



C-DEC 234/3
17/03/25

COUNCIL — 234TH SESSION

THIRD MEETING

(COUNCIL CHAMBER, WEDNESDAY, 12 MARCH 2025 AT 1000 HOURS)

SUMMARY OF DECISIONS

OPEN MEETING

Administration of Justice in the ICAO Secretariat

1. The Council considered this item on the basis of C-WP/15682, which pursuant to the decisions taken by the Council during its 230th Session (C-DEC 230/4, refers), reported on the next steps in the transition from the internally administered ICAO Appeals Board to the United Nations Dispute Tribunal (UNDT). The Council also had for consideration an oral report thereon from the Committee on Governance (COG).

2. Following consideration, the Council:

- a) noted that ICAO was in the process of concluding the administrative and financial arrangements between ICAO and the United Nations Office of Administration of Justice (OAJ);
- b) approved the changes to Articles X and XI of the *ICAO Service Code*, as set out in the Appendix to C-WP/15682, to be promulgated following the formal conclusion of arrangements with the United Nations OAJ;
- c) took note of ICAO's intention to participate in the United Nations Office of Staff Legal Assistance (OSLA) staff support mechanism, as set out in paragraph 4.2 of C-WP/15682;
- d) also took note of the measures being taken by the Secretariat to strengthen the Organization's informal internal mechanisms to address potential differences that could arise between staff and the Organization, including through the appointment of a full-time Ombudsperson;
- e) requested that the Secretariat continue to monitor the number of cases, and to keep the COG and the Council informed in this regard, with a view to providing an opportunity to the COG and the Council to consider the efficiency of the new arrangements with the UNDT; and
- f) recalling its decision from the 228th Session (C-DEC 228/1, refers), noted the ongoing work being undertaken by the Secretariat to review the efficiency and cost-

effectiveness of the Organization's current arrangements with the United Nations (UN) Office of Internal Oversight Services (OIOS).

Draft Assembly working paper – Draft scales of assessment for 2026, 2027 and 2028

3. The Council considered this item on the basis of C-WP/15689, which presented a draft Assembly working paper outlining the Draft Scales of Assessment for 2026, 2027, and 2028. The Council also had for consideration an oral report thereon from the Finance Committee (FIC).

4. Following consideration, the Council:

- a) approved the draft Assembly working paper on the Draft Scales of Assessment for 2026, 2027 and 2028; and
- b) approved the Draft Resolution as contained in Appendix B to the draft Assembly working paper, for submission to the 42nd Session of the Assembly.

Budget Estimates: AOSC and ARGF for 2025, and 2026-2028 triennium

5. The Council considered this item on the basis of C-WP/15650, which presented the updated 2025 Ancillary Revenue Generation Fund (ARGF) budgetary estimates, as well as budgetary estimates for both the ARGF and the Administrative and Operational Services Cost (AOSC) Fund for the 2026-2028 triennium. The Council also had for consideration a joint oral report thereon from the Technical Cooperation and Implementation Support Committee (TCC) and Finance Committee (FIC).

6. Following consideration, the Council:

- a) took note of the information contained in C-WP/15650, as well as the comments made by the TCC and FIC thereon, as reflected in the Committees' joint oral report;
- b) approved the AOSC budgetary estimates for the 2026 to 2028 triennium;
- c) endorsed the ARGF budgetary estimates for the year 2025 and approved the ARGF budgetary estimates for the 2026 to 2028 triennium;
- d) requested the Secretariat to provide a breakdown of the cost components for the AOSC Fund, including the additional contributions from the AOSC Fund to the Regular Budget, in future iterations of this report; and
- e) noted that global economic challenges and constraints, including those facing the aviation sector, could have an impact on the performance of the AOSC Fund and ARGF.

Draft ICAO Business Plan for 2026-2027-2028

7. The Council considered this item on the basis of C-WP/15645, which pursuant to the decisions taken by the Council during the 233rd Session (C-DEC 233/8, refers), presented a revised iteration of the draft ICAO Business Plan for 2026 – 2028. The Council also had for consideration a joint oral report thereon from the Committee on Governance (COG) and the Finance Committee (FIC).

8. Following consideration, the Council:

- a) endorsed the Draft ICAO Business Plan for 2026 – 2028, as contained in Appendix B to C-WP/15645, subject to the inclusion of the additional modification proposed by the COG and FIC, and reflected in their joint oral report, amending page 9 of the draft Business Plan to read:

“Develop and support States implementing, and continue to adapt, globally harmonized policies, SARPs, regulatory frameworks, guidance and tools, that allows for the safe operations of existing airspace users and new entrants; as well as addressing the 5 High Risk Categories of Occurrences of the GASP (Loss of Control in Flight, Runway Incursion, Runway Excursion, Control Flight into Terrain, Mid-Air Collision)”; and

- b) invited the Air Navigation Commission (ANC) to review the prioritization of projects and activities relating to safety and air navigation, as contained in the ICAO triennial Operating Plan, and to report the results of this prioritization exercise to the Council at a future Session.

Draft Regular Budget Proposals for 2026-2027-2028

9. The Council considered this item on the basis of C-WP/15646, which presented three scenarios for the Organization’s Draft Regular Budget for the upcoming 2026-2027-2028 triennium, which were based on the assumptions previously accepted by the Council (C-WP/15609 and C-DEC 233/5, refer). The Council also had for consideration an oral report (Revision No. 1) thereon from the Finance Committee (FIC).

10. Following consideration, the Council:

- a) expressed appreciation to the Secretariat for its continued engagement in refining the budget scenarios, together with the Chairperson and Vice-Chairperson of the FIC, and in that regard, commended the preparation of the Zero-Based Budget (ZBB) scenario, noting that this information provided a unique opportunity to review the level of funding needed to fulfil the Organization's mandate;
- b) acknowledged that the level of funding under the Zero Nominal Growth (ZNG) scenario was insufficient to address ICAO’s operational realities, emerging priorities, and expanded roles and responsibilities as mandated by Member States through the relevant ICAO Assembly Resolutions, while also noting that several Member States maintained national policies that do not foresee an increase in the assessed contributions to international organizations, and accordingly requested the exploration of creative and innovative solutions to provide flexibility to support the Organization, while achieving further efficiencies;
- c) requested that the Secretariat prepare a high-level summary document outlining impacts and additional funding needs, while continuing to engage with Council Representatives in this regard, with a view to refining the budget proposal and facilitating subsequent consideration by the Council; and
- d) decided to continue its deliberations on the draft Regular Budget 2026-2027-2028 at a subsequent meeting of the current 234th Session, including on the basis of the aforementioned high-level summary document.