



**OUTCOMES AND RECOMMENDATIONS OF THE 2016 COUNCIL OFF-SITE STRATEGY MEETING, 15 TO 16 JUNE 2016  
RECOMMENDATIONS TO FOSTER GLOBAL PARTNERSHIPS FOR AVIATION DEVELOPMENT (GPAD)**

Recommendation	Main Activities	Timeframe for commencement
<p>a) Advocate for aviation by sensitizing high-level government officials and by raising awareness about aviation’s contribution to sustainable development, the benefits of mobilizing resources for and investing in air transport.</p>	1. The Secretariat should promote the need to establish and expand partnerships with relevant stakeholders to ensure sufficient resources and capacities for the development of the aviation sector.	1Q – 2018
	2. The Secretariat should further develop its indicators and statistics in order to maintain its status as a leader of the aviation sector within the context of the 2030 Agenda and advocate the socio-economic benefits of aviation and improved air connectivity.	3Q – 2016
	3. The Council and the Secretariat, within their respective competencies, should raise awareness of ICAO’s NCLB initiative with Member States, the United Nations (UN) system, international and regional organizations, financial institutions and the donor community to garner the political will necessary to invest in aviation development and promote liberalization of air transport.	3Q – 2016
	4. The Council and the Secretariat, within their respective competencies, should leverage the partnerships with aviation organizations to advocate for aviation within Member States, the UN system, international and regional organizations, financial institutions and the private sector.	4Q – 2016
	5. The Council and the Secretariat, within their respective competencies, should consider broadening outreach in States to obtain the engagement of high-level authorities beyond the transport sector.	2Q – 2017
	6. The Council and the Secretariat, within their respective competencies, identify ambassadors to advocate for aviation and raise awareness of ICAO’s activities.	3Q – 2017
	7. The Secretariat should develop a GPAD communication plan that includes the use of media such as videos and social network, and means to communicate a clear message that will facilitate the discussion with high-level government officials.	4Q – 2016
<p>b) Establish a reputable and sustainable platform to assist States in identifying, engaging and securing resources to promote economic growth via the development of their air transport systems.</p>	1. The Secretariat should facilitate bilateral/multilateral meetings to connect potential recipient States with potential donors/investors.	4Q – 2017
	2. The Secretariat should examine the feasibility of creating investment pools and a financial marketplace, in which aviation related projects can be consolidated and promoted.	2Q – 2017
	3. The Secretariat should establish and actively brand ICAO World Aviation Forum (IWAF) as preeminent (or principal) annual outreach event to facilitate access to financing and foster partnerships with stakeholders, including, but not limited to, States, financial institutions donors, international and regional organizations, and the aviation industry.	4Q – 2016
	4. The Secretariat should consider the format of an ICAO Air Services Negotiation (ICAN) event as means to conduct IWAF.	4Q – 2017

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<p>c) Develop and implement strategies to prioritize aviation in global and regional frameworks, mechanisms and initiatives related to development.</p>	<p>1. The Secretariat should ensure that ICAO continues to participate in relevant mechanisms to demonstrate the linkages of aviation with the UN SDGs.</p>	<p>3Q – 2016</p>
	<p>2. Member States should be urged to take into consideration the contributions of aviation to sustainable development in their development plans, which can be further supported by relevant indicators.</p>	<p>4Q – 2016</p>
	<p>3. The Secretariat should review existing agreements or enter into new ones with relevant partners, aiming at assisting States to enhance their air transport systems and enable the socio-economic benefits that aviation generates.</p>	<p>3Q – 2016</p>
	<p>4. The Secretariat should learn best practices that can support GPAD by liaising with UN agencies.</p>	<p>3Q – 2017</p>
	<p>5. The Secretariat should collaborate with UN agencies, particularly United Nations Development Programme (UNDP), to reflect and elevate the priority of the aviation sector into national and regional development plans.</p>	<p>3Q – 2017</p>
	<p>6. The Secretariat should collaborate with the World Tourism Organization (UNWTO) and United Nations Conference on Trade and Development (UNCTAD) to leverage the contributions of aviation to tourism and trade to assist States in accessing funding sources to enhance their air transport systems.</p>	<p>3Q – 2016</p>
	<p>7. The Secretariat should approach financial institutions, such as the World Bank Group, to include aviation in their agendas and facilitate States’ access to funding/financing for their aviation development projects.</p>	<p>3Q – 2016</p>
	<p>8. The Secretariat should approach States providing Official Development Assistance (ODA) so that they consider aviation when committing and disbursing flows and so that their expectations as donors are met.</p>	<p>3Q – 2017</p>
<p>d) Build capacity for States to develop their respective civil aviation master plans linked to the national growth or development plan, taking into consideration the ICAO global and regional plans.</p>	<p>1. The Secretariat should identify the needs of States in developing guidance on the civil aviation master plan through, for example, conducting comprehensive survey and assessing how States implement the ICAO global and regional plans into their development plans.</p>	<p>4Q – 2016</p>
	<p>2. The Secretariat should develop guidance material to assist State in developing their transport sector strategic plans and civil aviation master plans and, as required, create an inventory on different sources of funding (State’s budget, development banks and public-private partnership (PPP)) to implement the plans.</p>	<p>2Q – 2017</p>
	<p>3. The Secretariat should encourage States to ensure that aviation infrastructure development projects include elements of training and capacity building (operational and regulatory).</p>	<p>4Q – 2017</p>

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e) Identify where financing is required, by analyzing the gap between forecasted demand and capacity needed, and deficiencies in infrastructure and SARPs compliance.	1. The Secretariat should further develop indicators/tools using Universal Safety and Security Oversight Audit Programmes (USOAP and USAP) results, air traffic and aviation professional forecasts, Planning and Implementation Regional Groups (PIRGs) and Regional Aviation Safety Groups (RASGs) reports, etc., to assist in identifying funding needs in an objective manner.	3Q – 2016
	2. The Secretariat should leverage Regional Office and aviation partners capacities to collect data and build intelligence on the deficiencies and the projects needed in States.	3Q – 2016
f) Build capacity for States to develop business cases, which can be used to accurately estimate the requirements (financial and otherwise) for the identified projects.	1. The Secretariat should develop guidance material on model business cases, including how to prepare project scenarios and financing plans.	4Q – 2017
	2. The Secretariat should provide training/assistance in the preparation and evaluation of business cases and the conduct of feasibility studies of identified projects.	4Q – 2017
	3. The Air Navigation Commission (ANC) should review the current impact assessment analysis for new Standards and Recommended Practices (SARPs) to identify means to support the development of business cases and feasibility studies for related projects.	4Q – 2017