



ICAO



ICAO RESOURCE MOBILIZATION PRIORITIES 2025

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Foreword

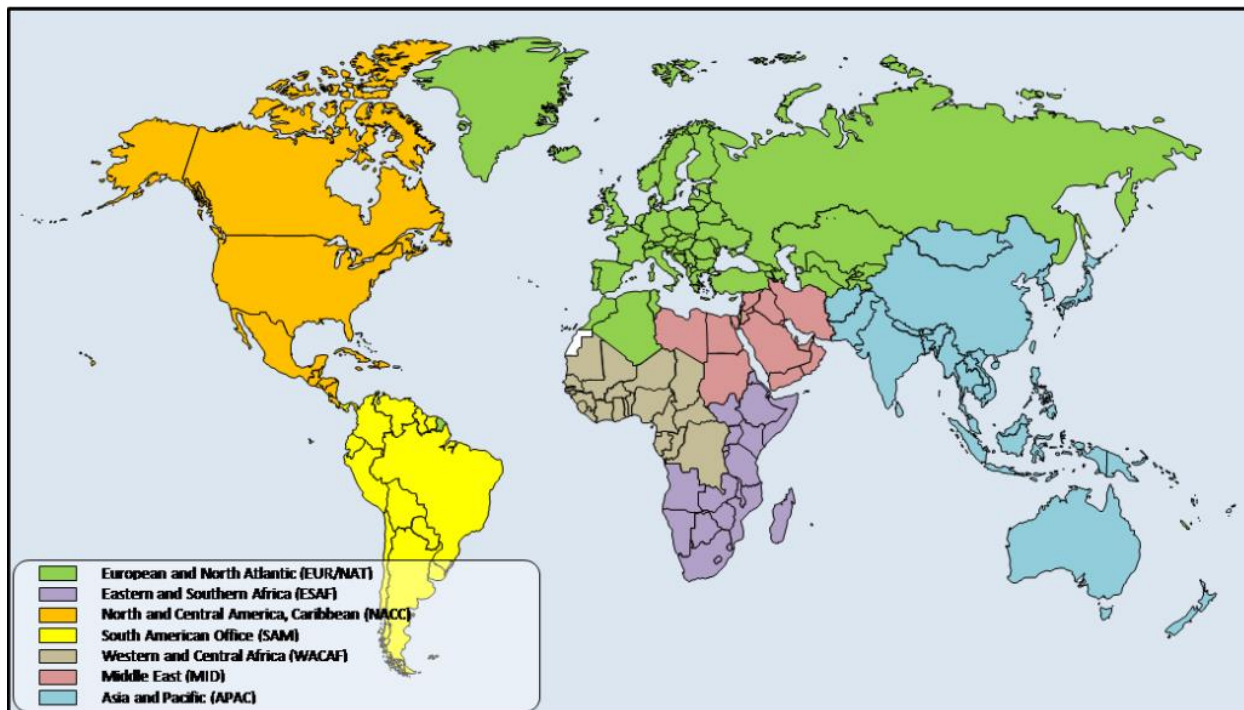
The ICAO Resource Mobilization Priorities 2025 for 2025 is an essential initiative that embodies our collective commitment to enhancing the safety, security, and sustainability of global aviation. In an increasingly complex aviation environment, the importance of a strategic, unified approach to resource mobilization cannot be overstated. This consolidated appeal is designed to streamline funding efforts, ensuring that our resources are effectively allocated to meet the most pressing needs of the aviation sector.

This appeal is a call to action for all our partners and stakeholders. Your support is instrumental in helping us achieve these goals, and through collaboration, we can drive meaningful progress for the future of aviation. While ICAO internal mechanisms will partially address the funding needs presented, external contributions are crucial to fully achieve ICAO's objectives. The consolidated appeal is launched at the ICAO Global Implementation Support Symposium (GISS) 2025 in Abu Dhabi, United Arab Emirates, and ICAO looks forward to partners and stakeholders continued engagement as we work together towards a sustainable future for global aviation.

Juan Carlos Salazar
Secretary General, ICAO

Geographical Scope of ICAO's Work

The International Civil Aviation Organization (ICAO) operates on a truly global scale, supporting Member States across all regions of the world. Our work is structured around the implementation of programmes that are tailored to meet the unique needs and challenges of diverse geographical areas. ICAO's Regional Offices serve as key facilitators of these efforts, ensuring alignment with global aviation standards while responding to regional and local requirements.



ICAO has established seven Regional Offices—located in Bangkok, Cairo, Dakar, Lima, Mexico City, Nairobi, and Paris, a regional sub-office in Beijing and a liaison office in Fiji—that provide a vital link between ICAO headquarters and Member States. These offices play a critical role in delivering technical assistance, capacity-building activities, and support for regulatory compliance. They also facilitate regional collaboration and provide a platform for addressing region-specific aviation issues, such as air navigation, environmental impact, security, and safety.

Through the deployment of technical assistance/implementation support under ICAO Voluntary Funds like SAFE (Safety), AVSEC (Security) and ENV (Environmental Sustainability) ICAO's geographical coverage ensures that no Member State is left behind (NCLB) in its efforts to achieve safe, secure, and sustainable aviation.

By leveraging its global presence and regional expertise, ICAO tailors its support to address the diverse challenges faced by States, whether in air navigation safety, environmental initiatives, or

aviation security. This approach enables ICAO to provide targeted assistance while ensuring alignment with its Strategic Goals at the global level.

The geographic scope of ICAO's work reflects our commitment to inclusivity and cooperation, empowering all Member States to advance the shared goal of a safer, more efficient, and environmentally responsible global aviation system. By maintaining strong regional presence and partnerships, ICAO ensures that its Strategic Objectives are realized in a manner that is both globally coordinated and locally effective.

Funding Requirements for 2025

Below is an in-depth breakdown of ICAO's financial needs, with specific fundraising targets across Priority Focus Areas established by the ICAO Council to focus Secretariat efforts. This detailed breakdown aims to enhance transparency and offer clarity for potential contributors, ensuring they understand how their contributions will support ICAO's mission. By clearly outlining the financial targets for each initiative, this section will help guide resource mobilization efforts to address the pressing needs of the global aviation sector. The comprehensive costing of these programmes has been completed in collaboration with ICAO Bureaus and Regional Offices.

Area	Financial Needs (in CAD\$)
PFA1 – Advanced Air Mobility	0
PFA2 – Cybersecurity	1,100,000
PFA3 – Crisis Preparedness and Response	3,100,000
PFA4 – USOAP and USAP Evolution and Engagement	4,500,000
PFA5 – Long-Term Global Aspirational Goal (LTAG)	7,200,000
PFA6 – Transformational Objective	4,500,000
PFA7 – Implementation Support	12,639,800
High Priority Enablers & Cross-cutting ICAO programmes	5,735,000
TOTAL	38,104,800

ICAO Priority Focus Areas for 2025

PFA1 – Advanced Air Mobility

Advanced Air Mobility represents a transformative approach to urban and regional aviation, leveraging innovative technologies such as electric vertical take-off and landing (eVTOL) aircraft. ICAO aims to establish globally harmonized standards and guidance to ensure the safe integration of AAM operations into existing airspace. By fostering innovation while addressing regulatory, safety, and infrastructure challenges, ICAO will enable sustainable growth in this emerging sector, enhancing connectivity and reducing environmental impact.

Estimated Funding Gap	No funding gap exists for the current triennium. However, given the interdisciplinary nature and magnitude of the work required for AAM integration, the relevant work streams of the Organization (RPAS, UAS, AAM, UTM) will need to continue, wholly or partially, beyond the current triennium, and the current resources will accordingly need to be extended. .
Expected Duration	2025-2026 ¹
Expected Key Deliverables	
Business Plan Reference	CAP 2.1, CAP 2.3, SAF 1.7, CAP 2.2, CAP 2.4

¹Regarding the Expected Duration for all PFAs, for Posts, 2025-2026 is used, to allow time for recruitment and integration, while for Missions, travel, and purchases 2025 is used, to reflect short-term needs.

PFA2 – Cybersecurity

As the aviation sector becomes increasingly reliant on digital technologies, ICAO is committed to enhancing cybersecurity resilience across Member States. Through the development of comprehensive frameworks, capacity-building initiatives, and targeted training, ICAO supports the implementation of robust measures to protect critical aviation infrastructure. By fostering international collaboration and standardizing approaches, ICAO ensures the aviation industry remains secure against evolving cyber threats.

Estimated Funding Gap	CAD 1.1 million
Expected Duration	2025-2026
Expected Key Deliverables	<ul style="list-style-type: none">• 1 G5 for SEC 1.2, 1.4 and 1.7, for Support Secretary & meetings, contribute to AHCCC & Cybersecurity Panel's work programs, coordinate organization-wide efforts, conduct research & special projects.• CAD 70k for Mission travel• 1 P4 for CAP 5.1 and CAP 5.2 for policy provision on cyber risk mitigation and training (start 2025)• Outsourcing for CAP 5.1 for Business Case development - CAD 250k• Outsourcing for CAP 5.1 for Legal aspects - CAD 250k• Course development for CAP 5.2 - CAD 150k
Business Plan Reference	SEC 1.2, SEC 1.4, SEC 1.7, CAP 5.1 and CAP 5.2

PFA3 – Crisis Preparedness and Response

ICAO's Crisis Preparedness and Response initiatives aim to enhance the resilience of the aviation sector in the face of public health emergencies, natural disasters, and other global challenges. By providing tools, guidance, and capacity-building to Member States, ICAO facilitates coordinated responses and continuity of operations. These efforts ensure that the aviation industry remains a reliable pillar of global connectivity during times of crisis.

Estimated Funding Gap	CAD 3.1 million
Expected Duration	2025-2026
Expected Key Deliverables	<p>Development and support to the implementation of a comprehensive framework which includes principles, policies, leadership and governance structure, and guidelines for effective crisis preparedness.</p> <ul style="list-style-type: none"> • 1 P5 for SEC 2.9, 2.11 and 4.5 for management and implementation of the Crisis framework • Partial (0.4) P4 technical support to P5 for SEC 2.9, 2.11 and 4.5 for development, management, and implementation of the Crisis framework • International travel (CAD 60k) for SEC 2.9, 2.11 and 4.5 • IT Software for crisis management (CAD 200k) for SEC 2.9, 2.11 and 4.5 • 1 P4 medicine for SEC 2.11 to support the development, building capacity and leading crisis response in medicine. • 1 P4 FAL for SEC 4.5 to support the development, building capacity and leading crisis response in aviation security and facilitation. • 1 P4 ATM for CAP 6.8 to support the development, building capacity and leading crisis response in ATM contingencies. • 1 P4 Safety for SAF 6.13 to support the development, building capacity and leading crisis response in safety and accident investigation
Business Plan Reference	SEC 2.9, SEC 2.11, SEC 4.5, CAP 6.8, SAF 6.13

PFA4 – USOAP and USAP Evolution and enhanced Engagement

The Universal Safety Oversight Audit Programme (USOAP) and Universal Security Audit Programme (USAP) are critical to maintaining global aviation safety and security. ICAO is both evolving and sustaining these programmes by incorporating innovative auditing methodologies while ensuring their continued operational effectiveness. By providing tailored support and fostering transparency, ICAO ensures sustained compliance with international standards and promotes a culture of continuous improvement.

Estimated Funding Gap	CAD 4.5 million
Expected Duration	2025-2026
Expected Key Deliverables	<p>Strengthen and modernize USOAP and USAP through enhanced methodologies, improved data management, and ongoing operational support.</p> <ul style="list-style-type: none">• 1 P4 for SAF 4.1 to develop USOAP data management framework, conduct safety analysis and support the planning of USOAP activities.• 3 P2 (IT) for SAF 4.10 to support OLF architecture and support inclusion of A17 in Annex Manager• 1 G7 for SAF 4.2 to support report production• USOAP international travel for SAF 4.2 (CAD 800k)• 1 P3 for SAF 4.8 to support integration of SSPIA into traditional activities• 2 P4 USAP audit Team Leaders for SEC 3.1• 1 G7 for SEC 3.1 to support report production
Business Plan Reference	SAF 4.1, SAF 4.2, SEC 3.1, SAF 4.8, SAF 4.10

PFA5 – Long-Term Global Aspirational Goal (LTAG)

Environmental protection is integral to ICAO's mission, with initiatives like the Long-Term Global Aspirational Goal (LTAG) for net-zero aviation carbon emissions by 2050. ICAO supports Member States in adopting Sustainable Aviation Fuels (SAF), enhancing energy efficiency, and reducing noise and emissions. Through the Finvest Hub, ICAO is also working to develop financial mechanisms and investment strategies that accelerate the adoption of sustainable aviation initiatives, including SAF and low-carbon technologies, see Appendix 4 for details. By providing tools, guidance, and capacity-building, ICAO drives the aviation sector toward greener practices in alignment with global sustainability goals.

Estimated Funding Gap	CAD 9.7 million
Expected Duration	2025-2026
Expected Key Deliverables	<ul style="list-style-type: none"> • 1 G6 ENV 2.6 and NEW CAAF/3 - for admin support • 250K CAD for NEW2 CAAF/3 for convening of CAAF4 • 1 P4 for ENV 6.1 and NEW3 CAAF/3 - State Action Plans • 2 P4 for 6.1 - LTAG Technology and Cleaner Energy • 1 P4 for ENV 2.5 - Environmental Platform • 750K CAD for ENV 2.5 - development of a possible ICAO IT platform, with adjustments to existing systems • 1 G6 for ENV 2.5 admin support • 5 P3 for ENV 6.3 and NEW4 CAAF/3 - ENV Officers in Regional Offices • 1 G6 for ENV 6.3 and NEW4 CAAF/3 - admin support • For ENV 6.3 and NEW4 CAAF/3 Additional voluntary contributions by States and industry to support ACT-SAF Feasibility Study (150K USD for each beneficiary State) • 1 P4 for NEW5 CAAF/3 - Advocacy and Outreach • 1 P3 for ENV 6.4 - ENV officer for Finest Hub.
Business Plan Reference	ENV 1.3, Env 2.1, ENV 2.2, ENV 2.6, ENV 6.3, ENV 6.4, new activities stemming from CAAF/3

PFA6 – Transformational Objective

Estimated Funding Gap	CAD 4.5 million
Expected Duration	2025-2026
Expected Key Deliverables	<p>A vital component of this transformation is the establishment of an Enterprise Portfolio Management Office (EPMO).</p> <p>Contributions (both financial and in-kind through provision of long-term secondment of professionals to assist in establishing and participate in operating the EPMO) is required for this high-priority initiative.</p> <p>See Appendix 3 for detailed options</p>
Business Plan Reference	TO

PFA7 – Implementation Support

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.

Estimated Funding Gap	CAD 12.6 million
Expected Duration	2025-2026
Expected Key Deliverables	CAD 12.6 million for Implementation Support projects of Global, Regional and State scope, assisting Member States in meeting ICAO Standards and Recommended Practices (SARPs - see Appendix I for detailed projects)
Business Plan Reference	ENV, SAF, SEC, CAP, DEV

High Priority Enablers & Cross-cutting ICAO projects

Certain ICAO initiatives span across its Strategic Goals or enable the effective work of the organization.

Estimated Funding Gap	CAD 5.8 million for Strategic Enablers and cross-cutting ICAO projects
Expected Duration	2025-2026
Expected Key Deliverables	Enable the efficient work of the organization / cross-cutting themes (see Appendix 2 for detailed projects)
Business Plan Reference	NA

Mechanisms for Partner Contributions

ICAO provides various funding mechanisms to support its strategic goals and enable partners to contribute effectively to the advancement of global aviation. These mechanisms are structured to align with various levels of contribution and target areas, as reflected in the funding modalities table. Contributions can be aligned with specific ICAO priority focus areas, regions, or through cross-cutting enablers and transformational initiatives.

Multi-year and Predictable Contributions

In line with the Resource Mobilization Policy's emphasis on sustainability, ICAO encourages multi-year contributions to ensure predictable funding. Such contributions provide a stable financial foundation for effective planning and the long-term implementation of ICAO's strategic initiatives.

Enhanced Governance and Monitoring

All contributions to ICAO are managed in accordance with the governance frameworks established under the Resource Mobilization Policy and overseen by the Voluntary Funds Committee (VFC). This includes the use of robust monitoring and evaluation systems, ensuring accountability and alignment with ICAO's priorities, while offering donors a clear and consistent overview of fund utilization and programme outcomes.

These funding modalities provide partners with diverse avenues to contribute, from supporting the organization's overarching mission through non-specified funds to addressing specific regional or thematic needs via earmarked funding. By utilizing these mechanisms, ICAO ensures that all contributions are leveraged in a manner that is transparent, impactful, and in line with the strategic objectives of the Organization.

Appendix 1 – Implementation Support programmes and projects

Global

Globally Harmonized Information Management

Program Reference: 2023-GLOBAL/106

Details

- **Beneficiary:** Aviation ecosystem.

Problem Statement Connected aviation needs robust data management to ensure safety. Global harmonization is crucial.

Key Activities

- Launch SWIM Fundamentals GAT course.
- Develop Information Security Awareness Training and Manual.

Outcomes

- Standardized information exchange and improved cyber resilience.

Risk Level: Medium

Value: USD 1M

Duration: 36 months.

OECD Indicators for CAAs

Initiative Reference: 2023-GLOBAL/92

Details

- **Beneficiary:** Global

Problem Statement Challenges in the governance of several CAAs affect the implementation and sustainability of international provisions.

Key Activities

- Develop guidance material directed at supporting CAAs to implement best governance practices, based on regional surveys conducted under the collaboration of ICAO and OECD.

Outcomes

- Improvement of the governance of regulators, supporting in their normative, certification and oversight activities, and a continuous improvement of their regulatory capabilities.

Risk Level: Medium

Value: USD 250K

Duration: > 24 months.

Aircraft in Distress Repository (LADR)

Project Reference: 2023-GLOBAL/95

Details

- **Beneficiary:** ICAO Member States

Problem Statement Gaps in identifying aircraft in distress demand a centralized location data repository.

Key Activities

- Create a SWIM-based repository.

Outcomes

- Faster SAR response and cost efficiency.

Risk Level: Medium

Value: USD 800K

Duration: > 36 months.

AIG Assistance

Initiative Reference: 2023-GLOBAL/93

Details

- **Beneficiary:** Global

Problem Statement States struggle to meet ICAO AIG standards.

Key Activities

- Review regulations and develop CAPs.

Outcomes

- Enhanced accident investigation and safety systems.

Risk Level: Medium

Value: USD 500K

Duration: 24 months.

PBN Go Teams

Project Reference: 2023-GLOBAL/87

Details

- **Beneficiary:** Global

Problem Statement PBN implementation gaps impact safety.

Key Activities

- Assess and monitor PBN implementation.

Outcomes

- Address PBN gaps with guidance.

Risk Level: Medium

Value: USD 250K

Duration: > 24 months.

Runway Safety Teams

Project Reference: 2023-GLOBAL/88

Details

- **Beneficiary:** Global

Problem Statement Runway incidents persist due to ineffective safety programs and lack of resolute teams. Safety is crucial for airport certification.

Key Activities

- Workshops and seminars to raise awareness.
- On-site guidance for establishing Runway Safety Teams (RST).
- Monitoring RST progress.

Outcomes

- Reduced runway incidents.
- Progress towards aerodrome certification.
- Enhanced safety guidance.

Risk Level: Medium

Value: USD 250K

Duration: > 24 months.

Aviation Security Capacity Building

Program Reference: 2023-GLOBAL/108

Details

- **Beneficiary:** Global

Problem Statement Developing countries need support to enhance aviation security oversight. A multi-phased program strengthens ICAO's support activities.

Key Activities

- AVSEC training for Annex 17 requirements.
- Needs assessments and structured improvement plans.
- Post-deployment monitoring.

Outcomes

- Improved aviation security oversight aligned with ICAO standards.
- Harmonized and scalable security oversight activities.

Risk Level: Medium

Value: USD 1.5M

Duration: > 36 months.

Frequency Finder Tool Upgrade

Initiative Reference: 2023-GLOBAL/89

Details

- **Beneficiary:** Global

Problem Statement Increasing demand for radio spectrum challenges aviation's frequency planning. The Frequency Finder Tool needs modernization.

Key Activities

- Redesign the tool with updated software.
- Organize workshops for user training.

Outcomes

- Efficient spectrum use for CNS technologies.
- Enhanced frequency assignment planning.

Risk Level: Medium

Value: USD 250K

Duration: 24 months.

Safety Oversight Capacity Building

Program Reference: 2023-GLOBAL/100

Details

- **Beneficiary:** Global

Problem Statement States need support to enhance safety oversight aligned with ICAO objectives.

Key Activities

- Phase I: Fact-finding missions.
- Phase II: Deployment and technical support.
- Phase III: Post-deployment monitoring.

Outcomes

- Improved safety oversight capabilities.

- Scalable and harmonized safety initiatives.

Risk Level: Medium

Value: USD 1.5M

Duration: > 36 months.

Public Health in Aviation (CAPSCA)

Program Reference: 2023-GLOBAL/94

Details

- **Beneficiary:** All ICAO Member States

Problem Statement Public health events disrupt aviation, requiring cross-sector collaboration for preparedness and response.

Key Activities

- Capacity-building initiatives and training.
- Public Health Corridor implementation.
- Readiness assessments.

Outcomes

- Safeguarded passenger and personnel health.
- Mitigated disease spread and maintained safe air transport.

Risk Level: Medium

Value: USD 1M

Duration: > 36 months.

ATM Contingency Management

Program Reference: 2024-GLOBAL/1974

Details

- **Beneficiary:** All States

Problem Statement States need a harmonized regional ATM contingency framework to respond effectively to events, ensuring inter-regional collaboration and building capacity.

Key Activities

- Regional workshops (APAC/MID, AFI, SAM/NACC) with study cases and exercises.
- Present outcomes to PIRGs for formalizing regional frameworks.

Outcomes

- Updated Regional ATM Contingency Frameworks.
- Improved management of ATM events.

Risk Level: Low

Value: USD 200K

Duration: 12 months.

RSOO and RAIO Assessments (RRAP)

Program Reference: 2025-GLOBAL/2022

Details

- **Beneficiary:** Member States in RSOO/RAIO

Problem Statement RSOOs and RAIOs help States comply with ICAO SARPs, but many face resource and capacity challenges.

Key Activities

- Conduct RRAP assessments to identify capacity levels and deficiencies.
- Develop reports and review Corrective Action Plans.

Outcomes

- Capacity levels of RSOOs/RAIOs determined.
- Needs and deficiencies addressed.

Risk Level: Medium

Value: USD 700K

Duration: > 36 months.

Building Capacity of RSOOs and RAIOs

Program reference: 2025-GLOBAL/2023

Details

- **Beneficiary:** Global, Member States of RSOO/RAIO

Problem Statement States continue to face challenges implementing ICAO SARPs. As a result, many States have decided to come together to pool their resources to create Regional Safety Oversight Organizations (RSOOs) and/or Regional Accident and Incident Investigation Organizations (RAIOs). These organizations provide numerous services/functions to assist States comply with ICAO SARPs. However, these organizations also face challenges with adequate financial and human resources. To ensure that Member States receive the necessary assistance/services, it is important to ensure that RSOOs/RAIOs are qualified and capable. It is therefore critical to support RSOOs/RAIOs build the necessary capacity and be sustainable to provide effective services on behalf of Member States. The use of RRAP assessment reports can facilitate the identification of deficiencies/needs of the RSOOs/RAIOs.

Key Activities

- Missions to gain political support and financing to support RSOO/RAIO
- Legal and organizational review and support
- Economic review/study
- Conduct of needs analysis/RRAP
- Development of a strategic plan of implementation
- Training (courses and OJT)

Expected Outcomes

- Establishment of a sustainable RSOOs (financially and human resources)
- Enhanced legal framework (MOU, etc.)
- Pool of technical experts to be shared in region
- Harmonized regulatory environment.

Risk Level: Medium

Value: 100000 USD

Duration: 24 months

Seminar on UAS integration in national and high seas airspace

Project Reference: 2025-GLOBAL/2099

Details

- **Beneficiary:** APAC and MID States

Problem Statement States must be working towards the implementation of ATFM to balance traffic demand within the available airspace capacity. Also, based on the AN-CONF/14 Recommendation, ICAO Regions and States should develop transition implementation plan into FF-ICE and cessation of FPL 2012 by 2034.

Key Activities

- Seminar including group exercises

Outcomes:

- Develop/update the APAC and MID ATFM concept of operations and common operation procedures
- Develop both APAC and MID regions FF-ICE Transition Plan to FF-ICE

Risk Level: Low

Value: USD 13,700

Duration: > 6 months

APAC

OECD Governance Survey for APAC CAAs

Project Reference: 2023-APAC/64

Details

- **Beneficiary:** 39 APAC States (excluding Afghanistan and DPRK)

Problem Statement Some APAC CAAs repeatedly require ICAO technical assistance, potentially due to organizational inefficiencies and staff turnover. Conducting a survey on OECD governance indicators will provide a clearer understanding and encourage benchmarking among States.

Key Activities

- OECD survey development and coordination with APAC States.
- Presentation of findings at APAC DGCA conferences in 2025 and 2026.

Outcomes

- Clear insights into CAA governance.
- Promotion of best practices for stronger and more resilient CAAs.

Risk Level: Medium
Value: USD 90K
Duration: 12 months.

PSIDS Capacity Building Program

Initiative Reference: 2023-APAC/99

Details

- **Beneficiary:** PSIDS

Problem Statement PSIDS face lower safety oversight implementation levels, requiring external support for capacity building to enhance aviation safety.

Key Activities

- Technical assistance in critical areas (PEL, OPS, AIR, etc.).
- Support for laws, regulations, and guidance development.
- Training and workshops.

Outcomes

- Strengthened safety oversight capabilities.
- Trained personnel and sustainable frameworks.

Risk Level: Medium
Value: USD 1M
Duration: > 36 months.

Volcanic Ash Exercise for PSIDS

Project Reference: 2023-APAC/21

Details

- **Beneficiary:** Australia, Fiji, Nauru, New Zealand, PNG, Solomon Islands, Tonga, Vanuatu.

Problem Statement PSIDS are prone to volcanic ash impacts, necessitating regular exercises to develop inter-agency responses and address deficiencies.

Key Activities

- 3-day exercise: planning, execution, and debrief.

Outcomes

- Improved inter-agency coordination and readiness.
- Enhanced procedures for volcanic ash SIGMET issuance.

Risk Level: Low

Value: USD 20K

Duration: 12 months.

MET Authority Implementation Support

Project Reference: 2025-APAC/2061

Details

- **Beneficiary:** All States in APAC region

Problem Statement Improved implementation of MET-related SARPs is needed for better service provision and deficiency resolution.

Key Activities

- Workshop on MET authority SARPs and AMD82.

Outcomes

- Enhanced MET service implementation.
- Addressed MET-related deficiencies.

Risk Level: Low

Value: USD 20K

Duration: 12 months.

APAC Cybersecurity Workshop

Project Reference: 2025-APAC/2073

Details

- **Beneficiary:** APAC States

Problem Statement Digitalization in aviation introduces cyber threats, requiring improved awareness and international cooperation.

Key Activities

- Seminar with panels and a tabletop exercise.

Outcomes

- Raised awareness and mutual understanding of aviation cybersecurity.
- Strengthened cooperation and response mechanisms.

Risk Level: Low

Value: USD 10K

Duration: 6 months.

Seminar on UAS integration in national and high seas airspace

Project reference:2025-APAC/2075

Details:

- **Beneficiary:** All Pacific Small Developing States and Australia and New Zealand
- **Problem statement** ICAO APAC has received safety concerns regarding the operation of UAS in the Western and Central Pacific Fisheries Area, specifically related to conflicts between helicopters and drones operated by fishermen over high seas airspace. This issue has been coordinated with HQ RPAS section accordingly. In addition, a few papers on this matter, UAS over high seas' have been submitted to APANPIRG urging ICAO, States and Regional Safety Oversight Organizations (RSOOs) to coordinate and collaborate with industry and other Stakeholders to promote the safe, globally harmonized integration of these UAS operations.

Key Activities

- To organize the seminar, support from the ICAO HQ RPAS section will be mandatory.
- Updates of RPAS Panel
- Briefing of Chicago Convention Article 8 and Article 29, Annex2, including ROC, DAA, C2Link, etc.
- AAN-CONF/14 Recommendations
- Novelty and fast-evolving nature of RPAS topics/activities
- Update on RPAS topics/activities

Expected Outcomes

- Improvement of States' awareness of ICAO provisions
- Facilitate safe, secure and efficient integration of UAS operations.
- Data collection RPAS/UAS/AAM operational and regulatory developments

Risk Level: Medium

Value: USD 47000

Duration: 6 months.

Americas

Capacity Building of CASSOS

Project Reference: 2024-NACC/1968

Details

- **Beneficiary:** Caribbean States including Barbados, Guyana, Haiti, Jamaica, OECS (Antigua and Barbuda, Dominica, Grenada, Saint Lucia, Saint Kitts and Nevis, Saint Vincent, and the Grenadines), Suriname, and Trinidad and Tobago.

Problem Statement Caribbean States face challenges in meeting ICAO SARPs due to limited resources. CASSOS was established to pool resources and enhance safety and security. However, decreasing financial and human resources hinder its effectiveness. Capacity building is critical to provide harmonized regulations and shared expertise.

Key Activities

- Political and financial support missions.
- Legal and economic reviews.
- Needs analysis and strategic plan development.
- Training and harmonization of regulations.
- Promotion of RSOO via communication plans.

Outcomes

- Sustainable RSOOs.
- Enhanced legal frameworks.
- Shared technical expertise.
- Harmonized regulatory environment.

Risk Level: High

Value: USD 500K

Duration: > 36 months.

Development of National Air Navigation Plans

Project Reference: 2024-NACC/1947

Details

- **Beneficiary:** Eastern Caribbean States (Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad, and Tobago).

Problem Statement Outdated or absent NANPs hinder compliance with the Global Air Navigation Plan (GANP). Only 32% of Caribbean States have updated NANPs.

Key Activities

- Assistance missions.
- A 5-day workshop in the NACC Regional Office.

Outcomes

- Eight updated National Air Navigation Plans.

Risk Level: Medium

Value: USD 20K

Duration: 12 months.

AIG Turnkey 2 Project

Project Reference: 2024-NACC/1923

Details

- **Beneficiary:** Barbados, ECCAA and Trinidad and Tobago.

Problem Statement Low effective implementation in accident investigation (AIG) is due to inadequate independence, personnel, and processes. Regional solutions require national-level capacity.

Key Activities

- Six assistance missions.
- On-the-job training for AIG experts.

Outcomes

- Established AIG regulations and databases.

- Effective Accident and Incident Investigation System.
- Foundations for a Regional Accident Investigation Organization (RAIO).

Risk Level: Low

Value: USD 97K

Duration: 18 months.

Safety Oversight System Improvement Project

Project Reference: 2025-NACC/1970

Details

- **Beneficiary:** Bahamas, Cuba, Jamaica, Antigua and Barbuda, Dominica, Grenada, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Trinidad, and Tobago.

Problem Statement States struggle to maintain sustainable safety oversight systems due to insufficient follow-up on audit findings.

Key Activities

- USOAP CBT training.
- On-site diagnostics and guidance on deficiencies.

Outcomes

- Updated USOAP Corrective Action Plans.
- Enhanced SARP compliance.
- Sustainable safety oversight systems.

Risk Level: Low

Value: USD 165K

Duration: 18 months.

Establishing MET QMS in the Caribbean

Project Reference: 2025-NACC/1958

Details

- **Beneficiary:** Caribbean SIDS and organizations (e.g., CMO, ECCAA).

Problem Statement Caribbean States lack ICAO-compliant quality systems for MET services, compromising safety and efficiency.

Key Activities

- MET QMS mentoring program.
- Model QMS documentation.
- On-site assistance and webinars.

Outcomes

- Regional MET QMS implementation.
- Certified internal auditors.

Risk Level: Medium

Value: USD 51.5K

Duration: 12 months.

Air Navigation Services Continuity Plans

Project Reference: 2024-NACC/1969

Details

- **Beneficiary:** CAR Region ANSPs.

Problem Statement Inadequate ATS contingency planning leads to service disruptions and recovery challenges.

Key Activities

- Drafting continuity plans and guidance.
- Assistance mission to evaluate and improve plans.

Outcomes

- Resilient ANS operations.
- Enhanced safety culture and risk management.

Risk Level: Low

Value: USD 21.6K

Duration: 12 months.

Aerodrome certification Assistance for the OECS States

Project reference: 2025-NACC/2067

Details

- **Beneficiary:** Saint Lucia/ ECCAA Airports

Problem Statement The Aerodrome certification ensures that the aerodrome has complied with the different Annex 14 and Safety requirements and is an indicator of such compliance, supporting the RASP/GASP implementation. There are no certified aerodromes in the OECS States. The assistance on this matter will expedite the certification actions in all the different OECS States starting with Saint Lucia St. Charles/Hewanorra airports.

Key Activity

- Aerodrome certification iPack

Expected Outcomes

- Foster the certification of the Saint Lucia Airports. This will create the State capacity and vision for deploying its safety activities and actions in accordance with NACC RASP and GASP.

Risk Level: High

Value: USD 52 K

Duration: 12 months.

Aerodrome regulation and guide material for ECCAA (Eastern Caribbean Civil Aviation Authority)

Project reference: 2025-NACC/2068

Details

- **Beneficiary:** The OECS members: Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines.

Problem Statement The ICAO USOAP Effective Implementation (EI) percentage for Critical Element 02 (Specific operating regulations) and Critical Element 05 (Technical guidance tools & provisions of safety-critical info) in the AGA area for OECS States (safety overview by ECCAA) indicates a zero level of satisfactory implementation. This situation, among other factors, impacts the certification level of international aerodromes under ECCAA's safety oversight. Despite overseeing 14 international aerodromes, none have been certified,

Key Activities

- Hiring a Subject Matter Expert (SME) to review and finalize the draft regulation for aerodrome design and certification from ECCAA; and

Review and preparation of drafts of the guidance materials.

Expected Outcomes

- The project enables the process of analysis and approval of regulations and guide material in the AGA area by ECCAA, given the future conditions for certification of aerodromes.

Risk Level: Low

Value: USD 12,000

Duration: 6 months.

Translation from Spanish to English of LARs Regulations and Manuals

Project Reference: 2023-SAM/26

Beneficiaries: Guyana, Suriname, and CASSOS (Caribbean RSOO).

Problem Statement

Small States like Guyana and Suriname need access to Spanish-language LAR materials for regulatory and operational enhancement. Translating these materials into English will facilitate their adoption within RSOOs or similar collaborative frameworks.

Activities

- Translation of LAR materials into English.
- Editing translated content for a user-friendly web application.
- Coordination with Guyana, Suriname, CASSOS, and SRVSOP to ensure sustainable usage.

Expected Outcomes

- Increased accessibility of SRVSOP materials for English-speaking States.

Risk Level: Medium

Budget: \$500,000

Duration: 12 months

Last Updated: 2024-07-10.

Workshops on SARPs Implementation and Civil Aviation Master Plan

Project Reference: 2025-SAM/1963

Beneficiaries: Ecuador, Guyana, Panama, Paraguay, and Uruguay.

Problem Statement

South American States face challenges in aligning national aviation goals with ICAO's SARPs and regional strategies, impacting compliance and sustainability.

Activities

- Online sessions on SARPs and aviation planning.
- In-person workshops on SARPs implementation and Master Plan development.

Expected Outcomes

- Enhanced SARPs compliance.
- Capacity building for aviation planning aligned with national and regional policies.

Risk Level: Medium

Budget: \$50,000

Duration: 18 months

Last Updated: 2024-07-10.

Framework for Ground-Based Radio Navigation Aids Testing

Project Reference: 2025-SAM/2030

Beneficiaries: ICAO South American States.

Problem Statement

USOAP audits reveal significant deficiencies in the testing of ground-based radio navigation aids. This project seeks to standardize and improve testing processes to meet ICAO SARPs and enhance safety.

Activities

- Develop guidance material for testing protocols.
- Conduct training workshops for technical personnel.
- Provide technical assistance and establish feedback mechanisms.

Expected Outcomes

1. Improved compliance with ICAO SARPs.
2. Enhanced reliability and safety of navigation aids.
3. Strengthened technical capabilities in SAM States.

Risk Level: Low

Budget: \$50,000

Duration: 12 months

Last Updated: 2025-01-06.

Eastern and Southern Africa

Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan)

Program Reference: 2023-ESAF/96

Details

Beneficiary States: Lesotho, Mali, Guinea, Benin, Malawi, Comoros

Problem Statement

Aviation security in Africa faces systemic issues, including weak laws, poor infrastructure, insufficient funding, and staff shortages. Few States have established National Air Transport Facilitation Programmes or Committees. Regional security challenges like terrorism and conflict exacerbate these problems, limiting compliance with ICAO Annex 17 and Annex 9 Standards.

Implementation Activities

1. **Strengthen Legislation and Oversight**
 - Trainings to improve security laws, programmes, and oversight responsibilities.
2. **Build Operational Capacity**
 - Workshops to enhance personnel training and supervision.
3. **Improve Certification**
 - Develop technical guidance and tools to boost certification capabilities.
4. **Enhance Quality Control**
 - Support for quality control measures and resolving security concerns.

Expected Outcomes

- Stronger aviation security systems in six States.
- Enhanced compliance with ICAO standards.

Risk Level: Medium

Project Value: 250,000 USD

Duration: 24 months

Last Updated: 2024-10-03T20:02:12

Obstacle Limitation Surfaces management.

Project Reference: 2025-ESAF/2088

Details

- **Beneficiary:** ESAF Accredited States

Problem Statement Safe airport operations require permanent monitoring and assessment of possible infringements of the Obstacle Limitation Surfaces (OLS), as prescribed in ICAO Annex 14 and National Regulatory frameworks. The Obstacle Limitation Surfaces (OLS) “define the airspace around aerodromes to be maintained free from obstacles so as to permit the intended airplane operations at the aerodromes to be conducted safely and to prevent the aerodromes from becoming unusable by the growth of obstacles around the aerodromes.” Airports have always attracted developments in their vicinity due to the commercial aspects of value of property around them. These developments create problems to aircraft operations including interference with signations form Navigational Aids for takeoff and landing and well as obstructions to aircraft operating within the vicinity of the Aerodrome. Some airports are located within areas with high terrain. Severe weather phenomena such as thunderstorms, icing, turbulence, and low visibility can pose significant hazards to flight operations. If there are obstacles in within the Aircraft operations zones, then the risk to collision of Aircraft with obstacles is high leading to Controlled Flight Into Terrain (CFIT).

Key Activities

- A five-day workshop on Obstacle Limitation Surfaces Management

Expected Outcomes

- Enhanced awareness on Obstacle Limitation Surfaces management
- Increased rate of Aerodrome Certification
- Decreased rate of risk of collision with obstacles
- Decreased rate of ANS signals interference

Risk Level: Medium

Project Value: USD 23,500

Duration: 6 months.

Europe

Uzbekistan COSPA and Collaborative Roadmap

Program Reference: 2023-EUR/NAT/53

Details

Beneficiary: CAA Uzbekistan

Problem Statement

Uzbekistan, under its President since 2016, is transforming through modernization, economic liberalization, and aviation investments. Key points:

- **Economic Shift:** Reducing reliance on cotton and gas, fostering investment, and private growth.
- **Youth Focus:** Educational reforms and job initiatives target a young population.
- **Connectivity:** Major aviation upgrades support trade, tourism, and regional transport hub aspirations.

Aviation integrates into national plans, prioritizing infrastructure upgrades, safety, and a competitive Uzbekistan Airways.

Implementation Focus

1. Planning
2. Safety oversight
3. Accident investigation
4. Safety management
5. Operational safety

Outcomes

- **Modernization:** Upgraded airports and systems meet global standards, attracting airlines.
- **Economic Boost:** Aviation creates jobs and drives trade and tourism.

- **Tourism Growth:** Streamlined visas and improved services enhance appeal.
- **Connectivity:** Expanded routes cement Uzbekistan as a transport hub.
- **Sustainability:** Balances growth with safety and environmental goals.

Risks Level: Medium

Project Value: 250,000 USD

Duration: 36 months

Last Updated: 2024-11-26T14:28:34.

ICAO EUR Search and Rescue (SAR) Workshop

Project Reference: 2025-EUR/NAT/2054

Details

- **Beneficiary:** Civil Aviation Authorities, Mission Control Centers (MCCs), Rescue Coordination Centers (RCCs), ATS units, aircraft operators in 56 States accredited to EUR/NAT

Problem Statement Currently there are global and regional deficiencies in SAR related to coordination, training of inspectors and GADSS/ADT readiness. The USOAP PQs related to SAR coordination currently show an EI of only 33% globally and 46% in the EUR/NAT area. Similarly, the EI for the PQ related to States establishing training programmes for SAR inspectors is only 39% in EUR/NAT and globally.

Furthermore, there are vulnerabilities in the current air navigation system with the timely identification and location of aircraft in distress, particularly, remote oceanic areas. These gaps highlight the need for further implementation support related to the Global Aeronautical Distress & Safety System (GADSS), with emphasis on understanding and deploying Autonomous Distress Tracking (ADT) and the distribution of information through the Location of an Aircraft in Distress Repository (LADR).

Key Activities

- Define objectives and scope of the workshop
- Develop workshop agenda and activities
- Coordinate speakers
- Organize and book workshop venue with host
- Secretariat travel authorization
- Conduct the workshop
- Collect feedback

Expected Outcomes

- Enhancement of SAR safety oversight capabilities in EUR/NAT, specifically in the areas of coordination among States, training of SAR inspectors and GADSS/ADT readiness.

Risks Level: Low

Project Value: USD 25000

Duration: 6 months

Aerodrome Safety Management and Oversight Workshop for Western Balkans

Project Reference: 2025-EUR/NAT/2081

Details

- Beneficiary: Albania, Bosnia and Herzegovina (Host State), Croatia, Montenegro, North Macedonia and Serbia.

Problem Statement A series of unsatisfactory PPQs has been identified for the Western Balkans in the Aerodromes and Ground Aids area. The Project is meant to assist these States to develop and implement appropriate CAPs accordingly and thus improve their safety oversight capabilities as well as enhance their preparedness for upcoming ICAO USOAP CMA activities.

Key Activities

- Aerodrome (A/D) legislation and regulation
- A/D organization, staffing and training
- A/D certification, maintenance and surveillance
- A/D visual aids
- A/D physical characteristics
- Safety procedures for A/D operations
- SMS and aeronautical studies

Expected Outcomes

- Promoted sub-regional dialogue to foster the exchange of best practices,
- Strengthened capacities for the effective implementation of aerodrome certification and oversight requirements,
- Harmonization across the region
- Supported compliance with ICAO SARPs.

Risks Level: Low

Project Value: USD 5K

Duration: 6 months

Middle East

Facilitation iPack Support for Libya

Project Reference: 2024-MID/1918

Details

Beneficiary: Libya

Problem Statement

Due to prolonged instability, Libya faces a critical shortage of expertise and requires rebuilding its aviation operations, including a National Air Transport Facilitation Programme (NATFP), and establishing key facilitation committees.

Implementation Activities

- Delivery of FAL iPack assistance.

Expected Outcomes

- Update and develop national provisions for a NATFP, NATFC, and AFC.
- Establish coordination between the Civil Aviation Authority (CAA) and stakeholders.
- Draft an Action Plan for NATFP implementation.

Risk Level: Low

Project Value: 25,000 USD

Duration: 6 months

Last Updated: 2024-06-21T14:05:32

CAPSCA Technical Assistance Visit

Project Reference: 2025-MID/2089

Beneficiary: Egypt

Problem Statement: During the COVID-19 pandemic, several areas for improvement were identified, particularly in States' preparedness capacities at Points of Entry (PoE) and the coordination between the aviation and public health sectors, as noted in the CAPSCA MID 10 and 11 regional meetings. The CAPSCA Technical Assistance (TA) mission is a coordinated and structured initiative aimed at providing an independent assessment of a State's preparedness for public health emergencies. It ensures compliance with relevant ICAO Standards and

Recommended Practices (SARPs) and WHO International Health Regulations (IHR) at designated airports (PoE).

Key Activity:

- Conduct of a CAPSCA Technical Assistance (TA) mission to:
 - Evaluate States' core capacities for public health emergencies (PHE) and compliance with international standards (ICAO SARPs and WHO IHR).
 - Assess national plans for both the aviation and public health sectors.
 - Review airside and landside infrastructure at designated airports for PHE preparedness.
 - Enhance coordination between public health and aviation sectors.

Outcomes:

- Enhance State preparedness for PHE and
- Enhance coordination between PH and Aviation sector.

Risk Level: low

Value: \$10,000

Duration: 6 months

Western and Central Africa

Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan)

Program Reference: 2023-WACAF/102

Beneficiaries: All African States

Problem: Persistent aviation safety oversight weaknesses in Africa prompted ICAO to launch the AFI Plan in 2007 to address high accident rates and deficiencies.

Key Activities:

- Support 10 States in establishing safety oversight systems.
- Facilitate RSOO/RAIO integration.
- Assist in resolving SSCs and improving Effective Implementation (EI).
- Certify international aerodromes.
- Develop independent accident investigation systems.
- Establish State Safety Programs (SSPs) and provider SMSs.
- Conduct safety inspector training and peer reviews.

- Hold annual safety conferences and publish reports.

Outcomes:

1. Sustainable safety oversight systems.
2. Resolved safety deficiencies.
3. Effective SSP/SMS implementation.
4. Aviation infrastructure gap analysis.

Risk Level: Medium

Value: \$250,000

Duration: 24 months.

AFI SAR Validation Workshop

Reference: 2024-WACAF/1956

Beneficiaries: 48 AFI States

Problem: Limited progress in SAR system establishment in AFI States, with under 20% having complete documentation and many lacking SAR agreements and training.

Activities:

- Prepare workshop agenda, invite participants, and identify experts.
- Conduct a workshop in Senegal with sixty participants.
- Provide post-workshop support for SAR system enhancements.

Outcomes:

1. Increased SAR awareness among focal points.
2. At least 30 States develop and implement SAR documentation.

Risk Level: Medium

Value: \$25,000

Duration: 6 months.

AIM Result-Based Implementation Support assistance to Cameroon for the regulation, implementation and oversight of AIXM, eAIP, Terrain data and Obstacle data

Project Reference 2025-GLOBAL/2035

Details

- **Beneficiary:** Cameroon

Problem Statement Cameroon AIS Provider has implemented an AIXM database and an electronic AIP. However, the said AIXM database is yet to be upgraded to the globally interoperable AIXM5.X version. The State is also yet to implement the following services required by the AFI regional air navigation plan in line with the ASBU elements applicable in the region: Terrain data and Obstacle data.

This project will build the capacity of Cameroon AIS inspectors in the regulation and oversight of AIS services related to AIXM, eAIP, Terrain data and Obstacle data. The project will also build the capacity of the State AIS Provider's technical personnel in upgrading the AIXM database version and in implementing Terrain database, as well as of the State Aerodrome Operators' technical personnel in the conduct of Terrain and Obstacle data survey.

The project will provide the State CAA, AIS Provider and Aerodrome Operators with generic documentation supporting the regulation, implementation and oversight of AIXM, eAIP, Terrain data and Obstacle data.

Key Activities

- One capacity building workshop for Cameroon AIS inspectors, AIS technical personnel and Aerodrome technical personnel on the regulation, implementation and oversight, AIXM, eAIP, Terrain data and Obstacle data

Expected Outcomes

- Cameroon AIS inspectors' capacity enhanced in regulating and overseeing AIXM, eAIP, Terrain data and Obstacle data, including authorization, approval and surveillance activities
- Cameroon AIS technical personnel's capacity enhanced in developing technical specifications and conducting projects for acquiring AIXM database, eAIP system and Terrain database, as well as in collecting, verifying and validating Terrain and Obstacle data
- Cameroon Aerodrome technical personnel's capacity enhanced in developing technical specifications for the conduct of Terrain and Obstacle data surveys

Risk Level: Low

Value: USD 16K

Duration: 6 months.

Workshops to enhance AIG capabilities in States and Regional Mechanisms

Project Reference 2025-WACAF/2077

Details

- **Beneficiary:** WACAF/ESAF

Problem Statement States continue to face challenges complying with SARPs in AIG. The need for States to fully understand their responsibilities, as well as opportunities to collaborate on a regional level is important to help address the challenges of States in AIG. The development and deployment of regional workshops to address the roles and responsibilities of States, opportunities for working on a regional level and the possibility of delegation will help to address many of these challenges.

Key Activities

- Conduct of regional workshops

Expected Outcomes

- Provide States with a better understanding of their roles and responsibilities, as well opportunities to work together on a regional level or through a regional mechanism.

Risk Level: Medium

Value: USD 22,500K

Duration: 12 months.

Appendix 2 – High Priority Enablers & Cross-cutting ICAO programmes

Supporting the Next Generation of Aviation Professionals

Problem Statement: Air transport is set to double within 15 years, requiring 21,000 new aircraft, 451,000 technicians, 388,000 pilots, and 82,000 air traffic controllers by 2037. This workforce shortage stems from insufficient training and retention strategies.

Proposed Interventions:

1. **Baseline Study:** Assess current human resources and future needs, emphasizing equality.
2. **Workshops:** Develop strategies for training and retaining aviation professionals, with a focus on gender.
3. **Scholarship Fund:** Establish a fund to attract and educate future professionals, prioritizing women.
4. **NGAP Outreach:** Promote careers in aviation through partnerships and outreach.

Requested Contribution: USD 750,000.

Promoting Gender Equality in Aviation

Problem Statement: At today's pace, Gender Equality in the aviation sector will NOT be reached anytime soon! At the 2023 Global Aviation Gender Summit, aviation stakeholders agreed to: a) attract more young women to pursue a master's degree on an aviation-related subject matter in accredited universities; b) demonstrate leadership in the collection and analysis of data as well as capacity-building activities in support of Member States and industry in collecting and analysing data; c) overcome the bottlenecks that hinder women to advance in an aviation career; d) advocate relentlessly the importance of gender equality.

Proposed Solutions:

1. **Women in Aviation fellowship programme:** The aviation fellowship programme will aim to inspire young women to pursue a career in civil aviation, through providing motivated female students with scholarships for master's programmes in aviation related studies at accredited universities, followed by internship opportunities.

2. **Analysis of the Stereotypes in the workforce:** Development of the first ever global survey on stereotypes and biases in the workforce in collaboration with the Global Institute for Women's leadership.
3. **Resource Hub for gender equality, diversity, and inclusion:** Development of a platform to facilitate knowledge sharing on lessons learned, tools and ways to overcome bottlenecks as well as provide information on what is happening globally and regionally. Most importantly, it will enable communication between members of the Global Gender Focal Points Network, which include well over a one hundred States.
4. **Supporting the Gender Equality, Diversity, and Inclusion Global Ambassadors Programme:** financial support for targeted campaigns and outreach activities in line with objectives of the GDI Global Ambassadors Programme.

Requested Contribution: USD 750,000.

Deployment and Translation of ICAO Implementation Packages

Problem Statement: Post-COVID challenges in aviation include mobility disruptions, traveler identification issues, and resource constraints in safety plan execution.

Proposed Solutions: Leverage ICAO's Implementation Packages (iPacks), which have supported 90+ States, to address emerging aviation challenges globally.

Requested Contribution: USD 2,100,000.

Establishment of an ICAO Hybrid Smart Room

Problem Statement: The COVID-19 pandemic necessitated hybrid learning environments. ICAO aims to design advanced hybrid classrooms and breakout rooms to support global training needs.

Proposed Solutions:

1. Create hybrid classrooms for simultaneous in-person and remote participation.
2. Equip breakout rooms for flexible group discussions and virtual teaching.

Requested Contribution: USD 665,000.

Aviation Needs Analysis for Landlocked Developing Countries (LLDCs)

Problem Statement: LLDCs face high trade costs and limited connectivity due to inadequate transport infrastructure. Aviation is critical for economic growth but is hindered by poor infrastructure and regulatory barriers.

Proposed Solutions: Conduct a comprehensive Aviation Needs Analysis Study to assess the specific challenges faced by LLDCs in aviation infrastructure, regulatory frameworks, human resource development, and governance. The study will provide data-driven recommendations to guide targeted investments and policy measures that enhance aviation connectivity, improve operational efficiency, and support sustainable economic growth.

Requested Contribution: 670,000

Implementation of the Innovation Policy

Problem Statement: States often lack awareness of aviation innovations, limiting their ability to benefit from advancements. Secondly, to develop and deploy innovations, states need mechanisms like innovation policies, standards, guidance, and tools. At present, the means of enabling states awareness as also development and deployment of innovation are not available.

Proposed Solutions:

1. Develop an online platform for innovation sharing.
2. Deliver workshops to raise awareness and share best practices.
3. Develop collaboration platform for seed identification and development: connect states, industry, academia, and innovators.
4. Develop a scalable, systematic standardization approach to adoption and deployment of innovations by states across the globe.
5. Develop innovation tools like horizon scanning, strategic foresight, which enable continuous monitoring and evaluation of innovations by states.

Requested Contribution: USD 800,000.

Appendix 3 – Transformational Objective and Continuous Organizational Improvement

Proposed solution:

Establishment of an Enterprise Portfolio Management Office (EPMO)

The EPMO, expected to be established from mid-2025, will be crucial in coordinating and managing ICAO's portfolio of programmes, projects, and activities. This will ensure the successful implementation of our Business Plans and significantly enhance our ability to serve our Member States as OneICAO and adapt to the dynamic aviation landscape.

Function:

An effective EPMO holds several key functions. It will be responsible for the Organization's strategic planning, business planning and operating plan prioritization to achieve the outcomes and outputs. It will be responsible for the setting, implementing and monitoring the standards, governance and best practices to effectively deliver the strategic plan and business plan activities. It will be responsible for the achievement of the strategic goals as determined by the strategic plan, but also to drive continuous improvement and change projects in the Secretariat to enhance efficiency and productivity. It will also be responsible for providing assurance that accountability and risk standards and policies are maintained and adhered to, and to provide analysis and reporting across all elements of the portfolio of work. It will also ensure the alignment of all programmes, projects and activities to the Strategic and Business Plans as defined by our Member States.

Strategic Planning & Implementation

- Strategic Planning
- Business Planning
- Budget Planning
- Monitoring
- Reporting
- Agile prioritization
- Workforce Planning

Standards & Governance

- Portfolio Mgt
- Programme Mgt
- Project Mgt
- Monitoring
- Reporting
- Strategic Operating Model
- Enterprise Business Process Mgt

Secretariat Change

- Continuous improvement
- Change Mgt
- Change Communications
- Process Engineering
- Business Analysis

Assurance

- Accountability
- Internal Controls
- Enterprise Risk Management
- Monitoring
- Reporting

Donor opportunities:

Funding of posts (by financial contributions or in-kind through secondments). The following core functions and resources, will need to be established:

- Strategic & Business planning (using Results-Based management methodology)
- Portfolio management, monitoring and reporting
- Governance, Compliance & Accountability coordination
- Internal controls and enterprise risk management
- Programme and project management
- Change management
- Enterprise Process management

Funding of organizational improvement initiatives:

Initiative
Enterprise Risk Management Platform
Event Management System
Technical Competencies Framework
Talent Mobility and marketplace
Diversity, Equity, and Inclusion actions
ERP/Portfolio Project Management System Phase 2
Corporate Performance Monitoring and Reporting platform Phase 2
Service Management System Phases 2 & 3
Total Estimate Value: CAD\$4.5M

Details on each initiative

Enterprise Risk Management Programme (ERMP)

ICAO's ERMP aims to provide risk management capabilities to mitigate external and internal risks, including infosec, environmental, and economic risks for ICAO, adopting a results-based management (RBM) approach grounded in proper risk measurement.

The current ERMP lacks automation and is unable to make the critical linkages needed with other systems needed to carry out robust risk management in real-time.

A new ERMP solution, with integrated risk assessment and ERM framework capabilities will provide a broad and comprehensive ability for measuring the performance of ICAO across the organization, while remaining aligned with the current corporate risk register.

Expected Benefits:

- Improved Decision-Making – help leadership make timely decisions since this solution will be aligned to the corporate risk register and will allow the aggregation and consolidation of risks to provide a better picture to all relevant stakeholders.
- Increased Communication – enable information to flow properly across the Organization, integrating with projects, programmes and deliverables, as well as conforming to the corporate risk strategy and RBM approach.
- Increased Risk visibility – improve managers' assessment of risks facing their units and receive a communal list of shared risks that can be tackled together as an Organization.

Event Management System (EMS)

The goal is to enhance stakeholder interactions and improve oversight of event management.

Currently, event management is scattered across different platforms and tools. These technical limitations reduce ICAO's effectiveness at proper communication and coordination with external stakeholders.

A new EMS focused on cloud adoption will allow greater access and by removing existing limitations. By centralizing customer data, streamlining interactions, and facilitating data analysis, the EMS will empower user-experience, enhance service delivery, and provide real-time insights.

Expected Benefits:

- Greater user flexibility in accessing the system.
- Unified ICAO approach to event management.
- Improved efficiency and reduced efforts in outreach.

- Minimization of IT maintenance for different systems through the unification of functionalities.

Technical Competency Framework

The incorporation of the technical competencies into the ICAO Competency Framework is a vital step in optimizing workforce capability, by ensuring that ICAO has the right workforce with the right skills, to determine what future skills are required to meet its immediate and emerging business challenges and through effectively empowering employees to drive innovation.

The aim of this initiative is the amalgamation of technical competencies, which are deemed as instrumental in defining the knowledge, skills, and abilities required for specific jobs, roles and functions in ICAO.

Expected Benefits:

- Defining capabilities – providing a common language for describing workforce needs as they relate to the mission and Strategic Goals of ICAO.
- Improved performance – training and coaching interventions provided for Staff to help bridge gaps.
- Enhanced talent mobility – allowing Staff to take up opportunities in the Talent Market Place matching Staff competencies with Organizational needs.

Talent Mobility and Marketplace

The goal of Talent Mobility is to ensure that ICAO is flexible enough to allow various skillsets of talent to thrive and be successful.

Currently, ICAO does not have a modern talent mobility policy that enables staff with opportunities to develop and grow their careers. This is an issue that needs changing, if ICAO wants to attract and retain the best talent to implement its programmes and support the needs of its Member States.

The new Talent Mobility and Marketplace will help ICAO move away from a prescriptive approach to career paths, to a more comprehensive approach of career development.

Expected Benefits:

- Career Development Support – ICAO will facilitate employee growth internally by providing opportunities and support, including more accessible career resources, regular career talk shops, career conversations, career coaching, and mentoring programme.
- Talent Marketplace – will provide the platform for hiring managers to source staff internally for internal opportunities, including jobs, projects, and other initiatives.

- Succession Planning – introduce a succession planning model to help identify and develop key talent in critical roles.

Diversity, Equity, and Inclusion (DEI)

ICAO’s success is powered by the wealth of diverse opinions, experiences, knowledge sets, and skills of its people. To tap into the full potential of its diverse talent, ICAO must continue to hire diverse talent and foster an inclusive culture that provides employees with a sense of belonging, fairness, and equity, enabling them to bring their “full self” to work.

Mainstreaming Diversity, Equity, and Inclusion in ICAO will be achieved through the implementation of a DEI framework which outlines ICAO’s commitment to diversity equity and inclusion in its workforce. This commitment takes the conversation beyond gender and gives opportunity for previously excluded parts of the organization to have a valid voice.

A new EMS focused on cloud adoption will allow greater access and by removing existing limitations. By centralizing customer data, streamlining interactions, and facilitating data analysis, the EMS will empower user-experience, enhance service delivery, and provide real-time insights.

Expected Benefits:

- Inclusive, diverse, and respectful organizational culture that embodies our core values.
- Increased collaboration, innovation and change.
- A working environment of trust and transparency.
- Higher job satisfaction and employee morale.

Enterprise Resource Planning and Project and Portfolio Management Project (ERP/PPM)

The ERP/PPM will digitalize and improve ICAO’s operational processes and modernize the way ICAO manages projects.

The ERP solution will establish and maintain a sole source of truth, facilitate departmental collaboration, digitalize, modernize, and improve the Organization’s operational processes as well as enhance internal and external reporting.

The PPM component of the ERP system will provide an integrated view of ICAO’s projects, including financials, allowing for accurate cost tracking and budget management at the project level. By capturing project outcomes within the ERP system, ICAO can gather valuable insights and lessons learned, enabling continuous improvement, eliminating inefficiencies and knowledge sharing across projects and teams throughout the organization.

Expected Benefits:

- Resource efficiencies
- Additional functionalities
- Standardization, integration, & automation of Processes
- Improved traceability
- Enhanced Organizational Decision-making
- Improved collaboration
- Knowledge Sharing and sharing lessons learned
- Alignment with Strategic Plan and Business Plan
- One-ICAO Approach
- Risk reduction
- Improved data security
- Improved operational productivity
- Centralization of data management
- Financial transparency and accountability
- Accurate tracking of projects

Corporate Performance, Monitoring and Reporting (CPMR)

ICAO's is focused on developing a CPMR tool to improve transparency and accountability in-line with a results-based management (RBM) approach.

The current stand-alone tools and limited use of KPIs for performance tracking have made it difficult for management and external stakeholders to evaluate and measure the performance of ICAO against its business plan.

A new CPMR solution, with defined key performance indicators (KPIs) will provide a broad and comprehensive ability for measuring the performance of ICAO across the Organization, as well as provide the ability to align the programme and project specific KPIs to organizational level KPIs.

Expected Benefits:

- Improved Decision-Making –help leadership make timely decisions, aligned to the ICAO Business Plan.
- Increased Communication – enable information to flow upward, downward, or laterally, reaching the intended accountable KPI owners in a timely manner.
- Integration – the new system will be able to integrate fully with ICAO's other systems.

Service Management System

The Service Management system will deliver a modern “one stop shop” for ICAO users and partners, based on a cloud SaaS solution (ServiceNow).

Currently, the first phase of ServiceNow has been deployed, providing users with integrated support for IT service management. The second and third phase of this initiative will deliver an increased service catalogue, including:

- Human Resource Service Delivery
- Case Management (Operations, Procurement, Treasury, Legal, Finance)
- Identity Directory Access Management
- Travel and Expense
- Recruitment

Expected Benefits:

- Improved user experience
- Improved traceability
- Reduction in reporting effort
- Automation of processes
- Cost savings
- Resource efficiencies

Appendix 4 – PFA5 – Long-Term Global Aspirational Goal (LTAG) - Finvest Hub

SUMMARY

Initiative Title	Finvest Hub
Main Objectives	To mobilize resources and to establish and/or operate 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.
Time Frame	12 months
Requested Amount	CAD 2,538,040

BACKGROUND AND PROBLEM STATEMENT

In November 2023, the Third Conference on Aviation Alternative Fuels (CAAF/3) led to the adoption of the 2030 Vision and the Global Framework for Aviation Cleaner Energies. The Framework welcomed the establishment of Finvest Hub to facilitate enhanced access to public and private investment capacities and funding from financial institutions, which also was identified as an initial step towards implementing operative clause 18 a) of Assembly Resolution A41-21.

The International Civil Aviation Organization (ICAO) has made notable strides in engaging with financial institutions and has gathered strong support for the ongoing development of the ICAO Finvest Hub. The Hub is designed to enhance access to both public and private investment as well as to facilitate funding through matchmaking opportunities between relevant stakeholders. Its primary objective is to support projects that contribute to the decarbonization of international aviation, including the development and deployment of sustainable aviation fuel (SAF), lower carbon aviation fuel (LCAF), and other cleaner aviation energy sources.

In addition, 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.

According to ICAO's Long-Term Global Aspirational Goal (LTAG) report, an estimated USD 3.2 trillion is needed by 2050 to scale up the production and deployment of sustainable aviation

fuel. This highlights the critical need for developing funding pathways, achieved through collaboration with development banks and other financial institutions, to support the realization of this goal.

PROPOSED SOLUTIONS

The ICAO Finvest Hub aims to facilitate the decarbonization of international civil aviation by enhancing investment access and mobilizing financial resources to accelerate and scale up the development and deployment of SAF, LCAF, and other cleaner energy sources, particularly in developing countries. It promotes long-term planning and collaboration with financial institutions to achieve a sustainable, low-carbon aviation future and unlock socio-economic benefits associated with the establishment of new supply chains.

1. **IT Platform Development:** Establish an accessible and secure platform to facilitate connections between SAF, LCAF, and other cleaner energy projects with both public and private financial institutions.
2. **Project Identification:** Conduct necessary analyses to identify and evaluate pilot projects for the Finvest Hub based on the outcome of the feasibility studies and the business cases mainly developed under ICAO's Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF).
3. **Regional Roundtables:** Convene roundtables to engage ICAO Member States, the SAF value chain, and financial stakeholders.
4. **Outreach Activities:** Actively participate in global climate finance and energy transition events to enhance visibility and foster engagement.
5. **Human Resources:** Secure funding for key positions, including a Chief for the Finvest Hub and specialists in green financing and climate finance, to drive and implement these initiatives effectively.

DESCRIPTION OF ACTIVITIES

1. IT Platform Development

The primary objectives of this initiative are to enhance access to both public and private investments, facilitate funding from financial institutions, support developing states and states with special needs, and encourage new and additional funding sources. The Finvest Hub platform will feature a secure project submission space, detailed project profiles, filters for geographic region and project size, and provide investors with access to the project database. The project will be executed in four phases:

- a) Plan and Initiate: this initial phase will take 3 months;
- b) Develop: this phase will span 6 months;
- c) Launch and Test: this phase will last 3 months; and
- d) Maintain and Improve: this phase will be an ongoing activity.

The expected outcomes include increased accessibility of states to investment in SAF projects, which will support and accelerate the green transition, and enhanced global collaboration. The budget estimate includes CAD 75,000 for research and development, CAD 250,000 for platform development, CAD 70,000 for pilot testing and refinement, and CAD 30,000 per year for ongoing operations and maintenance.

The final resource requirements for the establishment of the Finvest Hub IT platform will depend on ICAO's ability to integrate with existing similar platforms (e.g., ETAF from IRENA).

2. PROJECT IDENTIFICATION

Identify the technical and financial conditions for the technical feasibility and bankability of SAF project. The expected outcomes include the development of actionable strategies for SAF adoption, increased stakeholder collaboration, policy and regulatory proposals, investment commitments, and the establishment of Public-Private Partnerships (PPPs).

3. REGIONAL ROUNDTABLES

Facilitate exchanges of best practices and raise awareness, through annual events in Africa, Asia-Pacific, South America, the Middle East and Europe.

The goal of the regional roundtables is to establish a platform where all key players in the SAF ecosystem can engage in productive discussions, share knowledge, align objectives, and work together to overcome the complex challenges that hinder the widespread adoption of SAF. Through these conversations, stakeholders can help forge the partnerships, policy frameworks, and financial mechanisms necessary to accelerate the SAF transition.

4. OUTREACH ACTIVITIES

The activity aims to leverage global development finance to support sustainable development and climate change efforts, focusing on developing countries. ICAO will participate in major climate finance events to raise awareness about SAF financing needs and engage new stakeholders. The success of the Finvest Hub depends on effective outreach and collaboration with

financial institutions, investors, states, and energy producers. A clear outreach plan will be implemented to promote CO2 emission reduction goals and encourage investment in SAF projects.

5. HUMAN RESOURCES

The funding of human resources is essential for implementing the proposed activities. The Chief of the Finvest Hub (P5) will plan and manage the development and operationalization of the ICAO Finvest Hub, lead the design structure, promote financing for aviation decarbonization projects, identify funding sources, and stay updated on financial and climate policy trends. The Green Financing Advocacy Specialist (P3) will support the advocacy and stakeholder engagement strategy, contribute to global outreach, establish partnerships, and support resource mobilization efforts. The Climate Finance Specialist (P3) will provide an overview of sustainable finance initiatives, propose criteria for investing in aviation decarbonization projects, and advise on the Finvest Hub's design and framework. The Finvest Hub Associate Coordinator (P2) will support the establishment and operationalization of the Finvest Hub, oversee project proposal registration and assessment, and coordinate progress monitoring. These roles are crucial for the success of the Finvest Hub.

MAIN CHALLENGES

The project might face several challenges, including securing access to both public and private investments and encouraging new and additional funding sources. Facilitating funding from financial institutions and collaborating with them to create pathways for SAF project financing is crucial. Providing adequate support to developing countries and states with special needs is another significant challenge. The development of a secure and functional IT platform within the specified timeline and budget is essential. Effective engagement with ICAO Member States, the SAF value chain, and financiers through regional roundtables and outreach activities is necessary. Additionally, continuously improving the platform based on user feedback and adapting to market changes is vital. Finally, securing and managing the necessary human resources to drive and implement the project activities is critical for success.

BUDGET

Objective	Examples of Activities	Budget CAD
ICAO Finvest Hub	Research and Development	75,000
	Platform Development	250,000

	Pilot testing	70,000
	Ongoing operation and maintenance	30,000
Project Identification	Detailed analysis of the technical feasibility and the initial business case of SAF projects, evaluation framework, case studies and recommendations for improvement	75,000
Regional roundtable	To produce action plans, increase stakeholders' collaboration, policy and regulatory proposals, investment commitments and Public-private partnerships	50,000
Outreach activities	To raise awareness on the needs for SAF financing and to motivate and engage project developers, and promoting the adoption of the vision to reduce CO2 emissions in international aviation	20,000
Human resources	P5 – Chief, Finvest Hub 2026-2028	612,000
	P3 – Green Financing Advocacy Specialist 2026-2028	427,000
	P3 – Climate Finance Specialist 2026-2028	427,000
	P2 – Finvest Hub Associate Coordinator 2026-2028	336,000
	Sub-Total	2,372,000
	Indirect support costs – 7%	166,000
	Total (CAD)	2,538,040



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