



FORTY-SECOND PLENARY (TRIENNIAL) SESSION
(Strasbourg, 9 - 10 July 2024)

**Agenda item 7. Consideration and approval of the ECAC work programme
and associated budget for 2025 – 2027**

PROPOSAL FOR THE ECAC WORK PROGRAMME 2025-2027

(Presented by the Executive Secretary of ECAC)

SUMMARY

This paper presents the ECAC 2025-2027 work programme, as endorsed by Directors General during their last meeting (DGCA/162, 25 April 2024).

ACTION TO BE TAKEN

The Plenary Session is invited to approve the work programme for the 2025-2027 triennium, as presented in the **Attachment**.

Introduction

1. This paper presents the finalised version of the ECAC 2025-2027 work programme, including the latest amendments endorsed by the Coordinating Committee (CC/200, 27 March 2024) and the final editorial review made to ensure full consistency between the different sections of the work programme.

Preparation of 2025-2027 work programme

2. In accordance with its Terms of Reference, the EMTO Task Force was tasked by the Coordinating Committee with preparing the ECAC work programme and associated budget for the next triennium, i.e., 2025-2027.

3. The draft ECAC work programme for the next triennium was initially developed by the Secretariat in consultation with the ECAC working groups and Focal Points. It was then reviewed and amended on several occasions by the EMTO Task Force (EMTO/68, 13 September 2023, ad hoc meeting on 10 October 2023, EMTO/69, 8 November 2023, EMTO/70, 16 January 2024). Its progress was reported to each subsequent meeting of the Coordinating Committee and of Directors General, and its work was informed by views expressed and requests made at those meetings.

4. At their December 2023 meeting (DGCA/161, 7 December 2023) Directors General agreed in principle with the proposal for the ECAC 2025-2027 work programme as presented in DGCA/161-DP/2, including the new areas of activity of the organisation marked in blue. A further addition has been made at the request of the Coordinating Committee at its last meeting (CC/200, 27 March 2024) to add an action to the section on environment about non-CO₂ effects.

5. At their last meeting (DGCA/162, 25 April 2024), Directors General endorsed the ECAC 2025-2027 work programme as presented in DGCA/162-DP/2, and agreed to its submission to the ECAC Triennial Session for approval in line with Article 5 of the ECAC Constitution.

ECAC 2025-2027 work programme

6. As presented in the **Attachment**, the draft 2025-2027 work programme builds on the current 2022-2024 work programme and the experience of its delivery to date, on inputs received from the ECAC working groups, on the anticipated evolution of the civil aviation sector in the years to come, and on the expected timing of forthcoming major international events (e.g. 2025 ICAO Assembly).

7. Overall, the proposal is based on the following elements:

- ECAC should retain its three current strategic priorities: safety and accident investigations, security and facilitation, and environment. The majority of the aims and objectives of the 2022-2024 work programme have therefore been kept in this proposal, with a few additions (marked in blue for ease of reference) to meet the needs expressed by Member States;
- The work programme should take into consideration the priorities and needs of all ECAC Member States;
- Duplication of activities with other organisations, such as the European Union and EUROCONTROL, should be avoided; and
- ECAC should keep the flexibility to undertake work in areas other than those covered in the proposed work programme and to incorporate new initiatives, depending on the importance of the subject to a sufficient number of Member

States, the resources available within the Secretariat to support these activities, and the extent to which ECAC can bring added value to the discussions on this topic.

8. The proposed 2025-2027 work programme contains ten domains of activity. As with the 2022-2024 work programme, these include six core domains, consistent with the mission statement and strategic objectives of the organisation (Safety and accident investigations, Unmanned Aircraft Systems, Security, Facilitation, Environment, and Economic matters), and two more horizontal domains (Legal matters and External relations). In addition, it includes two new domains of activity, which were requested by Directors General in recent years: Communications, and Diversity & Inclusion in civil aviation.

9. The ten domains of activity are therefore as follows:

- Safety and accident investigations;
- Unmanned Aircraft Systems;
- Security;
- Facilitation;
- Environment;
- Economic matters;
- Legal matters;
- External relations.
- Communications
- Diversity and Inclusion

10. For each domain of activity:

- Aims, objectives and deliverables have been elaborated, using the same format as in the 2022-2024 work programme. Special attention has been given to the definition of smart and measurable deliverables, and these deliverables have also been assigned to one or more ECAC working groups where applicable. They also define results that can realistically be achieved given the available resources. This new approach should facilitate the conduct of the mid-term review.
- Aims and objectives are structured in the same manner: first, the aims and objectives for ECAC Member States (internal), and second, the outreach activities in particular the promotion of European priorities internationally. This structure does not imply a priority order between different aims and objectives.
- The deliverables should be realistic given the available resources. The extent to which some tasks will in practice be delivered (e.g. capacity-building) will depend on resources available in ECAC Member States and in the Secretariat.

11. In addition, consistent with the approach taken with the current work programme, a qualitative indication of the costs and/or workload implications on the ECAC Secretariat of each expected deliverable has been included in the work programme, with a colour code indicator as follows:

- *Red: high costs and/or workload implications*
- *Orange: medium costs and/or workload implications*
- *Green: low costs and/or workload implications*

12. Once the 2025-2027 work programme is approved by Directors General during the next Triennial Session in July 2024, new objectives and activities could be added to the programme, if so decided by Directors General and within the agreed budget, and subject to the criteria in the last bullet of paragraph 7 above. In this event, existing

activities might have to be removed from the work programme, which in turn could have consequences for the staffing of the ECAC Secretariat.

Mid-term review of the implementation of the 2025-2027 work programme

13. Consistent with the practice adopted during the last two Triennium, Directors General also agreed in December 2023 that a mid-term review of the implementation of the ECAC 2025-2027 work programme be conducted by the EMTO Task Force in mid-2026.

14. It is widely recognised that there is value in EMTO assessing the delivery of the activities against the ECAC work programme. This will allow more scope for any necessary "course corrections". This assessment will be prepared in spring 2026, in consultation with the chairpersons of each working group and Focal Points in their respective areas of responsibility.

Action to be taken

15. The Plenary Session is invited to approve the work programme for the 2025-2027 triennium, as presented in the Attachment.

ATTACHMENT

DRAFT WORK PROGRAMME 2025-2027

Note: The objectives and aims marked in blue are new objectives and aims which are currently not included in the 2022-2024 work programme.

Note: qualitative indication of the costs and/or workload implications on the Secretariat of each expected deliverables, as follows:

- Red: high costs and/or workload implications
- Orange: medium costs and/or workload implications
- Green: low costs and/or workload implications

SAFETY AND ACCIDENT INVESTIGATIONS

SAF/1 Aim: To increase the effectiveness of the ECAC Member States' safety investigation authorities		
Objectives	Expected deliverables	ECAC group(s) involved
SAF/1/1: To enhance the effectiveness of ECAC Member States' safety investigation capabilities.	<ul style="list-style-type: none">▪ SAF/1/1-1: The ECAC Code of Conduct on Co-operation in the field of Civil Aviation Accident/Incident Investigation is signed by all ECAC Member States, to the extent possible. Its implementation is kept under review and its adoption promoted during ACC meetings.▪ SAF/1/1-2: Information on challenges met by ECAC Member States during safety investigations is shared, and possible actions to address them are discussed in ACC meetings.▪ SAF/1/1-3: The major lessons learnt from safety investigations are reviewed in ACC meetings, to identify any trends or areas where follow-up work by the ACC might be appropriate.	Air Accident and Incident Investigation Group of Experts (ACC)

	<ul style="list-style-type: none"> SAF/1/1-4: Knowledge and expertise of the ECAC safety investigation community is refreshed through specially focused presentations by invited guests from outside that community, in particular from States, industry and academia. SAF/1/1-5: A workshop is organised bi-annually on specific investigative issues (in 2025 and in 2027). SAF/1/1-6: Cooperation with other European stakeholders, particularly the European Network of Civil Aviation Safety Investigation Authorities (ENCASIA) is ensured with the objectives of adding value to and avoiding duplication with the work of both ACC and ENCASIA. 	
SAF/1/2: To promote European experience and know-how in safety investigation within the wider international aviation community.	<ul style="list-style-type: none"> SAF/1/2-1: Safety and investigative materials developed by ACC and during ACC workshops are shared with the wider international aviation investigative community. SAF/1/2-2: Active participation in ICAO fora is ensured and the use by ICAO of accident investigation concepts, tools, systems and processes developed in Europe is promoted. SAF/1/2-3: ICAO developments, in particular the ones in the ICAO Accident Investigation Panel (AIGP), are monitored and reported to ACC meetings. SAF/1/2-4: The development of ICAO standards and recommended practices are shaped through active participation of ACC members in the work of the AIGP, where appropriate. SAF/1/2-5: Exchange of experience, investigation methods and lessons learnt from other regions are achieved by inviting representatives of regional sister organisations (e.g. ACAO, AFCAC) to attend ACC meetings and ACC representatives participating in forums in other regions and providing updates during the ACC meetings. 	Air Accident and Incident Investigation Group of Experts (ACC)

SAF/2 Aim: To contribute to safety improvement by sharing expertise from ECAC Member States' safety investigation authorities

Objectives	Expected deliverables	ECAC group(s) involved
SAF/2/1: To contribute to safety improvement by sharing expertise from ECAC Member States'	<ul style="list-style-type: none"> SAF/2/1-1: Setting up an e-library to the ECAC ACC restricted site covering different topics of interest (e.g. UAS investigations), where useful documents and resources are stored for the benefit of all ACC safety investigation authorities that could learn from past incidents and accidents. 	Air Accident and Incident Investigation Group of Experts (ACC)

safety investigation authorities	<ul style="list-style-type: none"> SAF/2/1-2: Expertise, experience and information are shared between safety investigation authorities (SIAs), including through the development and promulgation of good practices and guidelines covering various aspects of safety investigation and safety risk management. 	
SAF/2/2: To promote safety performance by sharing data from safety investigations.	<ul style="list-style-type: none"> SAF/2/2-1: A presentation on the types of incidents/accidents, main causes of accidents/incidents, safety recommendations and safety actions in the ECAC area are given to Directors General, on a yearly basis. SAF/2/2-2: The annual reviews of ACC occurrences, which are prepared by ACC, are shared with all Member States, the European Commission (DG MOVE), EASA and ICAO. 	Air Accident and Incident Investigation Group of Experts (ACC)

SAF/3 Aim: To promote European priorities in safety with international partners, regional and international organisations

Objectives	Expected deliverables	ECAC group(s) involved
SAF/3/1: To promote Pan-European safety aviation policies and best practices in international meetings and events, (i.e. at ICAO and in the framework of ECAC's MoUs with sister regional organisations and in bilateral relationship).	<ul style="list-style-type: none"> SAF/3/1-1: Pan-European contributions and positions are defined and coordinated, and common position papers prepared in advance of international meetings, with the operational support of the ECAC Secretariat, European Commission, EASA and EUROCONTROL. SAF/3/1-2: Reports on European priorities as well as positions and draft papers are presented to Directors General for consideration and adoption. SAF/3/1-3: Pan-European contributions and positions to ICAO meetings/groups including the 2025 ICAO Assembly are prepared, well-represented and well reflected in the outcome of these meetings. SAF/3/1-4: Coordination meetings between all ECAC Member States before/during/after international meetings and events are organised as required. 	<p>European Safety and Air Navigation Coordination Group (ESANCG)</p> <p>European Coordination Group on Cyber Security matters (ECG-CS)</p>

UNMANNED AIRCRAFT SYSTEMS (UAS)

UAS/1 Aim: To support the development of UAS and innovative air mobility initiatives in Europe		
Objectives	Expected deliverables	ECAC group(s) involved
UAS/1/1: To promote strategic debates on the future of UAS and innovative air mobility by Member States.	<ul style="list-style-type: none"> UAS/1/1-1: High-level exchange of views on possible developments to cope with current and future challenges in the field of UAS and innovative air mobility is ensured at Directors General level. 	UAS ECAC Points of Contact
UAS/1/2: To support the sharing of experiences and national policies and practices on UAS among ECAC Member States including the promotion of activities aimed at increasing awareness by drone operators of safety of operations and safety regulations.	<ul style="list-style-type: none"> UAS/1/2-1: Regular exchange of information is organised between EASA and ECAC on UAS activities in the form of two meetings a year of the ECAC Points of Contact, with the objective of sharing national experience. UAS/1/2-2: Contacts with key partners is established and maintained to monitor and share experiences from ECAC Member States' wider involvement in conferences, workshops, etc. on the topic of UAS and innovative air mobility. UAS/1/2-3: Written bulletins or updates on developments within Europe in relation to developing UAS commercial markets, technology and regulatory changes are shared amongst Member States. 	<p>UAS ECAC Points of Contact</p> <p>UAS ECAC Points of Contact/ ACC/ others as applicable</p> <p>UAS ECAC Points of Contact (potentially with ECO involvement)</p>
UAS/2 Aim: To promote European priorities in UAS related matters with international partners, regional and international organisations		
Objectives	Expected deliverables	ECAC group(s) involved
UAS/2/1: To promote Pan-European UAS aviation policies and best practices in international	<ul style="list-style-type: none"> UAS/2/1-1: Issues relevant to the ICAO work are considered with a view of facilitating and supporting the participation of ECAC Member States in the UAS related work of ICAO (e.g. RPAS Panel, ICAO Assembly 2025) as well as coordinating European common positions, as appropriate. 	UAS ECAC Points of Contact and ESANCG (where safety-related)

meetings and events, (i.e. at ICAO and in the framework of ECAC's MoUs with sister regional organisations and in bilateral relationship).	<ul style="list-style-type: none">▪ UAS/2/1-2: Cooperation with other organisations (e.g. European Commission, EASA, EUROCONTROL, JARUS) is ensured through regular contacts, to the objective of avoiding duplication and adding value to the work of ECAC.▪ UAS/2/1-3: Participate in events organised by ECAC or international partners to share expertise or discuss challenges and opportunities (including threats posed by UAS to civil aviation) in relation to UAS and Innovative air mobility.	<p>UAS ECAC Points of Contact</p> <p>UAS ECAC Points of Contact, ESANCG (where safety-related) and ECG-AS, Security Forum/ (where security-related)</p>
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AVIATION SECURITY

SEC/1 Aim: To promote a risk-based approach to aviation security		
Objectives	Expected deliverables	ECAC group(s) involved
SEC/1/1 To promote the knowledge and understanding of new or evolving threats to aviation security and to develop possible mitigation measures.	<ul style="list-style-type: none"> SEC/1/1-1: Existing and emerging threats are monitored and reviewed, and ECAC Doc 30, Part II (Security) is kept up to date to reflect threat evolution. 	DGCA Security Forum (SF) – Threat Response Group All other relevant security groups
SEC/1/2 To encourage the implementation of a risk-based and outcome-based approach to aviation security.	<ul style="list-style-type: none"> SEC/1/2-1: Guidance material for Doc 30, Part II (Security), Recommendations is developed based on the risk-based and outcome-based approach to aviation security. 	DGCA All relevant security groups
	<ul style="list-style-type: none"> SEC/1/2-2: Up to date and effective guidance, including training material, on the implementation of a risk-based approach, is produced. 	Training Task Force (TrTF)
	<ul style="list-style-type: none"> SEC/1/2-3: Common threats and risks to civil aviation are identified and regularly reviewed. 	Security Forum (SF) – Threat Response Group
SEC/2 Aim: To promote the development and use of security technology to address current and emerging threats		
Objectives	Expected deliverables	ECAC group(s) involved

English only

SEC/2/1: To develop and update technical specifications for security equipment.	SEC/2/1-1: Performance standards that are of high security value, practicable and affordable to the stakeholders are developed and updated on a regular basis.	Security Forum, Threat Response Group (TRG), Technical Task Force (TTF)
	SEC/2/1-2: Guidance material for harmonised security equipment operations and alarm resolution is produced.	Guidance Material Task Force (GMTF), TTF, TrTF
SEC/2/2: To promote the deployment at European airports of security equipment meeting the required minimum standards.	SEC/2/2-1: Guidelines on on-site testing methodology upon installation (e.g. acceptance tests) and periodic operational trials for deployed security equipment are developed and kept up to date.	TTF, GMTF
	SEC/2/2-2: Common Routine Testing Methodologies (CRTM) to assess the detection capability of security equipment are developed and kept up to date.	CEP Management Group (CEP-MG)
	SEC/2/2-3: Roadmaps are developed for technology deployment based on CEP and equipment trial results.	CEP-MG, Security Forum
SEC/2/3: To support Research and Development efforts that meet end users' needs and aim at facilitating passengers' journey.	SEC/2/3-1: A research agenda for aviation security is developed based on harmonised criteria and needs of Member States.	Security Forum, TTF
SEC/3 Aim: To enhance the efficiency and effectiveness of the ECAC Common Evaluation Process of security equipment (CEP)		
Objectives	Expected deliverables	ECAC group(s) involved

<p>SEC/3/1: To implement and further develop the ECAC Common Evaluation Process of security equipment (CEP), ensuring it has the resources to provide a professional, responsive and world-leading equipment certification process.</p>	<p>SEC/3/1-1: The CEP is managed and tests are carried out by Participating Test Centres under the supervision of the CEP Management Group.</p>	CEP-MG
	<p>SEC/3/1-2: Reliable test results on security equipment performance are endorsed by the CEP Management Group and then shared with all ECAC Member States and the European Commission – DG MOVE.</p>	CEP-MG
	<p>SEC/3/1-3: CEP procedures (e.g. quality control of Participating Test Centres, inputs from manufacturers, etc.) are continuously reviewed and improved under a strategic approach.</p>	CEP-MG and its Quality Control Study Group (QCSG)
	<p>SEC/3/1-4: The CEP is extended to other categories of equipment, subject to development of new Common Testing Methodologies, and their adoption by DGCA, and availabilities of testing capacities.</p>	DGCA, Security Programme Management Group (SPMG), CEP-MG, Common Testing Methodology (CTM) Sub-group
	<p>SEC/3/1-5: Common Testing Methodologies (laboratory type testing) are developed and updated on a regular basis, and then submitted to endorsement and adoption.</p>	CEP-MG, CTM Sub-group DGCA, SPMG
	<p>SEC/3/1-6: The CEP is expanded to include new Participating Test Centres as necessary.</p>	SPMG, CEP-MG, QCSG
	<p>SEC/3/1-7: Regular information sessions with Member States, equipment manufacturers and international partners are organised.</p>	CEP-MG, CTM Sub-group, TTF, Security Forum

	<ul style="list-style-type: none"> SEC/3/1-8: Cooperation with international partners interested in CEP procedures and tests results is ensured. 	DGCA, SPMG, CEP-MG ECAC Secretariat
SEC/4 Aim: To develop efficient, effective and harmonised aviation security measures on a Pan-European basis.		
Objectives	Expected deliverables	Group(s) involved
SEC/4/1: To update ECAC Doc 30, Part II (Security) as necessary and ensure consistency between ECAC Doc 30, Part II (Security) and EU Regulations and ICAO Annex 17 SARPs, to the extent possible.	<ul style="list-style-type: none"> SEC/4/1-1: Regular amendments to ECAC Doc 30, Part II, Recommendations and Annexes are made to reflect current policies, practices and Member States' needs in addressing new and evolving threats. (see SEC/1/1-1). 	DGCA, All relevant security groups
	<ul style="list-style-type: none"> SEC/4/1-2: ECAC Doc 30, Part II, Recommendations are regularly reviewed to ensure consistency between ECAC Doc 30, Part II (Security) and EU Regulations and ICAO Annex 17 SARPs. 	ECAC Secretariat All relevant security groups
	<ul style="list-style-type: none"> SEC/4/1-3: Recommendations and Annexes on human factors or human performance principles are included in ECAC Doc 30, Part II (Security). 	DGCA, SPMG, Training Task Force
	<ul style="list-style-type: none"> SEC/4/1-4: Recommendations and Annexes on EDD are included in ECAC Doc 30, Part II (Security). 	DGCA, SPMG, Explosive Detection Dogs Study Group (EDD)
SEC/4/2: To further develop the ECAC Aviation Security Handbook	<ul style="list-style-type: none"> SEC/4/2-1: New documents for ECAC Aviation Security Handbook are developed to provide best practices for implementing security measures, to promote innovations and advanced approaches and technologies in aviation security. 	GMTF, TrTF and TTF, Security Forum

	<ul style="list-style-type: none"> SEC/4/2-2: All ECAC Aviation Security Handbook documents are reviewed regularly and updated where required to reflect current policies and best practices. 	
	<ul style="list-style-type: none"> SEC/4/2-3: Material contained in ECAC Aviation Security Handbook is presented to Member States at the Security Forum and other relevant meetings to promote visibility and take up. 	
SEC/4/3: To ensure ECAC security recommendation are up to date and reflect the needs and priorities of ECAC	<ul style="list-style-type: none"> SEC/4/3-1: Member State priorities are identified, and guidance material is developed and maintained up to date to support their needs. 	Security Forum All relevant security groups
	<ul style="list-style-type: none"> SEC/4/3-2: The development of EU regulation is constantly monitored and ensure guidance material is available in advance of regulatory deadlines. 	ECAC Secretariat All relevant security groups
	<ul style="list-style-type: none"> SEC/4/3-3: New Annexes to ECAC Doc 30, Part II (Security) are developed to provide guidance on implementing new and amended Doc 30, Part II recommendations and to support Member States in addressing new and evolving threats (see SEC/4/1-1). 	SPMG, all relevant security groups
	<ul style="list-style-type: none"> SEC/4/3-4: Existing Annexes to ECAC Doc 30, Part II are regularly reviewed and updated where required to provide up-to-date guidance on implementing ECAC Doc 30, Part II (Security) Recommendations and to support Member States in addressing new and evolving threats. (see SEC/4/1-1) 	SPMG, all relevant security groups
	<ul style="list-style-type: none"> SEC/4/3-5: Guidance material and best practices on behaviour detection in aviation security is provided to Member States. 	Behaviour Detection Study Group (BDSG)

	<ul style="list-style-type: none"> SEC/4/3-6: Workshops are organised to support Member States in addressing common challenges, to promote common understanding and interpretation of ECAC Doc 30, Part II (Security), Recommendations. 	ECAC Secretariat All relevant security groups
SEC/4/4: To support the implementation of security measures related to UAS by Member States.	<ul style="list-style-type: none"> SEC/4/4-1: Guidance material, best practices, training material are developed to support Member States in mitigating security risks related to UAS. SEC/4/4-2: An evaluation process for C-UAS equipment is developed and implemented. 	GMTF, TrTF, ECAC working groups in other domains
SEC/4/5: To promote advanced training methodology for obtaining the best efficiency in the harmonised implementation of aviation security measures.	SEC/4/5-1: ECAC guidance material and best practices on screener certification is reviewed.	TrTF
	SEC/4/5-2: Existing guidance on training methodologies in the ECAC Aviation Security Handbook is reviewed, and new documents developed.	
	SEC/4/5-3: Guidance material and best practices for aviation security training are developed.	
SEC/4/6: To support the implementation of a positive security culture and the recognition of human factors in the aviation security domain.	<ul style="list-style-type: none"> SEC/4/6-1: A workshop for Member States on human factors in aviation security is organised. SEC/4/6-2: Guidance on the implementation of human factor and human performance principles is developed. 	TrTF
SEC/4/7: To promote the implementation of One Stop Security in ECAC region.	<ul style="list-style-type: none"> SEC/4/7-1: Support to non-EU ECAC Member States interested in establishing One Stop Security arrangements with the European Union is provided through ECAC Audit and Capacity Building Programmes. 	ECAC Secretariat ECAC certified auditors' group (AUD)
SEC/5 Aim: To support Member States in implementing and maintaining effective aviation security		
Objectives	Expected deliverables	ECAC group(s) involved

SEC/5/1: To assess ECAC Member States' level of compliance with ECAC Doc 30, Part II and, when needed, provide advice for the improvement of their security regimes.	<ul style="list-style-type: none"> SEC/5/1-1: Aviation security audits (i.e. initial and follow-up, national and airport level, thematic (e.g. cyber security)) are carried out at the request of Member States and advice for the improvement of their security regimes is provided, when needed. 	ECAC Secretariat AUD
	<ul style="list-style-type: none"> SEC/5/1-2: Regular analysis of audit results is carried out to identify trends in complying with ECAC Doc 30, Part II (Security) Recommendations and needs in developing new or amending existing guidance material and best practices. 	ECAC Secretariat AUD
	<ul style="list-style-type: none"> SEC/5/1-3: Auditor's Handbook is regularly reviewed in accordance with changes to ECAC Doc 30, Part II (Security) Recommendations and the results of the analysis of audit reports. 	ECAC Secretariat AUD
SEC/5/2: To support the implementation of efficient oversight regimes by ECAC Members States	<ul style="list-style-type: none"> SEC/5/2-1: Best practices in compliance monitoring is developed and updated regularly. 	GMTF
	<ul style="list-style-type: none"> SEC/5/2-2: An on-line compliance workshop with Member State and industry auditors is organised to share experience and best practices, which can also be used to update existing guidance material. 	GMTF
	<ul style="list-style-type: none"> SEC/5/2-3: Various training courses for conducting compliance monitoring activities in aviation security is delivered for the benefit of national auditors of ECAC Member States. 	ECAC Secretariat
SEC/5/3: To provide capacity-building activities for the benefit of ECAC Member States	<ul style="list-style-type: none"> SEC/5/3-1: Capacity building activities are delivered to meet the needs expressed by Member States in implementing ECAC Doc 30, Part II and addressing new and evolving threats. 	ECAC Secretariat
	<ul style="list-style-type: none"> SEC/5/3-2: Existing capacity building activities are regularly updated to reflect current policies and best practices and new activities are developed (e.g. vulnerability testing). 	ECAC Secretariat

English only

SEC/5/3: To improve knowledge and implementation of cyber security among ECAC Member States.	<ul style="list-style-type: none"> SEC/5/3-1: Guidance material is developed on relevant and prioritised aspects of cyber security. SEC/5/3-2: Training on cyber security is developed and delivered to Member States. 	Study Group on cyber security, Security Forum ECAC Secretariat
SEC/6 Aim: To promote European priorities in aviation security with international partners, regional and international organisations		
Objectives	Expected deliverables	ECAC group(s) involved
SEC/6/1: To promote Pan-European aviation security policies and best practices in international meetings and events, (i.e. at ICAO and in the framework of ECAC's MoUs with sister regional organisations and in bilateral relationships).	<ul style="list-style-type: none"> SEC/6/1-1: Pan-European positions are coordinated and common position papers developed, when necessary, in advance of international meetings (e.g. ICAO Assembly, ICAO AVSEC Panel, ICAO CYSEC Panel). 	European Coordination Group on aviation security matters (ECG-AS) European Coordination Group on aviation cyber security matters (ECG-CS)
	<ul style="list-style-type: none"> SEC/6/1-2: Pan-European contributions and positions are prepared in advance, well represented and well reflected in the outcome of these meetings. 	ECG-AS ECG-CS
	<ul style="list-style-type: none"> SEC/6/1-3: The European Coordination Group on Aviation Security matters (ECG-AS) and the European Coordination Group on aviation cyber security matters meet as necessary to prepare European positions, and pan-European contributions to meetings are prepared. 	ECG-AS ECG-CS

	<ul style="list-style-type: none">SEC/6/1-4: Coordination meetings between all ECAC Member States before/during/after international meetings are organised to prepare European positions and to consolidate a Key Briefing Document.	ECG-AS ECG-CS
SEC/6/2: To deliver capacity-building activities for non-ECAC States on the basis of projects funded outside the ECAC regular budget.	<ul style="list-style-type: none">SEC/6/2-1: Opportunities for the delivery of new projects for States representing interest for ECAC Member States are explored with relevant organisations.	ECAC Secretariat

FACILITATION

FAL/1 Aim: To develop efficient, effective and harmonised aviation facilitation measures on a Pan-European basis		
Objectives	Expected deliverables	ECAC group(s) involved
FAL/1/1: To further develop ECAC Doc 30, Part I (Facilitation), Recommendations and its Annexes in order to meet the evolution of facilitation matters and current practices of Member States and the industry.	<ul style="list-style-type: none"> FAL/1/1-1: Regular amendments are made to ECAC Doc 30, Part I, to reflect current practices, industry and international (e.g. ICAO Annex 9 SARPs) changes to Facilitation taxonomy and guidance areas, to keep Doc 30 Part I current, taking account of issues including API/PNR, EES, public health, Trafficking of persons and wildlife trafficking, unruly passengers, transport of service animals etc. and the needs of Member States and industry stakeholders. 	DGCA, Ad hoc study group on Review of Doc 30, Part I Facilitation Working Group (FAL WG) Facilitation Sub-Groups (as appropriate)
FAL/1/2: To ensure consistency between ECAC Doc 30, Part I (Facilitation), and EU/EC Regulations, and ICAO Annex 9 SARPs, to the extent possible.	<ul style="list-style-type: none"> FAL/1/2-1: Doc 30, Part I Recommendations and Annexes are kept up to-date and further developed (e.g. transport of persons with reduced mobility, immigration, cargo and customs, health). FAL/1/2-2 industry and regulatory changes are monitored in which facilitation plays a key role and any changes or wider events by which the field of facilitation becomes widened or comes into focus (for example health pandemic impacts on passengers' journey). FAL/1/2-3 Positions and recommendations for new areas of focus for facilitation as put forward by ECAC Member States, industry and/or ICAO are prepared. 	DGCA, FAL WG Facilitation Sub-Groups (as appropriate)

FAL/2 Aim: To support the harmonised implementation of ECAC Doc 30, Part I (Facilitation) recommendations in the field of facilitation		
Objectives	Expected deliverables	ECAC group(s) involved
FAL/2/1: To promote the sharing of information and best practices on the implementation of facilitation measures among ECAC Member States.	<ul style="list-style-type: none"> FAL/2/1-1 Exchange of information and best practices is organised, covering issues such as: assistance given to PRMs, biometric applications and automated border controls, air carrier liability, API/PNR implementation and passenger data exchange systems, as well as cooperation between customs and civil aviation authorities, cargo and health issues. FAL/2/1-2: Developments in relevant industry forums (e.g. IATA/CAWG) are monitored, and Member States updated during facilitation meetings. FAL/2/1-3: Surveys on national initiatives and compliance in the field of facilitation are updated and/or developed, and their results analysed; they include, but are not limited to surveys on: Implementation of national facilitation programme, API and PNR initiatives, ECAC PRM complaints, air carrier liability and assistance to air accident victims. 	Facilitation WG Facilitation Sub-Groups (as appropriate)
FAL/2/2: To support Member States in the effective implementation of Doc 30, Part I Recommendations on facilitation and encourage the development of expertise in ECAC Member States.	<ul style="list-style-type: none"> FAL/2/2-1: Guidance material and other best practices documents (e.g. checklists) are developed to support ECAC Member States' efforts in implementing facilitation measures. FAL/2/2-2: Feedback is received and analysed from members of the relevant groups on the implementation of Doc 30 Part I, including for example in relation to QAP related work. FAL/2/2-3: Capacity building workshops or other activities are organised for the benefit of ECAC Member States, and in cooperation with state authorities, airport operators and relevant organisations. 	FAL WG Facilitation Sub-Groups (as appropriate) Ad hoc study group on Review of Doc 30, Part I

FAL/3 Aim: To promote European priorities in facilitation with international partners, regional and international organisations		
Objectives	Expected deliverables	ECAC group(s) involved
FAL/3/1: To promote Pan-European priorities and positions on facilitation in international meetings and events (i.e. at ICAO and in the framework of ECAC's MoUs with sister regional organisations and in bilateral relationship).	<ul style="list-style-type: none"> FAL/3/1-1: Pan-European positions are coordinated and common position papers developed, when necessary, in advance of international meetings (e.g. ICAO Assembly, ICAO Facilitation Panel). FAL/3/1-2: Pan-European contributions and positions are prepared in advance, well represented and well reflected in the outcome of these meetings. FAL/3/1-3: The European Coordination Group on Facilitation (ECG-FAL) meets as necessary to prepare European positions and pan-European contributions to meetings are prepared. 	ECG-FAL

FAL/4 Aim: To support the implementation of PRMs assistance measures		
Objectives	Expected deliverables	ECAC group(s) involved
FAL/4/1: To support the implementation of efficient oversight regimes regarding assistance to persons with disabilities by ECAC Member States	<ul style="list-style-type: none"> FAL/4/1-1: An annual meeting of Experts on PRMs is organised to receive input from industry and exchange information on ECAC work on PRM matters. FAL/4/1-2: Information is shared based on experiences of assistance to PRMs within ECAC Member States and prepare positions to support improvement and development within Europe and internationally. 	ECAC Secretariat FAL WG FAL PRM Sub-group PRM Experts Group
FAL/4/2: To implement the ECAC Quality Assessment Programme and other measures, for the benefit of ECAC Member States.	<ul style="list-style-type: none"> FAL/4/2-1: ECAC Quality Assessments are organised upon request from Member States. FAL/4/2-2: An annual schedule of host states for the ECAC Quality Assessment Programme for assistance to Disabled Persons and Persons with Reduced Mobility is prepared. 	ECAC Secretariat FAL WG FAL PRM Sub-group Member States

	<ul style="list-style-type: none"> FAL/4/2-3: Member States experts participate in the QAP training and certification organised by the Secretariat and release certified assessors to participate in QAP assessments. FAL/4/2-4: QAP documents are regularly reviewed- including the QAP methodology and handbook – and are updated in line with learnings and other relevant developments in relation to PRM assistance. 	
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FAL/5 Aim: To support assistance to aircraft accident victims and their families

Objectives	Expected deliverables	ECAC group(s) involved
FAL/5/1: To support the harmonisation and implementation of measures on assistance to aircraft accident victims and their families in ECAC Member States	<ul style="list-style-type: none"> FAL/5/1-1: Measures for the provision of assistance to aircraft accident victims and their families, including amongst ECAC Member States and more widely (e.g. through participation with ICAO and other international organisations) are implemented. 	FAL WG
FAL/5/2: To support Member States, through capacity building, in their initiatives on assistance to aircraft accident victims and their families in ECAC Member States	<ul style="list-style-type: none"> FAL/5/2-1: International/European/National capacity building activities (e.g. workshops on implementation of national accident victims' assistance plans) are implemented in cooperation with state authorities and relevant organisations for the benefit of ECAC Member States. 	FAL WG

ENVIRONMENT

ENV/1 Aim: To further harmonise European environmental policies, practices and tools and to promote them internationally		
Objectives	Expected deliverables	ECAC group(s) involved
ENV/1/1: To share information on current European practices, initiatives and regulations and to identify areas and needs for further European harmonisation	<ul style="list-style-type: none"> ENV/1/1-1: Information is shared between ECAC States on their current practices, initiatives and regulations, and debate is fostered on needs for further European harmonisation and options for addressing them, including via the development of best practices documents. ENV/1/1-2: Information provided by European organisations and stakeholder is shared, regarding current and future priorities and initiatives for regulation, and communication is facilitated between EU institutions and ECAC's non-EU Member States, including on further harmonisation or sharing of best practices. 	ENV Forum ECAC Secretariat
ENV/1/2: To support the development and maintenance by Europe of effective tools for the analysis of environmental impacts, in order to support policy decisions at the European and international levels, and to foster synergies and mutualisation of resources in this area	<ul style="list-style-type: none"> ENV/1/2-1: European tools and guidance material for the analysis of environmental impacts of aviation and the impact of environmental policies are shared between ECAC States, European organisations and European stakeholders. ENV/1/2-2: ECAC Guidance material, ECAC recommendations and best practices documents are developed, maintained and updated, to support ECAC States in their implementation of all aspects of the European comprehensive approach. ENV/2/2-3: ECAC.CEAC/Doc.29 4th Edition on the computation and validation of noise contours is completed and updated in close coordination with the European Commission, in order to meet the requirements of EU regulation as it evolves, with a view to maintaining and further improving its alignment with the Annex II to the EU directive on environmental noise in particular. 	EAEG (Exp), AIRMOD ENV Forum ECAC Secretariat
ENV/1/3: To aim for the harmonised submission of 44 European action plans for emissions reductions to show European determination against climate change, and to mutualise efforts.	<ul style="list-style-type: none"> ENV/1/3-1: ECAC Member States are provided with an updated guidance for a harmonised submission of European action plans, developed in close cooperation with the European Commission and EASA, with support of EUROCONTROL, to harmonise with EASA's EAER. It should comprise: <ul style="list-style-type: none"> a guidance for the drafting of the European action plans including their national section, 	APER TG EAEG (Exp)

	<ul style="list-style-type: none"> ○ an aggregated ECAC baseline scenario provided by EUROCONTROL and EASA, to mutualise the forecasting exercise and ensure its robustness and European consistency ○ a section common to all ECAC States, presenting the measures taken collectively and providing an estimation of the European contribution to the ICAO climate change goals ▪ ENV/1/3-2: The effective submission of European action plans to ICAO is promoted, and visibility is provided to the European mitigating action via the ECAC website (including public availability of national action plans, subject to authorisation by individual States), and Information Papers to international events. 	
ENV/1/4: To support the implementation of key climate change objectives, notably the implementation of CORSIA in application of ECAC's Bratislava Declaration, and the development and implementation of harmonised Sustainable Aviation Fuels (SAF) policy measures to contribute to putting ECAC Member States on a pathway to net zero carbon emissions by 2050	<ul style="list-style-type: none"> ▪ ENV/1/4-1: States are kept abreast of the expected developments on CORSIA, SAF etc. (resulting from CAEP and other work) to be prepared for the following phases of implementation. ▪ ENV/1/4-2: Feedback on the experience of CORSIA, SAF etc is shared amongst ECAC States and with stakeholders, with a view to suggesting for improvements, notably in order to feed the process of CORSIA periodic review, and guidance and/or best practices may be developed as necessary. ▪ ENV/1/4-3: Capacity building needs of ECAC States are identified and addressed, via either the facilitation of administrative partnerships between ECAC States, or development of capacity building material in ECAC and delivery of capacity building activities by ECAC. 	<p>ECAC Secretariat</p> <p>ENV Forum</p> <p>EAEG (Exp)</p>

ENV/2 Aim: To build capacity and expertise on aviation and the environment in ECAC Member States, and other Partner States as appropriate

Objectives	Expected deliverables	ECAC group(s) involved
ENV/2/1: To maintain and develop the experts' knowledge and increase the availability of European expertise, including a good understanding of major priorities and concerns of	<ul style="list-style-type: none"> ▪ ENV/2/1-1: ECAC capacity building programme on environment is implemented to meet needs expressed by ECAC Member States and build expertise in ECAC Member States. ▪ ENV/2/1-2: Noise expertise is maintained and further developed via the promotion of the latest updates of ECAC.CEAC/Doc.29, including public availability of supporting material and the organisation of ECAC 	<p>ECAC Secretariat</p> <p>ENV Forum</p>

European stakeholders (industry and environmental NGOs)	workshops presenting the latest updates of ECAC.CEAC/Doc.29, with the aim of building capacity and further harmonising noise mapping and measurements throughout Europe.	
ENV/2/2: To support ECAC Member States' own efforts to fulfil European and ICAO environmental requirements; including by strengthening the competencies and knowledge of people dealing with environment matters in these States	<ul style="list-style-type: none"> ENV/2/2-1: Needs of ECAC Member States are monitored, and options for addressing them are identified as needs arise. ENV/2/2/2: Capacity building activities are delivered in a way to maximise the development of capacity and expertise to support SAF production in ECAC Member States. ENV/2/2-3: Expertise is shared through other routes such as ENV Forum, participation in groups. 	<p>ECAC Secretariat (ENV/2/2-1 and 2/2-2)</p> <p>All relevant ENV groups (ENV/2/2-3)</p>
ENV/2/3: To promote ECAC external relations and outreach strategies through delivering capacity work outside the ECAC region where appropriate and inviting external partners to the ENV Forum.	<ul style="list-style-type: none"> ENV/2/3-1: Opportunities are sought through external relations with strategic Partner States and region. ENV/2/3-2: Where appropriate and subject to resources, such capacity building activities are carried out. ENV/2/3-3: External partners are invited to the ECAC Environment Forum, where appropriate. 	ECAC Secretariat
ENV/2/4: To keep abreast of developments in other fora, in particular relating to international agreements on climate change, scientific developments and policy developments.	<ul style="list-style-type: none"> ENV/2/4-1: Developments in other fora are monitored, and information on developments in UNFCCC and the implementation of Paris agreement, (in particular its Article 6 on cooperation by using mitigation mechanisms) ENV/2/4-2: Experts are kept abreast of scientific developments relating to aviation environmental impacts (IPCC, Research centres, World Health organisation, etc.) ENV/2/4-3: Dialogue is maintained with European stakeholders to improve the understanding of technical developments and potential technical challenges faced and to identify potential ways forward. ENV/2/4-4: Scientific and policy developments on non-CO₂ effects are actively monitored, and ECAC Member States are regularly informed of such developments, and further actions are taken, where appropriate. 	Environment Forum

ENV/3 Aim: To promote internationally European environmental priorities, policies and practices		
Objectives	Expected deliverables	ECAC group(s) involved (with leading role)
ENV/3/1: To promote European environmental aviation priorities, policies and practices in international fora, i.e. at ICAO and in the framework of ECAC's MoUs with sister organisations and other bilateral agreements, and to coordinate European positions.	<ul style="list-style-type: none"> ENV/3/1-1: European positions are coordinated and common position papers are prepared for major ICAO events (with support of EASA and EUROCONTROL, to the extent possible). ENV/3/1-2: European coordination group meets as necessary before/during/after international meetings to prepare European positions and to consolidate a Key Briefing Document. ENV/3/1-3: European members of the ICAO Council are provided with coordinated briefing material for the environmental points of the agenda of Council sessions and its advisory groups, and replies to ICAO State letter consultations are coordinated as necessary, in both cases coordinated with the EU. ENV/3/1-4: European participation in and contribution to environmental international and regional seminars (LTAG, CORSIA, action plans, alternative fuels, green airports, etc.) is promoted to ensure a satisfactory level of European representation, and supported via the preparation of presentations that promote European approaches. ENV/3/1-5: Information is exchanged with other regional organisations and bilateral partners on environmental priorities, policies, and practices. 	EAEG(Exp) ENV Forum
ENV/3/2: To maintain European participation and increase its influence in the ICAO Committee on aviation environmental protection (CAEP)	<ul style="list-style-type: none"> ENV/3/2-1: European positions and papers to CAEP meetings and CAEP steering group (SG) meetings are coordinated amongst European CAEP members and observers (with support of EUROCONTROL and EASA, to the extent possible). ENV/3/2-2: Briefing material is coordinated and provided to European CAEP members and observers ahead of CAEP and CAEP SG meetings for ensuring consistent and efficient European interventions at these meetings. It is kept under review and updated at the daily coordinating meetings held during CAEP and CAEP SG meetings. ENV/3/2-3: European stakeholders (industry and environmental NGOs) involved in CAEP work are consulted, and respective views are shared on 	EAEG(CAEP)

	<p>main concerns and priorities relating to CAEP work, ahead of the determination of European positions (in view of ENV1/2/1).</p> <ul style="list-style-type: none"> ENV/3/2-4: Outreach to CAEP members from non-European States is undertaken ahead of and during CAEP and CAEP SG meetings in order to improve mutual understanding to and facilitate emergence of consensus ENV/3/2-5: European participation and leadership in CAEP is promoted and supported. ENV/3/2-6: Developments and updates of ECAC/CEAC/Doc.29 4th Edition are promoted in ICAO via the issuance of WPs and IPs to CAEP and its appropriate Working Groups, with a view to maintaining the European leadership in this area and maintaining the alignment of ICAO doc 9911 with ECAC/CEAC Doc29, from which the ICAO guidance originates. ENV/3/2-7: Support to European experts involved in CAEP Working groups or task groups is provided as necessary, via coordination meetings (with support of EUROCONTROL and EASA, to the extent possible) held ahead and/or during meetings, and common WPs or IPs are prepared when deemed necessary. 	
ENV/3/3: To contribute to improve the robustness, environmental integrity and compliance of CORSIA over time.	<ul style="list-style-type: none"> ENV/3/3-1: Developments in the standing Technical Advisory Body on the Emissions Unit Criteria (EUC) are kept under review to ensure that criteria set in the CORSIA package are met. ENV/3/3-2: European coordinated contribution to CAEP (co-led by ECAC/EC with support of EASA and ECTRL) is pursued for the update, maintenance, and improvement of the CORSIA package, relating to eligible emissions units, alternative fuels, MRV and transparency, taking into account feed-back from experience, progress in scientific knowledge and the improvement of compliance by way of transparency. ENV/3/3-3: European coordinated contribution to the review of CORSIA periodic review (in 2025) is made in order for Europe to actively contribute to meeting the objective ENV/1/3. 	EAEG(Exp) EAEG-CAEP
ENV/3/4: To support work on achieving ICAO's long-term aspirational goal for international aviation of net zero carbon emissions by 2050, and the ICAO 2050 SAF vision	<ul style="list-style-type: none"> ENV/3/4-1: Coordinated action is taken to promote the achievement of the net zero CO₂ LTAG, and the ICAO 2050 vision including a potential quantified target, via the promotion of best practices, notably in the domain of Sustainable Aviation Fuels. 	EAEG(Exp) EAEG-CAEP

ENV/4 Aim: To contribute to the enhancement of international environmental policies and technical developments in aviation, also taking into account priorities and concerns from European stakeholders		
Objectives	Expected deliverables	ECAC group(s) involved
ENV/4/1: To keep abreast of results of assessment work on current and expected impacts of environmental policies, expected technical enhancements and of scientific developments, with a view to informing the determination of environmental priorities for the medium and long term.	<ul style="list-style-type: none"> ENV/4/1-1: Information on the current status and trends of benefits/impacts of environmental policies is shared, including beyond Europe, via the presentation of assessment work undertaken by EASA, EUROCONTROL, EEA and the EC as well as research organisations, or international organisations, notably for the purposes of the European Aviation and Environment Reports. In particular, this overview will focus on climate change, local air quality and noise, including aspects relating to impacts on health. ENV/4/1-2: Information provided by stakeholders from the European industry is shared regarding future/expected technical enhancements, including on alternative fuels, and debate is fostered on incentivising policies. 	ENV Forum
ENV/4/2: To support the determination of European priorities for the future regarding international aviation and the environment	<ul style="list-style-type: none"> ENV/4/2-1: Information is shared amongst European States, organisations and stakeholders, on arising issues, their initiatives and future priorities. ENV/4/2-2: Information is shared with other Partner States, on initiatives, arising issues, and future priorities. ENV/4/2-3: Looking ahead, arising issues, areas for improvement, and European priorities for the future are determined and reflexions are engaged on main environmental priorities for Europe at the 2025 ICAO Assembly. ENV/4/2-4: Support work is coordinated in EAEG in order to inform European positions at ICAO Assembly 2025 on the delivery of the LTAG. 	EAEG(Exp)

ECONOMIC MATTERS

ECO/1 Aim: To develop economic expertise in ECAC Member States		
Objectives	Expected deliverables	ECAC group(s) involved
ECO/1/1: To promote and support understanding on economic issues and challenges of common interest to the aviation community within ECAC.	<ul style="list-style-type: none"> ECO/1/1-1: Relevant topics for developing economic studies are identified and discussed at meetings, including further analysis related to the effects and consequences of the crisis caused by the COVID-19 pandemic. 	Economic Working Group - Network of Chief Economists
ECO/1/2: To maintain, update and develop the experts' knowledge and increase the availability of European expertise, including a good understanding of major priorities and concerns of European stakeholders.	<ul style="list-style-type: none"> ECO/1/2-1: Topics considered by ECAC Member States as relevant, under regulators' perspective, are analysed among ECAC Member States and with key stakeholders (e.g. barriers to market access, ownership and control, connectivity, airport charges, consumer protection). As part of this, recommendations are discussed and developed for presentation to Directors General. ECO/1/2-2: International developments on economic regulation are monitored on a continuous basis and discussed at the Economic Working Group meetings, their impacts on ECAC Member States is evaluated and possible actions required are developed. ECO/1/2-3: Events are organised in cooperation with industry stakeholders, e.g. ECAC Forum, ECAC/EU Dialogue with the air transport industry (2026). ECO/1/2-4: Exchanges of information on economic studies and statistics are regularly ensured, and shared (e.g. web platform) amongst ECAC Member States. This includes in response to any requests for analysis of data and figures to support policy discussions in the Economic Working Group. 	<p>Economic Working Group - Network of Chief Economists</p> <p>ECAC Secretariat and ECAC/EU Dialogue 2026 Steering Group</p>
ECO/1/3: To promote and support understanding on social issues (e.g. labour and skills issues, initiatives arising from the	<ul style="list-style-type: none"> ECO/1/3-1: Socio-economic or other social challenges for the future development and sustainability of the European air transport (e.g. labour and social issues, social sustainability, new employment models) are addressed and the impact on ECAC Member States is evaluated. 	Economic Working Group - Network of Chief Economists

<p>International Labour Organization) and challenges of common interest to the aviation community within ECAC.</p>	<ul style="list-style-type: none"> ECO/1/3-2: ECAC positions are agreed on how to address socio-economic issues and recommendations for best practices are compiled and developed for presentation to Directors General. ECO/1/3-3: ECAC and supported partner (e.g. ILO, ICAO) positions on the importance of socio-economic sustainability and best practices are fed into wider European and international debates on how to ensure the future development of air transport. 	
<p>ECO/2 Aim: To promote European priorities on economic matters with international partners, regional and international organisations</p>		
Objectives	Expected deliverables	ECAC group(s) involved
<p>ECO/2/1: To promote Pan-European priorities and positions on economic matters in international meetings and events (i.e. at ICAO and in the framework of ECAC's MoUs with sister regional organisations and in bilateral relationship).</p>	<ul style="list-style-type: none"> ECO/2/1-1: Pan-European positions are coordinated and common position papers/key briefing documents developed, when necessary, in advance of international meetings, (e.g. ICAO Air Transport Regulation Panel (ATRP) and ICAO Assembly (2025)). ECO/2/1-2: The European Coordination Group on Economic Matters meets as necessary to prepare European positions and Pan-European contributions to ICAO ATRP and to ICAO ATRP Working Group, ICAO Assembly. 	<p>European Coordination Group on Economic Matters (ECG-ECO)</p>

LEGAL MATTERS

LEG/1 Aim: To promote expertise on legal issues in ECAC Member States		
Objectives	Expected deliverables	ECAC group(s) involved
LEG/1/1: To support understanding on legal aspects of topics of common interest to aviation community within ECAC.	<ul style="list-style-type: none"> LEG/1/1-1: Information sharing takes place on experiences on current and future legal issues of interest to ECAC Member States including discussing legal aspects and implications of international aviation developments. LEG/1/1-2: Priority areas of interest under legal matters for the aviation sector are identified and positions on best practice are developed and information for ECAC Member States on these matters is shared. LEG/1/1-3: Support to the work on the Convention for the Secretariat of the European Civil Aviation Conference is given. 	Legal Task Force (LEGTF) Task group on ECAC legal status (LEGS)
LEG/1/2: To monitor and support the ratification of international legal instruments by Member States, and internationally.	<ul style="list-style-type: none"> LEG/1/2-1: Information is provided regarding the status of ratification of international legal instruments, and main concerns surrounding remaining ratifications are identified such as current challenges and other specific points to raise under discussion of international law instruments and subsequently best practices are shared on the implementation within ECAC Member States. LEG/1/2-2: Follow-up actions to decisions adopted at international meetings is ensured and support to their implementation among ECAC Member States, where appropriate, is provided, in particular for the ratification of international legal instruments (e.g. amendments to Articles 50a and 56 of Chicago Convention). 	LEGTF
LEG/2 Aim: To promote European priorities on legal matters with international partners, regional and international organisations		
Objectives	Expected deliverables	ECAC group(s) involved
LEG/2/1: To promote Pan-European priorities and positions on legal matters in international meetings and events (i.e. at ICAO and in the	<ul style="list-style-type: none"> LEG/2/1-1: Legal issues and approaches are discussed with a view of facilitating and supporting the participation of ECAC Member States to international meetings (in particular for ICAO Legal Committee and its working groups, and ICAO Assembly 2025) and, where appropriate, ECAC common positions are prepared. 	LEGTF

framework of ECAC's MoUs with sister regional organisations and in bilateral relationships).	▪ LEG/2/1-2: Proposals are coordinated and suggestions made for ECAC Member States to feed into the agenda and speakers lists of international events on legal matters in aviation (e.g. ICAO CALAF).	
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EXTERNAL RELATIONS

EXTREL/1 Aim: To promote European positions and priorities internationally		
Objectives	Expected deliverables	ECAC group(s) involved
EXTREL/1/1: To ensure European positions, priorities and good practices are well represented and influence the outcome of major international events.	<ul style="list-style-type: none"> EXTREL/1/1-1: European positions are coordinated in advance of major international events (e.g. ICAO Assembly, ICAO High Level Conferences, Panels) in accordance with the Best Practice Document for European Coordination in ICAO events. 	DGCA, Coordinating Committee European Coordination Groups
	<ul style="list-style-type: none"> EXTREL/1/1-2: The Best Practice Document for European Coordination in ICAO events is regularly reviewed and improved in cooperation with the European Commission to reflect lessons learnt during international events; once reviewed, amended versions of the document are presented to Directors General for adoption. 	ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/1/1-3: Common position papers on European strategic priorities are prepared, endorsed and presented at major international events. 	DGCA, European Coordination Groups
	<ul style="list-style-type: none"> EXTREL/1/1-4: European Coordination Meetings (ECM) between ECAC Member States are organised before/during/after major international events, co-chaired with the European Commission. 	ECAC Secretariat European Coordination Groups
	<ul style="list-style-type: none"> EXTREL/1/1-5: Briefings on key elements and Debriefing on lessons learnt are organised before/after ICAO Assembly, and possibly major events. 	ECAC Secretariat + European Coordination Groups

	<ul style="list-style-type: none"> EXTREL/1/1-6: Views of key international partners and other regional organisations are sought in advance of such events in order, where possible, to achieve a cooperative approach, the presentation of joint papers and support to European positions. 	<p>Focal Point for External Relations – ECAC President/Vice-Presidents</p> <p>ECAC Secretariat + European Coordination Groups</p>
<p>EXTREL/1/2: To ensure close coordination with the European representatives on the ICAO Council.</p>	<ul style="list-style-type: none"> EXTREL/1/2-1: Directors General of all ECAC Member States are informed of priority issues in forthcoming ICAO Council sessions and of decisions taken during ICAO Council sessions thanks to: <ul style="list-style-type: none"> regular updates provided during DGCA meetings; and periodic meetings/videoconferences with European Representatives on ICAO Council; or briefing notes sent to all Directors General. <p><i>Note: this enables ECAC Member States who do not have a representation on the ICAO Council to be informed of the positions taken by the European representatives on ICAO Council and have the possibility to express views and advice.</i></p> 	<p>ECAC Secretariat (No group in lead.)</p>
	<ul style="list-style-type: none"> EXTREL/1/2-2: European representatives on ICAO Council are informed on positions and decisions of Directors General of ECAC Member States in order to offer them the possibility to take positions in the ICAO Council consistent with ECAC interests (e.g. invitation to attend DGCA meetings, access to relevant DGCA papers, DGCA familiarisation course). 	<p>ECAC Secretariat (No group in lead.)</p>
	<ul style="list-style-type: none"> EXTREL/1/2-3: Regular meetings are organised between the ECAC President and European representatives on the ICAO Council. 	<p>ECAC President</p> <p>ECAC Secretariat (No group in lead.)</p>

EXTREL/2 Aim: To strengthen cooperation with existing partners within and beyond Europe		
Objectives	Expected deliverables	ECAC group(s) involved
EXTREL/2/1: To strengthen close cooperation with the EU and with other European organisations	<ul style="list-style-type: none"> EXTREL/2/1-1: Efficient and effective cooperation with EC, EUROCONTROL, EASA, SESAR through reciprocal invitations to meetings, participation in conferences, exchange of information, etc. is achieved. 	ECAC Secretariat All relevant groups
	<ul style="list-style-type: none"> EXTREL/2/1-2: Regular bilateral meetings with senior officials of these organisations on various aspects of air transport policy are organised. 	ECAC President ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/2/1-3: ECAC-EC coordination in advance of all ICAO events and high-level conferences is ensured. 	ECAC Secretariat European Coordination Groups
EXTREL/2/2: To ensure coordination with ICAO	<ul style="list-style-type: none"> EXTREL/2/2-1: ECAC and ICAO, and in particular the EUR/NAT office, activities are coordinated, within their respective mandates, through regular exchange of information and invitation to attend meetings and events, on a reciprocity basis and to the extent possible. 	ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/2/2-2: Joint activities (e.g. workshops) are organised on topics of common interest. 	ECAC Secretariat
EXTREL/2/3: To strengthen effective relationships with regional aviation organisations (e.g. ACAO, AFCAC, LACAC, WAEMU, ECOWAS) and	<ul style="list-style-type: none"> EXTREL/2/3-1: Exchange of information, best practices and experiences in areas of common interest is ensured through regular meetings at both political and technical levels (e.g. in advance of international events). 	ECAC President ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/2/3-2: Regular meetings are organised between the ECAC President and the Presidents and Directors of the regional organisations (e.g. in advance of ICAO major events, ICAO Council elections). 	ECAC President ECAC Secretariat

promote European priorities.	<ul style="list-style-type: none"> EXTREL/2/3-3: Participation in major events (e.g. general assemblies, conferences) is ensured on a reciprocal basis. 	ECAC President ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/2/3-4: Joint capacity-building activities are organised, subject to the availability of financial and human resources. 	ECAC Secretariat Relevant groups supporting capacity building activities
EXTREL/2/4: To strengthen relationships with bilateral partners (e.g. United States, Canada, Australia, Republic of Korea, New Zealand, China, Singapore, United Arab Emirates, Malaysia, Indonesia) and promote European priorities.	<ul style="list-style-type: none"> EXTREL/2/4-1: Exchange of information, best practices and experiences in areas of common interest is ensured through regular meetings at both technical and political levels (e.g. in advance of international events, CC/US meetings). 	ECAC President ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/2/4-2: Participation in major events (e.g. conferences) is ensured on a reciprocal basis. 	ECAC President ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/2/4-3: Joint capacity-building activities are organised, subject to the availability of financial and human resources. 	ECAC Secretariat Relevant groups supporting capacity building activities
EXTREL/2/5: To promote the visibility of ECAC activities and priorities	<ul style="list-style-type: none"> EXTREL/2/5-1: Contribution to international meetings and conferences is ensured through acting as moderators/speakers/panellists in such events. 	ECAC President ECAC Secretariat
	<ul style="list-style-type: none"> EXTREL/2/5-2: ECAC communication tools (e.g. ECAC News, News Point) and social media (e.g. website, LinkedIn) are used to promote activities 	ECAC Secretariat

EXTREL/3 Aim: To strengthen cooperation with industry and other stakeholders		
Objectives	Expected deliverables	ECAC group(s) involved
EXTREL/3/1: To consolidate cooperation with the air transport stakeholders (industry, NGOs, consumers organisations) on areas of common interest.	<ul style="list-style-type: none"> EXTREL/3/1-1: Regular exchange of views and experience in areas of common interest and on strategic priorities (e.g. evolution of air transport, impact of aviation on climate change, ECAC/EU Dialogue) is organised. 	ECAC President ECAC Secretariat All relevant groups
	<ul style="list-style-type: none"> EXTREL/3/1-2: Cooperation is strengthened through cross-participation in meetings, workshops and conferences. 	ECAC President ECAC Secretariat

COMMUNICATIONS

Note: This is a new domain of activity to be introduced for the first time in the ECAC work programme subject to resources being available in the Secretariat.

COM/1 Aim: To promote knowledge sharing on communication for civil aviation		
Objectives	Expected deliverables	ECAC group(s) involved
COM/1/1: To promote the sharing of knowledge, experience and information between communication specialists in ECAC Member States, including through the development of guidelines and best practices in the field of communication for civil aviation.	<ul style="list-style-type: none"> COM/1/1-1: Knowledge, experience and information are shared between communication specialists in ECAC Member States, including through the development of good practices and guidelines covering various aspects of communication for civil aviation (e.g. communication following civil aviation accidents, communication following a cyber attack, good practices for crisis communication, good practices for communication during a pandemic etc.). COM/1/1-2: Case studies are presented by ECAC Member States, on different topics of interest (e.g. handling media requests and guidelines for spokespersons, crisis communication, intercultural communication, communication training needs, etc.). 	ECAC Network of Communication Specialists (NETCOM)
COM/1/2: To identify challenges faced by ECAC Member States in their communication activities and propose possible actions to address them.	<ul style="list-style-type: none"> COM/1/2-1: A system for quick alerting or sharing-of-information between communication specialists is established, so that ECAC Member States can share information among them in a crisis situation (e.g. major accident, cyber attack, pandemic, etc.). COM/1/2-2: Information is exchanged on communication projects/campaigns on areas where ECAC Member States might not have a lot of knowledge, but where there is an interest in seeing what other countries are doing (e.g. on innovation, eVTOL, more energy-efficient power plants etc.). COM/1/2-3: Peer-to-peer learning is organised upon request (e.g. ECAC Member States that are more advanced in communication for civil aviation can offer support to other Member States). 	ECAC Network of Communication Specialists (NETCOM)

COM/1/3: To contribute to the further development of the ECAC Communication Strategy and its Annexes.	▪ COM/1/3-1: Periodic revisions and updates of the content of the ECAC Communication Strategy, based on the evolution of ECAC and Secretariat activities, including key messages presented in its Appendix 7.	EMTO Task Force ECAC Network of Communication Specialists (NETCOM)
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DIVERSITY AND INCLUSION IN CIVIL AVIATION

Note: This is a new domain of activity to be introduced for the first time in the ECAC work programme subject to resources being available in the Secretariat.

D&I/1 Aim: To support Member States in their diversity and inclusion activities		
Objectives	Expected deliverables	ECAC group(s) involved
D&I/1/1: To share information and good practices between ECAC Member States on D&I issues and initiatives.	<ul style="list-style-type: none"> D&I/1/1-1: Information is collected, presentations and case studies and ideas on diversity and inclusion (D&I) activities and initiatives by ECAC Member States are shared. This exchange would also serve to establish a baseline/benchmark on the measures and activities currently in place and being developed in each Member State. D&I/1/1-2: Good practices on how to leverage D&I for organisational excellence are shared during the NETD&I meetings, and with all Member States. D&I/1/1-3: ECAC surveys on diversity, equity, and inclusion addressed to Member States are organised every two years (i.e. 2026), with a view to obtaining more information about the Member States' D&I initiatives, and results analysed and shared with all Member States. D&I/1/1-4: Diversity and inclusion case studies are published using, for example, the existing ECAC communication channels (e.g. ECAC News, News Point etc.). 	ECAC Network on Diversity and Inclusion in civil aviation (NETD&I)
D&I/1/2: To support Member States in their initiatives to increase diversity and inclusion in the workplace and increase organisational performance (e.g. by providing information about diversity and unconscious bias training	<ul style="list-style-type: none"> D&I/1/2-1: Information about training courses, guidance and other resources on D&I that Member States might want to use for their own purposes are shared in the NETD&I and with all Member States. D&I/1/2-2: Guidelines, good practices, methods and policies, and standards on D&I related topics are developed for the benefit of all ECAC Member States. D&I/1/2-3: Implementation of the actions included in the ECAC Charter on Diversity and Inclusion is monitored, and annual reports presented to Directors General. 	NETD&I

courses, guidance and other resources on D&I).	<ul style="list-style-type: none"> D&I/1/2-4: Capacity-building activities (e.g. training courses, workshops, etc.) covering various aspects of diversity and inclusion in civil aviation are organised for the benefit of all ECAC Member States. 	
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D&I/2 Aim: To promote cooperation and mutual understanding with international partners, regional and international organisations		
Objectives	Expected deliverables	ECAC group(s) involved
D&I/2/1: To promote Pan-European priorities and positions on diversity and inclusion matters in international meetings and events (i.e. at ICAO and in the framework of ECAC's MoUs with sister regional organisations and in bilateral relationship).	<ul style="list-style-type: none"> D&I/2/1-1: The ECAC Charter on Diversity and Inclusion is promoted in international meetings as well as with Partner States and sister regional organisations (ACAO, AFCAC, LACAC). 	ECAC Secretariat NETD&I