

**59<sup>th</sup> CONFERENCE OF  
DIRECTORS GENERAL OF CIVIL AVIATION  
ASIA AND PACIFIC REGIONS**

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**AGENDA ITEM 8: CAPACITY DEVELOPMENT AND  
IMPLEMENTATION**

**STRATEGIC PLANNING APPROACH FOR  
IMPLEMENTATION SUPPORT IN PACIFIC SMALL ISLAND  
DEVELOPING STATES**

(Presented by ICAO)

**SUMMARY**

This paper outlines ICAO's strategy for supporting Pacific Small Island Developing States (PSIDS) in aviation safety and capacity-building, emphasizing the need for tailored implementation support, enhanced cooperation, and information-sharing. It also proposes the development of a Country Strategic Plan of Action (COSPA) to guide and align aviation efforts with broader national and regional goals.

## STRATEGIC PLANNING APPROACH FOR IMPLEMENTATION SUPPORT IN PACIFIC SMALL ISLAND DEVELOPING STATES

### 1. INTRODUCTION

1.1 The ICAO Universal Safety Oversight Audit Programme (USOAP) has been assessing States' capabilities for safety oversight as a mandatory programme since 1999. USOAP activities have provided key information to ICAO and its partners for guiding and prioritizing implementation support activities to assist States in addressing identified shortcomings and building more effective and sustainable safety oversight systems.

1.2 With this information, ICAO develops capacity-building and assistance programmes to help address the needs of States, which are mostly funded through voluntary contributions provided to ICAO. Such programmes are complemented by State-specific implementation support projects which are provided on an ad-hoc basis and are funded directly by the beneficiary State or through voluntary contributions from donors.

1.3 In 2022, the ICAO Council approved the Policy on ICAO Implementation Support Provided to States. This policy is designed to strengthen the coordination and management of ICAO's implementation support activities to better meet the needs of Member States and non-State entities. The policy will ensure that the implementation support provided to States is consistent in content and delivery regardless of the source of assistance or the associated funding mechanism.

1.4 Where previously ICAO had pursued standards development and related assistance and capacity building, as quite distinct priorities, ICAO is now taking a more integrated approach that will see implementation support aspects holistically informing new standards, practices and policies from inception to implementation.

1.5 ICAO implementation support is managed in a well-coordinated and consistent manner following a One-ICAO approach. To manage complexity and deliver multi-disciplinary implementation support, the ICAO Secretariat cooperates and collaborates efficiently and effectively with all internal and external stakeholders. The principle of internal coordination within the ICAO Secretariat aims to ensure the provision of implementation support that is aligned and integrated with the process for developing Policies, Plans, SARPs, PANS and guidance material. ICAO implementation support activities are resourced by ICAO's regular programme budget, voluntary financial and in-kind contributions, cost recovery mechanisms, revenue generation, and through collaboration with partners.

### 2. DISCUSSION

#### *Overall roadmap for PSIDS*

2.1 ICAO places great value in tailoring its support to a region or a State's specific needs, through constant dialogue with the various stakeholders in the region. Recognizing the unique challenges faced by the PSIDS, ICAO has conducted several studies that have led to the development of various strategies. This gathering in the Philippines offers a unique opportunity to consolidate these insights and guidelines into a unified roadmap, which will outline ICAO's strategy for enhancing aviation safety in PSIDS. This comprehensive roadmap will guide efforts to build aviation capacity at both the State and regional levels over the next several years, by fostering cooperation and collaboration among Member States and stakeholders.

#### *Coordination and cooperation*

2.2 ICAO is deeply committed to fostering coordination amongst States, partners, industry and regional partners. By enhancing coordination and collaboration, ICAO aims to ensure that all stakeholders work together towards the common goal of promoting safe, efficient, and sustainable aviation.

2.3 In line with this commitment, and further to the agreed upon outcomes of the PSIDS—ICAO Collaboration and Coordination Workshop held from 15-16 August 2024 in Fiji, ICAO supports holding yearly PSIDS-ICAO Coordination Meetings with all PSIDS, key partners and stakeholders who support aviation in the region. These meetings will serve as platforms for strengthening cooperation, exchanging information and experiences, and aligning efforts to advance the aviation sector in the Pacific region. Bringing together these different stakeholders will enable information sharing, as well as better coordination between the parties for the provision of implementation support.

#### ***Information sharing & transparency***

2.4 To prioritize and enhance ICAO support provided to States for implementation of ICAO provisions, policies and plans, information is needed not only to identify States' challenges but also to define the root cause of those challenges. Information-sharing and coordination amongst involved stakeholders are paramount to avoid duplication of efforts at regional and interregional levels, and to enhance effectiveness, consistency and efficiency.

2.5 ICAO, as well as other stakeholders have been actively engaged in providing implementation support to the PSIDS. ICAO proposes to create a platform to facilitate the sharing of information and projects/activities to support the needs of PSIDS in order to promote transparency and information sharing. Ongoing and future projects, partner's contributions, as well as upcoming events related to ICAO and PSIDS will also be incorporated into this platform.

#### ***Country Strategic Plan of Action (COSPA)***

2.6 In order to help address the specific needs and challenges of the region, ICAO is currently considering the development of a Country Strategic Plan of Action (COSPA) for the PSIDS, which will help to identify and prioritize implementation support activities in the area of safety and air navigation.

2.7 A COSPA would provide a holistic approach to aviation for the region and would provide contextual analysis and a logical framework enabling implementation support activities to be linked to broader national development goals of the State. A COSPA would be the ICAO counterpart of the country strategy papers and frameworks developed by the development banks like the World Bank. A COSPA would contain:

- a contextual analysis of the situation of the State vis-a-vis its national development priorities;
- an analysis of the situation of the aviation sector in the State, including safety and air navigation;
- a matrix showing how implementation support projects and activities relate to the State's main development goals; and
- a list of risks and mitigation measures as well as implementation, monitoring and evaluation activities.

2.8 A COSPA would be aligned with, and take into account, the direction agreed among the PSIDS as provided through the 2050 Strategy for the Blue Pacific Continent, the Framework for Aviation in the Pacific and Port Moresby Declaration, and the Pacific Regional Aviation Strategy 2022-2032.

### **ACTION BY THE CONFERENCE**

3.1 The Conference is invited to:

- a) note the information provided;
- b) Encourage PSIDS, partner States and Organizations, to participate in annual

meetings to strengthen cooperation, exchange of information and experiences, and align efforts to advance the aviation sector in the Pacific region;

- c) Encourage Partners and Stakeholders to work collaboratively with ICAO to identify and address specific needs, as well as to develop and deploy implementation support activities that can address challenges faced by the PSIDS;
- d) Encourage Pacific Small Island Developing States to participate in data gathering activities to support ICAO development of comprehensive State Profiles for each State;
- e) Support and participate in the development of a COSPA to guide ICAO-coordinated, PSIDS-focused activities and the continuous development and update of the PSIDS Liaison Office work programme.

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