



A42-WP/641
AD/21
24/9/2025

ASSEMBLY — 42ND SESSION

ADMINISTRATIVE COMMISSION

DRAFT TEXT FOR THE GENERAL SECTION OF THE ADMINISTRATIVE COMMISSION'S REPORT AND FOR THE REPORTS ON AGENDA ITEMS 30, 31, 32, 33, 34, 35, 36, 37, 38 AND 39

(Presented by the Chairperson of the Administrative Commission)

The attached report on the General Section of its Report and Agenda Items 30, 31, 32, 33, 34, 35, 36, 37, 38 and 39 has been approved by the Administrative Commission. Resolutions 30/1, 33/1, 34/1, 35/1, 36/1, and 42-xx are recommended for adoption by the Plenary.

Note. — After removal of this covering sheet, this paper should be inserted in the appropriate place in the Report Folder.

REPORT OF THE ADMINISTRATIVE COMMISSION TO THE ASSEMBLY

1. The Administrative Commission held two meetings between Wednesday, 24 September 2025 and Monday, 29 September 2025.
2. Mr. Mauricio Ramirez Koppel (Colombia) was elected Chairperson of the Administrative Commission at the Plenary Meeting of the Assembly held on 23 September 2025.
3. The Commission, at its first meeting, elected Ms. Musayeroh Barrie (Sierra Leone), Ms. Saltanat Tompiyeva (Kazakhstan) and Mr. Angshumali Rastogi (India) as Vice-Chairpersons as proposed by France and seconded by Peru.
4. Representatives from at least 91 Member States attended one or more meetings of the Commission.
5. The President of the Council, Mr. Salvatore Sciacchitano, was present at the commencement of the first meeting of the Commission, gave an opening introductory statement and then proceeded to the Executive Committee. The Secretary General, Mr. Juan Carlos Salazar, attended the first meeting of the Commission during the consideration of Agenda Item 30 on the Budget.
6. The Secretary of the Commission was Ms. O. Nam, Chief, Finance Branch. Ms. X. Liu, Chief, Accounting Services Section; Ms. L. Lim, Chief, Financial Services Section, Ms. T. Agiri, Deputy Director, Human Resources and Mr. M. Marin, Deputy Director, Capacity Development and Implementation Bureau acted as Deputy Secretaries. Ms. R. Mosoci, Head, Regular Budget Unit, Mr. M. Rollo, Head, Extra-budgetary Finance Unit, and Ms. C. Jimenez Gonzalez, Head, General Ledger and Reporting Unit acted as Assistant Secretaries. Mr. F. Lastra, Treasury Officer and Mrs. Z. Amhal, Head Accounts Receivable Unit acted as Liaison Officers. Ms. A. Borsellino and Ms. S. Callaghan acted as Chief Clerks. In addition, Mr. Arie Jakob, Ms. Laura Camastra, Mr. Sousa Jossai, Ms. Qing Yan, Mr. Patrick Molinari, Ms. Malika Mukhitdinova, Ms Andrian Mwangi, Mr. Samyith Seng, Ms Thilly De Bodt, Ms Maha Mousavi, Ms. Veronica Newbury and Ms. Monica Dyer were in attendance at the meeting.

Agenda

7. Items referred to the Commission by the Plenary and Executive Committee were considered.

Agenda Item 30: Budgets for 2026, 2027 and 2028

Agenda Item 31: Confirmation of Council action in assessing the contributions to the General Fund and determining advances to the Working Capital Fund of States which have adhered to the Convention

Agenda Item 32:	Contributions in arrears
Agenda Item 33:	Assessments to the General Fund for 2026, 2027 and 2028
Agenda Item 34:	Report on the Working Capital Fund
Agenda Item 35:	Review of expenditures: Disposition of cash surplus/deficit; and Approval of accounts and examination of audit reports for the financial years 2022, 2023 and 2024
Agenda Item 36:	Amendment of the Financial Regulations
Agenda Item 37:	Appointment of External Auditor
Agenda Item 38:	Human Resources Management and Gender Equality
Agenda Item 39:	Other issues for consideration by the Administrative Commission

8. The documents and working papers considered by the Commission are listed by Agenda Items in the Appendix to this report (see page ¹).

9. The action taken by the Commission in respect of each item is reported on separately in the paragraphs that follow. The material is arranged according to the numerical sequence of the agenda items considered by the Commission at the Second Meeting of the Administrative Commission on 29 September 2025.

Conclusion

10. The Chairperson expressed appreciation to both the delegates and the Secretariat for their efficiency in proceedings, noting that all Agenda Items were addressed within a single meeting and the Administrative Commission Report was reviewed in another meeting, resulting in two meetings of the Administrative Commission during the 42nd Session of the Assembly, despite the expanded agenda compared to previous Assemblies.

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¹ Will be provided in final edition of the report.

Agenda Item 30: Budgets for 2026, 2027 and 2028

30.1 The Administrative Commission considered working paper A42-WP/37, AD/4 related to the Draft Budget of the Organization for 2026, 2027 and 2028, submitted by the Council of ICAO.

30.2 At the first meeting of the Administrative Commission, the President of the Council presented the Draft Budget of the Organization for 2026, 2027 and 2028, a product of solid collaboration between the Council and the Secretariat. The President started his introduction by highlighting a strategic alignment of the Draft Budget with the Organization's long-term Strategic Plan for 2026-2050 and Business Plan for 2026-2028, reinforcing ICAO's commitment to fostering a safe, secure, and sustainable global civil aviation system.

30.3 The President noted that Member States' assessments remain the principal source of funding, supplemented by contributions from the Ancillary Revenue Generation Fund, the Administrative and Operational Services Cost fund, the Special Purpose Reserve, and Miscellaneous Income. These supplementary sources collectively constitute approximately eleven percent of the Regular Budget.

30.4 The President highlighted a one-time increase of CAD 18.9 million to Member States' assessments as one of the notable enhancements in the Draft Budget, specifically intended for the financing of core and high-priority projects in the domains of safety and security. This increase to be treated as a non-consolidated amount and will not form part of the baseline used for the purpose of preparing the budget estimates for the 2029-2030-2031 triennium.

30.5 In addition, the President noted the establishment of a Strategic Fund, with an indicative target of CAD 10.5 million for the triennium. The Fund, conceived as a transitional and exceptional measure, will be financed through unearmarked voluntary contributions, thereby offering Member States the opportunity to provide supplementary support in addition to their assessed dues. Resources from the Strategic Fund will be directed towards high-priority initiatives in safety and security, as the highest concern for its Member States, and other priority areas of the ICAO Business Plan 2026-2028.

30.6 The President drew specific attention to the Council's Message on the Budget, as delineated in the first two pages of the Draft Budget Document, and emphasized the Council's continued commitment to advancing the review of long-term financial sustainability and viability of the Organization and reporting outcomes to the next ordinary Session of the Assembly.

30.7 In conclusion, the President, on behalf of the Council, conveyed sincere gratitude for the continued support of Member States. The enduring commitment of Member States to provide an appropriate level of funding is essential for ICAO to successfully achieve its vision, fulfil its mission, and uphold its obligations under the Chicago Convention, including the provision of necessary assistance to all Member States.

30.8 The Secretary General's presentation commenced with the budget preparation roadmap, reiterating the linkage to the Strategic and Business Plans, outlining the global challenges resulting from aviation growth and highlighting impact of ICAO's Zero-Nominal Growth (ZNG) budget approach over the past several triennia.

30.9 The Secretary of the Commission presented the contents of the Draft Budget Document attached to the working paper, highlighting that 74.6% of resources have been allocated to Strategic Goals, 0.3% for High Priority Enablers and 25.1% for Supporting Enablers. ICAO being a knowledge-based and standard setting organization, budget allocation for human resources represents more than 80% of the Draft Budget. A summary of the funding sources was presented reiterating that Member States' assessments were capped at the 2025 assessment level, with a one-time increase to the Member States' assessments of CAD 18.9 million.

30.10 The Draft Budget, as submitted by the Council, received widespread support, with a strong emphasis on the need for adequate resources to ensure the Organization's ability to fulfil its mandate and achieve its Strategic Goals. While supporting the ZNG budget, one Delegation did not support the one-time increase in assessed contributions.

30.11 Furthermore, the creation of the Strategic Fund, as a temporary and transitional solution to address priority items in safety and security, was supported, with one Delegation raising a concern that the establishment of this Fund may hinder the Organization's long-term financial sustainability, underscoring that its implementation should remain a temporary measure limited to the triennium 2026-2028.

30.12 While the Commission recognized the efforts made by the Organization to improve on governance and transparency and encouraged the Secretariat to continue these efforts, it was noted the critical necessity of advancing work towards the long-term financial sustainability and viability of the Organization as well as review of the current budget process. The Commission highlighted the importance of careful prioritization of the work programme, expansion of revenue-generating activities, and improvement of efficiencies, including reduction of duplications. These measures are imperative to safeguard the continuous and uninterrupted operations in priority areas of the Organization.

30.13 In conclusion, the Administrative Commission supported the Draft Budget and recommended the Assembly to a) note the Council's message to adopt the 2026-2027-2028 Budget; b) adopt the draft Resolution 30/1 relating to the Regular Budget of the Organization for 2026-2027-2028 and the Indicative Budget Estimates of the Administrative and Operational Services Costs (AOSC) of the Capacity Development and Implementation Programme and the Ancillary Revenue Generation Fund (ARGF); and c) instruct the Council, in cooperation with the Secretary General, to initiate, early in the 2026-2028 triennium, reforms to the budget formulation process with a view to ensuring fit-for-purpose budgets to uphold the highest standards of transparency, accountability, and efficiency in the interest of international civil aviation safety and security.

RESOLUTION FRAMED BY THE ADMINISTRATIVE COMMISSION AND RECOMMENDED FOR ADOPTION BY THE ASSEMBLY

1. Resolution 30/1:

2. Budgets for 2026-2027-2028

A. *The Assembly*, with respect to the Budget 2026-2027-2028, *notes* that:

1. in accordance with Article 61 of the Convention, the Council has submitted, and the Assembly has considered budget estimates for the Regular Budget and indicative budget estimates for each of the financial years 2026, 2027 and 2028;
2. in accordance with Articles 49 (e) and 61 of the Convention, the Assembly approves the budget of the Organization;
3. in accordance with Financial Regulations VII and IX, the Council has presented, and the Assembly has considered indicative budget estimates for the Administrative and Operational Services Costs (AOSC) Fund and the Ancillary Revenue Generation Fund (ARGF) for each of the financial years 2026, 2027 and 2028.

B. *The Assembly*, with respect to the **Regular Budget**²:

Resolves that:

1. amounts presented in the following table, in Canadian dollars (CAD) for the financial years 2026, 2027 and 2028 are hereby authorized for expenditure in accordance with the Financial Regulations, and subject to the provisions of this Resolution:

2026-2027-2028 Budget
(in CAD)

Goal/Enabler	2026	2027	2028	Total
A. Every Flight is Safe and Secure	54,121,000	55,818,000	59,262,000	169,201,000
B. Aviation is Environmentally Sustainable	8,021,000	8,403,000	8,935,000	25,359,000
C. Aviation Delivers Seamless, Accessible, and Reliable Mobility for All	16,528,000	17,140,000	18,274,000	51,942,000
D. No Country Left Behind	3,908,000	4,111,000	4,397,000	12,416,000
E. The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges	1,817,000	1,999,000	2,037,000	5,853,000
F. The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All	5,150,000	5,373,000	5,730,000	16,253,000
Strategic Goals	89,545,000	92,844,000	98,636,000	281,024,000
High Priority Enablers	348,000	360,000	374,000	1,082,000
Supporting Enablers	30,161,000	31,466,000	32,843,000	94,470,000
Total Appropriations	120,054,000	124,670,000	131,853,000	376,577,000
Operational	120,004,045	124,512,456	131,759,850	376,276,352
Capital	49,955	157,544	93,150	300,648

² *Every Flight Safe and Secure Strategic Goal includes one-time top up, the allocation of which would necessitate a thorough prioritization review of Business Plan unfunded priority areas*

2. the annual Total Authorized Appropriation be financed as presented in the table below, in accordance with the Financial Regulations:

2026-2027-2028 Funding Sources

(in CAD)

Funding Source	2026	2027	2028	Total
a) Assessments from States	105,994,000	110,710,000	117,893,000	334,597,000
b) Transfer from ARGF Surplus	8,899,667	8,899,667	8,899,667	26,699,000
c) Reimbursement / Transfer from AOSC Fund	2,760,333	2,760,333	2,760,333	8,281,000
d) Special Purpose Reserve	1,400,000	1,300,000	1,300,000	4,000,000
e) Miscellaneous Income	1,000,000	1,000,000	1,000,000	3,000,000
TOTAL	120,054,000	124,670,000	131,853,000	376,577,000

Requests the Council to continue its work towards the long-term financial sustainability and viability of the Organization, and report the outcome to the next ordinary session of the Assembly.

- C. *The Assembly*, with respect to supplementing the **Regular Budget**:

Recognizes the importance of enhancing the Organization's capabilities to address emerging priorities and expanded roles and responsibilities, as mandated by Member States;

Expresses its appreciation and *acknowledges* the willingness of Member States to provide voluntary contribution to the Strategic Fund beyond their assessment for the Regular Budget to support implementation of the Business Plan;

Acknowledges that such supplemental funding to be based upon the scales of assessment approved by the Assembly for the Regular Budget for 2026-2027-2028, as suggested contribution to the Strategic Fund;

Recognizes the voluntary nature of such contributions and *emphasizes* that the Strategic Fund falls outside of the Assembly Resolution A39-31 – Discharge by Member States of financial obligations to the Organization and action to be taken in case of their failure to do so;

Encourages Member States to inform the Council on their intention to participate in this initiative to facilitate planning and implementation of the activities to be funded by the Strategic Fund;

Urges the Member States to commit to providing additional voluntary contributions beyond their assessment for the Regular Budget and their payment towards the Strategic Fund by submitting pledge letters;

Recognizes the importance to provide the Secretariat with the flexibility in resource allocation within safety and security, as the highest concern for its Member States, and other priority areas of the ICAO Business Plan 2026-2028, and requests the Secretariat to periodically report to the Council on the allocation and use of these resources;

Endorses that the indicative target contributions to the Strategic Fund by Member States to fund core and highest priority activities of the Business Plan are subject to the provisions of this Resolution:

2026-2027-2028 Strategic Fund Estimates

(in CAD)

	2026	2027	2028	Total
<i>Indicative Target</i>	3,500,000	3,500,000	3,500,000	10,500,000

- D. *The Assembly*, with respect to the **AOSC Fund** indicative budget estimates:

Recognizes that the Administrative and Operational Services Cost (AOSC) Fund is mainly financed by fees from implementation of projects assigned to ICAO for execution using funds from external funding such as Governments and other sources;

Recognizes that the Capacity Development and Implementation Programme cannot be determined with a high degree of precision until such time as the Governments of donor and recipient countries have decided on the relevant projects and the amount to be implemented in a given year;

Recognizes that due to the situation cited above, the annual AOSC net budget figures shown below in Canadian dollars (CAD) for the years 2026, 2027 and 2028 represent indicative budget estimates only:

	2026	2027	2028
Indicative Budget Estimates	12,528,000	13,065,000	13,516,000

Recognizes that capacity development and implementation is an important means of fostering the development and safety, security, efficiency and sustainability of civil aviation;

Recognizes the circumstances facing the Capacity Development and Implementation Programme of the Organization and the necessity to take continuing management measures; and

Recognizes 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 a call for support from the Regular Budget would be the last resort.

Resolves that the indicative budget estimates of the Administrative and Operational Services Costs of the Capacity Development and Implementation Programme are hereby approved on the understanding that subsequent adjustments to the indicative budget estimates shall be made within the framework of the annual AOSC budget estimates in accordance with the provisions of Article IX of the Financial Regulations.

E. *The Assembly*, with respect to the **ARGF Fund** indicative budget estimates:

Recognizes Council's consistent support to the conduct of the revenue-generating activities by the Secretariat with a view to ensuring the sustainability of the proposed level of the ARGF contribution to the Regular Budget;

Recognizes that budget estimates for ARGF cannot be determined with a high degree of precision until such time as projected revenue from provision of services is confirmed;

Recognizes that should the revenue-generating activities fail to generate sufficient net surplus to transfer the required amount to the Regular Budget, this shortfall would be supplemented by the Working Capital Fund, and if still insufficient, the shortfall would have to be met by Member States;

Recognizes that due to the situation cited above, the annual ARGF net budget figures shown below in Canadian dollars (CAD) for the years 2026, 2027 and 2028 represent indicative budget estimates only:

	2026	2027	2028
Indicative Budget Estimates	31,583,000	32,716,000	34,183,000

Resolves that the indicative budget estimates of the Ancillary Revenue Generation Fund are hereby approved on the understanding that subsequent adjustments to the indicative budget estimates shall be made within the framework of the annual ARGF budget estimates in accordance with the provisions of Article VII of the Financial Regulations and the Policy on Revenue-Generating Activities.

Agenda Item 31: Confirmation of Council action in assessing the contributions to the General Fund and determining advances to the Working Capital Fund of States which have adhered to the Convention

31.1 At its first meeting, the Commission noted that subsequent to the 41st Session of the Assembly, no new State adhered to the Convention and became a Member State of ICAO, therefore, this Item did not require any particular action.

Agenda Item 32: Contributions in arrears

32.1 At its first meeting, the Commission considered A42-WP/40, EX/18, AD/9, and its Revision No. 1, which provide information on the financial aspects of the question of contributions in arrears as at 18 September 2025 and those Member States that had their voting rights deemed suspended as at 18 September 2025. The working paper has previously been considered by the Executive Committee at its first meeting (Item 10), during which the Executive Committee's oral report has been approved by the Plenary.

32.2 The Commission noted the progress made in the collection of long-outstanding arrears and urged all Member States to pay their assessments in full and on time.

Agenda Item 33: Assessments to the General Fund for 2026, 2027 and 2028

33.1 At its first meeting, the Administrative Commission examined A42-WP/6, AD/1, on the proposed draft scales of assessment for the triennium 2026, 2027 and 2028.

33.2 The Commission noted that draft scales follow the existing methodology and principles approved by the Assembly in its Resolution A36-31.

33.3 The Commission recommended that the Plenary approve and adopt the Scales of Assessment outlined in the Resolution 33/1.

**RESOLUTION FRAMED BY THE ADMINISTRATIVE COMMISSION
AND RECOMMENDED FOR ADOPTION BY THE ASSEMBLY**

Resolution 33/1: Assessments to the General Fund for 2026, 2027 and 2028

The Assembly resolves:

1. that the amounts to be assessed on Member States for 2026, 2027 and 2028 pursuant to Article 61, Chapter XII, of the Convention shall be determined in accordance with the scales set out below.

Member States	Draft Scales of Assessment 2026, 2027, 2028
	%
Afghanistan	0.06
Albania	0.06
Algeria	0.08
Andorra	0.06
Angola	0.06
Antigua and Barbuda	0.06
Argentina	0.39
Armenia	0.06
Australia	1.67
Austria	0.57
Azerbaijan	0.08
Bahamas	0.06
Bahrain	0.12

Bangladesh	0.16
Barbados	0.06
Belarus	0.06
Belgium	0.64
Belize	0.06
Benin	0.06
Bhutan	0.06
Bolivia (Plurinational State of)	0.06
Bosnia and Herzegovina	0.06
Botswana	0.06
Brazil	1.16
Brunei Darussalam	0.06
Bulgaria	0.06
Burkina Faso	0.06
Burundi	0.06
Cabo Verde	0.06
Cambodia	0.06
Cameroon	0.06
Canada	2.54
Central African Republic	0.06
Chad	0.06
Chile	0.38
China	16.55
Colombia	0.29
Comoros	0.06
Congo	0.06
Cook Islands	0.06
Costa Rica	0.06
Côte d'Ivoire	0.06
Croatia	0.06

Cuba	0.08
Cyprus	0.06
Czechia	0.24
Democratic People's Republic of Korea	0.06
Democratic Republic of the Congo	0.06
Denmark	0.41
Djibouti	0.06
Dominica	0.06
Dominican Republic	0.06
Ecuador	0.06
Egypt	0.26
El Salvador	0.06
Equatorial Guinea	0.06
Eritrea	0.06
Estonia	0.06
Eswatini	0.06
Ethiopia	0.35
Fiji	0.06
Finland	0.36
France	3.24
Gabon	0.06
Gambia	0.06
Georgia	0.06
Germany	4.68
Ghana	0.06
Greece	0.23
Grenada	0.06
Guatemala	0.06
Guinea	0.06
Guinea-Bissau	0.06
Guyana	0.06
Haiti	0.06

Honduras	0.06
Hungary	0.38
Iceland	0.07
India	1.18
Indonesia	0.53
Iran (Islamic Republic of)	0.30
Iraq	0.10
Ireland	0.84
Israel	0.49
Italy	1.99
Jamaica	0.06
Japan	5.25
Jordan	0.06
Kazakhstan	0.13
Kenya	0.08
Kiribati	0.06
Kuwait	0.21
Kyrgyzstan	0.06
Lao People's Democratic Republic	0.06
Latvia	0.06
Lebanon	0.06
Lesotho	0.06
Liberia	0.06
Libya	0.06
Lithuania	0.06
Luxembourg	0.27
Madagascar	0.06
Malawi	0.06
Malaysia	0.45
Maldives	0.06
Mali	0.06
Malta	0.06
Marshall Islands	0.06
Mauritania	0.06

Mauritius	0.06
Mexico	1.00
Micronesia (Federated States of)	0.06
Monaco	0.06
Mongolia	0.06
Montenegro	0.06
Morocco	0.13
Mozambique	0.06
Myanmar	0.06
Namibia	0.06
Nauru	0.06
Nepal	0.06
Netherlands	1.28
New Zealand	0.30
Nicaragua	0.06
Niger	0.06
Nigeria	0.10
North Macedonia	0.06
Norway	0.51
Oman	0.15
Pakistan	0.13
Palau	0.06
Panama	0.16
Papua New Guinea	0.06
Paraguay	0.06
Peru	0.19
Philippines	0.30
Poland	0.63
Portugal	0.36
Qatar	1.27
Republic of Korea	2.30
Republic of Moldova	0.06
Romania	0.25

Russian Federation	1.75
Rwanda	0.06
Saint Kitts and Nevis	0.06
Saint Lucia	0.06
Saint Vincent and the Grenadines	0.06
Samoa	0.06
San Marino	0.06
Sao Tome and Principe	0.06
Saudi Arabia	1.04
Senegal	0.06
Serbia	0.06
Seychelles	0.06
Sierra Leone	0.06
Singapore	0.95
Slovakia	0.10
Slovenia	0.06
Solomon Islands	0.06
Somalia	0.06
South Africa	0.19
South Sudan	0.06
Spain	1.66
Sri Lanka	0.07
Sudan	0.06
Suriname	0.06
Sweden	0.58
Switzerland	0.91
Syrian Arab Republic	0.06
Tajikistan	0.06
Thailand	0.48
Timor-Leste	0.06
Togo	0.06
Tonga	0.06
Trinidad and Tobago	0.06

Tunisia	0.06
Türkiye	1.40
Turkmenistan	0.06
Tuvalu	0.06
Uganda	0.06
Ukraine	0.06
United Arab Emirates	1.95
United Kingdom	3.65
United Republic of Tanzania	0.06
United States	21.69
Uruguay	0.06
Uzbekistan	0.06
Vanuatu	0.06
Venezuela (Bolivarian Republic of)	0.06
Viet Nam	0.27
Yemen	0.06
Zambia	0.06
Zimbabwe	0.06
	<u>100.00</u>

Agenda Item 34: Report on the Working Capital Fund

34.1 At its first meeting, the Administrative Commission examined A42-WP/38, AD/7, on the adequacy of the level of the Working Capital Fund and borrowing authority. The Commission noted the recommendation to maintain the level of the Working Capital Fund at USD 8.0 million for the next triennium; the Council's authority to increase the Working Capital Fund at a level no higher than USD 10.0 million; and the borrowing authority at no time to exceed the current level of CAD 3.0 million for the next triennium.

34.2 The Commission noted the revised Resolution which requires the presentation of this item for official consideration only if there are instances of the Working Capital Fund or borrowing authority usage or need to adjust the level of the Working Capital Fund or borrowing authority.

34.3 After consideration, the Commission recommended the submission of the Resolution 34/1 for adoption by the Plenary.

**RESOLUTION FRAMED BY THE ADMINISTRATIVE COMMISSION
AND RECOMMENDED FOR ADOPTION BY THE ASSEMBLY**

(To supersede A41-30)

Resolution 34/1

Working Capital Fund

The Assembly:

1. Notes that:

- a) in accordance with Resolution A41-30, the Council has reported upon, and the Assembly has considered, the adequacy of the level of the Working Capital Fund and the related borrowing authority;
- b) the accumulation of contributions in arrears has constituted, together with the delays in payment of current year contributions, a growing obstacle to the implementation of the work programme while creating financial uncertainty;
- c) based on past trends, there is only a limited risk that the level of the Working Capital Fund may not be sufficient to cover the needs in the foreseeable future;
- d) experience has shown that in general payments are not made at the beginning of the year when contributions are due and that ICAO cannot rely on contributions being paid even by the end of the year to which they relate and that such detrimental delay in complying with their financial obligations under the Convention by some Member States is leading to a potential financial crisis within the Organization that could impact all Member States;

- e) as long as the cash flow remains uncertain, ICAO would need the Working Capital Fund as a buffer on which it could draw to meet its unavoidable cash commitments; and
- f) the Council periodically reviews the financial situation of the Organization and the level of the Working Capital Fund.

2. *Resolves that:*

- a) the level of the Working Capital Fund remain at USD 8.0 million;
- b) the Council shall continue to monitor the level of the Working Capital Fund to determine if an increase is urgently needed;
- c) if the Council determines that it is warranted, the level of the Working Capital Fund shall be established at a level no higher than USD 10.0 million, subject to increases resulting from advances paid by new States becoming members of the Organization after approval of the scales. Such adjustment to the Working Capital Fund will be based on the scales of assessment in effect for the year for which the increase in the level of the Working Capital Fund is approved;
- d) the Secretary General be authorized, with the prior approval of the Finance Committee of the Council, to finance regular and supplementary appropriations that cannot be financed from the General Fund and the Working Capital Fund, by borrowing externally amounts needed to meet immediate obligations of the Organization, and that the Secretary General be required to repay such amounts as rapidly as possible; the outstanding total of such indebtedness of the Organization at no time to exceed CAD 3.0 million during the triennium;
- e) the Council shall report during ordinary sessions of the Assembly:
 - i) instances of the Working Capital Fund or borrowing authority use;
 - ii) requirement to increase or decrease the level of the Working Capital Fund or borrowing authority; and
- f) Resolution A41-30 is no longer effective and is hereby superseded; and

3. *Urges:*

- a) all Member States to pay their assessments as early as possible in the year in which they fall due in order to lessen the likelihood of the Organization having to draw on the Working Capital Fund and resort to external borrowing; and
- b) the Member States in arrears to meet their obligations to the Organization as promptly as possible, as called for by Resolution [A42-xx].

Agenda Item 35: Review of expenditures: Disposition of cash surplus/deficit; and Approval of accounts and examination of audit reports for the financial years 2022, 2023 and 2024

Disposition of cash surplus/deficit

35.1 At its first meeting, the Commission examined A42-WP/39, AD/8 dealing with the disposition of cash deficit.

35.2 The Commission noted the financial results for the year ended 31 December 2024, showing a cash deficit position as at the end of December 2024. The Commission noted that this deficit is being considered as temporary and was eliminated by the immediate payments in arrears by Member States in January 2025. The Commission confirmed that there is no need to assess Member States to finance the deficit.

Approval of accounts and examination of audit reports for the financial years 2022, 2023 and 2024

35.3 At its first meeting, the Administrative Commission examined A42-WP/41, AD/10, the Financial Statements and Reports of the External Auditor for the financial years 2022, 2023 and 2024 respectively and a draft resolution 35/1.

35.4 The Commission noted the External Auditor's Reports for 2022, 2023 and 2024 and recommended the Plenary to approve the draft resolution 35/1 for the Financial Statements and Reports of the External Auditor for the financial years 2022, 2023 and 2024.

**RESOLUTION FRAMED BY THE ADMINISTRATIVE COMMISSION
AND RECOMMENDED FOR ADOPTION BY THE ASSEMBLY**

Resolution 35/1

Approval of the accounts of the Organization for the financial years 2022, 2023 and 2024 and examination of the Audit Reports thereon

Whereas the Council examined the Financial Statements of the Organization and Reports of the External Auditor for the financial years 2022, 2023 and 2024, and submitted them to the Assembly for its review and approval;

Whereas in accordance with Chapter VIII, Article 49 (f) of the Convention, expenditures have been reviewed;

The Assembly:

1. *Notes* the unqualified Report of the External Auditor on the Financial Statements as well as the Secretary General's Comments to the Report of the External Auditor for the financial year 2022;

2. *Notes* the unqualified Report of the External Auditor on the Financial Statements as well as the Secretary General's Comments to the Report of the External Auditor for the financial year 2023;
3. *Notes* the unqualified Report of the External Auditor on the Financial Statements as well as the Secretary General's Comments to the Report of the External Auditor for the financial year 2024;
4. *Approves* the audited Financial Statements for the financial year 2022;
5. *Approves* the audited Financial Statements for the financial year 2023; and
6. *Approves* the audited Financial Statements for the financial year 2024.

Agenda Item 36: Amendment of the Financial Regulations

36.1 At its first meeting, the Commission examined A42-WP/7, AD/2 that presents amendments to the Financial Regulations. The proposed revisions to the 17th Edition of the ICAO Financial Regulations (Doc 7515/17) focus on alignment with the terminology changes which have come into effect since the 2023 publication of the current edition. The proposed amendments to the Financial Regulations Doc 7515/17 are in respect to updates to Financial Regulations 2.2, 4.4, 4.10, 5.2, 5.6, 5.8, 5.9, 7.6, 9.1, 9.2, 9.3, 9.4, and 9.5; the revision of the title of Article IX; and additions, deletions and modifications of four definitions in Article XV.

36.2 In concluding the review of the proposed changes to the Financial Regulations, the Commission noted the proposed amendments. The Commission confirmed the amendments and recommended the adoption of Draft Resolution 36/1 by the Assembly as presented in Appendix B of Working Paper A42-WP/7, AD/2.

**RESOLUTION FRAMED BY THE ADMINISTRATIVE COMMISSION
AND RECOMMENDED FOR ADOPTION BY THE ASSEMBLY**

RESOLUTION 36/1**Amendment of the Financial Regulations**

Whereas the Council is respectful of the position of the Assembly in approving the Budgets and Appropriations of the Organization;

Whereas the Council is able to meet on a regular basis to deal with exigencies and developments affecting the amounts appropriated;

Whereas the Council requires the flexibility between Assembly sessions to accommodate changes in the financing needs;

The Assembly resolves, that updates to the Financial Regulations 2.2, 4.4, 4.10, 5.2, 5.6, 5.8, 5.9, 7.6, 9.1, 9.2, 9.3, 9.4, and 9.5; Article IX title; and Article XV, are confirmed pursuant to Financial Regulation 14.1.

Edited changes	New revised text
2.2 The proceedings of the Finance Committee shall be governed by the Rules of Procedure established by the Council. <i>Rules of Procedure for Standing Committees of the Council.</i>	2.2 The proceedings of the Finance Committee shall be governed by <i>Rules of Procedure for Standing Committees of the Council.</i>
4.4 The Secretary General's Regular Budget Estimates shall be subdivided into Strategic Objectives, Goals Supporting Strategies, and Enablers may include any other objective or strategy related to the results-based management structure of the Business Plan.	4.4 The Secretary General's Regular Budget Estimates shall be subdivided into Strategic Goals and Enablers related to the results-based management structure of the Business Plan.

Edited changes	New revised text
4.10 The budget resolution, as defined in Regulation 4.7 c), shall be voted and adopted by the Assembly by Strategic Objectives Goals, Supporting Strategies, and Enablers any other objective or strategy budgetary element related to the results-based management structure of the Business Plan, and by Total Authorized Appropriation.	4.10 The budget resolution, as defined in Regulation 4.7 c), shall be voted and adopted by the Assembly by Strategic Goals and Enablers related to the results-based management structure of the Business Plan, and by Total Authorized Appropriation.
5.2 The Council may, in respect of a given financial year, approve appropriations in excess of the budget voted by the Assembly as follows: a) up to an amount not exceeding 2 per cent of the Total Authorized Appropriation in respect of the first year following adoption of the budget, 4 per cent of the Total Authorized Appropriation in respect of the second year and 2 per cent of the Total Authorized Appropriation in respect of the third year, to meet unforeseen and mandatory expenditures other than those specified in Regulation 5.2 b) and c); b) up to 2 per cent of the total annual appropriation for urgent new projects, in support of the Strategic Objectives Goals, not included in the framework of the approved budget; and c) irrespective of a) and b) above, up to the amount by which, for one or more financial years not yet submitted to the Assembly, actual miscellaneous income exceeds the amount of income taken into account by the Assembly in approving the appropriations for that year or those years to finance expenditure on projects related to the efficient delivery of the portion of the Organization's Business Plan related to Regular Budget activities.	5.2 The Council may, in respect of a given financial year, approve appropriations in excess of the budget voted by the Assembly as follows: a) up to an amount not exceeding 2 per cent of the Total Authorized Appropriation in respect of the first year following adoption of the budget, 4 per cent of the Total Authorized Appropriation in respect of the second year and 2 per cent of the Total Authorized Appropriation in respect of the third year, to meet unforeseen and mandatory expenditures other than those specified in Regulation 5.2 b) and c); b) up to 2 per cent of the total annual appropriation for urgent new projects, in support of the Strategic Goals, not included in the framework of the approved budget; and c) irrespective of a) and b) above, up to the amount by which, for one or more financial years not yet submitted to the Assembly, actual miscellaneous income exceeds the amount of income taken into account by the Assembly in approving the appropriations for that year or those years to finance expenditure on projects related to the efficient delivery of the portion of the Organization's Business Plan related to Regular Budget activities.
5.6 The unspent balance of appropriations in any financial year may be carried over to the following year under the authority of the Secretary General for up to 10 per cent per appropriation for each Strategic Objective, Goal Supporting Strategy, and Enabler or any other objective or strategy that has been voted and adopted by the Assembly, and for any amount above this percentage, under the authority of the Council, irrespective of its authority under Regulation 5.9. The total of expended and carried over appropriations shall not exceed the Total Authorized Appropriation plus amounts carried over from the previous year. Any balance of unspent appropriations and appropriations not carried over to the following year shall be cancelled.	5.6 The unspent balance of appropriations in any financial year may be carried over to the following year under the authority of the Secretary General for up to 10 per cent per appropriation for each Strategic Goal and Enabler that has been voted and adopted by the Assembly, and for any amount above this percentage, under the authority of the Council, irrespective of its authority under Regulation 5.9. The total of expended and carried over appropriations shall not exceed the Total Authorized Appropriation plus amounts carried over from the previous year. Any balance of unspent appropriations and appropriations not carried over to the following year shall be cancelled.

5.8 Transfers between Strategic Results within each Strategic Objective Goal may be effected by the Secretary General.	5.8 Transfers between Strategic Results within each Strategic Goal may be effected by the Secretary General.
5.9 Transfers from one Strategic Objective, Goal Supporting Strategy, or Enabler any other objective or strategy voted and adopted by the Assembly, to another, may be effected by the Secretary General up to an amount not exceeding 20 per cent of the annual appropriation for each of the Strategic Objectives, Goals, Supporting Strategies, or Enablers other objective or strategy, to which the transfer is made. Above this percentage, transfers among Strategic Objectives, Goals Supporting Strategies, or Enablers other objective or strategy, may be effected by the Secretary General, with the prior approval of the Council, after obtaining the advice of the Finance Committee. All transfers, including those that fall within the authority of the Secretary General, shall be reported to the Assembly.	5.9 Transfers from one Strategic Goal or Enabler voted and adopted by the Assembly, to another, may be effected by the Secretary General up to an amount not exceeding 20 per cent of the annual appropriation for each of the Strategic Goals or Enablers to which the transfer is made. Above this percentage, transfers among Strategic Goals or Enablers may be effected by the Secretary General, with the prior approval of the Council, after obtaining the advice of the Finance Committee. All transfers, including those that fall within the authority of the Secretary General, shall be reported to the Assembly.
7.6 Income, including bank interest earned by a Fund, shall be credited to that Fund except: a) income from investments and bank interest earned by the General Fund and Working Capital Fund shall be credited to the General Fund as miscellaneous income; and b) income from investments and bank interest earned by Funds established in support of the Technical Co-operation Capacity Development and Implementation Programme shall be credited to the Administrative and Operational Services Cost (AOSC) Fund or to the Contributor as specified under the Agreement with the Contributor.	7.6 Income, including bank interest earned by a Fund, shall be credited to that Fund except: a) income from investments and bank interest earned by the General Fund and Working Capital Fund shall be credited to the General Fund as miscellaneous income; and b) income from investments and bank interest earned by Funds established in support of the Capacity Development and Implementation Programme shall be credited to the Administrative and Operational Services Cost (AOSC) Fund or to the Contributor as specified under the Agreement with the Contributor.
Article IX Technical Cooperation Capacity Development and Implementation	Article IX Capacity Development and Implementation
9.1 The Assembly has approved participation by the Organization in programmes of technical cooperation Capacity Development and Implementation Programmes (CDIP) financed exclusively by extra budgetary resources. In accordance with Article VII, Regulation 7.1, the Council authorizes the establishment of such Funds as may be necessary for the administration of programmes of technical cooperation CDIP. In line with Regulation 7.2, the Secretary General may create and shall administer those Funds, in support of the Technical Cooperation CDIP, in accordance with the applicable provisions of these Financial Regulations and with due regard to the requirements of the organizations, governments and other entities providing the respective funds.	9.1 The Assembly has approved participation by the Organization in Capacity Development and Implementation Programme (CDIP) financed exclusively by extra budgetary resources. In accordance with Article VII, Regulation 7.1, the Council authorizes the establishment of such Funds as may be necessary for the administration of the CDIP. In line with Regulation 7.2, the Secretary General may create and shall administer those Funds, in support of the CDIP, in accordance with the applicable provisions of these Financial Regulations and with due regard to the requirements of the organizations, governments and other entities providing the respective funds.

9.2 The Secretary General shall include in the Annual Report of the Council information on the execution of the CDIP such programmes of technical cooperation, and the Council in turn shall report to the Assembly on the Organization's execution of the programmes of technical cooperation CDIP.	9.2 The Secretary General shall include in the Annual Report of the Council information on the execution of the CDIP, and the Council in turn shall report to the Assembly on the Organization's execution of the CDIP.
9.3 The cost of administration and operation of the Organization's programmes of technical cooperation CDIP shall be met by the organizations, governments and other entities providing the funds, for technical cooperation and managed through an Administrative and Operational Services Cost (AOSC) Fund. Administrative charges shall be determined on the basis of based on the estimated implementation costs to be incurred by the Organization, for the implementation of the project, subject to Regulation 7.7, and managed through the Administrative and Operational Services Cost (AOSC) Fund.	9.3 The cost of administration and operation of the CDIP shall be met by the organizations, governments and other entities providing the funds, based on the estimated implementation costs to be incurred by the Organization, subject to Regulation 7.7, and managed through the Administrative and Operational Services Cost (AOSC) Fund.
9.4 Funds received by the Organization, as a result of such charges, shall be administered by the Secretary General under the applicable provisions of these Financial Regulations, through a consolidated AOSC Fund, which shall be utilized to meet the full cost of such administration, operation and support of the Organization's programmes of technical cooperation CDIP.	9.4 Funds received by the Organization, as a result of such charges, shall be administered by the Secretary General under the applicable provisions of these Financial Regulations, through a consolidated AOSC Fund, which shall be utilized to meet the full cost of such administration, operation and support of the Organization's CDIP.
9.5 Budgetary estimates for AOSC, after having been reviewed by the Technical Co-operation and Implementation Support Committee and the Finance Committee and approved by the Council, shall be presented with the Regular Budget to the Assembly. The Assembly shall review and approve the AOSC estimates. The Secretary General shall make such adjustments to the approved estimates as may be required during the budgetary period concerned in order to provide adequate administration and support services to the Organization's CDIP programmes of technical cooperation, within the terms of these Financial Regulations and within the amounts of extra budgetary resources provided to the Organization for this purpose, and report to the Finance and Technical Co-operation and Implementation Support Committees thereon. Any such adjustment to the ordinary administrative and operational costs for the year exceeding a 5 per cent increase over the amount approved by the Assembly, or previously approved by the Council hereunder, shall be reported to Council and an increase in excess of 10 per cent will be subject to prior approval by the Council.	9.5 Budgetary estimates for AOSC, after having been reviewed by the Technical Co-operation and Implementation Support Committee and the Finance Committee and approved by the Council, shall be presented with the Regular Budget to the Assembly. The Assembly shall review and approve the AOSC estimates. The Secretary General shall make such adjustments to the approved estimates as may be required during the budgetary period concerned in order to provide adequate administration and support services to the Organization's CDIP, within the terms of these Financial Regulations and within the amounts of extra budgetary resources provided to the Organization for this purpose, and report to the Finance and Technical Co-operation and Implementation Support Committees thereon. Any such adjustment to the ordinary administrative and operational costs for the year exceeding a 5 per cent increase over the amount approved by the Assembly, or previously approved by the Council hereunder, shall be reported to Council and an increase in excess of 10 per cent will be subject to prior approval by the Council.

Article XV Definitions	Article XV Definitions
“Accountability” shall mean the obligation to another to (i) demonstrate that work has been conducted in accordance with established rules and standards, under the appropriate delegation of authority, and (ii) report fairly and accurately on performance results vis-à-vis mandated roles and/or plans.”	“Accountability” shall mean the obligation to another to (i) demonstrate that work has been conducted in accordance with established rules and standards, under the appropriate delegation of authority, and (ii) report fairly and accurately on performance results vis-à-vis mandated roles and/or plans.”
“Enablers” shall mean either critical cross-cutting factors that underpin the achievement of Strategic Goals (High Priority Enablers); or supporting activities that facilitate the achievement of Strategic Goals or contribute toward accelerating the progress of the high-level ICAO priorities (Supporting Enablers).	“Enablers” shall mean either critical cross-cutting factors that underpin the achievement of Strategic Goals (High Priority Enablers); or supporting activities that facilitate the achievement of Strategic Goals or contribute toward accelerating the progress of the high-level ICAO priorities (Supporting Enablers).
“Strategic Objectives—Goals” shall mean the guiding principles for the outcomes that ICAO strives to achieve, forming the foundation for all ICAO’s programmes, projects and activities units into which the programmatic elements of the Business Plan shall be subdivided.	“Strategic Goals” shall mean the guiding principles for the outcomes that ICAO strives to achieve, forming the foundation for all ICAO’s programmes, projects and activities.
“Supporting Strategies” shall refer to all management and administrative activities included in the Regular Budget.	

Agenda Item 37: Appointment of External Auditor

37.1 At its first meeting, the Commission considered A42-WP/10, AD/3, reporting on action taken by the Council to appoint an External Auditor to audit the accounts of the Organization for the next triennium.

37.2 One delegation noted that the proposed Auditor came from the same geographical region as the current External Auditor. To this end, the delegation requested the Commission to bring this matter to the attention of the Council so that it may properly consider geographical representation. On this point, the Commission noted the Secretariat's comment that the Council had already, at the time when it selected the proposed Auditor, requested the Secretariat, for future selection exercises, to consult best practices of other UN Entities in order to enhance fairness, inclusivity and broader geographical representation, as well as rotation.

37.3 In concluding on this item, the Commission noted the selection process which was conducted using a two-envelop system and the outcome of the deliberations by the Council Working Group tasked to evaluate the submissions received. In accordance with Article XIII of the ICAO Financial Regulations, the Commission recommended that the Assembly confirms the appointment of Mr. Pierre Moscovici, First President of the Cours des comptes, France, as ICAO's External Auditor for the financial years 2026, 2027 and 2028.

37.4 Accordingly, the following Draft Resolution 42-xx was recommended for adoption by the Assembly.

**RESOLUTION FRAMED BY THE ADMINISTRATIVE COMMISSION
AND RECOMMENDED FOR ADOPTION BY THE ASSEMBLY**

Resolution 42-xx: Appointment of the External Auditor

The Assembly:

1. *Notes that:*
 - a) the Financial Regulations provide that, subject to confirmation by the Assembly, the Council shall appoint an External Auditor to the Organization; and
 - b) the Council reviewed the nominations submitted by Member States in 2024 and approved on 10 March 2025 the appointment of Mr. Pierre Moscovici, First President of the Cour des comptes, France, as ICAO's External Auditor for the financial years 2026, 2027 and 2028, in accordance with Financial Regulation 13.1.
2. *Expresses its sincere appreciation to Mr. Michel Huissoud and Mr. Pascal Stirnimann respectively, President of the Swiss Federal Audit Office, for the high quality of their service to the Organization during their respective tenures (2020-2025) and for their effective and cooperative assistance during that period to the officials and organs of ICAO; and*
3. *Confirms the action taken by the Council in appointing Mr. Pierre Moscovici, First President of the Cour des comptes, France, as ICAO's External Auditor for the financial years 2026, 2027 and 2028.*

Agenda Item 38: Human Resources Management and Gender Equality

Human Resources Management

38.1 The Commission considered A42-WP/22, presented by the Secretariat, which provided a progress report on the implementation of the ICAO People First Strategy and broader human resources management reforms. The paper highlighted achievements under the Transformational Objective (People and Culture), modernization of HR policies, practices and systems, as well as priority actions for the next triennium.

38.2 The Commission noted the progress made through initiatives under the People First Strategy, including the Culture Transformation project, the Fit for Purpose Organization project, and the modernization of the Human Capital Management system. It also recognized advances in leadership development, talent mobility, and the activation of the competency framework, as well as progress in HR operations, and improvement in employee engagement and staff wellbeing. The Commission further welcomed targeted efforts to advance gender balance, in line with the Assembly Resolution A41-26.

38.3 The Commission further noted that these reforms have begun to shift ICAO's people management approach towards greater agility, inclusiveness, and effectiveness. It was also recognized that resource constraints required the prioritization and sequencing of projects, while a focus on culture, digitalization, workforce planning, and employee experience would continue into the next triennium.

38.4 In light of its discussions, the Commission invited the Assembly to:

a) note the reforms undertaken and achievements made by the Organization to enhance human resources management, including the People and Culture transformation under the Transformational Objective; and

b) endorse the priority initiatives and future actions identified for the next triennium, including those to be implemented under the Continuous Organizational Improvement High Priority Enabler, as set out in A42-WP/22.

Status of ICAO Workforce

38.5 The Commission considered A42-WP/46, outlining the status of the ICAO Workforce as at 31 December for the years 2022, 2023, and 2024, including the status of Equitable Geographical Representation (EGR) and Gender, together with an analysis of the Professional and higher categories appointments and their impact on EGR and Gender, as well as Human Resources data on age, length of service and retirement projections. It also provides observations based on the statistics.

38.6 During the discussion it was noted that progress had been made. The Commission was advised that at the end of 2024, women occupied 37% of all posts in the Professional and higher categories, reflecting a positive growth compared to the status at 2022. Noting the progress made, the Commission acknowledged the importance of the Secretariat and Member States to work together in attainment of gender quality and equitable geographic representation.

38.7 The Administrative Commission invited the Assembly to take note of the trends and observations presented in this paper and to support the continued implementation of the ICAO People First Strategy over the next triennium, with particular emphasis on advancing equitable geographical representation, gender balance across the ICAO Secretariat, as further detailed in the Human Resources Management paper.

Gender Equality

Advancing women's participation at ICAO and the aviation sector

38.8 The Administrative Commission reviewed WP/20 - Progress Report on the Implementation of the ICAO Gender Equality Programme, presented by the Council. The Commission noted that despite efforts made, the progress in this area remains slow. It further acknowledged the implementation work undertaken by ICAO during the current triennium and encouraged States to continue to support ICAO's work around enhancing women's participation and empowerment in aviation in collaboration with States, international and regional organizations and the industry. The Commission further supported the future areas of priority for the Organization's work around women's participation in aviation under areas of advocacy and raising awareness, collection of data and statistics, capacity building initiatives, and corporate level improvements, as outlined in the Working Paper. The Commission concluded that intensified commitment and action is needed at all levels to increase women's participation and empowerment in aviation, in line with the ICAO Strategic Plan 2026-2050.

38.9 The Commission reviewed A-WP/71, presented by Brazil. The paper showcased the experience of Brazil in opening institutional pathways for women in technical aviation roles which led to expanding the professional talent pool, benefiting operational performance, and further proposed actions to strengthen gender inclusion within ICAO's technical bodies and national air navigation service providers. The Commission commended the efforts and progress made by Brazil and encouraged Member States to publish annual gender representation reports, and develop national professional networks, mentorship and technical training programmes for women and increase female participation in international events. In relation to fostering the inclusion of women in ICAO's technical forums such as panels, working groups, and deliberative committees, the Commission requested the ICAO Secretariat, subject to availability of resources, to develop indicators and mentorship programmes and publish annual reports on gender representation within technical groups and committees. The Commission further requested the Secretariat to develop in-depth studies to identify specific barriers to female participation at different levels and areas within aviation, ultimately supporting the development of targeted policies and strategic actions.

38.10 The Commission reviewed A-WP/359, presented by Chile, co-authored by Brazil, Costa Rica, Dominican Republic, Ecuador, Guatemala, Peru, Uruguay and supported by 12 Member States of the Latin American Civil Aviation Commission (LACAC), which contained a proposal to expand ICAO's data collection and analysis to include women in the organizational structures of the Civil Aviation Authorities around the world. The Commission applauded LACAC for having developed a regional analysis of all women working in civil aviation authorities at all levels and across all functions. It further welcomed the proposal and requested ICAO, through the Aviation Data and Analysis Panel (ADAP), to expand its data collection and analysis to include all women working in civil aviation authorities, regardless of their functional roles, and incorporate new variables in the data collection instruments, such as disaggregation by area, grade and, function to enable a comprehensive approach towards data collection in aviation.

38.11 The Commission reviewed A-WP/456, presented by Cuba, highlighting Cuba's experiences in the application of policies and strategies to enhance and promote the representation and empowerment of women, such as creation of women's groups and committees. The Commission applauded

the progress made by the State and acknowledged such examples and best practices as well as continued leadership by the ICAO Council, Secretariat and Member States would contribute to the overall progress towards achieving the objectives of the ICAO Gender Equality Programme and Resolution A41-26.

38.12 The Commission reviewed A-WP/362, presented by Kazakhstan, related to a proposal on the establishment of a formal ICAO Assembly recognition award titled “Women Shaping Aviation”. The Commission welcomed the proposal and acknowledged that its implementation could potentially complement the existing initiatives, strengthen ICAO’s leadership, and inspire broader participation of women in the aviation workforce, in line with Resolution A41-26. In this connection, the Commission requested the ICAO Council to carefully review the proposal and determine benefits and implications related to the establishment of such a recognition programme. The Commission also noted that initiatives such as the ICAO Global Ambassadors Programme could be leveraged to mobilize interest in public at large.

38.13 The Commission reviewed A-WP/70, presented by New Zealand and co-sponsored by Canada, which highlighted the importance of collecting, using and sharing gender-disaggregated data and statistics. The paper also proposed concrete actions to help close the gender data gap and increase the number of women in aviation through data-driven solutions. The Commission acknowledged the need for ICAO and States to increase their data-driven efforts with the objective of enabling greater participation of women in aviation. It further requested ICAO, contingent upon the availability of resources, to develop a set of data collection guidelines, including standardised language, metrics, methodologies and reporting frameworks, to assist Member States and the international aviation industry to expand the collection and use of sex disaggregated data and statistics, and better inform policies and targets. The Commission further encouraged collaboration and partnerships, at all levels, towards sharing data and statistics aimed at increasing the number of women in aviation.

38.14 The Commission reviewed A-WP/73, presented by South Africa, promoting gender equality in aviation and highlighting the progress made by South African aviation stakeholders in advancing women representation in aviation. The Commission took note, with appreciation, of the initiatives taken by South Africa in this regard and acknowledged that low participation of women in aviation remains a significant issue in the global aviation industry and recalled the importance of exchanging best practices and experiences. The Commission noted that gender inequality is one of the key factors holding the sector back and encouraged ICAO and Member States to ensure women’s empowerment programmes exist at global, regional and State level to build capacity for the aviation industry. It also encouraged States to consider mainstreaming and integration of women’s issues in all relevant plans, strategies and policies, such as those related to workforce planning. The Commission acknowledged the distinct mandates of the ICAO Gender Equality Programme and the Next Generation of Aviation Professionals Programme, while encouraging continued complementarity between the two programmes in line with their respective Assembly Resolutions. The Commission noted that merging the events related to these two programmes should not be encouraged as it could dilute the focus of each Programme and impact their outcomes.

38.15 The Commission noted the benefits of establishing a mechanism for benchmarking and tracking progress on the action plans related to women’s empowerment and participation in aviation, while acknowledging budgetary implications for implementation of the proposal and recalling that the ICAO Gender Equality Programme is not supported through the regular budget of ICAO. The Commission invited

States to consider hosting global and regional events and workshops to advance the objectives of the ICAO Gender Equality Programme and further acknowledged Angola for its leadership as the host State of the next Global Aviation Gender Summit, scheduled to take place in Luanda in 2026.

38.16 The Commission reviewed A-WP/67, presented by the United States, underscoring the critical role of women in aviation through individual merit, skills and competence and proposing to rename the “ICAO Gender Equality Programme” to the “Empowerment Programme for Women” in order to remove the ideological term of “gender”. The Commission took note that the efforts of the ICAO Gender Equality Programme since its inception in 2017 has been focused on driving the participation of women in the global aviation sector through increasing their interest in aviation, capacity development efforts as well as advocacy and knowledge sharing, and by no means have intended to compromise the much-needed skills, competency and merit in aviation. The Commission agreed that ICAO, as a specialized agency of the United Nations, should continue to align itself with the terminology used by the UN, particularly Goal 5 of the 2030 Agenda for Sustainable Development, ‘Achieve gender equality and empower all women and girls’. The Commission acknowledged that individual merit, skills and competencies are, and continue to remain, fundamental to the future of aviation. Furthermore, the Commission took note that regular budgetary contributions are not being considered for the ICAO Gender Equality Programme and as such, encouraged all States to support the sustainability of the Programme through voluntary and in-kind contributions.

38.17 The Commission reviewed A-WP/361, presented by Uruguay and supported by 20 LACAC Member States, which promoted women’s participation in the regional and global civil aviation sector. The Commission invited Member States and all public or private stakeholders to promote greater participation by women in aviation through developing policies and actively supporting the ICAO Gender Equality Programme. The Commission encouraged ICAO and Member States to support and undertake regional or subregional analytical studies to measure the baseline of women’s participation in civil aviation in order to inform the development of targeted policies and strategies. It welcomed the proposed actions while noting possible budgetary implications for the implementation of the proposal to benchmark and analyse women’s participation in regional aviation, other than current activities undertaken or planned by ICAO. The Commission further encouraged ICAO and Member States to promote the access of girls and women to education and training opportunities, to enable their full and equal participation in all occupations and domains of aviation.

38.18 Information Paper A-WP/304 by Kazakhstan related to the efforts and progress made by the State was noted.

38.19 Having considered the working papers and in light of the discussions, the Commission recommended the Assembly to:

- a) endorse the priorities of ICAO on the promotion of women in aviation in support of the ICAO Strategic Plan 2026-2050 and of the ICAO Member States, as well as request ICAO to continue its leadership and commitment;
- b) encourage Member States to support ICAO in the pursuit of enhancing the participation and empowerment of women in aviation; and
- c) encourage the ICAO Council to continue to actively engage in promoting ICAO activities in relation to women to Member States in order to increase regional and national outreach.

Agenda Item 39: Other issues to be considered by the Administrative Commission

39.1 No other issues or items were required to have been considered by the Administrative Commission.

- END -