



WORKING PAPER

ASSEMBLY — 41ST SESSION

EXECUTIVE COMMITTEE

Agenda Item 25: Technical Cooperation - Policy and Activities

ICAO'S TECHNICAL COOPERATION PROGRAMME - POLICY AND ACTIVITIES

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This Working Paper provides a general overview of the ICAO Technical Cooperation Programme activities undertaken during the 2019-2021 triennium, including technical cooperation and technical assistance projects, the ICAO Programme for Aviation Volunteers (IPAV) and Implementation Packages (iPacks) administered by the Technical Cooperation Bureau (TCB) under the No Country Left Behind (NCLB) initiative, and an update on the implementation of ICAO's policies and strategy for technical cooperation and technical assistance, and its evolution towards the new "Policy on ICAO Implementation Support Provided to States" approved by the Council in 2022.

Appendix A of the Report presents an analysis of the Technical Cooperation Programme's performance results in the 2019-2021 period from the financial and non-quantifiable operational perspectives. In its Appendix B, the Report presents the Administrative and Operational Services Cost (AOSC) Fund results for the 2019-2021 triennium, complemented by information on the apportionment of costs between the AOSC Fund and the Regular Budget in the reporting period. Appendix C proposes required updates and editorial changes to Assembly Resolution A40-24 - *Consolidated Statement on ICAO Policies on Technical Cooperation and Technical Assistance*, for adoption by the Assembly.

Action: The Assembly is invited to adopt the revised "*Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance*" in Appendix C, which supersedes Assembly Resolution A40-24.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	The ICAO Technical Cooperation Programme is funded by Governments, donors, financial institutions and other entities contributing financially or in kind to technical cooperation and assistance projects. The Technical Cooperation Bureau (TCB) is self-financing and operates under the cost recovery principle.
<i>References:</i>	A41-WP/24, A41-WP/47 Doc 10140, <i>Assembly Resolutions in Force</i> (as of 4 October 2019) Doc 10136, A40-EX (Report and Minutes of the Executive Committee)

1. GENERAL OVERVIEW

1.1 The ICAO Technical Cooperation Programme is the major operational tool to reinforce the Organization's technical cooperation objectives, including enhancing the capacity of States to implement ICAO Standards and Recommended Practices (SARPs) and Procedures for Air Navigation Services (PANS). Its continuing importance has been reaffirmed by the Assembly in several resolutions, *inter alia*, in the *Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance* (Resolution A40-24), which stipulates that the Technical Cooperation Programme 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 SARPs, PANS and global, regional and national aviation plans, as well as in the development of their civil aviation administration infrastructure and human resources. It is furthermore one of the main instruments of ICAO to support States in remedying deficiencies and implementing improvements in the field of civil aviation, identified, *inter alia*, through ICAO's audit programmes, Planning and Implementation Regional Groups (PIRGs) and Regional Aviation Safety Groups (RASGs).

1.2 The purpose of this report is to illustrate the Technical Cooperation Programme performance results in the 2019-2021 triennium from the financial and non-quantifiable operational perspectives, as well as to provide an update on policies and strategies for implementation support for the mid to long-term. While the paper provides an overview of the activities undertaken during the period, further operational details, including summaries of each project's goal and achievements by type, region and Strategic Objective, can be found in the Annual Reports of the Council to the Assembly for 2019, 2020 and 2021 (*Executive Committee, Agenda Item 11*). A Report on the ICAO Technical Assistance Programme is provided under cover of A41-WP/24.

1.3 During the triennium, the Technical Cooperation Bureau (TCB) developed a portfolio of projects funded mainly by Governments or service providers, which have contributed to the enhancement of aviation safety, air navigation capacity and efficiency, security and facilitation, economic development and environmental protection worldwide. During this period, assistance was provided to over 138 States and 10 Organizations through the implementation of an average of 98 technical cooperation, technical assistance and ICAO Programme for Aviation Volunteers (IPAV) projects per year, in addition to the deployment of 32 ICAO Implementation Packages (iPacks).

1.4 Technical cooperation 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 within a strengthened "One-ICAO" approach for the achievement of greater synergies. This reporting period therefore saw the development and endorsement by the Council of 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 ICAO Member States. With a view to coherently structuring the implementation of the new Business Model, the Council endorsed a phased approach taking into account key initiatives to be executed in the short, medium and long term.

1.5 The short-term phase addressed the integration of the ICAO Global Aviation Training (GAT) Programme within TCB. Concluded in 2019, the transfer of the GAT Office into TCB has resulted in synergies regarding the identification and development of new business opportunities through an enhanced portfolio of products and services integrating the GAT catalogue, strengthened collaboration and communication mechanisms with Regional Offices, and supported joint promotional activities to enhance TCB's outreach and visibility.

1.6 With a view to achieving a harmonized and consistent approach for all implementation support activities undertaken by ICAO, the medium-term phase addressed the alignment of the Organization's

management of Technical Cooperation and Technical Assistance programmes, projects and activities. Details on related policy and strategic considerations are elaborated in Section 2 below.

1.7. As part of the long-term phase of the Business Model, and in line with External Audit recommendations, the Bureau's procurement administrative function was transferred to the Bureau of Administration and Services (ADB) in December 2021, ensuring harmonization with the United Nations system and further enabling proper segregation of duties to avoid potential conflicts of interest, assure sound internal controls, reduce ethical risks and align with best practices related to governance. Moreover, in order to strengthen procurement activities in the Organization, a new ICAO Procurement Code was approved during the reporting period. Representing a complete revamping of procurement processes, the new Code introduces a two-envelope system and a bid protest mechanism. Additionally, it offers detailed guidance to procurement staff and requisitioners on procedural issues, rules and regulations, such as the preparation of Procurement Plans, the conduct of long-term agreements, evaluation mechanisms and supplier performance evaluations, as well as related interfaces with States.

1.8 The long-term phase also contemplated the integration of the Revenue Product Management (RPM) Section into TCB's structure, effective 15 June 2022. The integration of all revenue-generating activities into a single entity is expected to bring about stronger business competencies, increased synergies and innovation, leverage ICAO Intellectual Property and improve revenue diversification.

1.9 Setting the foundation for the Bureau to more effectively and efficiently achieve its objectives throughout the triennium and beyond, TCB's rolling Operating Plan evolved based on the incorporation of principles rooted in the Balanced Scorecard methodology with enhanced key performance indicators (KPIs) and strategic initiatives. This approach has strengthened and simplified performance management, while continuing to serve as a roadmap for the interaction between TCB and the Council, facilitating its governance role.

1.10 Considering the self-financing structure of the Bureau, which requires that TCB recover its administrative costs while ensuring that support cost rates are kept to a minimum, the major challenge for the 2019-2021 reporting period was to cope with the declining trend in the Technical Cooperation Programme implementation volume which, exacerbated by the negative impact of the COVID-19 pandemic on civil aviation development investments and the slow recovery of the sector, resulted in a reduction of the AOSC Fund's accumulated reserve by CAD 4.4 million from CAD 12.5 million to CAD 8.1 million at the end of the triennium in 2021. To restore the AOSC Fund to a healthy financial position, comprehensive strategic and cost-saving measures were put in place to, on the one hand, reduce operating costs and, on the other, increase the Programme volume by diversifying its portfolio of products and services, as well as its revenue streams through enhanced outreach across all regions and minimizing its reliance on non-operational sources of income, such as interest, exchange rates and other factors not entirely under ICAO's control, while maintaining the Bureau's ability to execute projects at a reasonable cost and deliver quality services to Member States.

1.11 As part of its strategic priorities for the triennium, TCB identified the need to focus its efforts on transitioning from a model dependent on a single revenue stream to one that is multipronged and mitigates the downturn experienced in its traditional project services. This revenue diversification strategy necessitated the development and provision of new products based on the Organization's SARPs. Complementarily, the unprecedented impact the COVID-19 pandemic inflicted on the air transport industry further accelerated the need for ICAO to provide timely, comprehensive and unified support to its Member States in their restart, recovery and resilience efforts through the launch of the iPacks initiative in 2020 covering various fields of civil aviation.

1.12 Building on the enhanced coordination, cooperation and collaboration between TCB, the Air Navigation Bureau (ANB), the Air Transport Bureau (ATB) and the Regional Offices realized in the triennium, and as a further example of the benefits of the "One-ICAO" approach, a joint project planning exercise was carried out which, by leveraging the Regional Offices' outreach functions and extensive knowledge of regional needs, identified a number of States in need of ICAO support across all regions and their specific requirements

which may be addressed through the implementation of civil aviation-related projects. ICAO will intensify resource mobilization efforts to support beneficiary States that are likely to require funding from other sources to be able to implement these projects.

1.13 During the triennium, the Technical Cooperation Bureau also underwent a series of internal structural changes as part of its new Business Model which have impacted its processes and their documentation, as well as staff roles and responsibilities. This included the introduction of a standardized methodology for the end-to-end management of projects based on a fully collaborative One-Single Process (OSP) approach, aligned with recognized project management standards and incorporating relevant best practices, which improved internal coordination, strengthened governance mechanisms, enhanced project monitoring, reporting and evaluation, and improved performance management at Bureau level, all leading to more effective and efficient project delivery. Following the Bureau's initial recertification to ISO 9001:2015 in 2018, the Quality Management System (QMS)'s compliance with the Standard was re-assessed in its entirety by an external auditor and deemed to be satisfactory as evidenced by its successful recertification in 2021.

1.14 As part of the Bureau's continual improvement process, TCB's rate of client satisfaction is monitored and analysed on a regular basis to improve the timeliness and quality of project implementation. Complementing the frequent collection and analysis of customer satisfaction feedback, this triennium saw the expansion of customer surveys to the Regional Offices for projects to which TCB provides administrative support, and to client States that have implemented the recently introduced iPacks. Of note is the Council's endorsement in 2020 of an enhanced customer satisfaction methodology for independent third-party surveys conducted since 2015 in alternate years for all ongoing and recently completed projects. The new methodology enhances the anonymity of respondents, segments respondents according to strategic or operational roles, assesses key strategic aspects and expands the survey population to include potential clients not currently being served by the Bureau. The most recent survey results, which took full account of the new requirements, indicate that satisfaction amongst TCB's existing and past clients remains high with a significant number of respondents demonstrating a high likelihood of reusing TCB for future projects.

1.15 Whereas risk management has always been an integral part of the Technical Cooperation Bureau at the corporate, Programme and project levels, through the formal introduction of a Bureau Risk Register under its QMS and its subsequent refinement, automation, documentation and full alignment with the ICAO Enterprise Risk Management (ERM) framework endorsed by the Council in February 2021, the Bureau has been able to routinely capture and address recurrent and ad hoc risks that arise or are anticipated to arise in the context of its operations using a structured, systematic, and integrated approach.

1.16 Among the initiatives to improve the Bureau's working methods, the 2019-2021 period marked the commencement of TCB's Digital Transformation with the development of an Integrated Performance Management and Reporting System to facilitate the systematic collection of information for monitoring, reporting, learning and strategic planning purposes, including a comprehensive array of reports and dashboards of strategic importance designed with the aim of delivering a holistic view of the Bureau's performance.

1.17 Lastly, this reporting period saw the continuation of the Bureau's efforts for the improvement and modernization of its active roster of international experts and registered consultancy companies into a modern "Global Talent Database for Aviation Experts", vetted and technically validated by subject-matter expert in close collaboration with the ICAO technical Bureaus. Emphasis has been placed on continuous learning and development in aviation specializations aligned to the ongoing upgrades of ICAO SARPs to ensure a sustainable supply of experts in virtually all fields of civil aviation with current and relevant knowledge, as well as technical, operational competencies and practices relevant to the ICAO Strategic Objectives.

2. NEW POLICY FOR IMPLEMENTATION SUPPORT

2.1 It is recalled that in 2007 it was decided that ICAO as a whole would shift its focus to implementation to better focus its resources more on assisting States in SARPs implementation. As a result, the Organization experienced a paradigm shift in which implementation support, until then solely within the purview of its Technical Cooperation Bureau as the main instrument of ICAO to assist States in remedying their deficiencies in the field of civil aviation, was expanded to other areas of the Organization previously dedicated to SARPs development and audit activities only. This development led to the redistribution of responsibilities for implementation support projects and activities according to their funding source: technical assistance can be funded by the ICAO Regular Budget and Voluntary Funds and is coordinated mainly through the Regional Offices and Implementation Support Sections of the Air Navigation and Air Transport Bureaus, while technical cooperation is funded by recipient Governments and entities and implemented by the Technical Cooperation Bureau, which also provides technical assistance if so determined by the Secretary General. Experience gained from this approach has made the Organization aware of its shortcomings, the importance of coordination and collaboration regarding these activities as well as the opportunities in developing its implementation support strategies to leverage ICAO's full capacity and combined strengths to advance its mission and better serve the needs of States, while facilitating resource mobilization and partnership with the industry and other stakeholders.

2.2 Cognizant of the fundamental importance of improved cooperation and coordination to avoid duplication and redundancy and ensure a more efficient allocation of the limited resources available to the Organization, the Council therefore endorsed a proposal for alignment of the management of ICAO's Programmes of Technical Cooperation and Technical Assistance within the "One-ICAO" approach with a view to achieving a collaborative and consistent approach for all implementation support activities. As a result, a new ["Policy on ICAO Implementation Support Provided to States"](#) was approved by the Council in March 2022 which aims at strengthening and harmonizing the coordination and management of implementation support programmes, projects, products, services and activities, integrating these efforts into the ICAO Business Plan, 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.

2.3 Building partnerships and pooling resources are necessary to achieve sustainable and predictable funding for implementation support and avoiding duplication of efforts. Considering that a high percentage of ICAO Member States lack the required funds to efficiently and consistently develop their civil aviation infrastructure and human resources, it is expected that the new Policy will enhance ICAO's collaboration with internal and external stakeholders, minimize duplication, facilitate resource mobilization and optimize the allocation of resources. Furthermore, reinforcing a needs-based approach, in support of the No Country Left Behind initiative, the Policy reiterates the importance of addressing States' requirements for development. Whereas priority will continue to be given to enhancing the capabilities of States to implement ICAO Policies, Plans, SARPs, PANS and guidance material and ensure efficient and effective oversight and controls, it is envisioned that the Policy will better support the implementation of existing and new SARPs.

2.4 The "*Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance*" adopted by the 40th Session of the Assembly in its Resolution A40-24 outlines the general statement of principles, long-term policies and fundamental values governing the provision of technical cooperation and technical assistance by the Organization. Appendix C proposes an update to Resolution A40-24 to take into account required changes and editorial revisions, for adoption by the Assembly.

PROGRAMME DELIVERY OVERVIEW

Total Programme Delivery

1. The total Technical Cooperation Programme delivered (implemented) in the 2019 to 2021 triennium amounted to USD 168.7 million. Comparison with the preceding two triennia (USD 389.7 million and USD 356.2 million, respectively) in Table 1 reflects a continuing decrease of 8.6% and 52.6% in each triennium.

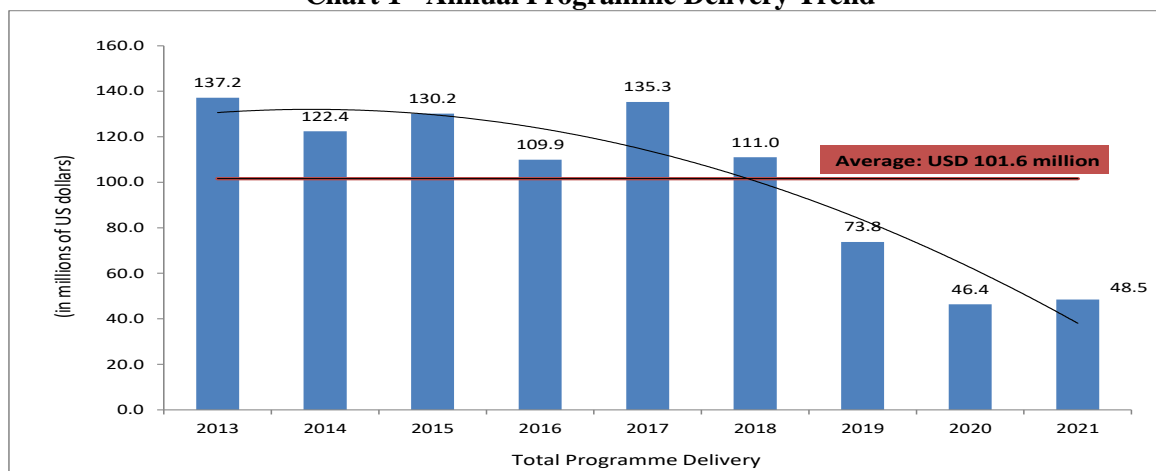
Table 1 – Total Programme Delivery

Total Programme Delivery (in US Dollars)					
2013	137,158,149	2016	109,888,189	2019	73,845,065
2014	122,367,931	2017	135,322,442	2020	46,413,057
2015	130,181,131	2018	110,976,637	2021	48,491,490
389,707,211		356,187,268		168,749,612	

Annual Programme Delivery Trend

2. Chart 1 reflects the trend in delivery in the past three triennia, demonstrating the overall Programme fluctuation, influenced by several factors outside the control of ICAO, since projects are implemented at the request of States and depend on the timely deposit of funds and approval of activities by the Governments. Year 2013 marked the highest Programme delivery during the last three triennia at USD 137.2 million, followed by 2017 at USD 135.3 million, partially explained by major procurement of aviation equipment and large-scale activities associated with air navigation services and airport development. While the annual Programme delivery gradually decreased during the 2016-2018 triennium which closed at USD 111.0 million, a sharp decrease to USD 46.4 million was observed in 2020 mainly as a direct impact of the COVID-19 pandemic on civil aviation development investments, with the current triennium closing with a Programme of USD 48.5 million in 2021, still affected by the aviation sector's slow pace of recovery. In comparison with the previous reporting period, the moving average of the past three triennia has decreased from USD 120.4 million between 2010 to 2018 to USD 101.6 million between 2013 to 2021. On average, approximately USD 120.0 million annual Programme delivery is necessary for ICAO to fully recover its administrative costs.

Chart 1 - Annual Programme Delivery Trend



Sources of Funding

3. The overall sources of funding remain relatively similar to the previous triennium, with the overriding proportion provided by Governments funding their own priorities and projects (98.6%). Donor contributions amounted to USD 2.5 million (1.4%), as compared to USD 1.8 million (0.5%) and USD 2.7 million (0.7%) in the 2016 to 2018 and 2013 to 2015 periods, respectively. Table 2 provides a summary of external contributions by donor under the ICAO Objectives Implementation Funding Mechanism and ICAO Voluntary Funds.

Table 2 - External Sources of Funding for 2013 to 2021

Source of Funding	Years			Grand Total
	2013-2015	2016-2018	2019-2021	
Airbus	208,119	250,000	750,000	1,208,119
Aeronautical Radio of Thailand	0	20,000	0	20,000
Aerovias de Integracion Regional S.A. (LATAM)	0	0	52,680	52,680
AFCAC	0	0	115,015	115,015
ASECNA	0	0	592,179	592,179
AVSEC	235,590	98,400	0	333,990
BCDA Aeronautical Solutions LLC (Venezuela)	0	0	171,165	171,165
Boeing	208,616	272,009	450,000	930,625
C.M.R. S.A.S. Colombia	0	0	16,100	16,100
COCESNA	0	0	49,925	49,925
Corporacion de la Industria Aeronautica Colombiana	0	0	15,390	15,390
DGAC Chile	0	13,400	0	13,400
Endeavour Aviation Abidjan SARL	0	0	55,635	55,635
FAA	23,431	280,500	0	303,931
France	431,645	0	0	431,645
INAC	0	0	21,778	21,778
Inter-American Development Bank	0	0	48,000	48,000
LAN. Peru S.A.	0	0	20,300	20,300
Selex ES Technologies Ltd.	0	26,879	0	26,879
Spain	121,875	10,248	0	132,123
Transport Canada	183,486	77,694	68,854	330,034
UNDPKO	279,600	314,175	0	593,775
UNOPS	0	11,536	0	11,536
Safety Fund (SAFE)	1,013,564	276,521	37,120	1,327,205
SPCP	0	196,000	0	196,000
Total	2,705,926	1,847,362	2,464,141	7,017,429

Support Costs

4. Support costs normally not exceeding 10 per cent are applied to Technical Cooperation projects but may vary by project component under Management Service Agreements (MSA) depending on the complexity of the activity. Support cost rates for the equipment component under MSA and Civil Aviation Purchasing Service (CAPS) are variable and regressive with the increase in the size of purchase orders, from 8% to 4.9%, and negotiable above a USD 5.0 million threshold. These rates are negotiated

with and agreed to by States and are reflected in the individual agreements signed with ICAO. Total support costs (administrative fee revenue) recovered for the administration of the Technical Cooperation Programme against total Programme implementation of USD 168.7 million for 2019 to 2021 amounted to USD 13.9 million, representing an average of 8.2% for the period, as compared with 6.4% and 5.6% in the 2016-2018 and 2013-2015 triennia, respectively. Chart 2 indicates support costs recovered over the past three triennia, exhibiting a slight increase in the average support costs in the current triennium due to the increase in ratio of field personnel to procurement activities. Yearly variations in support cost rates shown in Chart 3 are impacted by the actual distribution of revenue by Programme component, since the equipment and subcontract components carry lower support cost rates than the personnel and/or training components.

Chart 2 – Support Costs Recovered from 2013 to 2021

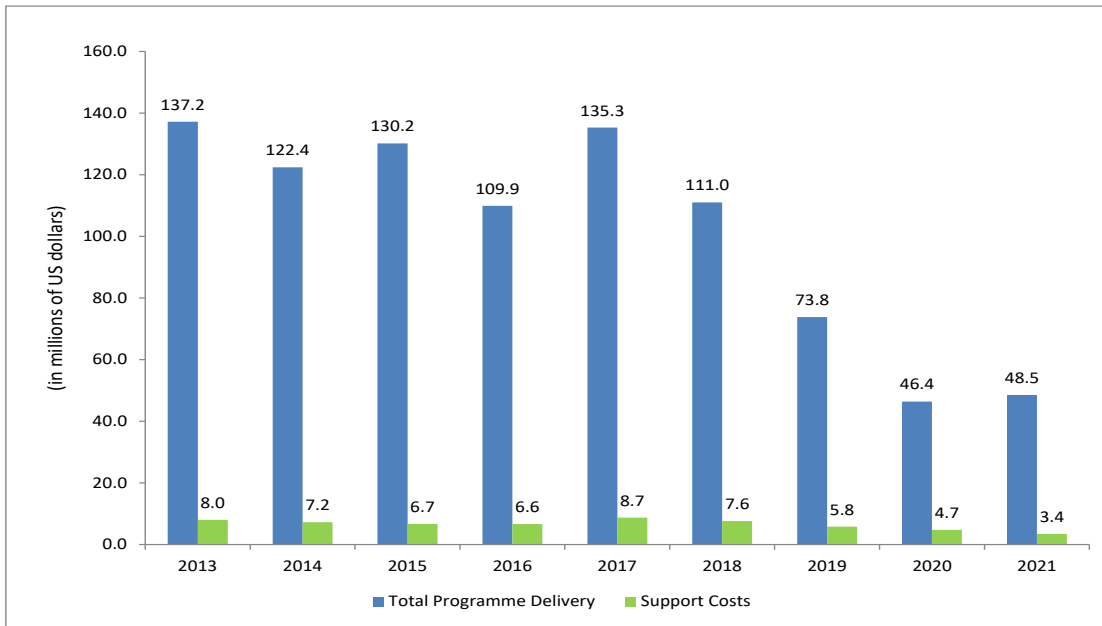
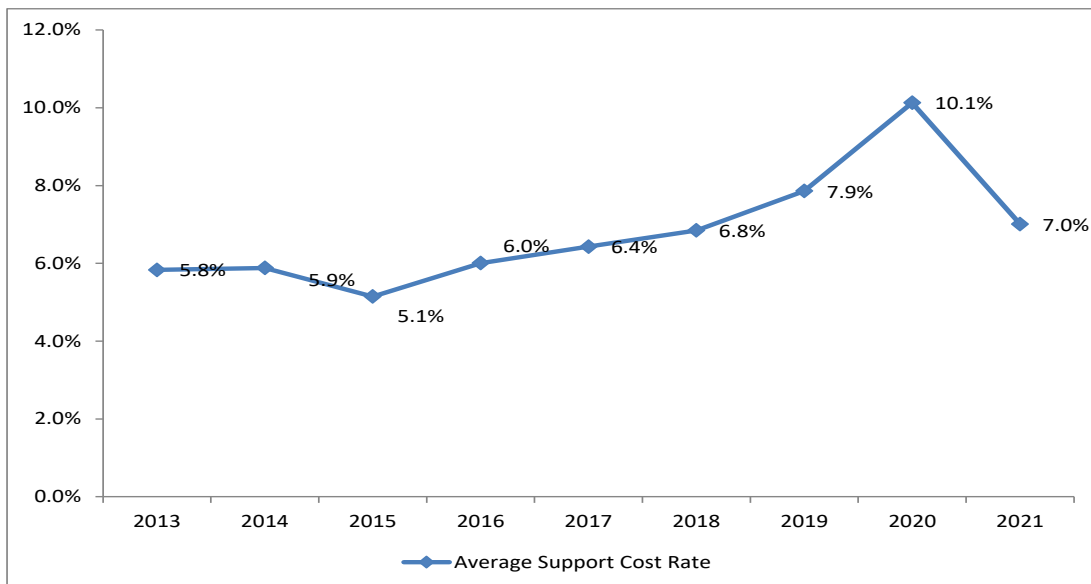


Chart 3 – Yearly Average Support Cost Rate from 2013 to 2021



Programme Delivery by Region

5. Total Technical Cooperation Programme delivery by geographical region is illustrated in Charts 4 and 5. The Africa Region accounted for 14.6% of the total Programme implemented in the 2019-2021 period, as compared with 17.2% and 14.9% in the 2016-2018 and 2013-2015 triennia, with a significant decrease in volume of 59.8% in the current triennium as compared to the previous. The Asia and Pacific Region represented 4.1% of total Programme delivery over an average ratio of 3.0% for 2016-2018 and 2.5% for the 2013-2015 period, registering a decrease of 33.8% in its programme volume as compared to the last triennium. Although a decrease in Programme volume in the order of 55.7% was experienced over the last triennium, the Americas Region continued to account for the majority of the Programme delivery at 69.4% as compared to 74.3% and 72.4% in the preceding two triennia. At the request of the Council, commencing in 2016, reporting on the Europe and the Middle East Regions was separated by geographical area and accounted for 0.9% and 10.9%, respectively, of the total Programme implementation in the 2019-2021 period, as compared with 0.5% and 4.9% in the preceding triennium, for a decrease of 16.9% and an increase of 4.3%, respectively. The variations in the ratio of geographical distribution were influenced mainly by the number and type of requests, as well as the amount of funding made available by States.

Chart 4 – Programme Delivery by Region

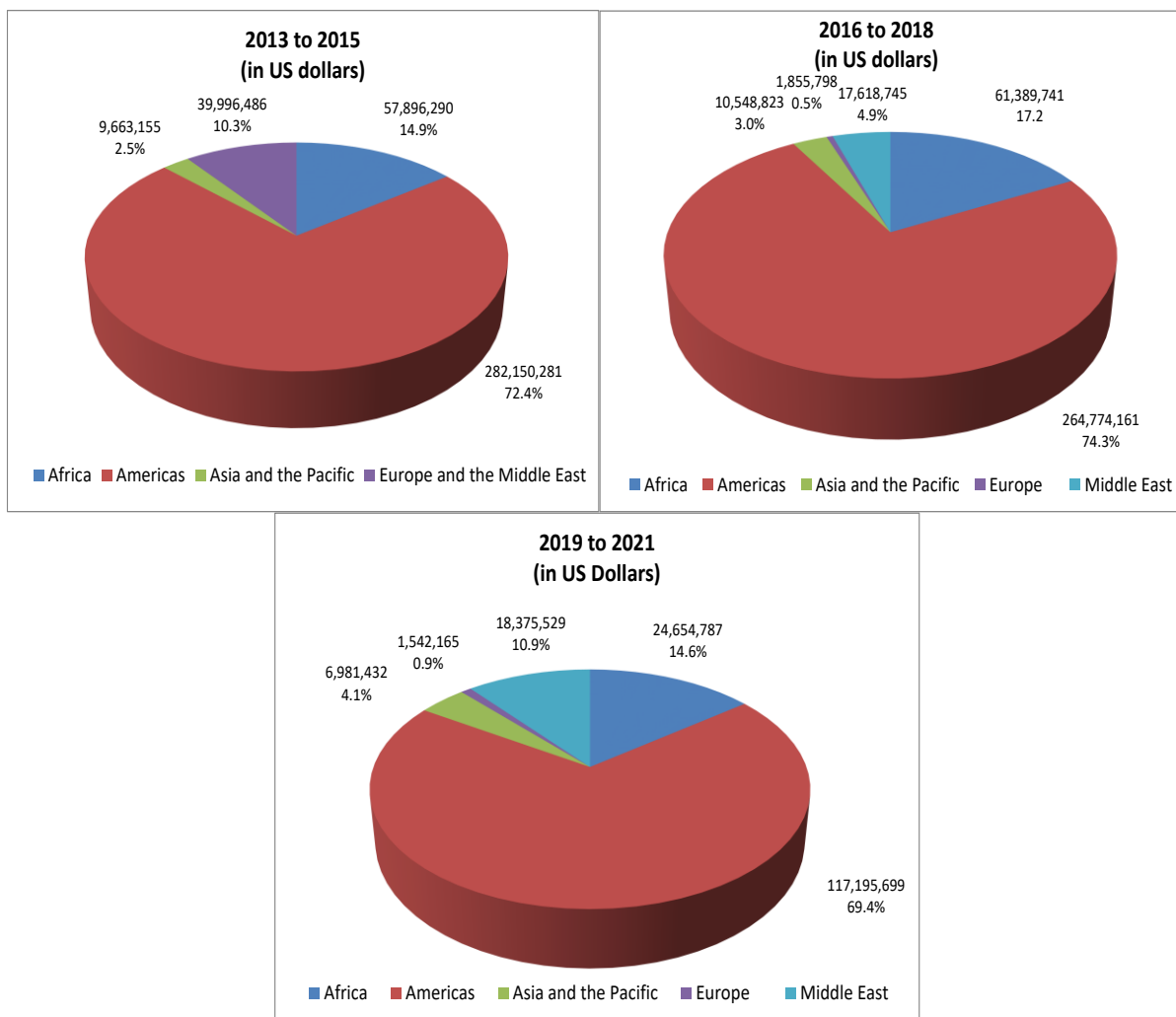
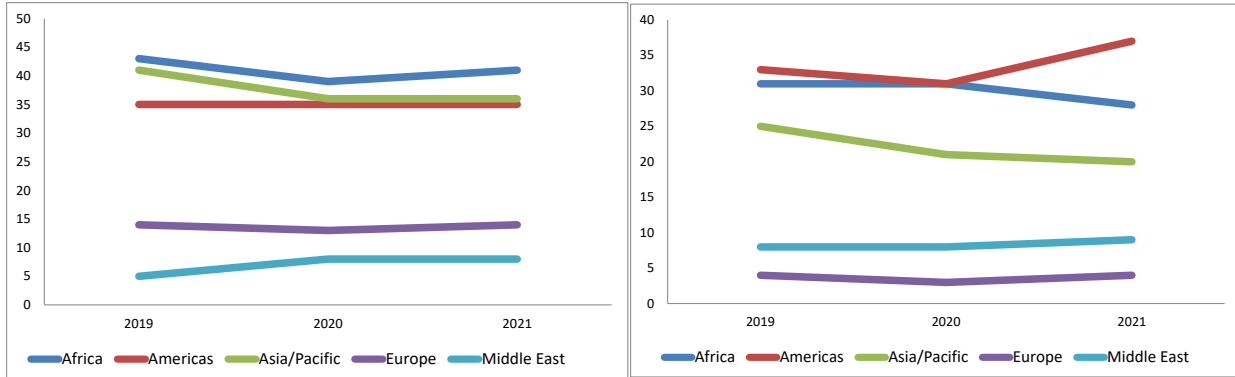


Chart 5 – Number of States and Number of Projects by region*

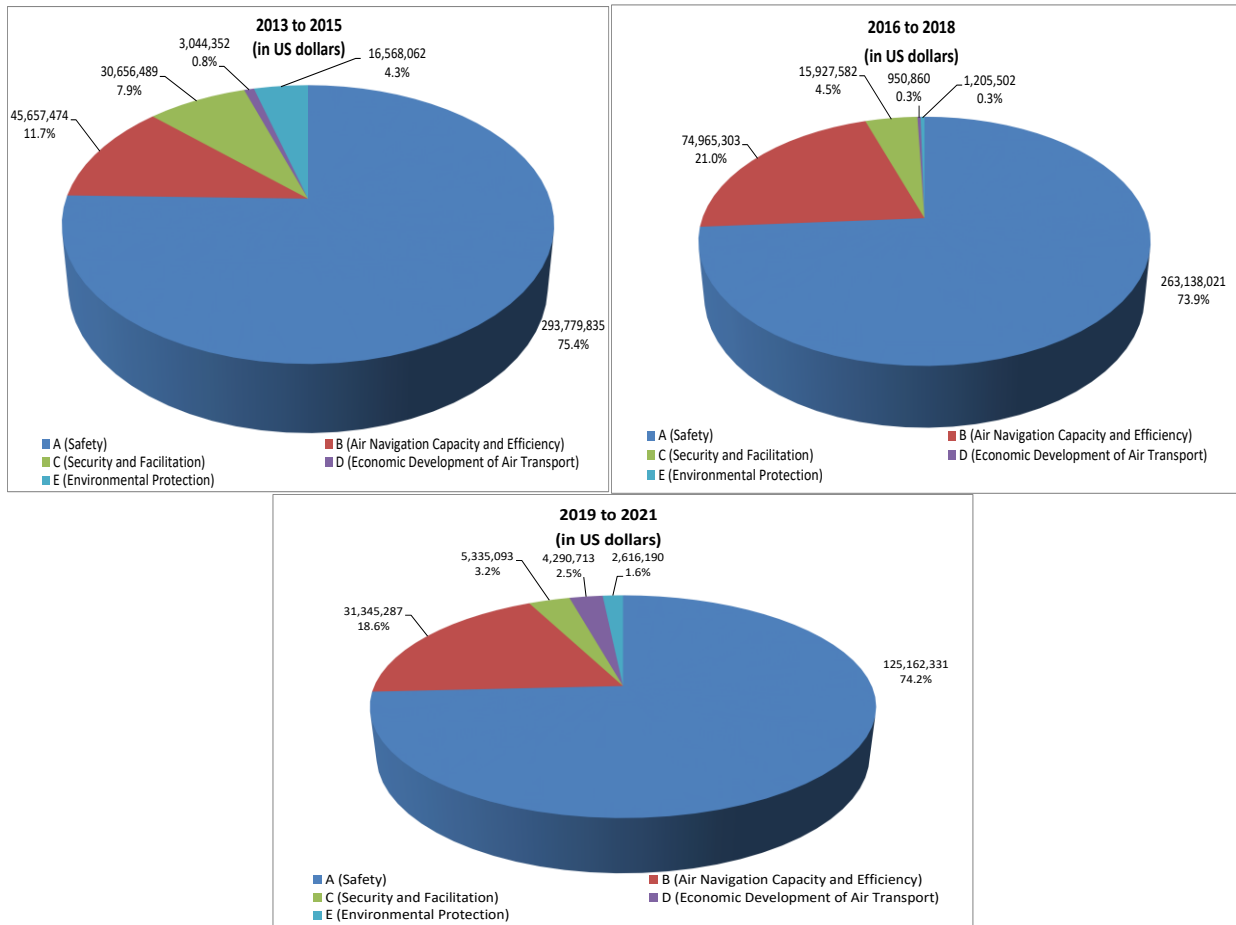


*Excludes iPacks

Programme Delivery by Strategic Objective

6. The distribution of the Technical Cooperation Programme by Strategic Objective provided in Chart 6 reflects the projects’ overall contribution to the achievement of ICAO’s objectives for the 2013-2015, 2016-2018 and 2019-2021 triennia, demonstrating the States’ predominant focus on safety and air navigation priorities.

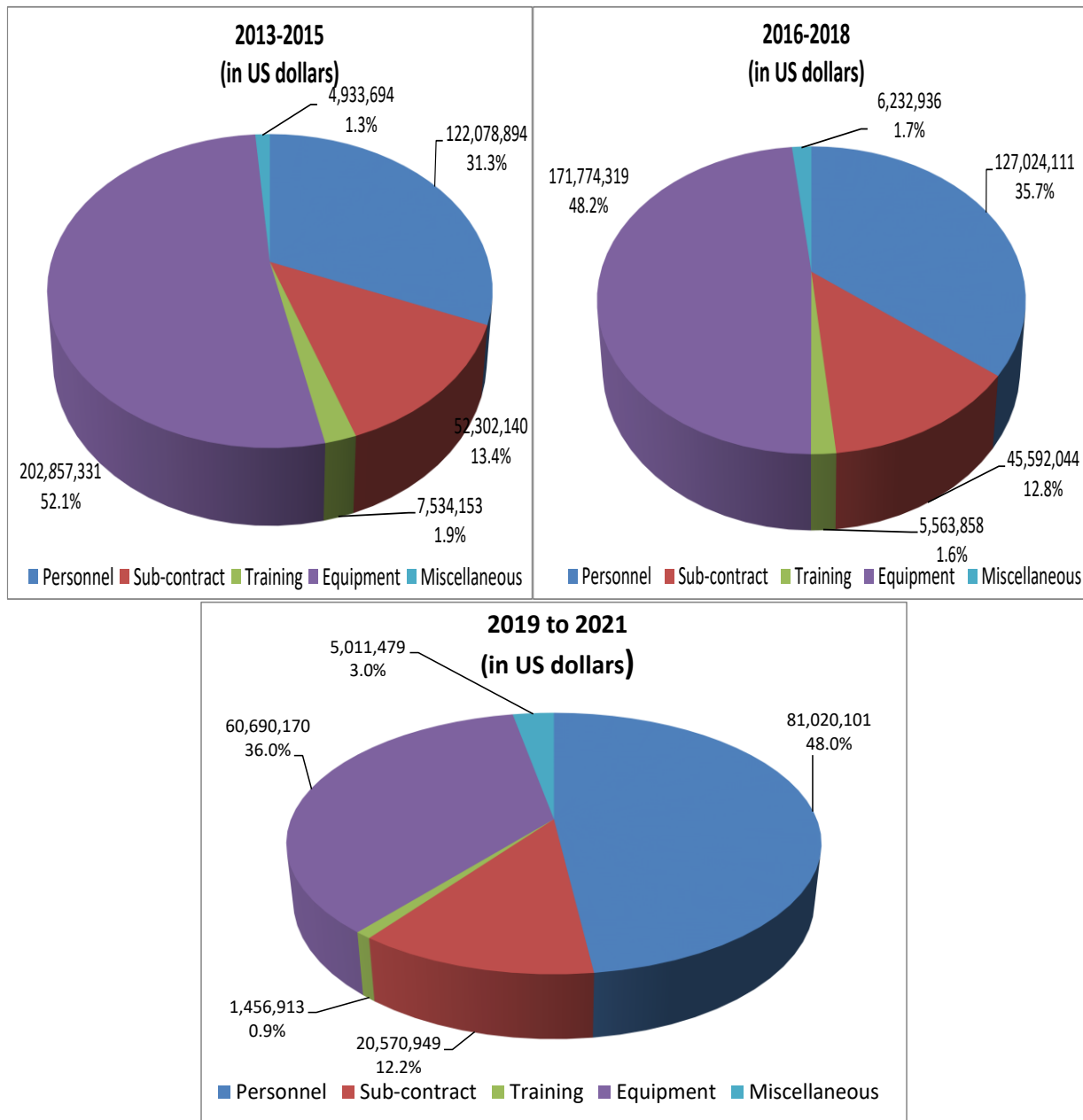
Chart 6 – Programme Delivery by Strategic Objective



Programme Delivery by Component

7. Distribution by Programme component, which was historically driven by a higher demand by recipient States for the procurement of civil aviation equipment, shifted to a more balanced set of activities in the last triennium as illustrated in Chart 7. As a proportion of the total Programme, the procurement component, comprising of equipment and subcontracts, continues to represent the greatest volume of activity at 48.2% in the 2019-2021 reporting period, despite a significant decline of 62.6% in implementation in the last triennium. The personnel component representing 48.0% of the total Programme also experienced a decrease of 36.2% while training at 0.9%, experienced a 73.8% decrease in volume over the same period.

Chart 7 – Programme Delivery by Component



Programme Deliverables by Component

8. Major deliverables during the 2019 to 2021 period, as compared with the 2016-2018 triennium, included:

- a) the deployment of 1181 international field experts, who carried out advisory missions or served as instructors or as executive personnel, as compared to 1061;
- b) the recruitment of 1709 national experts for civil aviation administrations, as compared to 2566;
- c) the provision of in-country training to 21119 civil aviation personnel through national and regional training courses, workshops and seminars, as compared to 17714;
- d) the delivery of training by equipment suppliers to 2253 national personnel under procurement contracts, as compared to 1881;
- e) the award of fellowships in the aviation field to various training institutes for 1694 national personnel under the ICAO Fellowship Programme, the Developing Countries Training Programme and Aeropuertos Españoles y Navegación Aérea (AENA)/Agencia Española de Cooperación Internacional para el Desarrollo (AECID) Fellowship and Training Programme, as compared to 2419; and
- f) the procurement of major civil aviation equipment and services for a total of USD 92.2 million, as compared to USD 217.3 million.

Table 3 – Programme Deliverables by Component

TECHNICAL COOPERATION						
	2019		2020		2021	
International field experts	359	359.10 work/months	321	379.50 work/months	428	408.40 work/months
National experts	617		500		592	
Nationals trained in-country	5336		7843		7723	
Nationals trained by supplier	612		1179		329	
Fellowship awards	799		254		641	
Equipment and services	USD 37.1 million		USD 21.9 million		USD 22.3 million	
TECHNICAL ASSISTANCE						
	2019		2020		2021	
International field experts	0	0.0 work/months	11	28.30 work/months	5	7.70 work/months
National experts	0		0		0	
Nationals trained in-country	49		42		126	
Nationals trained by supplier	45		0		88	
Fellowship awards	0		0		0	
Equipment and services (TCB)	0		0		USD 0.2 million	
Equipment and services (RP/RO)*	USD 10.88 million**		-		-	
ICAO PROGRAMME FOR AVIATION VOLUNTEERS (IPAV)						
	2019		2020		2021	
International field experts	3	2.20 work/months	4	3.20 work/months	1	0.70 work/months

IMPLEMENTATION PACKAGE (iPack)						
	2019		2020		2021	
International field experts	0	0.0 work/months	5	3.00 work/months	44	30.40 work/months
Aerodromes Restart	0		0		6	
Aviation Safety Risk Management related to COVID-19 for CAAs	0		2		10	
COVID-19 Aviation Security Quality Control Oversight	0		0		7	
Strengthening National Air Transport Facilitation Committees for the Restart and the Resilience of Civil Aviation	0		0		7	

* Equipment and services procured by TCB for technical assistance projects implemented by the Regular Programme or Regional Offices.

** CAD 14.45 million at 2019 average exchange rate of 1 USD = 1.328 CAD.

9. Details of annual operational performance results by component are provided in the Annual Reports of the Council to the Assembly, including a summary of the objectives and deliverables of major technical cooperation, technical assistance and ICAO Programme for Aviation Volunteers (IPAV) projects, as well as Implementation Packages (iPacks) administered during this period on an individual, sub-regional and regional basis.

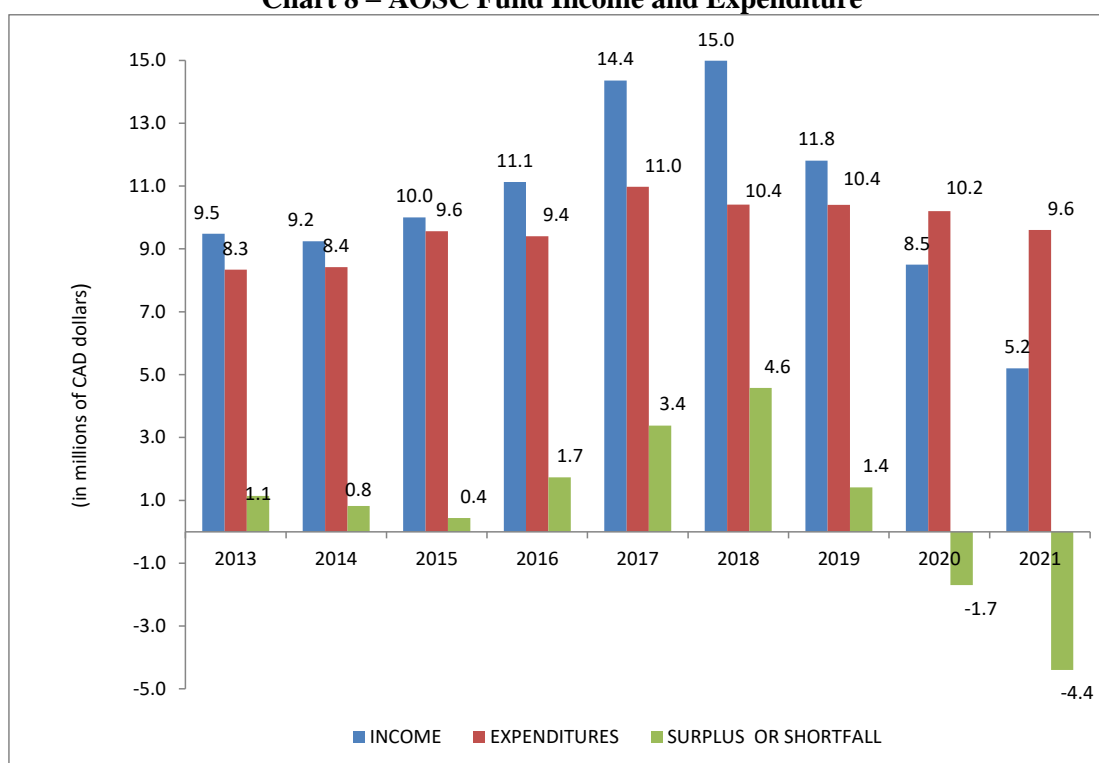
10. A list of Programme achievements by Strategic Objective can be found in the Annual Reports of the Council to the Assembly for 2019 to 2021 (*Executive Committee, Agenda Item 11*).

AOSC FUND INCOME AND EXPENDITURE

1. Administrative charges levied for the execution of projects on the basis of the cost recovery principle are administered through the Administrative and Operational Services Cost (AOSC) Fund, which is utilized to meet the full cost of administration, operation and support of the Technical Cooperation Programme. It covers expenditures within TCB, including staff costs, as well as Regular Programme expenditures for services provided to TCB.

2. Given the declining Programme delivery impacting the volume of support costs recovered from projects, results of operations show that the AOSC Fund did not fully recover its costs during the 2019-2021 triennium. After a surplus of CAD 1.4 million in 2019, expenditure exceeded income by CAD 1.7 million and CAD 4.4 million in 2020 and 2021, respectively. The AOSC Fund accumulated reserve stood at CAD 8.1 million as at 31 December 2021.¹

Chart 8 – AOSC Fund Income and Expenditure



3. While support costs recovered from projects from administrative fees have historically represented approximately 90% of the AOSC Fund total income, the ratio of distribution of AOSC income in a given year between its various sources of revenue may be impacted by many factors, such as exchange rate fluctuations, cash balances and the prevailing interest rates. As shown in Chart 9 below, the comparative strength of the US Dollar, in which the AOSC income is earned, as well as income from other sources, such as investment interest, travel rebates and other miscellaneous income have contributed, to an increasingly significant extent, to the AOSC Fund’s results over the last three triennia. As a proportion of

¹ The Accumulated AOSC Fund consists of reserve surplus funds which are used to cover possible deficits in Programme operations, as well as pay, if necessary, termination indemnities to staff.

total AOSC income presented in Chart 10, those other sources of revenue reached a peak in 2019 at 51.5% from a low of 15.2% in 2013 and have since steadily decreased along with the AOSC Fund's administrative fee revenue, due largely to the impact of the pandemic on the civil aviation sector and the global economy, closing 2021 at 35.7%.

Chart 9 – AOSC Sources of Income in CAD Dollars

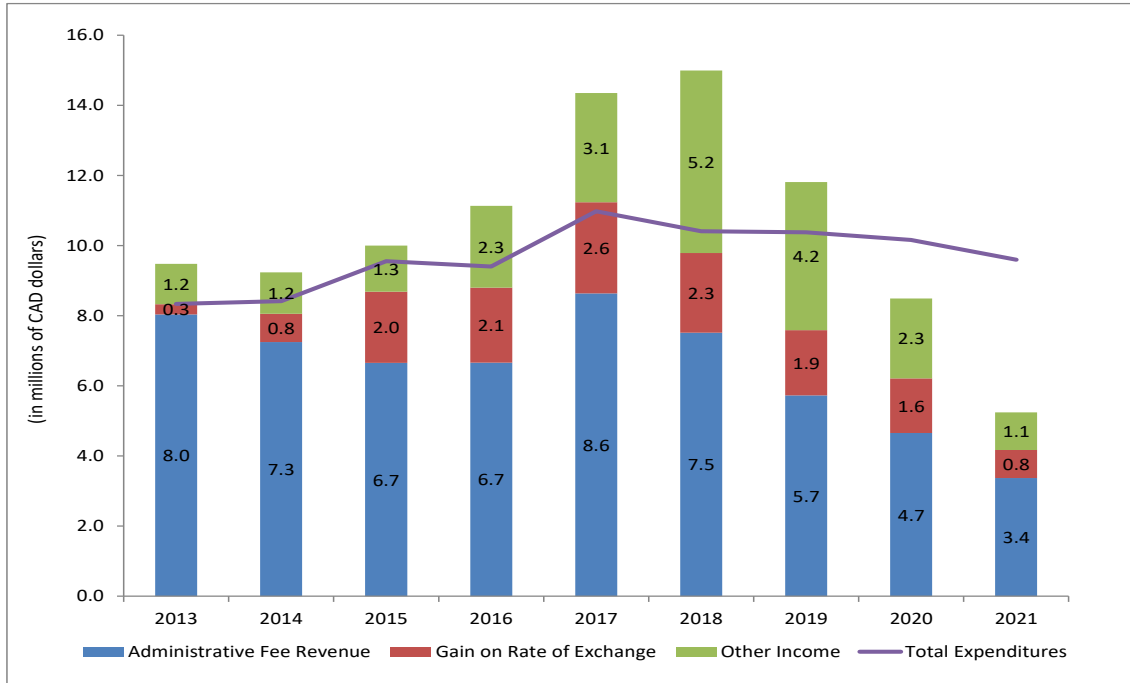
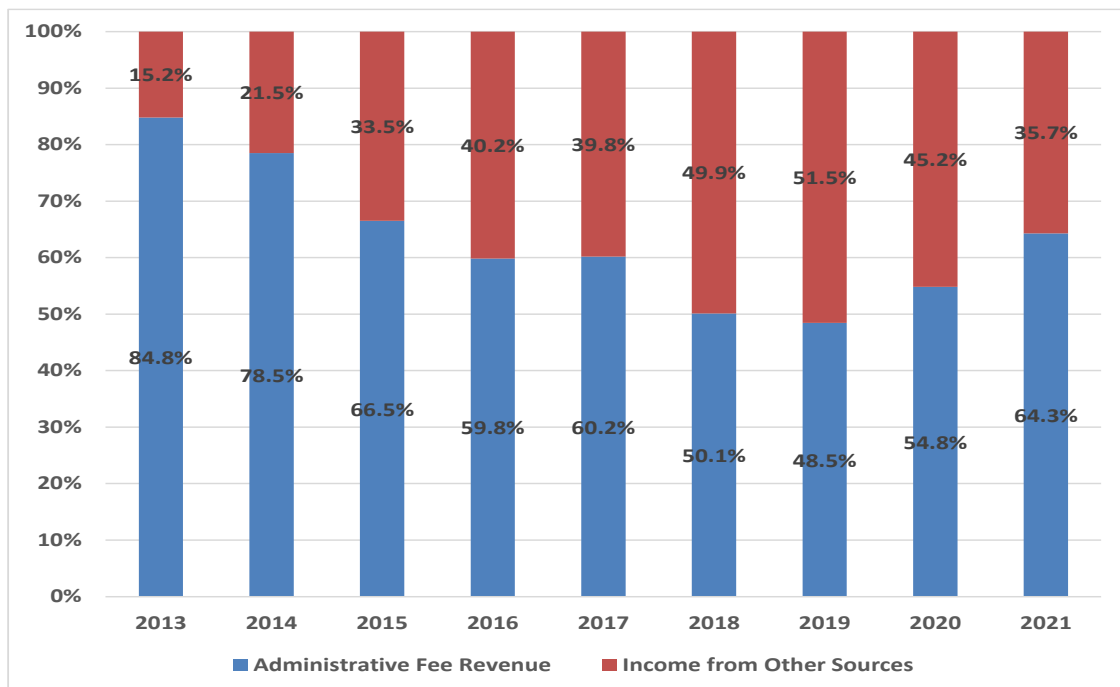
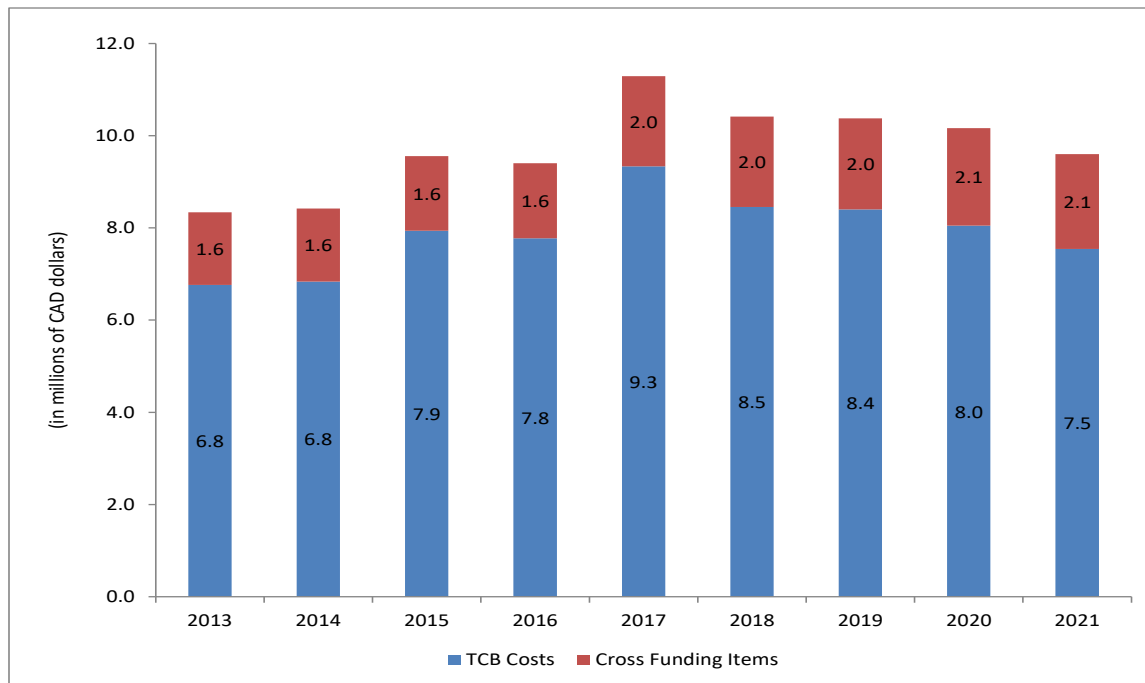


Chart 10 – AOSC Sources of Income in Percentage



4. Total expenditure includes cross-funding items charged to the AOSC Fund amounting to CAD 6.2 million in the 2019-2021 triennium. These costs consist of annual transfers of CAD 1.2 million for support services provided by the Regular Programme in support of the Technical Cooperation Programme as part of the 2010 Cost Recovery Policy², as well as additional funding for Regional Office quality assurance and shared costs for Ethics Office services totalling CAD 310,000. Conversely, costs of CAD 496,000 due annually from the Regular Budget for Procurement and Travel services provided by TCB to the Regular Programme, totalling CAD 1.5 million, were recovered by the AOSC Fund in the triennium in accordance with said Policy.

Chart 11 – AOSC Expenditure



5. In early 2022, a new cost recovery study was carried out by the Secretariat with the assistance of a consultancy firm to define the Organization's cost structure and more accurately determine costs of activities funded from sources other than the Regular Budget. The cost model allocation determined that the amount of CAD 3.6 million is to be maintained for the 2023-2025 period and future years until such time a major fluctuation in the Technical Cooperation Programme volume is observed, and a total of CAD 2.0 million will be recovered from the AOSC Fund for procurement services for the triennium, as reflected in the draft ICAO Triennial Budget. In addition, the Regular Budget will continue to be reimbursed CAD 210,000 and CAD 100,000 from the AOSC Fund for Regional Office and Ethics Office services, respectively, while the Travel Unit will continue to be funded under the AOSC Fund in the amount of CAD 511,000 per year, of which CAD 226,000 will be reimbursed by the Regular Budget bringing the net total paid by the AOSC Fund to the Regular Budget in the triennium to CAD 7.3 million.

² Based on a time survey, the Cost Recovery Policy adopted by the Council in 2010 recognized the indirect costs incurred by the Regular Programme in providing support services to TCB, as well as the costs incurred by TCB in providing procurement and travel services to the Regular Programme. A mechanism for adjusting, as required, the amount to be recovered from the AOSC Fund was approved by the Council in November 2013.

**A40-24 Consolidated statement of ICAO policies
A41-xx: on technical cooperation and technical
assistance**

Whereas new policies have been approved by the Council for ~~technical~~ 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;

The Assembly:

1. *Resolves* that the Appendices attached to this Resolution constitute the consolidated statement of ICAO policies on technical cooperation and technical assistance, as these policies exist at the close of the ~~40th~~ 41st Session of the Assembly;
2. *Declares that* this Resolution supersedes ~~A39-16~~ A40-24.

APPENDIX A

The ICAO Technical Cooperation and Technical Assistance Programmes

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 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 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;

Whereas technical cooperation 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 all technical cooperation 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 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 volume has drastically decreased in the current triennium and the financial situation of the AOSC Fund significantly deteriorated, compounded by the unprecedented impact of the COVID-19 pandemic and the slow recovery of the air transport sector;

Whereas the Council adopted a policy on cost recovery 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

1. *Recognizes* the importance of the Technical Cooperation and Technical Assistance Programmes for promoting the achievement of the Strategic Objectives of the Organization;
2. *Reaffirms* that the Technical Cooperation and Technical Assistance Programmes, implemented within the rules, regulations and procedures of ICAO, are 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 and ANPs Global Plans, regional and national aviation plans, PANS and guidance material, as well as in the development of their civil aviation administration infrastructure and human resources;
3. *Reaffirms* that, within the existing financial means, the ICAO Technical Cooperation and Technical Assistance Programmes should be strengthened, at Regional Office and field level, in order to allow the ~~Technical Cooperation Bureau~~ 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;
5. ~~*Affirms*~~ *Reaffirms* that improved cooperation and coordination of ICAO's technical cooperation and technical assistance 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;

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 implementation support activities;

68. *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;

79. *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 projects;

810. *Reaffirms* that costs recovered by the Organization for support services provided to the Technical Cooperation 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 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;

913. *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 field 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;

4014. *Recommends* to States receiving bilateral or other government-sponsored aid to consider the value of using the ICAO Technical Cooperation and Technical Assistance Programmes to support the implementation of their programmes related to civil aviation;

Expansion of ICAO Technical Cooperation and Technical Assistance Activities

4415. *Reaffirms* that in adopting commercially-oriented practices for the financial sustainability of the Technical Cooperation 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, ~~ensure the good reputation of ICAO is maintained~~, 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;

1216. *Reaffirms* the need to expand the provision of technical cooperation and technical assistance 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;

1317. *Reaffirms* that ICAO should expand the provision of technical cooperation and technical assistance 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 undertake coordinated and sustained actions aimed at ensuring the progressive realignment of technical assistance and technical cooperation in order for them to function in a consistent and harmonized manner and *supports and encourages* the development of new and innovative solutions for 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 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 Agreements

1420. *Reaffirms* that ICAO, within the framework of its Technical Cooperation and Technical Assistance Programmes, 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

1521. *Views with satisfaction* the initiative of States to make greater use of these arrangements to obtain technical cooperation and technical assistance in the field of civil aviation.

APPENDIX B

Funding of the Technical Cooperation and Technical Assistance Programmes

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 ~~technical cooperation and technical assistance~~ implementation support in the field of civil aviation are insufficient to meet the needs of civil aviation, especially in the developing countries;

Whereas the Technical Cooperation 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) are, in particular, those needing the most support while, at the same time, relying mostly on financial institutions and ~~sector~~ 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, but UNDP continues to provide administrative support to ICAO at the country level;

Whereas rapid ~~technical~~ 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 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;

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 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 the vital air transport infrastructure and/or the economic development of a country;

4. *Urges* Contracting States to give high priority to civil aviation development 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* the actions of developing countries in seeking 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 at the maximum feasible rate as quickly as possible;

6. *Recognizes* that extra-budgetary contributions from donors will allow the Technical Cooperation and Technical Assistance Programmes to expand their services to States in relation to aviation safety, air navigation capacity and efficiency, security and facilitation, economic development and environmental protection, thus further contributing to the achievement of the Strategic Objectives, in particular to the implementation of SARPs and the rectification of deficiencies identified by audits;

7. *Authorizes* the Secretary General to receive, on behalf of the ICAO Technical Cooperation and Technical Assistance Programmes, 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 through the ICAO Voluntary Funds 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; and

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

1011. *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).

APPENDIX C

Implementation of the Technical Cooperation and Technical Assistance Programmes

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 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/~~Continuous Monitoring Approach (USOAP/CMA)~~ and Universal Security Audit Programme ~~Continuous Monitoring Approach (USOAP/CMA)~~ and USAP/CMA audits ~~in order~~ to provide support to States in addressing identified deficiencies, including Significant Safety and Security Concerns;

~~*Whereas* extra budgetary funding provided to the Technical Cooperation and Technical Assistance Programmes allows ICAO, through its Technical Cooperation Bureau, to provide initial support to States to address the deficiencies identified through the USOAP-CMA, ICAO Coordinated Validation Missions (ICVMs) and USAP audits; (MOVED BELOW AND AMENDED)~~

Whereas implementation of projects in compliance with ICAO SARPs by the Technical Cooperation 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 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 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;

Whereas extra-budgetary funding provided to the Technical Cooperation and Technical Assistance Programmes allows ICAO, through its Technical Cooperation Bureau, to provide initial support to States to address the deficiencies identified through the USOAP CMA, ICAO Coordinated Validation Missions (ICVMs) and USAP ICAO audits and assist in their restart, recovery and resilience efforts related to COVID-19;

Whereas ex-post evaluations of projects could constitute a valuable tool for to establishing 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 Bureau, to provide advice, technical cooperation and technical assistance 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 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;

23. *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 to give high priority to prioritizing the management and implementation of such projects through the Technical Cooperation and Technical Assistance Programmes in view of the great significant associated benefits such projects they represent provide;

4. *Encourages* States and non-State entities involved in civil aviation to seek support from ICAO, where required, through its implementation support programmes and activities, to address COVID-19 aviation challenges for an expedited restart and recovery;

35. *Requests* the Secretary General to reinforce the Organization's application of a systemic approach to targeted technical implementation support activities with the objective of building robust and sustainable State oversight systems;

46. *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;

57. *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;

68. *Urges* States receiving technical cooperation and technical assistance through ICAO to avoid project implementation delays by ensuring timely decisions regarding experts, training and procurement components in accordance with the ~~respective terms of the project agreements~~ agreement of projects;

79. *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;

811. *Requests* that ~~all~~ Contracting States, ~~in particular, developing countries,~~ encourage fully qualified technical experts to apply for inclusion in ICAO's ~~the~~ Technical Cooperation Bureau's ~~and Technical Assistance Programmes'~~ roster of experts;

912. *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 ~~activities'~~ ~~impact~~ on the implementation of ICAO SARPs;

4013. *Encourages* States to make use of the quality assurance services offered by the Technical Cooperation 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, including the review of their compliance with ICAO SARPs; and

414. *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.