



ICAO TRAINING



# Workshop on Civil Aviation Master Planning (CAMP)

**ADVANCING YOUR  
AVIATION CAREER**

# Introductions



**Workshop Facilitator:**

# Workshop Goal

The workshop provides decision makers of State Civil Aviation Authorities (CAAs) and other aviation stakeholders with an overview required to develop, implement, and update a Civil Aviation Master Plans (CAMP), including the alignment with national development plans and the United Nations 2030 Sustainable Development Goals (SDGs), in accordance with the relevant ICAO provisions.



# Workshop Structure

## Module 1

Preparing for the development of the CAMP

## Module 2

Aviation System and National Plans

## Module 3

Development, approval and implementation of CAMP

## Module 4

Economic and Financial Development of the Civil Aviation System



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## Module 1:

# Preparation for the development of the CAMP

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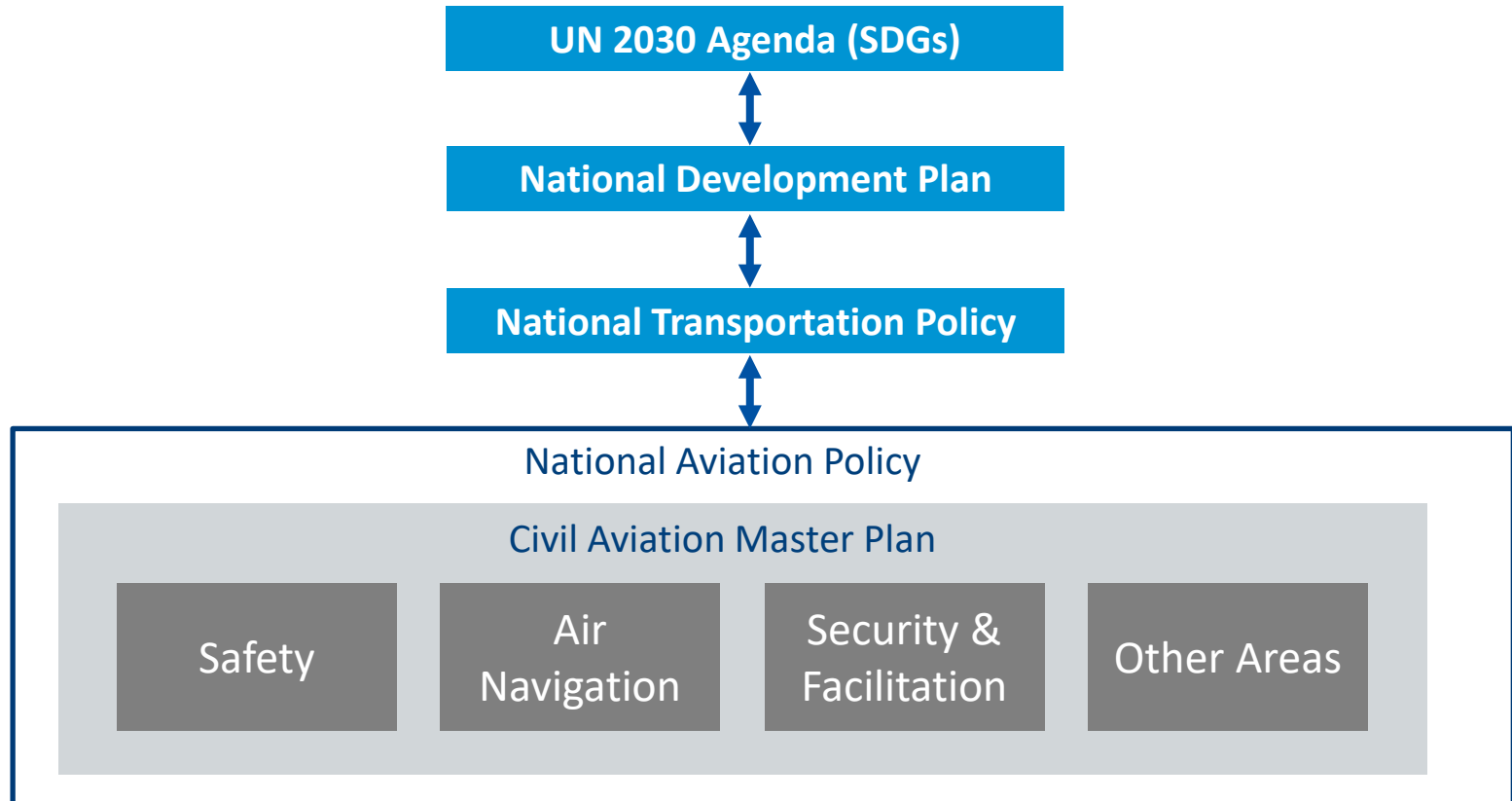
**The objective,  
scope and key benefits  
of the CAMP**

# CAMP at a Glance

- Objective: A long-term strategic roadmap for sustainable growth of the State's civil aviation system
- Scope: Airports, air navigation, safety & security oversight, economic regulation, manufacturing
- Key Benefits:
  - ✓ Aligns aviation development with national economic & social plans
  - ✓ Enables access to finance for infrastructure & connectivity
  - ✓ Supports UN 2030 Agenda & SDGs

# **Linkages between the CAMP, National Aviation Policy, National Development Plan and the UN 2030 Agenda**

# National Aviation Planning Framework



# Strategic Policy and Guidance

- **National Aviation Policy:** high-level goals for safety, security, economic regulation, environment
- **ICAO Reference Documents:** ICAO Strategic Plan 2026-2050, Global Plans, Standards and Recommended Practices, Guidance Materials, Assembly Resolutions: calls for liberalization, cost-effective user charges, long-term vision alignment
- **2030 SDG Linkage:** embedding aviation in national development plans unlocks funding & donor support

# Linkages

**Why are these linkages so important?**

**F-U-N-D-I-N-G**

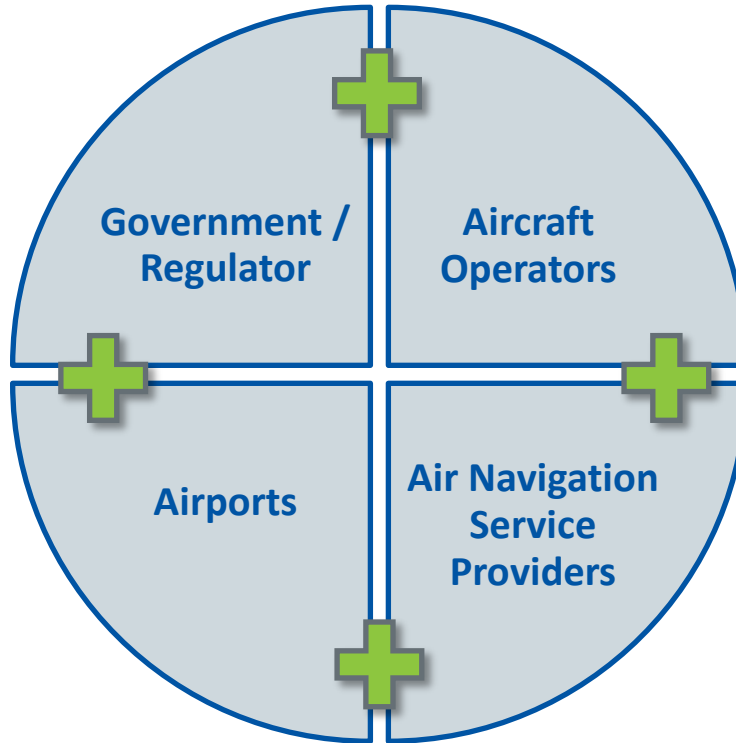
Including aviation in a national development plan linked to the UN Agenda facilitates financing of large-scale projects and promotes donor support for the implementation of the CAMP.

# Linkages to the 2030 Agenda for Sustainable Development



# Civil Aviation Organization

# The CAMP and the Aviation System



- **Governance**
- **Ownership and Control Structures**
- **Management**

# Civil Aviation Organization

Continuing trend toward autonomous CAAs, corporatization, commercialization and privatization of airports and air navigation service providers

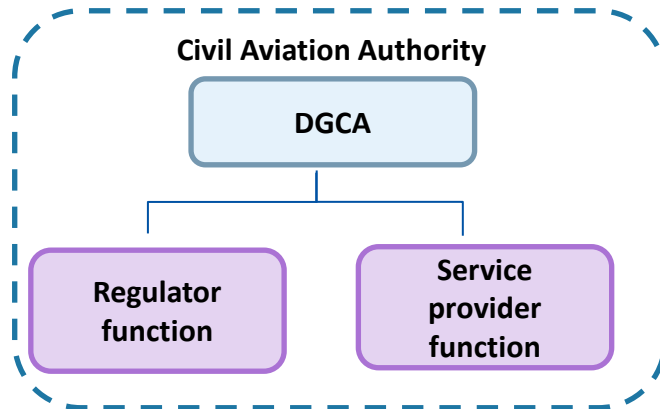
## Benefits

- Revenues generated are transparently re-invested in aviation facilities
- Users contribute directly to the maintenance and development of the facilities (user-pays principle)
- Reduces financial burden on government
- Encourages growth of a business culture, thereby increasing efficiency and improving quality of services
- Enables access to private capital markets
- **Facilitates the establishment of a clear separation between regulatory and operational functions**

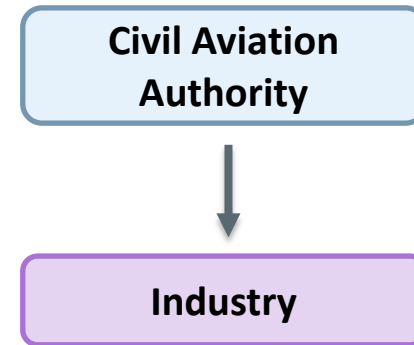


# Ensuring Independence between Regulator and Service Providers

## Functional Separation



## Organizational Separation



# Ensuring Independence between Regulator and Service Providers

## Functional Separation

## Organizational Separation

- ✓ Separate lines of accountability between regulation and service provision
- ✓ Different lines of management and operational authority
- ✓ Individual control mechanisms within each body



# Director-General of Civil Aviation (DGCA)

Responsibility and accountability begins with the Director-General of Civil Aviation (DGCA)

## The DGCA has final responsibility:

- For the conduct of the CAA's affairs
- For ensuring that the CAA fulfills the safety obligations of the State under the Chicago Convention
- For the approval of all regulated entities

## The DGCA should:

- Have authority over human resources
- Have authority for allocating financial resources
- Promote a positive safety and security culture within the industry



# Autonomy and Governance

Models for the setup of the aviation regulator:

- Civil Aviation Authority (autonomous)
- Department of a Ministry (part of the government)

There are different models for the autonomy and governance of the CAA:

- Fully autonomous
- Semi-autonomous
- Part of the Government



# Delegation of Safety / Security Oversight Functions and Activities

**The State may consider delegating activities when:**

- there are insufficient resources or competences
- there is a lack of specialized entities within the State

**Note: The ultimate responsibility for Safety/Security remains with the State**

**The State still needs sufficient personnel to :**

- interact with the delegated entity
- process the information received from the delegated entity
- ensure that the delegated functions are carried out effectively





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## Module 2: The State Aviation System and National Plans

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# State's Aviation Context

# State Context

- An overview of the State's aviation system, its size (traffic level and growth), and how it relates to activities in other sectors of the economy
- An “as-is” assessment of the aviation system

Overview of the Aviation System

Economic Factors

Traffic Forecasts and Trends

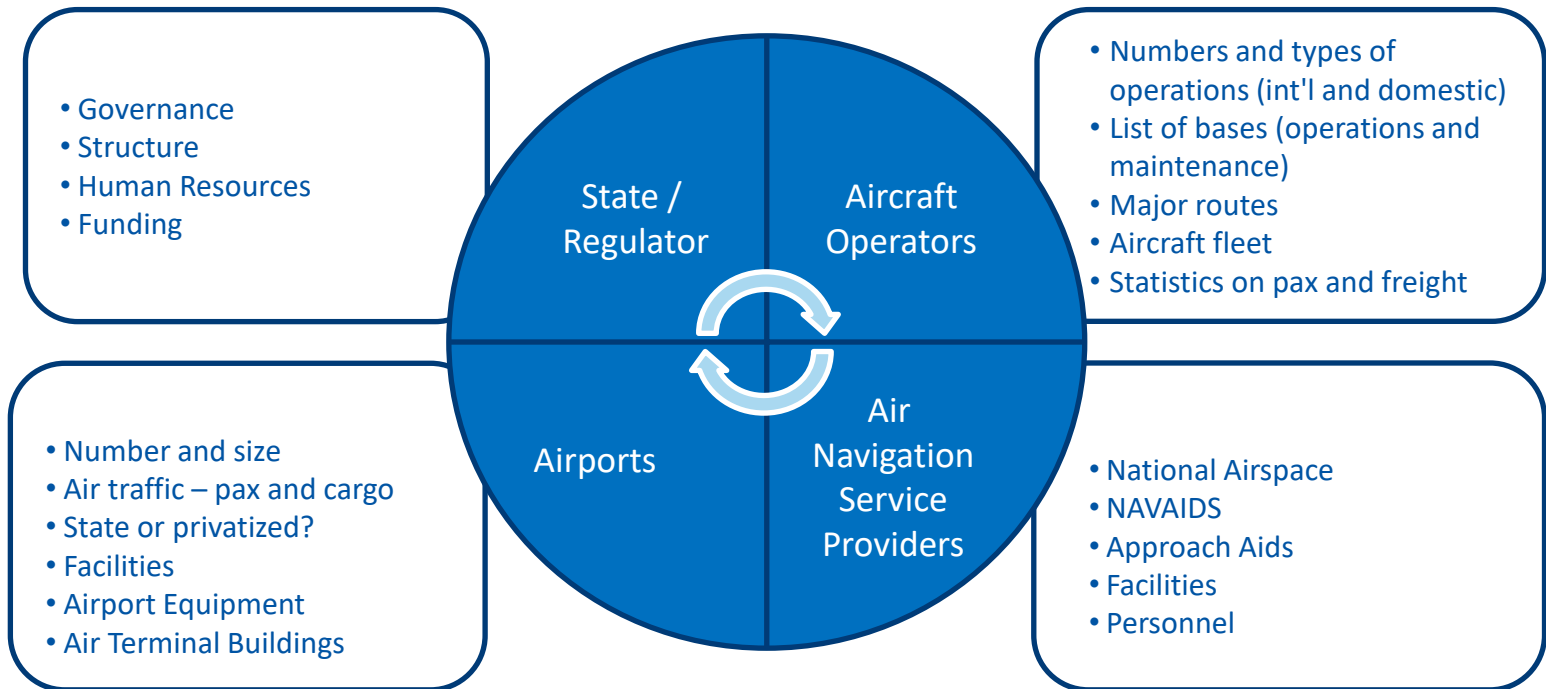
Institutional Factors

Legal, Policy and Regulatory Factors

Other Transport Factors



# Overview of the State's Aviation System



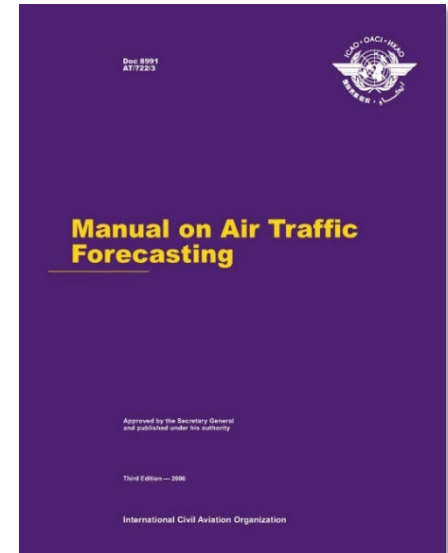
# Economic Factors

- An overview of the State's economy (GDP growth), including aviation's impact to the economy
- An assessment of aviation-related economic policies
  - Air transport economics (air traffic and financial considerations)
  - Liberalization of access to air transport
  - Extent of privatization of service providers
  - Other relevant economic factors: foreign ownership of air operators; user charges; taxes and subsidization of air services



# Traffic Forecasts and Trends

- Accurate, credible air traffic forecasts are the basis for the State's aviation planning activities
- Examples of forecasts that may be used in the context of strategic planning:
  - number of departures or available seat kilometers
  - traffic in terms of total passengers, revenue passenger kilometers or load factors according to specific routes, regions or country pairs
  - cargo traffic
  - aircraft fleet requirements
  - personnel requirements to staff pilot, air traffic controller, maintenance and other essential positions



# Institutional Factors

- CAA mandate and organizational structure
- Other State entities having accountabilities related to:
  - economic regulation
  - aviation safety and security oversight
  - the development and management of aviation infrastructure
  - facilitation-related issues
- Entities responsible for finance, planning and development functions
- Relevant regional aviation entities such as Regional Safety Oversight Organizations (RSOOs) and Regional Accident and Incident Investigation Organizations (RAIOs).



# Legal, Policy and Regulatory Factors

The CAMP should provide an overview of legal, policy and regulatory factors that includes the State's:

- Civil Aviation Act
- Civil Aviation Regulations (CARs)
- National Aviation Policy
- International and regional agreements relevant to civil air transport operations

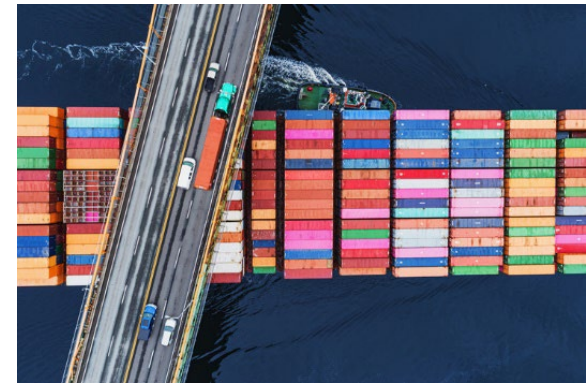


# Other Transport Modes

## Modes: Road – Rail – Water (maritime and river)

- Consider various means of transport to identify optimal solutions to attain the State's national development goals
- Determine impacts between aviation development and other forms of transportation.

E.g. the need for improved road or rail infrastructure to improve accessibility to airports



# Current Challenges

# Current Challenges affecting CAMP



## Balancing Sustainability and Growth

Meeting environmental targets (e.g., net-zero emissions) while addressing increasing air traffic demand.



## Limited Financial and Technical Resources

- Insufficient funding for infrastructure development and modernization.
- Lack of technical expertise to fulfill oversight responsibilities and implement advanced technologies and systems.



## Adapting to Evolving Industry Needs

- Rapid technological advancements (e.g., urban air mobility, AI, drones).
- Addressing post-pandemic changes in travel patterns and market trends.



# State Context

An “as-is” assessment

Oversight of the Aviation System

Economic Factors

Traffic Forecasts and Trends

Institutional Factors

Legal, Policy and Regulatory Factors

Other Transport Factors

Future Developments  
Changes and Challenges



# National Aviation Plans

# Plans for Specific Areas of Aviation Activity

## National Plans

National Aviation Safety Plan (NASP)

National Air Navigation Plan (NANP)

National Civil Aviation Security Programme (NCASP)

National Air Transport Facilitation Programme (NATFP)

National Aviation Plan -- Pandemic Preparedness (NAP-PP)

Environment State Action Plan (Env SAP)

## National Airport Development Plan



# NASP – RASP – GASP

Aviation Safety Planning

Strategy

*Global Aviation Safety Plan*

Action Plan

*Global Aviation Safety Roadmap*

Regional Aviation Safety Plan

National Aviation Safety Plan

Action Plan(s)

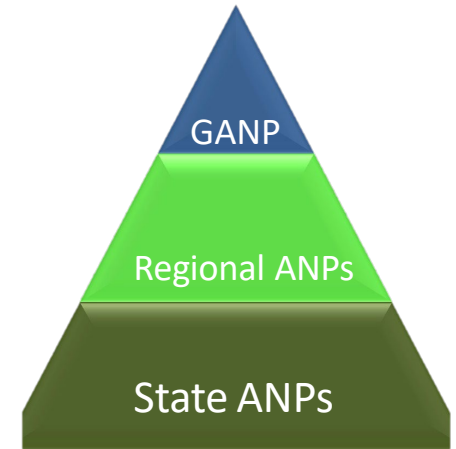
*(e.g. Surveillance Activities, Runway Safety Programme)*



# NANP – RANP – GANP

Regional ANPs bridge the global provisions in ICAO SARPs / the GANP and States' national ANPs

- Do you have a National ANP?
- Is your National ANP aligned with the Regional ANP?
- Is your National ANP aligned with the GANP?



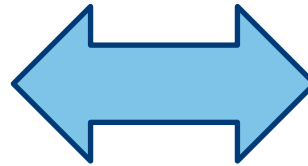
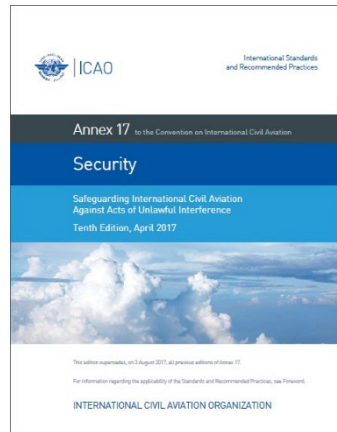
Sample NANPs (from NACC region) are available online.



# Security and Facilitation

**National Civil Aviation  
Security Programme**

**Annex 17**



**National Air Transport  
Facilitation Programme**

**Annex 9**



**National Plans**

NASP

NANP

**NCASP**

**NATFP**

NAP-PP

Env SAP

**National Airport  
Development Plan**

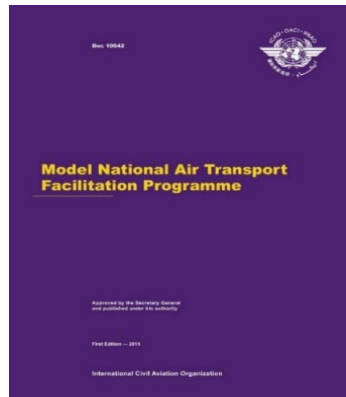


# National Air Transport Facilitation Programme (NATFP)

**Reason:** Means of coordinating activities between departments or agencies of the State concerned with or responsible for various aspects of facilitation of national civil aviation

**Mandate: A41-17 Appendix C: National cooperation on facilitation matters**

- improve the effectiveness and efficiency of clearance control formalities
- establish national FAL committees
- national regulations & practices conform to Annex 9 SARPs
- solve day-to-day FAL problems
- study FAL problems & coordinate with other States



# Aviation Plan in Preparation of an Outbreak of Communicable Disease

## National Aviation Preparedness Plan

### Article 14 of the Chicago Convention

States “to take effective measures to prevent the spread by means of air navigation of ... communicable diseases...”

### Annex 9, Standard 8.16

“A Contracting State shall establish a national aviation plan in preparation for an outbreak of a communicable disease posing a public health risk or public health emergency of international concern”

#### National Plans

NASP

NANP

NCASP

NATFP

**NAP-PP**

Env SAP

#### Airport Master Plans



# Environment State Action Plan



This initiative enables States to establish a long-term strategy on climate change for the international aviation sector, involving all interested parties at national level.

## National Plans

NASP

NANP

NCASP

NATFP

NAP-PP

**Env SAP**

**National Airport  
Development Plan**



# National Airport Development Plan

- Critical components of the CAMP and the National Aviation Planning Framework
- Guides development and business strategy of both new and existing airports
- Delivers a long term development strategy that supports the vision of the airport's future

## National Plans

NASP

NANP

NCASP

NATFP

NAP-PP

Env SAP

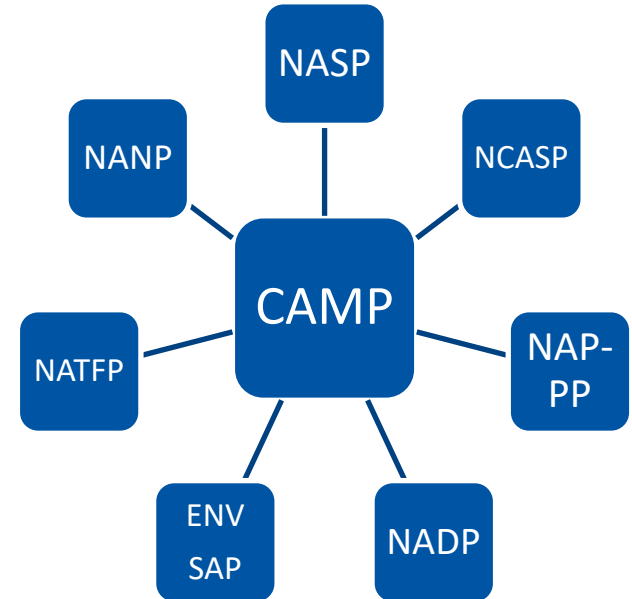
**National Airport  
Development Plan**



# Plans for Specific Areas of Aviation Activity

## Key Takeaway

The CAMP will serve as a single point of reference for the national aviation plans and key aspects of the State's civil aviation system



# SWOT and PESTLE Analysis

# SWOT Analysis

A key strategic planning technique: assesses the current situation and identifies issues (internal & external) with the greatest strategic significance to the Organization.

## The SWOT Analysis:

- Strengths
  - Weaknesses
  - Opportunities
  - Threats
- } Internal
- } External



# PESTLE Analysis

**SWOT:** focuses more on actions that can be taken internal to the business environment

**PESTLE:** identifies external factors and influences

**Political**  
**Economic**  
**Social**  
**Technology**  
**Legal**  
**Environment**

Both are complementary - the PESTLE analysis works well for both the Opportunities and Threats section of the SWOT



# SWOT and PESTLE Analyses

## Key Takeaway

The SWOT and PESTLE analyses are complementary tools in strategic planning and decision-making that allow you to maximize strengths, lessen weaknesses, take advantage of opportunities and identify potential threats





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## Module 3: Development, approval and implementation of CAMP

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# Project Management of the CAMP

# Key Concepts of the Project Management Approach

## Coordination

- \* Cooperation
- \* Consultation
- \* Harmonization

## Communication

- \* CAMP team
- \* Stakeholders: project participants and users

## Holistic

- \* Government departments, aerodromes, air operators, ANSPs
- \* Emerging issues related to new technologies / innovation



# Initiation Phase

## Steering Committee

- Any entity that has accountability for a component of the CAMP should be considered a partner and represented on a CAMP Steering Committee.
- Partners contribute to the strategic planning process
- The Committee's role is to provide support, guidance and oversight of CAMP progress

# Initiation Phase

## Steering Committee

Consider existing committees / structures that may already be in place –  
e.g. National Air Transport Facilitation Committee

### Annex 9, Standard 8.17

Requires States to establish a national FAL Committee  
for the purpose of coordinating activities between departments, agencies,  
and other entities concerned with various aspects of international civil  
aviation as well as with airport and aircraft operators.



# Scope

**The tasks required to fulfil the project objective.**

CAMP high-level work scope should include:

- an analysis of the needs to be addressed throughout the national aviation system;
- identification of the desired outcomes and options available to achieve them;
- the options chosen; and
- implementation framework, milestones, costs and funding mechanisms



# Time and Budget

## Time

- The schedule: due dates, milestones and activity start and finish dates

## Budget

- The approved spending plan for completion of the CAMP



# Project Execution

## Primary CAMP Tasks

### Analysis of needs to be addressed

Current status	Future Demands
<ul style="list-style-type: none"><li>• Inventory of outstanding audit findings ICAO, regional (e.g. EC, EASA, RSOOs), FAA, ACI</li><li>• Survey of existence and adequacy of national plans</li><li>• Sectoral analysis of the aviation system: facilities, equipment, personnel, organization, regulation, procedures</li><li>• SWOT / PESTLE analysis: CAA and State aviation system</li></ul>	<ul style="list-style-type: none"><li>• Air Traffic Forecasts</li><li>• New technology / innovation</li><li>• Future demands and challenges</li></ul>

# Project Execution

## Primary CAMP Tasks

### Development of options / proposals

- Conduct business case studies, cost benefit analysis (CBA) and economic impact assessments (EIAs), as appropriate
- Financial feasibility of proposed initiatives
- Socio-environmental impact studies

### Implementation Framework

- Project phasing / development triggers
- Human resource requirements
- Costs and funding mechanisms
- Monitoring and evaluation plan

# Establishing Strategic Priorities

# First Order Priorities

- Identified significant audit findings **MUST** be dealt with **IMMEDIATELY**, prior to embarking on the CAMP
- Required National Plans
- A well-functioning, sustainable Civil Aviation Authority: appropriately funded, structured and staffed

**URGENT**

This matter requires  
**IMMEDIATE  
ATTENTION**



# Strategic Priorities

## Alignment with National Development Goals

**Consider the extent to which proposed strategic initiatives will contribute to the State's national development goals**



# Strategic Priorities

## Alignment with CAA's Vision, Mission and Strategic Plans

**Strategic Coherence:** The CAA's strategic framework should reflect and reinforce these priorities to avoid conflicting initiatives and ensure efficient resource allocation.

**Vision Alignment:** The CAA's **vision** should articulate a future that supports the overarching goals of the CAMP—such as sustainable growth, safety, connectivity, innovation, or regional integration.

**Mission Support:** The CAA's **mission statement** should emphasize its role in enabling the successful implementation of the CAMP, including oversight, facilitation, policy-making, and stakeholder coordination.

**Integrated Strategic Planning:** The CAA's **strategic plan** should incorporate measurable objectives, timelines, and KPIs that directly support the pillars of the CAMP (e.g., infrastructure, air navigation, regulatory modernization, human capital, environmental sustainability).

**Stakeholder Engagement:** A shared strategic vision between the CAA and other national entities promotes alignment and unified action during CAMP execution.

# Strategic Priorities

## Alignment with CAA's Vision, Mission and Strategic Plans

### Example of ICAO's Strategic Plan 2026-2050

#### Our Vision

A safe, secure and sustainable international civil aviation system that connects the world for the benefit of all nations and people.

#### Three Essential Aspirations

##### Net-Zero Carbon Emissions

Achieve net-zero carbon emissions by 2050 for international civil aviation operations

##### Connected Transport System

Serve as an integral part of a thriving, connected, accessible, inclusive, and affordable transport system

##### Zero Fatalities

Achieve zero fatalities in international aviation from accidents and acts of unlawful interference

#### Strategic Goals

##### Every Flight is Safe and Secure

Achieve zero fatalities and ensure continuous protection for air passengers, cargo, and staff.

##### Aviation is Environmentally Sustainable

Achieve net-zero carbon emissions by 2050 and mitigate aircraft noise and emissions.

##### No Country Left Behind

Enable achievement of safety, security, efficiency, and sustainability goals through collaboration and support.

##### Seamless, Accessible, and Reliable Mobility

Facilitate seamless air navigation and travel through well-coordinated and affordable services.

##### Economic Development

Foster development of an economically viable aviation system delivering prosperity for all.

##### Comprehensive Legal Framework

Maintain responsive international air law addressing current and emerging challenges.

#### Our Mission

To lead international civil aviation as a key driver of social and economic development while enhancing safety, security, economic development and environmental sustainability for a growing aviation system.

#### High Priority Enablers

- ICAO Continuous Organizational Improvement
- Gender Equality and Attracting New Talent
- Innovation
- Partnerships, Resource Mobilization and Financial Sustainability



# Strategic Priorities

## Climate Change Commitments

### 13 CLIMATE ACTION



**“Take urgent action to combat climate change and its impacts”**



- ICAO Voluntary State Action Plan on CO<sub>2</sub> Emissions Reduction
- Adoption at the 41st Assembly Resolution A41-21 and the historic agreement on the long-term aspirational goal (LTAG) of net-zero carbon emissions by 2050

# Strategic Priorities

## Economic Development and Market Access

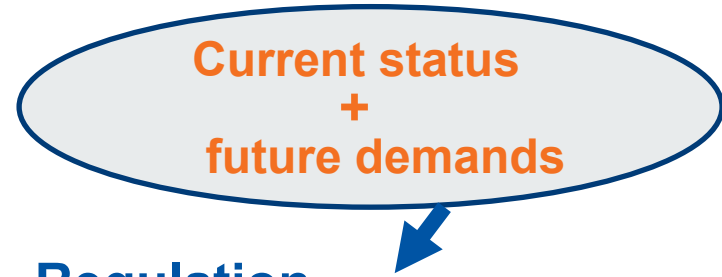
Foster liberalization, economic resilience, and equitable access to air transport.

**Key Initiatives:** Encourage Open Skies agreements, modernize air service agreements, and support aviation's role in tourism and global trade.

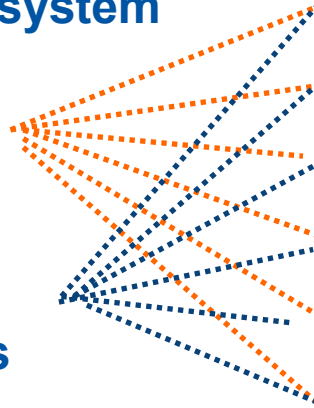


# Strategic Priorities

## The Aviation System



- Regulatory / oversight system
- Air Operators
- Airports
- Air Navigation Services



- Regulation
- Organization
- Personnel
- Procedures
- Facilities
- Equipment



# Human Resource to Support CAMP Implementation

The CAMP should identify the need to recruit and retain well-trained and competent personnel to meet each of the CAMP objectives.

Human resource requirements for a State to achieve its national objectives





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## Module 4: Economic and Financial Development of the Civil Aviation System

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# Challenges / Themes

- How to secure significant funding and investments to develop, modernize and expand quality aviation infrastructure commensurate with projected traffic growth?
- How to approach the management and operation of airports and ANSPs where there are insufficient aeronautical revenues to meet operational costs?
- How to ensure sustainable funding of the CAA and safety, security and economic oversight functions?



**What role can the CAMP play in addressing these issues?**



# Charges and Taxes

## User charges

- Levies that are designed and applied specifically to recover the costs of providing facilities and services for civil aviation (Article 15 of the Convention and Doc 9082)
- User charges contribute directly to the management and financing of infrastructure and equipment of airports and ANSPs
- Example of user charges: landing charges; parking and hangar charges; passenger service charges; security charges; noise-related charges; emissions-related aircraft charges; approach and aerodrome control charges; route air navigation services charges.

# Main Principles of User Charges



**Non-discrimination**



**Cost-relatedness**



**Transparency**



**Consultation with users**

# Assembly Resolution A41-27

## *Consolidated statement of continuing ICAO policies in the air transport field*

Urges all Member States to give regard to, and apply, the ICAO Long-term Vision for International Air Transport Liberalization in policymaking and regulatory practices;

Encourages Member States:

- “... to pursue liberalization of market access at a pace and in a manner appropriate to needs and circumstances, giving due regard to the interests of all stakeholders, the changing business environment and infrastructure requirements...”
- to ensure that user charges implemented to recover the costs of security measures as well as airport and air navigation services functions are reasonable and cost-effective.



Doc 10184

Assembly Resolutions in Force  
(as of 7 October 2022)



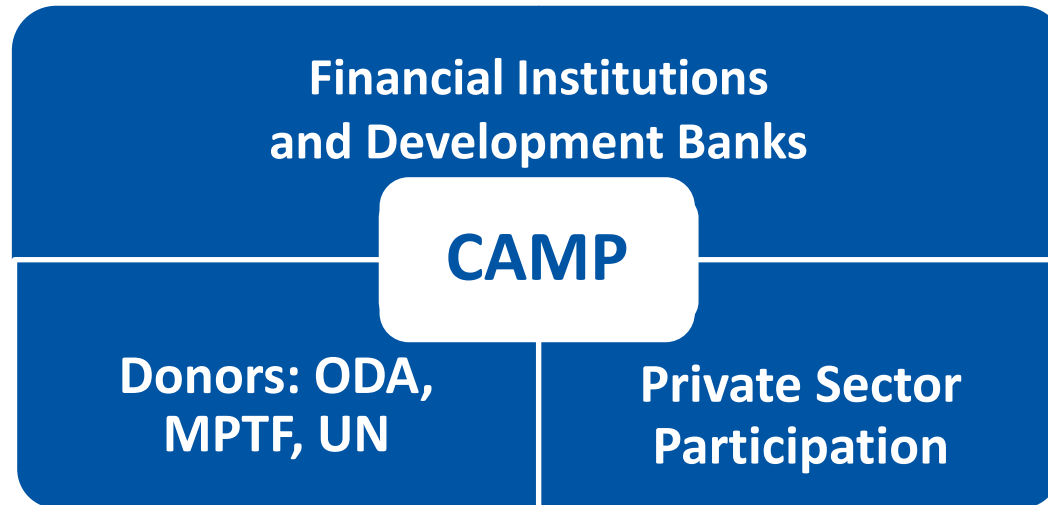
Published by authority of the Secretary General

INTERNATIONAL CIVIL AVIATION ORGANIZATION



# Sources of Funding

## Loans, Grants, Investments



# The World Bank Funding Mechanisms



**THE WORLD BANK**  
IBRD · IDA

Typically 3 formats:

Large standalone infrastructure project

e.g. Cairo Airport Development Project – USD \$280 million

Smaller component of a larger project in the country in transport

e.g. Kenya Transport Sector Support Project – USD \$300 million

Regional project covering multiple countries

e.g. Pacific Aviation Investment Programme currently being implemented in Tonga, Tuvalu, Samoa, Kiribati and Vanuatu – USD \$62 million

List of World Bank Funded Projects in Transportation:

<https://maps.worldbank.org/projects/wb/sector/Transportation/region/Global?status=active>





*“The World Bank Group encourages States to **elevate the priority of the aviation sector in their national development plans**, with the achievement of the SDGs as a driving force.*

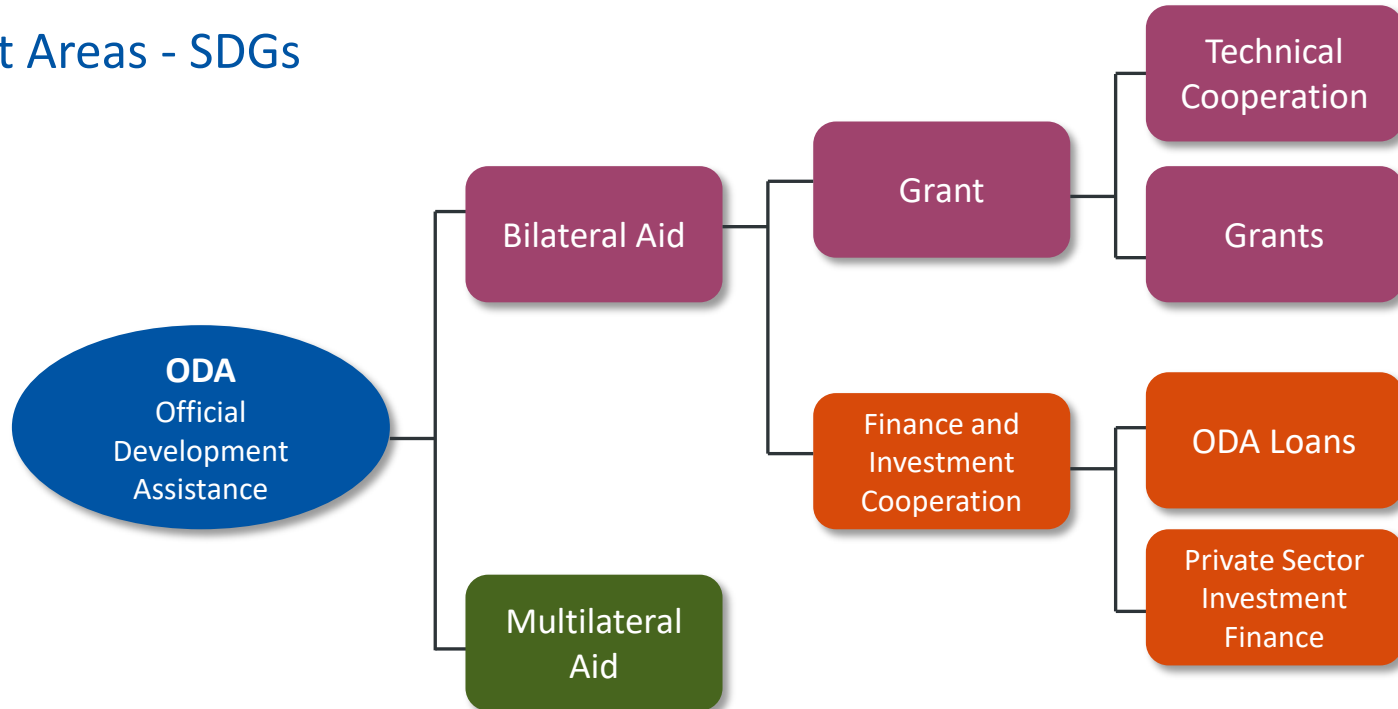
*It is important to recognize that funding requests and project proposals to the WBG **need to be supported at a high level** within the client country’s government, and need to be communicated as a development priority.”*



# Official Development Assistance



## Target Areas - SDGs

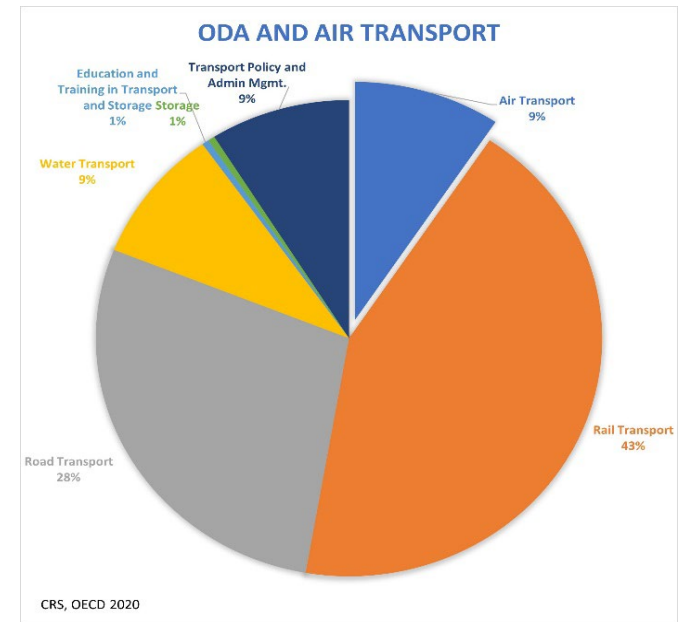


# ODA and Air Transport

Why is aviation receiving such a limited amount of international public finance and assistance despite its multiple links to development and other economic sectors?!



- Multiple sectors competing for funding
- States are not elevating the aviation sector to their national development plans
- Aviation initiatives are not being linked to the SDGs
- Lack of Master Plans



# ODA and Air Transport

## A41-25 Resource Mobilization

- *Urges Member States to enhance their air transport systems by effectively implementing ICAO SARPs and policies while at the same time including and elevating the priority of the aviation sector into their national development plans supported by robust air transport sector strategic plans and civil aviation master plans, thereby leading to the attainment of the SDGs;*
- *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;*
- *Draws the attention of Contracting States requesting technical cooperation and technical assistance to the advantages to be derived from well-defined projects based on civil aviation master plans;*



# Private Sector Participation

# Why the move towards autonomous entities?

- Financial and operational autonomy
- Recycle aviation user charges
- Reduce government's financial support
- Encourage a business culture
- Improve quality of services
- Establish a clear distinction between regulator and operator

*A41-27: encourages Member States to consider the establishment of autonomous entities to operate airports and air navigation services providers, taking into account economic viability as well as the interests of the users and other interested parties.*

# Motivation for Private Participation and Privatization

- Financial problems
- Source of Revenue
- Commercial entities
- Emergence of a Global Airport Management Industry

# Privatization: Guidance Material

Doc 9980 Manual on Privatization in the Provision of Airports and Air Navigation Services

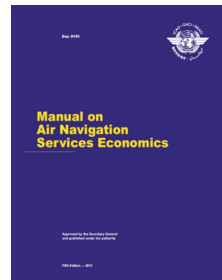
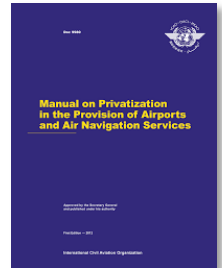
## Ownership, Control and Governance

**ANSPs**

Chapter 2 of Doc 9161  
Manual on Air Navigation Services Economics

**Airports**

Chapter 2 of Doc 9562  
Airport Economics Manual



# Private Participation and Privatization

## Key Takeaways:

- Global need to massively invest in airport infrastructure
- Scope of private participation and privatization is increasing
- A number of ownership and management options exist
- Privatization may result in certain advantages, including financial and operational efficiencies and wider access to capital markets
- States remain responsible for ensuring appropriate safety, security and economic oversight
- The CAMP is the vehicle to make long-term and strategic plans for the development of the civil aviation system



# Sustainable Funding of the CAA and Oversight Functions

# Challenges for States

- Since the functions of safety, security and economic oversight are a State responsibility, Government funding is the assumed method by which to finance these functions
- However, this is not always possible or practical, particularly for States with limited financial resources
- Consequently, ICAO has developed policies and guidance on the issue of funding oversight functions.

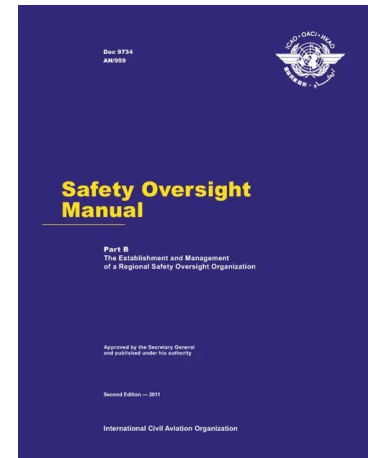


# Regional Cooperation

## Regional Safety Oversight Organizations (RSOOs)

RSOOs are a means through which a group of States collaborate, share best practices, safety oversight tasks and resources, with the aim to establish and maintain an effective aviation safety oversight system

ICAO Document Safety Oversight Manual, Part B - The Establishment and Management of a Regional Safety Oversight Organization, Doc 9734B





# Classification of RSOO Tasks and Functions

Tasks and functions carried out by an RSOO in relation to levels of empowerment:

- **Level 1** – Advisory and coordinating tasks and functions
- **Level 2** – Operational assistance tasks and functions
- **Level 3** – Certifying agency tasks and functions

# Models of RSOOs

- There are different models of RSOOs and forms of regional cooperation.
- There is no “one-size-fits-all” institutional solution for all RSOO
- ICAO Assembly resolutions leave it up to each group of States that wish to establish an RSOO to determine the legal form and structure that best fits their needs



# ICAO Assembly Resolution A41-6

## Regional Cooperation and Assistance

- Promote regional cooperation, including strengthening of RSOOs and RASGs
- Coordinate and facilitate financial and technical assistance to enhance safety and strengthen safety oversight capabilities
- Form partnerships to collaborate in the development of solutions to common problems

# Source of Funds

Potential **sources of funds** will vary considerably from region to region and State to State. A Member State may consider these funding options or a combination of them.

Government funds



Fees



Airport and air navigation  
services charges



# Different Financing Schemes

<b>State-allocated budget</b>	<b>Fees and charges collected from those participating in the aviation system</b>	<b>Fees and charges collected from those using services within the aviation system</b>
<b>As part of bigger governmental or ministry budget or individual allocated for CAA</b>	<b>Such as licence and approval fees</b>	<b>Such as levies on passengers or fuel</b>

The source of funding depends on the circumstances of that State. For example, a State that has a small aviation industry may find that it is not enough for its CAA to rely only on fees and charges to fund its regulatory activities. A State may need to have multiple sources of funding for its aviation activities.

# Sustainable Funding of CAA and Oversight Functions

## Key takeaway

States should consider diversified sources of funding as well as regional cooperation and partnerships to ensure sustainable funding and the fulfillment of safety, security, and economic oversight functions



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# End of Workshop