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EXECUTIVE COMMITTEE

Agenda Item 18: Capacity Development and Implementation Support - Policy and Activities

ICAO'S CAPACITY DEVELOPMENT AND IMPLEMENTATION PROGRAMME - POLICY AND ACTIVITIES

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This Working Paper provides a comprehensive report on the overall implementation and performance results of the Capacity Development and Implementation Programme activities undertaken during the 2022-2024 triennium which have supported the advancement of the No Country Left Behind (NCLB) strategic goal, including ICAO Training and Resource Mobilization efforts, as well as initiatives to further the attainment of the United Nations Sustainable Development Goals (SDGs). It also provides an update on the implementation of related ICAO's policy and strategies for implementation support.

Appendix A of the Report presents an analysis of the performance results in the 2022-2024 period from the financial and non-quantifiable operational perspectives, including a comparison with the two previous triennia. In its Appendix B, the Report presents the Administrative and Operational Services Cost (AOSC) Fund results for the 2022-2024 triennium, complemented by information on the apportionment of costs between the AOSC Fund and the Regular Budget. It also provides the financial results for the Ancillary Revenue Generating Fund's Global Aviation Training (GAT) for the reporting period and the status of ICAO Voluntary Funds. Appendix C proposes required updates and editorial changes to Assembly Resolution A41-25 - Consolidated Statement on ICAO Policies on Technical Cooperation and Technical Assistance, for adoption by the Assembly.

Action: The Assembly is invited to adopt the revised "*Consolidated Statement of ICAO Policies on Implementation Support*" in Appendix C, which supersedes Assembly Resolution A41-25.

<i>Strategic Objectives:</i>	This working paper relates to all the Strategic Goals.
<i>Financial implications:</i>	Pursuant to ICAO Financial Regulation 9.3, the costs of administration and operation of the Capacity Development and Implementation Programme are met by Governments, organizations and other entities contributing financially or in kind to projects executed by the Capacity Development and Implementation (CDI) Bureau and managed through the Administrative and Operational Services Cost (AOSC) Fund. The resources required for the implementation of ICAO Training activities are contemplated within the Ancillary Revenue Generating Fund (ARGF) Budget under the Global Aviation Training (GAT) cost recovery mechanism. ICAO Resource Mobilization activities are expected to be undertaken within the resources available from extra-budgetary contributions as guided by the ICAO

	Business Plan 2026-2028. The CDI Bureau is self-financing and operates under the cost recovery principle.
<i>References:</i>	A41-WP/28, A41-WP/29 Doc 10184, <i>Assembly Resolutions in Force</i> (as of 7 October 2022) Doc 10183, A41-EX (Executive Committee Report) ICAO Strategic Plan 2026-2050 ICAO Business Plan 2026-2028 Policy on ICAO Implementation Support Provided to States ICAO Civil Aviation Training Policy ICAO Resource Mobilization Policy ICAO Cost Recovery Policy

1. GENERAL OVERVIEW

1.1 The ICAO Capacity Development and Implementation Programme¹ is the major operational tool to reinforce the Organization’s implementation support 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 A41-25), which stipulates that the Technical Cooperation and Technical Assistance Programmes are a permanent priority activity of ICAO that complement the role of the Regular Programme in providing support to States in the effective implementation of SARPs, PANS and global, regional and national aviation plans, 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), Regional Aviation Safety Groups (RASGs) and regional aviation security groups.

1.2 The purpose of this report is to illustrate the performance results of the Capacity Development and Implementation Programme, including ICAO Training and resource mobilization efforts for the advancement of the No Country Left Behind strategic goal, in the 2022-2024 triennium from the financial and non-quantifiable operational perspectives, as well as to provide an update on policies and strategies for implementation support for the mid to long-term, complemented by information on ICAO’s contributions towards the attainment of the United Nations Sustainable Development Goals, in particular the Land-Locked Developing Countries. While the paper provides an overview of the activities undertaken during the period, further operational details, including summaries of the goal and achievements of each project and implementation package (iPack) implemented by ICAO’s Capacity Development and Implementation (CDI) Bureau by type, region and Strategic Objective, can be found in the Annual Reports of the Council to the Assembly for 2022, 2023 and 2024 (*Executive Committee, Agenda Item 11*).

1.3 Implementation support is a dynamic and complex field within a rapidly-evolving technological environment impacting the needs of States and interests of development partners, thus requiring innovative ways to effectively address inherent challenges, improve quality of deliverables, increase capacity and efficiency, ensure higher reliability towards SARPs compliance and strengthen competitiveness in the global aviation market within a strengthened “One-ICAO” approach for the achievement of greater synergies. In this context, this reporting period saw the continued implementation of the CDI Bureau’s Business Model and Strategy and related organizational structural changes, with the aim of enhancing the services provided in partnership with other ICAO Bureaus and Regional Offices and delivering greater value to ICAO Member States.

¹ Previously named the ICAO Technical Cooperation Programme.

1.4 With the integration of ICAO Training² into the CDI Bureau, its portfolio has been strengthened providing States and stakeholders with a more comprehensive set of solutions to address their capacity development and implementation support needs. The transfer of the Revenue Product Management (RPM) Section and the resource mobilization function from the Bureau of Administration and Services (ADB) and the Office of the Secretary General, respectively, into CDI has consolidated all self-financing activities and extra-budgetary funds into a single organizational entity. This has allowed the Bureau to develop stronger capabilities in business development, outreach and promotion, and strengthening revenue diversification. Furthermore, a rebranding exercise was carried out which saw the former Technical Cooperation Bureau (TCB) evolve to the Capacity Development and Implementation (CDI) Bureau. The new name is aligned with ICAO's shift in focus towards building a stronger, more cohesive brand identity centred on its core mission and services.

1.5 The triennium was marked by the development of the long-term ICAO Strategic Plan 2026-2050 reflecting the Organization's aspiration to achieve ambitious Strategic Goals supporting its vision and mission. In this context, a strategic goal on No Country Left Behind (NCLB) was established, in which CDI and the whole Organization, its Member States and stakeholders, will play a crucial role in its achievement, leading collaboration and cooperation, for continuous capacity building and support to States which will benefit from ICAO's implementation support and resource mobilization activities. In addition, CDI will play a vital role in two High-Priority Enablers identified in the Strategic Plan, i.e. Gender Equality and Attracting New Talent to Aviation, as well as Partnerships, Resource Mobilization and Financial Sustainability. In this connection, the reporting period saw the integration of Resource Mobilization, Partnerships, Gender Equality, and the Next Generation of Aviation Professionals (NGAP) functions into the Bureau. Separate reports on Gender Equality and NGAP are presented in A42-WP/20 and A42-WP/21, respectively.

1.6 Given the Bureau's self-financing structure, which is independent of the Regular Budget, CDI continued to focus its efforts on transitioning to a multipronged revenue stream model to help diversify risk, increase financial resilience, better support States' priority needs, and bolster the Bureau's long-term sustainability. This necessitated the continuous development and provision of new products, such as iPacks. While iPacks are standardized, bundled solutions that include expert consultation, training and guidance materials, States have the flexibility to purchase individual components based on their specific needs. To date ICAO has deployed over 200 iPacks which have been instrumental in States effectively implementing international standards to ensure aviation safety, efficiency, security, and sustainability, and benefitting over 100 countries across all ICAO regions. While the original set of iPacks titles mainly focussed on supporting international civil aviation to navigate and recover from the COVID-19 pandemic, the current iPacks catalogue now comprehensively addresses the needs of States and stakeholders across all areas of civil aviation³. Furthermore, a development roadmap for iPacks has been identified for the coming years following a data driven approach.

1.7 In response to the growing demand from Member States and UN agencies, ICAO is developing a new aviation sourcing platform/service (ICAO BUY⁴) to be launched in early November 2025. This approach introduces a new ICAO service, providing stakeholders with an innovative online procurement platform featuring non-binding and non-exclusive Long-Term Agreements (LTAs) for aviation goods and services specifically tailored for the civil aviation industry that comply with ICAO SARPs, Procurement Code and international regulations. Solutions offered through LTAs on an ICAO

² Previously named Global Aviation Training (GAT) Office.

³ The iPacks portfolio includes titles such as Aerodrome Certification, Accident/Incident Data Reporting, State Safety Programme, National Aviation Safety Plan, Aviation Security Oversight, Unmanned Aircraft Systems Regulatory Framework, Prepare for a USOAP Audit, Visible Digital Seals, NOTAM Improvement, Cargo Safety Programme, Training Needs Analysis, National Facilitation Programme, Implementing the ICAO TRIP Strategy Roadmap, ICAO Government Safety Inspector Operations, and Assistance to Aircraft Accident Victims and their Families. More information on iPacks can be found here: www.icao.int/ipacks

⁴ More information on ICAO BUY can be found here: www.icao.int/buy

service provide a more agile and streamlined approach, reducing lead acquisition times and attaining benefits derived from economies of scale. More information on these transformational initiatives are provided as reference documentation.

1.8 In parallel, ICAO significantly reinforced its resource mobilization (RM) efforts during the 2022–2024 triennium to complement the limited Regular Budget and support the growing needs of States through a structured four-phase approach encompassing needs identification, donor mapping, strategic outreach and strengthened governance of voluntary funds. This included developing Implementation Support and Transformational Objective prospectuses to align donor interests with ICAO priorities, launching high-level donor dialogues, enhancing targeted outreach, and refining internal controls and reporting mechanisms. These activities played a key role in supporting the Organization’s Transformational Objective and implementation support to States, ensuring sustainable, flexible funding, via a diversified pool of donors, and advancing transparency and accountability. The institutionalization of RM as a core strategic function is of key importance to contribute to ICAO’s ability to deliver on its mandate and mobilize multi-stakeholder partnerships for the achievement of the United Nations Sustainable Development Goals.

1.9 In late 2023, the ICAO Council endorsed a new quality management approach in the CDI Bureau to replace the existing ISO 9001-certified Quality Management System (QMS). This change was introduced to reflect the recent structural changes within the Bureau in alignment with the evolving needs and expectations of Member States and other stakeholders; ensure that programme and project outputs are fit for purpose; and expand the QMS’ scope to encompass all Bureau processes.

1.10 During the triennium, the Bureau embarked on a comprehensive process mapping and review initiative. This exercise has been instrumental for the ongoing standardization of processes and procedures regarding the different activities the Bureau undertakes across different Funds, functions and organizational units. With the expansion of CDI’s mandate, a clear understanding, mapping and refinement of the steps it requires to deliver its wide array of solutions is essential to harmonize approaches, achieve synergies through consolidated common activities, reduce duplication and non-value-added activities, and improve the overall efficiency of its processes for the benefit of States and stakeholders.

1.11 As part of the Bureau’s continual improvement process, the rate of client satisfaction is monitored and analysed on a regular basis to improve the timeliness and quality of project implementation. Complementing the frequent collection and analysis of customer satisfaction feedback in accordance with the enhanced customer satisfaction methodology endorsed by the ICAO Council in 2020 for independent third-party surveys conducted since 2015, this triennium saw a further expansion of customer surveys to all service areas now under CDI’s purview. The latest survey results across the six CDI areas under examination, indicate that overall satisfaction with CDI products and services remains high with respondents confirming interest in future collaboration with the Bureau.

1.12 Among the initiatives to improve the Bureau’s working methods, the reporting period saw the continuation of ICAO’s Digital Transformation in alignment with the Organization’s broader Transformation Objective. In this connection, the Bureau supported the implementation of the new Enterprise Resource Planning (ERP) system and led the implementation of the Project Portfolio Management (PPM) system. The introduction of these systems will be instrumental in supporting increased efficiencies and automation in Bureau processes. Furthermore, a comprehensive array of tools, reports and dashboards was developed with the aim of delivering a holistic view of the Bureau’s performance and facilitating its decision-making process.

1.13 The 2022-2024 period reflected the continuation of the Bureau’s efforts for the improvement and modernization of its active roster of international experts into a modern “Global Talent Database for Aviation Experts”, vetted and technically validated by subject-matter experts in close collaboration with the ICAO technical bureaus. A relaunch of the roster, supported by a comprehensive marketing campaign, was conducted with the aim to attract highly qualified and experienced aviation professionals.

1.14 Furthermore, efforts were made to align and harmonize the financial management, budgeting and reporting of all extrabudgetary funds under CDI's purview, i.e. the Administrative and Operational Services (AOSC) Fund, the Ancillary Revenue Generating Fund (ARGF), and the ICAO Voluntary Funds, culminating in the establishment of a dedicated Extrabudgetary Finance Unit in the Finance Branch. As part of the Fit for Purpose Organization Project under the ICAO Transformational Objective, the Bureau has also initiated an organizational development exercise across its different funds to make the most efficient use of resources.

1.15 During the triennium, CDI's Global Aviation Training (GAT), externally rebranded as "ICAO Training", continued to drive digital transformation and innovation, focusing on accessibility, innovation, and environmentally friendly practices. New training products and services were introduced through a hybrid format that combines workshops, e-workshops and self-paced online courses, ensuring that training content remained relevant and responsive to emerging trends and challenges, while enhancing access and affordability across the ICAO Training portfolio. To improve the efficacy of capacity building activities, a data-informed process for identifying new training needs within the global aviation community was introduced. USOAP audit findings were utilized to help identify gaps in the training catalogue, while other key data sources, such as i) RASG and PIRG reports, ii) accident and incident data, iii) States's corrective action plans under USOAP and USAP, iv) iSTARS data, and v) proposals for priority implementation support activities, were better leveraged to assist in reviewing common areas of deficiency and needs among States and better identify opportunities to develop and deliver high-value training products.

1.16 Pursuant to Resolution A41-24 - *Aviation Contribution towards the United Nations 2030 Agenda for Sustainable Development*, the Assembly supported a proposal for an Aviation Needs Analysis Study for Landlocked Developing Countries (LLDCs) to assess the nature and extent of their specific challenges, drawing on lessons learned from the Pacific Small Islands Developing States analysis. Aligned with ICAO's Strategic Plan 2026-2050, the LLDCs aviation needs analysis will seek to identify and address critical gaps to enhance air transport connectivity, sustainability and safety, while supporting LLDCs economic development through improved infrastructure and policy frameworks. It further promotes environmental sustainability through green initiatives, strengthens compliance with ICAO SARPs, and encourages capacity building, digital transformation, and innovation to enable inclusive and resilient aviation development. Key focus areas were identified to guide fact-based recommendations which will inform the development of a phased implementation roadmap.

2. POLICY UPDATES

2.1 It is recalled that a "[Policy on ICAO Implementation Support Provided to States](#)" was approved by the Council in March 2022, aimed at aligning the management of ICAO's Programmes of Technical Cooperation and Technical Assistance within the "One-ICAO" approach with a view to achieving a collaborative and consistent approach for all implementation support activities across the Organization. In addition, the Policy also aims to strengthen and harmonize the coordination and management of implementation support programmes, projects, products, services and activities, integrating these efforts into the ICAO Business Plan, and ensuring that the support provided to States across all areas of civil aviation is relevant, efficient, consistent in content and delivery regardless of the source of assistance or the associated funding mechanism.

2.2 The implementation of the Policy has enabled improved cooperation and coordination to avoid duplication and redundancy and ensure a more efficient allocation of the limited resources available to the Organization. The application of the Policy has been significantly advanced through the work of the ICAO Implementation Support Group (ISG) on key initiatives such as i) the finalization of processes and procedures under the Policy; ii) the establishment and refinement of an Implementation Support Platform; and iii) the development and implementation of the Voluntary Funds Committee. The ISG has also served as the coordinating entity for the Implementation Support Action Teams (IS-AT) established to further

improve business development coordination and results within ICAO. The IS-AT's work has been instrumental in building a stronger pipeline of new business opportunities, which have materialized into new projects and activities in all ICAO regions in support of the Bureau's geographical diversification efforts.

2.3 In alignment with the Policy on ICAO Implementation Support Provided to States, significant reforms were undertaken during the 2022–2024 triennium to reinforce the Organization's resource mobilization (RM) function. The updated Resource Mobilization Policy clarified roles in voluntary fund governance. Pilot digital dashboards and tools were deployed to monitor fund utilization and enhance accountability, improving transparency and bolstering donor confidence. This function supersedes the Aviation Safety Implementation Assistance Partnership (ASIAP) as it is covered under the umbrella of new donor dialogues hosted regularly across the ICAO regions.

2.4. In addition, the triennium saw the development and approval of a new ICAO Cost Recovery Policy. In alignment with ICAO's Financial Regulations and Rules, this comprehensive Policy will play an instrumental role in facilitating the full recovery of costs for the various activities undertaken by the Organization. The Policy enables the Organization to address gaps in the current policies, facilitate transparent and consistent cost recovery mechanisms, and enhance transparency and accuracy of financial results. In the context of CDI, the Policy will enable full cost recovery for all the projects and activities the Bureau implements under its extra-budgetary funds in support of its long-term financial sustainability aspirations.

2.5 The “*Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance*” adopted by the 41st Session of the Assembly in its Resolution A41-25 outlines the general statement of principles, long-term policies and fundamental values governing the provision of technical cooperation and technical assistance by the Organization. Appendix C proposes an update to Resolution A41-25 to take into account required changes and editorial revisions, the revised A42-xx: “Consolidated Statement of ICAO Policies on Implementation Support”, for adoption by the Assembly. Related Assembly Resolution A39-23 - *No Country Left Behind*, A40-22 – *Resource Mobilization*, A40-25 - *Implementing Aviation Training and Capacity-Building* and A41-24 - *Aviation's contribution towards the United Nations 2030 Agenda for Sustainable Development* remain in force.

APPENDIX A

CAPACITY DEVELOPMENT AND IMPLEMENTATION PROGRAMME

Total Programme Delivery

1. The total Capacity Development and Implementation Programme delivered (implemented) by the Capacity Development and Implementation (CDI) Bureau in the 2022 to 2024 triennium amounted to USD 297.4 million. Comparison with the preceding two triennia (USD 356.2 million and USD 168.7 million, respectively) in Table 1 reflects a decrease of 52.6% and an increase of 76.2, respectively, in each triennium.

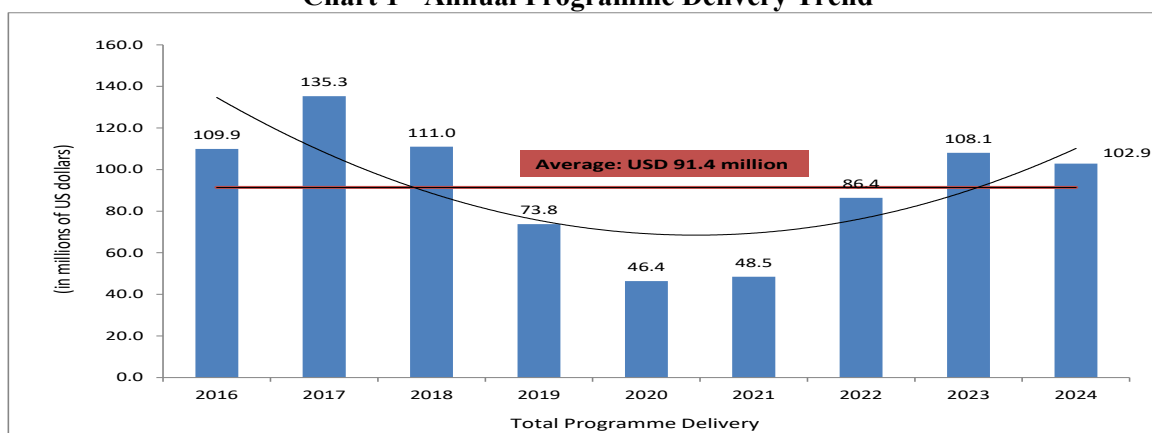
Table 1 – Total Programme Delivery

Total Programme Delivery (in US Dollars)					
2016	109,888,189	2019	73,845,065	2022	86,368,799
2017	135,322,442	2020	46,413,057	2023	108,106,855
2018	110,976,637	2021	48,491,490	2024	102,911,273
356,187,268		168,749,612		297,386,927	

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 2017 marked the highest Programme delivery during the last three triennia at USD 135.3 million, followed by 2018 at USD 111.0 million, partially explained by major procurement of aviation equipment and large-scale activities associated with air navigation services and airport development. The annual Programme delivery drastically decreased during the 2019--2021 triennium, mainly as a direct impact of the COVID-19 pandemic on civil aviation development investments, closing with a Programme of USD 48.5 million in 2021. While the current triennium is still affected by the aviation sector's slow pace of recovery, the Programme has rebounded to over USD 100.0 million in each of the last two years. In comparison with the previous reporting period, the moving average of the past three triennia has decreased from USD 101.6 million between 2013 to 2021 to USD 91.4 million between 2016 to 2024. On average, approximately USD 120.0 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 relatively similar to the previous triennium, with the overriding proportion provided by Governments funding their own priorities and projects (98.0%). Donor contributions amounted to USD 5.8 million (2.0%), as compared to USD 2.5 million (1.4%) and USD 1.8 million (0.5%) in the 2019 to 2021 and 2016 to 2018 periods, respectively. Table 2 provides a summary of external contributions by donor under the ICAO Objectives Implementation Funding Mechanism and ICAO Voluntary Funds.

Table 2 - External Sources of Funding for 2016 to 2024

Source of Funding	2016-2018	2019-2021	2022-2024	Grand Total
	(in US dollars)			
Airbus	250,000	750,000	450,000	1,450,000
Aeronautical Radio of Thailand	20,000	0	0	20,000
Aerovias de Integracion Regional S.A. (LATAM)	0	52,680	72,728	125,408
AFCAC	0	115,015	0	115,015
ASECNA	0	592,179	9,934	602,113
AVSEC	98,400	0	0	98,400
BCDA Aeronautical Solutions LLC (Venezuela)	0	171,165	0	171,165
Boeing	272,009	450,000	189,500	911,509
C.M.R. S.A.S. Colombia	0	16,100	0	16,100
COCESNA	0	49,925	104,595	154,520
CORPAC	0	0	68,193	68,193
Corporacion de la Industria Aeronautica Colombiana	0	15,390	15,880	31,270
DINACIA	0	0	80,000	80,000
DGAC Chile	13,400	0	0	13,400
EMBRAER S.A.	0	0	21,310	21,310
Endeavour Aviation Abidjan SARL	0	55,635	0	55,635
FAA	280,500	0	10,128	290,628
France	0	0	138,128	138,128
INAC	0	21,778	24,136	45,914
Inter-American Development Bank	0	48,000	0	48,000
LAN. Peru S.A.	0	20,300	0	20,300
Selex ES Technologies Ltd.	26,879	0	0	26,879
Spain	10,248	0	0	10,248
Transport Canada	77,694	68,854	50,000	196,548
UNDPKO	314,175	0	0	314,175
UNEP	0	0	4,427,854	4,427,854
UNOPS	11,536	0	11,900	23,436
UN WFP	0	0	70,723	70,723
Safety Fund (SAFE)	276,521	37,120	0	313,641
SPCP	196,000	0	0	196,000
Other	0	0	83,984	83,984
Total	1,847,362	2,464,141	5,828,993	10,140,496

Support Costs

4. Support costs normally not exceeding 10 per cent are applied to CDI projects but may vary by project component under Management Service Agreements (MSA) depending on the complexity of the activity. Support cost rates for the equipment component under various Agreements are variable and may be regressive with the increase in the size of purchase orders, from 8% to 4.9%, and negotiable above a USD 5.0 million threshold. These rates are negotiated with and agreed to by States and are reflected in the individual agreements signed with ICAO. Total support costs (administrative fee revenue) recovered for the administration of the Capacity Development and Implementation Programme against total Programme implementation of USD 297.4 million for 2022 to 2024 amounted to USD 20.6 million, representing an average of 7.0% for the period, as compared with 8.3% and 6.4% in the 2019-2021 and 2016-2018 triennia, respectively. Chart 2 indicates support costs recovered over the past three triennia, exhibiting a slight decrease in the average support costs in the current triennium due to the increase in ratio of procurement to 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 than the personnel and/or training components.

Chart 2 – Support Costs Recovered from 2016 to 2024

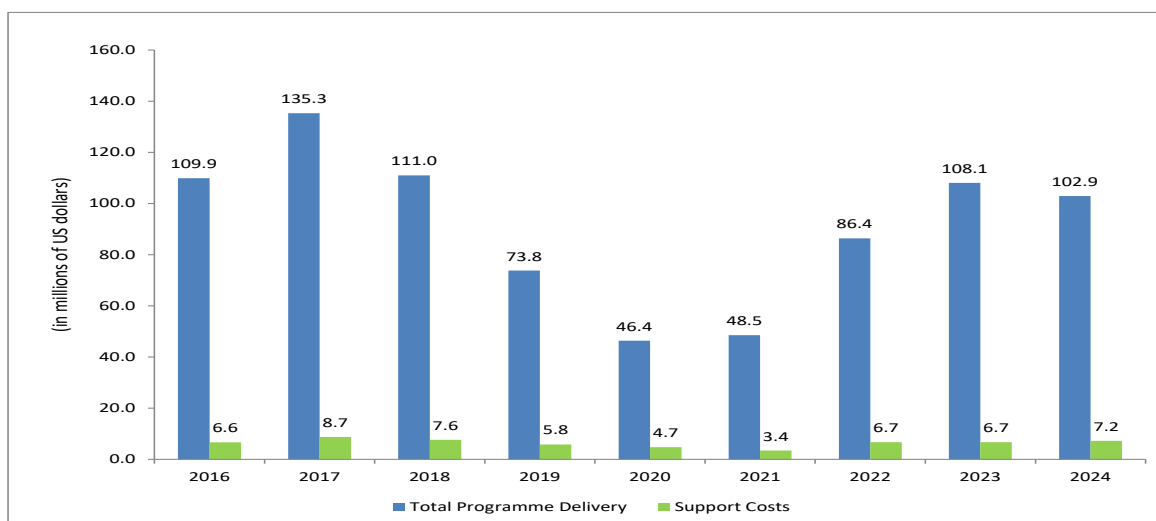
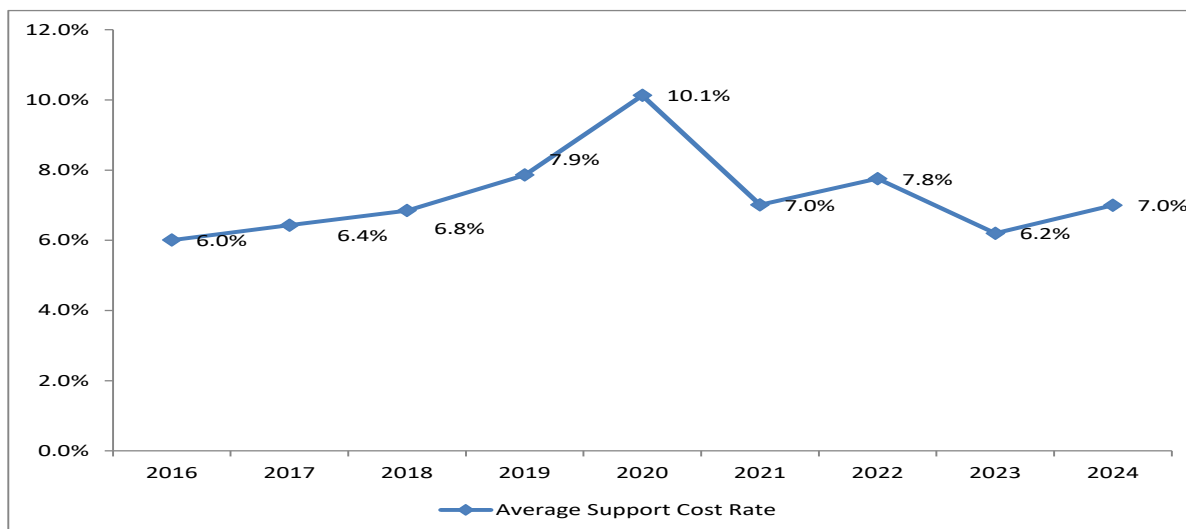


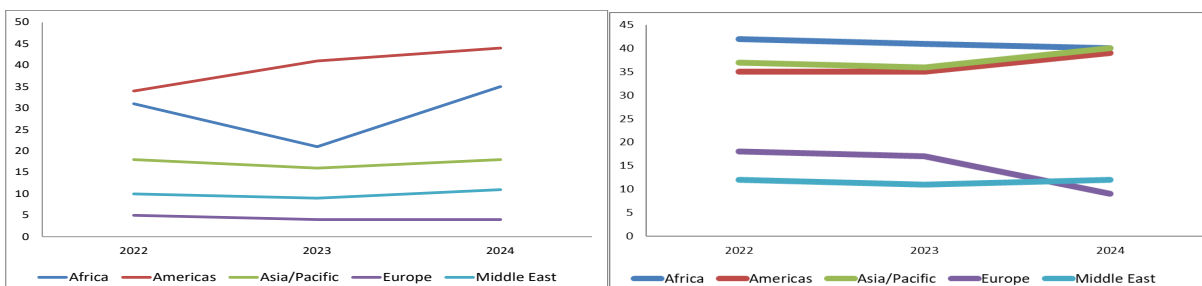
Chart 3 – Yearly Average Support Cost Rate from 2016 to 2024



Programme Outreach

5. During the 2022-2024 triennium, the CDI Bureau developed a portfolio of projects funded mainly by Governments or service providers, which have contributed to the enhancement of aviation safety, air navigation capacity and efficiency, security and facilitation, economic development and environmental protection worldwide. Assistance was provided to over 112 States and nine Organizations through the implementation of an average of 100 implementation support projects per year, in addition to the deployment of 119 iPacks in the triennium.

Chart 4 – Number of Projects and Number of States by region*

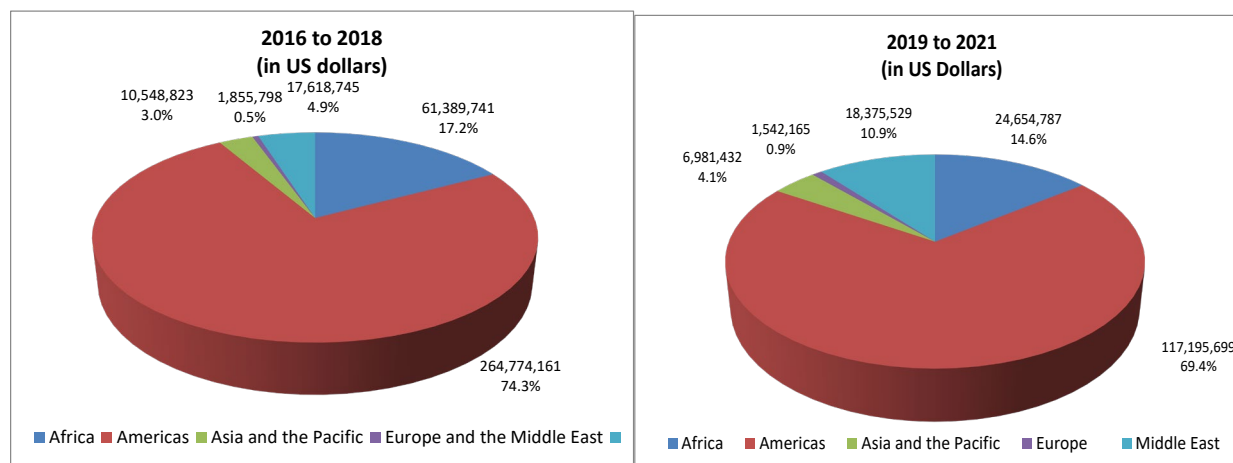


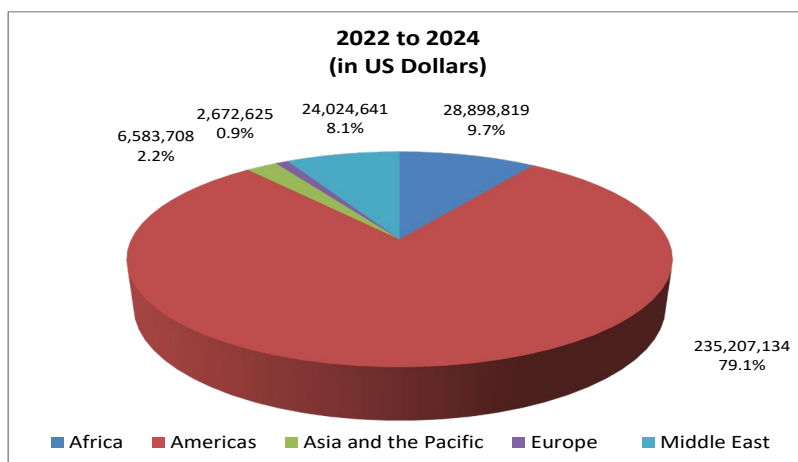
*Excludes iPacks

Programme Delivery by Region

6. Total Capacity Development and Implementation Programme delivery by geographical region is illustrated in Chart 5. The Africa Region accounted for 9.7% of the total Programme implemented in the 2022-2024 period, as compared with 14.6% and 17.2% in the 2021-2019 and 2016-2018 triennia, with an increase in volume of 17.2% in the current triennium as compared to the previous. The Asia and Pacific Region represented 2.2% of total Programme delivery over an average ratio of 4.1% for 2019-2021 and 3.0% for the 2016-2018 period, registering a decrease of 5.7% in its programme volume as compared to the last triennium. An increase in Programme volume of 100.7% was experienced over the last triennium in the Americas Region as it continues to account for the majority of the Programme delivery at 79.1% as compared to 69.4% and 74.3% in the preceding two triennia. Europe and the Middle East Regions accounted for 0.9% and 8.1%, respectively, of the total Programme implementation in the 2022-2024 period, as compared with 0.9% and 10.9% in the preceding triennium, for an increase of 73.3% and 30.7%, respectively. The variations in the ratio of geographical distribution were influenced mainly by the number and type of requests, as well as the amount of funding made available by States.

Chart 5 – Programme Delivery by Region

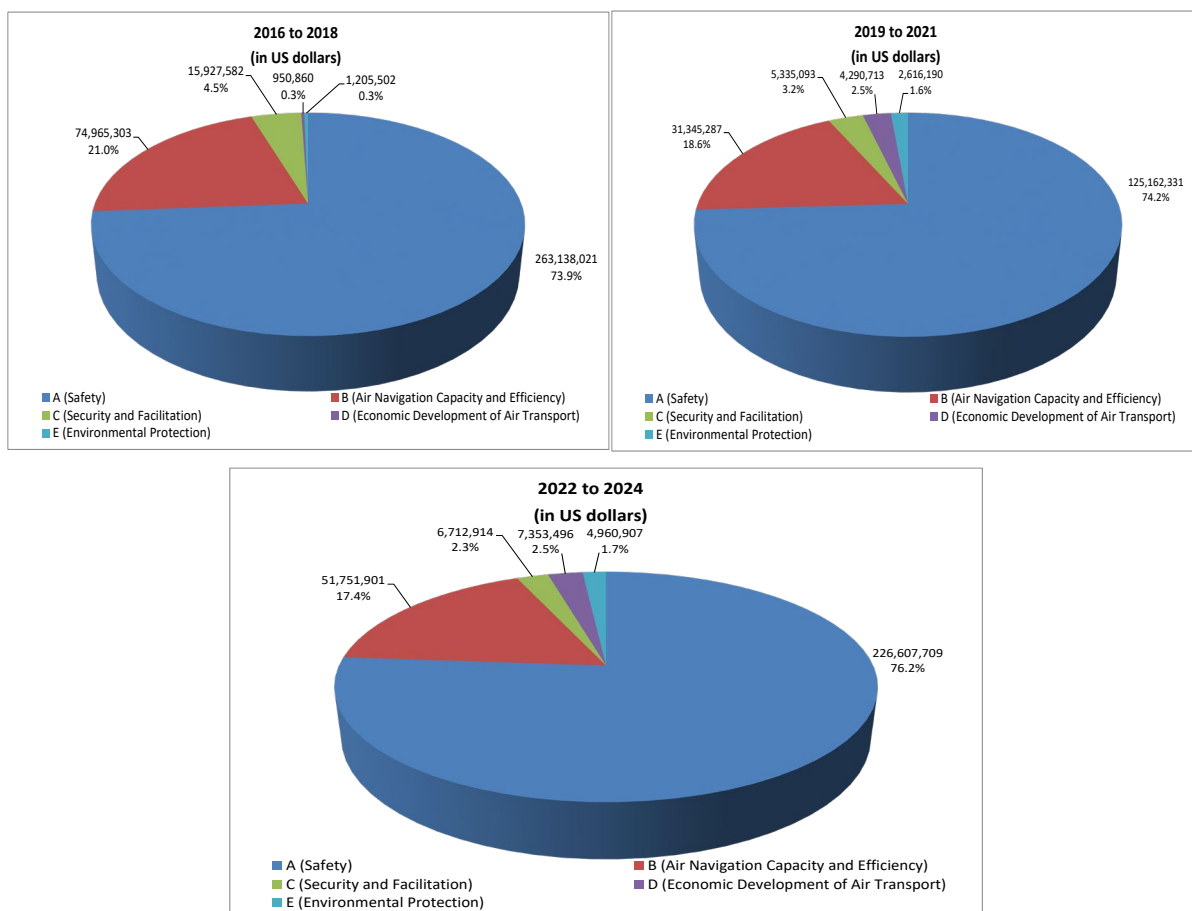




Programme Delivery by Strategic Objective

7. The distribution of the Capacity Development and Implementation Programme by Strategic Objective provided in Chart 6 reflects the projects' overall contribution to the achievement of ICAO's objectives for the 2016-2018, 2019-2021 and 2022-2024 triennia, demonstrating the States' predominant focus on safety and air navigation priorities.

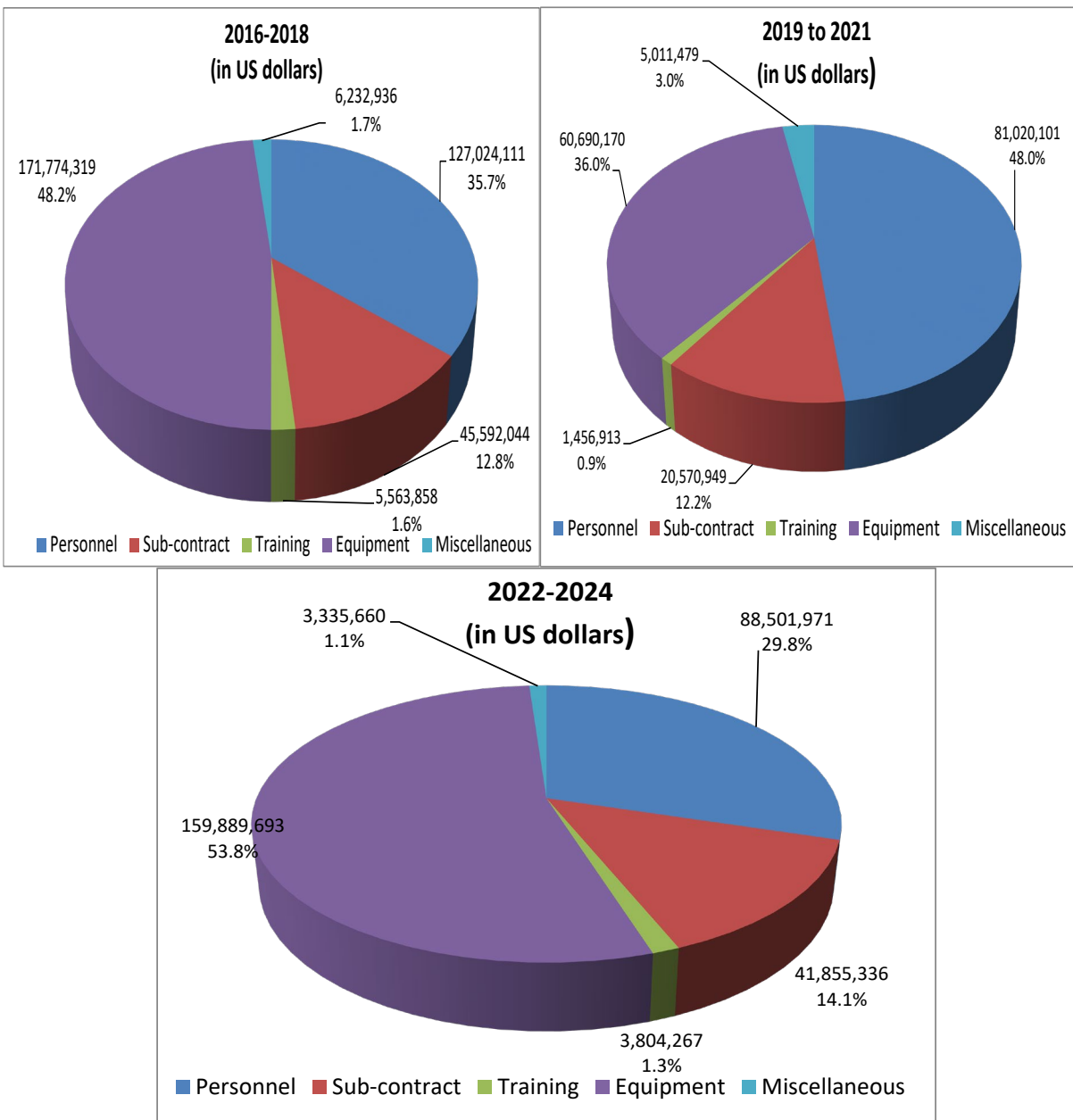
Chart 6 – Programme Delivery by Strategic Objective



Programme Delivery by Component

8. As a proportion of the total Programme, the procurement component, comprising of equipment and subcontracts, continues to represent the greatest volume of activity at 67.9% combined in the 2022-2024 reporting period and experienced a significant increase of 148.3% in implementation in the last triennium. The personnel component representing 29.8% of the total Programme also experienced an increase of 9.2% while training at 1.3%, experienced a 161.1% increase in volume over the same period.

Chart 7 – Programme Delivery by Component



9. Major deliverables during the 2022 to 2024 period, as compared with the 2019 to 2021 and 2016-2018 triennia, respectively, included:

- a) the deployment of 1,036 international field experts, who carried out advisory missions or served as instructors or as executive personnel, as compared to 1,181 and 1,061;
- b) the recruitment of 2,099 national experts for civil aviation administrations, as compared to 1,709 and 2,566;
- c) the provision of in-country training to 11,193 civil aviation personnel through national and regional training courses, workshops and seminars, as compared to 21,119 and 17,714;
- d) the delivery of training by equipment suppliers to 1,914 national personnel under procurement contracts, as compared to 2,253 and 1,881;
- e) the award of fellowships in the aviation field to various training institutes for 2,748 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 1,694 and 2,419; and
- f) the procurement of major civil aviation equipment and services for a total of USD 201.8 million, as compared to USD 92.2 million and USD 217.3 million.

Table 3 – Programme Deliverables by Component

CAPACITY DEVELOPMENT AND IMPLEMENTATION PROGRAMME						
	2022	2023	2024	TOTAL (2022-2024)	TOTAL (2019-2021)	TOTAL (2016-2018)
International field experts	522	514	522	1036	1,181	1,061
National experts	698	750	651	2099	1,709	2,566
Nationals trained in-country	3,945	1,329	5,919	11,193	21,119	17,714
Nationals trained by supplier	678	458	778	1,914	2,253	1,881
Fellowship awards	810	1063	875	2748	1694	2419
Equipment and services	USD 53.1 million	USD 76.5 million	USD 72.2 million	USD 201.8 million	USD 92.2 million	USD 217.3 million

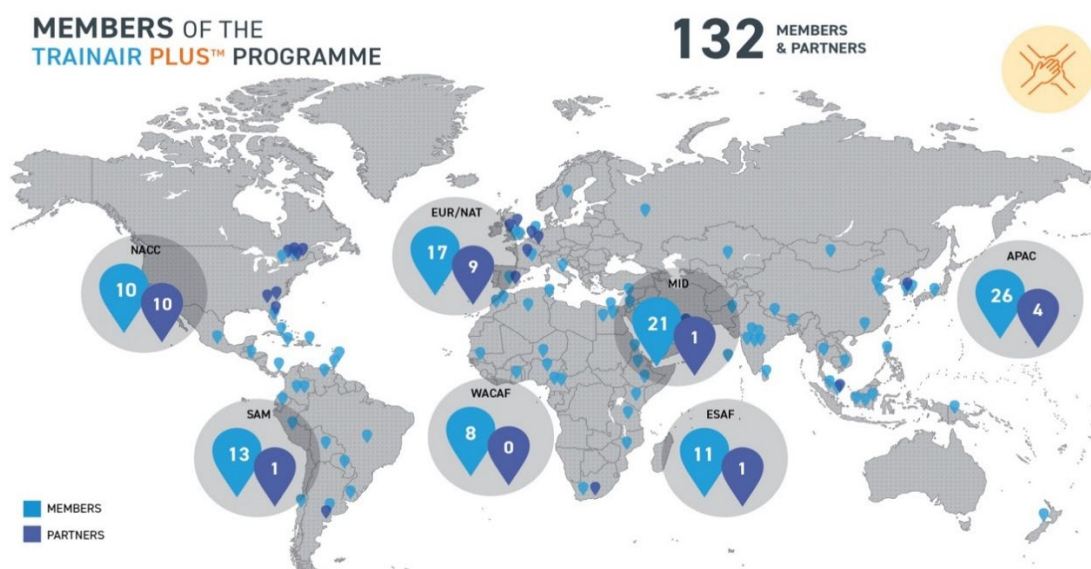
10. Details of annual operational performance results by component are provided in the Annual Reports of the Council to the Assembly.

GLOBAL AVIATION TRAINING

TRAINAIR PLUS Programme Membership

1. In the triennium, under the CDI Bureau's leadership, Global Aviation Training (GAT) significantly expanded its TRAINAIR PLUS Programme (TPP) network to 106 Members and 26 Partners at the end of 2024 from 82 Member States. A new category has been established to recognize the expertise of those training centres that specialize in aerodrome training, i.e., TPP Member-Airport, in collaboration with TPP Partner Airport Council International (ACI).

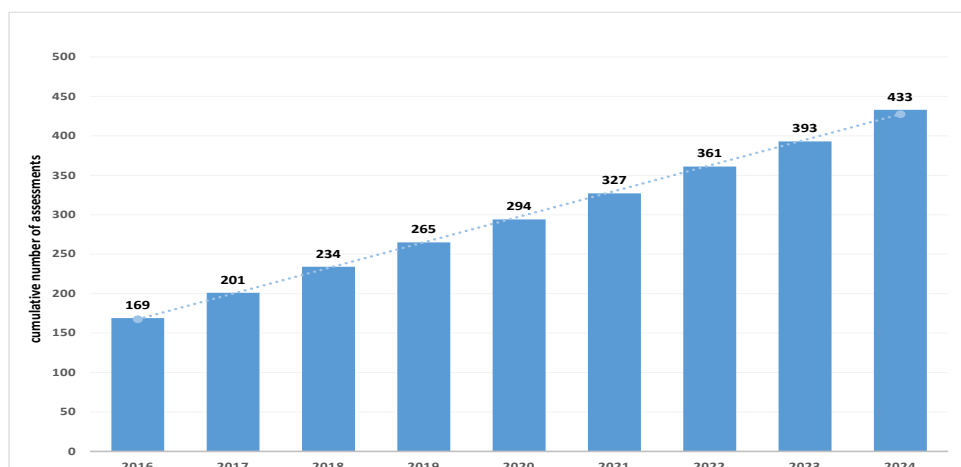
Chart 1 - TPP Membership



Training Assessments

2. Since 2016, GAT has carried out 433 assessments of training organizations – initially to validate their eligibility as TPP Members, and subsequently to ensure continued compliance with membership requirements. Currently, an average of 35 training organizations are assessed each year to determine the capability of TPP Members to develop and deliver ICAO-harmonized training packages.

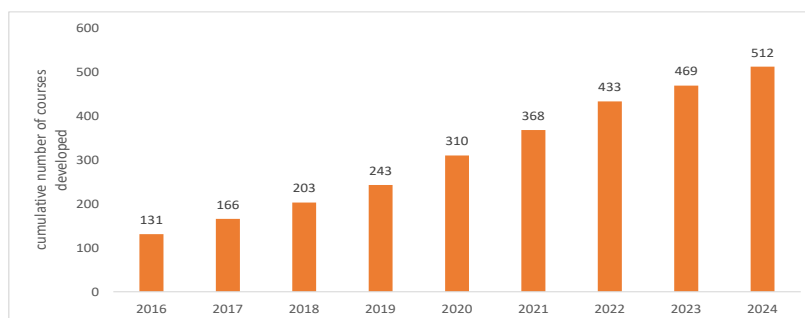
Chart 2 – Cumulative Assessments of TTP Members



Training Development

3. The implementation of competency-based training courses contributes to strengthening human resources capacity-building of Member States across all ICAO Strategic Objectives. ICAO Bureaus and Regional Offices, TPP Members, the industry and academic institutions have been working with GAT to develop new courses or have existing ones reviewed and recognized by ICAO. Between 2016 and 2024, a total of 512 ICAO-standardized Training Packages were developed and translated into one or more of ICAO's official languages.

Chart 3 – ICAO Training Development



Training Delivery and Number of Trainees

4. The ICAO Course Catalogue features over 500 courses, including more than 50 self-paced courses. Since 2016, a total of 4908 ICAO-recognized courses have been delivered globally, with 91010 trainees in attendance as shown in Charts 4 and 5 below.

Chart 4 - Training Delivery

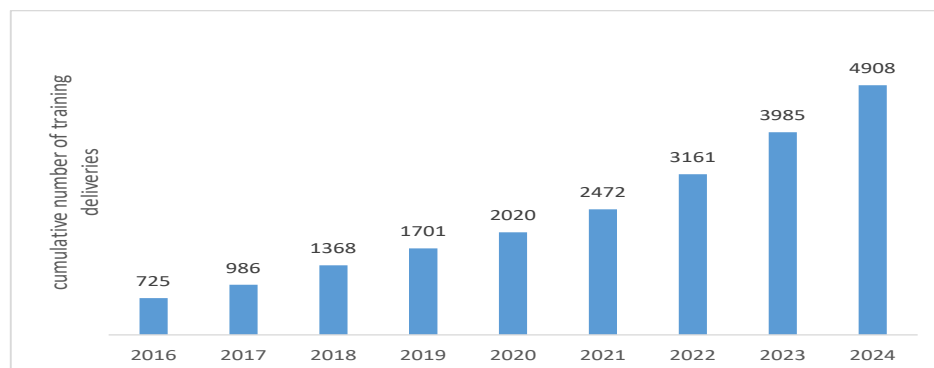
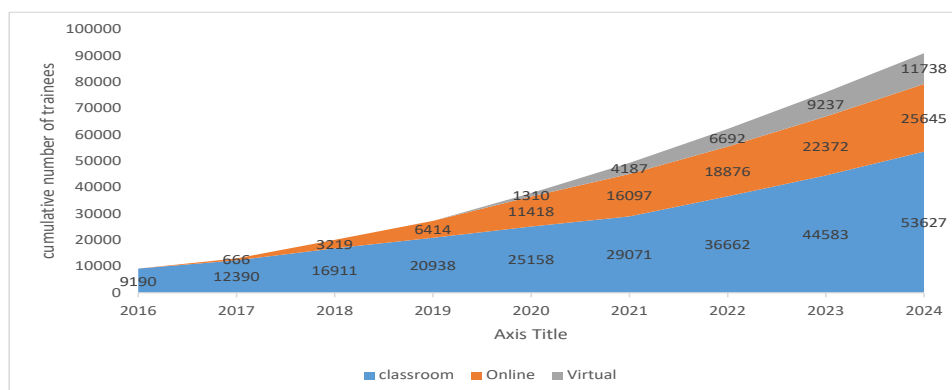


Chart 5 – Number of Trainees



Training Fellowships and Scholarships

5. Between 2016 to 2024, a total of 6861 fellowships were awarded through the Training Fellowships Programme under CDI projects, including the Developing Countries Training Programme supported by donor States, including India, Indonesia, Mexico, Panama, Qatar, Republic of Korea, Singapore, Spain, Thailand, Turkey and Uruguay.

6. In the 2019-2021 triennium, GAT completed its first resource mobilization training project targeting senior and middle managers of civil aviation authorities, which was funded by China's South-South Cooperation Assistance Fund (SSCAF) with a contribution of USD 2.0 million. Through this initiative, 865 participants from 124 States and six regional organizations were awarded full scholarships to attend 38 training sessions held globally. In addition, during the period 2021-2023, a total of 1402 full scholarships were awarded to participants from 124 Member States to attend the Civil Aviation Master Planning Training Course (CAMP), funded by Global Development and South-South Cooperation Fund of China (GDSSCF).

Table 1 – Number of Fellowship Awards

Year/Period	Fellowship Awards
2016 – 2018	2,419
2019 – 2021	1,694
2022 – 2024	2,748
Total	6,861

Aviation Security Training

7. Aviation security capacity building at ICAO, coordinated within the framework of the Air Transport Bureau's Implementation Support and Development - Security (ISD-SEC) Programme, delivers targeted assistance and training, based upon a needs assessment process, to address identified aviation security deficiencies to help States implement the requirements of Annex 17 – Aviation Security. The assistance activities support the objectives of the Second Edition of the Global Aviation Security Plan (GASeP) (Doc 10118) adopted by the ICAO Council at its 232nd Session on 10 June 2024.

8. From 2016 to 2018, a total of 110 ICAO-sponsored aviation security training activities, comprising courses, workshops, and instructor certification sessions combined, were conducted by ISD-SEC through the Aviation Security Training Centre (ASTC) network, which benefitted 1,566 aviation security specialists from 120 Member States. From 2019 to 2021, in response to the restrictions of the COVID 19 pandemic, both virtual and in-person training methods were applied, and 82 training activities were implemented, reaching 1,093 participants from 100 Member States. From 2022 to 2024, ICAO-sponsored training continued to be offered through both modalities through 108 activities which benefitted 1,629 aviation security specialists from 110 Member States.

Table 2 – Aviation Security Training Deliverables and Trainees

Year/Period	Number of deliveries	Number of trainees
2016-2018	110	1,566
2019-2021	82	1,093
2022-2024	108	1,629
Total	300	4,288

RESOURCE MOBILIZATION ACTIVITIES

Gratis Personnel by Donor and Strategic Objective

1. As shown in Tables 1 to 3 below, between 2019 and 2021, total contributions of gratis personnel provided without charge to ICAO declined to an equivalent of CAD 24.2 million, reflecting temporary constraints among Member States, possibly as a result of the COVID-19 pandemic. Contributions rebounded in the 2022–2024 period, reaching CAD 31.4 million, indicative of renewed commitments and increased engagement. China remained the leading contributor, with its support rising from CAD 6.0 million to CAD 6.4 million. The United States' contributions in gratis personnel increased to CAD 5.7 million in 2022–2024, while France maintained steady support at approximately CAD 2.8 million across both periods.

2. With regard to the contributions' impact on the achievement of ICAO's Strategic Objectives, support to Air Navigation Capacity and Efficiency through gratis personnel increased from CAD 8.1 million to CAD 11.1 million, driven by global modernization efforts. Funding aligned with the Safety objective rose to CAD 11.4 million in 2022–2024, reflecting continued prioritization of this area. In contrast, contributions to Security and Facilitation declined from CAD 2.2 million to CAD 1.6 million, suggesting a reallocation of resources toward other emerging priorities. For the first time, contributions were recorded under Environmental Protection and the new Transformational Objective (CAD 1.4 million and 0.4 million respectively), underscoring ICAO's growing emphasis on environmental sustainability and innovation. The 2022–2024 period also witnessed increased participation from smaller Member States and non-State actors, contributing to a more diversified gratis personnel base and strengthened regional engagement.

Table 1 – Gratis Personnel provided without charge (2022-2024)

(in thousands of Canadian Dollars)							
	Safety	Air Navigation Capacity and Efficiency	Security and Facilitation	Economic Development of Air Transport	Environmental Protection	Supporting Strategies	Transformational Objective
Gratis Personnel⁽¹⁾							Total
China	793	3 922	8			1 725	6 448
United States	3 365	1 846				507	5 718
Brazil	1 465	593		368	388	359	3 536
France	783	1 436			258	334	2 811
Saudi Arabia	849	348	633			102	1 932
Singapore	316	864			705		1 885
Türkiye						928	928
Ghana	27	836					863
Korea						731	731
Namibia	168	507					675
<i>States - Others</i>	2 180	678	932			605	4 395
<i>Non-States - Others</i>	1 434	79					1 513
Sub-total Others (2)	3 614	757	932			605	5 908
Sub-total Gratis Staff	11 380	11 109	1 573	368	1 351	5 291	31 435

(1) Ten highest contributions

(2) Including contributions from private sector, international organizations, NGOs, etc.

Table 2 – Gratis Personnel provided without charge (2019-2021)
(in thousands of Canadian Dollars)

	Safety	Air Navigation Capacity and Efficiency	Security and Facilitation	Economic Development of Air Transport	Supporting Strategies	Total
Gratis Personnel ⁽¹⁾						
China	1 938	1 336	0	339	2 400	6 013
France	1 223	698	838	0	0	2 759
United States	1 281	862	0	0	457	2 600
Singapore	1 104	1 054	0	0	402	2 560
Turkey	247	758	0	374	0	1 379
Brazil	532	327	0	349	0	1 208
Republic of Korea	0	362	0	0	663	1 025
Japan	0	504	508	0	0	1 012
Saudi Arabia	71	116	264	0	40	491
Dominican Republic	460	0	0	0	0	460
	0	0	0	0	0	0
<i>States - Others</i>	766	1 525	594	0	248	3 133
<i>Non-States - Others ⁽²⁾</i>	928	578	0	18	0	1 524
Sub-total Others	1 694	2 103	594	18	248	4 657
Sub-total Gratis Staff	8 550	8 120	2 204	1 080	4 210	24 164

(1) Ten highest contributions

(2) Including contributions from private sector, international organizations, NGOs, etc.

Table 3 – Gratis Personnel provided without charge (2016-2018)
(in thousands of Canadian Dollars)

	Safety	Air Navigation Capacity and Efficiency	Security and Facilitation	Economic Development of Air Transport	Environment al Protection	Supporting Strategies	Others	Total
Gratis Personnel ⁽¹⁾								
China	3 303	1 720	909	1 799	324	1 905	1	9 961
France	1 371	512	884	10	17	0	0	2 794
Singapore	1 005	1 003	164	28	60	526	0	2 786
Turkey	972	801	88	299	35	5	8	2 208
Korea	409	223	217	4	6	10	554	1 423
Malaysia	651	94	64	12	27	3	0	851
Nigeria	240	60	360	5	34	0	7	706
United States	246	178	28	0	84	0	0	536
Netherlands	419	0	50	0	0	1	0	470
United Kingdom	371	45	39	0	0	0	0	455
Others	2 790	1 606	4 101	86	536	735	106	9 960
Sub-total Gratis Staff	11 777	6 242	6 904	2 243	1 123	3 185	676	32 150

(1) Ten highest contributions

ICAO Voluntary Funds Contributions by Donor

3. As illustrated in Table 4 below, from 2016 to 2024, total voluntary contributions amounted to CAD 122.3 million. Representing the principal funding sources to ICAO Voluntary Funds, the United States and China provided contributions in the order of CAD 22.8 million and CAD 17.8 million respectively, together accounting for approximately one-third of the total contributions over the triennia. The European Commission contributed CAD 16.4 million, the Republic of Korea CAD 5.9 million, and the United Kingdom CAD 5.5 million, constituting the next most significant sources of funding. Saudi Arabia provided an overall CAD 4.1 million across the three triennia, with its level of support remaining consistent. Beyond these leading partners, contributions are drawn from a broad spectrum of Member States, industry stakeholders and United Nations agencies. This broadening of the donor base reflects the effective outreach efforts by the ICAO Secretariat, and has contributed to a more diversified funding landscape, while also strengthening global engagement in ICAO's Voluntary Funds.

4. For the period 2022-2024, total contributions across all ICAO Voluntary Funds amounted to CAD 50.5 million, reflecting a 49 per cent increase from the previous triennium (CAD 26.1 million) and a 10 per cent increase from the 2016-2018 triennium (CAD 45.6 million). During 2022-2024, CAD 43.7 million (87%) was contributed by States and CAD 6.7 million (13%) by other sources. The leading financial contributors to Voluntary Funds for the 2022-2024 triennium were France (CAD 11.4 million), the United States (CAD 9.8 million), the European Commission (CAD 4.6 million), China (CAD 4.0 million) and the United Kingdom (CAD 4.3 million).

Table 4 – Voluntary Contributions Received from 2016-2024

(in Canadian dollars)

Source of Funding	2016-2018	2019-2021	2022-2024	Grand Total
ABIS	0	0	1,000	1,000
ACI	132,976	0	14,800	147,776
Airbus	235,909	82,341	84,334	402,584
Albania	0	17,103	0	17,103
Angola	36,878	0	0	36,878
Antigua and Barbuda	2,538	0	0	2,538
Argentina	0	658	1,000	1,658
Aruba	7,530	0	0	7,530
ASECNA	11,749	9,608	1,000	22,357
ATNS	19,603	0	0	19,603
Australia	56,277	1,654	908,700	966,631
Austria	0	0	102,146	102,146
Aviation Working Group	124,320	0	0	124,320
Bahamas	7,372	0	0	7,372
Bahrain	0	790	0	790
Bangladesh	0	0	16,178	16,178
Belarus	0	1,276	0	1,276
Belgium	20,025	0	0	20,025
Belize	0	0	14,591	14,591
Benin	33,940	0	13,204	47,144
Bhutan	3,177	0	0	3,177
Boeing	269,464	813,060	805,043	1,887,567
Bolivia	16,487	0	0	16,487
Bombardier	3,642	0	0	3,642
Botswana	55,486	6,582	0	62,068
Brazil	9,579	50,540	6,523	66,642
Burkina Faso	19,436	0	0	19,436
Burundi	21,265	0	0	21,265
Cabo Verde	0	35,400	0	35,400
CAE	0	14,414	0	14,414
Cambodia	5,046	0	0	5,046
Cameroon	10,164	0	0	10,164
Canada	3,424,209	120,262	203,834	3,748,305
CEEAC/CEMAC PASTA	1,298,750	0	0	1,298,750
Central African Republic	10,112	0	0	10,112

Appendix A

Source of Funding	2016-2018	2019-2021	2022-2024	Grand Total
Chad	10,112	0	0	10,112
Chile	109,991	36,126	67,954	214,071
China	7,302,625	6,443,871	4,028,660	17,775,156
COCESNA	2,856	0	0	2,856
Colombia	4,812	52,511	22,027	79,350
Comoros	10,112	0	0	10,112
Concordia University	212,780	10,907	0	223,687
Congo	33,528	0	0	33,528
Côte d'Ivoire	15,547	0	1,985	17,532
Cuba	1,788	0	0	1,788
Democratic Republic of Congo (Financed by the World Bank)	2,609,984	0	0	2,609,984
Denmark	19,868	0	7,733	27,601
Dominican Republic	78,151	20,474	99,982	198,607
EAC-CASSOA	0	0	29,926	29,926
EASA	20,865	0	0	20,865
EAST TIMOR	4,934	0	0	4,934
Ecuador	19,248	602	0	19,850
Egypt	20,298	0	0	20,298
El Salvador	5,627	0	0	5,627
Equatorial Guinea	332,382	0	5,000	337,382
Eswatini	0	4,172	0	4,172
Eurocontrol	0	0	10,966	10,966
European Commission	9,566,755	2,219,995	4,624,870	16,411,621
FAA	6,607	0	0	6,607
Fiji	2,457	0	11,554	14,011
Finland	0	8,450	0	8,450
France	77,032	507,712	11,441,218	12,025,962
Frontex	0	0	5,154	5,154
Gabon	10,112	0	0	10,112
Gambia	10,344	0	0	10,344
GAP	5,961	0	0	5,961
Germany	197,977	133	0	198,110
Ghana	0	16,686	0	16,686
Greece	0	0	2,843	2,843
Grenada	11,248	0	0	11,248
Guatemala	1,496	0	0	1,496
Guinea-Bissau	10,112	0	0	10,112
Guyana	42,955	5,125	99,503	147,583
Hungary	0	0	508,245	508,245
IADB	8,031	0	0	8,031
IATA	109,346	66,350	0	175,696
IAWA	11,250	0	0	11,250
IDAC	5,348	0	0	5,348
Source of Funding	2016-2018	2019-2021	2022-2024	Grand Total

Incheon International Airport	0	0	17,000	17,000
India	6,890	22,405	10,115	39,410
Indonesia	334,589	265,716	718,413	1,318,719
Iran, Islamic Republic of	24,033	0	0	24,033
Ireland	0	400	0	400
Italy	339,683	160,191	0	499,874
ITU	0	0	14,983	14,983
Jamaica	2,906	2,265	13,330	18,501
Japan	404,391	769,313	1,807,934	2,981,638
Jeffrey Boolard	200	0	0	200
Jordan	0	662	0	662
Kazakhstan	0	3,542	0	3,542
Kenya	22,865	0	3,748	26,613
Kuwait	19,641	0	0	19,641
Lebanon	0	853	0	853
Liberia	0	0	12,406	12,406
Luxembourg	1,490	9,530	0	11,020
Madagascar	10,112	0	0	10,112
Malaysia	337,634	304,421	385,935	1,027,990
Maldives	16,780	0	0	16,780
Mali	10,112	0	0	10,112
Mauritania	10,112	0	0	10,112
Mauritius	66,232	40,816	0	107,048
Mexico	904,671	1,368,994	1,571,043	3,844,708
Mongolia	4,944	17,977	0	22,921
Montenegro	0	0	10,216	10,216
Morocco	0	919	4,469	5,388
Namibia	195,872	0	0	195,872
Nepal	1,601	7,971	0	9,572
Netherlands	719,630	0	1,104,721	1,824,351
New Zealand	6,457	790	0	7,247
Niger	42,650	0	0	42,650
Nigeria	315,592	0	322,714	638,306
NORDICAO	0	0	100,000	100,000
OHCHR	0	29,767	0	29,767
Oman	405,679	0	43,830	449,509
OnCommunications Co Ltd	0	0	6,095	6,095
Others	355,826	264,158	123,184	743,168
Pakistan	3,811	7,768	0	11,579
Panama	16,970	0	0	16,970
Paraguay	67,621	34,788	0	102,409
Peru	1,471	332	0	1,803
Philippines	11,310	6,140	0	17,450
Portugal	0	22,691	19,386	42,077
Source of Funding	2016-2018	2019-2021	2022-2024	Grand Total

Appendix A

Qatar	1,050,121	163,390	734,608	1,948,119
Republic of Korea	2,154,758	1,463,658	2,313,642	5,932,058
Romania	0	57,510	0	57,510
Russian Federation	489,297	319,631	481,680	1,290,608
Rwanda	12,169	23,885	0	36,054
Saint Kitts and Nevis	9,082	0	0	9,082
Saudi Arabia	1,352,355	1,408,961	1,374,296	4,135,612
Senegal	10,112	0	0	10,112
Serbia	0	5,368	0	5,368
Seychelles	53,621	3,979	0	57,600
Singapore	119,581	137,762	531,449	788,792
Sint Maarten	4,799	0	0	4,799
Slovenia	0	4,665	0	4,665
South Africa	73,337	26,230	79,274	178,841
Suriname	0	7,730	0	7,730
Sweden	30,356	0	0	30,356
Switzerland	44,868	27,725	43,762	116,355
Thailand	34,492	78,750	58,182	171,424
The Republic of North Macedonia	21,374	0	0	21,374
Togo	27,336	0	0	27,336
Transfer from project ANB03701 (Fund 5050) to the ENV VF	0	24,131	0	24,131
Transfer from project RLA99901 to support iStar workshop	0	7,408	0	7,408
Trinidad and Tobago	27,535	12,714	7,980	48,229
Tunisia	0	931	640	1,571
Uganda	69,093	0	5,842	74,935
Ukraine	0	2,552	0	2,552
UNCCT	0	265,999	0	265,999
UNDP	19,950	0	0	19,950
UNDP-Global Aviation	2,177,963	0	0	2,177,963
United Arab Emirates	120,606	35,916	379,384	535,905
United Kingdom	140,830	992,424	4,357,166	5,490,420
United Republic of Tanzania	0	0	1,040	1,040
United States	6,160,219	6,888,857	9,757,942	22,807,018
Universal Weather & Aviation	8,687	0	0	8,687
UNOCT	0	0	742,319	742,319
UNOCT & Others	0	264,006	109,842	373,848
Venezuela	1,425	12,290	0	13,715
Vietnam	2,002	0	0	2,002
WFP	0	0	70,913	70,913
Zambia	40,971	0	27,973	68,944
Grand Total	45,647,187	26,125,681	50,507,429	122,280,296

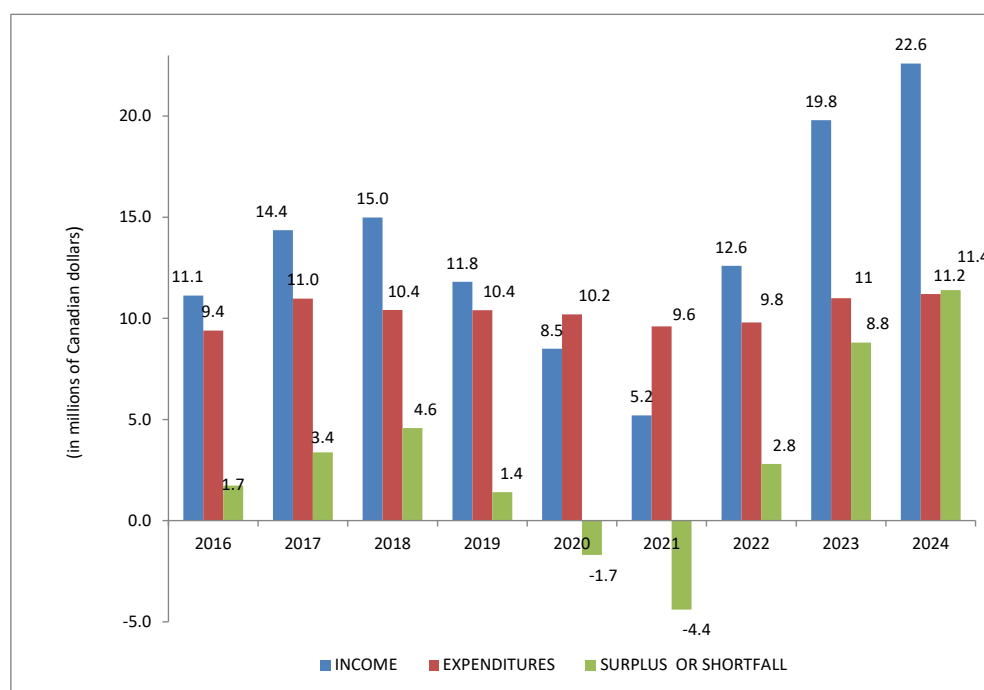
APPENDIX B

AOSC FUND INCOME AND EXPENDITURE

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 Capacity Development and Implementation Programme. It covers expenditures within CDI, comprised mainly of staff costs, as well as Regular Programme expenditures for services provided to the CDI Bureau.

2. Given the steady recovery from the pandemic and increasing Programme delivery impacting the volume of support costs recovered from projects, results of operations show that the AOSC Fund's financial health improved significantly during the 2022-2024 triennium. After consecutive years of deficits at the end of the previous triennia, income exceeded expenditure by CAD 2.8 million, CAD 8.8 million and CAD 11.4 million in 2022, 2023 and 2024, respectively. The AOSC Fund accumulated reserve stood at CAD 22.7 million as at 31 December 2024.⁵

Chart 1 – AOSC Fund Income and Expenditure



3. While support costs recovered from projects from administrative fees have historically represented approximately 90% of the AOSC Fund total income, the ratio of distribution of AOSC income in a given year between its various sources of revenue may be impacted by many factors, such as exchange rate fluctuations, cash balances and the prevailing interest rates. As shown in Chart 2 below, the comparative strength of the US Dollar, in which the AOSC income is earned, as well as income from other sources, such as investment interest, travel rebates and other miscellaneous income have contributed, to an

⁵ 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.

increasingly significant extent, to the AOSC Fund's results over the last three triennia. As a proportion of total AOSC income presented in Chart 3, those other sources of revenue have steadily increased from a low of 35.7% in 2021 to a peak of 68.5% in 2024.

Chart 2 – AOSC Sources of Income in CAD Dollars

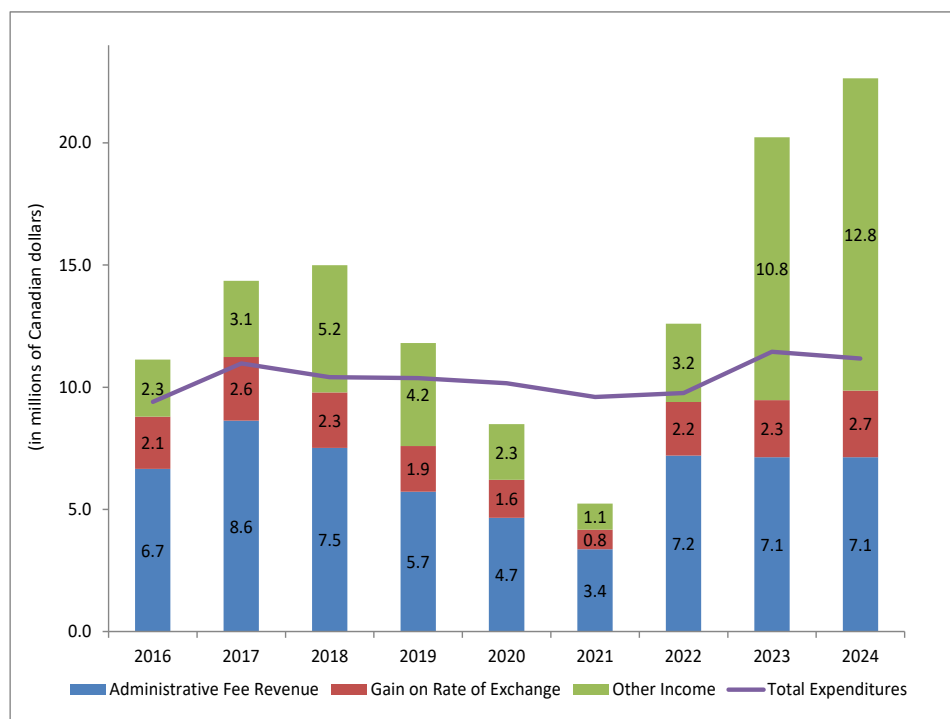
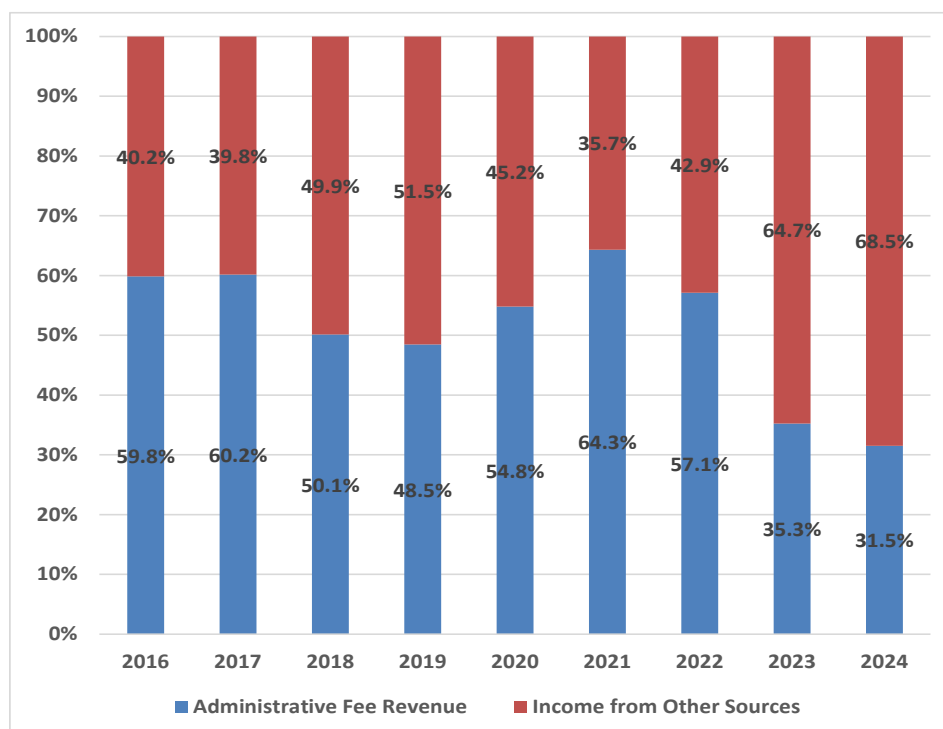
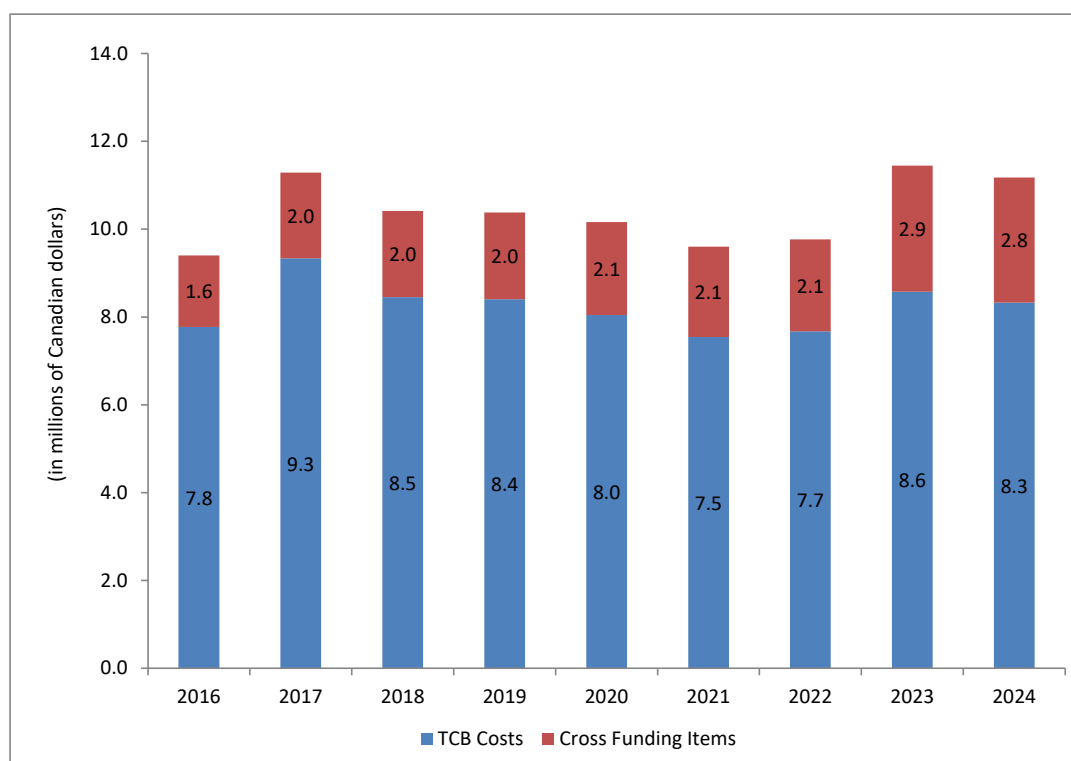


Chart 3 – AOSC Sources of Income in Percentage



4. Total expenditure includes cross-funding items charged to the AOSC Fund amounting to CAD 7.8 million in the 2022-2024 triennium. These costs consist of annual transfers of CAD 1.2 million for support services provided by the Regular Programme in support of the Capacity Development and Implementation Programme as part of the 2010 Cost Recovery Policy⁶, as well as additional funding for procurement services, Regional Office quality assurance, the Travel Unit and shared costs for ICAO's Ethics Office, averaging CAD 1.4 million per year in the triennium. Conversely, costs of CAD 226,000 due annually from the Regular Budget for Travel services provided by the CDI Bureau to the Regular Programme, totalling CAD 0.7 million, were recovered by the AOSC Fund in the triennium in accordance with said Policy.

Chart 4 – AOSC Expenditure



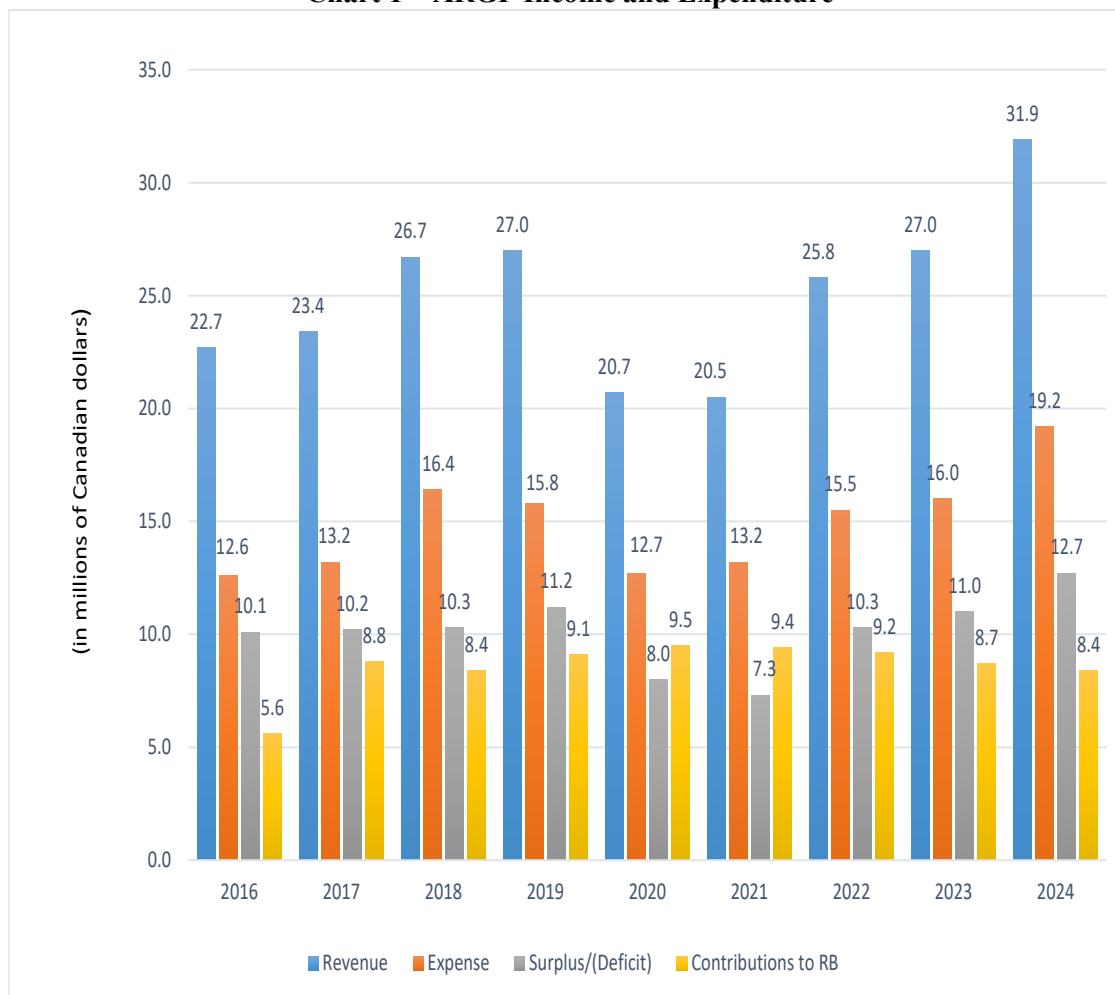
5. A total amount of CAD 8.3 million (CAD 2.8 million per year) will be recovered from the AOSC Fund for the 2026-2028 period as reflected in the draft ICAO Triennial Budget in A42-WP/19. This amount covers administrative, financial, procurement and travel-related services provided by the Regular Programme to the CDI Bureau along with support from the Regional Offices, and shared costs for the Ethics Office and the Ombudsperson.

⁶ Based on a time survey, the Cost Recovery Policy adopted by the Council in 2010 recognized the indirect costs incurred by the Regular Programme in providing support services to the CDI Bureau, as well as the costs incurred by CDI in providing procurement and travel services to the Regular Programme. A mechanism for adjusting, as required, the amount to be recovered from the AOSC Fund was approved by the Council in November 2013.

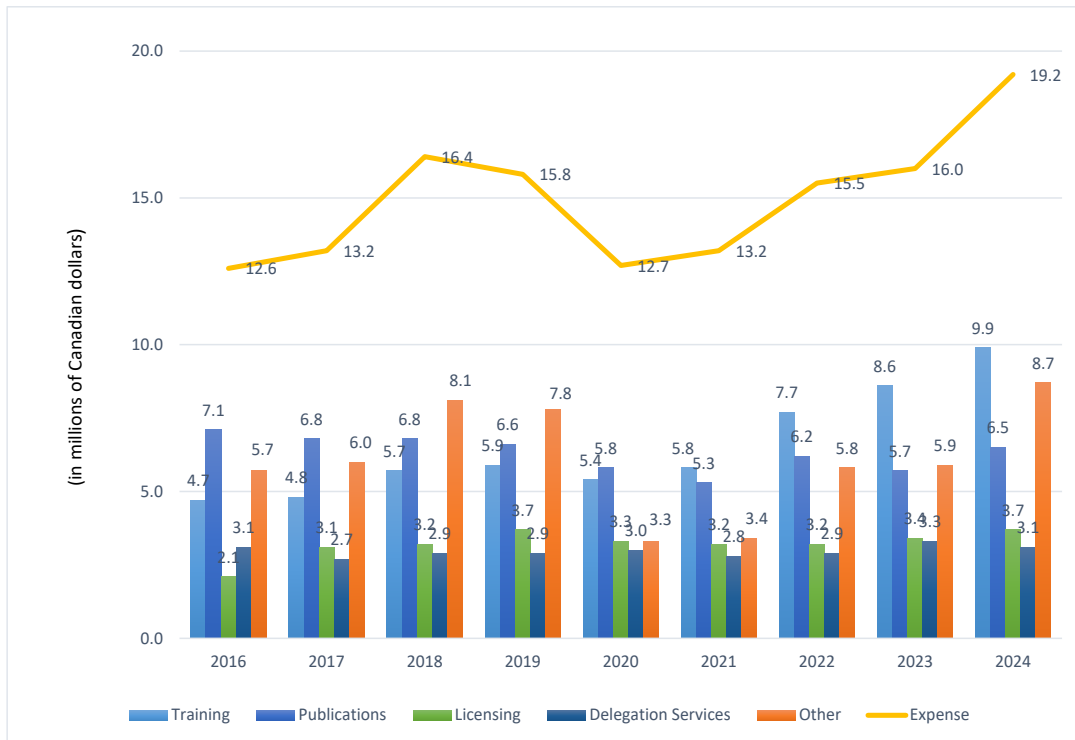
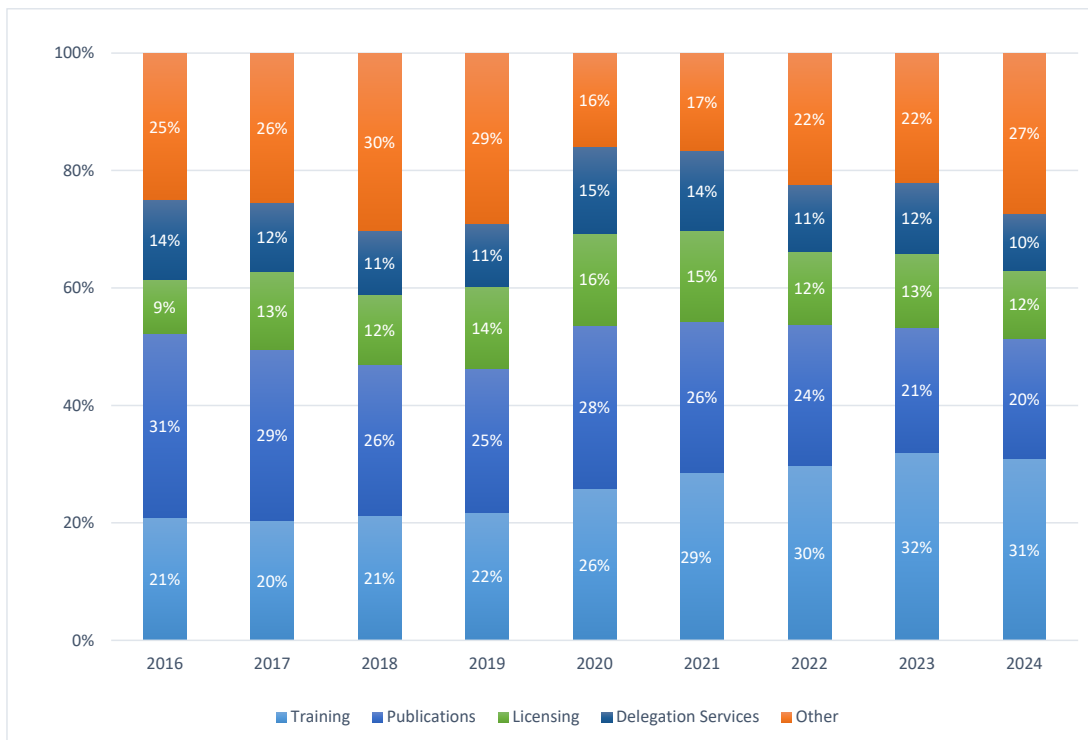
ANCILLARY REVENUE GENERATING FUND INCOME AND EXPENDITURE

1. Notwithstanding the pandemic years of 2020 and 2021 and the subsequent recovery in 2022, the Ancillary Revenue Generating Fund (ARGF) has seen steady growth on a consistent basis between 2016 to 2024. This growth is rooted in a greater maturity of key product lines, such as training and data products, improved operational efficiencies in printing services, publications and events, and overall cost containment measures. As a result, the net surplus increased, reaching CAD 12.7 million in 2024.

Chart 1 – ARGF Income and Expenditure

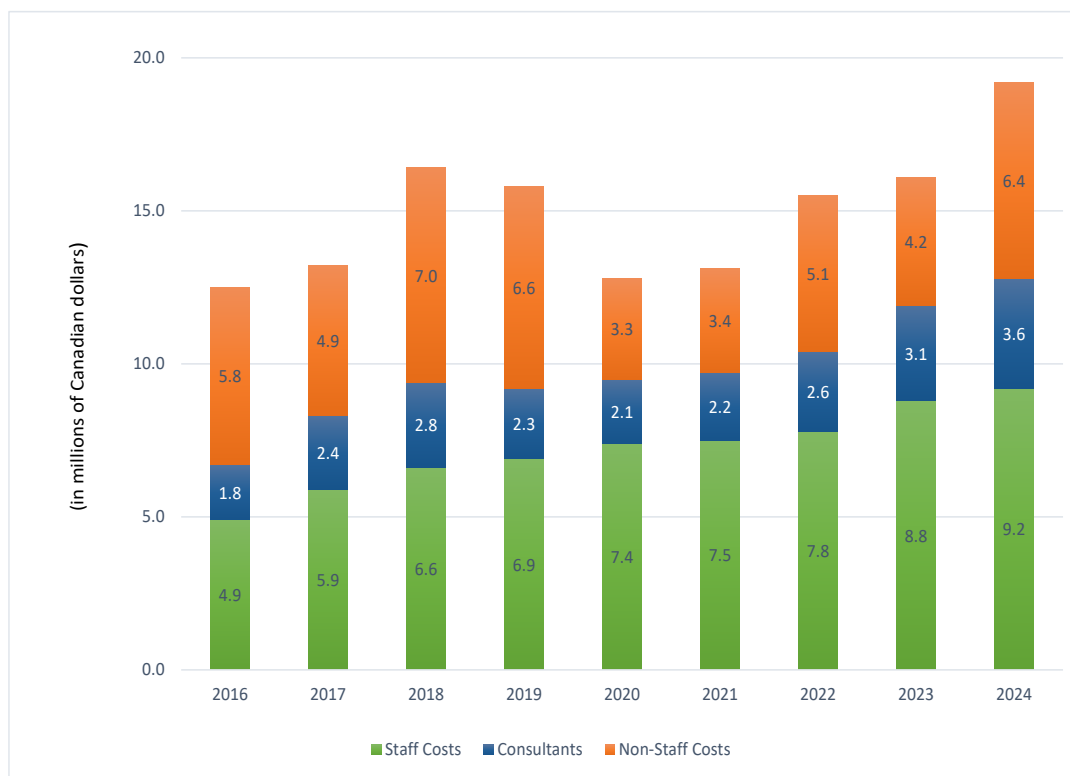


2. Two primary trendlines are shown in Chart 2. The first is the continuing erosion of publication sales from CAD 7.1 million in 2016 down to CAD 6.4 million in 2024. This does not factor in price increases, which indicates that the revenues and units of publications have both declined. The second trendline highlights the areas where revenues have increased. These include events, data products, and training. The spike in “other revenues” in 2024 is primarily driven by event revenues which performed well reaching nearly CAD 5.0 million. The net effect of these variables shows that the ARGF is more than able to offset the decline in publication sales from other areas of business to achieve greater revenues over time.

Chart 2 – ARGF Sources of Revenue in CAD dollars**Chart 3 – ARGF Sources of Revenue in Percentage**

3. From an expenditure standpoint, as shown in Chart 4, staff costs are the primary driver of ARGF's higher expenditures. These higher costs are required to support revenue growth and continue promoting the ICAO brand through a diversified sales and marketing portfolio. Additionally, investments in technology and automation, such as the e-library project and ICAO TV, have contributed to efficiency improvements. Despite these increased expenses, the ARGF has met and exceeded surplus targets from 2016 to 2024.

Chart 4 – ARGF Expenditure



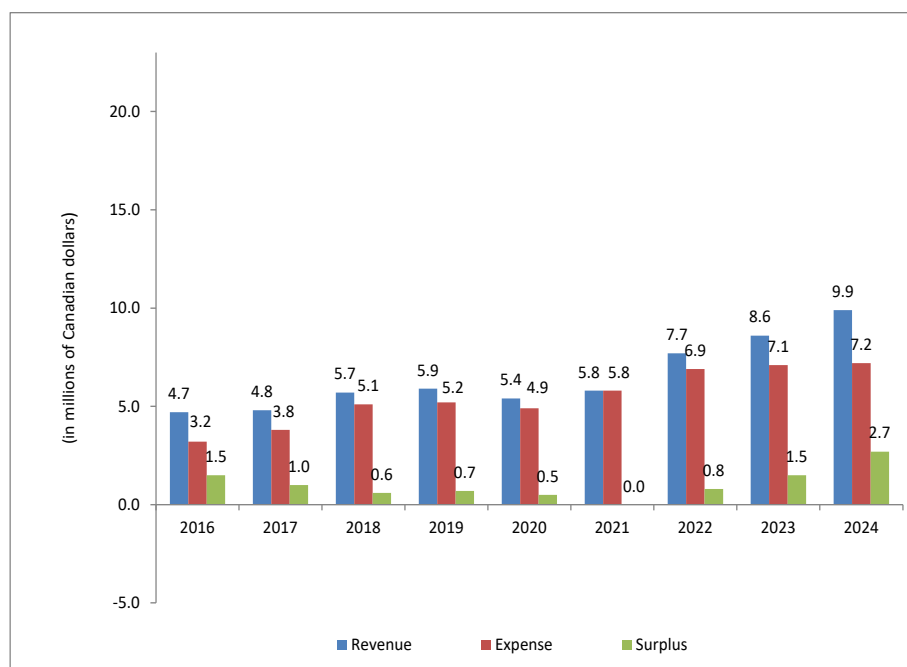
GLOBAL AVIATION TRAINING INCOME AND EXPENDITURE

1. Due to the outbreak of the COVID-19 pandemic, GAT faced significant operational and financial issues that impacted its self-sustainability between 2019-2021. Starting in March 2020, demand for classroom training dropped by approximately 90 per cent, prompting the urgent development and implementation of a comprehensive risk mitigation plan. This plan focused on rapidly transitioning classroom courses to a virtual delivery modality and developing and deploying a wide range of courses to assist Member States during the pandemic and the subsequent recovery phase. Despite these challenges, GAT was able to recover its costs over the triennium.

2. Within the Ancillary Revenue Generating Fund (ARGF), GAT's revenue increased steadily from CAD 4.7 million in 2016 to CAD 9.9 million in 2024. The most significant increases occurred in 2022 (CAD 7.7 million) and 2023 (CAD 8.6 million), reflecting a strong post-pandemic recovery. GAT's revenue management strategy includes a mix of course delivery, partnerships, and ancillary revenue-generation activities. Expenses also increased over the years, from CAD 3.2 million in 2016 to CAD 7.2 million in 2024 driven by increased activities and the expansion of the training portfolio. Notably, expenses peaked at CAD 5.8 million in 2021, coinciding with the height of the pandemic. However, in the post-pandemic period (2022-2024), GAT effectively managed its expenditures, contributing to increased revenues and a surplus. GAT's expense management strategy relies on a combination of cost recovery mechanisms, detailed budgeting, regular financial performance reviews, and risk mitigation plans. These efforts have enabled GAT to sustain its operations, boost revenue generation, and maintain sound financial health.

3. The surplus fluctuated over the years, with a notable decline in 2021 when it dropped to zero. However, it rebounded significantly in 2023 (CAD 1.5 million) and 2024 (CAD 2.7 million), indicating a positive trend in financial health. GAT's overall financial performance demonstrates resilience and a successful post-pandemic recovery. The steady increase in revenue and the recovery of annual surpluses in the later years highlight GAT's effective adaptation to the evolving operational environment.

Chart 1 – GAT Income and Expenditure



ICAO RESOURCE MOBILIZATION – VOLUNTARY FUNDS

1. Illustrating the ICAO Voluntary Funds' financial performance from 2016 to 2024, Charts 1 to 6 demonstrate a steady increase in annual income corresponding with the expansion of programme activities and supported by a commensurate increase in expenditures. Although temporary shortfalls and implementation challenges were experienced during the COVID pandemic, these were swiftly balanced by subsequent revenue growth. Throughout the period, strategic resource mobilization and sound fiscal management have ensured a consistently positive cumulative balance, underscoring the Funds' capacity to meet expanding operational needs without significant underutilization or overaccumulation of resources.

Chart 1 - AVSEC/FAL Fund

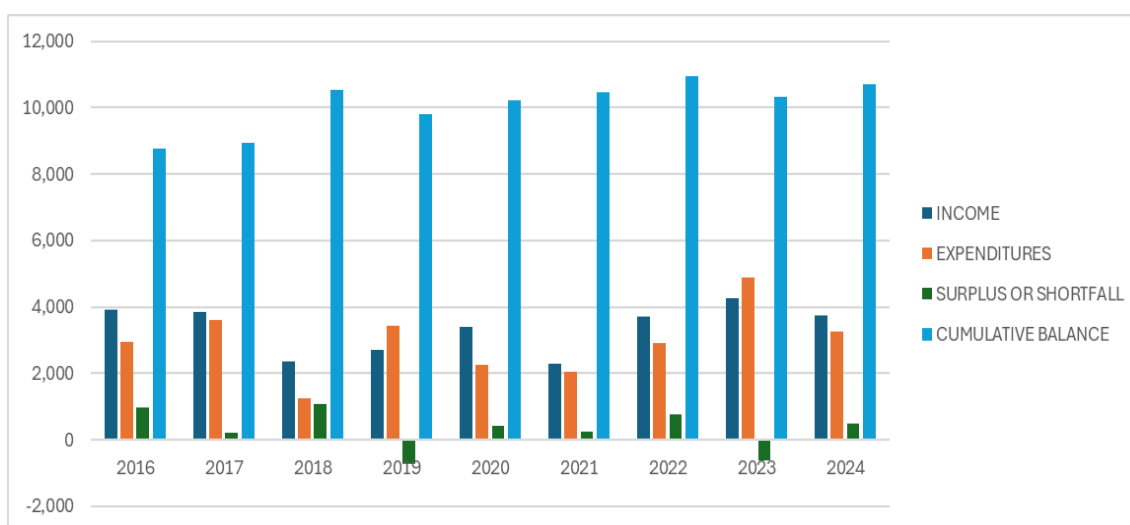


Chart 2 – Environment Fund

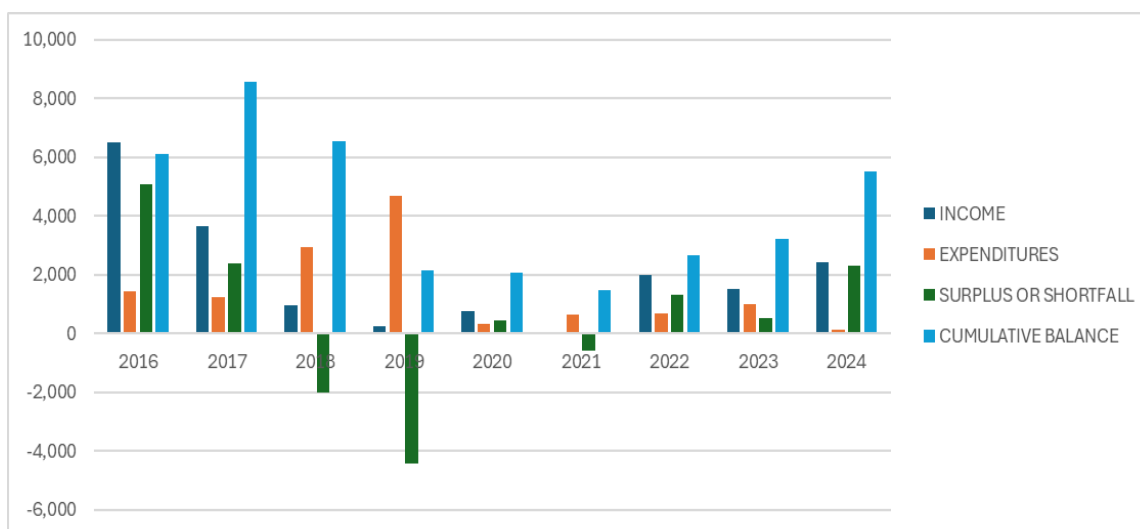


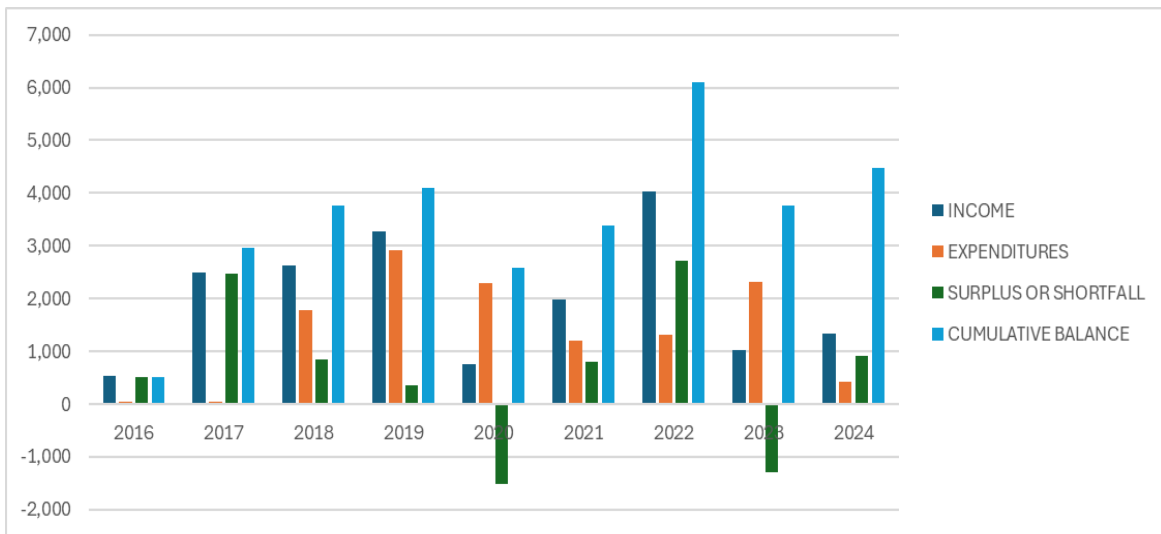
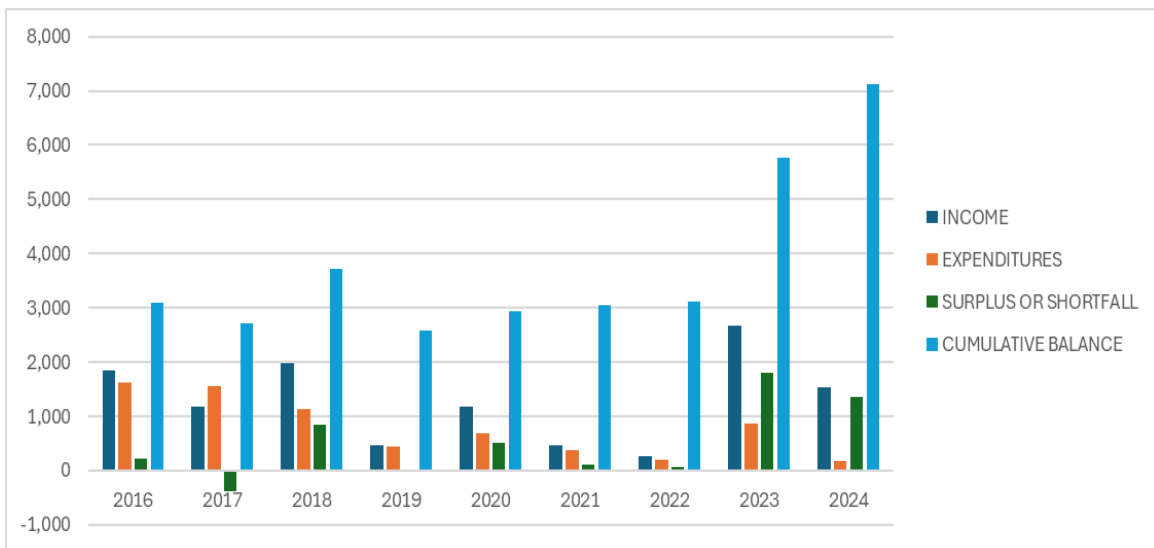
Chart 3 – Resource Mobilization Fund**Chart 4 – Safety Fund**

Chart 5 - Regional Sub-Office Fund

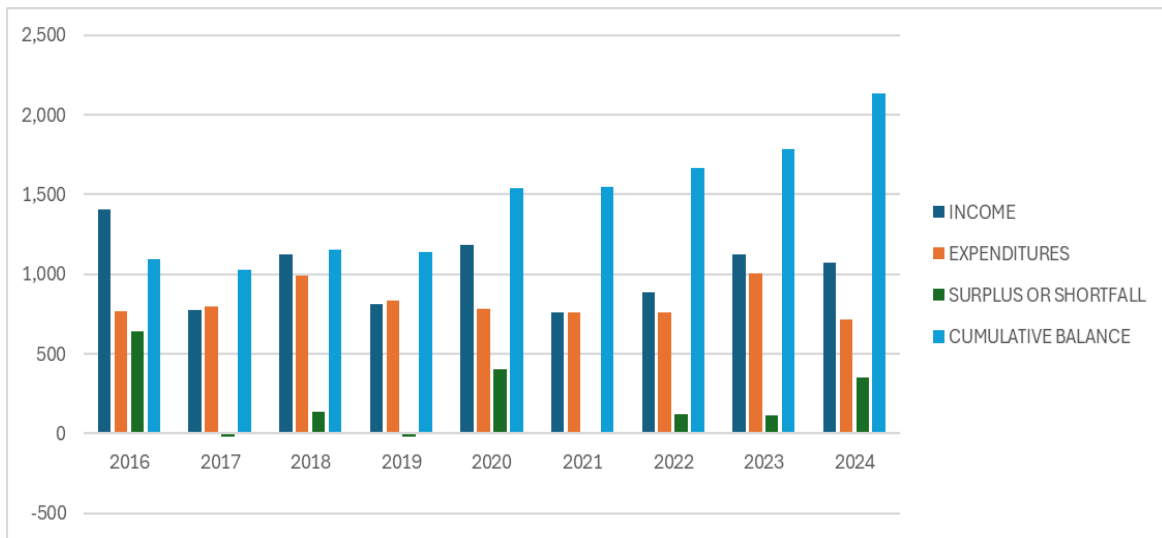
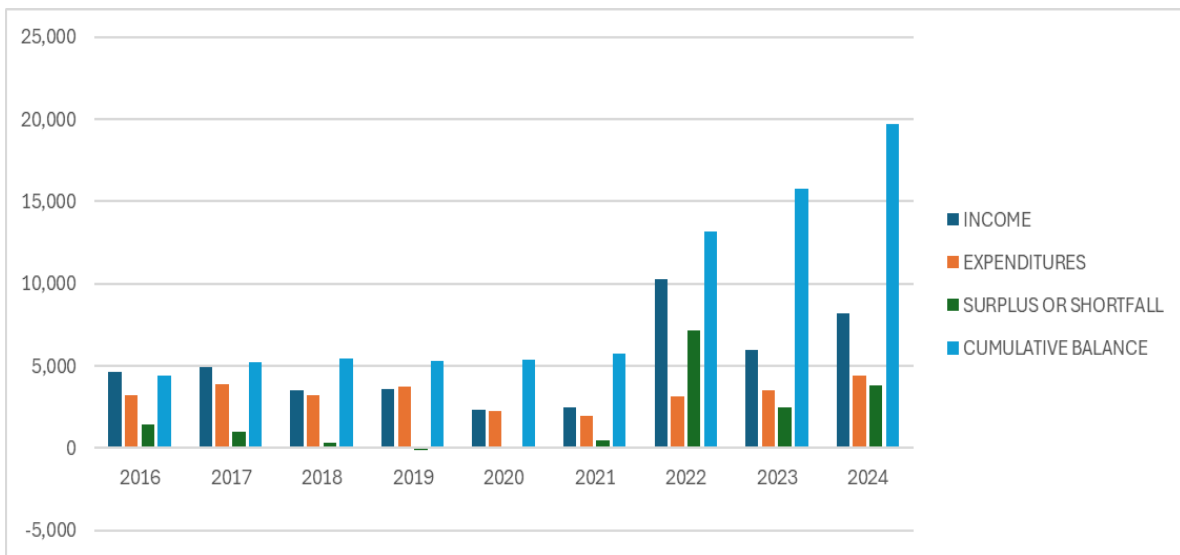


Chart 6 – Other Funds



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APPENDIX C

**A42-xx: Consolidated statement of ICAO policies
on technical cooperation and technical
assistance capacity development and
implementation support**

Whereas new policies have been approved by the Council for capacity development and implementation support, in the form of technical assistance and technical cooperation, which replaced the Policy on Technical Assistance 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;

Whereas the Assembly has endorsed the new *Policy on ICAO Implementation Support Provided to States* with the objective of strengthening and harmonizing the coordination and management of capacity development and implementation support programmes, projects, products, services and activities across the Organization;

Whereas ICAO capacity development and implementation support is provided to Contracting States under a *One-ICAO* approach, ensuring that the development, deployment and delivery of products, services and activities are carried out with a focus on relevance, consistency, efficiency and effectiveness.

Recognizing that a common ICAO capacity development and implementation support programme will further strengthen the Organization’s capacity development and implementation support activities to better meet the needs of Contracting States;

Recognizing that ICAO capacity development and implementation support provided to Contracting States is essential to achieving the No Country Left Behind strategic goal as reflected in the Organization’s long-term Strategic Plan.

The Assembly:

1. *Resolves* that the Appendices attached to this Resolution constitute the consolidated statement of ICAO policies on technical cooperation and technical assistance capacity development and implementation support, as these policies exist at the close of the 41st 42nd Session of the Assembly;
2. *Declares that* this Resolution supersedes A40A41-2425.

APPENDIX A

The ICAO Technical Cooperation and Technical Assistance Programmes Capacity Development and Implementation Programme

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 ICAO 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 the Council has endorsed the realignment of technical assistance and technical cooperation as a new strategic direction to be implemented within the "One-ICAO" approach;

Whereas the new Policy on ICAO Implementation Support Provided to States approved by the Council aims at strengthening and harmonizing the coordination and management of capacity development and implementation support programmes, projects, products, services and activities, and ensuring that the support provided to States across all areas of civil aviation is relevant, efficient, consistent in content and delivery regardless of the source of assistance or the associated funding mechanism;

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 A39-23 urged Member States, the industry, financial institutions, donors and other stakeholders to coordinate and cooperate amongst themselves and to support the implementation of assistance activities in line with the global and regional priorities established by ICAO, thereby avoiding duplication of efforts;
~~*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;~~ (MOVED)

Whereas ~~technical cooperation~~ capacity development and implementation support is a dynamic and complex field within a rapidly evolving technological environment impacting the needs of States and interests of development partners, thus requiring innovative ways to effectively address inherent challenges, improve quality of deliverables, increase capacity and efficiency, ensure higher reliability towards SARPs compliance and strengthen competitiveness in the global aviation market;

Whereas the Council has endorsed a new Strategy and Business Model for the Technical Cooperation Bureau aimed at enhancing the services provided in partnership with other ICAO Bureaus and Regional Offices and delivering greater value to beneficiary States and non-State entities;

Whereas the Organization has shifted its focus towards building a stronger, more cohesive brand identity centered on its core mission and services, and the Secretary General has thus approved the renaming of the Technical Cooperation Bureau to Capacity Development and Implementation Bureau, reflecting the Organization's commitment to strengthening aviation capabilities, encompassing ICAO's full range of services and support, with the objective of better addressing the needs of its Contracting States;

Whereas the Council has agreed that greater operational flexibility should be accorded to the Capacity Development and Implementation Bureau with the appropriate oversight and control;

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

Whereas the ~~Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme 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 ~~Technical Cooperation Programme~~ Capacity Development and Implementation Programme volume has drastically decreased declined in during the current previous triennium and the financial situation of the AOSC Fund significantly deteriorated substantially, compounded further exacerbated by the unprecedented impact of the COVID-19 pandemic and the slow recovery of the air transport sector;

Whereas the current triennium has seen increased sustainability of investments in capacity building and infrastructure development, contributing to the steady recovery of the Capacity Development and Implementation Programme operations to pre-pandemic levels and the attainment of robust financial performance;

~~Whereas the Council adopted a policy on eCost recovery~~ Recovery Policy to minimize cross-subsidization between the Regular Budget and extra-budgetary sources of funding through more adequate cost allocation, while ensuring competitiveness ~~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~~ *Capacity Development and Implementation Programme*

1. ~~Recognizes the importance of the Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme for ~~promoting the achievement of~~ advancing the Strategic Objectives Goals, High-Priority Enablers and key priorities of the Organization, reaffirming its commitment that no country is left behind in aviation development, while also contributing to the achievement of the relevant United Nations Sustainable Development Goals;

2. ~~Reaffirms that the Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme, implemented within the rules, regulations and procedures of ICAO, ~~are~~ 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 ICAO Policies, SARPs, PANS and Global Plans, regional and national aviation plans, PANS and ~~Technical Cooperation and Technical Assistance Programmes~~ guidance material, as well as in the development and modernization of their civil aviation administration infrastructure, and capacity building and training of human resources;

3. ~~Reaffirms that the Capacity Development and Implementation Bureau is one of the main instruments of ICAO to deliver tailored assistance to States in the field of civil aviation for the benefit of the international civil aviation community as a whole; (MOVED)~~

4. ~~Recognizes the central role of its Global Aviation Training programme in enhancing the competencies of aviation professionals worldwide by ensuring that States have access to standardized, high-quality and targeted training to support the implementation of ICAO SARPs and strengthening their civil aviation systems;~~

4.5. ~~Reaffirms that, within the existing financial means, the ICAO Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme should be strengthened reinforced, at Headquarters, Regional Office and field level, in order to allow the Organization 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; (MOVED UP)~~

5.6. ~~Reaffirms that improved cooperation and coordination of ICAO's technical cooperation and technical assistance activities~~ capacity development and implementation support programmes, projects and activities should be achieved through clear delineation of each Bureau's mandate and activities to avoid duplication and redundancy;

6. ~~Endorses the new Policy on ICAO Implementation Support Provided to States approved by the Council aimed at strengthening and harmonizing the coordination and management of implementation~~

~~support programmes, projects, products, services and activities, and recognizes that a common ICAO implementation support programme will further strengthen the Organization's implementation support activities to better meet the needs of Member States;~~(MOVED TO PREAMBLE)

7. *Requests* the Secretary General, considering the specialization, qualifications and expertise, limited financial and human resources, segregation of duties and the mandate of the respective organizational entities within the Secretariat, to optimize the allocation of resources and distribution of roles and responsibilities in relation to ~~capacity development and implementation support programmes, projects and activities;~~

8. *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;

9. *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 capacity development and implementation support projects, products and services;~~

10. *Reaffirms* that costs recovered by the Organization for support services provided to the ~~Technical Cooperation~~Capacity Development and Implementation 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

11. *Reminds* Contracting States contemplating the development or enhancement of their civil aviation infrastructures, to consider the advantages of using the ICAO ~~Technical Cooperation~~Capacity Development and Implementation Programme for their civil aviation projects;

12. *Requests* the Secretary General to continue to raise the awareness of States, the industry and private sector, international and regional organizations, financial institutions, donors and the United Nations regarding the advantages of using ICAO for the implementation and funding of capacity building and infrastructure development projects in the civil aviation field;

13. *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 fields of technical cooperation and technical assistance, and *requests* the Secretary General to continue communicating 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;

14. *Recommends* to States receiving bilateral or other government-sponsored aid to consider the value of using the ICAO ~~Technical Cooperation and Technical Assistance~~Capacity Development and Implementation Programme to support the implementation of their programmes related to civil aviation;

Expansion of ICAO ~~Technical Cooperation and Technical Assistance~~Capacity Development Implementation Support Activities

15. *Reaffirms* that in adopting commercially-oriented practices for the financial sustainability of the ~~Technical Cooperation~~Capacity Development and Implementation Bureau, there is a need to establish flexible mechanisms facilitating cooperation with potential beneficiaries on new civil aviation development

projects and partnerships with States, donors and other stakeholders for resource mobilization opportunities, and *invites* the Secretary General to identify mechanisms to allow ICAO to participate in tenders for the development of civil aviation issued by donor organizations, development banks and international financial institutions consistent with best practices of the United Nations System, and to regulate the way in which ICAO can work with the industry considering existing models used by other international civil aviation entities, while ensuring that adequate controls are in place and the good reputation of ICAO is maintained;

16. *Reaffirms* the need to expand the provision of ~~technical cooperation and technical assistance capacity development and implementation support~~ 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;

17. *Reaffirms* that ICAO should expand the provision of ~~technical cooperation and technical assistance capacity development and implementation support~~ products and 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 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;

18. *Requests* the Secretary General to ~~continue to~~ undertake coordinated and sustained actions aimed at ensuring the progressive realignment of technical assistance and technical cooperation in order for ~~capacity development and implementation support~~ them to function in a consistent and harmonized manner and *supports and encourages* the development of new and innovative solutions for ~~capacity development and implementation support~~ projects and activities within a strengthened “One-ICAO” approach for the achievement of greater synergies;

19. *Encourages* the use of systems and tools to strengthen the planning, development and management of ~~capacity development and implementation support~~ and *requests* the Secretary General to provide the necessary means to make these technologies available to better support Member States;

~~Technical Cooperation and Technical Assistance~~ Framework Agreements

20. *Reaffirms* that ICAO, within the framework of its ~~Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme, 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

21. *Views with satisfaction* the initiative of States to make greater use of these arrangements to obtain ~~technical cooperation and technical assistance capacity development and implementation support~~ products and services in the field of civil aviation.

APPENDIX B

Funding of the ~~Technical Cooperation and Technical Assistance~~ Capacity Development and Implementation Support Programmes, Projects and Activities

Whereas many ICAO Contracting States lack the required funds to efficiently and consistently develop and sustain their civil aviation infrastructure and human resources, and rectify identified deficiencies;

Whereas funds available for capacity development and implementation support in the field of civil aviation are insufficient to meet the needs of civil aviation, especially in developing countries;

Whereas ICAO capacity development and implementation support is resourced from the Regular Budget of the Organization, ICAO Voluntary Funds and in-kind contributions, cost recovery mechanisms, revenue generation, and through collaborative arrangements and leveraging resources and expertise reaching out to potential partners in line with the *ICAO Policy on Interactions with External Parties*;

Whereas the ~~Technical Cooperation~~ Capacity Development and Implementation Programme, with few exceptions, is funded by developing countries providing funds for 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), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS) are, in particular, those needing the most support while, at the same time, relying mostly on financial institutions and 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~~ Capacity Development and Implementation Programme, but UNDP continues to provide administrative support to ICAO at the country level;

Whereas rapid technological 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 the Council has established other thematic and multi-donor trust funds with the objective of assisting Member States in enhancing civil aviation;

Whereas building partnerships and pooling resources are necessary for achieving sustainable and predictable funding for capacity development and implementation support and avoiding duplication of efforts;

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;

Whereas the Council has approved the ICAO Resource Mobilization Policy to streamline the framework for the management of ICAO Voluntary Funds, with a view to enhancing resource mobilization efforts.

The Assembly:

1. *Requests* that financing institutions, donor States and other development partners, including the industry and the private sector, 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 and programmes;

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~~ capacity development and implementation support 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 vital air transport infrastructure and/or the economic development of a country;

4. *Urges* Contracting States to give high priority to civil aviation development by promoting broad recognition of aviation's critical role in national development, thereby fostering investment and reinvestment in the civil aviation sector 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* developing countries to seek funds for the development of their civil aviation sectors from all appropriate sources to complement the funds available from national budgets, financial institutions, donor States and other development partners so that such development may progress as quickly as possible;

6. *Recognizes* that extra-budgetary contributions from donors will ~~allow~~ enable the ~~Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme to ~~expand their services~~ enhance its support to States in ~~relation to~~ the fields of aviation safety, air navigation capacity and efficiency, security and facilitation, economic development and environmental ~~protection~~ sustainability, ensuring that no country is left behind; *further acknowledges* that such contributions ~~thus further contributing~~ will advance to the achievement of the ICAO's Strategic Objectives Goals, and address emerging needs, opportunities and challenges ~~in particular to~~ by facilitating the implementation of globally harmonized policies, SARPs, regulatory frameworks, guidance and tools, ~~and~~ as well as the rectification of deficiencies identified by through ICAO audits with a view to enhancing State oversight capabilities and accountability;

7. *Authorizes* the Secretary General to receive, on behalf of the ICAO ~~Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme, financial and in-kind contributions to ~~technical cooperation and technical assistance~~ projects, including voluntary contributions in the form of technical expertise, 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~~ Capacity Development and Implementation Programme through the ICAO Voluntary Funds, including the Capacity Building and Implementation Fund, for the implementation of civil aviation projects, implementation packages or any other contributions conducive to supporting States with their SARPs compliance efforts and complementary civil aviation needs;

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;

10. *Invites* 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 fostering self-reliance and growth; ~~and~~

11. *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 the Cooperative Aviation Security Programme (CASP); ~~;~~

12. *Requests* the Secretary General to enhance resource mobilization efforts to secure financial resources for capacity development and implementation support with the aim of reducing significant disparities in implementation rates and enhance air transport development across different regions to attain a sound, economically viable, and accessible civil aviation system; and

13. *Recognizes* the importance of a targeted and data-driven approach to effectively prioritize capacity development and implementation support.

APPENDIX C

Implementation of the ~~Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme

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~~ capacity development and implementation support 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 and Universal Security Audit Programme Continuous Monitoring Approach (USOAP/CMA and USAP/CMA) audits to provide support to States in addressing identified deficiencies, including Significant Safety and Security Concerns;

Whereas implementation of projects in compliance with ICAO SARPs by the ~~Technical Cooperation~~ Capacity Development and Implementation Bureau or any other third party outside ICAO results in substantially enhanced safety, security and efficiency of civil aviation worldwide and effectively supports the achievement of the relevant United Nations Sustainable Development Goals (SDGs) through the ICAO No Country Left Behind initiative;

Whereas the COVID-19 pandemic and the slow recovery of the air transport sector have had a significant impact on civil aviation and the means of States and other funding sources to give priority to investments on civil aviation development and infrastructure projects worldwide, causing cancellations or delays to ICAO ~~technical cooperation~~ capacity development and implementation support projects;

Whereas ICAO has developed practical, aligned guidance to governments and industry operators in order to restart the international air transport sector and recover from the impacts of the pandemic on a coordinated global basis and make post-COVID-19 aviation more sustainable and resilient;

Whereas the ICAO Implementation Packages (iPacks) ~~are developed and implemented in full alignment with the measures and recommendations contained in the Council Aviation Recovery Task Force (CART) Report and are a key element for their implementation~~ continue to provide a comprehensive solution through a standardized package of expert consultation, guidance material and training tools to implement ICAO SARPs across various areas;

Whereas extra-budgetary funding provided to the ~~Technical Cooperation and Technical Assistance Programmes~~ Capacity Development and Implementation Programme allows ICAO to provide initial support to States to address the deficiencies identified through ICAO audits and assist in their restart, recovery and resilience efforts related to COVID-19;

Whereas ex-post evaluations of projects constitute a valuable tool to assess and monitor the impact of individual 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~~ Capacity Development and Implementation Bureau, to provide advice, ~~technical cooperation and technical assistance~~ capacity development and implementation support products and services 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~~ capacity development and implementation support services to the advantages to be derived from well-defined projects based on civil aviation master plans;
2. *Urges* Contracting States, when implementing civil aviation development projects through ICAO, to give priority to ICAO USOAP and USAP CMA 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;

3. *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 prioritizing the management and implementation of such projects through the ~~Technical Cooperation and Technical Assistance Programmes~~ *Capacity Development and Implementation Programme* in view of the significant associated benefits ~~they~~ provided;

4. *Encourages* States and non-State entities involved in civil aviation to seek support from ICAO, where required, through its *capacity development and implementation support programmes and activities*, to address ~~COVID-19~~ aviation challenges, *needs and opportunities*, including new and emerging *technologies* ~~for an expedited restart and recovery~~;

5. *Requests* the Secretary General to reinforce the Organization's application of a systemic approach to *capacity development and implementation support activities* with the objective of building robust and sustainable State oversight systems;

6. *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;

7. *Encourages* States to concentrate their efforts upon the further development of existing training centres and to support Regional Training Centres (RTCs) 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;

8. *Urges* States receiving ~~technical cooperation and technical assistance~~ *capacity development and implementation support* through ICAO to avoid project implementation delays by ensuring timely decisions regarding experts, training and procurement components in accordance with the respective terms of agreement of projects;

9. *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;

10. *Draws the attention* of Contracting States, funding partners and other aviation stakeholders to the ICAO Implementation Packages (iPacks) which provide a ready-to-deploy, efficient, and standardized solution comprised of guidance material, training, tools and expert support, aimed at facilitating the implementation of ICAO provisions and guiding State entities through harmonized and flexible solutions;

11. *Requests* that all Contracting States encourage fully qualified technical experts to apply for inclusion in the ~~Technical Cooperation Bureau's~~ *ICAO* roster of experts;

12. *Requests* the Secretary General to promote the widespread use of performance indicators for the objective assessment of the impact of ~~technical cooperation and technical assistance~~ *capacity development and implementation support* on the *effective* implementation of ICAO SARPs;

Appendix C

13. *Encourages* States to make use of the quality assurance services offered by the ~~Technical Cooperation~~ Capacity Development and Implementation 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~~ capacity development and implementation support, including the review of their compliance with ICAO SARPs; and
14. *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 —