

Annex

Aviation 2026-2028

Investing in Global Connectivity and Growth



| ICAO



Active and Emerging Aviation Safety Risk Programme

Main Highlights

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

Impact if not implemented

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- Constant, costly update of charts, procedures and aircraft databases related to outdated navigational reference system

| **Funding Gap: CAD 6.7m**

Universal Safety Oversight Audit Programme (USOAP)

Main Highlights

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

Impact if not implemented

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

| **Funding Gap: CAD 7.9m**



Universal Security Audit Programme (USAP)

Main Highlights

- USAP Programme uses the Continuous Monitoring Approach (CMA) determine States' level of effective implementation of the security related SARP and the sustainability of their Aviation Security system
- The Programme manages activities related to Significant Security Concerns (SSeCs) and Corrective Action Plans
- Results of the audit activities are critical to support Standard development and sharpen implementation support activities
- Additional funding would double the number of audits per year compared to ZNG funding limits and reduce the audit cycle significantly

Impact if not implemented

- 70% of USAP activities will not be conducted resulting in data not being updated in a timely and coordinated manner, resulting in risks remaining unaddressed, as well as improvements to State aviation security systems not being recognized
- Negative impact on the ability to prioritize and plan USAP activities using a risk-based process.
- Reduced capacity to provide analysis and statistics to support the Standard development and review process
- Reduced capacity to provide input to assistance needs and activities

| Funding Gap: CAD 6.6m

Aviation Cybersecurity Programme

Main Highlights

The Programme includes the number of core and high priority activities, including:

- Monitoring and analysis of the cyber threats, coordination between the ICAO Cybersecurity Action Plan and the global plans, including CASeP
- Provision of support for Council, Council committees, Air Navigation Commission in reviewing and updating SARP and procedures pertaining to aviation cybersecurity across all aviation domain
- Support and coordination of meetings and operations of the Cybersecurity Panel (CYSECP) and related working groups and task forces

Impact if not implemented

- Inability to support States in making informed cybersecurity decision-making due lack of comprehensive data
- Lack of capacity and resources to monitor and analyze the global cybersecurity picture. Weakened capacity to ensure complementarity between AVSEC and CYBERSEC
- Significant reduction and ability of ICAO to ensure appropriate cybersecurity governance in the Organization and across expert groups
- Weakened capacity of deliberative bodies and availability of expertise across different panels that address cybersecurity

| Funding Gap: CAD 1.6m

Goal A: Every Flight is Safe and Secure



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

Main Highlights

- Programme mitigates health emergencies' impact on aviation, ensuring the safety of personnel and the public and aviation continuity during public health events
- Develops frameworks and governance relating to aerospace medicine, including mental health
- Develops aviation Standards and Recommended Practices, guidance material and state implementation support
- Promotes aviation resilience through a flexible, evidence-based approach

Impact if not implemented

- Expertise required to support CAPSCA will not be maintained, and SARPs amendments, guidance material and state implementation support will be significantly delayed resulting in increased safety risks and decreased aviation continuity during public health events

| Funding Gap: CAD 0.9m

Other High Impact Outputs for this Strategic Goal

Main Highlights

- iSTARS provides analytics and business intelligence to measure safety performance for states and regions
- Ensures continued access by critical Communication, Navigation and Surveillance (CNS) functions to protected spectrum for aviation, including protection from GNSS radio frequency interference
- Continues the provision of Assistance and Capacity Building Activities on Aviation Security and Cybersecurity
- Monitors and updates GAsEP global priority areas

Impact if not implemented

- Without iSTARS member states will duplicate efforts to manage and view ICAO safety and air navigation data, increasing overall costs
- Aviation would not be guaranteed access to critical CNS functions to meet future needs
- Safety can be severely impacted by GNSS jamming and spoofing
- Inability to provide AVSEC assistance to States to improve compliance with Annex 17 SARPs, including resolving USAP findings
- Inability to ensure a regular amendment cycle for the GAsEP

| Funding Gap: CAD 5.8m



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

Main Highlights

As per the Council-approved Roadmap, ICAO will:

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

Impact if not implemented

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

| Funding Gap: CAD 4.1m

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

Main Highlights

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

Impact if not implemented

- Inability to deliver a robust, targeted and tailored capacity-building and implementation support through the Assistance, Capacity-building and Training for SAF (ACT-SAF) and ACT-LTAG programmes.
- Delivery of this programme will also depend on the availability of continued and additional budgetary resources (e.g. contributions to ENV Voluntary Fund), in particular for the development of SAF feasibility and business implementation studies.

| Funding Gap: CAD 0.8m



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

Main Highlights

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

Impact if not implemented

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

| Funding Gap: CAD 1.6m

FINVEST Hub Programme

Main Highlights

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

Impact if not implemented

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

| Funding Gap: CAD 1.2m

Goal B: Aviation is Environmentally Sustainable



Other High Impact Outputs for this Strategic Goal

Main Highlights

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

Impact if not implemented

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

| Funding Gap: CAD 2.6m

Goal C: Aviation Delivers Seamless, Accessible and Reliable Mobility for All



Advanced Air Mobility / New Entrants Programme

Main Highlights

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

Impact if not implemented

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

| Funding Gap: CAD 7.8m

Goal C: Aviation Delivers Seamless, Accessible and Reliable Mobility for All



Air Navigation Performance Improvement Programme

Main Highlights

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

Impact if not implemented

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

| Funding Gap: CAD 1.1m

Crisis Preparedness and Response Programme

Main Highlights

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

Impact if not implemented

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

| Funding Gap: CAD 1.1m



Traveller Identification (TRIP) Programme

Main Highlights

- Establishment of trust in the authenticity and integrity of electronic and digital documents is fundamentally important in their use in all areas. These documents must therefore be properly authenticated, including in traveller identification management, user verification and certification verification processes
- In the next triennium, updates for amendments concerning MRTD specifications and development of new policies for digital travel credential are planned

Impact if not implemented

- Any disruption to this needed continuous work to adjust to technological innovations could have significant consequences, undermining ICAO's ability to assist States effectively and resulting in inefficiencies and gaps in border management processes.

| Funding Gap: CAD 1.8m

Other High Impact Outputs for this Strategic Goal

Main Highlights

- Ensure the safe integration of space launches into airspace
- The enhancement of both standardization and implementation of Annex 9 provisions will enable to streamline all clearance processes at the borders. This enhancement will need the appropriate resources
- The assistance to States to implement HLCC recommendations is a priority focus area and any disruption to this work could have significant consequences, undermining ICAO's ability to assist States effectively and resulting in inefficiencies and gaps in crisis management during potential future PHEICs

Impact if not implemented

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

| Funding Gap: CAD 1.2m

Goal D: No Country Left Behind

Implementation Support Programme

Main Highlights

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

Impact if not implemented

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

| Funding Gap: CAD 2.4m

Goal E: The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges

International Air Law & Optimized ICAO Legal Services

Main Highlights

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

Impact if not implemented

- Delays in supporting the Council's dispute settlement functions
- Inability to develop deliverables of the Article 12 Task Force, affecting global aviation safety
- Reduced efforts to promote ratification of international air law treaties, impacting ICAO's ability to manage risks and address aviation threats, including cyberthreats
- 12-18 months delay in providing legal support for developing SARPs and guidance for pilotless aircraft
- Delays in processing credentials, visa support and protocol requests, jeopardizing the timely participation of delegations in ICAO meetings and events

| Funding Gap: CAD 3.1m

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



Air Transport Economic Development Programme

Main Highlights

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

Impact if not implemented

- Inability to properly conduct in-depth analyses on liberalization and market access, on the economic aspects of the operations of unmanned aircraft systems, developing potential funding and financing mechanisms to support its operations and support States in the development of financing systems for aviation infrastructure

| Funding Gap: CAD 3.5m

High Priority Enablers

ICAO Continuous Organizational Improvement Programme

Enhance ICAO's efficiency across operations, focusing on improvement of internal operations to support Strategic Goals through time-bound projects that increase effectiveness and quality. This Programme includes initiatives such as the Accountability Framework, Cost Recovery system, and ERM platform implementation; evolution of the ERP-PPM, Enterprise Business Process Management, CPMR, and Services Management; establishment of technical competencies framework, knowledge management, talent marketplace, and succession planning.

Impact if not implemented

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

Funding Gap: CAD 8.6m

Innovation Programme

Assist Member States to benefit from air transport innovations, addressing related challenges, and developing policies to improve safety, efficiency, security, facilitation and economic and environmental sustainability of the aviation system. It also focuses on identifying and implementing innovations to enhance ICAO's Organization's effectiveness and efficiency

Impact if not implemented

- Delayed implementation of the action plan contained in the recently approved ICAO Policy on Innovations
- The level of outputs will depend on the continued availability of resources

Funding Gap: CAD 2.6m

ICAO Gender Equality Programme

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

Impact if not implemented

- Risk of not fulfilling its global commitments with UN SDG 5 on Gender Equality
- Inability to address the Call to Action of the 2nd Aviation Gender Summit

Funding Gap: CAD 1.7m

Next Generation of Aviation Professionals Programme

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

Impact if not implemented

- Missed Opportunity to Compete with Other Industries for Young Talent
- Not Positioning ICAO as the Global Leader in Workforce Development

Funding Gap: CAD 1.4m

Supporting Enablers

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

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

Impact if not implemented

A reduced budget for the EPMO will diminish its capacity to deliver its expected outputs towards the corresponding desired outcome. In particular, under ZNG, with an inadequate EPMO, ICAO risks of having limited enterprise standardization or consistency as to how programmes are managed and implemented. This leads to inefficiencies, a static structure, and creates challenges in managing and reporting at an enterprise level, as well as prioritization and resource planning.

| Funding Gap: CAD 5.3m

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

The position of a P5 Ombudsperson has been added to the ZBB budget proposal for the next triennium as a critical position to ensure a harmonious workplace and address potential conflicts at an early stage. Based on industry calculations and ICAO caseload data, the cost of time spent on workplace conflict at ICAO is about CAD 10 million annually. Considering other conflict-related factors, the potential financial value of informal conflict prevention, management, and resolution is approximately CAD 4.5 million annually, or CAD 13.5 million per triennium. As such, investing in the Ombudsperson position of only CAD 1.11 million will yield a significant return on investment for the Organization and will yield additional financial efficiency gains in managing and resolving workplace issues over the next years.

Impact if not implemented

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

| Funding Gap: CAD 1.1m

Reinforcement of other Supporting Enablers

Supporting Enablers perform supporting activities to facilitate the achievement of Strategic Goals or contribute toward accelerating the progress of the high-level ICAO priorities. If/when activities/projects for Strategic Goals are enhanced, Supporting Enablers need to be reinforced accordingly

Additional funding is needed to cover:

- Litigation support for staff appeals
- Enhanced communication services and support for growing initiatives and events
- Ethics awareness initiatives
- Reinforcement of the evaluation function
- Implementation of the Cost Recovery Policy
- Substantive, procedural and logistical support to the ICAO governing bodies through Secretariat Services and conference services.
- Increase in translation capacity from 7.7 million words per year to 8.59 million words per year, though the average demand for the past five years is 10.83 million words per year.
- Enhanced ICT services to maintain and advance ICAO's digital transformation efforts.
- Key Human Resources priorities to advance HR operations and transformation
- Enhanced activities to raise awareness to support a culture of compliance with ICAO regulatory framework by all personnel.
- Provision of general services support for ICAO HQ and Regional Offices, including safety and security, organizational resilience management, property control, logistics, and travel services
- Full representation of ICAO on UN inter-agency meetings
- Information Security compliance with ISO 27001 standards and enhancement of security posture

Impact if not implemented

- Support to Strategic Goals may be delayed
- Reduced resources will impact support for meetings of the governing bodies, including the Assembly and the Council
- Conference services will be underfunded, affecting hybrid services, registration, and technical/logistical support
- The demand for language services, especially during surges, will not be met due to reduced capacity
- ICAO's digital transformation will halt, stopping maintenance of new platforms and services
- HR's ability to support organizational and workforce development will be reduced, including the abolition of an HR support position, discontinuation of the Global Engagement Survey, and halting learning programs
- Limited implementation of awareness raising activities to ensure adherence and compliance with regulatory framework by personnel
- Limited capacity to resolve service requests, affecting overall operational efficiency
- Reduced participation by ICAO in UN inter-agency initiatives and discussions



Thank You