



ICAO



# PRODUCTS AND SERVICES PORTFOLIO





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# A word from the Secretary General

The vital contributions of air transport to the sustainable development of communities everywhere means that reconnecting the world is a major priority not just for the aviation sector, but for societies at large. It is essential however that we build back better as we restore and enhance air services, to ensure a more resilient and a more sustainable global air transport sector. This is a key and guiding principle of the pandemic recovery, and ICAO's Capacity Development and Implementation Bureau is providing crucial support to the aviation community in the realization of this important objective.

This work has in turn required the ICAO to transform and modernize its portfolio of products and services to meet the needs of our rapidly evolving sector. ICAO's Training activities has strengthened collaboration with aviation organizations and industry groups around the world. With the advent of a new Policy on ICAO Implementation Support, the coordination and management of implementation support activities will be strengthened to better meet the needs of Member States, with a greater focus towards improving performance and results.



ICAO's innovation and strategic vision, with improved products and services to Member States and aviation stakeholders, builds on the bureau's historical commitment to quality and efficiency.

As we navigate through these challenging and uncertain times, the importance of the partnership between ICAO and our Member States is greater than ever. This partnership now encompasses implementation of ICAO pandemic recovery guidance, in addition to ICAO's long-standing assistance with the implementation of our Standards and Recommended Practices (SARPs), which remain as relevant to safety, security, and sustainability of our sector as ever.

**Juan Carlos Salazar**  
ICAO Secretary General



# ICAO's Products and Services

ICAO partners with Member States to achieve strategic and compliance outcomes in aviation safety, capacity and efficiency, security and facilitation, environmental protection, and economic development.



We provide:

- Aviation development
- Subject matter experts
- National professional recruitment
- Resource mobilization
- Procurement of goods and services
- Project management and financial monitoring
- Training and capacity development
- Implementation Packages
- Publications, eCommerce, print services and digital platforms
- ICAO events



# Implementation Services

At ICAO we have a team of experts dedicated to providing customized solutions for your unique needs and challenges. We are here to help States understand and effectively implement ICAO Standards and Recommended Practices. As the specialized agency of the United Nations responsible for civil aviation, we are in a unique position to contribute the technical and managerial expertise required for success. Our team will work closely with you to ensure that you receive objective, balanced advice that serves your ultimate interests.

Our services range from reviewing the structure of your national civil aviation institutions to updating your airport infrastructure and operations. At ICAO, we also recognize the critical importance of safety and security in the aviation industry. That's why we offer remedial action services following Universal Security and Safety Oversight Audit Programme audits. Our goal is to ensure that your operations are safe, secure, and compliant with all relevant recommended practices.

Elevate your aviation operations to new heights with ICAO's Implementation services. On the following pages, we share some of the services we provide.

Reach out to us at [implementation@icao.int](mailto:implementation@icao.int) to see how we can help you achieve your aviation goals.



# Aviation System Planning

We can provide planning assistance with:

- Civil aviation master plans
- Airport development plans
- State safety plans
- State security plans
- Environmental actions plans
- State action plans (audit related)
- Air cargo security plans
- National air navigation plans



## Safety Oversight

We can provide the following services to ensure your aviation activities comply with safety-related recommended practices:

- Audit related assistance
  - Preparation for ICAO audits
  - Post audit implementation
  - Implementation of SARPs
- Implementation of the Global Aviation Safety Plan
- State Safety Programme implementation and Safety Management System oversight
- Ongoing assistance in all audit areas
  - Procedures
  - Checklists
  - Manuals
  - On-the-job training
  - Training





## Air Navigation Capacity and Efficiency

We provide support and services that include the following:

- Planning
  - Airspace design
  - Procedures design
  - Performance-based navigation implementation
  - National air navigation plans
- Separation of air navigation service providers
- Provision of Equipment
  - Communications systems (AFTN, CPDLC, ATIS, HF/VHF/UHF Radio)
  - Navigation systems (ILS, DME, VOR, RNAV and RNP Approaches)
  - Surveillance equipment (primary and secondary radars, surface movement radars, multilateration systems)
  - AIS and Aeronautical Information Exchange Model (AIXM)
  - Meteorological systems
  - Remote towers
  - Simulators
  - Air traffic control training



### Airports and Aerodromes

We can provide support and services in the following areas:

- Aeronautical studies
  - Airport capacity studies
  - Feasibility studies
  - Environmental studies
  - Obstacle limitation studies
- Planning
  - National airport development plans
  - Airport master plans
- Airport development
  - Site selection
  - Airport design and supervision of construction works
  - Airport construction
- Provision of equipment
- Aerodrome certification



### Organizational Assistance to Civil Aviation Authorities

We provide the following support:

- Legislative assistance
- Review primary legislation
- Review regulations
- Administrative review
- Review of organizational structure
- Development of organizational manuals
- Organizational transition
- Training
- Drafting training plans
- Provision of competency-based training



## Security

We provide support and services that include the following:

- Audit related assistance
  - Preparation for ICAO audits
  - Assistance post audits
  - Implementation of SARPs
- Global Aviation Security Plan
- Development and implementation of State security plans
- Provision of security related equipment
- Cybersecurity



## Traveller Identification Programme

We provide services in the following areas:

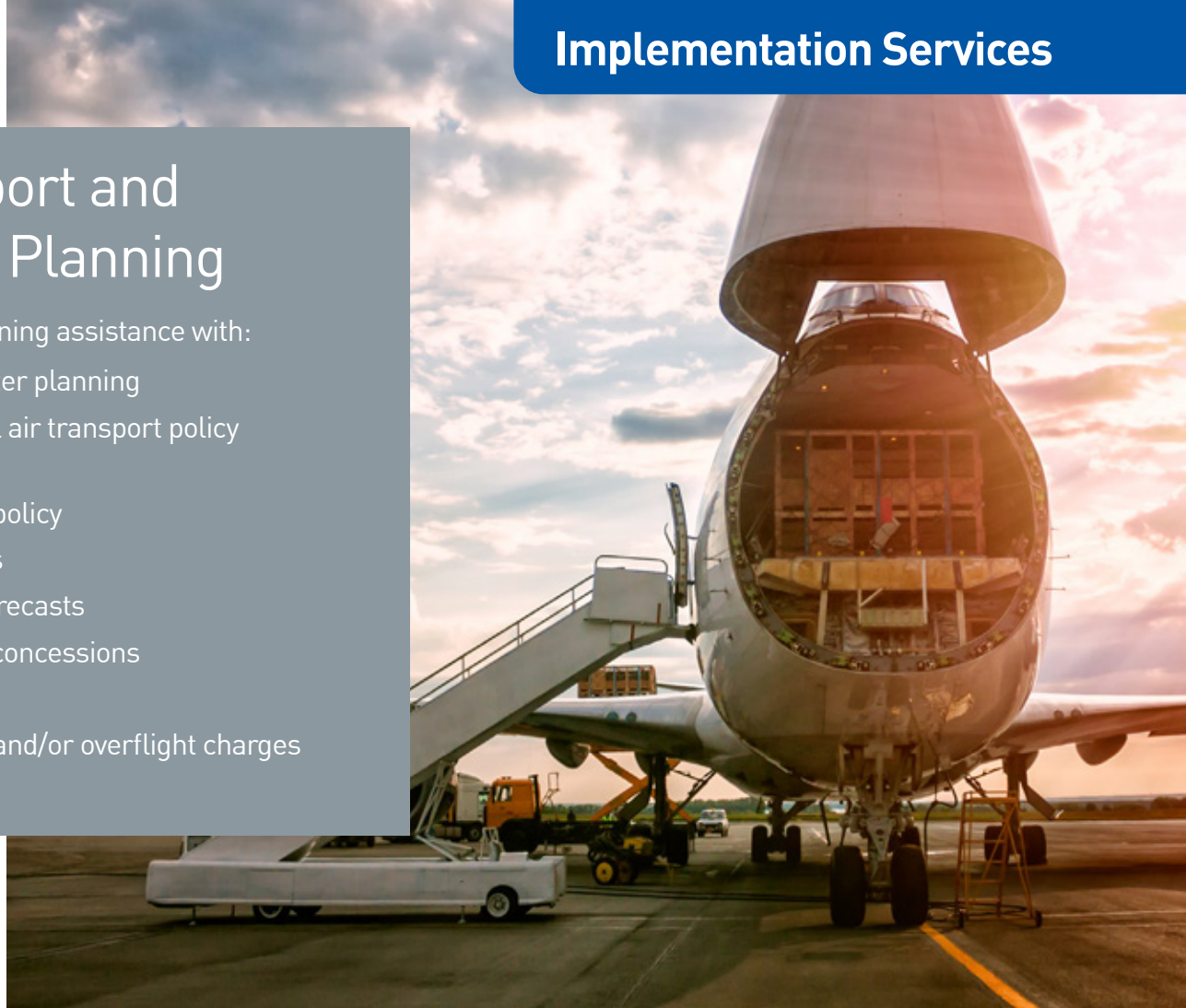
- Assessment/implementation of the ICAO TRIP Strategy
  - Evidence of identity
  - Machine readable travel documents
  - Document issuance
  - Inspection systems
  - Interoperable applications
- Public key infrastructure/Public key directory
- Advance Passenger Identification
- Passport emissions
  - Assessment of current system
  - Purchase of passport booklets
  - Purchase and implementation of passport emission systems
- Passport verification
  - Assessment of current system
  - Purchase of equipment



### Air Transport and Economic Planning

We can provide planning assistance with:

- Civil aviation master planning
- Review of national air transport policy and regulations
- National aviation policy
- National forecasts
- Specific airport forecasts
- Privatization and concessions
- Economic studies
- Review of airport and/or overflight charges



### Environment

We provide the following assistance:

- Implementation of environmental measures for civil aviation
- Drafting State action plans
- Noise reduction operational procedures
- Environmental impact studies
- Land use planning and environmental control
- ATM environmental assessments (DOC 10031)





# Capacity Development Services

### Subject Matter Experts

Unlock your aviation potential with ICAO's team of subject matter experts. Our international experts can provide tailored assistance, so that you can implement the projects that will help you achieve your strategic objectives.

Under the Global Outreach for Aviation Leadership initiative, ICAO maintains a cutting-edge roster/database of aviation professionals for deployment to States. Our team offers two types of contractual personnel modalities to best suit your needs.

### Advisors

ICAO's team of field service staff and consultants provide expert advisory support services and management solutions to States. From reviewing and drafting legislation to conducting on-the-job training and capacity-building seminars, we offer a wide range of services. Our team can carry out gap-analysis and other assessments, provide recommendations, and offer management solutions on strategic planning, project management, talent acquisition, human resources, and organizational reviews and design.

### Operational Assistance experts

ICAO's role with operational assistance personnel is to support States in identifying the best-qualified candidates and administering personnel contracts and remuneration packages. Once deployed, our experts are directly accountable to the State and serve as staff in their establishment. They may be assigned responsibilities related to technical aspects of the States' obligations under their direct supervision.

### National Professionals

We support our clients by administering UN-grade national project professionals and national support personnel. When States need to contract professionals, we manage the selection and recruitment process, as well as all aspects of personnel contracts and entitlements. We source experts in every facet of civil aviation to provide you with the best possible support.

At ICAO, we pride ourselves on providing customized solutions to meet your unique needs and challenges. Contact us today to learn more about how our subject matter experts can help you achieve your aviation goals.







### Join the ICAO Experts Roster

ICAO offers consultancies, short and intermediate-term employment opportunities supporting civil aviation projects in diverse and challenging environments. Our passion is to work in close partnership with the States to promote “Excellence in implementation of SARPs”.

Join our roster of civil aviation professionals or contact us at [capacity.development@icao.int](mailto:capacity.development@icao.int) for more information.



# ICAO Training

Elevate your aviation expertise through the comprehensive support we provide Member States. We help build managerial, technical, and operational capacity within civil aviation administrations through our fellowships and in-country programmes.

Our world-class training opportunities are available to all Member States and provide access to the latest the latest ICAO Standards and Recommended Practices. With a focus on developing highly qualified and competent personnel, our fellowships facilitate growth and innovation within the global air transport system.

We partner with leading training centers, international organizations and academies around the world, providing top-tier resources and expertise to support your aviation aspirations. Whether you need to enhance your skills in aviation safety, security, air navigation, or any other area, we can provide a wide range of assistance to meet your needs.



## Consultancy and In-house Training

ICAO offers high quality consultancy services and in-house training solutions to assist organizations in enhancing their capabilities. Our services include guidance and support in the design, development, implementation, and evaluation of competency-based training tailored to specific organizational needs.

Products include customized Training Programs, Courses, E-Learning Courses, Training Needs Analysis reports, Instructional System Design Services, Training Evaluations and Assessments tailored to measure the effectiveness of training programs.

Contact us to speak with one of our training specialists at [icaotraining@icao.int](mailto:icaotraining@icao.int).

## Fellowships

The safety, security, regularity and efficiency of air transport are reliant on the skills and knowledge of all personnel involved in an air navigation infrastructure. Effective training is a fundamental and integral requirement for the proper development of any civil aviation infrastructure and can be provided through:

- Individual fellowships
- Group fellowships
- Developing countries' training programmes
- In-country training/on-the-job training

For more information, please contact us at [fellowships@icao.int](mailto:fellowships@icao.int).



# Trainair Plus

The objective of ICAO Training and our Trainair Plus Members is to provide Member States with targeted assistance and support their human resource capacity-building. Through our worldwide network of 100+ Trainair Plus Programme training organizations, academic institutions and corporate partners, we have implemented ICAO-recognized courses in more than 75 Member States.

## Services for Trainair Plus Members

Trainair Plus members can leverage services from ICAO, such as:

- Training assessments: Conduct assessments of Training Organizations in line with ICAO guidance material.
- Training design and development: Design and produce ICAO courses and validate ICAO-recognized training packages. Efforts in this area include qualifying training experts.
- Marketing of scheduled Trainair Plus courses.

We have more than 350 high quality ICAO courses to meet your competency-development needs. Courses are available in self-paced or instructor-led formats, covering the following categories:



For the latest information on ICAO Training courses and activities, visit our webpage or email us at [aviationtraining@icao.int](mailto:aviationtraining@icao.int).



# Project Management and Financial Monitoring

With ICAO's Project Management and Financial Monitoring services, you can feel confident that your aviation projects are in capable hands. We've adopted the globally recognized PRINCE2 project management methodology, and our team is fully trained and certified as practitioners. We closely monitor all of our projects to ensure that we deliver results on time and within budget. We understand the importance of financial transparency and accountability, and we hold funds transferred to ICAO in trust, managing them with the highest level of integrity.

Our project-owners are always in control of their financial decisions, and we adhere to UN financial rules and procedures. We also provide targeted training to our experts, ensuring that they have the skills and knowledge necessary to implement ICAO Standards and Recommended Practices effectively. Whether you need support with project planning, risk management, or financial monitoring, our team is here to help.

Contact us today to learn more about how we can help you achieve your goals with ease and precision.



# Resource Mobilization

Unlock the funding you need to enhance your civil aviation systems with ICAO's resource mobilization strategy. Our goal is to help you secure quality, flexible resources from a diverse pool of donors, so that you can implement ICAO Strategic Objectives at regional, national, and global levels.

At ICAO, we understand that securing funding for aviation projects can be a daunting task so we are here to support you.

Our resource mobilization strategy is designed to support global aviation plans and activities to ensure a successful outcome. We work to diversify the donor base beyond Member States, providing access to a wider range of funding opportunities.



Whether you're looking to transform your civil aviation systems or enhance your implementation of our Standards and Recommended Practices, we're here to help you achieve your goals. For more information, please write to us at [Resource.Mobilization@icao.int](mailto:Resource.Mobilization@icao.int).





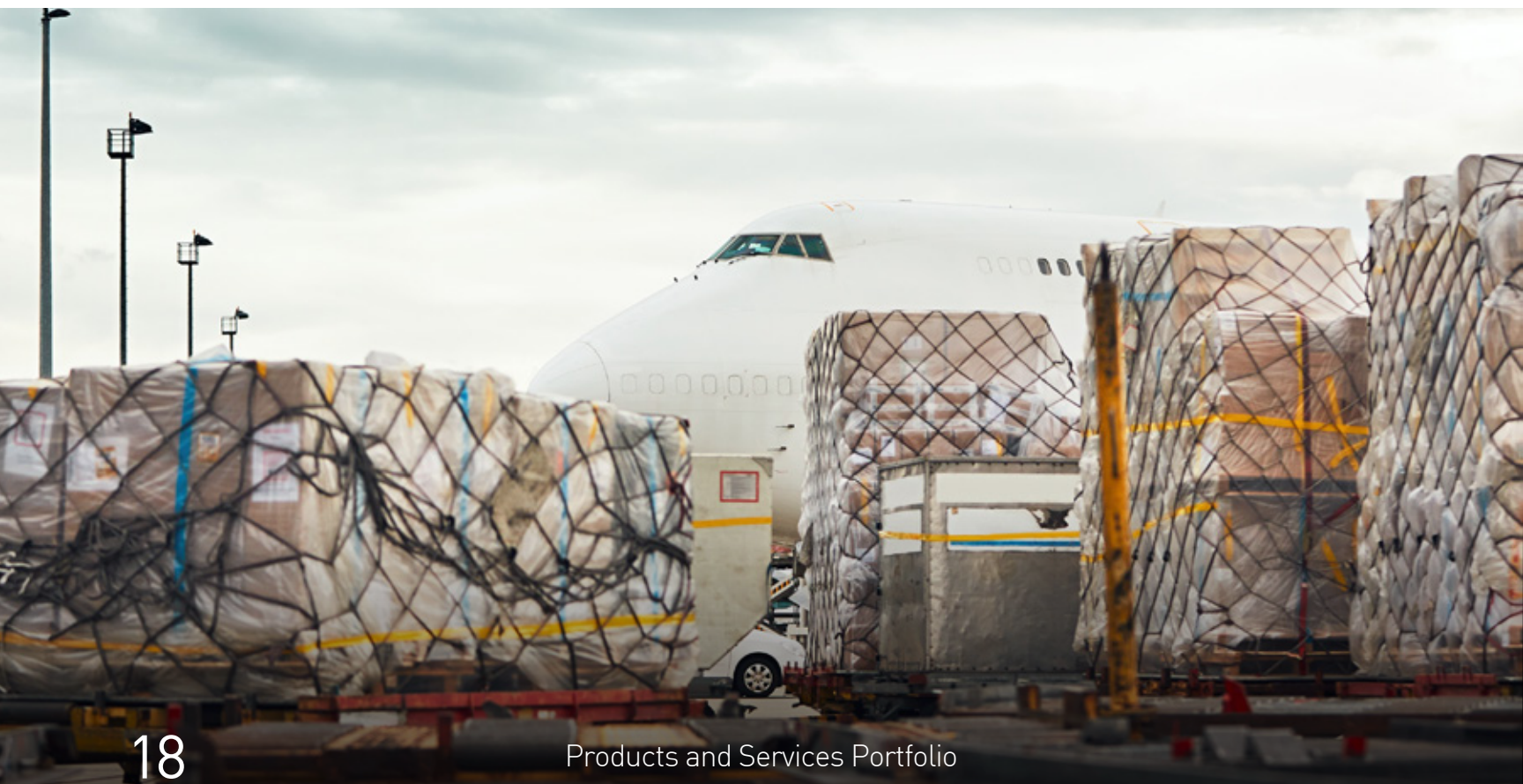
# Procurement of Goods and Services

To ensure a safe and secure modern air transport system, you need access to modern aviation equipment and services. ICAO offers turnkey procurement of goods and services, tailored to your specific needs. ICAO's procurement service is unique in that we provide our clients with an assurance of quality, neutrality and transparency, without any commercial interest. From aviation safety to cyber security, civil aviation master plans to remote piloted air systems, we have the expertise to support your procurement needs.

These are some of the procurement services we offer:

- End-to-end procurement services: We can define your needs, draft technical specifications, evaluate bids and proposals and award contracts. We also offer project management and monitoring services to ensure your project is delivered on time and on budget.
- ePassport framework and systems: We can provide you with secure and reliable ePassport frameworks and systems to enhance the security of your travel documents.
- Aviation security equipment: We can help you procure state-of-the-art aviation security equipment to ensure the safety and security of your passengers and personnel.
- Environmental studies and solar energy products: We can support your efforts to promote sustainability by procuring environmental studies and solar energy products for your operations.
- Sustainable procurement: We are committed to promoting sustainable procurement practices and can help you source environmentally friendly and socially responsible products and services.

At ICAO, we understand the importance of modern and reliable aviation equipment and services in ensuring safe and efficient air transport. Let us help you meet your procurement needs and enhance the quality and security of your operations.



# Long Term Agreements

For more than 50 years, ICAO has been supporting the aviation industry's procurement needs. In response to the ongoing recovery of the aviation industry, we have conducted competitive tendering processes to provide the most in-demand products to our Member States. We offer negotiated long term agreements or specific tendering requirements tailored to meet the individual needs of our clients. This approach ensures transparency and fairness in the procurement process while delivering best value for money.

Our readily available products include:

- Infrared body temperature measurement systems
- UV-based disinfection systems for luggage trolleys and security trays at airports
- Bird and wildlife deterrent systems
- Checkpoint security screening systems for airports

Please contact us for more information at [procurement@icao.int](mailto:procurement@icao.int).





# Implementation Packages (iPacks)

States face various challenges in effectively implementing international standards to ensure aviation's safety, efficiency, security, and sustainability. To help States comply with ICAO Standards and Recommended Practices, we provide Implementation Packages (iPacks). These packages are available to various stakeholders, including governments, civil aviation authorities, aviation service providers, and supply chain providers.



## iPacks key components include:



### Expert consultation

iPacks offer the consultative support of a subject matter expert for a duration of 15-20 days. Subject matter experts can guide, review, provide clarification, and support States in their activities.



### Training

A standardized, competency-based training course will be provided for up to 12 technical specialists, enabling States to better confront their specific implementation challenges.



### Guidance material

Our carefully curated guidance material includes ICAO annexes, manuals, guidance documents, and Procedures for Air Navigation Services (PANS) to ensure States have the complete library of resources they need.



### Tools

Each iPack includes a unique set of tools to assist States with their implementation goals by conducting a gap analysis against the ICAO State Safety Plan (SSP) framework.



For more information on iPacks, their content and deployment process, visit our webpage or contact us at [iPACK@icao.int](mailto:iPACK@icao.int)



## Featured iPacks:



### Aerodrome Certification (virtual)

Developed with ACI, this iPack aids CAAs and airport operators in tackling technical challenges of aerodrome certification.



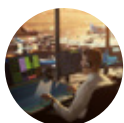
### Accident/Incident Data Reporting

This iPack assists civil aviation entities in implementing an accident and incident reporting system in their State.



### National Aviation Safety Plan (implementation)

This iPack helps CAAs define safety performance measures to monitor and assess their NASP's effectiveness.



### State Safety Programme

This iPack assists States, CAAs, and organizations in implementing an SSP using a project-oriented approach.





## ICAO Publications

Aviation safety is core to ICAO. We achieve this by developing and maintaining Standards, Recommended Practices and Procedures that are contained in Annexes and Procedures for Air Navigation Services. These Standards are complemented with hundreds of manuals and circulars that provide guidance on their implementation. ICAO publications constitute official opinions or acts of the organization, which cover all Strategic Objectives. Always ensure that you are buying legitimate, authentic documents.



## Print Services

ICAO Print is a full-service facility that provides digital and large-format printing resources to Member States, UN agencies and other related organizations. Among the many specialty services offered: marketing collateral, graphic design, print-on-demand publications, finishing and distribution services.

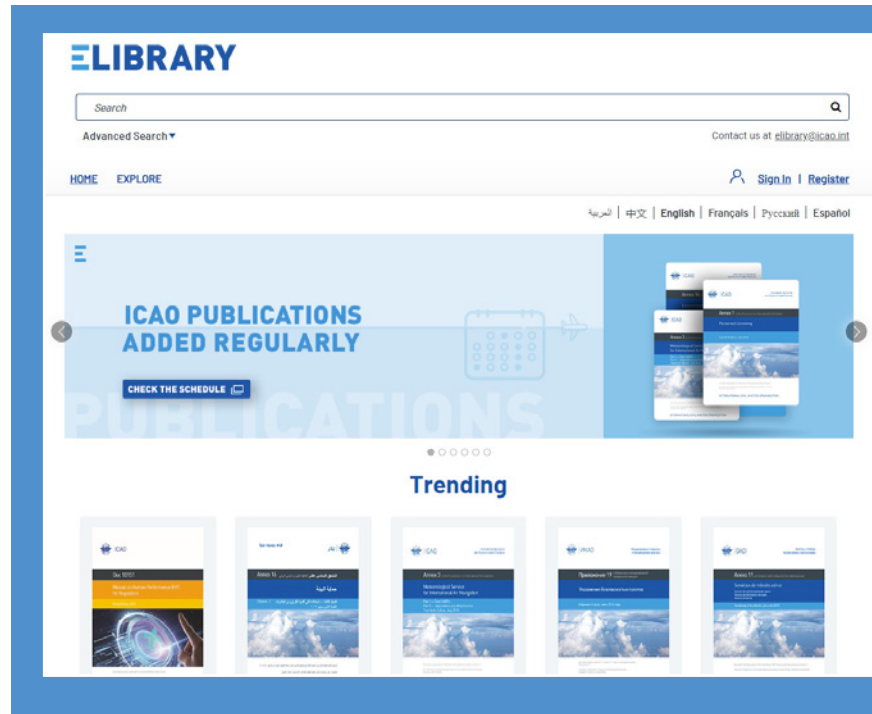
ICAO Print is committed to being environmentally responsible through green printing technologies and continuously researches ways to reduce its environmental footprint.

For additional information, please contact us at [print@icao.int](mailto:print@icao.int)

# eLibrary

ICAO's eLibrary is the online digital publications repository that features SARPs on international civil aviation, along with Conventions and Related Acts. Currently, ICAO manages over 12,000 SARPs across the 19 Annexes to the Convention on International Civil Aviation which are updated as developments and innovations evolve.

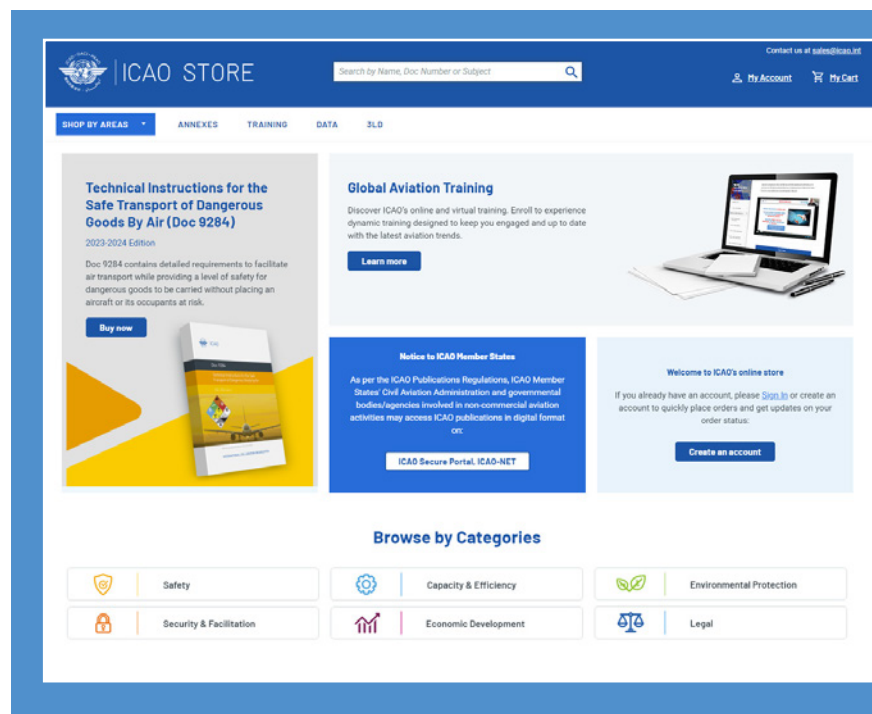
All Annexes are published in the UN official languages. ICAO also releases Amendments to the Annexes following updates to the SARPs. ICAO's eLibrary platform ensures the regulatory and technical information produced is easily accessible to everyone in a read-only format, free of charge.



# ICAO Store

Publications are available in the store, ICAO's official eCommerce website. The platform includes all our publications, training courses, maps, aviation posters, data products and 3LD.

We are continuously expanding our digital offers and updating our catalogue in this secure platform.



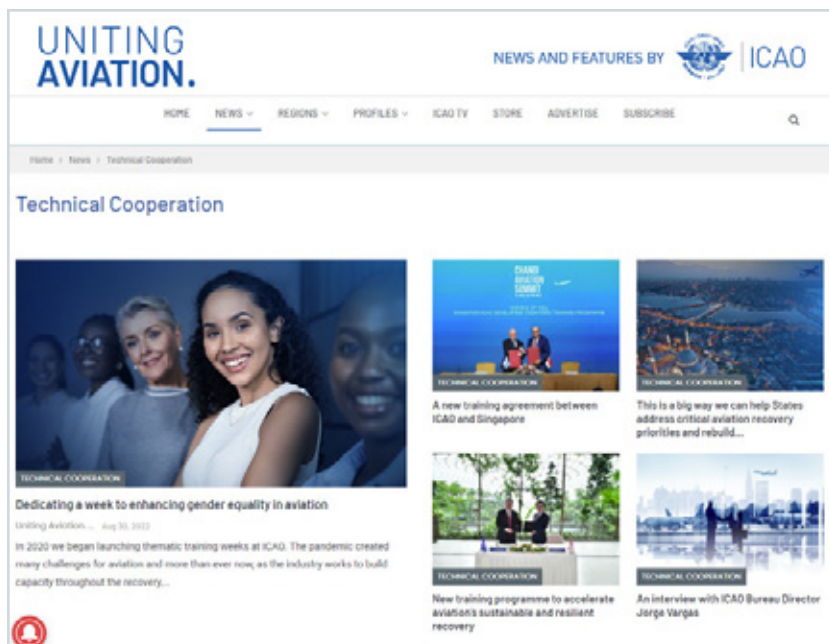




## Uniting Aviation

ICAO's UnitingAviation.com platform is primarily intended to support public and industry awareness of ICAO's Strategic Objectives and undertakings. The platform provides opportunities for external contributors to share engaging and analytical content.

Published articles are shared in newsletters and through ICAO's various social media channels. The platform offers a wide array of advertising solutions that provide valuable, global visibility and opportunities for showcasing achievements.

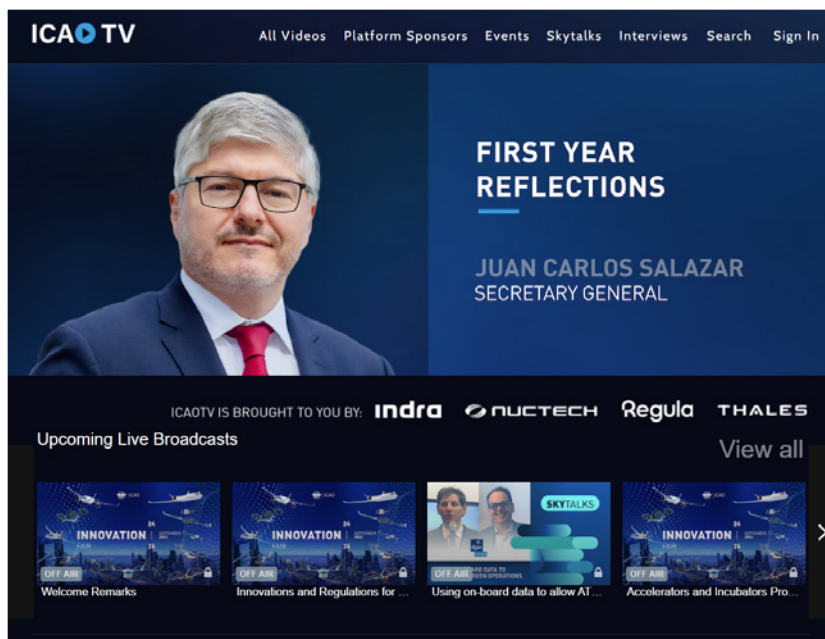




## ICAO TV

ICAO TV was launched with one goal: to share video content from ICAO and civil aviation partners' in one place that is accessible to everyone. Today, the video collection includes more than 1000 videos that are dedicated to aviation.

The user-friendly platform is one of a kind in the industry, with ad-free, unlimited programming that can be viewed from anywhere, anytime. There are no subscription fees to watch recorded meetings, events, interviews, and webinars. ICAO TV provides a forum for discovering the latest developments, it is a place where future generations of aviation professionals and leaders around the world can be inspired.







## ICAO Events

ICAO offers a range of global events that address key areas of civil aviation. Air navigation, aviation cyber security, facilitation, environment and aviation fuels, and implementation support are some of the subjects that will be covered during events this year. We bring government decision makers from 193 Member States and aviation organizations together at our events.

Visit our webpage for a full list of ICAO events.



## Sponsorship and exhibitor opportunities

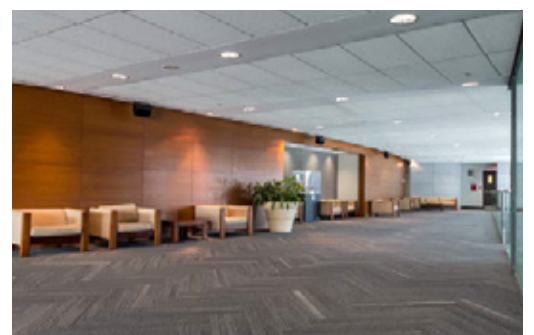
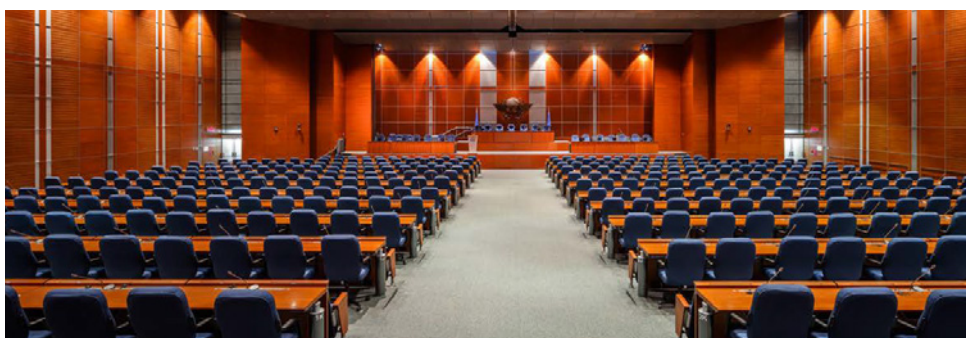
Our events provide an ideal forum for marketing and showcasing products and services to public and private aviation sector audiences worldwide. There are opportunities to network with Member States, government officials, aviation executives, and industry leaders during and after our events.

For additional information, please contact:

[BusinessDevelopment@icao.int](mailto:BusinessDevelopment@icao.int)







## ICAO's Conference Centre

ICAO's Conference Centre has more than 59,000 square feet of meeting space that can accommodate private and public sector conferences and exhibitions of varying scales. This space provides rental opportunities for ICAO Delegations, UN Agencies, and other aviation organizations.

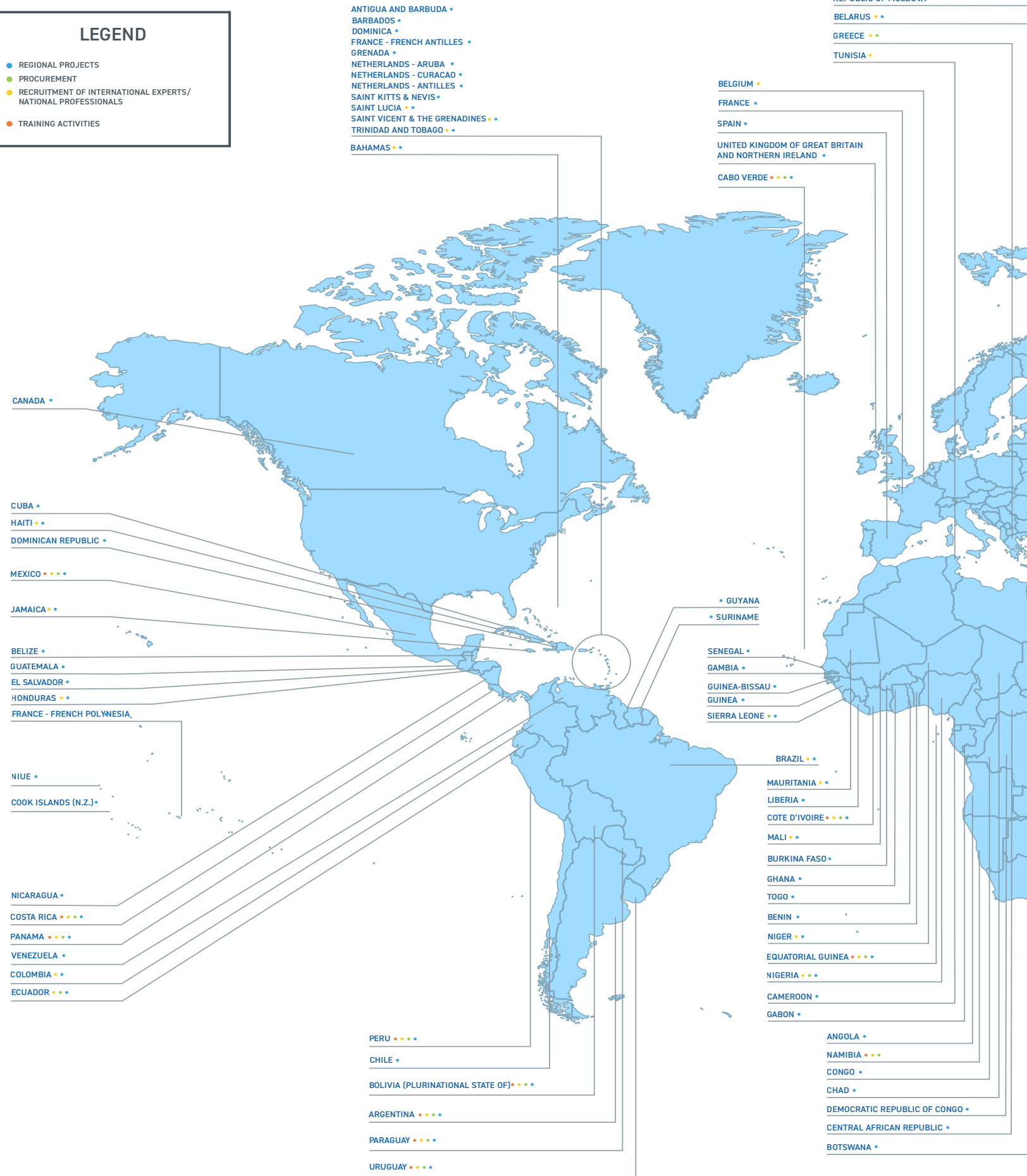


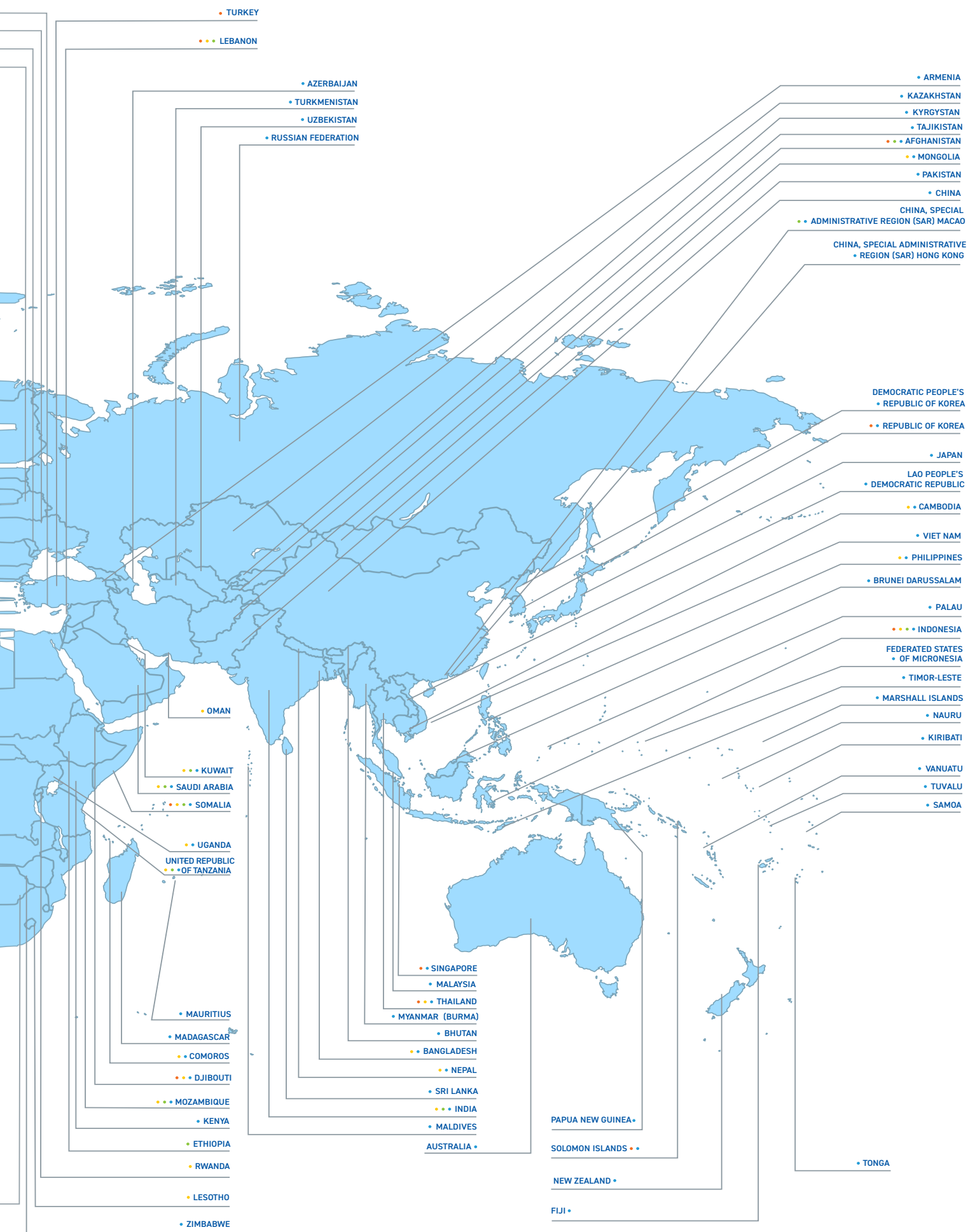


# ICAO Outreach Worldwide

## LEGEND

- REGIONAL PROJECTS
- PROCUREMENT
- RECRUITMENT OF INTERNATIONAL EXPERTS/  
NATIONAL PROFESSIONALS
- TRAINING ACTIVITIES









# Who do we serve?

ICAO serves both Member State and non-State entities, including all ICAO Member States and the greater international aviation community, to build and strengthen their technical capacity in aviation. ICAO also collaborates with like-minded partners in other international and regional organizations, development agencies, industry and academia.

# How can we assist you?

ICAO projects are flexible in both scope and financing. Most ICAO projects with Member States are funded in trust through what is known as a Management Services Agreement, depending on project complexity. ICAO can also assist Member States to enhance their civil aviation systems and capacity through facilitating access to voluntary funds from international donors.









ICAO

## CAPACITY DEVELOPMENT AND IMPLEMENTATION BUREAU

999 Robert-Bourassa Boulevard, Montréal, Québec H3C 5H7, Canada

**For more information**

Contact us by email at [Capacity.Development@icao.int](mailto:Capacity.Development@icao.int)  
or scan the QR code.

