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ASSEMBLY — 41ST SESSION

REPORT OF THE EXECUTIVE COMMITTEE ON AGENDA ITEM 25

(Presented by the Chairman of the Executive Committee)

The attached report on Agenda Item 25 has been approved by the Executive Committee. Resolution 25/X is recommended for adoption by the Plenary.

Note.— After removal of this covering sheet, this paper should be inserted in the appropriate place in the report folder.

(13 pages)

Agenda Item 25: Technical Cooperation – Policy and Activities

25.1 At its eleventh meeting, the Executive Committee considered the subject of Technical Cooperation – Policy and Activities on the basis of A41-WP/28 presented by the ICAO Council.

25.2 In A41-WP/28, the Council provided an update on ICAO's policy and strategy for technical cooperation and technical assistance. The paper underscored the 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 for implementation support to States. This resulted in the endorsement by the Council of a proposal to align the management of ICAO's Programmes on Technical Cooperation and Technical Assistance within the "One-ICAO" approach and the approval, in March 2022, of the new "Policy on ICAO Implementation Support Provided to States" with a view to achieving a harmonized and consistent approach for all implementation support programmes, products, services and activities, enhance ICAO's collaboration with internal and external stakeholders and facilitate resource mobilization. At the strategic level, the paper underscored the development and endorsement by the Council of a new Strategy and Business Model for the Technical Cooperation Bureau (TCB) and the development and provision of new products based on the Organization's Standards and Recommended Practices (SARPs) as part of a revenue diversification strategy. The paper also provided information on significant developments within TCB in the triennium which reinforce ICAO's commitment to continually improve the Bureau's role as a value-added service provider. Recalling that the Technical Cooperation Programme is a permanent priority activity of the Organization, the working paper presented, in its Appendix A, an analysis of the Programme's financial and operational performance results in the 2019 to 2021 triennium, offering a comparison with the two preceding triennia, and provided the Administrative and Operational Services Cost (AOSC) Fund results for the reporting period in its Appendix B, complemented by information on the apportionment of costs between the AOSC Fund and the Regular Budget. Appendix C to the working paper proposed required updates and editorial changes to Assembly Resolution A40-24 - *Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance* for adoption by the Assembly.

25.3 The Executive Committee recognized that the ICAO Technical Cooperation Programme's major challenge for the 2019-2021 triennium was to cope with a drastic and unprecedented decrease in implementation volume, compounded by the negative impact of the COVID-19 pandemic on civil aviation development investments and the slow recovery of the sector. This, in turn, resulted in a significant deterioration of the financial situation of the AOSC Fund. It was noted, however that, as in the previous triennium, an average of approximately 100 technical cooperation, technical assistance and ICAO Programme for Aviation Volunteers (IPAV) projects were implemented per year, in addition to the deployment of 32 ICAO Implementation Packages (iPacks), benefitting 138 States and ten Organizations across all regions. From the operational perspective, the Programme played an instrumental role in supporting Member States with the deployment of 1 181 international field experts, the recruitment of 1709 national experts, the provision of training to 23 372 civil aviation personnel and the procurement of major civil aviation equipment in the amount of USD 92.2 million in the triennium.

25.4 The Executive Committee reiterated the continuing importance of the Technical Cooperation Programme as a permanent priority Programme of the Organization, which serves as a major operational tool in providing support to States in the effective implementation of SARPs, Procedures for Air Navigation Services (PANS) and global, regional and national aviation plans, as well as in the

development of their civil aviation administration infrastructure and human resources. It therefore recommended that Member States, financing institutions, the aviation industry and other stakeholders consider the advantages of using the ICAO Technical Cooperation Programme to support their civil aviation development programmes.

25.5 Cognizant of the complexity of the technical cooperation field which requires 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, the Executive Committee expressed appreciation for the continuing improvement measures taken by the Secretariat during the triennium. The Committee noted, in particular, the development and endorsement by the Council of a new Strategy and Business Model for the Technical Cooperation Bureau to enhance the services provided in partnership with other ICAO Bureaus and Regional Offices and deliver greater value to ICAO Member States, including new products based on the Organization's SARPs, such as the ICAO Implementation Packages, which cover various fields of civil aviation and form part of a revenue diversification strategy.

25.6 The Executive Committee noted with satisfaction the approval of the new "Policy on ICAO Implementation Support Provided to States", which is aimed at strengthening and harmonizing the coordination and management of related programmes, projects, products, services and activities across the Organization, enhance ICAO's collaboration with internal and external stakeholders, minimize duplication, facilitate resource mobilization and optimize the allocation of resources available to the Organization. The Committee therefore concluded that a common ICAO implementation support programme, as one of the pillars of the Organization, will further strengthen its implementation support activities to better meet the needs of Member States. Recognizing the role of the Technical Cooperation Bureau as the lead bureau in the implementation of this Policy, the Committee welcomed the Secretary General's continued commitment to the modernization and the rebranding of TCB as the ICAO Implementation Support Bureau.

25.7 In light of its deliberations, the Executive Committee agreed to submit, for adoption by the Plenary, the following Resolution as presented by the Council in A41-WP/28 – *Consolidated Statement of ICAO Policies on Technical Cooperation and Technical Assistance*.

Resolution 25/X: Consolidated statement of ICAO policies on technical cooperation and technical assistance

Whereas new policies have been approved by the Council for 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 41st Session of the Assembly;
2. *Declares that* this Resolution supersedes 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 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 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. *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;
8. *Reaffirms* that, in the event that the AOSC operation for any given financial year ends in a financial deficit, such deficit should first be met from the accumulated surplus of the AOSC Fund and, as a last resort, a call for support from the Regular Programme Budget;

9. *Requests* the Secretary General to implement greater efficiency measures leading to a gradual reduction of administrative support costs charged to technical cooperation and technical assistance projects;

10. *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;

13. *Recommends* to donor States, financing institutions and other development partners, including the aviation industry and the private sector, wherever appropriate, to give preference to ICAO for the identification, formulation, analysis, implementation and evaluation of civil aviation projects in the 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;

14. *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

15. *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, and *invites* the Secretary General to identify mechanisms to allow ICAO to participate in tenders for the development of civil aviation issued by donor organizations, development banks and international financial institutions consistent with best practices of the United Nations System, and to regulate the way in which ICAO can work with the industry considering existing models used by other international civil aviation entities, while ensuring that adequate controls are in place and the good reputation of ICAO is maintained;

16. *Reaffirms* the need to expand the provision of technical cooperation and technical assistance by ICAO to the non-State entities (public or private) directly involved in civil aviation, in furtherance of ICAO Strategic Objectives, such cooperation and assistance to encompass, *inter alia*, those activities that were traditionally provided by national civil aviation administrations and are being privatized to some degree, where the State shall, nonetheless, continue to be responsible under the Chicago Convention for the quality of the services provided and their compliance with ICAO SARPs, and *requests* the Secretary

General to inform the civil aviation authority concerned of the technical aspects of the project immediately upon the start of negotiations with non-State entities;

17. *Reaffirms* that ICAO should expand the provision of technical cooperation and technical assistance 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

20. *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

21. *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 implementation support in the field of civil aviation are insufficient to meet the needs of civil aviation, especially in 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 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 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 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* developing countries to seek funds for the development of their civil aviation sectors from all appropriate sources to complement the funds available from national budgets, financial institutions, donor States and other development partners so that such development may progress as quickly as possible;

6. *Recognizes* that extra-budgetary contributions from donors will allow 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;

10. *Invites* Contracting States to provide sustained financial and human resource support through the ICAO Programme for Aviation Volunteers (IPAV) to develop capabilities within beneficiary States in the implementation of ICAO Standards and Recommended Practices (SARPs), as well as fostering self-reliance and growth; and

11. *Requests* the Council to advise and assist developing countries to secure the support of financing institutions, donor States and other development partners in implementing ICAO regional and subregional safety and security programmes, such as the Cooperative Development of Operational Safety and Continuing Airworthiness Programme (COSCAP) and the Cooperative Aviation Security Programme (CASP).

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

Whereas implementation of projects in compliance with ICAO SARPs by the Technical Cooperation 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 to provide initial support to States to address the deficiencies identified through ICAO audits and assist in their restart, recovery and resilience efforts related to COVID-19;

Whereas ex-post evaluations of projects constitute a valuable tool to assess and monitor the impact of individual projects on aviation and for the planning of future projects;

Whereas non-State entities (public and private) implementing projects for Contracting States in the field of civil aviation increasingly call upon ICAO, through the Technical Cooperation 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;
3. *Draws the attention* of Contracting States to the cooperation and assistance provided through subregional and regional projects executed by ICAO, such as COSCAPs and CASPs and *urges* the Council to continue prioritizing the management and implementation of such projects through the Technical Cooperation and Technical Assistance Programmes in view of the significant associated benefits they 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;
5. *Requests* the Secretary General to reinforce the Organization's application of a systemic approach to implementation support activities with the objective of building robust and sustainable State oversight systems;
6. *Urges* States to give high priority to the training of their national civil aviation technical, operational and management personnel through the development of a comprehensive training programme and *reminds* States of the importance of making adequate provision for such training and of the need to provide suitable incentives to retain the services, in their respective fields, of such personnel after they have completed their training;
7. *Encourages* States to concentrate their efforts upon the further development of existing training centres and to support Regional Training Centres (RTCs) which are located in their area for the advanced training of their national civil aviation personnel where such training is not available nationally, so as to promote a self-reliant capability within that region;
8. *Urges* States receiving technical cooperation and technical assistance through ICAO to avoid project implementation delays by ensuring timely decisions regarding experts, training and procurement components in accordance with the respective terms of agreement of projects;
9. *Draws the attention* of Contracting States to the Civil Aviation Purchasing Service (CAPS), which is a facility provided by ICAO to developing countries to purchase high value items of civil aviation equipment and to contract for technical services, offering a complete procurement process;

10. *Draws the attention* of Contracting States, funding partners and other aviation stakeholders to the ICAO Implementation Packages (iPacks) which provide a ready-to-deploy, efficient, and standardized solution comprised of guidance material, training, tools and expert support, aimed at facilitating the implementation of ICAO provisions and guiding State entities through harmonized and flexible solutions;
11. *Requests* that all Contracting States encourage fully qualified technical experts to apply for inclusion in the Technical Cooperation Bureau's roster of experts;
12. *Requests* the Secretary General to promote the widespread use of performance indicators for the objective assessment of the impact of technical cooperation and technical assistance on the implementation of ICAO SARPs;
13. *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
14. *Encourages* States and donors to include, and provide funding for, ex-post evaluations of their civil aviation projects as an integral part of project planning and implementation.

- END -