



WORKING PAPER

ASSEMBLY — 40TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 24: Technical Cooperation: Policy and activities on technical cooperation

**POLICY AND ACTIVITIES ON TECHNICAL COOPERATION
DURING THE PERIOD 2016 – 2018**

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This Working Paper provides a general overview of the ICAO Technical Cooperation Programme activities undertaken during the 2016-2018 triennium and an update on the implementation of ICAO's policies and strategy for technical cooperation and technical assistance as well as the ICAO Programme for Aviation Volunteers (IPAV) administered by the Technical Cooperation Bureau (TCB).

Appendix A of the Report presents an analysis of the Technical Cooperation Programme's performance results in the 2016-2018 period from both the financial and the non-quantifiable operational perspectives. In its Appendix B, the Report presents the Administrative and Operational Services Cost (AOSC) Fund results for the 2016-2018 triennium, complemented by information on the apportionment of costs between the AOSC Fund and the Regular Budget in the reporting period. Programme achievements by Strategic Objective are presented in Appendix C. Appendix D proposes required editorial changes to Assembly Resolution A39-16 - *Consolidated Statement on ICAO Policies on Technical Cooperation and Technical Assistance*, for adoption by the Assembly.

Action: The Assembly is invited to:

- a) remind Contracting States contemplating the development or enhancement of their civil aviation infrastructures, to consider the advantages of using the ICAO Technical Cooperation Programme for their civil aviation projects;
- b) urge Contracting States, when implementing civil aviation development projects through ICAO, to give priority to Universal Safety Oversight Audit Programme (USOAP) and Universal Security Audit Programme (USAP) findings and recommendations as well as other sources, such as the conclusions and decisions by Planning and Implementation Regional Groups (PIRGs) and Regional Aviation Safety Groups (RASGs), with a view to rectifying identified deficiencies, resolving Significant Safety and Security Concerns and addressing opportunities for improvement in all civil aviation fields, while directly contributing to the achievement of all ICAO's Strategic Objectives;
- c) urge Contracting States to provide sustained financial and human resource support through the ICAO Programme for Aviation Volunteers (IPAV) to develop capabilities within beneficiary States in the implementation of ICAO Standards and Recommended Practices (SARPs), as well as foster self-reliance and growth;
- d) request the Secretary General to continue to raise the awareness of States, private sector entities and donors as to the advantages of having recourse to ICAO for the implementation of capacity building and infrastructure development projects in the civil aviation field; and

e) adopt the revised “Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance” in Appendix D, which supersedes Assembly Resolution A39-16.	
<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	The ICAO Technical Cooperation Programme is funded by Governments, donors, financial institutions and other entities contributing financially or in kind to technical cooperation projects. The Technical Cooperation Bureau (TCB) is self-financing and operates under the cost recovery principle.
<i>References:</i>	Doc 10075, <i>Assembly Resolutions in Force</i> (as of 6 October 2016) Doc 10082, A39-EX (<i>Report and Minutes of the Executive Committee</i>) A40-WP/4, A40-WP/49, A40-WP/50

1. GENERAL OVERVIEW

1.1 The ICAO Technical Cooperation Programme is the major operational tool for reinforcing the Organization’s technical cooperation mission objectives, including enhancing the capacity of States to implement ICAO Standards and Recommended Practices (SARPs) and Procedures for Air Navigation Services (PANS). Its continuing importance has been reaffirmed by the Assembly in several resolutions, *inter alia*, in the Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance (Resolution A39-16), which stipulates that the Technical Cooperation Programme is a permanent priority activity of ICAO that complements the role of the Regular Programme in providing support to States in the effective implementation of SARPs, PANS and Air Navigation Plans (ANPs) as well as in the development of their civil aviation administration infrastructure and human resources. It is furthermore one of the main instruments of ICAO to support States in remedying deficiencies and implementing improvements in the field of civil aviation, identified, *inter alia*, through ICAO’s audit programmes, Planning and Implementation Regional Groups (PIRGs) and Regional Aviation Safety Groups (RASGs).

1.2 The purpose of this report is to illustrate the Technical Cooperation Programme performance results in the 2016-2018 triennium from both the financial and the non-quantifiable operational perspectives, as well as to provide an update on policies and strategies for technical support for the mid to long-term. While the paper provides an overview of the activities undertaken during the period, further operational details, including summaries of major project achievements, can be found in the Annual Reports of the Council to the Assembly for 2016, 2017 and 2018 (*Executive Committee, Agenda Item 11*).

1.3 During the 2016-2018 triennium, the Technical Cooperation Bureau (TCB) developed an important portfolio of projects funded mainly by Governments or service providers, which have greatly contributed to the enhancement of aviation safety, air navigation capacity and efficiency, security and facilitation, economic development and environmental protection worldwide. During this period, assistance was provided to over 138 States and ten Organizations through the implementation of an average of 107 technical cooperation, technical assistance and ICAO Programme for Aviation Volunteers (IPAV) projects per year.

1.4 Considering the self-financing structure of the Bureau, which must recover its administrative costs while ensuring that support cost rates are kept to a minimum, the major challenge for the 2016-2018 reporting period was to sustain the upward trend in implementation and the AOSC Fund’s results while maintaining its ability to execute projects and deliver quality services to Member States at reasonable cost. Results of operations demonstrate, however, that the volume of implementation has experienced a decrease in the last triennium whilst the AOSC Fund has continually resulted in increasing surpluses, mainly due to the favorable US dollar rate of exchange and other factors not entirely under ICAO’s control. The next triennium

will see TCB develop a new financial model whereby over dependency on non-performance related factors is substantially minimized.

1.5 This reporting period saw the yearly development of a rolling Operating Plan for the Technical Cooperation Programme which, as an integral part of the ICAO Business Plan, sets forth the goals and strategies to be followed in the next three years, including operational and financial requirements. In effect since 2016, it supersedes the Management Plan presented to the Council since 2010 and serves as an annual roadmap for the interaction between the Technical Cooperation Bureau and the Council, facilitating its governance role. Taking into account recommendations aimed at improving the Bureau's efficiency and effectiveness at the management level arising, *inter alia*, from performance and financial audits or evaluations of TCB or aspects thereof carried out by the Internal and External Auditors in recent years as well as Council decisions, the Operating Plan has resulted in a stable and predictable reporting process.

1.6 Customer satisfaction is a primary indicator of service quality. For the 2016-2018 triennium, it is important to highlight the consolidation of the Quality Management System (QMS) which focuses on ensuring that the Bureau is fit for purpose by standardizing, documenting and improving operational processes to meet or exceed customer expectations and continually improve its role as a value-added service provider. Following the development, implementation and certification of the QMS to ISO 9001:2008 in Fall 2014, the Bureau successfully transitioned its QMS to ISO 9001:2015 and obtained re-certification in 2018. As part of the continual improvement process, TCB's rates of satisfaction are monitored and analysed on a regular basis to improve the timeliness and quality of project implementation and overall client satisfaction. In addition to the formal and frequent collection and analysis of customer satisfaction feedback carried out by TCB in support of its ISO 9001: 2015 Quality Management System, the Council mandated the conduct of a third-party customer satisfaction survey in alternate years beginning in 2015 to evaluate TCB's services for all ongoing and recently completed projects. The initial survey was conducted in 2015 and was repeated in 2017. Results from both surveys confirmed that the overwhelming majority of respondents were highly satisfied with TCB's services, and, in the case of the 2017 survey, which saw an increase of more than ten per cent in the number of positive responses submitted, a significant number of respondents indicated a very high likelihood of reusing TCB for future projects.

1.7 Among the initiatives to improve the Bureau's working methods, the 2016-2018 period marked the continued development of a Business Process Management System (BPMS) for the automation and optimization of TCB processes to facilitate the real-time monitoring of and detailed reporting on all ongoing projects, increase efficiencies by advancing efforts for a paperless office, provide document management capabilities and audit trail, and interface with current applications in particular ICAO's Enterprise Resource Planning (ERP) system (Agresso). The system is expected to be operational across all TCB Sections by December 2020.

2. POLICY AND STRATEGY FOR TECHNICAL SUPPORT

2.1 The "*Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance*" adopted by the 39th Session of the Assembly in its Resolution A39-16 outlines the general statement of principles, long-term policies and fundamental values governing the provision of technical cooperation and technical assistance by the Organization. While technical assistance funded by the ICAO Regular Budget and Voluntary Funds is coordinated mainly through the Regional Offices and Implementation Planning and Support Sections of the Air Navigation and Air Transport Bureaus, the ICAO Technical Cooperation Programme, funded by recipient Governments or donors, remains the responsibility of the Technical Cooperation Bureau which, however, also provides technical assistance if so determined by the Secretary General. Five technical assistance projects funded through the ICAO Safety Fund and Aviation Security Fund were implemented by TCB during the reporting period. A separate Report on the ICAO

Technical Assistance Programme is provided under cover of A40-WP/4. Appendix D proposes a slight update to Resolution A39-16 to take into account required editorial changes, for adoption by the Assembly.

2.2 Building partnerships and pooling resources are necessary for achieving sustainable and predictable funding for technical support and avoiding duplication of efforts. Considering that a high percentage of ICAO Member States lack the required funds to efficiently and consistently develop their civil aviation infrastructure and human resources, the ICAO Programme for Aviation Volunteers (IPAV) (and related Voluntary Fund) was established as a further No Country Left Behind strategy to foster self-reliance and growth by providing short-term assistance and coordinating the deployment of aviation professionals, working as Volunteers, in the interest of Governments in need. During the triennium, while ICAO continued to encourage its partners to contribute to technical support activities through sustained financial and human resources, and to supplement the relatively small amount received from such extra-budgetary sources, the Council decided that 50 percent of the AOSC Fund's annual surplus allocated to the TCB Efficiency and Effectiveness Fund, not exceeding CAD 125,000 a year, be earmarked for the IPAV Fund and/or technical assistance projects. Nine projects have been implemented since the Programme's inception. Applicable ICAO policies on the IPAV, which has been administered by TCB since 2016, are stipulated by Assembly Resolution A39-17. Specific reports on the subject are provided in A40-WP/49 and A40-WP/50.

2.3 The year 2018 was marked by a holistic review undertaken of the existing institutional arrangements and administrative mechanisms governing the provision of technical cooperation and technical assistance with a view to improving the management, coordination and accountability of all ICAO stakeholders, resulting in a redefinition of the roles and responsibilities for each phase of a project's cycle, from promotion to development, monitoring, implementation and quality assurance. Of most significant impact are the new outreach functions assigned to the Regional Offices for the promotion of TCB's services in their respective regions of accreditation as well as for the identification of potential civil aviation-related projects for TCB's implementation, as well as a strengthened Quality Assurance Process with an enhanced scope and participation of relevant Bureaus and the Regional Offices, bearing in mind their proximity to the States and technical expertise which can proactively help in the monitoring of projects and provide valuable support in the evaluation of a project's final outcome. A pilot project was launched to assess the effectiveness of the newly introduced changes, their impact on resource requirements and the value-added to States, as well as to identify lessons learned that could be used to refine the process.

2.4 Other notable activities undertaken during this period include a preliminary analysis of the Technical Cooperation Bureau's strategy and business model by an internal multidisciplinary team with the aim of enhancing service delivery through greater transparency, accountability and the highest standard of quality for the benefit of Member States. Council's deliberations on this proposal resulted in its approval of the integration of the Global Aviation Training Office (GAT) into the Bureau's structure by year-end as well as a decision for the alignment of ICAO's technical cooperation and technical assistance activities to be implemented by the end of 2020.

2.5 The 39th Session of the Assembly expressed support for ICAO's intention to strengthen, as a matter of priority, the Organization's oversight over its procurement activities by means of enhancing transparency, accountability and exchange of information on vendors' proscribed practices. The ICAO Vendor Sanction Policy, which was approved by the Council in 2017, establishes a framework through which ICAO is put in a position to process allegations of proscribed practices, i.e. fraud, corruption, collusion, coercion, unethical conduct or behaviour, or obstruction, and subsequently render decisions regarding the eligibility of vendors to participate in its procurement activities. In support of this policy, the efficient functioning of the ICAO Contracts Board, with the participation of the Legal Bureau, Finance Branch and Air Navigation Bureau continued to safeguard the Organization against potential financial exposure and assure the correct application of procurement processes, in particular regarding the United Nations standards of conduct and the provisions of

ICAO's Procurement Code. Since the policy's adoption, no allegations of proscribed practices engaged by vendors during the procurement process were received by the Organization for investigation.

2.6 While the Technical Cooperation Bureau maintains an active roster of international experts and registered consultancy companies in virtually all fields of civil aviation, a Talent Outreach Plan was developed in 2018 to address the existing shortfall of core competencies in aviation required by TCB to effectively maintain its long-term status as the global leader in assisting States in addressing their internal capacity gaps. At the same time, the Outreach Plan aims at supporting the No Country Left Behind initiative through active mobilization and deployment of aviation experts.

2.7 To promote the Bureau's global visibility and support its outreach activities during the triennium, TCB has, as an ongoing and permanent activity, continued to maximize every opportunity available to promote its value to States, service providers, donors, financial institutions and the private sector in the implementation of civil aviation projects globally, the scope of assistance and potential services available through ICAO, as well as the advantages of having the Organization as their partner of choice when requiring outside assistance. TCB took a number of specific measures to enhance communication and publicity outreach, including, *inter alia*, the organization of the Second Global Aviation Cooperation Symposium (GACS 2) in Athens, Greece in Fall 2017, as well as the preparation and dissemination of promotional packages. Furthermore, a new dedicated marketing strategy function was recently incorporated into TCB's structure.

2.8 Going forward, ICAO's strategy for the next triennium aims at strengthening the Bureau's positioning within the broader Organization and its distinction from equivalent service providers by emphasizing the added-value of conducting business with TCB, as well as diversifying its presence in terms of geographical distribution.

PROGRAMME DELIVERY OVERVIEW

Total Programme Delivery

1. The total Technical Cooperation Programme delivered (implemented) in the 2016 to 2018 triennium amounted to US\$356.2 million. Comparison with the preceding two triennia (US\$337.9 million and US\$389.7 million, respectively) under Table 1 reflects an increase of US\$ 18.3 million or 5.4% with respect to the lowest Programme delivery period and a decrease of US\$ 33.5 million or 8.6% to the previous triennium.

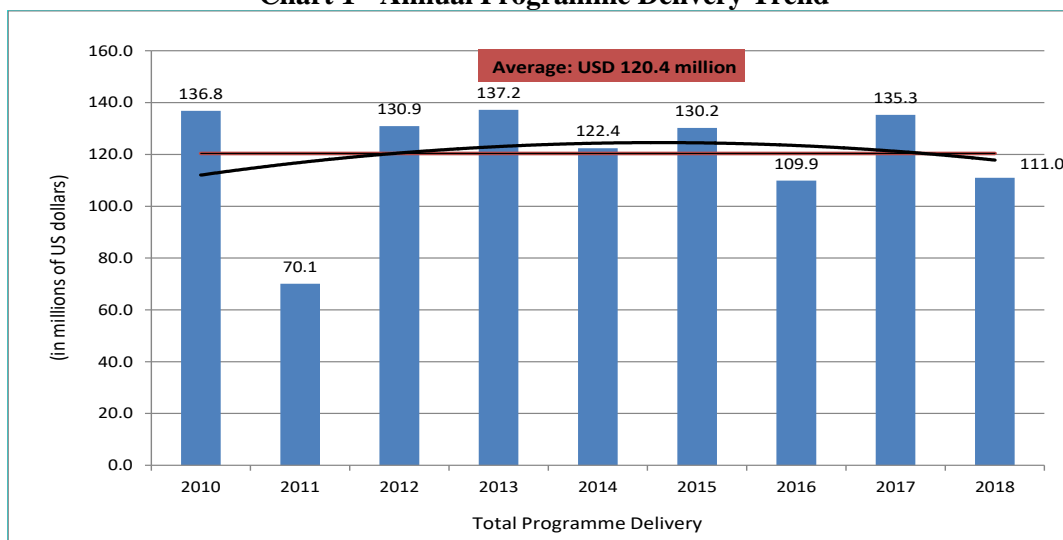
Table 1 – Total Programme Delivery

Total Programme Delivery (in US dollars)					
2010	136,840,564	2013	137,158,149	2016	109,888,189
2011	70,094,756	2014	122,367,931	2017	135,322,422
2012	130,941,497	2015	130,181,131	2018	110,976,637
	337,876,817		389,707,211		356,187,268

Annual Programme Delivery Trend

2. Chart 1 reflects the trend in delivery in the past three triennia, demonstrating the overall Programme fluctuation, influenced by several factors outside the control of ICAO, since projects are implemented at the request of States and depend on the timely deposit of funds and approval of activities by the governments. Year 2013 marked the highest Programme delivery during the last three triennia at US\$137.2 million, partially explained by major procurement of aviation equipment and large-scale activities associated with airport development. With the exception of year 2011, where a sharp decrease to US\$ 70.1 million was observed as a result of the completion of long-term and large volume procurement contracts, the annual Programme delivery remained relatively stable in the two preceding triennia. However, a decrease in Programme delivery in the last three years has been observed with the current triennium closing with a Programme of US\$ 111.0 million in 2018. On average, a US\$ 125.0 million annual Programme delivery is necessary for ICAO to fully recover its administrative costs.

Chart 1 - Annual Programme Delivery Trend



Sources of Funding

3. The overall sources of funding remain similar to the previous triennium, with the overriding proportion provided by Governments funding their own projects (99.5%). Donor contributions amounted to US\$1.8 million (0.5%), as compared to US\$2.7 million (0.7%) and US\$3.9 million (1.1%) in the 2013 to 2015 and 2010 to 2012 periods, respectively. Table 2 provides a summary of external contributions by donor under the ICAO Objectives Implementation Funding Mechanism.

Table 2 - External Sources of Funding for 2010 to 2018

Source of Funding	Years			Grand Total
	2010-2012	2013-2015	2016-2018	
Airbus	431,200	208,119	250,000	889,319
Aeronautical Radio of Thailand	0	0	20,000	20,000
Aerothai	19,973	0	0	19,973
AVSEC	0	235,590	98,400	333,990
Boeing	381,500	208,616	272,009	862,125
DGAC Chile	0	0	13,400	13,400
European Commission	146,900	0	0	146,900
FAA	464,200	23,431	280,500	768,131
France	0	431,645	0	431,645
IFFAS	949,600	0	0	949,600
Selex ES Technologies Ltd.	0	0	26,879	26,879
Spain	502,900	121,875	10,248	635,023
Transport Canada	180,800	183,486	77,694	441,980
UNDP - MDTF	117,200	0	0	117,200
UNDPKO	602,425	279,600	314,175	1,196,200
UNOPS	0	0	11,536	11,536
Safety Fund (SAFE)	14,000	1,013,564	276,521	1,304,085
SPCP	0	0	196,000	196,000
World Bank	100,000	0	0	100,000
Total	3,910,698	2,705,926	1,847,362	8,463,986

Support Costs

4. Total support costs (administrative fee revenue) recovered for the administration of the Technical Cooperation Programme against total Programme implementation of US\$356.2 million for 2016 to 2018 amounted to US\$22.9 million, representing an average of 6.4% for the period, as compared with 5.6% and 6.1% in the 2013-2015 and 2010-2012 triennia, respectively. Chart 2 indicates support costs recovered over the past three triennia, exhibiting a slight increase in the average ratio of support costs in the current triennium due to the relative increase in field personnel activities. Yearly variations in support cost rates shown in Chart 3 are impacted by the actual distribution of revenue by Programme component, since the equipment and subcontract components carry lower support cost rates as opposed to the personnel and/or training components. Support costs normally not exceeding 10 per cent are applied

to Technical Cooperation projects but may vary by project component under Management Services Agreements (MSA) depending on the complexity of the activity. Support cost rates for the equipment component under MSA and Civil Aviation Purchasing Service (CAPS) are variable and regressive with the increase in the size of purchase orders, from 8% to 4.9%, and negotiable above a US\$ 5 million threshold. These rates are negotiated with and agreed to by States and are reflected in the individual agreements signed with ICAO.

Chart 2 – Support Costs Recovered from 2010 to 2018

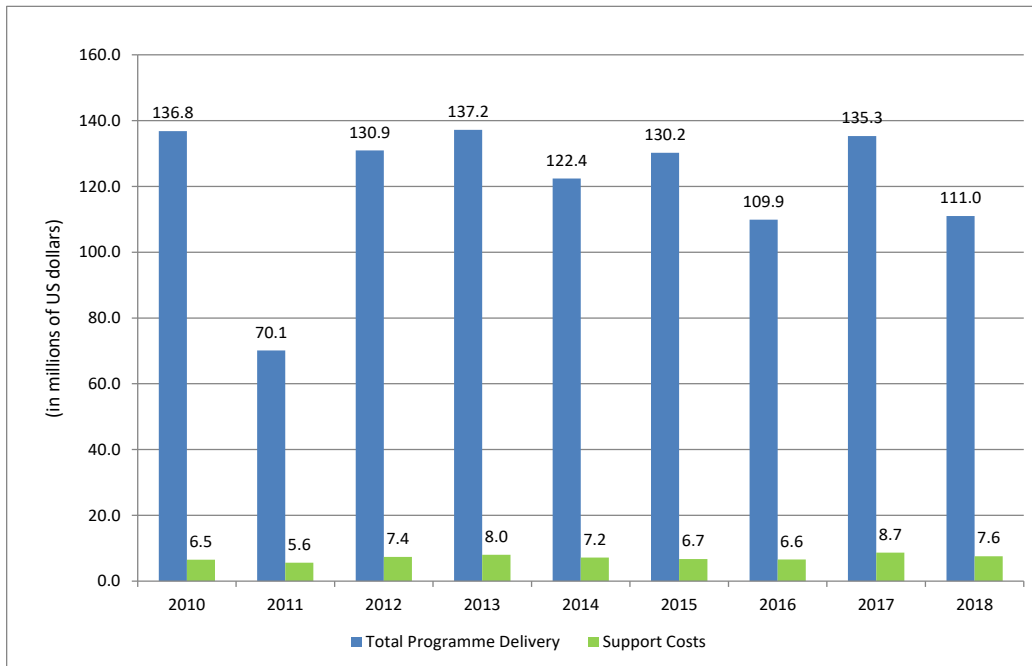
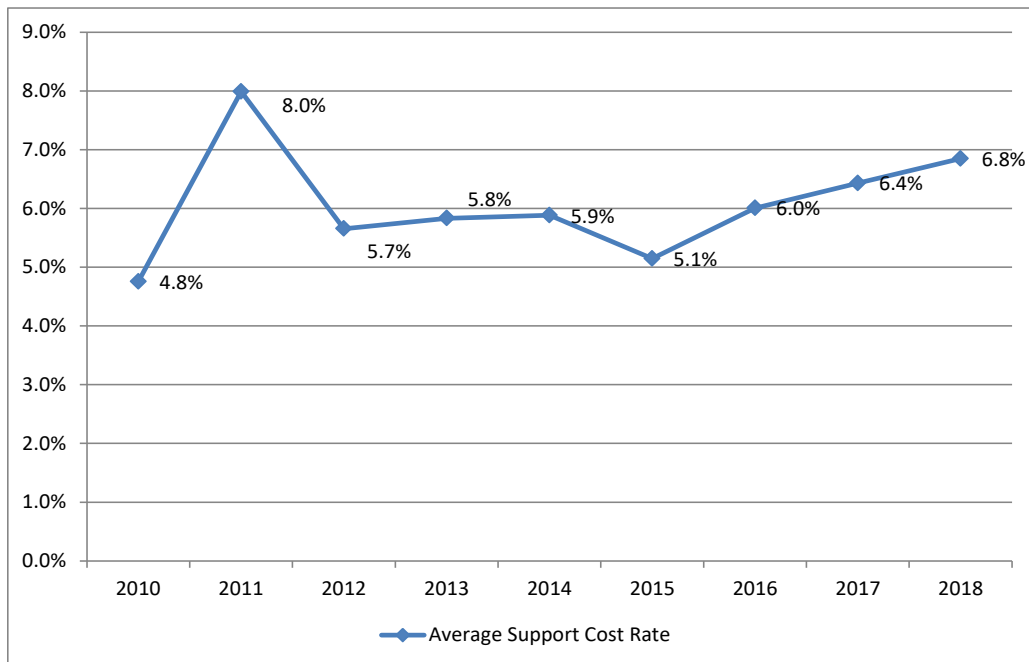


Chart 3 – Yearly Average Support Cost Rate from 2010 to 2018



Programme Delivery by Region

5. Total Technical Cooperation Programme delivery by geographical region is illustrated in Charts 4 and 5. The Africa Region accounted for 17.2% of the total Programme implemented in the 2016-2018 period, as compared with 14.9% and 20.0% in the 2013-2015 and 2010-2012 triennia, with a small increase of approximately 6.0% in the current triennium. The Asia and Pacific Region represented 3.0% of total Programme delivery over an average ratio of 2.5% for 2013-2015 and 7.5% for the 2010-2012 period, registering an increase of 9.2% in its programme volume as compared to the last triennium. Although a decrease in Programme volume in the order of 6.2% was experienced over the last triennium, the Americas Region continued to account for the majority of the Programme delivery at 74.3% as compared to 72.4% and 61.2% in the preceding two triennia. Finally, with the request of the Council commencing in 2016, reporting on the Europe and the Middle East Regions was separated by geographical area and accounted for 0.5% and 4.9%, respectively, of the total Programme implementation in the 2016-2018 triennia. Combined, the Europe and Middle East Regions represented 10.3% and 11.2% in the previous periods. The variations in the ratio of geographical distribution were influenced mainly by the number and type of requests, as well as funding made available by States.

Chart 4 – Programme Delivery by Region

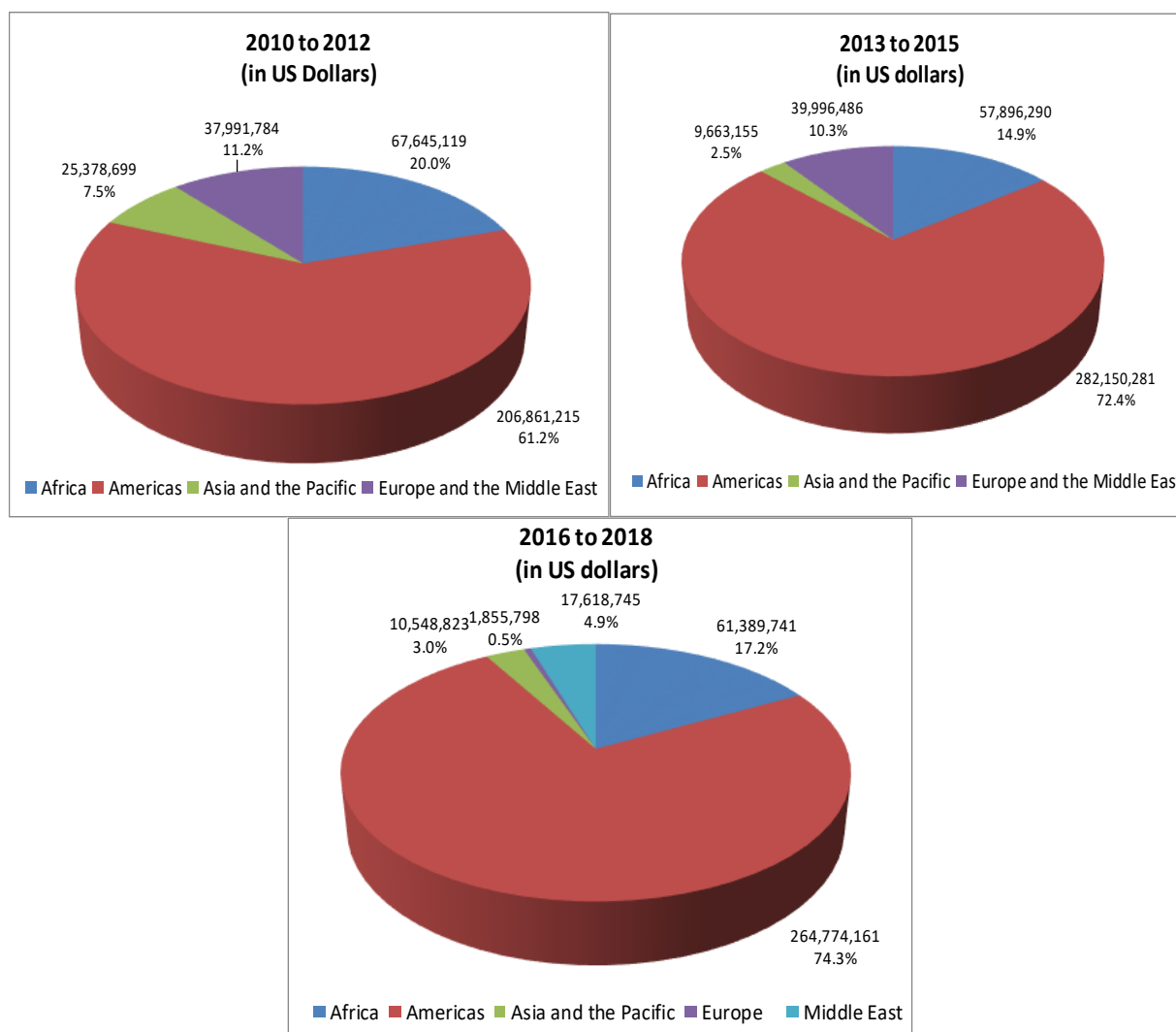
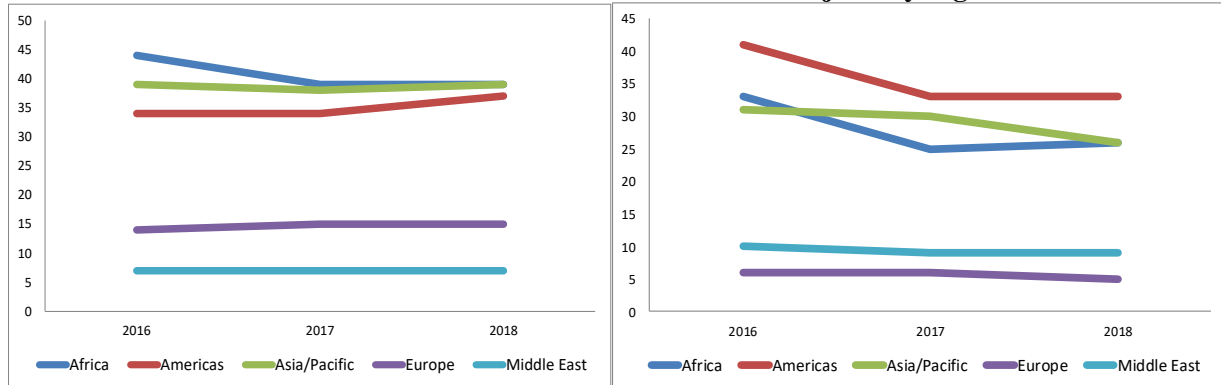


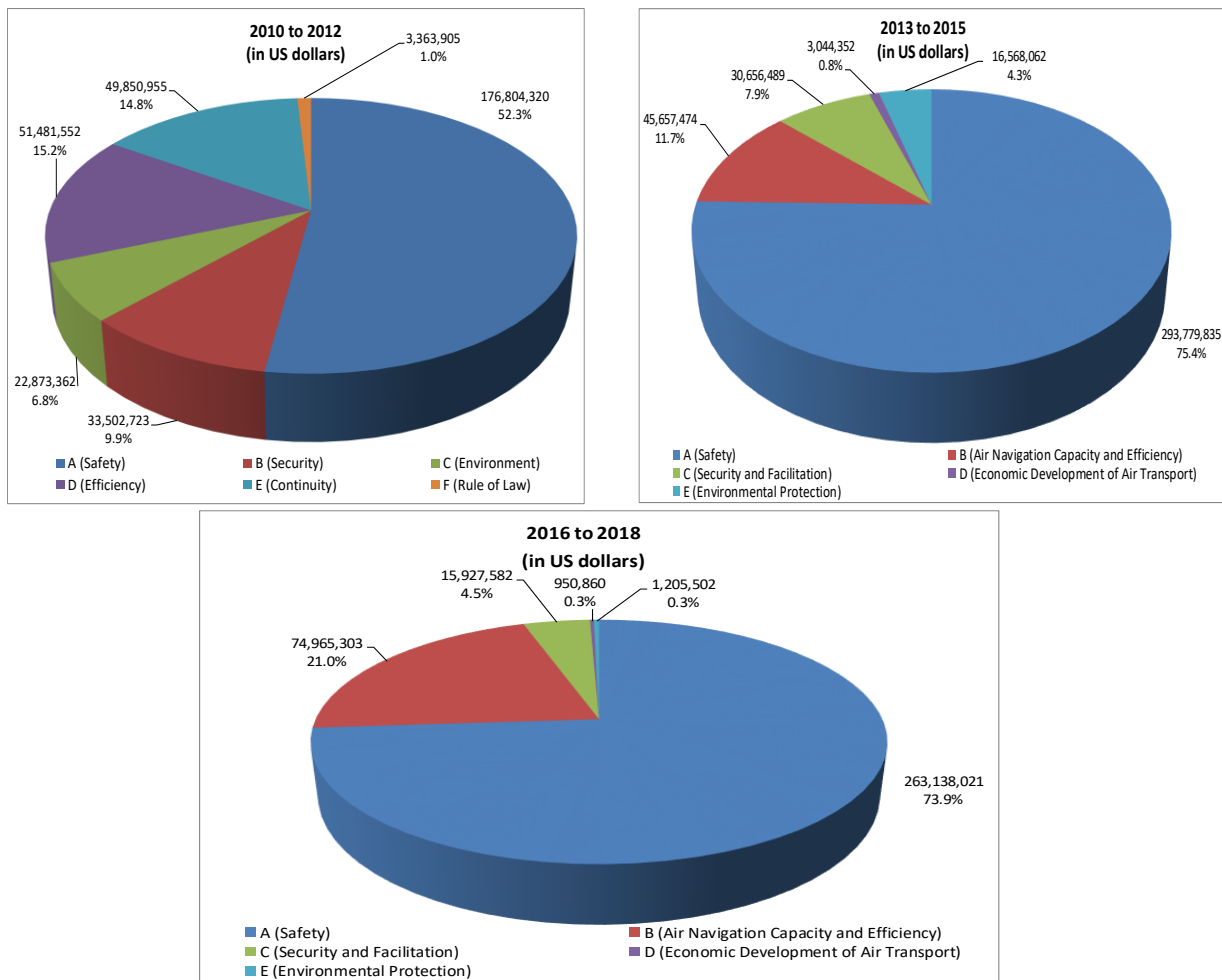
Chart 5 – Number of States and Number of Projects by region



Programme Delivery by Strategic Objective

6. The distribution of the Technical Cooperation Programme by Strategic Objective provided in Chart 6 reflects the projects’ overall contribution to the achievement of ICAO’s objectives for the 2010-2012, 2013-2015 and 2016-2018 triennia, demonstrating the States’ predominant focus on safety and air navigation priorities.

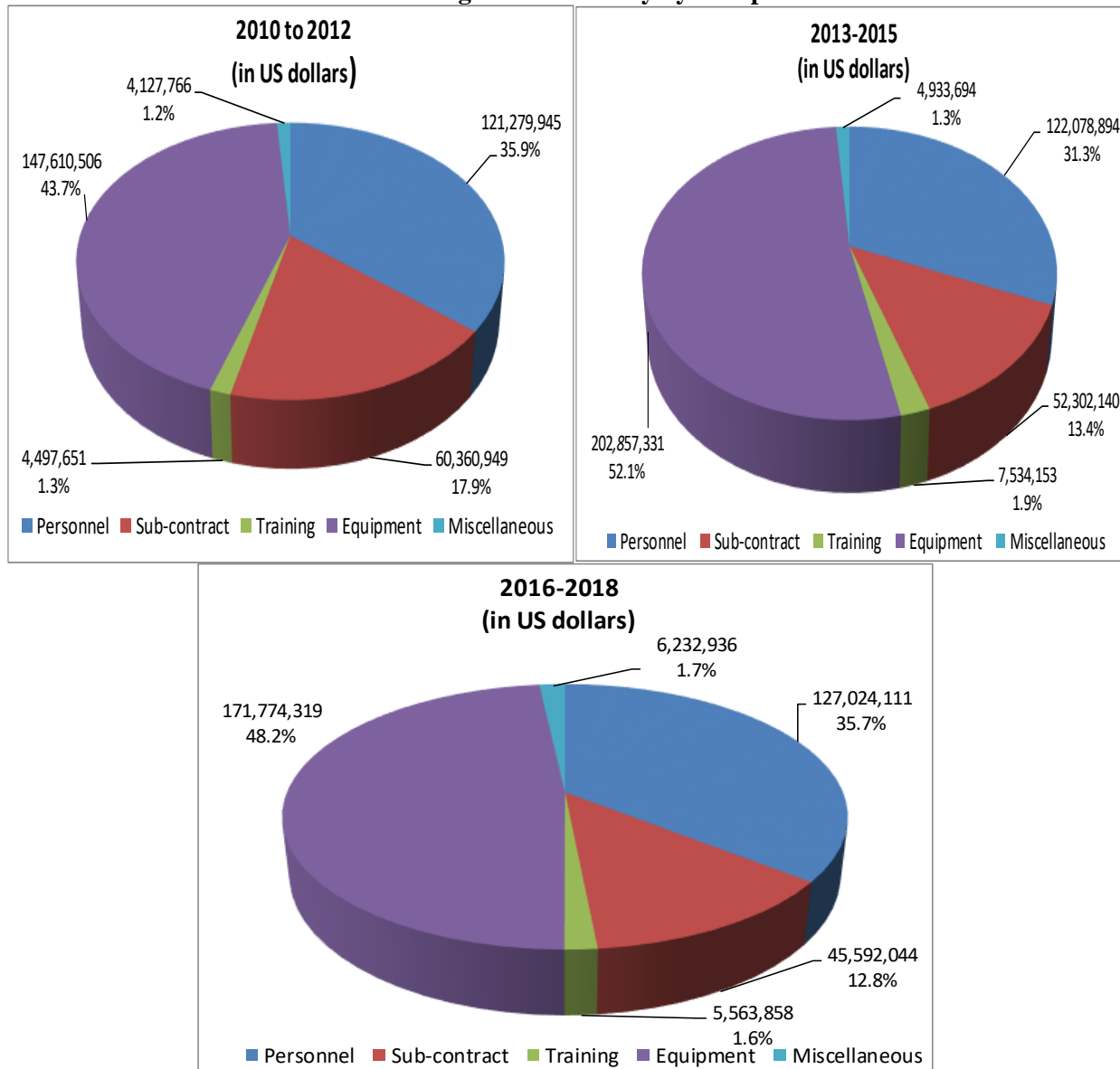
Chart 6 – Programme Delivery by Strategic Objective



Programme Delivery by Component

7. Distribution by Programme component has remained relatively stable, as illustrated in Chart 7. As a proportion of the total Programme, the procurement component, comprising of equipment and subcontracts, continues to represent the greatest volume of activity at 61.0%, despite significant variations in implementation over the triennia. The personnel component at 35.7% experienced a small increase by approximately 4.5% in the last triennium, while maintaining the overall level of implementation. Training represented an average of 1.6% of the total Programme during the triennia, experiencing a 26.2% decrease in volume compared to the last triennium.

Chart 7 – Programme Delivery by Component



Programme Deliverables by Component

8. Major deliverables during the 2016 to 2018 period, as compared with the 2013-2015 triennium, included:

- a) the deployment of 1061 international field experts, who carried out advisory missions or served as instructors or as executive personnel, as compared to 777;
- b) the recruitment of 2566 national experts for civil aviation administrations, as compared to 2212;
- c) the provision of in-country training to 17714 civil aviation personnel through national and regional training courses, workshops and seminars, as compared to 13657;
- d) the delivery of training by equipment suppliers to 1881 national personnel under procurement contracts, as compared to 1370;
- e) the award of fellowships in the aviation field to various training institutes for 2419 national personnel under the ICAO Fellowship Programme, the Developing Countries Training Programme and Aeropuertos Españoles y Navegación Aérea (AENA)/Agencia Española de Cooperación Internacional para el Desarrollo (AECID) Fellowship and Training Programme, as compared to 2041; and
- f) the procurement of major civil aviation equipment and services for a total of US\$217.3 million, as compared to US\$251.5 million.

Table 3 – Programme Deliverables by Component

TECHNICAL COOPERATION						
	2016		2017		2018	
International field experts	289	307.7 work/months	303	364.07 work/months	411	615.5 work/months
National experts	713		981		987	
Nationals trained in-country	5855		7055		4804	
Nationals trained by supplier	573		593		715	
Fellowship awards	898		796		725	
Equipment and services	USD 69.5 million		USD 83.2 million		USD 64.6 million	
TECHNICAL ASSISTANCE						
	2016		2017		2018	
International field experts	9	36.4 work/months	5	13.6 work/months	0	0
National experts	0		0		0	
Nationals trained in-country	154		111		0	
Nationals trained by supplier	3		0		0	
Fellowship awards	0		0		0	
Equipment and services (TCB)	USD 11,268		0		0	
Equipment and services (RP/RO)*	USD 5,606		USD 1.35 million		USD 2.42 million **	
ICAO PROGRAMME FOR AVIATION VOLUNTEERS (IPAV)						
	2016		2017		2018	
International field experts	0	0 work/months	5	3.10 work/months	2	1.3 work/months

* Equipment and services procured by TCB for technical assistance projects implemented by the Regular Programme or Regional Offices.

** CAD 3.13 million at 2018 average rate of exchange of 1 USD = 1.294 CAD.

9. Details of annual operational performance results by component are provided in the Annual Reports of the Council to the Assembly, including a summary of the objectives and deliverables of major technical cooperation projects implemented during this period on an individual, sub-regional and regional basis.

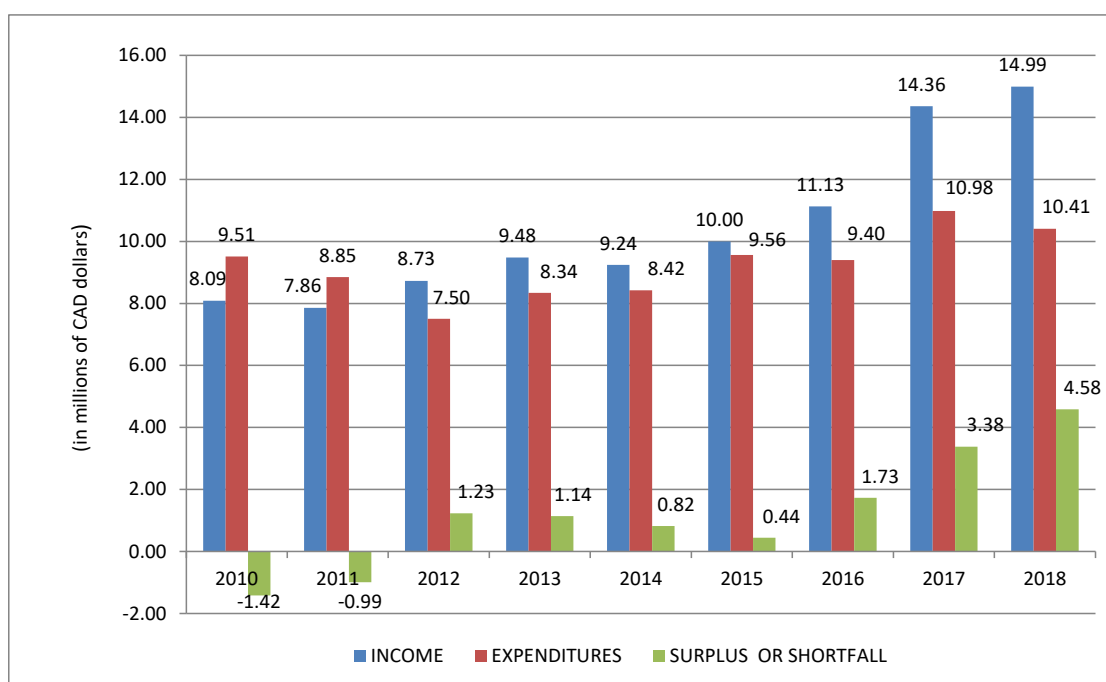
10. A list of Programme achievements by Strategic Objective over the 2016-2018 period is provided in Appendix C.

AOSC FUND INCOME AND EXPENDITURE ¹

1. Administrative charges levied for the execution of projects on the basis of the cost recovery principle are administered through the Administrative and Operational Services Cost (AOSC) Fund, which is utilized to meet the full cost of administration, operation and support of the Technical Cooperation Programme. It covers expenditures within TCB, including staff costs, as well as Regular Programme expenditures for services provided to TCB.

2. Results of operations show that the AOSC Fund has fully recovered its costs during the 2016-2018 triennium. Income exceeded expenditure by CAD 1.73 million in 2016, CAD 3.38 million in 2017 and CAD 4.58 million in 2018. Given the relative stability in Programme delivery impacting the volume of support costs recovered from projects, the initial decrease in expenditure as a result of the implementation of a number of economy measures to curtail the deficit trend in the five consecutive years between 2007 and 2011 and the careful monitoring of costs, the AOSC Fund has ended with a surplus since 2012. The Accumulated AOSC Fund as at 31 December 2018 amounted to CAD 10.9 million.²

Chart 8 – AOSC Fund Income and Expenditure

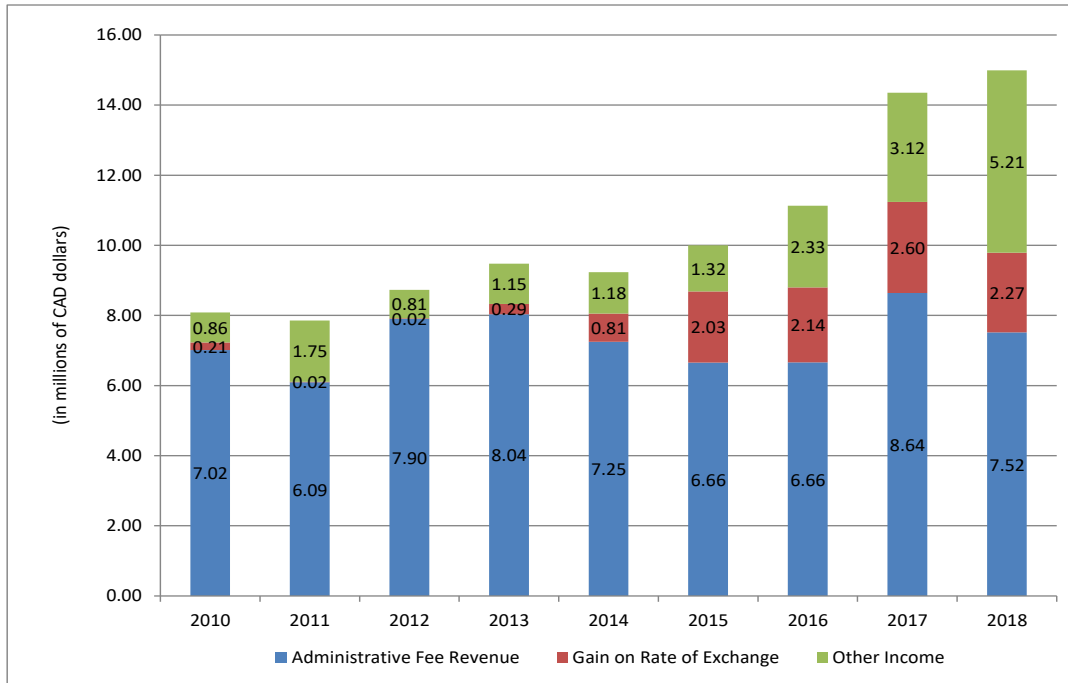


3. Further analysis demonstrates that the comparative strength of the US Dollar, in which the AOSC income is earned as well as income from other sources (i.e. interest, travel rebates, income from Developing Country Training Programmes, etc.) have been two major factors that have significantly contributed to the AOSC Fund's income and consequently, the positive results in recent years.

¹ The ICAO Financial Statements are presented in Canadian Dollars from 2008 onwards.

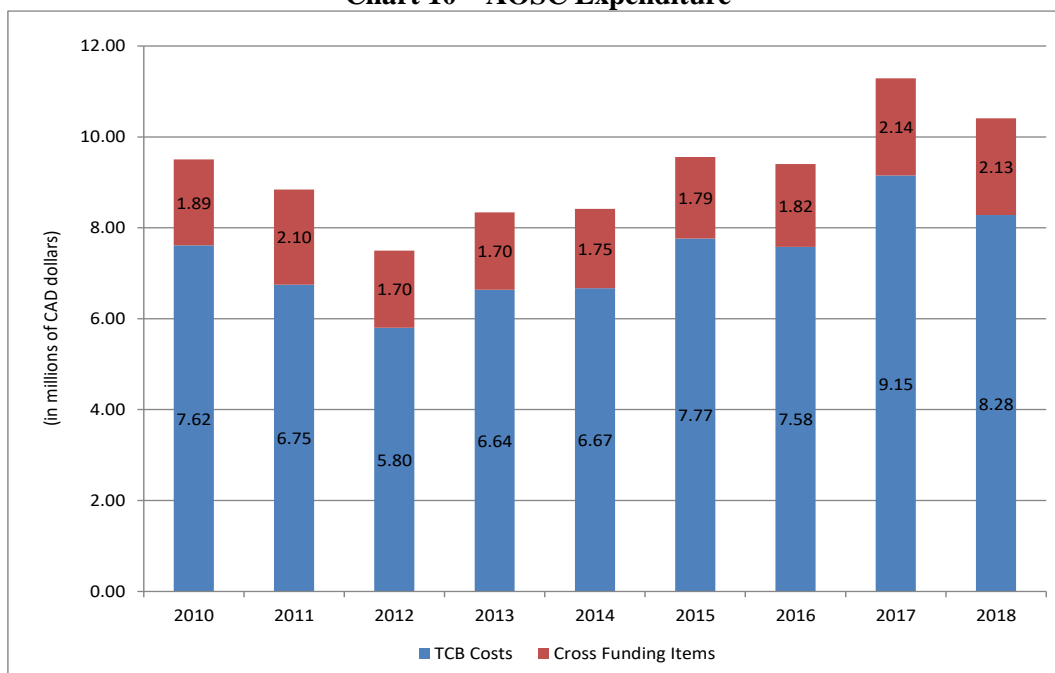
² The Accumulated AOSC Fund consists of reserve surplus funds which are used to cover possible deficits in Programme operations as well as pay, if necessary, termination indemnities to staff.

Chart 9 – AOSC Income



4. Total expenditure includes costs charged to the AOSC Fund amounting to CAD 6.1 million in the 2016-2018 triennium. These costs consist of support services provided by the Regular Programme (including the Regional Offices) in support of the Technical Cooperation Programme and United Nations common costs. Conversely, costs of CAD 496,000 due annually from the Regular Budget for Procurement and Travel services provided by TCB to the Regular Programme, totalling CAD 1.5 million, were recovered by the AOSC Fund in the triennium.

Chart 10 – AOSC Expenditure



5. In 2010 the Council adopted a new cost recovery policy to recognize the indirect costs incurred by the Regular Programme in providing support services to TCB as well as the costs incurred by TCB in providing procurement and travel services to the Regular Programme. To implement this decision a time survey was conducted to determine the actual time required by the Regular Programme and by TCB to provide the identified cross services, establishing the amounts of CAD 1.2 million to be paid by TCB and CAD 496,000 per year to be paid by the Regular Programme. A mechanism for adjusting, as required, the amount to be recovered from the AOSC Fund was adopted by the Council in November 2013. This mechanism is to be maintained for the 2020-2022 period as reflected in the draft ICAO Triennial Budget, and future years until such time a major fluctuation in the Technical Cooperation Programme volume is observed.

TECHNICAL COOPERATION PROGRAMME ACHIEVEMENTS BY STRATEGIC OBJECTIVE

1. Major achievements for the Technical Cooperation Programme by areas of technical support to States over the 2016-2018 period include:

1.1 Safety

- a) Assistance in the establishment and operation of Safety Oversight Organizations and Cooperative Programmes; enhancement of safety oversight capabilities of States through the development and implementation of Corrective Action Plans and mitigation of Significant Safety Concerns, USOAP-identified deficiencies and other safety related findings; transition to the USOAP/CMA; support in the preparation for ICAO USOAP audits; assistance in Coordinated Validation Missions (ICVMs) and in the conduct of safety oversight inspections; development and implementation of State Safety Programmes (SSP) and Safety Management Systems (SMS); development, revision and harmonization of civil aviation primary legislation, regulations and procedures; enhancement of human resources training; continued implementation of software solutions for flight planning, licensing and meteorology control procedures; enhancement of flight operations, airworthiness, accident and incident investigation, airport certification and inspection; establishment of an independent accident/incident investigation board and continued assistance of a Foreign Aircraft Safety Assessment Programme (FASAP) in a sub-region.
- b) Delivery of training courses in a wide variety of safety-related subjects, including aerodrome regulations, aerodrome certification auditing, aircraft accident and incident investigation; risk assessment, safety management; SMS; personnel licensing; aviation legislation; internal audit; aviation management; safety oversight; aerodrome inspection; SSP implementation; air disaster crisis planning; aviation training; flight simulators; transportation of dangerous goods by air; human factors; aviation English training; flight operations; facilitation; air traffic management and aviation security.
- c) Conduct of aeronautical studies including aerodrome safety risk studies, evaluation of airfield lighting design, gap analysis of SSP implementation and development of implementation plan, runway construction and rehabilitation, obstacle clearance altitude/height, airport safety, aeronautical meteorology ; assistance in the certification and surveillance of maintenance organizations, approved training organizations and aerodromes, and assistance in the preparation of accident investigation reports.
- d) Procurement of equipment for, inter alia, bird hazard control, fire-fighting, aeronautical information management system, satellite communications, maintenance and logistical support for aircraft, electro-mechanical applications, runway safety, airport information technology systems, airport construction and infrastructure expansion, maintenance and retrofitting of passenger boarding bridges, alternate power supply, hydrant fuel systems, thermal treatment waste plant, and medical equipment for health centres.
- e) Procurement of services, including airport support services; provision, operations and maintenance of safety equipment; management of the Asia Pacific common regional virtual private network services; and development of specifications for logistical equipment and selection of common service provider.

1.2 Security and Facilitation

- a) Regional assistance in the field of aviation security, including assistance with the rectification of USAP-identified deficiencies and other aviation security related findings; conduct of technical assistance missions; revision of national Civil Aviation Security Programmes; development of action plan for aviation security facilitation; assessment of the organizational structure and responsibilities of national Aviation Security Inspectorates; implementation of and provision of inspector training and other security-related training; mentoring and guidance support for USAP Continuous Monitoring Approach (CMA); development of aviation security background checks for one state.
- b) Enhancement of aviation security human resource capabilities of States through the conduct of international seminars, delivery courses and workshops in aviation security, quality control, risk management, air cargo and mail security, crisis management and awareness; provision of instructor and inspector training and other security-related training to national personnel; and development of aviation security manuals.
- c) Provision of consultancy services for the implementation of Machine-Readable Travel Documents (MRTD), advance passenger information (API) system; aviation security assessment of airports; enhancement of national aviation security regulations, maintenance of security equipment; and preparation of corrective action plans.
- d) Procurement of security systems and equipment; assistance with the installation, maintenance, support and training in the use of software related to Smart systems; software support for check-in and boarding systems; maintenance of tomographic equipment and enhancement of dual access control system security equipment.
- e) Procurement of security systems and equipment such as explosive detection system (EDS), baggage inspections, closed circuit television (CCTV); repairs and maintenance of security equipment and implementation of one-stop security (OSS) in airport management and security.

1.3 Environmental Protection

- a) Conduct of a strategic environmental assessment on the related impacts and potential alternatives concerning airport construction; assistance in the preparation and development of Environmental Action Plans for the reduction of carbon dioxide emissions; amendment of Environmental Action Plans on Aviation Greenhouse Gas Emissions Reductions.
- b) Development of regulations and related documentation on environmental protection.
- c) Implementation of capacity-building programmes on environmental protection through the delivery of environment-related workshops; training in the area of Green Airports and organization of international events on Environment matters.

1.4 Economic Development of Air Transport

- a) Conduct of social and economic impact studies related to airport construction and growth in the aviation sector; restructuring of CAA to establish accredited private training academy; assistance in the collection of airport charges and licensing fees.

- b) Development of air transport regulations and policy documentation; corrective action plan (CAP) for audit financial concern.
- c) Provision of consultancy services for concession agreement, privatization and restructuring of airport.
- d) Delivery of training courses in civil aviation management, aviation policy, airport customer service, quality management and air traffic forecasts.

1.5 Air Navigation Capacity and Efficiency

- a) Development or amendment of regulations, procedures and related guidance material for air traffic services (ATS), aeronautical information services (AIS), communications, navigation and surveillance (CNS), aeronautical meteorology (MET) and aeronautical information management (AIM); development of performance-based navigation (PBN) roadmaps; surveillance-data sharing and training; quality management system implementation and training; regulations and technical guidance documentation, aviation legislation, emergency response plans.
- b) Feasibility studies on airport and runway construction; assessment of safety management of air navigation services; assessment of aerodrome infrastructure; study on air traffic congestion; revision of operational procedures, organizational structure and conditions of employment of national ANS personnel; airport strategic planning; flight procedure training, validation and implementation;
- c) Assistance in the implementation and post-implementation review of performance-based navigation (PBN); rehabilitation of runway and airside areas; training plans and documentation for air navigation services (ANS), air traffic services (ATS), aeronautical information services (AIS), the REDDIG II digital network and aeronautical meteorological regulations and documentation;
- d) Delivery of training courses in a wide variety of air navigation-related subjects, including ICAO procedures for air navigation services — aircraft operations (PANS-OPS), procedure design with special focus on vertical guided approach, flight procedure design quality assurance, methodology and best practices for aviation system block upgrades (ASBU) implementation; air traffic control, assessment and risk management of meteorological services; as well as workshops on performance-based navigation (PBN) airspace design and aeronautical data origin for instrument flight and safety assessment, and factory technical and operational training on aerodrome and en-route simulators.
- e) Provision of flight information services; upgrade of facilities and services; acquisition, installation and maintenance of performance-based navigation (PBN), communication, navigation, surveillance and air traffic management (CNS/ATM) equipment, including radar systems and navigational aids (NAVAIDS) and meteorological equipment, control tower work stations, aircraft maintenance, satellite communications equipment, master system integrator/airport operations control system and software, aeronautical message handling system (AMHS), information management system, multilateral (MLAT) surveillance system and advanced surface movement guidance and control system (A-SMGCS); establishment of area control centres and rehabilitation of control towers.

**A39-16 Consolidated statement of ICAO policies
A40-xx: on technical cooperation and technical
assistance**

Whereas new policies have been approved by the Council for technical support, in the form of technical assistance and technical cooperation and endorsed by the 38th Session of the Assembly;

Whereas “Technical Assistance” is any assistance provided by ICAO to States, which is funded by the Regular Budget and/or Voluntary Funds, and implemented through any Bureau/Office depending on the nature and duration of the project;

Whereas “Technical Cooperation” is any project requested and funded by States and/or Organizations and implemented through the Technical Cooperation Bureau on a cost-recovery basis, where all the direct and indirect costs related to the project are recovered;

The Assembly:

1. *Resolves* that the Appendices attached to this ~~resolution~~ **Resolution** constitute the consolidated statement of ICAO policies on technical cooperation and technical assistance, as these policies exist at the close of the ~~39th~~ 40th Session of the Assembly;
2. *Declares that* this ~~resolution~~ **Resolution** supersedes ~~A36-17~~ **A39-16**.

APPENDIX A

The ICAO Technical Cooperation and Technical Assistance Programmes

Whereas the growth and improvement of civil aviation can make an important contribution to the economic development of States;

Whereas civil aviation is important to the technological, economic, social and cultural advancement of all countries and especially of developing countries and their subregional, regional and global cooperation;

Whereas ICAO can assist States in advancing their civil aviation and at the same time promote the realization of its Strategic Objectives;

Whereas Resolution 222 (IX)A of 15 August 1949 of the United Nations Economic and Social Council, approved by the General Assembly in its Resolution of 16 November 1949 and endorsed by the ICAO Assembly in its Resolution A4-20, entrusted all Organizations of the United Nations system to participate fully in the Expanded Programme of Technical Assistance for Economic Development, and that ICAO, as the United Nations specialized agency for civil aviation, began the execution of technical cooperation and technical assistance projects in 1951 with funding from the United Nations Special Account for Technical Assistance, established pursuant to the above Resolution;

Whereas the large deficits experienced from 1983 to 1995 required the definition of a new policy on technical cooperation and technical assistance and a new organizational structure for the Technical Cooperation Bureau;

Whereas the implementation of the New Policy on technical cooperation and technical assistance, endorsed by the 31st Session of the Assembly, based on the progressive implementation of the core staff concept, the integration of the Technical Cooperation Bureau into the Organization's structure, and the establishment of the ICAO Objectives Implementation Funding Mechanism, as well as the new organizational structure for the Technical Cooperation Bureau implemented in the 1990s, significantly reduced costs and substantially improved the financial situation of the Technical Cooperation and Technical Assistance Programmes;

Whereas the objectives of the New Policy emphasized the importance of the Technical Cooperation and Technical Assistance Programmes in the global implementation of ICAO Standards and Recommended Practices (SARPs) and Air Navigation Plans (ANPs) as well as the development of the civil aviation infrastructure and human resources of developing States in need of technical cooperation or technical assistance from ICAO;

Whereas standardization and monitoring of SARPs implementation remain important functions of the Organization and emphasis has been placed on ICAO's role towards implementation and support to Contracting States;

Whereas A35-21 encouraged the Council and the Secretary General to adopt a structure and mechanism that would use commercially oriented practices to allow fruitful partnerships with funding partners and recipient States;

Whereas the Council agreed that greater operational flexibility should be accorded to the Technical Cooperation Bureau with the appropriate oversight and control over technical cooperation and technical assistance activities;

Whereas all technical cooperation activities of the Organization continue to be based on the principle of cost recovery and measures ~~should be~~ continue to be taken to minimize administrative and operational costs to the extent possible;

Whereas the Technical Cooperation and Technical Assistance Programmes and related Administrative and Operational Services Cost (AOSC) Fund income for the triennium and beyond cannot be estimated with precision and can vary substantially based on various factors outside ICAO's control;

Whereas the Council adopted a policy on cost recovery concerning the apportionment of costs between the Regular Budget and the AOSC Fund for services provided by the Regular Programme to the Technical Cooperation Bureau and for services provided by the Technical Cooperation Bureau to the Regular Programme.

The Assembly:

Technical Cooperation and Technical Assistance Programmes

1. *Recognizes* the importance of the Technical Cooperation and Technical Assistance Programmes for promoting the achievement of the Strategic Objectives of the Organization;

2. *Reaffirms* that the Technical Cooperation and Technical Assistance Programmes, implemented within the rules, regulations and procedures of ICAO, ~~is~~ ~~are~~ a permanent priority activity of ICAO that complements the role of the Regular Programme in providing support to States in the effective implementation of SARPs and ANPs as well as in the development of their civil aviation administration infrastructure and human resources;
3. *Reaffirms* that, within the existing financial means, the ICAO Technical Cooperation and Assistance Programmes should be strengthened, at Regional Office and field level, in order to allow the Technical Cooperation Bureau to play its role more efficiently and effectively with the understanding that no increase in project costs will be incurred;
4. *Reaffirms* that the Technical Cooperation Bureau is one of the main instruments of ICAO to assist States in remedying their deficiencies in the field of civil aviation for the benefit of the international civil aviation community as a whole;
5. *Affirms* that improved cooperation and coordination of ICAO's technical cooperation and technical assistance activities should be achieved through clear delineation of each Bureau's mandate and activities; ~~and enhanced cooperation, as well as closer coordination of the Technical Cooperation and Technical Assistance Programmes for the avoidance of~~ ~~to avoid~~ duplication and redundancy;
6. *Reaffirms* that, in the event that the AOSC operation for any given financial year ends in a financial deficit, such deficit should first be met from the accumulated surplus of the AOSC Fund and, ~~as a last resort,~~ a call for support from the Regular Programme Budget ~~would be the last resort~~;
7. *Requests* the Secretary General to implement greater efficiency measures leading to a gradual reduction of administrative support costs charged to technical cooperation and technical assistance projects;
8. *Reaffirms* that ~~that~~ costs recovered by the Organization for support services provided to the Technical Cooperation Bureau must be directly and exclusively related to project operations in order to keep administrative support costs to a minimum;

ICAO as the recognized agency for civil aviation

9. *Recommends* to donor States, financing institutions and other development partners, including the aviation industry and the private sector, wherever appropriate, to give preference to ICAO for the identification, formulation, analysis, implementation and evaluation of civil aviation projects in the field of technical cooperation and technical assistance, and *requests* the Secretary General to continue communication ~~ong~~ with such entities and with potential recipient States, with a view to allocating funds for the development of civil aviation, using ICAO as ~~the~~ executing agency;
10. *Recommends* to States receiving bilateral or other government-sponsored aid to consider the value of using the ICAO Technical Cooperation and Technical Assistance Programmes ~~in helping~~ to support ~~the~~ implementation of their ~~programmes related to~~ civil aviation ~~programmes~~;

Expansion of ICAO Technical Cooperation and Technical Assistance Activities

11. *Reaffirms* that in adopting commercially oriented practices for the Technical Cooperation Bureau, there is a need to ensure that the good reputation of ICAO is maintained;

12. *Reaffirms* the need to expand the provision of technical cooperation and technical assistance by ICAO to the non-State entities (public or private) directly involved in civil aviation, in furtherance of ICAO Strategic Objectives, such cooperation and assistance to encompass, *inter alia*, those activities that were traditionally provided by national civil aviation administrations and are being privatized to some degree, where the State shall, nonetheless, continue to be responsible under the Chicago Convention for the quality of the services provided and their compliance with ICAO SARPs, and *requests* the Secretary General to inform the civil aviation authority concerned of the technical aspects of the project immediately upon the start of negotiations with non-State entities;

13. *Reaffirms* that ICAO should expand the provision of technical cooperation and technical assistance services, upon request, to non-State entities (public and private) that are implementing projects in Contracting States in the field of civil aviation which aim at enhancing ~~the safety, security and efficiency~~ aviation safety, air navigation capacity and efficiency, security and facilitation, environmental protection and economic development of international air transport, and *directs* the Secretary General to consider, on a case-by-case basis, the requests of such entities for ICAO cooperation and assistance in the traditional technical cooperation and technical assistance areas, with particular regard to project compliance with ICAO SARPs and, as applicable, to relevant national policies and regulations promulgated by the recipient State;

Technical Cooperation and Technical Assistance Agreements

14. *Reaffirms* that ICAO, within the framework of its Technical Cooperation and Technical Assistance Programmes, uses Trust Fund (TF) Agreements, Management Services Agreements (MSA), the Civil Aviation Purchasing Service (CAPS) and other framework agreements and funding arrangements as may be necessary to provide maximum cooperation and assistance to stakeholders implementing civil aviation projects; and

15. *Views with satisfaction* the initiative of States to make greater use of these arrangements to obtain technical cooperation and technical assistance in the field of civil aviation.

APPENDIX B

Funding of the Technical Cooperation and Technical Assistance Programmes

Whereas funds available for technical cooperation and technical assistance in the field of civil aviation are insufficient to meet the needs of civil aviation, especially in the developing countries;

Whereas the Technical Cooperation Programme, with few exceptions, is funded by developing countries providing funds for ~~its~~ **their** own projects;

Whereas the Technical Assistance Programme is funded through ICAO Voluntary Funds and through the Regular Budget of the Organization;

Whereas civil aviation administrations of Least Developed Countries (**LDCs**) are, in particular, those needing the most support while, at the same time, relying mostly on financial institutions and sector industry to fund their technical cooperation projects;

Whereas UNDP funding is directed mainly to development sectors other than civil aviation, and its financial contribution to civil aviation activities has considerably decreased to a level where it represents less than one per cent of the ICAO Technical Cooperation and Technical Assistance Programmes, but UNDP continues to provide administrative support to ICAO at the country level;

Whereas rapid technical development in civil aviation requires from developing States substantial expenditures in aviation ground facilities to match that development, and continues to increase requirements for training of national aeronautical personnel that are beyond their financial resources and training facilities;

Whereas the Assembly introduced the ICAO Objectives Implementation Funding Mechanism with a view to mobilizing additional resources for technical cooperation and technical assistance projects identified as required to support the implementation of SARPs and the facilities and services listed in the ANPs, as well as the implementation of ICAO audit-related recommendations and the rectification of identified deficiencies;

Whereas funding institutions expect from those implementing the projects they finance, expedient and effective project execution as well as detailed and real-time information on project activities and finances;

The Assembly:

1. *Requests* ~~that~~ financing institutions, donor States and other development partners, including the industry and the private sector, ~~to~~ give higher priority to the development of the air transport sub-sector in developing countries and *requests* the President of the Council, the Secretary General and the Secretariat to intensify their contacts with the United Nations, including UNDP, to increase their contribution to ICAO's technical cooperation and technical assistance projects;
2. *Draws the attention* of financing institutions, donor States and other development partners to the fact that ICAO is the Specialized Agency of the United Nations concerned with civil aviation and, as such, is accepted by the United Nations as the expert authority in carrying out technical cooperation and technical assistance for developing countries in civil aviation projects;
3. *Urges* Contracting States that are associated with funding sources to draw the attention of their representatives to these organizations towards the value of providing cooperation and assistance to civil aviation projects, particularly where these are necessary for the provision of ~~the~~ vital air transport infrastructure and/or the economic development of a country;
4. *Urges* Contracting States to give high priority to civil aviation development and, when seeking external cooperation and assistance for this purpose, to stipulate to financing institutions through an appropriate level of government that they wish ICAO to be associated as ~~the~~ executing agency with civil aviation projects which may be funded;
5. *Encourages* the actions of developing countries in seeking funds for the development of their civil aviation from all appropriate sources to complement funds available from national budgets, financial institutions, donor States and other development partners so that such development may progress at the maximum feasible rate;
6. *Recognizes* that extra-budgetary contributions from donors will allow the Technical Cooperation and Technical Assistance Programmes to expand ~~its~~ ~~their~~ services to States in relation to ~~safety, air navigation, security, environmental protection and efficiency in civil aviation~~ aviation safety, air

navigation capacity and efficiency, security and facilitation, economic development and environmental protection, thus further contributing to the achievement of the Strategic Objectives, in particular to the implementation of SARPs and the rectification of deficiencies identified by audits;

7. *Authorizes* the Secretary General to receive, on behalf of the ICAO Technical Cooperation and Technical Assistance Programmes, financial and in-kind contributions to technical cooperation and technical assistance projects, including voluntary contributions in the form of scholarships, fellowships, training equipment and funds for training, from States, financing institutions and other public and private sources and to act as an intermediary between States regarding the granting of scholarships, fellowships and provision of training equipment;

8. *Urges* those States which are in a position to do so to provide additional funds to the ICAO Technical Cooperation and Technical Assistance Programmes through the ICAO Voluntary Funds for the implementation of civil aviation projects;

9. *Encourages* States and other development partners, including the industry and the private sector, to contribute to the ICAO Objectives Implementation Funding Mechanism which allows them to participate in the implementation of ICAO's civil aviation projects; and

10. *Requests* the Council to advise and assist developing countries to secure the support of financing institutions, donor States and other development partners in implementing ICAO regional and subregional safety and security programmes, such as the Cooperative Development of Operational Safety and Continuing Airworthiness Programme (COSCAP) and Cooperative Aviation Security Programme (CASP).

APPENDIX C

Implementation of the Technical Cooperation and Technical Assistance Programmes

Whereas the aim of ICAO is to ensure the safe and orderly growth of international civil aviation throughout the world;

Whereas the implementation of technical cooperation and technical assistance projects complements the Regular Programme efforts towards the achievements of ICAO's Strategic Objectives;

Whereas Contracting States increasingly call upon ICAO to provide advice, technical cooperation and technical assistance to implement SARPs and develop their civil aviation through the strengthening of their administration, the modernization of their infrastructure and the development of their human resources;

Whereas, on an urgent basis, there is a need for effective follow-up and remedial action as a result of the ICAO Universal Safety Oversight Audit Programme/Continuous Monitoring Approach (USOAP/CMA) and Universal Security Audit Programme (USAP) audits in order to provide support to States in addressing the identified deficiencies, including Significant Safety and Security Concerns;

Whereas extra-budgetary funding provided to the Technical Cooperation and Technical Assistance Programmes allows ICAO, through its Technical Cooperation Bureau, to provide initial support to States

to address the deficiencies identified ~~in~~ through the USOAP CMA, ICAO Coordinated Validation Missions (ICVMs) and USAP audits;

Whereas implementation of projects in compliance with ICAO SARPs by the Technical Cooperation Bureau or any other third party outside ICAO results in substantially enhanced safety, security and efficiency of civil aviation worldwide;

Whereas ex-post evaluations could constitute a valuable tool for establishing the impact of projects on aviation and for the planning of future projects;

Whereas non-State entities (public and private) implementing projects for Contracting States in the field of civil aviation increasingly call upon ICAO, through the Technical Cooperation Bureau, to provide advice, technical cooperation and technical assistance in the traditional technical cooperation and technical assistance fields and ensure project compliance with ICAO SARPs;

The Assembly:

1. *Draws the attention* of Contracting States requesting technical cooperation and technical assistance to the advantages to be derived from well-defined projects based on civil aviation master plans;
2. *Draws the attention* of Contracting States to the cooperation and assistance provided through subregional and regional projects executed by ICAO, such as COSCAPs and CASPs and *urges* the Council to continue to give high priority to management and implementation of such projects through the Technical Cooperation and Technical Assistance Programmes in view of the great benefit such projects represent;
3. *Urges* States to give high priority to the training of their national civil aviation technical, operational and management personnel through the development of a comprehensive training programme and *reminds* States of the importance of making adequate provision for such training and of the need to provide suitable incentives to retain the services, in their respective fields, of such personnel after they have completed their training;
4. *Encourages* States to concentrate their efforts upon the further development of existing training centres and to support Regional Training Centres which are located in their area for the advanced training of their national civil aviation personnel where such training is not available nationally, so as to promote a self-reliant capability within that region;
5. *Urges* States receiving technical cooperation and technical assistance through ICAO to avoid project implementation delays by ensuring timely decisions regarding experts, training and procurement components in accordance with the terms of the project agreements;
6. *Draws the attention* of Contracting States to the Civil Aviation Purchasing Service (CAPS), which is a facility provided by ICAO to developing countries to purchase high value items of civil aviation equipment and to contract for technical services, **offering a complete procurement process**;
7. *Requests* that Contracting States, in particular, developing countries, encourage fully qualified technical experts to apply for inclusion in ICAO's Technical Cooperation and Technical Assistance Programmes' roster of experts;

8. *Encourages* States to make use of the quality assurance services offered by the Technical Cooperation Bureau, on a cost-recovery basis, for the supervision of projects implemented by third parties outside the Technical Cooperation and Technical Assistance Programmes of ICAO, including the review of their compliance with ICAO SARPs; and

9. *Encourages* States and donors to include, and provide funding for, ex-post evaluations of their civil aviation projects as an integral part of project planning and implementation.

- END -