security and Facilitation that support the implementation of SARPs and ICAO programmes using competency-based training, an ISD approach, and by leveraging on latest technologies and innovative approaches. ICAO will also support the implementation of human performance and talent management strategies through the of expansion strategic partnerships for training in Security and Facilitation.

SECF 8 Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in security and facilitation

- 8.4.10 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. Assistance will be enhanced by developing new implementation products and services aimed at comprehensively addressing States' evolving needs. Increased harmonization, relevance, and consistency in outputs will be ensured across all projects and activities. 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 Bureaux and Regional Offices will lead to greater accessibility, affordability and added value in ICAO's support.



9 STRATEGIC OBJECTIVE ECONOMIC DEVELOPMENT

9.1 Foster the development of a sound and economically viable civil aviation system

- 9.1.1 A sound and economically viable civil aviation provides the freedom to travel affordably, a fair and equal opportunity for States and air transport users to benefit financially, a business environment where firms can operate profitably and a basis for sustainable economic development globally. A post-COVID-19 recovery of national and international economies will rely on the recovery of aviation. As such, maximizing aviation's contribution to economies, uniting efforts among States and the international communities will be required beyond the civil aviation sector.
- 9.1.2 Removing impediments to economic sustainability of air transport and overcoming the low priority given to aviation in financing are the ultimate goals of this Strategic Objective. States can use aviation as an effective development tool by pursuing liberalization efforts and placing aviation in the centre of the national/regional development framework and international financing for development flows, resulting in a) improving air connectivity; b) creating more competitive business opportunities in the marketplace; c) increasing consumer's benefits and choices; and at the same time d) reducing financial burden and costs in performing their regulatory oversight functions. These efforts shall be underpinned by quality data, analysis and forecasting for data-driven decision-making, operational improvement and, to the extent possible, the prediction of the various aspects of civil aviation development.
- 9.1.3 The delivery of the results with respect to this Strategic Objective will be essential for the aviation system's recovery from the COVID-19 crisis, for building its resilience beyond the recovery and for contributing to the growth of civil aviation activities and the efficiency of the air transport, and hence to the global economy, and the expansion of trade and tourism.

9.2 Priorities

- 9.2.1 The ever changing nature of civil aviation necessitates that ICAO be prepared for any significant shifts that may occur in the future. States' long-term policy agendas, including: a) improving air connectivity; b) creating more competitive business opportunities in the marketplace; c) increasing consumers' benefits and choices; d) promoting increased use of aviation as a development tool; and, e) removing impediments to sustainability of air transport, require continuous, holistic and coordinated efforts by States and the international communities.

9.2.2 ICAO will prioritize its work as follows:

- a) Develop and update air transport policy and guidance related to economic regulatory frameworks;
- b) finalize a draft multilateral convention on foreign investment in airlines;
- c) evaluate economic contribution and benefits of aviation by using refined methodologies;
- d) collect, analyze and disseminate aviation data/statistics under the Enterprise Data Management (EDM) framework.
- e) update long-term traffic forecasts and harmonize databases in support of aviation development, air navigation planning and environmental economics work;
- f) implement and manage aviation-related big data solutions and conduct joint projects related to ICAO's big data, including business intelligence dashboards;
- g) facilitate States' air services negotiations and provide an exchange forum for States and aviation stakeholders to reduce regulatory costs; and
- h) provide support to States in the recovery from the COVID-19 crisis, including following up and implementing CART recommendations and the HLCC Declaration, as well as raising awareness of ICAO's air transport policies and guidance and developing State/Regional Action Plans.

9.3 Challenges, emerging needs and opportunities

9.3.1 The COVID-19 pandemic has had a devastating economic impact on the aviation industry worldwide, risking its viability and financial sustainability. The potential deterioration in future economic viability of the sector could affect the balance of the aviation ecosystem, the repercussion of which might have far-reaching impact on broader economy at all levels. It is therefore of urgency for aviation stakeholders to take bold and immediate steps to bolster their financial position and mitigate the impact from the massive revenue shortfall. It is also equally important that States take appropriate actions to stabilize and support the beleaguered aviation industry so that aviation can continue its pivotal role in providing connectivity, driving national economy, and supporting jobs, and as an enabler in the overall economic recovery. In the context of the current crisis, the following challenges, needs and opportunities have been identified under the Strategic Objective of Economic Development:

- a) **Leading the post-COVID-19 economic recovery of aviation.** In the aftermath of the COVID-19 pandemic, re-establishing the economic viability of air transport will be vital to deliver its socio-economic benefits in a sustainably and environmentally conscious manner. This will be achieved through the Strategic Objective's regulatory and analytical agenda as well as through the follow-up and implementation of CART recommendations and the Ministerial Declaration of the High-Level Conference on COVID-19 (HLCC).
- b) **Digital transformation of air cargo:** Implementation of a cross-sector, integrated approach to the digitalization of air cargo and the global supply chain to increase the sector's speed, safety, security, and efficiency and to promote global trade and commerce.
- c) **Aviation infrastructure/system financing:** Promotion of diversified funding and financing sources, through the elevation of a role of the private sector and the effective use of domestic resources and international development funding, to develop and modernize quality aviation infrastructure/system commensurate with the level of predicted traffic growth and based on ICAO's Global Plans
- d) **Big data analytics for aviation:** Leveraging and unlocking the potential value of big data to improve safety and operational efficiency of aviation, allow States and the industry to make more informed decisions and policymaking, and strengthen the customer relationship and commitments.

9.4 Economic development outputs

DEV 1 Enhanced capabilities of States to improve air connectivity, to create competitive business environment, and to perform economic regulatory oversight functions

9.4.1 Pursuing the continuous liberalization of international air transport benefits all stakeholders and the economy at large by providing for sustainable air connectivity, effectively supporting trade and tourism, and creating significant opportunities for local citizens, businesses, and producers to access foreign markets in addition to

creating a competitive business environment, in which consumers benefit from more and improved choices and protection. In the context of the COVID-19 pandemic and recovery from it, emphasis will be on the need to strike an appropriate balance among the respective interests without prejudice to fair competition and market access or compromising safety, security and environmental commitments.

- 9.4.2 This output aims to reinforce ICAO's cornerstone role in this area by building better understanding of the benefits and challenges of liberalization, enhancing exchange of information and States' practices, developing, and updating air transport policy and guidance related to air transport, finalizing of a draft multilateral convention on foreign investment in airlines, developing new guidance on air cargo and e-commerce and leading the cooperation with the international community in this field.

DEV 2 Strengthened leadership of ICAO for addressing subjects related to the development of a sound and economically viable aviation system including addressing the economic and regulatory aspects of innovation in aviation

- 9.4.3 The dynamic nature of civil aviation necessitates that ICAO be prepared for any significant changes that may occur to effectively support States and the civil aviation system in the development of sustainable air transport, aligned with national and regional policy objectives and the NCLB initiative. The significant pace and uptake of various innovative technologies and processes, as well as the extended pool of conventional and unconventional innovators, across the aviation ecosystem requires ICAO to keep pace with the progress, monitor the developments and establish globally harmonized approaches where and if applicable.
- 9.4.4 Furthermore, the attainment of the UN SDGs relies on advances in sustainable air transport, which is a driver of sustainable development. Many of the SDGs are directly and indirectly connected to sustainable air transport. 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 recovery and eventual increase in air traffic demand and taking full advantage of innovative ideas and solutions. In this regard, ICAO will continue to work closely with the other international organizations to deliver and promote results of economic analyses on emerging issues of global importance and various aspects of air transport.

DEV 3 Enhanced capabilities of States to use aviation as an effective means to achieve economic development, in particular, increase accessibility to funding and financing for aviation infrastructure development and improvement of air connectivity

- 9.4.5 To maximize the benefits of aviation in the economy, the priorities of the aviation sector should be integrated and reflected in State's economic and social development planning with an appropriately balanced development of transport modes, including multi-modal and urban planning initiatives. In addition, States should support sustainable funding and take pragmatic measures to build a transparent, stable, and predictable investment climate for aviation infrastructure development, which in turn contributes to the socio-economic development. This output aims to promote aviation's socio-economic benefits, its cross-cutting nature, and multiple links to other economic sectors and to support the desired level of funding and financing for quality aviation infrastructure development and modernization, including through enhancing adherence to ICAO policies and guidance, engaging multi-stakeholders, diversifying funding sources and elevating the role of the private sector.

DEV 4 Enhanced capabilities of states to maximize the utility of aviation data/statistics and long-term traffic forecasts

- 9.4.6 Comprehensive and reliable aviation data, analysis and forecasts are the basis for States and the industry to make well-informed decisions and align the regulatory and financing regimes with the projected growth of air traffic demand. These enable States to act proactively to avoid inefficiencies and impediments, reduce risks and uncertainty, monitor progress and performance, evaluate the return on investments, and promote financing for air transport development. Under this output, ICAO will continue its extensive work on aviation data and statistics, analysis tools, long-term traffic forecasts and harmonizing databases in support of

aviation development, air navigation planning and environmental economics work. In addition, ICAO will continue its efforts in the development of methodologies and data sources for establishing a global aviation competitiveness index.

DEV 5 Enhanced skills of States to implement and manage aviation-related big data solutions and take stock of innovations in support of data-driven policies

- 9.4.7 Aviation is at the cusp of data transformation with velocity and quantity of data growing and new technologies evolving to analyze such data. In tandem with the pace of the industry development, States need to improve capabilities and capacity to manage the trove of information and use advanced analytics to reap the tremendous value through developing data-driven strategies. This output aims to guide States in addressing and adopting emerging technologies and solutions for the development of data-driven policies and strategies. By providing advanced business analysis tools, implementing, and managing aviation-related big data solutions and conducting related projects, including advanced COVID-19 analyses, ICAO will reinforce its position to assist and contribute to States' efforts.

DEV 6 Increased access to economic development implementation support that addresses states' prioritised needs

- 9.4.8 ICAO's support to States in the implementation of its policies and guidance is vital for the economic development and improvement of the air transport industry, including enhanced crises response readiness. This support could be in the form of creating awareness, organizing workshops/seminars and granting of States' access to information on ICAO compendia, in particular on consumer protection, competition rules and emergency response planning.
- 9.4.9 ICAO continues to serve a pivotal role in the promotion of air transport bilateral, plurilateral and multilateral relations through the use of the ICAO Air Services Negotiation events (ICAN) as well as information provided on the World Air Services Agreements (WASA) database, even as it continues its efforts in developing multilateral agreements on liberalization of air transport in line with the ICAO Long-term vision on international air transport liberalization (ATConf/6 refers). In addition, ICAO will continue to provide tools to enhance good governance and transparency of the air transport regulatory framework, contribute to the development of relevant courses and training material and assist States and other stakeholders in addressing other economic regulatory issues. Under this output, ICAO will reinforce its outreach and awareness-raising efforts to promote and assist States in the implementation of existing ICAO's policies and guidance, while working with States to remove regulatory constraints on international air transport.

DEV 7 Enhanced economic viability and resilience of civil aviation at the regional level

- 9.4.10 The Regional Offices, in close coordination with ICAO HQ, will continue to support the sustainable development of an economically viable civil aviation system and the liberalization of air transport, through the promotion of ICAO policies and guidelines. Moreover, the Regional Office will enhance their capabilities in supporting the States for all ICAO Strategic Objectives with the provision of business intelligence, facilitated by ICAO HQ.

DEV 8 Enhanced, accessible and guided ICAO training in the economic development of air transport to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy

- 9.4.11 As mandated by 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 in Economic Development that support the implementation of SARPs and ICAO programmes using competency-based training, an ISD approach, and by leveraging on latest technologies and innovative approaches. ICAO will also support the implementation of human performance and talent management strategies through the of expansion strategic partnerships for training in Economic Development.

DEV 9 Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in the economic development of air transport

- 9.4.12 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. Assistance will be enhanced by developing new implementation products and services aimed at comprehensively addressing States' evolving needs. Increased harmonization, relevance, and consistency in outputs will be ensured across all projects and activities. 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 Bureaux and Regional Offices will lead to greater accessibility, affordability and added value in ICAO's support.



10 STRATEGIC OBJECTIVE ENVIRONMENTAL PROTECTION

10.1 Minimize the adverse environmental effects of civil aviation activities

10.1.1 In light of the COVID-19 pandemic and the climate crisis, and particularly with the latest scientific evidence from the Intergovernmental Panel on Climate Change (IPCC), rapid action is required now from all sectors to reduce anthropogenic CO₂ emissions. Defining and monitoring the achievement of ambitious goals for aviation to contribute to addressing climate change is a priority. Ambitious means and processes to do that need to be put in place. For aviation, all stakeholders must take significant action and ensure that no country is left behind and it is crucial that ICAO maintains its leadership to address the climate impacts of international aviation.

10.2 Priorities

10.2.1 All aviation stakeholders must take significant action and it is crucial that ICAO maintains its leadership in the development and implementation of globally harmonized policies and frameworks, SARPs and guidance to address the climate impacts of international aviation. Innovations will play a crucial part in building green transition pathways for a resilient international aviation sector, and progress will be closely monitored toward the achievement of global aspirational goals. ICAO will prioritize work as follows:

- a) monitor environment-driven innovations and take stock of CO₂ emissions reduction;
- b) develop and update the ICAO policies, legal frameworks, SARPs and guidance to facilitate the innovative solutions for aircraft technologies, operational improvements, sustainable fuels and clean energy sources, toward realization of collective aspirational goals by States;
- c) ensure the continued implementation of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA);
- d) encourage and support States to develop, regularly update, and implement their State action plans and roadmaps on aviation CO₂ emissions reduction, in light of new green innovations and ICAO global aspirational goals;
- e) address other important and emerging areas, such as climate adaptation and infrastructure resilience, as well as recycling and circular economy; and
- f) enhance leadership of ICAO for addressing all aviation environmental issues.

10.3 Challenges, emerging needs & opportunities

- 10.3.1 Environment is a fast-evolving subject in terms of new emerging areas and innovations (from noise to local air quality to climate change, and clean energy and climate adaptation), which provides challenges but also opportunities for ICAO, subject to available resources, to keep pace of progress and establish globally harmonized approaches. While the COVID-19 pandemic significantly impacted aviation, the pandemic also provided opportunities to consider the means for building back better for green transition, taking on board the latest environmental innovations (e.g., certification of new green technologies), developing pathways that guide the sector to a decarbonized future, and creating solid grounds for investments and facilitating access to green funding.
- 10.3.2 Further opportunity also exists to strengthen ICAO leadership, for example, by increasing States' voluntarily participation in CORSIA (88 States in 2021, and 107 States in 2022) and robust CORSIA implementation by all States, as well as enhancing State Action Plans to reduce aviation CO₂ emissions by facilitating States' access to green finance, feasibility studies and technology transfer. Various emerging and evolving areas are significant challenges, such as for the Long-term Aspirational Goal (LTAG), State Action Plans (SAP), ENV Tools, CORSIA Capacity Building, and Climate Adaptation.

10.4 Environmental protection outputs

ENV 1 Advanced ICAO policies, legal frameworks, SARPs and guidance for implementation of innovative solutions, toward realization of collective aspirational goals by States

- 10.4.1 To facilitate the realization of collective aspirational goals by States and subject to the outcomes of the 41st Session of the Assembly on environment-related policies, ICAO will undertake various activities, for example, studies and development of necessary ENV-related policies, SARPs and guidance, for new innovative green technologies, such as evolutionary and revolutionary aircraft technologies. As per the CAAF/2 outcome, the 2050 ICAO Vision for Sustainable Aviation Fuels (SAF) will be elaborated through the stocktaking process and convening of CAAF/3 Conference, with quantified 2050 goals and relevant ICAO policies and guidance to facilitate SAF development and deployment by States. ENV assistance projects in partnerships with external organizations will be established to facilitate financing for the implementation of specific aviation CO₂ reduction measures, in particular clean energy/SAF, as well as provide capacity-building activities and tools for States. It is also crucial to maintain and enhance ICAO tools, such as ICAO Carbon Emissions Calculator and other tools (e.g., IFSET, EBT, CERT) to respond to the needs of States and public, including enhancing transparency on environmental performance, and develop new tools, as necessary. ICAO will continue to update SARPs, and guidance related to Aircraft Noise, Local Air Quality and Aircraft CO₂ (Annex 16, Volumes I, II, III and Environmental Technical Manual, Volumes I, II, III, etc.).

ENV 2 Enhanced monitoring of environment-driven innovations and taking stock of CO₂ reduction information

- 10.4.2 It is important for ICAO to enhance the monitoring of the global progress on the achievement of climate aspirational goals, including through the development of integrated ICAO monitoring tools for environment-driven innovations on aviation technologies, operations, and fuels, as well as through annual ICAO stocktaking events to collect data on aviation CO₂ reduction information from environment-driven innovations and on the pace by which it is being implemented. Such monitoring activities will also be supported by the assessment on the contributions of submitted State Action Plans on aviation CO₂ reduction activities, as well as the following-up and review of scientific aspects of aviation's contribution to the global climate (e.g., IPCC). Developing and implementing relevant policies that incentivize and scale-up action for addressing CO₂ emissions from international aviation and facilitating a level playing field to access energy and green funding are crucial to achieve the climate objectives. The Secretariat will also provide support to the relevant technical work of CAEP, and regular updates to the Council and its standing bodies related to the assessment of ICAO global aspirational goals.

ENV 3 Active implementation of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

- 10.4.3 Advancing the robust implementation of CORSIA, with active engagement of Member States, is crucial to maintain the continued leadership of ICAO on climate change, including the implementation of additional features of the CORSIA Monitoring, Reporting and Verification (MRV) requirements, as well as the support to encourage increasing the number of States that participate in CORSIA on a voluntary basis. ICAO will update SARPs, and guidance related to CORSIA (Annex 16, Volume IV and Environmental Technical Manual, Volume IV), and relevant CORSIA implementation elements such as the CORSIA CO₂ Estimation and Reporting Tool (CERT) and CORSIA eligible fuels, and CORSIA eligible emissions units, including support to CAEP and TAB. ICAO will also maintain and update the CORSIA Central Registry (CCR), and compile data submitted by States and publish necessary information. In addition, the Secretariat will continuously monitor the implementation and assess the economic impacts and environmental benefits of the Scheme, with a view to supporting any subsequent review of the Scheme, as necessary. Continued support to States will be provided for advancing the robust implementation of CORSIA such as for the reporting of additional information on CORSIA eligible fuels and emissions units, through ICAO ACT-CORSIA (Assistance, Capacity- building, and Training for CORSIA) programme, including buddy partnerships among States, training seminars, outreach materials, CORSIA website update.

ENV 4 Increased focus on other important and emerging environmental areas such as climate change adaptation and infrastructure resilience

- 10.4.4 To address emerging environment areas, such as climate change adaptation, ICAO will facilitate the exchange of best practices for aviation climate change adaptation measures implemented by States, such as seminars and workshops, in cooperation with other UN bodies and international organizations.
- 10.4.5 ICAO will develop necessary guidance for States for the development and implementation of climate change adaptation measures to aviation operations and infrastructure resilience, including support to CAEP work. ENV assistance projects in partnerships with external organizations will be established to facilitate capacity building and financing for the implementation of specific aviation climate adaptation measures by States. ICAO will also undertake studies and develop necessary guidance on other ENV-related emerging areas, such as circular economy, environment management practices, and carbon capture and storage (CCS).

ENV 5 Enhanced leadership of ICAO for addressing all aviation environmental issues

- 10.4.6 To enhance leadership of ICAO in addressing all aviation environmental issues, ICAO will actively develop and disseminate material on its activities and achievements on environment (e.g., environment reports, newsletters, symposia, and seminars) to Member States, aviation industry, civil society, and youth representatives. ICAO will also closely follow-up and provide input to the UNFCCC process, including statements, submissions, and side events, on issues relevant to international aviation (e.g., climate goals, CORSIA, State Action Plans, climate finance), as well as enhance cooperation with other relevant UN bodies and international organizations, including the provision of ICAO input to their conferences and events. ICAO will also manage and coordinate its contribution to UN-wide environmental initiatives and groups (e.g., UN Climate Summits, UN Environment Management Group, UN Climate Neutral Initiative) including the use of ICAO Carbon Calculator and other tools.

ENV 6 Enhanced support to development, update and implementation of State Action Plans and roadmaps, in light of new green innovations and ICAO global aspirational goals

- 10.4.7 ICAO will provide enhanced support for the development, update, and implementation of State Action Plans (SAP), including the update of relevant ICAO guidance, tools, and website, as well as through seminars and exchange of best practices to support the SAP development and update to include new green innovations and roadmaps. ENV assistance projects in partnerships with external organizations will be established to facilitate financing for the implementation of specific aviation CO₂ reduction measures, as well as to provide capacity-

building activities and tools for States. Assessment of the submitted State Action Plans on aviation CO₂ reduction activities, will also support the monitoring of environment-driven innovations and the achievement of ICAO's global aspirational goals.

ENV 7 Strengthened environmental sustainability of civil aviation at the regional level

- 10.4.8 The sustainable growth of the aviation system in the Regions is increasingly dependent on the adoption of environmentally sound measures by the States to meet global agreements and national commitments. The outcome of the 41st Assembly to meet the global needs will demand a coordinated and effective action by ICAO to engage the States in political and technical levels.
- 10.4.9 The Regional Offices, in close coordination with ICAO HQ, will identify States' needs for the implementation of ICAO provisions and policies related to Environment and facilitate the provision of required capacity-building activities, including for supporting States to voluntarily join CORSIA in its first Phases. In addition, the Regional Offices will support States to implement the CORSIA and other future requirements, as well as engage them in the process of development and update of their State Action Plans on CO₂ emissions reduction, and implementation of their selected mitigation measures.

ENV 8 Enhanced, accessible and guided ICAO training in environmental protection to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy

- 10.4.10 As mandated by 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 in Environmental Protection that support the implementation of SARPs and ICAO programmes using competency-based training, an ISD approach, and by leveraging on latest technologies and innovative approaches. ICAO will also support the implementation of human performance and talent management strategies through the of expansion strategic partnerships for training in Environmental Protection.

ENV 9 Enhanced, accessible and efficient implementation of civil aviation technical assistance and cooperation projects and activities in environmental protection

- 10.4.11 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. Assistance will be enhanced by developing new implementation products and services aimed at comprehensively addressing States' evolving needs. Increased harmonization, relevance, and consistency in outputs will be ensured across all projects and activities. 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 Bureaux and Regional Offices will lead to greater accessibility, affordability and added value in ICAO's support.



11 SUPPORTING STRATEGIES

11.1 Description

- 11.1.1 Developed alongside the Strategic Objectives and the transformational objectives, the supporting strategies reinforce the desired sequence to achieve the overall goals and programmes of the organization for the years 2023, 2024, and 2025.
- 11.1.2 The supporting strategies establish the specific contributions of the organizational enablers towards accelerating the progress of the high-level priorities of ICAO.
- 11.1.3 The supporting strategies are change-driven and highlight how the Organization will transform its business delivery and governance with a focus on operational responsiveness, transparency, accountability, versatility, efficiency, and resilience in varied settings.
- 11.1.4 Implementing the supporting strategies entails a robust results based framework, results based budgeting and risk management while keeping attuned to evolving threats, trends, and opportunities.
- 11.1.5 The supporting strategies afford the Organization better, more coordinated, and strengthened functioning of various operational components of the Organization, including efficiency and accountability of systems, internal policies, and procedures with a purpose to achieve innovation, and to make new or improved solutions possible.
- 11.1.6 The implementation of supporting strategies advocates increased alignment of programmes and resources with the best practices in the industry, and the United Nations System of Organizations. Building on the lessons learned and emerging needs, the supporting strategies foster inclusive, up-to-date, and positive changes in cross-cutting administrative areas of operation of the Organization including, human resources management, ICT and information security management, language and conference services, security and building management, etc.
- 11.1.7 With the engagement of all relevant stakeholders in implementing the activities established under each supporting strategy, the Organization is expected to be on track in achieving the desired outcomes and to the greater extent, the impacts of its high-level and programmatic priorities, accompanied by tangible results such as innovations, new business models, integrated systems, and refined and modern policies.

11.2 Challenges, emerging needs and opportunities

- 11.2.1 Several factors may negatively impact the implementation of the supporting strategies. Based on the ongoing COVID-19 situation, it is evident that the sudden occurrence of a global crisis can require drastic changes in priorities and business delivery. Additional investments may be required in addition to the resources that have been made available. Required skills may change which may entail the acquisition of new skills or diversifying existing knowledge and capabilities.
- 11.2.2 Regular assessment of internal policies, procedures, and systems will be crucial to ensure up-to-date applicability and alignment with emerging trends and needs.
- 11.2.3 It is also imperative for the Organization to continue to take stock of experiences, lessons learned and the emergence of potential opportunities brought by unforeseen crises and uncertainty. Work structure and priorities may need to be modified or further strengthened taking into account, among other things, staff turnover due to resignations and other reasons of separation from service, and building on emerging concepts and approaches, systems, and tools in business delivery. Through the supporting strategies, the Organization is reassured of continued resilience and to be fully equipped to address any crisis and uncertainty.

11.3 Supporting Strategies outputs

SS 1 Enhanced common legal framework, governance, and harmonious international relations on the basis of the rule of law

- 11.3.1 LEB is the vanguard of the legal work of the Organization, fostering the rule of law in international civil aviation and providing full-range legal advisory and legal resource services to ICAO's Governing Bodies, the President of the Council, the Secretary General, other Bureaus, and offices, as well as Member States. LEB also carries out ICAO treaty depositary functions and has been recently tasked with managing the appointment process for the external auditor. Additionally, LEB manages the processes for the system of internal administration of justice and performs external relations and protocol functions to maintain effective and harmonious relations with the Host Government and Member States. LEB is also responsible for providing comprehensive Secretariat services required for the administration of formal settlement of differences pursuant to Article 84 of the Chicago Convention, which when compared to historical data, are in increasingly greater demand. Focus areas in the next triennium are anticipated to include emerging technologies, interdisciplinary endeavors in the fields of cyber-security, data, automated mobility and space travel, and subject matter support for other ICAO policy priorities; settlement of disputes between Member States; and modernization of LEB's document management system.
- 11.3.2 However, the anticipated impact of inadequate staffing levels (officers, consultancy capacity, administrative support staff), not only to various emerging and evolving areas, but to LEB's core activities as well as its supporting activities across the Organisation, is significant. The situation will further be exacerbated by increased demands with respect to the system of the internal administration of justice, which will remain seriously underfunded despite being a top priority item necessary for good governance. The foregoing situation may risk ICAO's work and reputation, and impact LEB's response and support to the Secretariat, Council and the Member States.

SS 2 Efficient, effective, transparent, and responsive administration services provided to the Secretariat, which facilitate the implementation of the Strategic Objectives

- 11.3.3 Areas of work under administration services are considered as organizational enablers for the Organization from human resources, language services, ICT and information security, conference and general services, business continuity and security, revenue, and product management, to providing support and strategic advice on management issues to ICAO governing bodies as well as to the Secretary General. Administration services are also crucial in leading operational committees of the Organization. Successful delivery of well-defined administration services is key to the implementation of the Strategic Objectives.

SS 3 Efficient and effective management of Secretariat services provided to the ICAO governing bodies, including support to the presiding officer of the Council, which facilitate discussion and decisions relating to the implementation of the Strategic Objectives

- 11.3.4 The Assembly and Council Secretariat provides substantive, procedural and logistical support that is essential to the smooth functioning of the meetings of the governing bodies, including the Assembly and the Council. A robust performance in this area of work is vital since it contributes to meeting the expectations of the Member States in the expeditious preparation and dissemination of documentation for the sessions of the governing bodies, such as the summaries of decisions (C-DECs) and summary records of the meetings (C-MINs), as well as the Assembly Resolutions in Force.

SS 4 Improved staff recruitment results orientation, continuous learning, transparency, and accountability as well as gender equality and equitable geographical representation

- 11.3.5 This output is focused on Human Resources Management. It covers the development of a modern human resources strategy as well as implementation of innovative HR practices, in order to enable the Organization to attract and retain a competent and diverse workforce, with the highest level of integrity, which are required to implement ICAO Strategic Objectives. Human Resources Management encourages staff development and facilitates the acquisition of new skills and competencies, 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 through better workforce planning.

SS 5 Efficient and timely provision of quality language and publication services in the six ICAO languages, as part of a comprehensive Multilingualism Strategy, which facilitates seamless international dialogue and communication on civil aviation matters, as well as the implementation of SARPs in all Member States

- 11.3.6 The efficient and timely provision of quality language and publication services in the six UN/ICAO languages, through the implementation of a comprehensive Multilingualism Strategy, is key to facilitate seamless international dialogue and communication on civil aviation matters, underpinning the provision of quality language services, effective communication in all six official languages, and mobilization and partnerships. Under the Language Services Management System (LSMS) Project, the use of UN best practices and innovative technologies (computer-assisted translation tools and artificial intelligence) will play a major role in this endeavour.
- 11.3.7 The Multilingualism Strategy will cover the areas listed below. In coordination with all stakeholders, the Secretariat will prepare an action plan for the implementation of the Strategy.

- a) **Provision of language services:** This output ensures simultaneous interpretation for all approved meetings, as well as the timely delivery of quality documentation and publications in support of ICAO Strategic Objectives.
- b) **Human resources:** Taking full advantage of and promoting the language skills of the Secretariat staff.
- c) **Communication:** Enhancing communication between ICAO and the rest of the world in all official languages.
- d) **Mobilization:** Promoting multilingualism as a universal value, including through partnerships.
- e) **Organizational responsibility:** Through coordination between Secretariat, Council and Member States. Budget-wise, this would require action to streamline documentation, gain efficiencies and make language services less resource-intensive.

SS 6 Efficient and effective conference and general services solutions available which are leveraging on emerging tools, trends, and technologies, supporting security and safety, business continuity and inclusion and greater participation of the Member States and civil aviation community

- 11.3.8 Events and meetings are at the core of ICAO's mandate. Meetings are the key to bringing together ICAO stakeholders, from experts to government decision makers. The focus will be on conference and general services solutions that leverage trends and technologies that support security, business continuity, in particular the experience drawn from the COVID-19 pandemic.

SS 7 Improved use of oversight findings and recommendations for enhanced governance, organizational learning, programme improvement and accountability

- 11.3.9 In line with its mandate, OIO will continue providing independent and objective assurance, advice, insight, and foresight through performing internal audits, evaluations, and other oversight assignments to the Secretary General and the Council. In this regard, OIO will assess and contribute to the improvement of governance, risk management, and control processes; and to the improvement of programme management and achievement of results, using a systematic and disciplined approach. In the triennium, OIO will conduct 18 audits and 6 evaluations. To ensure the quality and usefulness of its oversight reports, OIO will comply with IPPF and UNEG standards; use oversight manuals/ guidelines and implement External Quality Assessment (EQA) and Peer Review Recommendations. To improve the use of its oversight works, OIO will follow up the implementation of oversight recommendations, organize regular discussions with stakeholders and build the capacity of relevant staff and stakeholders, as necessary.

SS 8 Optimized management of the financial resources of the Organization through provision of financial and accounting services, transparent budgeting and enhanced financial reporting.

- 11.3.10 The Finance Branch plays a key role in the custody and oversight over 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 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 areas.

SS 9 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.

- 11.3.11 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 the allotment holders to implement the Individual Procurement Plan (IPP) for all the significant procurement will be carried out to bolster the discipline of early planning of procurement activities. ICAO's solicitation documents will be harmonized with the best practices in the United Nations System, specifically in sustainability aspects. ICAO will also advocate 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, 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.

SS 10 Increased engagement with sector and global audiences

- 11.3.12 ICAO will continue to adopt and leverage new technologies and capacities to increase public knowledge and appreciation of ICAO's role, to diversify the content offerings, and to grow its social media and digital platform audiences continuously. It will also actively seek out partnerships among other UN agencies, industry groups, and local global civil society stakeholders whenever ICAO messaging priorities may benefit from their joint efforts and participation. The ICAO brand will continue to be effectively promoted and aligned among internal and external stakeholders and will be up for a ten-year review and update during this triennium. News products will promptly and professionally announce all applicable ICAO achievements, official statements, and updates, subject to the continuing authority of the Secretary General and Council President and supported by continuous media monitoring and effective media support and relations.

SS 11 Coordinated cross-organizational efforts to support governing bodies and OSG and advance innovation, gender equality, and aviation as an enabler of the SDGs, as well as facilitate contributions to UN and stakeholders' reports, documents, guidelines, policies and frameworks

11.3.13 Organization-wide coordination is inherent to Strategic Planning, Coordination and Partnerships (SPCP) Office's accountabilities as it directly supports the Office of the Secretary General on a variety of topics. The Office facilitates the organization and functioning of the Committee of Governance, the Council Small Group on Innovation as well the Small Group on Gender, which requires the management and oversight of different actions and appropriate cross-organizational contributions. This coordination is essential to support efficient Council procedures and decision-making. SPCP is also pro-active in organizing action and bringing cohesive, well-consulted inputs together into various products and tools to drive the Organization's accountabilities on innovation as well as gender equality which are of paramount importance. The Organization will also ensure that in line with the UN Gender Parity Strategy, a multi-pronged approach in reaching gender parity is applied, including in the areas of leadership and accountability, senior management, recruitment and retention, and creating an enabling environment. The multi-pronged approach will be geared towards a realistic gradual annual uptake in numbers. Furthermore, the Office coordinates ICAO-wide efforts to ideally position ICAO and aviation into discussions with the UN and stakeholders and related products and reports in support of the SDGs, and other UN-led global mechanisms, agendas, and frameworks.

SS 12 Optimised governance, management, and performance of the Secretariat to contribute to ICAO's Vision, Mission, and Strategic Objectives

11.3.14 The OSG is responsible for the efficient and effective management of the Secretariat. 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 aviation community. The OSG will promote an organizational culture of transparency, integrity, and accountability. OSG shall promote a change management culture with the objective of modernizing the working methods of the Organization to keep pace with innovation. OSG is responsible for the general direction of the work of the Secretariat. OSG is responsible for developing and updating the Organization's Business Plan and preparing budget proposals, for implementing the work programme, and ensuring the efficient, transparent, and effective use of financial resources of the Organization. OSG will search for efficiencies within the Secretariat under the transformational objectives.

SS 13 Achieved revenue generation targets defined in annual ARGF budget and operating plan and protected the intellectual property of the Organization

11.3.15 The Revenue and Product Management Section manages the Ancillary Revenue Generation Fund (ARGF). The financial contribution of the ARGF to the Regular Budget is met by revenue-generating products and services that develop and promote intellectual property, support Strategic Objectives, and generate revenues. In addition, affordable and timely print services are provided to programme activities and aviation stakeholders.

SS 14 Enhanced promotion and improvement of ethics principles and values

11.3.16 In accordance with its independent mandate, the Ethics Office will be responsible for providing counsel and confidential advice on ethics related matters to senior leadership and staff. The Ethics Office will also assist the Secretary General and the Council in nurturing a culture of ethics and accountability by providing guidance to reflect ethical considerations in policies, practices, and processes as well as through the promotion and enhancement of ethical awareness and a "speak up" culture through training and general outreach activities. This would assist in the prevention and early resolution of potential or actual conflicts among staff. At the same time, it will enable all ICAO personnel (regardless of contract type and duration) to be properly informed about the expected behaviour to abide by the highest standard of conduct, including with reference to conflicts of interest, and to come forward without fear of retaliation.

SS 15 Enhanced ICT services that are aligned with the industry and UN best practices

11.3.17 Information technology plays a vital role in all aspects of the Organization's work. To meet its organizational objectives, ICAO must undertake fundamental ICT operations and projects, with impacts ranging from increased productivity and efficiency to lower operating costs. ICT plans for the Triennium and beyond, that its services reflect digitalization initiatives and objectives for all identified business capabilities of the Organization. ICT has evolved continuously and is adapting its operations to accommodate the coming seismic shifts in ICT service delivery, technology, solution sourcing and the positioning of ICT as a partner for sustainable growth within the Organization.



12 TRANSFORMATIONAL OBJECTIVE

12.1 Description

- 12.1.1 ICAO's Strategic Objectives continue to embody the main outcomes that address the priorities of the civil aviation system. However, to continue to deliver this mandate, there is a preeminent necessity for ICAO to drive a number of corporate change management and innovation initiatives to obtain efficiency gains in the Organization to manage its processes and resources.
- 12.1.2 It has become evident that to implement reforms and to make ICAO fit-for-purpose requires focussed attention and dedicated resources. It is for this reason that a new corporate transformational objective is included in the Business Plan to support those reform activities and to account for the shifts needed to evolve towards efficient internal working methods, strengthened accountability, and increased transparency.
- 12.1.3 In this sense, the Transformational Objective forms a supplement to the Supporting Strategies that identifies a number of high priority items that are change enablers promoting the improvements in the Organization, focusing on its planning and management methods, providing transformation in organizational culture, the provision of reliable and secure technological systems, and the engagement and development of its human talent and outreach to partners and donors. The outputs for the Transformational Objective take into consideration the mandate of the Council to the Secretariat, audit recommendations, staff surveys and the risk registry, as well as the priorities identified by the Bureaux and Regional Offices of ICAO.
- 12.1.4 The Transformational Objective will demand organization-wide involvement that will only be successful with the proper allocation of resources and the engagement of all Bureaux and Regional Offices.

12.2 Priorities

- 12.2.1 The Transformational Objective includes the following priorities:
- a) improved organizational culture and performance by implementing a results-oriented Human Resources Strategy including improved internal communications to support a culture of trust, teamwork and outstanding performance;
 - b) strengthened adherence and compliance by staff to ethics principles and values taking in due consideration of best practices of other organization of the United Nations system;

- c) improved ICT Strategy and Services;
- d) strengthened information security systems;
- e) improved financial management mechanisms; and
- f) good management implemented through robust RBM, strategic planning, ERM, a sound accountability framework, efficient and effective programme management, an adequate organizational structure, as well as enhanced partnerships and resource mobilization efforts.

12.3 Challenges, emerging needs and opportunities

- 12.3.1 The necessary involvement of the various Bureaux and Regional Offices in the implementation of the activities related to the Transformational Objective will be concurrent to the current demands placed on the human and financial resources available, which are focused on accomplishing the core activities set by the Strategic Objectives. The managerial and resource allocation challenges call for adaptation and training of human talent, improvement and enhancement of processes and activities, engagement in partnerships that can enhance the Organization's capacity, among other actions.
- 12.3.2 The emerging issues and new technologies will continue to affect the way the aviation system carries out its operations, the areas of expertise of the personnel involved, the investment priorities in its infrastructure and ultimately how the civil aviation authorities have to update their regulations and processes to timely address and respond to the evolving industry needs. In this regard, ICAO should establish means to support the States and respond to the sector's development, promoting an organization-wide transformation to expedite and improve the development of Standards and guidelines, and to provide assistance.
- 12.3.3 The main opportunities arise from the interactions and shared experiences of its Member States, industry partners and from other UN and international entities, as well as leveraging from the inputs provided by the various backgrounds and experience of the Organization's team members. In this sense, as the culture of any organization is the result of the interaction of its members, ICAO must ensure that diversity is one of its key strengths and not an element of dissension. This opportunity emerges as long as the Organization provides a healthy and safe work environment, where the individual and shared responsibilities are clear and a strong and reliable accountability and performance framework are in place.

12.4 Transformational Objective outputs

TO 1 A comprehensive Human Resources strategy implemented which improves organizational culture and performance

- 12.4.1 The ICAO People Strategy is multi-faceted and depends on the concerted effort of human resources, staff and managers to collaborate or lead on matters of performance management, building capacity and skills and workforce planning.
- 12.4.2 Through periodic staff engagement, the Secretariat can identify opportunities to enhance the efficiency and effectiveness of the Organization. Staff engagement can be measured through the Global Engagement Survey, with particular emphasis on the Key Factors for Engagement as a set of ten of the most important factors associated with engagement capturing staff perceptions of their commitment to the goals and values of the Organization and motivation to contribute to its success.
- 12.4.3 Building of capacity, skills and effective workforce planning should be complemented by career development support programmes that establish, maintain and update competency frameworks, as well as develop skills inventory and mapping to fill gaps and prepare staff for future opportunities and address evolving workforce needs.

- 12.4.4 Establishment of a periodic Global Staff Engagement Survey, as well as a career development support programme rely on the availability of additional funds and resources, as well as the acquisition of technological platforms to strengthen partnerships between Human Resources and key stake holders throughout the Organization.
- 12.4.5 An internal communication strategy and a roll-out programme to keep staff informed and engaged and to equip managers and personnel with skills and tools to build a culture of trust, teamwork and high performance will be developed.

TO 2 Strengthened adherence and compliance by staff to ethics principles and values taking in due consideration best practices of other organizations of the United Nations System

- 12.4.6 With an objective to address the need to strengthen and streamline the programme of activities of ICAO relating to ethics principles and values, this Transformational Objective output will accelerate the efforts of the Organization by initiating a set of changes and undertakings using existing and additional resources. The Organization will invest to improve coordination, strengthen the cooperation and harmonize the activities of all relevant actors in ICAO who play a key role in upholding ethics principles and values in ICAO. The Organization and its personnel will benefit considerably in a stronger informal conflict resolutions mechanisms in order to allow early solution of work-related dispute, including through access to different sources of support and guidance such as the Ombudsperson, the Ethics Office, designating Respectful Workplace Advisors/Ethical Ambassadors, and staff counselling services.
- 12.4.7 ICAO will also take stock on the progress of implementation of activities relating to handling of allegations of misconduct, including the efficiency of the services of the investigative entity to ICAO as well as the effectiveness of a revitalized procedural framework outlined in the Rules of Procedures for the Appeals Board.
- 12.4.8 This Transformational Objective is bolstered by a robust communication and training strategy to support the implementation of a plan of training and outreach activities to promote staff understanding and application of the necessary values, actions and personal characteristics to uphold the ethics principles and values of the Organization, including strict demonstration of ethical leadership at the senior management level.

TO 3 A comprehensive digital transformation achieved resulting in enhanced and modernized ICAO operations

- 12.4.9 Digital Transformation encompasses all aspects of the Organization's work, activities and operations. It includes a thorough assessment of the mission and future of the Organization, how it operates today, and which changes are necessary to move to the next level, not only in terms of efficiency or effectiveness of its processes, but in delivering lasting value to its stakeholder communities. It is imperative to start now as it is the first step in a series of actions necessary to improve transparency, modernize the Organization, and assure its continued relevance. With the backdrop of competing priorities and pressures on available resources, modernizing the Organization will facilitate its ability to leverage alternative opportunities while broadening its support to Member States at the same time. It will also enable the Organization to keep abreast of technological development, adopt emerging technologies and act as a catalyst for its stakeholder communities to understand and follow its path. The appetite and receptiveness of the Organization to rely on technology and collaboration tools for its work have changed significantly for the better due to the lessons learned from remote working during the pandemic. As a result, with the appropriate support, faster outcomes are achievable even with a reduced focus on change management. There is significant technology debt to overcome for many areas, but the initial mapping of the business capabilities has been completed. Several projects need to run concurrently with an adequately resourced Project Management Office. Key elements and projects include wider adoption of Cloud Technologies for ICT services, implementation of (To Be) business architecture as well as new enterprise tools and systems.

TO 4 Strengthened Information Security posture achieving the target level of 2.5 based on industry standard ISO 27001:2013 and the capability maturity model integration (CMMI) maturity model at the end of the implementation of the three-year information security roadmap

12.4.10 For the last three years, ICAO has worked on enhancing its security posture through a holistic risk-based and maturity-based information security strategy, covering both organizational security and operational security. To that end, the Organization's security posture must achieve the target level of 2.5 minimum based on the industry-standard ISO 27001 and the Capability Maturity Model Integration (CMMI) maturity model. ICAO is aiming to be ISO 27001 compliant in terms of its Information Security initiatives at the end of its three-year Information Security Roadmap implementation.

TO 5 Strengthened financial management by applying best practices in the areas of cost recovery

12.4.11 During the triennium 2023-2025, the Organization targets to seek efficiencies through applying best practices in the areas of cost recovery. In addition, the Organization endeavors to transform several areas, as outlined in various transformational objectives, that likely impact on the budget and/or financial management. To that affect, the Finance Branch plays an important role in supporting the Organization in achieving its transformative results.

TO 6 Good organization-wide management through implementation of innovations, strengthened RBM, strategic planning, ERM, a sound accountability framework, efficient and effective programme management, and an adequate organizational structure, as well as enhanced partnerships and resource mobilization efforts

12.4.12 This output addresses a number of issues to improve management in ICAO. An accountability framework will be developed to formalize the decision-making mechanisms pertaining to ICAO's management and programmes, and identify the relationship between the stakeholders involved, as well as their roles and responsibilities. Within the responsibilities of the Secretariat, it is key to implement a cohesive approach to the ICAO Secretariat strategic planning, monitoring, and reporting processes guided by Result Based Management practices, which will include an update to the corporate reporting and monitoring tool. To address unfunded areas of work in the Business Plan, the ICAO Resource Mobilization (RM) function will undergo a transformational change to render ICAO programmes fit for attracting voluntary contributions for donors. The transformation will revolve around the expansion of the ICAO portfolio of programmes linked to the Business Plan, UN SDGs and focusing on results, diversifying the donor base, and demonstrating that voluntary funds are managed in a transparent and efficient manner. Transformational partnerships will be increased through strategically planned advocacy, networking, and coordination with internal and with external stakeholders, especially with the UN system. This will include enhancement of the Partnerships framework Secretariat Guidelines and completion and management of the Partnerships Platform. As a support to the ICAO Business processes, Enterprise Risk Management and internal controls will need to be further matured and integrated into all ICAO processes. The ERM framework will need to be fully established to identify, assess, mitigate, report, monitor, and escalate risks including management commitment.



Annex I

ICAO SECRETARIAT PERFORMANCE MONITORING FRAMEWORK 2023-2025 (Under development)

Annex II

ICAO TRIENNIAL OPERATING PLAN 2023-2025 (Under development)

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