

Strategic Plan

2026–2050

Message from the Minister of Infrastructure and Energy



Civil aviation is not only a means of connecting people, places, and economies, it is also a powerful driver of national growth, innovation, and international cooperation. For Albania, aviation plays a crucial role in supporting our integration into the global and European community, strengthening trade and tourism, and ensuring that our citizens are better connected to opportunities across the world.

Civil aviation is a connectivity instrument and a driver of national growth.

Albania aims for a safe, secure, economically sustainable, and environmentally responsible system.

Long-term planning must guarantee resilience, efficiency, and interoperability with the European aviation network.

Guided by the principles of the Chicago Convention, the European Union aviation acquis, and in close cooperation with ICAO, EASA, and our European partners, we have committed ourselves to building a civil aviation system that is safe, secure, economically viable, and environmentally sustainable.

The significant achievements of the past years, including our progress in regulatory oversight, infrastructure development, alignment with EU standards, and international recognition, provide a strong foundation upon which we will continue to build.

As aviation recovers from the impacts of the COVID-19 pandemic, traffic growth in Albania has exceeded historic levels, confirming both the strength of our sector and the trust of travelers and businesses. This growth also places on us the responsibility to plan and invest wisely, ensuring that our aviation system remains resilient, efficient, and fully interoperable with the European aviation network, capable of meeting the demands of the future.

This National Civil Aviation Strategy is fully aligned with ICAO's 2026-2050 Strategic Plan, including the Long-Term Global Aspirational Goal of net-zero carbon emissions by 2050, and with the European Union's Green Deal and Sustainable and Smart Mobility objectives.

By embracing innovation, fostering partnerships, and mobilizing investment, Albania is determined to transform its aviation sector into a model of sustainability, safety, and performance within the European aviation family.

With the dedication of our institutions, the professionalism of our workforce, and the support of international and European partners, we will continue to strengthen Albania's role in regional and global aviation. Together, we will ensure that civil aviation remains a pillar.



Introduction to the Strategic Plan

The sector's transformation after the 1990s has created the foundation for a long-term vision.

Growth in passengers and traffic requires careful planning for capacity, safety, and climate resilience.

Emerging technologies will require new regulatory and operational approaches.

Since the early 1990s, Albania has undergone a remarkable transformation in civil aviation, evolving from a limited, state-controlled system into a modern sector that is increasingly integrated into the European and global aviation network. Building on this progress, and inspired by ICAO's Long-Term Strategic Plan 2026-2050, Albania is now setting out its own forward-looking vision to ensure that aviation continues to serve as a key driver of national development, connectivity, and international integration.

At the same time, Albania is committed to simplifying and modernizing its aviation legislation and administrative procedures, in close coordination with international and European aviation organizations, in order to enable sustainable growth of the industry, encourage innovation, and reduce unnecessary regulatory burdens while fully preserving safety and security.

This Strategic Plan comes at a decisive moment for Albania. Passenger numbers and traffic movements have more than tripled in the past decade, and forecasts indicate continued growth driven by tourism, trade, and expanding regional and global connections. Such growth brings significant opportunities but also requires careful planning to address challenges in safety oversight, security, environmental sustainability, climate change adaptation, and capacity.

Emerging technologies, including highly automated aircraft, drones, and advanced air mobility solutions, are expected to play a central role in Albania's aviation system in the coming decades. Their safe and efficient integration into Albanian airspace, while ensuring interoperability with European partners and effective civil-military coordination and dual-use of airspace and infrastructure where appropriate, will demand new approaches to regulation, infrastructure, airspace management, and human capital.

At the same time, Albania is committed to supporting the global clean-energy transition. Aviation must contribute by reducing carbon emissions, fostering sustainable aviation fuels, and investing in green and resilient infrastructure. These environmental objectives, combined with the country's strategic aspiration to join the European Union by 2030, require a balanced approach that ensures compliance with ICAO and EASA standards. The Albanian Civil Aviation Strategic Plan 2026-2050 reflects these ambitions. It charts a path toward a safer, more secure, efficient, inclusive, and environmentally sustainable aviation system anchored in Albania's national priorities, supported by its talented professionals, enabling industry growth through smart and proportionate regulation, and aligned with the global and European vision for the future of air transport.

Civil Aviation Context for Albania

3.3M**Passengers in 2019**

BASELINE BEFORE GROWTH

11.6M+**Passengers in 2024**

UNPRECEDENTED GROWTH

70,040**Traffic movements**

FROM 28,270 IN 2019

75%**Women in
management**

LEADERSHIP IN DIVERSITY

Albania's civil aviation sector has experienced unprecedented growth in recent years, with passenger numbers rising from 3.3 million in 2019 to over 11.6 million in 2024, and traffic movements more than doubling from 28,270 to 70,040 over the same period. This surge has been met through a strategic focus on infrastructure expansion, enhanced connectivity, and increased competition.

The sector plays a vital role in supporting Albania's tourism-driven economy, strengthening trade links, while also addressing the needs of all airspace users through the Flexible Use of Airspace approach, which integrates civil and military requirements into a single cooperative framework for national security.

Building on the remarkable improvements in safety oversight, evidenced by the ICAO ICVM audit that raised Albania's Effective Implementation score from 46% in 2022 to 89% in 2024, the Albanian Civil Aviation Authority is now transitioning from a compliance-focused regulator to a performance-oriented service authority.

Albania recognizes that future growth must be balanced with environmental responsibility. The ACAA is committed to supporting the long-term decarbonization of aviation, the adoption of cleaner energy, and the development of a National Roadmap for Environment and Climate Change Adaptation, in line with ICAO's global aspirational goals.

Expansion of airport infrastructure and improvement of air navigation services.

Modernization of permits, licensing, inspections, finance, HR, and document management.

Use of satellite systems, big data, and artificial intelligence for higher efficiency.

Civil Aviation Context for Albania

The sector's economic sustainability depends on continuous investment in airports, air navigation services, and airline operations. Planned infrastructure upgrades, including Tirana International Airport expansion, the certification and operationalization of Vlora International Airport, and improved ANS systems, will ensure Albania keeps pace with demand through 2050.

This will be supported by the ongoing digital transformation program to modernize permits, licensing, inspections, HR, finance, document management, and safety oversight. Future digitalization will also extend to ATM modernization, leveraging satellite-based systems, big data, and artificial intelligence to build resilience and efficiency.

Albania's greatest asset remains its people. With a highly committed workforce where women make up 65% of staff and 75% of senior management, the ACAA demonstrates leadership in diversity and gender equality.

To sustain these achievements and ensure long-term benefits for the nation, Albania is also focusing on systematic capacity building, capital investment mobilization, and strong international partnerships with ICAO, EASA, Eurocontrol, NATO, and the European Commission.



Civil Aviation Context for Albania

“A safe, sustainable, and connected aviation system fully integrated into the European aviation community”

VISION

INSTITUTIONAL MISSION

The mission of the Albanian Civil Aviation Authority is to ensure the highest levels of safety, security, efficiency, and environmental responsibility in civil aviation, in full alignment with recognized international standards, while actively promoting innovation and the introduction of new and emerging aviation technologies and supporting sustainable socio-economic development.

ACAA fulfills this mission through a strong, independent, and professionally competent organization, built on highly qualified, continuously trained, and motivated staff, modern regulatory tools, and a robust quality and safety management culture, while providing consistent, transparent, and efficient services and guidance to all aviation stakeholders.

ACAA facilitates technological progress and industry modernization to further enhance safety and public health protection, improve passenger experience and consumer confidence, safeguard the public interest, and contribute to Albania's full integration into the European and global aviation system.

THE MISSION IS TRANSLATED INTO ACTION:

High standards for operational safety and aviation security.

Modern, transparent regulation aligned with international standards.

Innovation, new aviation technologies, consistent services, and deeper cooperation with national and international partners.

Core Values of the Albanian Civil Aviation Authority

The Core Values of the Albanian Civil Aviation Authority define how the Authority carries out its responsibilities, makes decisions, and interacts with the aviation community and the public. They guide the behavior of all staff, shape the organizational culture, and ensure that regulatory actions are taken with professionalism, transparency, and consistency.

These values translate strategic objectives into daily practice, from certification and oversight activities to policy development, digital transformation, and stakeholder engagement. They support fair and proportionate regulation, encourage open dialogue with industry, and reinforce accountability in the use of public authority and resources.

By embedding these values into leadership practices, staff development, and quality management systems, ACAA strengthens trust with passengers, operators, and international partners, while ensuring that safety, innovation, and sustainable development remain central to Albania's aviation future.



01 Safety First

Safety is our top priority in every decision, process, and activity. We are committed to maintaining the highest safety standards, ensuring that passengers, crew, and airspace users benefit from a secure aviation environment.

02 Integrity and Accountability

We act with honesty, fairness, and transparency, taking responsibility for our actions and decisions. Integrity and accountability strengthen public trust and reinforce our role as a reliable regulator and partner in aviation.

03 Professionalism and Excellence

We foster a culture of competence, continuous learning, and high performance. Our staff represent our most valuable asset, and we invest in their development to ensure world-class expertise in aviation oversight.

04 Collaboration and Inclusiveness

We build partnerships with national and international stakeholders, working together across civil, state, and military domains. Inclusiveness, respect, and diversity strengthen our ability to deliver fair, balanced, and innovative solutions.

05 Sustainability and Innovation

We are dedicated to promoting environmentally sustainable aviation, supporting decarbonization, clean energy transition, and climate resilience. At the same time, we embrace innovation and digital transformation as enablers of a modern, future-ready aviation system.

06 Consumer and Public Focus

We serve the needs of passengers, industry, and the wider public by ensuring efficiency, fairness, and reliability. Our goal is to safeguard consumer rights while enabling Albania's aviation sector to generate broader socio-economic benefits.

Logic of the Objectives



The Albanian Civil Aviation Authority has established a set of Strategic Objectives to support its Vision and Mission and to guide the long-term development of Albania's civil aviation system. These objectives define the priority outcomes that ACAA seeks to achieve in fulfilling its regulatory mandate, supporting sustainable sector development, and safeguarding the public interest.

The Strategic Objectives provide a coherent framework for all ACAA policies, regulatory initiatives, oversight programs, investment priorities, and capacity-building activities. They ensure that daily operational actions and long-term reforms are consistently aligned with national aviation policy, the State Safety Programme, National Security Program, National Facilitation Program, National Airspace Program, the National Aviation Safety Plan, and Albania's commitments under ICAO and the European Union aviation acquis.

By articulating clear, measurable, and outcome-oriented goals, ACAA strengthens strategic focus, supports performance-based management, and promotes accountability across the organization. The goals also facilitate effective cooperation with government institutions, industry stakeholders, and international partners by providing a transparent and predictable strategic direction.

All ACAA programs, projects, and regulatory developments will be designed, implemented, and evaluated against these Strategic Goals, ensuring that resources are used efficiently and that progress toward safer, more secure, more efficient, and more sustainable aviation is continuously monitored and improved.

PRIORITY GOALS 2026–2030

Every program, project, and regulatory reform must link directly to the strategic objectives.

Progress must be monitored through measurable indicators and focused on concrete results.

Resources are oriented toward safety, security, efficiency, sustainability, and innovation.

01 Safe Aviation

Albania has an outstanding record of zero civil aviation accidents, and ACAA will continue ensuring the highest safety and security standards, protecting passengers, cargo, staff, and the public from risks and unlawful interference, including cyber threats.

- Strive for zero fatalities from aviation accidents or incidents.
- Maintain a robust safety oversight and security framework aligned with ICAO, EASA, and EU standards.



02 Environmentally Sustainable Aviation

Albania commits to the net-zero 2050 target, reducing emissions and noise while adapting aviation to climate change. ACAA will promote sustainable fuels, green technologies, and environmentally responsible operations to ensure growth is compatible with environmental protection.

- Contribute to achieving net-zero carbon emissions by 2050 in line with ICAO's Long-Term Aspirational Goal (LTAG).
- Minimize aircraft noise and emissions to the lowest practicable levels.
- Adapt infrastructure and operations to mitigate and respond to the impacts of climate change.

03 Aviation as a Driver of Prosperity and Connectivity

Aviation will remain a driver of prosperity, tourism, and connectivity. ACAA will ensure a competitive, viable system that creates jobs, fosters innovation, and supports Albania's EU integration and wider economic growth.

- Position aviation as a driver of national prosperity, tourism growth, and regional connectivity.
- Promote a competitive, affordable, and innovative aviation ecosystem.
- Ensure that aviation contributes to the well-being of society, including job creation and equal opportunities.

04 People-Centered and Efficient Aviation System

ACAA will ensure reliable, affordable, and inclusive aviation services through modernized operations and efficient processes, supported by harmonized and adaptive regulation, while fostering a competitive and innovative aviation sector that enhances connectivity, drives economic growth, and supports Albania's EU integration.

- Facilitate smooth, predictable, and affordable passenger and cargo journeys through well - coordinated regulations, procedures, and technologies.
- Enhance reliability and efficiency of air operations and airspace management.
- Strengthen aviation resilience, emergency preparedness, and crisis response.



05 Harmonized Legal and Regulatory Framework

Albania's aviation laws and regulations will remain harmonized with ICAO and EU standards while adapting to new challenges such as drones, advanced air mobility, and cybersecurity. ACAA will also support dual-use airspace and infrastructure to balance civil and national security needs.

- Ensure Albania's aviation legal and regulatory frameworks are fully harmonized with international and EU law.
- Anticipate and adapt to new challenges such as cybersecurity, drones, advanced air mobility, and other emerging technologies.
- Safeguard sovereignty and support dual-use civil-military infrastructure integration through modern legal instruments.

Key Enablers

To ensure the successful achievement of the strategic objectives set out in this Plan, the Albanian Civil Aviation Authority has identified a set of key enablers that are essential for effective and sustainable implementation. These enablers represent cross-cutting institutional, regulatory, technological, and human-capacity factors that support all strategic pillars and enable consistent delivery of results across safety, security, capacity, sustainability, innovation, and service quality.

Key Enablers are not stand-alone initiatives; they are foundational capabilities that strengthen the Authority's ability to regulate, oversee, facilitate, and respond to a rapidly evolving aviation environment. They address systemic challenges such as increasing operational complexity, technological transformation, climate impacts, growing traffic volumes, and heightened expectations from passengers, industry, and international partners.

By prioritizing these enablers and integrating them into all implementation programs, projects, and regulatory reforms, ACAA ensures that strategic actions are delivered efficiently, coherently, and with long-term institutional resilience. This approach supports continuous improvement, risk-based and data-supported decision-making, and alignment with ICAO, EASA, Eurocontrol, and European Union requirements, while remaining responsive to national development priorities.

The performance and effectiveness of each key enabler will be regularly monitored through measurable indicators, internal audits, and management reviews, ensuring accountability and enabling timely corrective actions. This will allow ACAA to assess how effectively the enablers contribute to the achievement of strategic objectives and to the overall performance of Albania's civil aviation system.

01 Continuous Organizational Improvement and Digital Transformation

ACAA will continuously modernize its structures and processes to deliver efficient, transparent, and accountable oversight. Through digital tools such as the IMPACT digital platform, e-licensing, and data dashboards, the Authority will ensure faster services, evidence-based decisions, and a gradual transition from risk-based oversight to performance-based oversight.

02 Innovation and Smart Oversight

Albania will embrace innovation by integrating emerging technologies such as unmanned aircraft systems, advanced air mobility, artificial intelligence, and satellite surveillance into its aviation system. By promoting smart oversight methods and testing new solutions, ACAA will remain adaptive, efficient, and aligned with global aviation progress.

03 Human Capital, Gender Equality, and Next-Generation Professionals

People are ACAA's most valuable asset. With a workforce already distinguished by gender balance and leadership by women, the Authority will expand training, mentorship, and career pathways to attract and prepare the next generation of aviation professionals. The planned Aviation Academy will be a cornerstone for skills development and knowledge transfer.

04 Financial Sustainability and Cooperation

A sustainable aviation system requires robust and diversified funding. ACAA will strengthen financial management, cost recovery, and efficiency, while exploring new revenue streams through training, consultancy, EU programmes, and public-private partnerships. Financial sustainability will ensure long-term independence, credibility, and resilience of the oversight system.

Key Enablers

PRIORITY GOALS 2026–2030

- Measurable indicators for the performance of each key enabler.
- Internal audits and periodic management reviews.
- Timely corrective actions to maintain implementation momentum.
- Decision-making based on risk, data, and alignment with international partners.



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2026–2050



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