



**WORKING PAPER**

**ASSEMBLY — 39TH SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 30: Resource Mobilization**

**REPORT ON RESOURCE MOBILIZATION**

(Presented by the Council of ICAO)

**EXECUTIVE SUMMARY**

During its 207th Session, the ICAO Council approved an ICAO Resource Mobilization Policy that aims at achieving adequate, more predictable and sustainable voluntary contributions to realize the Organization's mission, complement the ICAO Regular Programme Budget and assist States in facilitating access to funds to enhance their air transport systems. This paper provides a report on the activities related to resource mobilization, including the approval of such Policy by the Council.

**Action:** The Assembly is invited to:

- a) express its appreciation for the voluntary contributions received from Member States, donors and relevant stakeholders;
- b) direct the Secretary General to foster partnerships with a view to mobilizing all available resources for sustainable aviation development;
- c) urge Member States, international organizations, industry, donors and all relevant stakeholders to assist States in enhancing their air transport systems and to contribute to ICAO voluntary funds; and
- d) adopt the Assembly Resolution proposed in the Appendix to this paper.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives and all Supporting Implementation Strategies (SIS).
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<i>Financial implications:</i>	The activities referred to in this paper will be undertaken subject to the resources available in the 2017-2019 Regular Programme Budget and/or from extra budgetary contributions.
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<i>References:</i>	A39-WP/23 A39-WP/25 A39-WP/28 C-WP/14396 C-WP/14398 Revised and Blue Rider C-DEC 207/11 ICAO Resource Mobilization Policy Doc 10022 – <i>Assembly Resolutions in Force (as of 4 October 2013)</i>
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## 1. BACKGROUND

1.1 It is projected that air traffic will double by 2030, placing greater pressure on States and industry to ensure safe, efficient, secure, economically viable and environmentally sound air transport systems. ICAO's work programmes are expanding and are prioritized to respond to the needs of States. At the same time, however, the capacity of the ICAO Regular Programme Budget is limited and does not accommodate all the ICAO funding needs.

1.2 Taking into account the increasing needs of States and the limited capacity of the Regular Programme Budget, various Assembly Resolutions have called on ICAO and the Council to urge States, international organizations and financial institutions to establish partnerships, mobilize resources for technical assistance and make voluntary contributions to ICAO Funds (Doc 10022 – *Assembly Resolutions in Force (as of 4 October 2013)*, Assembly Resolutions A38-2, A38-5, A38-7, A38-15, A37-16, A36-17, A36-18, A35-15, A33-1, A33-9, A29-13 and A22-19 refer).

1.3 Based on recommendations from the United Nations Joint Inspection Unit (UN JIU) as well as the High-level Safety Conference (HLSC 2015) held in Montréal from 2 to 5 February 2015 (JIU/REP 2014/1 and Doc 10046 respectively refer), the ICAO Council adopted an *ICAO Resource Mobilization Policy* that serves as the foundation for ICAO's resource mobilization capacity (C-WP/14398 Revised and C-DEC 207/11 refer). Most UN organizations and specialized agencies have introduced a resource mobilization capacity within their activities. It has taken several years, however, for these resource mobilization efforts to fully mature and provide substantial funding to supplement their regular budgets.

## 2. DISCUSSION

2.1 The *ICAO Resource Mobilization Policy* aims at achieving adequate, more predictable and sustainable voluntary contributions to realize the Organization's mission by broadening its donor base and facilitating the consolidation of available and projected resources within an integrated Business Plan for the Organization (C-WP/14396 refers). This policy is purposeful, holistic and consistent with existing ICAO and UN rules, regulations, policies, such as the ICAO Policy on Interactions with Third Parties, and procedures, in consonance with the ICAO No Country Left Behind (NCLB) initiative.

2.2 ICAO is establishing a dedicated resource mobilization capacity with the intent of:

- a) supplementing ICAO's work programmes not covered or under-funded by the Regular Programme Budget;
- b) assisting States by facilitating access to funding for the enhancement of their civil aviation systems, capacity and implementation of ICAO Standards and Recommended Practices (SARPs) and policies; and
- c) assisting in crisis response and disaster risk reduction.

2.3 ICAO's resource mobilization capacity builds on the experience of established thematic and multi-donor trust funds. The objectives and conditions of these funds are aligned with ICAO's Strategic Objectives. For the period 2013 – 2015, ICAO voluntary funds received contributions in the amount of CAD \$14.5 Million which had been allocated to fund specific assistance projects (A39-WP/28 refers).

2.4 ICAO highly appreciates the voluntary contributions provided by States to fund specific activities or objectives through the ICAO voluntary funds and encourages the continuation of such contributions. Consistent with ICAO's NCLB initiative, the funding needs of States, including those of least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing States (SIDS), are assessed and prioritized regularly to improve their air transport systems (A39-WP/25 refers). As this initiative is directed to benefit all Member States, it is of utmost importance that they all be encouraged to contribute towards its success by ensuring its funding.

2.5 In implementing its Resource Mobilization Policy, ICAO is fostering a wide variety of partnerships by strengthening existing relationships, expanding and developing new ones with States, international and regional organizations, the aviation industry, donors, financial institutions and the private sector. Examples of these partnerships include those fostered with the World Meteorological Organization, the World Food Programme, the International Telecommunication Union, UN-Habitat, the United Nations Development Programme, the United Nations Conference on Trade and Development, the World Trade Organization, the World Maritime Organization, the World Bank Group, the European Union, the African Union, the Global Environment Facility, the Organization for Economic Co-operation and Development, the International Transport Forum, and regional airline associations, among many others. Agreements with these organizations are being concluded or expanded, if needed, to support ICAO's resource mobilization capacity and to build partnerships for sustainable aviation development. By promoting the benefits of aviation and ICAO's NCLB initiative through these enhanced partnerships, ICAO is garnering the political will necessary to achieve the objectives indicated in paragraph 2.2 above.

### 3. CONCLUSION

3.1 The draft Assembly Resolution presented in the appendix sets out ICAO's objectives in building a resource mobilization capacity. This Resolution encourages traditional donors to continue providing their voluntary contributions to ICAO, urges all Member States as well as other donors to contribute to ICAO voluntary funds and directs the Secretary General to foster partnerships with Member States, the UN system, international and regional organizations, financial institutions, the private sector and related mechanisms with a view to mobilizing all available resources for sustainable aviation development. ICAO will continue strengthening its capacity to mobilize resources in support of the Organization's mandate.

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## APPENDIX A DRAFT ASSEMBLY RESOLUTION

### **30/xx: Resource Mobilization**

*Recognizing* that air transport is a catalyst for sustainable development and that despite its socio-economic significance, it receives limited funds from existing international funding mechanisms to support its development;

*Recognizing* that the successful implementation of the No Country Left Behind (NCLB) initiative will rely on an increased level of funding and investments supported by all Member States;

*Considering* that, in some cases, Member States may not have access to the necessary resources to remedy the deficiencies identified through ICAO audit programmes and to enhance their air transport systems;

*Whereas* most developing States experience difficulties in gaining access to many financial market sources, particularly foreign capital markets, for funding sustainable development of civil aviation;

*Whereas* the Council has established, based on ICAO Strategic Objectives, thematic and multi-donor trust funds with the objective of assisting Member States in enhancing civil aviation;

*Recalling* that several Assembly resolutions, including A38-2, A38-5, A38-7, A38-15, A37-16, A36-17, A36-18, A35-15, A33-1, A33-9, A29-13 and A22-19, urge States, international organizations and financial institutions to establish partnerships, mobilize resources for technical assistance and make voluntary contributions to ICAO Funds;

*Acknowledging* Member States, international and regional organizations and other donors' significant contributions to ICAO Funds associated with the fulfilment of the objectives of ICAO;

*Recognizing* that a holistic and purposeful resource mobilization capacity has the potential for increasing ICAO's support to States in facilitating access to funds to enhance their civil aviation systems;

*Whereas* ICAO has a Resource Mobilization Policy aimed at achieving adequate, more predictable and sustainable voluntary contributions to realize the Organization's mission, to complement the ICAO Regular Programme Budget, and to assist States in facilitating access to funds to enhance their safety, efficient, secure, economically viable and environmentally sound air transport system;

*The Assembly:*

1. *Directs* the Council and Secretary General, within their respective competencies, to ensure that ICAO continue its role as an advocate for aviation by raising awareness among Member States, the United Nations system, international and regional organizations, financial institutions, the private sector and the donor community about the benefits of mobilizing resources for and investing in the sustainable development of air transport systems of all Member States;

2. *Urges* Member States, the industry, international and regional organizations, financial institutions, donors and other stakeholders to support the implementation of assistance activities in line with the global and regional aviation plans and priorities established by ICAO while avoiding duplication of efforts;
3. *Requests* the Secretary General to develop guidance material to assist States in including and elevating the priority of the aviation sector into their national development plans and developing robust air transport sector strategic plans and civil aviation master plans;
4. *Urges* Member States to secure national funding for the sustainable development of air transport and *encourages* them to seek assistance from ICAO when appropriate;
5. *Urges* Member States providing Official Development Assistance (ODA) to recognize the significant contributions of aviation to sustainable development by considering commitments and disbursements of financial flows to the enhancement of air transport of States in need and *encourages* the Secretary General to assist them in realizing this endeavour;
6. *Urges* all Member States, the industry, international and regional organizations financial institutions, donors and other stakeholders able to do so to continue making voluntary contributions to ICAO Funds and to partner with States in need with a view to providing financial and technical resources to assist in enhancing their civil aviation systems, including their oversight capabilities;
7. *Directs* the Council and Secretary General, within their respective competencies, to continue fostering ICAO's partnership with financial institutions seeking the prioritization or inclusion of aviation in their agendas and work programmes in order to facilitate States' access to fund or finance their aviation development projects;
8. *Directs* the Secretary General to develop strategies and means to mobilize resources among Member States, the UN system, international and regional organizations, financial institutions, the private sector and related mechanisms to assist States in need, especially Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS), in enhancing their air transport systems when appropriate and consistent with the NCLB initiative;
9. *Directs* the Secretary General to work with international organizations to ensure that aviation priorities and opportunities are properly represented in global and regional initiatives related to the mobilization of resources for the development of air transport; and
10. *Directs* the Secretary General to work with international organizations to ensure that ICAO Resource Mobilization initiatives are harmonized and integrated in relevant funding and development frameworks.