

Aviation 2026–2028

Investing in Safe Skies, Sustainable Future



ICAO

ICAO Three Essential Aspirations



ZERO FATALITIES

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



NET-ZERO EMISSIONS

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

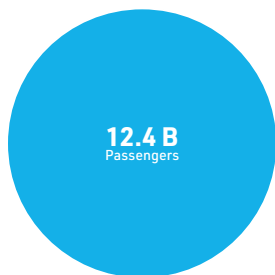


CONNECTED WORLD

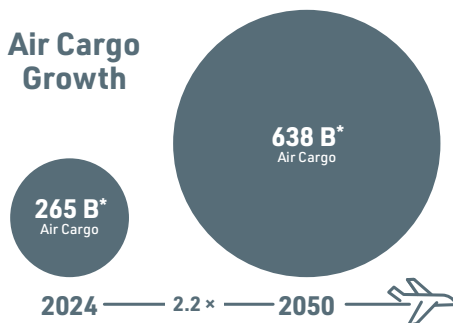
The goal of aviation to serve as an integral part of a thriving, connected, accessible, inclusive, and affordable transport system for people and goods, contributing to socio-economic development, while ensuring no country is left behind.

The Stakes Have Never Been Higher

Passenger Growth



Air Cargo Growth



Aviation Growth – A Case for Strategic Investment

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

Infrastructure Development

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

Sustainable Aviation Fuel

\$3.2T investment needed for SAF development through 2050

Safety Improvement and Oversight

Enhanced capacity for 3× flight volumes and new technologies

GDP Impact Growth

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

Employment Growth

Total supported jobs increasing to 178M by 2050

New Industry Creation

14M new jobs in sustainable fuel production alone

ICAO's Critical Role in International Civil Aviation



Every Flight is Safe and Secure

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

★ KEY BENEFITS
Strengthened global aviation safety framework through implementation of essential standards
Enhanced cybersecurity protection for critical aviation infrastructure
Robust oversight systems to maintain high safety and security performance worldwide
Coordinated global response capability for aviation health emergencies
⚠ CRITICAL RISKS IF UNFUNDED
Increased risk of accidents in critical categories, security incidents and acts of unlawful interference
Reduced trust that aviation is the safest and most secure means of transportation, impacting market growth
Reduced capacity to detect and respond to emerging safety threats and cyber attacks
Delayed implementation of safety and security standards for new aircraft types and technologies
Limited support for countries struggling with safety and security oversight
Weakened capability to coordinate global responses to safety incidents and health emergencies

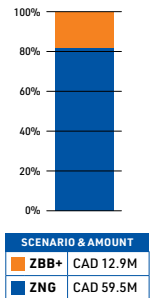


Aviation is Environmentally Sustainable

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

★ KEY BENEFITS
Accelerated progress towards net-zero carbon emissions by 2050
Enhanced global monitoring and reporting of aviation emissions
Support for sustainable aviation fuel development and deployment
Enhanced environmental standards for new aircraft technologies and operations
Increased environmental integrity and robust implementation of CORSIA
⚠ CRITICAL RISKS IF UNFUNDED
Reduced capacity to support States in meeting environmental goals and requirements
Limited development of new environmental standards for emerging technologies
Slower progress in sustainable aviation fuel production, adoption, and green innovation
Delayed implementation of CORSIA, weakening aviation's response to climate change
Compromised ability to track and verify global aviation emissions
Lack of capacity to address emerging areas, such as climate change adaptation and resilience

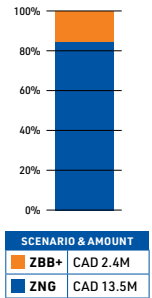
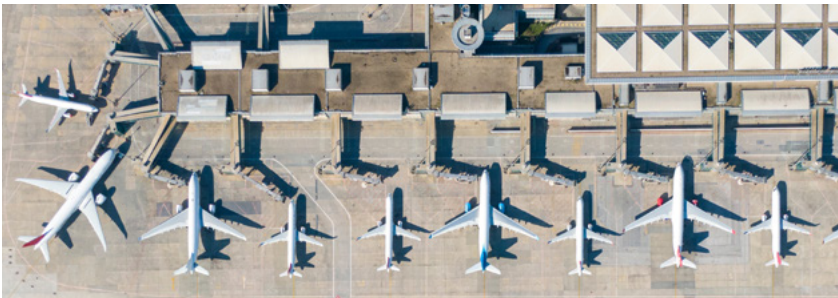
ICAO's Critical Role in International Civil Aviation



Aviation Delivers Seamless, Accessible, and Reliable Mobility for All

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

★ KEY BENEFITS
Enhanced global air navigation capacity and efficiency
Seamless integration of new airspace users including drones and urban air mobility
Improved passenger experience through digital transformation
Expanded connectivity for remote and developing regions
Improved responses to crises affecting international aviation
⚠ CRITICAL RISKS IF UNFUNDED
Reduced capacity to handle growing air traffic demand leading to airspace congestion and flight delays
Delayed implementation of new air navigation technologies
Reduced ability of ICAO to assist States effectively, resulting in inefficiencies and gaps in border management and passenger experience
Limited support for States implementing new air mobility solutions
Widening connectivity gap for underserved communities
Delayed crisis response and contingency plans affect continuity of operations



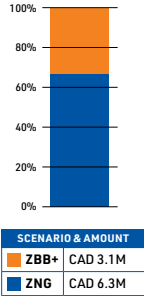
No Country Left Behind

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

★ KEY BENEFITS
Targeted assistance to States for implementing international standards
Enhanced capacity building and training programs
Strengthened regional presence and technical support
Improved aviation infrastructure in developing States
⚠ CRITICAL RISKS IF UNFUNDED
Widening gap between developed and developing States in aviation capabilities
Reduced technical assistance and capacity building support



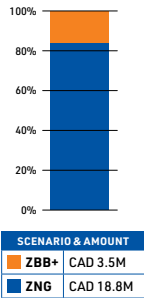
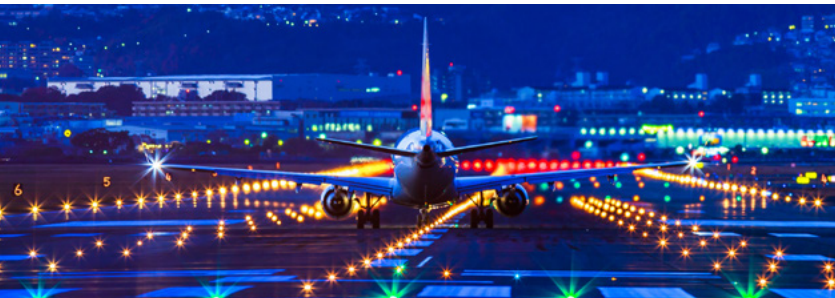
ICAO's Critical Role in International Civil Aviation



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

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

★ KEY BENEFITS
Strengthened compliance support for international air law
Harmonized legal standards across the global aviation system
Modernized legal frameworks for emerging technologies and operations
Enhanced dispute resolution and legal advisory services
⚠ CRITICAL RISKS IF UNFUNDED
Legal framework gaps for new aviation technologies and operations
Reduced capacity to support States with legal compliance
Delayed resolution of international aviation disputes
Limited ability to address emerging legal challenges
Fragmentation of international aviation law



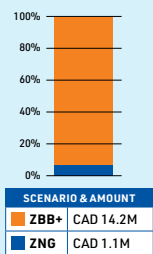
The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All

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

★ KEY BENEFITS
Enhanced aviation contribution to global economic growth
Optimized infrastructure planning and development
Improved air connectivity and market access
Strengthened aviation data and economic analysis
⚠ CRITICAL RISKS IF UNFUNDED
Reduced support for aviation infrastructure development
Limited capacity to analyze and forecast aviation trends
Decreased ability to support States' economic policy development
Impaired market access and connectivity growth
Weakened contribution of aviation to sustainable development goals

High-Priority Enablers

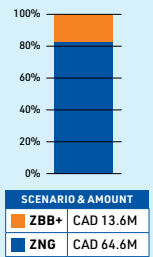
Newly introduced in ICAO's Strategic Plan for 2026–2050, High Priority Enablers play a pivotal role in implementing Strategic Goals and addressing the aviation industry's multifaceted challenges. These enablers are integral to fostering a resilient, sustainable, and inclusive international civil aviation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



Supporting Enablers

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

- strengthening ethics awareness, multilingualism information security, human resources, ICT and financial services;
- establishment of the Enterprise Portfolio Management Office to ensure accountability, strategic planning, prioritization, monitoring, and reporting;
- creation of the Ombudsman role to support a harmonious workplace and addressing conflicts.



If the funding gap is not covered, it will result in reduced: support for regular and hybrid meetings of the governing bodies; capacity for language services and multilingualism; maintenance of ICAO's digital transformation; ability to support organizational and workforce development; implementation of Ethical Awareness programs; and capacity to resolve service requests.

The Growing Gap: Aviation Growth vs ICAO Resources

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

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

Critical Capabilities Lost*

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

- Aircraft noise certification and standards development expertise, impacting airport expansion and community safeguards
- Expertise on air transport liberalization and economic contributions, limiting progress toward economic development
- Accident investigation expertise and support capabilities, reducing ability to prevent future incidents
- Capabilities to respond to crises and public health emergencies in case of global events, and address growing risks such as pilot aging and mental health
- Data and resources to digitalize information on maps and routes
- Technical expertise, affecting the progress of technical panels
- In-country technical assistance capacity, particularly impacting developing nations

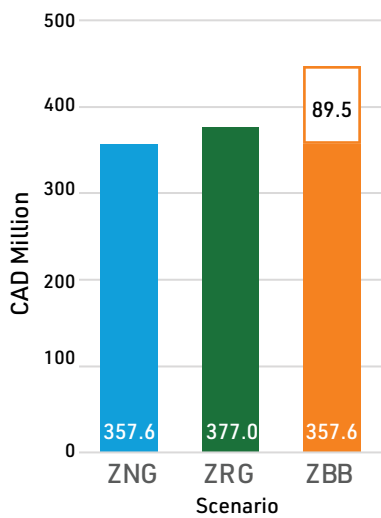
* sample

Investing in Global Aviation's Future

Ensuring ICAO's continued effectiveness in an evolving aviation landscape

The budget options incorporate a thorough efficiency review, prioritization and alignment with the Strategic and Business Plans. This approach focuses on key needs that drive impact while maintaining financial discipline and responsible allocation. As human resources represent almost 80% of ICAO's assets, a reduced budget would further diminish critical capabilities.

2026–2028 Three Budget Scenarios



Reduced (Zero-Nominal Growth Budget)

Further decline in capabilities due to inflationary impacts and increasing demands

Reduced technical assistance and support

Delayed implementation of critical programmes

Basic (Zero-Real Growth Budget)

Maintained current capabilities

Delayed implementation of critical programmes

Essential (Zero-Based-Budget)

Maintains current capabilities with targeted enhancements

Sustained programme delivery and support

Strategic improvements in key areas

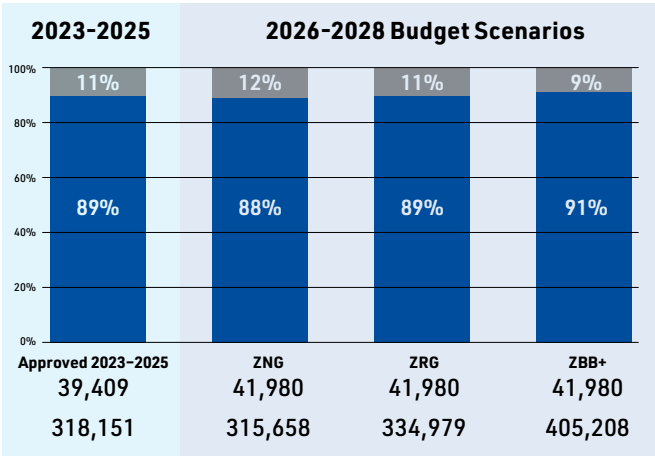
Funding Gap 89.5M

Additional CAD89.5M is required to bridge between Zero-Nominal and Zero-Based budget options

Funding Options

The Regular Budget is primarily financed through Member States' assessments with additional funding sources expected to provide CAD 42M for 2026–2028.

- (in thousands)
- Other Funding Sources
 - Assessments of States



Building Tomorrow's Aviation Today

Together, we can ensure aviation continues to connect, enable, and inspire global progress.

For more details

