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ASSEMBLY — 42ND SESSION

REPORT OF THE EXECUTIVE COMMITTEE ON AGENDA ITEM 18

(Presented by the Chairman of the Executive Committee)

The attached report on Agenda Item 18 has been approved by the Executive Committee. Resolution 18/1 is 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.

(18 pages)

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

No Country Left Behind (NCLB)

18.1 The Committee reviewed A42-WP/19, presented by the Secretariat on the ICAO Capacity Development and Implementation Support – Policy and Activities 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) and the update on the implementation of the related ICAO policy and strategies for implementation support. The Committee commended the operational and financial performance achieved by the Capacity Development and Implementation Programme during the past triennium, including its training, iPacks, fellowships and resource mobilization activities, which have been instrumental in supporting progress in the achievement of the NCLB strategic goal and the UN SDGs. The Committee recognized the support provided across all ICAO Regions, including least developed countries. The Committee agreed to invite the Assembly to adopt the revised “Consolidated Statement of ICAO Policies on Implementation Support” in Appendix C, which supersedes Assembly Resolution A41-25.

18.2 The Committee reviewed A42-WP/138, presented by Brazil on the State’s targeted initiatives in support of neighbouring States in key areas such as flight inspection services, Air Traffic Flow Management (ATFM) implementation, airspace design, and capacity optimization, with the aim of strengthening their air navigation systems. The Committee acknowledged the importance of regional cooperation as a key enabler to maximize results of capacity development and implementation support.

18.3 The Committee reviewed A42-WP/360, presented by Cameroon and co-sponsored by Canada, on the proposal for the establishment of a global platform to facilitate exchanges between entities seeking to transfer or acquire civil aviation safety and security equipment. The Committee recognized the benefits of such a platform and supported the implementation of this initiative provided that elements such as financial considerations, equipment lifecycle and SARPs compliance aspects are carefully reviewed. The Committee noted the need to ensure sensitive aviation security information and other sensitive technical data related to security equipment is appropriately safeguarded.

18.4 The Committee reviewed A42-WP/147, presented by Canada and co-sponsored by the United States of America, on the critical role of technical cooperation in advancing ICAO’s strategic goals, including its vital contributions in furthering global aviation safety and security. The Committee acknowledged the importance of aligning contributions and requests for implementation support with ICAO’s strategic goals to support compliance with the Chicago Convention and enhance aviation safety and security. The Committee encouraged Member States to coordinate efforts to expand the reach and impact of capacity-building initiatives globally, improve coordination, reduce duplication of efforts and ensure needs-based implementation. The Committee recognized the request for States to contribute and collaborate with ICAO, including its Regional Offices, to support capacity building and implementation support activities.

18.5 The Committee reviewed A42-WP/392, presented by Colombia and supported by 17 member States of the Latin American Civil Aviation Commission (LACAC), on the importance of

knowledge management and cooperation to drive improvements in productivity, building capacity, and process optimization, which should ultimately lead to a safer, more efficient and innovative sector. The Committee acknowledged the importance of knowledge management, which could support the achievement of the Organization's strategic goals.

18.6 The Committee reviewed A42-WP/430, presented by Egypt, on proposed measures to establish mechanisms for the reconstruction of the civil aviation sector in countries affected by regional conflicts and disputes. The Committee recognized the importance of ICAO and States' role, where necessary, in providing support to States affected by conflicts and disputes in line with the No Country Left Behind strategic goal with due consideration to sensitivities in the affected areas.

18.7 The Committee reviewed A42-WP/133, presented by the Islamic Republic of Iran, on proposed actions towards strengthening social responsibility in aviation to ensure balanced, inclusive progress in line with the UN 2030 Agenda, including the establishment of a Committee on Aviation Social Responsibility and the development of a framework and reporting system. The Committee expressed concerns regarding the creation of such a Committee and related reporting mechanisms considering the Organization's mandate and limited resources.

18.8 The Committee reviewed A42-WP/146, presented by South Africa on the ICAO No Country Left Behind (NCLB) strategic goal supporting building capacity and sharing scarce resources amongst Member States, with the aim of enabling the achievement of goals related to safety, security, and environment, among others. The Committee requested Member States to support the NCLB strategic goal, supported the request for ICAO to mobilize and allocate sufficient resources to implement this goal and encouraged Member States and Organizations to provide support, in a coordinated manner, to States that may need assistance.

18.9 The Committee reviewed A42-WP/132, presented by the African Civil Aviation Commission (AFCAC) on behalf of 54 African States, on "Balancing Security and Sustainability: The Challenges of Integrating Aviation Security Training Centres (ASTC) into the TRAINAIR PLUS Programme (TPP)" that acknowledged the pivotal role played by aviation security (AVSEC) in protecting air transport systems. The Committee reaffirmed the role of ICAO ASTCs and the importance of maintaining high-quality and affordable aviation security training for all States, in line with the ICAO No Country Left Behind strategic goal. It also recommended to conduct a thorough operational and financial assessment on the impact of a potential integration of the ASTC network with the TRAINAIR PLUS Programme, in consultation with all relevant stakeholders that includes considering alternative models. Finally, the Committee highlighted the need to provide equitable access to aviation security training while maintaining sustainable long-term viability.

18.10 Information papers submitted by Japan (A42-WP/542), Kazakhstan (A42-WP/363), Pakistan (A42-WP/499 and A42-WP/502), the People's Republic of China on behalf of Kyrgyzstan, Lao PDR, Mongolia, Sri Lanka and Thailand (A-WP/585); Seychelles (A-WP/590); and Denmark on behalf of the European Union and the other Member States of the European Civil Aviation Conference, and EUROCONTROL (A-WP/591 and A-WP/592), were noted.

18.11 In light of its deliberations, the Executive Committee invited the Plenary to agree:

- a) that ICAO recognize the potential benefits of a global platform for the exchange of safety and security equipment and supported the implementation of this initiative provided that elements such as financial considerations, equipment lifecycle, protection of sensitive aviation security information and sensitive technical data, and SARPs compliance aspects are carefully reviewed;
- b) that ICAO encourage Member States to coordinate efforts to expand the reach and impact of capacity-building initiatives globally, improve coordination, reduce duplication of efforts and ensure needs-based implementation, as well as contribute and collaborate with ICAO, including its Regional Offices, to support capacity building and implementation support activities;
- c) that ICAO is encouraged to continue exploring alternative models and conduct a thorough operational and financial assessment on the impact of a potential integration of the ASTC network with the TRAINAIR PLUS Programme, in consultation with all relevant stakeholders;
- d) mobilizes and allocates sufficient resources to implement the No Country Left Behind strategic goal and encourage Member States and Organizations to provide support, in a coordinated manner, to States that may need assistance; and
- e) to submit, for adoption by the Plenary, the following Resolution, which will supersede Assembly Resolution A41-25.

Resolution 18/1: Consolidated statement of ICAO policies on 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 A40/A41-2425.

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;
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.

Civil Aviation Training

18.12 The Committee reviewed A42-WP/391, presented by the Dominican Republic. The paper recommended that ICAO urge States to implement public policies and incentive programmes for training aviation personnel, supported by sustainable financing, to ensure an adequate supply of qualified professionals for the aviation industry's safety and growth. The Committee agreed that Member States should establish a state programme to encourage the training of aviation personnel, as part of a sustainable strategy or public policy to address the growing need for qualified professionals in the aviation industry. The Committee echoed the importance of such programmes, while underscoring the need for scholarships that focus on inclusion and diversity.

18.13 The Committee reviewed A42-WP/408, presented by the Dominican Republic, and A42-WP/406 presented by Belize on behalf of COCESNA Member States, emphasizing the rapid advancement of Artificial Intelligence (AI) and its significance in aviation training. Both submissions highlighted the absence of clear guidelines for AI use in civil aviation training centres to meet the demands of digitalization and automation and underscored the need for innovative teaching approaches and tools. In response, the Committee supported ICAO in exploring resources—such as the implementation packages (iPACKs) and a Digital Learning Development Guidebook, including best practices and AI guidelines - to facilitate effective AI integration, and considers the adoption of cognitive and evidence-based training.

18.14 The Committee reviewed A42-WP/283, presented by India. This paper presented India's strategic perspective and national initiatives on aviation skill development and capacity building, with a focus on structured aviation education and training programs. India emphasized the growing demand for aviation professionals across all disciplines, driven by exponential air traffic growth, and advocated for regional and global collaboration to scale up quality aviation training under ICAO initiative of No Country Left Behind (NCLB). The Committee encouraged the expansion of TRAINAIR PLUS membership across all Regions with special focus on developing countries. The Committee also agreed that Members States should support digital aviation education infrastructure, standardise the curriculum for aviation courses globally, taking into account national and regional needs and bridge the gap between course curriculum and job opportunity. It also noted the importance of mobilizing funding and scholarship schemes for skill development, to ensure equal opportunities and adequate supply of qualified personnels.

18.15 The Committee reviewed A42-WP/393, presented by Kazakhstan, that emphasized the importance of creating a secure, ICAO-coordinated database platform for voluntary information sharing among Member States on technical assistance, training resources, and capacity-building support, with Kazakhstan offering to assist in developing the system's data structure. The Committee acknowledged the value of enhanced information sharing to support technical assistance, training, and capacity-building, and, subject to the availability of funds and resources, encouraged the establishment of a 'secure, ICAO-coordinated digital database platform' for all related stakeholders.

18.16 The Committee reviewed A42-WP/150, presented by the Republic of Korea, which emphasized the growing danger of aviation cyber threats. The Committee noted that the Cybersecurity Panel was developing and publishing relevant guidance based on ICAO Annex 17- Aviation Security, Standard 4.9.1. The Committee was of the view that, subject to the availability of funds and resources, ICAO should further develop guidance, and work closely with the Cybersecurity Panel to identify topics for the development of new ICAO cybersecurity standardized training programs, that take into consideration the national needs.

18.17 The Committee reviewed A42-WP/149, presented by the United Arab Emirates (UAE), which highlighted the shortage of qualified personnel in critical civil aviation authority functions, including oversight, regulation, safety and security, accident investigation, and the integration of new technologies. The Committee supported the proposed strategic actions to enhance regional collaboration for training, capacity-building, and knowledge, calling upon ICAO to expand access to advanced digital technologies and competency-based training platforms, such as TRAINAIR PLUS. The Committee encouraged sharing and supporting the integration of these actions into existing ICAO frameworks, including Next Generation of Aviation Professionals (NGAP), Global Aviation Safety Plan (GASP), its second edition (GASeP) and the Global Aviation Training (GAT) framework.

18.18 The Committee reviewed A42-WP/328, presented by El Salvador on behalf of the Member States of Central American Corporation for Air Navigation Services (COCESNA): Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua, promoted strengthening operational safety by establishing clear, competency-based training profiles for civil aviation authority inspectors and investigators, addressing current challenges in aligning training with specific oversight and investigation functions. The Committee agreed that ICAO should promote harmonized training profiles to enhance oversight efficiency, strategic training management, and the technical capacity of civil aviation authorities, while ensuring readiness for international audits and assessments. Additionally, it recognizes the need to develop a competency framework, and training profiles for inspectors and investigators, while taking into consideration national needs. The Committee advised that ICAO should create a strategic framework on AI to standardize the criteria for identifying, designing, and validating differentiated training routes subject to the availability of funds and resources.

18.19 Information papers presented by Dominican Republic (A42-WP/183) related to Air Traffic Control Centres Supervision Training, and (A42-WP/390) on Career Pathway for Civil Aviation Safety Inspectors, emphasised building a structured Career Pathway for Civil Aviation Safety Inspectors (CASI), fully aligned with the ICAO Inspector Competency Building Framework, harmonizing competencies internationally, strengthening State safety oversight, and supporting compliance with the State Operational Safety Program and USOAP outcomes. Information papers presented by Türkiye emphasised (A42-WP/507) the removal of fixed duration limits and implementation of individualized training duration under the Competency-Based Training and Assessment (CBTA) Framework, and (A42-WP/508) related to the centralized approved training organization (CENTRAL ATO) Model. Information papers presented by Indonesia (A42-WP/547) related to advancing competency-based training through ICAO training packages with emphasis on Indonesia's goal to global competency standardization, (A42-WP/548) related to platinum training excellence and fellowship expansion and highlighting Indonesia's strategic role in global aviation capacity building, and (A42-WP/549) related to developing ICAO-qualified instructors, course developers, and validators with emphasis on Indonesia's commitment to sustainable training quality, were noted.

18.20 In light of the discussions, the Committee recommends that the Plenary agree:

- a) that ICAO continue expanding quality and standardized aviation training globally, especially in developing countries, taking into account national and regional needs, by growing TRAINAIR PLUS membership, qualifying instructors, and fostering global collaboration;
- b) that ICAO advocate for standardizing curricula, bridging training-to-job gaps, implementing credit portability, and workforce mobility systems;

- c) that ICAO call for enhanced regulatory capacity and new ICAO training programs addressing innovation, environment, cybersecurity, oversight, advanced digital platforms, and Artificial Intelligence integration, taking into consideration the risks associated with the use of AI, and the national needs; and
- d) to urge ICAO and Member States to address the shortage of technical and oversight personnel through workforce planning, scholarships, and accessible training, in support of NGAP, GASP, GAsEP, and the No Country Left Behind Strategic Goal.

— END —