



**Agenda Item 1A: Current situation and regional priorities**

**OPPORTUNITIES FOR 2023-2025 BUSINESS PLAN IMPLEMENTATION BY  
THE RAAC AUTHORITIES**

(Presented by Chile)

SUMMARY	
This paper identifies concrete actions to allow civil aviation authorities of RAAC/17 gear their efforts towards the definition of common priorities of the Region for the implementation of the ICAO 2023-2025 Business Plan.	
<b>References:</b> ICAO 2023-2025 Business Plan	
<b>ICAO objectives:</b>	<i>strategic</i> <i>Cross-cutting</i>

**1. Background**

1.1 During the ICAO 41st Assembly (October 2022), the "ICAO 2023-2025 Business Plan" was officially launched by the Secretary General in a ceremony that can be viewed at [icao.tv/skytalks](https://icao.tv/skytalks). This Business Plan for the 2023-2025 triennium presents the conceptual approach and vision of the ICAO General Secretariat to support States' progress towards the ICAO Strategic Objectives and, at the same time, to ensure the air transport industry better recovers from the impacts of the pandemic. A key element of the General Secretariat's vision is the implementation of the recommendations of the High-Level Conference on Covid-19 (HLCC) based on prioritised actions and available resources.

**2. Discussion**

2.1 This Plan declares as a critical component the close interdependence between the ICAO vision and strategic objectives and the sustainable development goals (SDGs) of the United Nations 2023 Agenda, which reinforces the vision statement of sustainable growth of the civil aviation system and enables the aspirational goal of decarbonisation of the aviation sector to be brought into focus. The entire conceptual structure of the Plan revolves around four key elements: innovation, efficiency, effectiveness, and transformation.

2.2 Innovation is at the heart of the Plan, as it recognises that the pace of innovation and the diversity of actors in the process make it necessary for ICAO to evolve its approach. This evolution will occur through the identification of innovative initiatives and changes in working methods to achieve substantive interaction between ICAO, industry, States, as well as the implementation of internal procedures within ICAO to disseminate a culture of innovation.

2.3 The concepts of efficiency and effectiveness in the 2023-2025 Business Plan are contained in two elements: the necessary coordinated and collaborative work of ICAO, and a management strategy to monitor the objectives of the Plan. Regarding the first element of coordinated and collaborative work of ICAO, the Plan highlights the need for the interconnected nature of ICAO's work between the Bureaux of the General Secretariat and the Regional Offices so that ICAO responds to the expectations of member States of any geographical region of the world in a coordinated and consistent manner, embodying the concept of operation stated at the 2005 United Nations General Assembly: "One ICAO". With regard to the second element, the management strategy, the General Secretariat adopted the result-based management approach to ensure that its processes, products and services contribute effectively to the achievement of the desired results.

2.4 The ICAO 2023-2025 Business Plan framework, based on the concepts of efficiency and effectiveness, considers five strategic objectives, one transformational objective, and several supporting strategies. The stated strategic objectives are the five previously stated, namely safety, AVSEC/FAL, air navigation, economic development, and environmental protection; but additionally, expected outputs, activities, resources and indicators are stated for each of them. The transformational objective commits initiatives in six major topics, the most important being strategic organisational reform, which considers good organisation-wide management resulting in an ICAO better prepared for supporting member States. On the other hand, the support strategies consider fifteen areas of support with a classic functional approach. Finally, this framework is based on a strategic planning with a matrix structure, which must be prioritised by the General Secretariat given the multiplicity of focus options.

2.5 As matrix planning requires high-level definition to focus on the efforts of all stakeholders, the execution of the ICAO 2023-2025 Business Plan will be organised into a triennial operating plan (TOP) and a performance-monitoring framework (PMF). In particular, the TOP will determine the tangible outputs or products and associated activities prioritised to support the strategic objectives, and the PMF will monitor the progress and achievement of the objectives and expected outputs using pre-determined key performance indicators (KPIs). Both the TOP and PMF documents are still under development at the General Secretariat.

2.6 The ICAO 2023-2025 Business Plan is a powerful statement to change the way things are done in ICAO. Change is not only about adopting a culture of innovation and defining expected outputs of specific strategic objectives, but represents an internal strategic organisational reform. You cannot expect different results by doing things the same as before.

2.7 The ICAO 2023-2025 Business Plan is a document created to do things differently internally in ICAO to better serve member States. ICAO, in post pandemic times and to "reconnect the world", requires adapting to the emerging needs of States and innovations in the industry. States do not have specific tasks to accomplish in the ICAO 2023-2025 Business Plan, but they do have an opportunity.

2.8 Each strategic and transformational objective sets out challenges, needs and priorities that ICAO must prioritise and that involve States. The following is a short extract of statements of the ICAO 2023-2025 Business Plan involving both stakeholders and member States:

- *Enable States to participate in the standard-setting process;*
- *meet the expectations of States;*
- *emerging challenges must be managed through constant and proactive preventive efforts that include collaboration, coordination and communication among States, industry and international organisations;*
- *States can use civil aviation as a national/regional development tool;*
- *ICAO will support States in recovering from the crisis;*
- *support States in developing action plans and roadmaps;*

- *optimise the governance, management and performance of the Secretariat to meet the expectations of States.*

2.9 States have a major responsibility in the ICAO 2023-2025 Business Plan in determining their own needs, gaps and resource constraints; but more important is the identification of common regional needs, gaps and regional constraints that may hinder common development. This is an opportunity for States that is also crucial to the effectiveness of the ICAO 2023-2025 Business Plan. States can take concrete actions to contribute to the success of the Plan.

3. **Suggested action**

3.1 The Meeting is invited to:

- a) participate in standard-setting processes.
- b) accurately define its expectations, needs, gaps and constraints.
- c) develop innovative initiatives to improve processes through the proper use of the theory of constraints.
- d) participate in the definition of regional needs.
- e) cooperate with the ICAO Regional Offices and regional international bodies in actions to ensure the success of the ICAO 2023-2025 Business Plan.

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