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High-Level Review

of ICAO's Contribution to the Sustainable Development Goals (SDGs)

EV/2023/03

Office of Internal Oversight

Prepared by:	Gugsa Yimer Farice, Evaluation Specialist
	Mohammad Alatoom, International Consultant
Reviewed and approved by:	Tuncay Efendioglu (Chief, OIO)
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ACRONYMS

ACI	Airports Council International
ADB	Bureau of Administration and Services
ANB	Air Navigation Bureau
APSD	Aviation Partnerships for Sustainable Development
ATB	Air Transportation Bureau
CANSO	Civil Air Navigation Services Organization
CAEP	Committee on Aviation Environment Protection
CWP	Council Working Paper
DAC	Development Assistance Committee
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICCAIA	International Coordinating Council of Aerospace Industries Associations
ICSA	International Coalition for Sustainable Aviation
IMO	International Maritime Organization
ITU	International Telecommunication Union
HLR	High Level Review
LEB	Legal Affairs and External Relations Bureau
LDCs	Least Developed Countries
LLDCs	Landlocked Developing Countries
LTAG	Long-Term Aspirational Goal
LTAG-TG	Long-Term Aspirational Goal Task Group
MBMs	Market-Based Measures
OECD	Organisation for Economic Co-operation and Development
OIO	Office of Internal Oversight
RO	Regional Office
SDG	Sustainable Development Goals
SPCP	Strategic Planning, Coordination, and Partnerships
SIDS	Small Island Developing States
TCB	Technical Cooperation Bureau
TIACA	International Air Cargo Association
TOR	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group

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EXECUTIVE SUMMARY

1. In line with its Annual Work Plan of 2022 (C-WP/15270), the Office of Internal Oversight (OIO) conducted a High-Level Review (HLR or the review) of ICAO's Contribution to the Sustainable Development Goals (SDGs) between November 2022 and February 2023. The purpose of the HLR was to assess the extent to which ICAO has been contributing to the achievements of the Sustainable Development Goals (SDGs) as directed by the Assembly and make forward-looking recommendations to improve ICAO's contribution, coordination, and partnership with its stakeholders. The review used both qualitative and quantitative methods of data collection and analysis. The primary audience of is the HLR are the Secretariat and the ICAO Council.

Major Findings

2. Overall, ICAO Assembly Resolution A39-25 and the subsequent resolutions are used as overarching policy guidance for ICAO to contribute to the achievement of the UN 2030 Agenda. However, a clear strategy on the SDGs that outlines ICAO's strategic role as well as how ICAO will translate the Assembly Resolution(s) into actions including activities and roles and responsibilities has not been prepared. This has resulted in implementing activities in an ad hoc manner, less staff engagement and a pending decision whether to join the United Nations Sustainable Development Group (UNSDG).

3. ICAO's SDG activities have been aligned with Assembly Resolutions A39-25 and A40-21. However, ICAO doesn't have a clear work plan with concrete deliverables, targets and timeframe to implement the resolutions; and activities were not prioritized based on a robust assessment of Member States' needs and stakeholder consultation. This rendered OIO's review very challenging.

4. ICAO has thus far implemented important activities to contribute to the achievements of the SDGs. These included advocacy on aviation's role for the SDGs through the Aviation Partnerships for Sustainable Development (APSD) forum; draft guidance on National Aviation Planning Framework; advocacy to integrate aviation in the SDGs Voluntary National Reviews (VNRs); assessment and development of an analysis and a Road Map to support Pacific Small Island Developing States and setting collective global aspirational goals to improve annual fuel efficiency by 2 per cent and achieve carbon neutral growth. Nonetheless, there are some components of the resolution that have not been fully addressed by the ICAO's SDG activities, such as raising awareness of ICAO staff and Member States on SDGs and SDGs-specific activities tailored to support LLDCs.

5. The review found that there was limited awareness among ICAO staff about the SDGs and work related to SDGs is perceived as the responsibility of Strategic Planning, Coordination, and Partnerships (SPCP). The delivery of the SDGs activities has also been challenged with limited resources and capacity to enable effective integration of the SDGs into ICAO's work.

6. Stakeholders identified some priority activities that ICAO needs to consider in the future, with strong emphasis on advocacy for aviation, raising awareness, and strong representation on the United Nations High Level Political Forum (HPLF) and the UNSDG as top priorities, followed by capacity building, developing guidance material and SDGs data analysis services.

Recommendations

7. Based on the findings and conclusions, the review outlined the following three recommendations:

   i. Develop a strategy that outlines ICAO's role in relation to the SDGs as well as how ICAO will translate the Assembly Resolution(s) into actions and an adequately resourced work plan with clear activities, roles and responsibilities, and timeline, driven by the needs of the Member States;

   ii. Design and implement SDGs-aviation education and awareness programme targeting relevant ICAO staff and Member States; and

   iii. Develop and implement an innovative communication and advocacy plan/strategy aiming at influencing the relevant stakeholders on the importance of aviation in supporting sustainable development.

INTRODUCTION

8. Air transport is a catalyst for socio-economic development and represents an essential lifeline that connects people, communities, and businesses across continents. Sustainable transport and aviation are vital to achieve the 2030 Agenda for Sustainable Development. While aviation has no specific SDGs, the sector is being recognized as an enabler of the 2030 Agenda for Sustainable Development and its 17 SDGs.

9. The 39th Session of the ICAO Assembly adopted Resolution A39-25: Aviation's contribution towards the United Nations 2030 Agenda for Sustainable Development. The Resolution demonstrates how the delivery of the results of ICAO Strategic Objectives, especially through normative and oversight as well as the implementation support work contribute significantly to the realization of the 2030 Agenda for Sustainable Development.

10. Underscoring the importance of global air connectivity for sustainable development, the 40th and 41st Sessions of the ICAO Assembly adopted the revised Assembly Resolutions A40-21 and A41-24 respectively. Resolution A41-24 also recognizes the importance of international solidarity and multilateral partnerships and mechanisms in support of an inclusive, sustainable, and resilient economic recovery that promotes sustainable development of international civil aviation and advances the achievement of the SDGs. It further encourages ICAO Member States to enhance collaboration and partnerships to support civil aviation in vulnerable countries, including Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS), especially through South-South and triangular cooperation.

11. Ever since the adoption of Resolution A39-25 in 2016, ICAO has been committed to work in close cooperation with States and other global stakeholders, to contribute to the realization of the UN 2030 Agenda for Sustainable Development, in particular through the implementation of the No Country Left Behind (NCLB) Initiative. This review is therefore timely in providing an assessment of ICAO's progress in contributing to the achievements of the SDGs; and to document and use best practices and lessons learned.

PURPOSE, SCOPE AND METHODOLOGY

12. The purpose of the High-Level Review (HLR) is to assess the extent to which ICAO has been meaningfully contributing to the achievements of the SDGs as directed by the Assembly and identify good practices and lessons learned that could be used to further improve ICAO's contribution for the achievements of the Goals.

13. The review is a high-level assessment with a focus on the implementation of Assembly resolution A39-25 and A40-21, including the support provided to Member States to integrate the SDGs in their aviation plans during the period January 2016 to September 2022. The review hasn't covered activities implemented by Member States to achieve the SDGs. However, the HLR's recommendations are expected to help ICAO to further support SDGs implementation at Member States level.

14. The primary clients of the HLR are the ICAO Council, the Secretariat and Member States. Other relevant stakeholders involved in the implementation of the SDGs would use, as appropriate, the HLR findings, recommendations and lessons learned.

15. The HLR was conducted in line with the OIO Charter, the ICAO Evaluation Policy, and the Norms and Standards of the United Nations Evaluation Group (UNEG). The review used mixed methods (document review, surveys and interviews) to generate and analyse qualitative and quantitative data. The review team conducted descriptive and content analysis to identify and validate findings. Detailed methodology of the HLR is attached as Annex 1.

FINDINGS

ICAO's Approach to Contribute to SDG

Finding 1: ICAO Assembly Resolution A39-25 and the subsequent resolutions were used as overarching policy guidance of the Organization to contribute to the achievement of the UN 2030 Agenda. However, a clear strategy on the SDGs outlining ICAO's strategic role as well as how ICAO would translate the Assembly Resolution into action with activities, roles and responsibilities, targets and timelines has not been prepared yet. This led to implementing activities in an ad hoc manner, less engagement by relevant staff and indecisiveness in joining the UNSDG.

16. ICAO is fully committed to maximizing its support to the achievement of the 2030 Sustainable Development Goals. This commitment is outlined in the Assembly Resolution A39-25 and subsequent resolutions[1]. The ICAO Assembly Resolution A39-25 and subsequent resolutions are used as the overarching policy of the Organization to contribute towards the achievement of the UN 2030 Agenda. ICAO used the No Country Left Behind (NCLB) as one of the strategies to facilitate its contribution to the achievements of the SDGs.

17. The resolution illustrated the close interlinkages between aviation and the SDGs and establishes close linkage between UN SDGs with ICAO's five Strategic Objectives of safety, air navigation capacity and efficiency, security and facilitation, economic development of air transport and environmental protection. However, the Secretariat hasn't yet prepared a clear strategy that outlines how ICAO will translate the Assembly resolution into action with clear strategic and operational activities, role and responsibilities, targets and timelines. It has not also created the necessary awareness of relevant HQ and Regional Office staff about aviation and SDG linkage. This led to implementing activities in an ad hoc manner without assessing the needs of Member States and involving relevant ICAO bureaus and offices.

18. While some ICAO work such as those under environmental protection directly contribute to specific SDGs (e.g., SDG 7 and 13), many others facilitate the realization of all the 17 SDGs by indirectly contributing to the achievement of the SDGs. However, a detailed analysis of ICAO activities as direct contributors and enablers has not been done.

19. The 'standard setting' alike UN agencies have clearly defined their strategic role as 'enabler' of the sustainable development goals, and their contribution has been quantified on the basis of being an enabler. This means their contribution shouldn't necessarily have to match specific targets under the SDGs, but it focuses on elaborating the values added and how the organization enabled the SDGs - or part of the SDGs.

20. Other UN agencies such as International Maritime Organization (IMO) and International Telecommunication Union (ITU) have taken additional steps beyond mapping with a focus on integrating SDGs into their strategic planning, implementing SDGs specific activities and strong and innovative communication strategies to demonstrate the contributions to the SDGs[2]. For example, IMO developed a vision statement embedded in the Organization's Strategic Plan with direct reference to the SDG. It has also drafted an IMO Secretariat SDGs Strategy to

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[1] https://sdgs.un.org/un-system-sdg-implementation/international-civil-aviation-organization-icao-24539.
[2] https://www.itu.int/en/sustainable-world/Pages/default.aspx

enhance the SDGs' integration into its programming and planning, establish a more tangible and targeted **approach** to support Member States in implementing the SDG and to strengthen IMO's visibility as a key contributor of sustainable development. The Strategy also included some specific Secretariat actions.

21. ICAO needs to clearly define its strategic position on the SDGs including its role and strategies to address the resolutions and guide the design and implementation of its future activities.

ICAO and the United Nations Sustainable Development Group (UNSDG)

22. UNSDG unites 37 programmes, specialized agencies and related organizations delivering together for sustainable development. UNSDG serves as a high-level forum for joint policy formation and decision-making, and guides, supports, tracks and oversees the coordination of development operations in 162 countries and territories. The UNSDG invited ICAO in 2018 to join the Group. Smaller UN agencies with similar mandates such as ITU, WIPO and WMO, have proactively become members of the UNSDG[3]. While conducting a preliminary assessment, ICAO has not done a full analysis of the advantages and disadvantages of joining the group and has not responded to the request of the UNSDG yet. It is among a handful of UN entities which are not a member of the UNSDG.

23. As a result of not being a UNSDG member, ICAO misses genuine opportunities to advocate the inclusion of aviation in sustainable development cooperation framework at the State level, increasing commitment from appropriate line ministries, and as such enhance opportunities for donors to fund aviation needs.

24. Through membership, ICAO and aviation would gain multiple benefits including:

   a. Joint advocacy and communications of specialized agency initiatives and joint resource mobilization;

   b. Potential opportunities for accessing funds from the UN multi-partner trust funds and identification of funding opportunities and partnerships;

   c. Improve visibility and prominence in the next version of the SDGs;

   d. Using membership as a platform to steer conversation on the essential role of transport and aviation, as prominent part of the next global development framework;

   e. Being, in a more systematic way, included in relevant deliberations and discussions around relevant strategies and the UN policy work.

25. Although joining the UNSDG comes with a financial implication, the strategic benefits are also significant for ICAO. ICAO also needs to do a cost-benefit analysis to decide on joining the UNSDG.

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[3] https://unsdg.un.org/about/who-we-are

Alignment with Assembly Resolutions

Finding 2:	ICAO's SDG activities have been aligned with Assembly Resolutions A39-25 and A40-21. However, ICAO doesn't have a clear work plan with concrete deliverables, targets and timeframe, and activities are not prioritized based on a robust assessment of the Member States' needs and stakeholder consultation. This made the review very difficult and the evaluability of ICAO's contribution to the SDG challenging.

26. As indicated above, the ICAO Assembly Resolutions A39-25 and A40-21 are the main reference for driving the Organization's efforts on the SDGs and supporting Member States in implementing the SDGs. Table 2 in Annex 2 maps the key elements of the resolution with the major activities that have been implemented so far by ICAO.

27. ICAO's major SDG activities are generally aligned with Assembly Resolutions A39-25 and A40-21. Key activities aligned with the resolutions include advocacy for aviation's contribution to the SDGs, developing mechanisms to support the implementation of the 2030 Agenda by Member States, and enhancing existing and establishing new partnerships. However, ICAO's SDGs activities have not been bound by clearly defined plan, targets and timeframe, and the activities were not driven by robust assessment of Member States' needs and expectations. This made the review very difficult and the evaluability of ICAO's contribution to the SDG challenging.

28. From the outset, ICAO has shown how its Strategic objectives are aligned and contributing to the SDG through the 2016 mapping exercise. In addition, the Triennium Business Plan 2023-2025 has aligned each output of the Business Plan with one or a number of the SDGs to demonstrate how the Output is supporting the achievement of SDGs. This will enable compliance with the requirements of Data Standards for United Nations System-Wide Reporting of Financial Data, based on which ICAO will be reporting on its expenditures as per the SDGs. Whilst mapping could be helpful, it is important to show clearly which outputs are directly contributing to the SDG and which ones contributing indirectly rather than aligning almost all outputs that have remote connections with each SDG.

29. The other challenge observed is that the specific SDGs-related needs of Member States have not been identified in a systematic and structured way. As a result, it was very difficult to assess how ICAO's SDG activities are aligned with Member States needs and expectations. For the SDGs activities to be driven by the Member States' needs and priorities, there is a need for more effective engagement with Member States. Only 20% of the ICAO survey respondents (n=94) agreed that ICAO assesses SDGs-related needs regularly. (Figure 1).

Figure 1: Perception of Respondents on whether a regular assessment (s) have been made by ICAO to understand SDG Related Needs of Member States
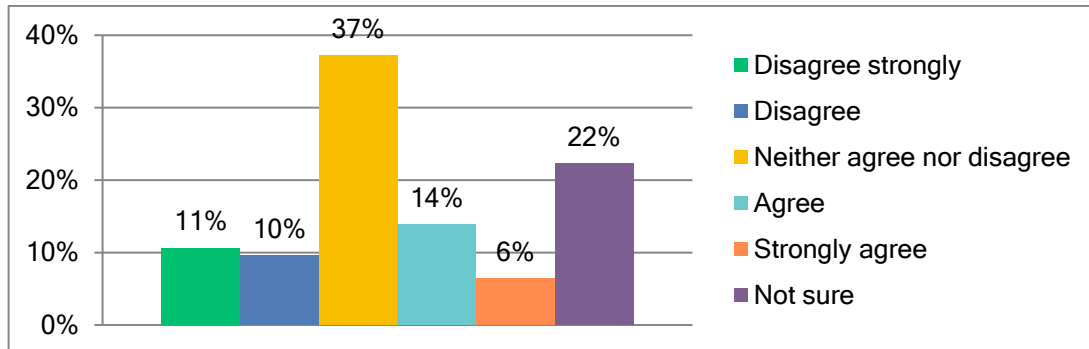
30. ICAO's SDGs activities have not been designed in a structured approach with specific targets and timelines. The activities have been scattered among different areas based on assumptions of what is 'good to be done' rather than 'needs to be done'. This resulted in substantive delay of some activities, notably, for example, the release of the Guidance on National Aviation Planning Framework and the training programme on integrating the SDGs in national aviation planning.

Implementation of the Assembly Resolution

31. This section presents the main activities implemented by ICAO in line with Assembly resolution A39-25 and A40-21. For more coherent presentation of the findings, the major strategic actions highlighted in the two resolutions are summarized in five categories:
    I. Advocacy of aviation's contributions to sustainable development
    II. Addressing the special needs of LDCs, LLDCs and SIDS to enhance their air transport systems
    III. Monitoring and reviewing the contributions made towards the attainment of the SDGs
    IV. Mechanisms in place to support the implementation of the 2030 Agenda by Member States; and
    V. Enhance existing and establish new partnerships to assist Member States in enhancing their air transport systems.
    VI. Targeted ICAO Environment-related activities (specifically related to SDG 7 and SDG 13) (Not specifically linked to the Resolutions)

Finding 3: ICAO has implemented several activities to realize the Assembly Resolution and contribute to the achievement of the SDGs. These include SDGs-aviation mapping, guidance on National Aviation Planning Framework, advocacy to integrate aviation in the SDGs Voluntary National Reports (VNRs) and contribution to the monitoring efforts of the SDGs by playing its role as a custodian agency of SDG indicator 9.1.2. Nonetheless, there are some components of the resolution that have not been fully addressed yet by the ICAO's SDG activities, such as raising awareness among Member States and ICAO staff on SDGs; SDGs-specific activities tailored to support LLDCs and having proper mechanism to support Member States on SDGs specific needs.

## I. Advocacy for aviation's contribution to sustainable development

32. During the past few years, ICAO has been playing a key role in advocating for the benefits and contributions of air transport to the achievement of the 2030 Agenda goals. Such continuous advocacy through global and regional platforms with the aim to encourage States to include references to aviation as an enabler of sustainable development within their VNR progress reports. As a result, the number of VNRs referencing aviation is significantly improving (see paragraph 48).

33. ICAO launched the Aviation Partnerships for Sustainable Development (APSD) in 2016, to sensitize States, the United Nations, the private sector, as well as the financial institutions and other stakeholders, on aviation's role as a catalyst for the SDGs. This partnership with representation from the UN system, international and regional organizations, financial institutions and the private sector, was ideally positioned to strategically advocate the linkages between air transport and the achievement of the 2030 Agenda for Sustainable Development.

34. However, the Group which was purely focused on advocating the benefits of aviation has been less active in recent years, especially following the COVID-19 pandemic. ICAO is now seeking new opportunities for engagement with the UN system in support of the 2030 Agenda for Sustainable Development. It has a plan to jointly advocate on the importance of mobility, sustainable aviation and innovation with other agencies in the lead up to the 2024 Summit of the Future.

35. Many survey respondents (76%) disagreed or were unsure about the effectiveness of ICAO's communication to Member States (Figure 8 - Annex 3). While ICAO continues to play its role in supporting the SDGs through its daily operations, there are areas where it could increase its visibility and promotion of the contribution to sustainable development by working more closely in partnership with governments and inter-governmental institutions, including the UN.

36. In addition, ICAO has prepared reports and provided inputs to the UN on a variety of SDG related topics to ensure that aviation is featured in the different UN documents. These include inputs on the Report of the United Nations Secretary-General on Implementation of the Vienna Programme of Action, UN Secretary-General's report on cooperation between the United Nations and regional and other organizations, and the Report of the UN Secretary-General on "Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, UN Disability and Inclusion Strategy, UN System-wide Action Plan on Gender Equality, and UN Secretary General's Strategy on Gender Parity.

Aviation Benefits Reports

37. In 2017, ICAO collaborated with Airports Council International (ACI), the Civil Air Navigation Services Organization (CANSO), the International Air Transport Association (IATA) and the International Coordinating Council of Aerospace Industries Associations (ICCAIA) to develop the Aviation Benefits Report, which illustrates how aviation is advancing socio-economic progress in support of the Sustainable Development Goals (SDGs).

38. The second edition of the report was published in 2019 and provides a helpful and consolidated view of aviation's current socio-economic impacts alongside challenges and objectives. It serves as a tool for ICAO advocacy efforts to foster engagement of high-level authorities, including those beyond the transport sector, towards air transport systems enhancement and prioritization of the sector in national and regional development framework[4].

39. However, only 29% of the ICAO staff who responded to the survey agreed that ICAO's SDGs activities helped to raise awareness among Member States and other relevant stakeholders about aviation's contributions to sustainable development and the attainment of the SDGs, 17% disagreed and the remainder were unsure and neither agreed nor disagreed. Interview respondents mentioned that ICAO hasn't done adequate work to create awareness of Member States on SDGs.

Figure 2: Perception of respondents about 'ICAO's effort to raise awareness of Member States on SDGs'
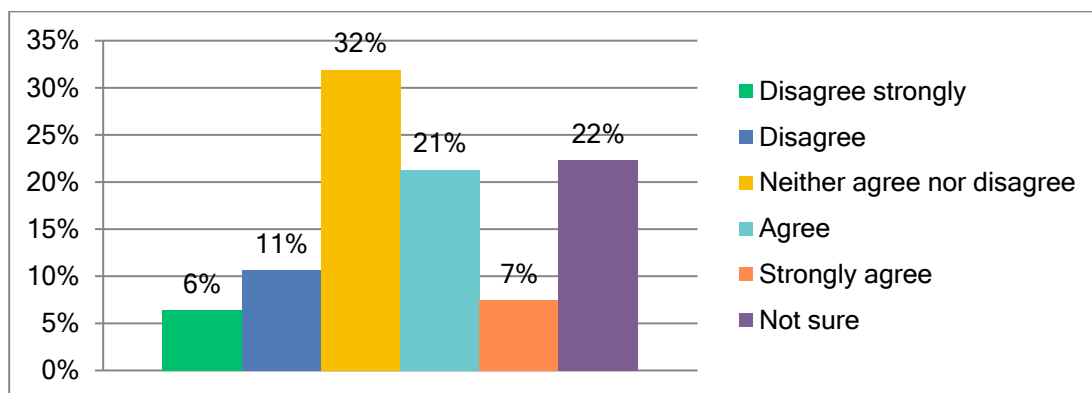
40. Strong and innovative communication strategies have been a common element among the UN agencies aiming to demonstrate contributions to the SDGs in a simple and public-tailored approach. For example, the ITU developed strategic communication material to demonstrate its contribution to the SDGs, these include videos, messages and input to the SDG HLPF. ITU's SDGs video articulates in a very simple way the ITU contributions to the SDGs overall and a standalone video for each SDG (17 videos), these videos are directed to the public and offer the messages quite clearly.

41. The ITU has also established an internal working group to serve as an inclusive platform for engaging all relevant departments within ITU in the design and delivery of the SDGs related activities.

II. Addressing the special needs of LDCs, LLDCs and SIDS

42. The other area that all resolutions (A39-25 and A40-21 as well as the recent A41-24) requested is related to addressing the special needs and characteristics of LDCs, LLDCs and SIDS in enhancing their air transport system. In 2017, the UN General Assembly's Economic and

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[4] ICAO, Aviation Benefits Report, 2019, available here.

Financial Committee has also approved a resolution that puts special emphasis on LDCs, LLDCs and SIDS, and underscored the importance of increasing investment in infrastructure, intermodal transport, and connectivity to integrate global economies and achieve the SDGs.[5]

43. ICAO has conducted a Pacific Small Islands Developing States (PSIDS) Aviation Needs Analysis. In line with the Needs Analysis Recommendations and the NCLB Initiative, ICAO has developed a PSIDS implementation Road Map. Accordingly various preparatory actions and some activities of the roadmap have been implemented. ICAO is working with the Governments of Fiji and Papua New Guinea to establish a project office to coordinate and implement the PSIDS road map. However, there was a delay in implementing the Roadmap due to COVID.

44. In addition, through the NCLB initiative ICAO has provided several technical assistance supports to least developing countries. However, the assessment hasn't seen any specific SDGs-related activities designed and tailored to address the specific needs of the of LLDCs.

III. Monitoring and reviewing the contributions made towards the attainment of the SDGs

a. Monitoring of SDG indicator 9.1.2

45. SDG indicator 9.1.2. helps to monitor the SDG Goal 9: 'Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure by 2030'. ICAO has established standard methodologies and definitions to collect and report traffic (passenger and freight volume) data related to air transport. These standards and methodologies have been adopted by the 193 Member States of ICAO and Industry stakeholders[6] As the custodian agency of SDG indicator 9.1.2, ICAO contributes to the monitoring efforts of the SDGs, as an official observer on the Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs).

46. ICAO provides data and analysis to the annual SDG Report, the indicator documentation and the online UN platform for monitoring the progress towards the SDGs. This, in turn, assists ICAO Member States to monitor and benchmark air transport infrastructure and helpful when making the case for financing and investments into transportation infrastructure and formulating policies that are furthering multimodal transport connectivity. The data of ICAO is also used by the World Bank for its development indicators.

47. The recently started linkages of Business Plan outputs with the Sustainable Development Goals could also help to facilitate follow-up and reporting on ICAO's contribution to the SDGs. However, they should be improved by clearly indicating which outputs are directly contributing to the SDG and which ones are contributing indirectly rather than aligning almost all outputs that have remote connections with each Goal.

b. Aviation in the Voluntary National Reports (VNRs) on Sustainable Development

48. The Voluntary National Review (VNR) progress reports aim to facilitate the sharing of experiences, including successes, challenges and lessons learned, with a view to accelerating

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[5] https://documents-dds-ny.un.org/doc/UNDOC/GEN/N17/465/78/PDF/N1746578.pdf?OpenElement
[6] https://unstats.un.org/sdgs/metadata/files/Metadata-09-01-02.pdf

the implementation of the UN 2030 Agenda. States are invited to voluntarily present their reviews of progress at the national and sub-national levels on an annual basis. ICAO has been advocating for the integration of aviation as an enabler of sustainable development within the SDGs Voluntary National Reviews (VNRs) during different events and advocacy works.

49. ICAO conducted an analysis on the critical role of the aviation sector to achieve the SDGs, with the objective to showcase how States increasingly consider the aviation and ICAO Strategic Objectives in their VNRs as important contributors to achieving the SDGs. Based on analysis of 107 Voluntary National Reviews (VNRs) submitted by 98 UN Member States from 2016 to 2018, the number of VNRs referencing aviation has more than tripled (from 25% to 77% of VNRs). Over the course of three years, 62 out of 98 States referenced aviation in their VNRs – up from 5 States in 2016 Among States referencing aviation in their VNRs, a growing number connect such references to a wider range of SDGs.

50. Among States referencing aviation in their VNRs, a growing number also connect such references to a wider range of SDGs. In all the VNRs, the number of SDGs referenced increased from 4 (SDG 8, 9, 11, 16) in 2016 to 8 (SDG 4, 8, 9, 11, 13, 14, 16, and 17) in 2018[7]. The report illustrates selected country cases, around all seven ICAO regions, that display a strong connection with the ICAO Strategic Objectives. It was reported that a similar analysis will be conducted in 2023.

51. However, only 15% of the survey respondents (n=94) agreed that ICAO's SDGs activities helped in featuring civil aviation sector in the National Voluntary Reviews (VNRs) on SDGs. Many respondents (69%) selected either 'unsure' or 'neither agree nor disagree', for this question as well as many other questions due to lack of knowledge and unfamiliarity with SDGs (Figure 3. Please refer to all other Figures in this report).

Figure 2: Perception of respondents on the effectiveness of the SDGs activities in featuring civil aviation sector to the National Voluntary Reports (VNRs) on SDGs
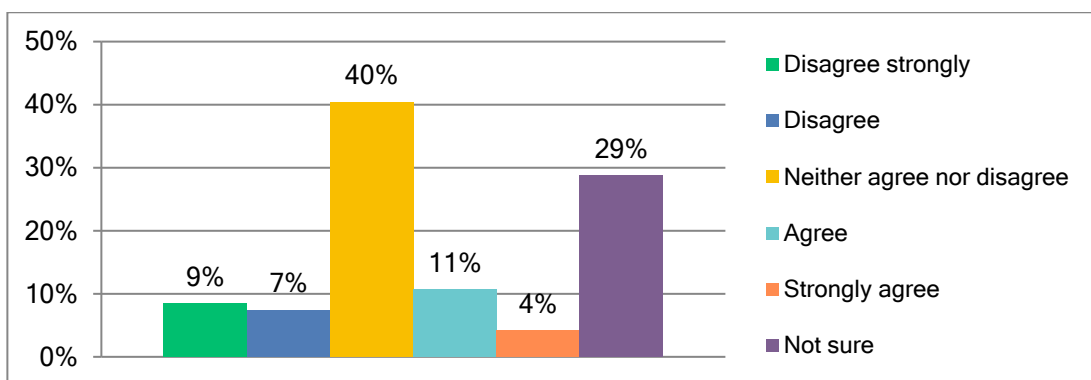

IV. Mechanisms in place to support the implementation of the 2030 Agenda.

a. SDGs-aviation mapping

52. ICAO started its SDG related work by illustrating how its work around the Organization's five Strategic Objectives is supporting the SDGs. This analytical mapping, which was updated in 2019, illustrates that ICAO is contributing to 15 out of the 17 SDGs. The mapping provides a testimony on how the Strategic Objectives and the SDGs are intertwined and is published on the public website[8]. In addition to the mapping, the ICAO website articulated narrative on contributions that air transport makes to the UN sustainable development goals on the news page[9]. The interviewed stakeholders noted that the mapping would have been more helpful if it is done at the SDGs indicator level rather than at the goal level, this level of granularity allows to demonstrate the linkages more powerfully, and also open the door for quantification of the aviation contributions to the SDGs. In addition, some respondents commented that the language of the mapping tends to be more technical and may benefit from simplification and regular update to be used by the public.

53. However, only 25% of ICAO staff respondents (n=94) agreed that the mapping has been effective in linking the civil aviation with the SDGs. Notably that most respondents (56%) have selected either 'not sure' or 'neither agree or disagree', and this is due to the low level of familiarity with the SDGs products delivered by ICAO (see Annex 2, Figure 1).

Figure 3: ICAO's staff responses on the effectiveness of the mapping in linking civil aviation with the SDGs (n=94)
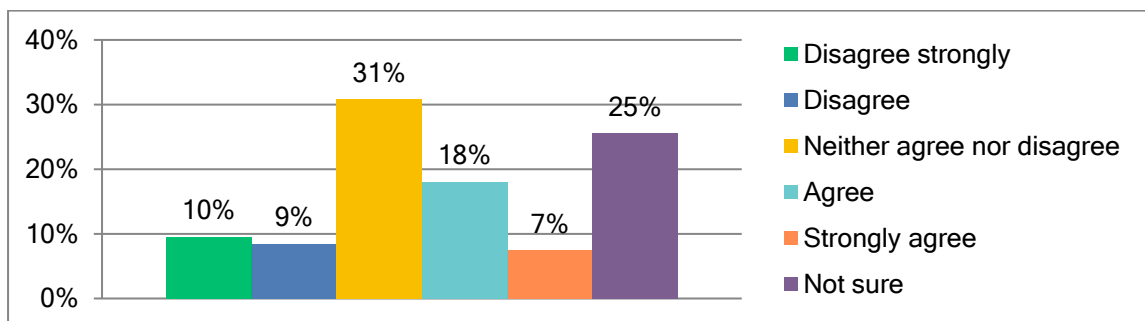
b. Guidance on National Aviation Planning Framework

54. The 13th Air Navigation Conference conducted between 9 to 19 October 2018 recommended States to create cohesive linkages between the different global aviation plans and have the SDGs clearly referenced within each of them. In support of this objective, SPCP has developed guidance for the Member States to establish a National Aviation Planning Framework that ensures sustainable development of air transport by prioritizing and coordinating the implementation of initiatives to improve the safety, security, facilitation, capacity and efficiency

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[8] https://www.icao.int/about-icao/aviation-development/pages/sdg.aspx
[9] Air transport contributions to the SDGs is available here.

of their air transport systems[10]. This approach is expected to enable sustainable growth of air transport at the State, regional and global levels, resulting in significant socio-economic benefits, including increasing the predictability of funding for sustainable aviation.

55. The Framework includes an example of a Civil Aviation Master Plan (CAMP), which addresses the interaction of various aspects of aviation at the State level including capacity and efficiency, safety, security, air transport facilitation as well as environmental protection. The guidance also includes recommendations regarding the State's CAMP structure as well as the tools to ensure that implementation is consistent with the State's overall development goals. The Guidance Framework is also designed to inform a donor funded National Aviation Master Planning Course. However, the document is still in a draft form and not yet finalized. A draft copy of the Guidance Framework was released in 2019 and the Framework was planned to be launched in early 2020. The capacity building course is developed, and a training is planned for September 2023 in Paris[11].

56. In response to a question of whether they agree that ICAO's support helped to reference the SDGs in the national aviation strategy, only 20% of the ICAO staff who responded have agreed that ICAO SDGs activities have helped to reference SDGs in the national aviation strategy/policies at the Member States level. See Figure 5 below.

Figure 4: Perception of respondents on referencing SDGs in the national aviation strategy/policies
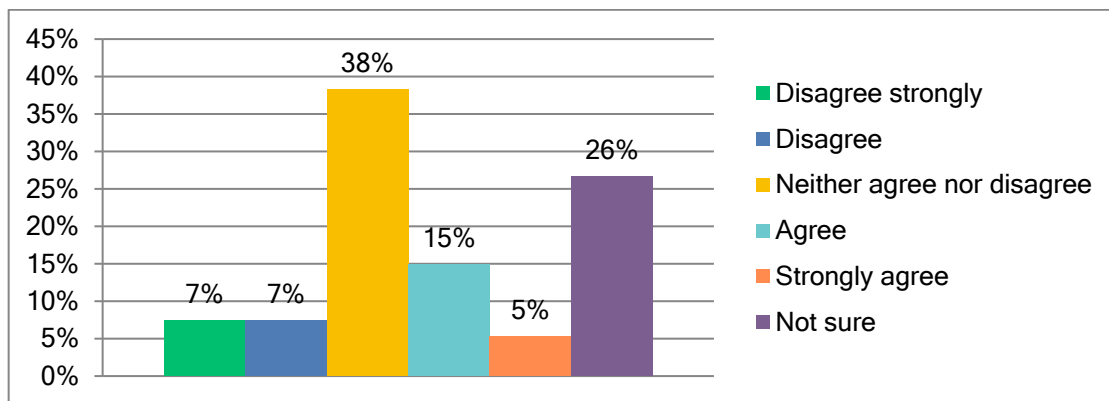
V. Enhance existing and establish new partnerships to assist Member States in enhancing their air transport systems.

57. ICAO has been actively supporting the High-Level Political Forum (HLPF) for Sustainable Development since 2016. Since the adoption of Resolution A39-25, ICAO continued its contribution to the thematic reviews of the HLPF, held annually under the auspices of the United Nations Economic and Social Council (ECOSOC). ICAO provided input to the special edition of the SDG report and supported UNDESA in the review of over 600 SDG good

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[10]https://www.icao.int/secretariat/SecretaryGeneral/SPCP/Documents/ICAO_National_Aviation_Planning_Framework_2019.pdf

[11] ICAO Aviation Training & Education Directory - Civil Aviation Master Planning (CAMP EN)

practices, success stories and lessons learned by all stakeholders in the implementation of the 2030 Agenda and the SDGs of which the results were made available in an online database[12].

58. In 2021, ICAO also organized a side event on the margins of the HLPF to highlight the importance of a sustainable and resilient restart and recovery of civil aviation for the recovery of the global economy and the expansion of trade and tourism. The side event provided an opportunity to reflect on how aviation is interconnected with and supported other industries, as well as the importance of restoring air connectivity for the recovery of many sectors of the economy.

59. ICAO organized a side event during the HLPF 2019, entitled "High-level Briefing on Aviation Contributions to the achievement of SDG No. 13 (Climate Action)", to showcasing the contribution to the SDGs No. 13 and further raising global awareness on how the international aviation sector is addressing the climate change challenge. In addition, in 2017, ICAO organized the "High-Level Briefing on Aviation Contributions to Sustainable Development in Countries in Special Situations" at the margins of the HLPF.

60. In addition, ICAO used the World Aviation Forum (IWAF) to advocate for the implementation of SDGs. The IWAF was an annual event started in 2015 that brings together high-level participants from States, the aviation community and financial institutions, to demonstrate how the implementation of aviation global standards and policies enhance safe, secure, efficient, economically viable and environmentally sound air transport system[13]. IWAF used to be a prime opportunity to identify needs, facilitate financing, foster partnerships and share information and best practices, aiming to accelerate the implementation of ICAO's Standards and Recommended Practices (SARPs) at the national level, in support of the NCLB initiative and there by contributes to achieve the SDGs. In 2022, the IWAF was integrated with the ICAO Global Implementation Support Symposium (GISS),which was held in Türkiye for this first time. The GISS is now also improves collaboration to support aviation recovery, innovation, resilience, sustainable development, and operational solutions beyond the COVID-19 pandemic. Major topics discussed in the Symposium overall supports ICAO's efforts to realize the UN 2030 Agenda and ICAO's No Country Left Behind (NCLB) initiative.

61. ICAO has also been actively participating in partners' major events on transport such as the World Bank's Transforming Transportation Annual Conferences, and the annual events of the International Transport Forum (ITF). In the same vein, ICAO participated in the United Nations First and Second Sustainable Transport Conferences in 2016 and 2021 respectively, and actively engaged in substantive preparations of the Conferences, including through provision of input to the Inter-agency Report of the Conference as well as the thematic Concept Notes. ICAO also strengthened and established new collaborative relationships and strengthen existing partnerships with other United Nations entities, in support of ICAO's Strategic Objectives and the 2030 Agenda for Sustainable Development. In this regard, ICAO and the World Tourism Organization (UNWTO) signed a new memorandum of understanding to enhance collaboration across all Strategic Objectives. ICAO has also signed a collaborative agreement with ILO in areas such as women and aviation, decent and sustainable work in

aviation, and data collection[14]. Similar arrangements have been signed with the World Food Programme (WFP), United Nations International Children's Fund (UNICEF), World Health Organization (WHO), the World Economic Forum (WEF) and the International Transport Forum at the Organisation for Economic Co-operation and Development (OECD).

62. However, the majority (73%) of ICAO staff survey respondents either disagreed (19%) or unsure (54%) that ICAO's SDGs activities helped to enhance existing and establish new partnerships with Member States, the UN system, donors, and other actors to assist Member States in enhancing their air transport systems with a view to contributing, consequently, to the attainment of the SDGs. The survey data demonstrates that the vast majority are not aware of the new partnership avenues established to serve the SDGs integration and other products delivered by ICAO, and therefore more communication internally as well as externally (with Member States) would be needed to further promote the SDGs-aviation integration.

VI. Targeted ICAO Environment-related activities (specifically related to SDG 7 and SDG 13)

63. In addition to the above, ICAO has implemented targeted actions that directly contribute to the SDGs. These important targeted activities are not mentioned in the Resolutions. Some of the activities are listed below.

64. Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA): is the first global market-based measure for any sector and represents a cooperative approach that moves away from a "patchwork" of national or regional regulatory initiatives. It offers an harmonized way to reduce emissions from international aviation, minimizing market distortion, while respecting the special circumstances and respective capabilities of ICAO Member States. CORSIA complements the other elements of the basket of measures by offsetting the amount of CO_2 emissions that cannot be reduced using technological improvements, operational improvements, and sustainable aviation fuels with emissions units from the carbon market.

65. Long-term global aspirational goal (LTAG): The 41st ICAO Assembly adopted a LTAG for international aviation of net-zero carbon emissions by 2050, in support of the UNFCCC Paris Agreement's temperature goal, which significantly contribute to SDGs. This agreement reinforces the leadership of ICAO on issues relating to international aviation and climate change. Each State is expected to contribute to the LTAG within its own national timeframe in a socially, economically, and environmentally sustainable manner and in accordance with its national circumstances. ICAO is working to facilitate the development and deployment of Sustainable aviation fuels (SAF). SAF are defined as renewable or waste-derived aviation fuels that meet sustainability criteria. Technical analysis done at ICAO shows that SAF has the greatest potential to reduce CO_2 emissions from International Aviation.

66. In this connection, on 1 June 2022, the "ICAO Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF) programme" was officially launched. The ICAO ACT-SAF programme creates opportunities for States to develop their full potential in SAF development and deployment, in line with the ICAO's No Country Left Behind initiative, the 2050 ICAO Vision for SAF, and 2030 Agenda for Sustainable Development. To further facilitate LTAG implementation and the progress of work related to SAF, lower carbon aviation fuels and

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[14] https://www.icao.int/annual-report-2021/Pages/global-partnerships-for-sustainable-development-united-nations-2030-agenda-for-sustainable-development.aspx

other aviation cleaner energy sources, ICAO has also a plan to organize Regional Seminars in April and May 2023, as the preparatory activities for the Third Conference on Aviation Alternative Fuels (CAAF/3) to be held from 21 to 24 November 2023, as requested by the ICAO Assembly.

Transforming the Global Aviation Sector: Emissions Reductions from International Aviation

67. In March 2015, ICAO formed a partnership with the United Nations Development Programme (UNDP) to contribute to the global agenda of addressing climate change by signing an agreement to implement a project. This project, titled the "*Transforming the global aviation sector: emissions reductions from international aviation*" assistance project, financed by the Global Environment Facility (GEF), supported developing States and Small Island Developing States (SIDS) in their efforts to reduce CO_2 emissions from international aviation.

68. The Project supported developing States and SIDS in their challenge to address climate change and contribute to implementation of the ambitious Agenda for Sustainable Development adopted in September 2015 at the United Nations Sustainable Development Summit, "taking urgent action on climate change".

69. The project key achievements included:

- The development of an online platform for estimating the Marginal Abatement Cost curves (MAC) for different emission reduction options;

- The development of guidelines and framework including (1. Regulatory and Organizational Framework to Address Aviation Emissions; 2. Renewable Energy for Aviation: Practical Applications to Achieve Carbon Reductions and Cost Savings; 3. Sustainable Aviation Fuels Guide; and 4. Financing Aviation Emission Reductions.

- The development of an integrated environmental portal for sharing a wide range of information on low emission mitigation measures (e.g. tools, standards, guidance document, guidelines, recommendations) from various sources, including ICAO, national governments, academia, business association and private sector[15].

Capacity Building for CO_2 Mitigation from International Aviation

70. The ICAO and European Union (EU) assistance project, Capacity building for CO_2 mitigation from international aviation, aimed at helping a selected group of 14 States in Africa and the Caribbean to support their efforts. Key achievements included:

- Developed the Aviation Environmental System (AES) tool to establish data collection processes for environmental information, including CO_2 emissions from international aviation;

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[15] https://www.gefieo.org/sites/default/files/documents/projects/tes/5450-terminal-evaluation.pdf

- Implemented two "solar-at-gate" projects, which consist of a solar farm and airport gate electric equipment, to power aircraft with solar energy during ground operations at the international airports of Douala, Cameroon, and Mombasa, Kenya;

- Conducted five feasibility studies on the use of renewable energy and sustainable aviation fuels in Burkina Faso, Dominican Republic, Kenya and Trinidad and Tobago, and provided these governments with policy advice to unveil new opportunities through innovation for a sustainable aviation sector[16].

Capacities and resources

Finding 4:	There is limited internal awareness among ICAO staff about the SDGs, their relevance to aviation and their implementation approaches. Educating ICAO staff on the SDGs needs to be coupled up with an inclusive internal engagement platform and recognition that SDGs are everybody's job and not limited to certain groups or teams. ICAO's SDG activities have also been challenged by limited resources.

ICAO Staff awareness and engagement

71. Evidence gathered through this evaluation suggests that there is limited internal awareness among ICAO staff about the SDGs, only 7.7% of the staff survey respondents have had a chance to attend training, workshop, seminar, orientation sessions related to SDGs (Figure 5). About 45% of the survey respondents were not at all familiar with the SDG-related activities delivered by ICAO, such as SDGs-aviation mapping tool and guidance on National Aviation Planning Framework. Figure 2 in Annex 3 illustrates the level of ICAO's staff familiarity with key SDGs activities of ICAO.

Figure 5: ICAO's staff responses if they attended any training, workshop, seminar, orientation sessions related to SDGs in ICAO (n=104)

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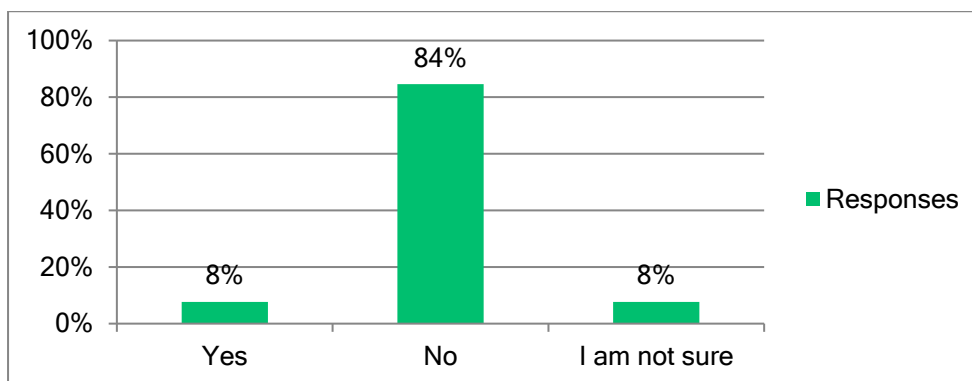
[16] Project final summary report, available at https://www.icao.int/environmental-protection/pages/ICAO_EU.aspx.

72. Evidence gathered through this evaluation suggests that ICAO needs to do more internal awareness on the SDGs as prerequisite to supporting its Member States. Educating ICAO staff on the SDGs needs to be coupled up with recognition that SDGs are everybody's job, and not limited to certain groups or teams within ICAO, to promote ownership and advocacy.

> *"Other than material published on the UN and ICAO websites, ICAO staff have not been sensitized, informed or trained on SDGs".*
>
> *ICAO Staff survey respondent.*

Delivery mechanisms

73. SDGs activities delivery in ICAO has been challenged with limited resources and capacities that enable effective integration of aviation sector into the Sustainable Development Goals. SPCP has been doing the heavy lifting in driving the SDG activities with very limited resources, with only one consultant assigned for the SDGs-related work among many other tasks.

74. SDGs delivery is naturally a multidisciplinary process that involves multiple stakeholders and requires collective efforts of all divisions within ICAO. However, ICAO doesn't have an internal engagement platform to guide the design and delivery of SDGs activities as well as identify, analyze, and address emerging issues and opportunities to support Member States in their implementation of the 2030 Agenda.

75. UN agencies recognized the multidisciplinary nature of the SDGs and the need to involve multiple departments, and therefore, internal SDGs-specific working groups have been established to guide the SDGs strategic integration. For example, the Secretary-General of IMO established a cross-divisional IMO SDG Working Group within the Secretariat, which identified, analysed and addressed emerging issues and opportunities to further support Member States in their implementation of the 2030 Agenda for Sustainable Development.

Finding 5:	Stakeholders identified several priorities that ICAO needs to consider in the future, with strong emphasis on advocacy for aviation, raising awareness and strong representation on the HLPF and the UNSDG as top priorities followed by capacity building, developing guidance material and SDGs data analysis services. It is important to note that these are identified based ICAO's staff views and need to be validated and consulted by the Member States.

76. Stakeholders engaged in this evaluation identified several priorities that ICAO needs to consider in the future, the following are key priorities with their 'high' rating percentage (in terms of importance):

- Advocate for aviation by raising awareness among Member States and international stakeholders about aviation's contributions to sustainable development and the attainment of the SDGs (65%);
- Represent the global aviation sector in the High-Level Political Forum (58%);
- Represent the global aviation sector in the UNSDG through ICAO membership in the Group (57%);

- Guidance materials, manuals, and tools to better align the aviation sector to the SDGs (52%);

- Support SDGs data analysis as related to aviation at the local level (51%);

- Training/workshops and capacity building on the SDGs for Members States (49%);

- Enhance and expand partnerships with financial institutions and donors to strengthen aviation sector contribution to the SDGs (49%);

- Resource mobilization to implement SDGs-related initiatives in the aviation sector (41%);

- Guidelines for Member States to report the contribution of aviation to the SDGs through the VNRs (40%);

- Hands on technical support to identify SDGs-Aviation entry points at the local level (37%). Please refer to Annex 4, table 1 for details survey responses.

77. Stakeholders engaged in this evaluation agreed that ICAO's engagement in the UNSDG forum is of a particular strategic significance to advocate for the role of aviation in 2030 development agenda and beyond. As per below figure, more than 93% of the survey respondents (n=90) thought that it is important to advocate for the aviation sector in the upcoming development agenda beyond 2030, by defining specific SDG indicators and targets directly related to aviation sector priorities, and 84% labelled this as extremely or very important for ICAO (Figure 7).

Figure 6: Perception of respondents on the importance of advocating for aviation in the upcoming development agenda beyond 2030
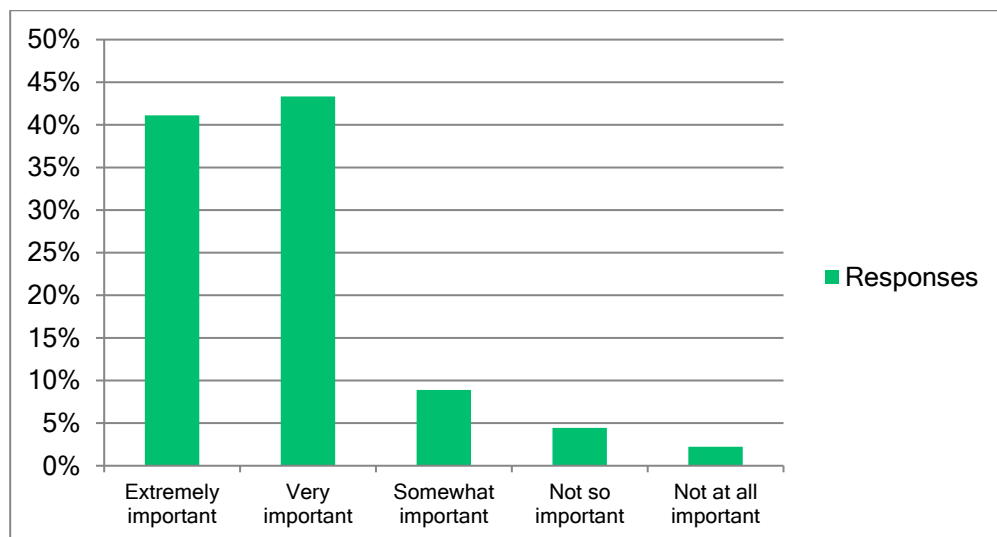
CONCLUSIONS AND RECOMMENDATIONS

Conclusions

78. ICAO Assembly Resolution A39-25 and the subsequent resolutions are used as the overarching policy of the Organization to contribute to the achievement of the UN 2030 Agenda. However, a clear strategy on the SDGs that outlines ICAO's strategic role and comparative advantage, as well as how ICAO will translate the Assembly Resolution into action with clear strategic and operational activities, role and responsibilities, was not defined. This led to implementing ad hoc activities, less involvement by relevant ICAO staff, and holding an unclear position to join the UNSDG.

79. ICAO's SDG activities are generally aligned with Assembly Resolutions A39-25 and A40-21. However, ICAO doesn't have a clear work plan with concrete deliverables, targets and timeframe, and activities were not prioritized based on stakeholder consultation and a robust assessment of the Member States' needs. This made the evaluability of ICAO's contribution to the SDG very difficult.

80. ICAO has implemented important activities to support SDGs delivery, including SDGs-aviation mapping, developing guidance on National Aviation Planning Framework, advocating to integrate aviation in the SDGs Voluntary National Reviews (VNRs), sensitizing States, the UN and other stakeholders on aviation's role for the SDGs through the Aviation Partnerships for Sustainable Development (APSD) forum; setting collective global aspirational goals to improve annual fuel efficiency; and monitoring efforts of the SDGs by playing its role as a custodian agency of SDG indicator 9.1.2. However, there are some components of the resolution that have not been fully addressed by the ICAO's SDG activities, such as raising awareness of ICAO staff and Member States on SDGs; SDGs-specific activities tailored to support LLDCs.

81. The HLR found that there is limited internal awareness among ICAO staff about the SDGs. As a result, work related to SDGs are perceived as SPCP's responsibilities, and concentrated in few units. The delivery of the SDGs activities has also been challenged with limited resources and capacities that enable effective integration of aviation sector into the SDGs.

82. Stakeholders identified several priorities that ICAO needs to consider in the future, with strong emphasis on advocacy for aviation, raising awareness and strong representation on the HPLF and UNSDGs. It is important to note that these are identified based on ICAO's staff views and need to be validated and strengthened through Member States consultation during DGCA meetings, RASG/PIRG meetings, or other available opportunities.

Recommendations

83. Based on the findings and conclusions, the review outlined the following three recommendations:

1. Develop a strategy that outlines ICAO's role in relation to the SDGs as well as how ICAO will translate the Assembly Resolution(s) into actions and an adequately resourced work plan with clear activities, roles and responsibilities, and timeline, driven by the needs of the Member states. This requires engaging with the Member States to understand their level of capacities and needs. ICAO also needs to do a cost benefit analysis to decide on joining the UNSDG.

Priority	Time implication	Resource implication
High	30 September 2024	Medium
Closing criteria:		
Strategy developed and work plan prepared and approved by the Secretary General.		

2. Design and implement SDGs-aviation education and awareness programme targeting ICAO staff and Member States.

Priority	Time implication	Resource implication
High	31 December 2024	Medium
Closing criteria:		
SDG awareness programme/plan prepared and implemented		

3. Develop and implement an innovative communication and advocacy plan/strategy aimed at influencing the key stakeholders on the importance of aviation in support of worldwide development (SDGs and the UN agenda to come afterwards).

Priority	Time implication	Resource implication
Medium	31 December 2024	Medium
Closing criteria:		
ICAO SDGs communication and advocacy plan/strategy developed		

ANNEX 1. REVIEW APPROACH AND METHODS

Data collection methods

1. The HLR used mixed methods (document review, surveys and interviews) to gather qualitative and quantitative data to respond to the evaluation questions:
   - A desk review of ICAO's documentation; and
   - Data collected by the evaluators through interviews with key stakeholders combined with surveys for engaging the broader stakeholders/beneficiaries.

2. In collecting the data, care has been taken to ensure data protection aspects and confidentiality of informants. An HLR matrix is developed as a base for gathering of qualitative inputs for analysis. The matrix defines the objective for gathering non-biased, valid, reliable and useful data with integrity to answer the evaluation questions.

3. Desk review: The initial stage involved the review of ICAO's documentation and SDG-associated publications. The key output of the desktop review was to collect data and information as potential evidence that underpin evaluation and also help the evaluator to familiarize with the work context in details.

4. Semi-structured interviews: ICAO's SDGs work involves multi-stakeholders and teams in different capacities. Semi-structured interview method was used, and total of 14 stakeholders have been interviewed. Stakeholders included Council Members, ICAO Secretary General, Member States, Directors, Deputy Directors and key staff of ICAO Bureaus and Regional Offices, UN partners and industry partners. Annex 1 includes the list of stakeholders interviewed and includes the interview guide used for these interviews.

5. Surveys: The survey was used for data collection from a broader spectrum of ICAO staff to analyse feedback and views on what the ICAO had done and why and with what results. This process enabled data to be assembled and analysed to answer key evaluation questions and assess the performance of the ICAO's SDGs activities against the evaluation criteria. Total of 106 responses have been collected by the survey. Survey questions in Annex 2.

Data analysis methods

6. The evaluation team conducted descriptive and content analysis to identify and validate findings. Descriptive analysis was specifically used for online survey qualitative responses. Content analysis was employed on the information collected through the desk review and in-depth interviews to identify major themes, such as main challenges and achievements. Quantitative data analysis has also been applied on survey data to generate evidence for evaluation questions. The information collected through primary and secondary sources were systematically analysed and cross-referenced to come to the findings.

Ethical Considerations

7. The assessment abided by the UNEG Ethical Guidelines for Evaluation[17]. Special care was given to the storage of documents, notes from the interviews, and the confidentiality of the data collected for this assessment. The identity of assessment participants was preserved by reporting aggregate-level results only. This evaluation was independently carried out by OIO, with the assistance of an independent evaluation consultant. All evaluation team members declared no conflict of interest.

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[17] http://www.unevaluation.org/document/detail/102

Limitations

8. Since Member States have not really been engaged in the SDGs activities by ICAO adequately, there was a concern that targeting the Member States with an online survey would seem inappropriate, and measuring their perspective on something that they have not been effectively engaged in and likely not aware of is not particularly reliable for evidence generation. Coupled with the fact that Member States have been going through multiple surveys at the time of this evaluation and potentially exposing them into a survey fatigue, it was decided that the survey component is to be limited to ICAO staff only.

ANNEX 2. MAPPING ICAO'S ACTIVITIES TO THE KEY ELEMENTS OF THE RESOLUTION

Table 1: mapping ICAO's SDGs activities to the key elements of the resolution

Category	Key elements of the resolutions	Relevant ICAO SDGs activities
Advocate for aviation's contributions to the SDGs	• Demonstrate that ICAO continues to serve as an advocate for aviation by raising awareness among Member States	• An analysis on the critical role of the aviation sector to achieve the SDGs, with the objective to showcase how States increasingly consider the aviation and ICAO Strategic Objectives in their VNRs as important contributors to achieving the SDGs.
Addressing the special needs of LDCs, LLDCs and SIDS	• Directs the Secretary General to consider the special needs and characteristics of LDCs, LLDCs and SIDS, identified within the framework of the United Nations, in the coordination, prioritization, facilitation and implementation of assistance programmes aimed at enhancing their air transport systems	• ICAO developed, in 2019, a Pacific Small Islands Developing States (PSIDS) Aviation Needs Analysis. Since the release of the Analysis, a PSIDS Report Implementation Roadmap has been developed around the recommendations formulated in the Analysis and various action items of the Roadmap continue to be implemented. • There are no SDGs-specific activities tailored to support LDCs, LLDCs and SIDs
Monitoring and reviewing the contributions made towards the attainment of the SDGs	• Directs the Secretary General to continue monitoring and reviewing, when applicable, the contributions made towards the attainment of the SDGs through the implementation of ICAO Strategic Objectives and work programmes;	• ICAO is monitoring the referencing of the aviation in the VNR as an indicator of acknowledging aviation contributions to sustainable agenda.
Mechanisms in place to support the implementation of the 2030 Agenda by Member States	• Directs the Secretary General to ensure that ICAO participate, when applicable and in alignment with its Strategic Objectives, in appropriate mechanisms put in place to support the implementation of the 2030 Agenda for Sustainable Development so that aviation is recognized and prioritized as such by Member States in their development plans	• ICAO has developed guidance for its Member States to establish a National Aviation Planning Framework that ensures sustainable development of air transport • ICAO mapped its strategic objectives and to outline linkages with and contribution to the SDGs
Enhance existing and establish new partnerships	• Requests the Secretary General to enhance existing and establish new partnerships with Member States, the aviation industry, the United Nations system, international and regional organizations, financial institutions, donors and other actors to assist	• ICAO contributed to the thematic reviews of the HLPF held annually under the auspices of the United Nations Economic and Social Council (ECOSOC). • In 2016, ICAO launched the Aviation Partnerships for Sustainable Development (APSD) to sensitize States, the United

	Member States in enhancing their air transport systems with a view to contributing, consequently, to the attainment of the SDGs.	Nations, the private sector, as well as the financial institutions and other stakeholders, on aviation's role as a catalyst for the SDGs.

ANNEX 3. ADDITIONAL FIGURES

Figure 1: ICAO staff respondents' views (n=94) on the effectiveness of the partnerships and communication

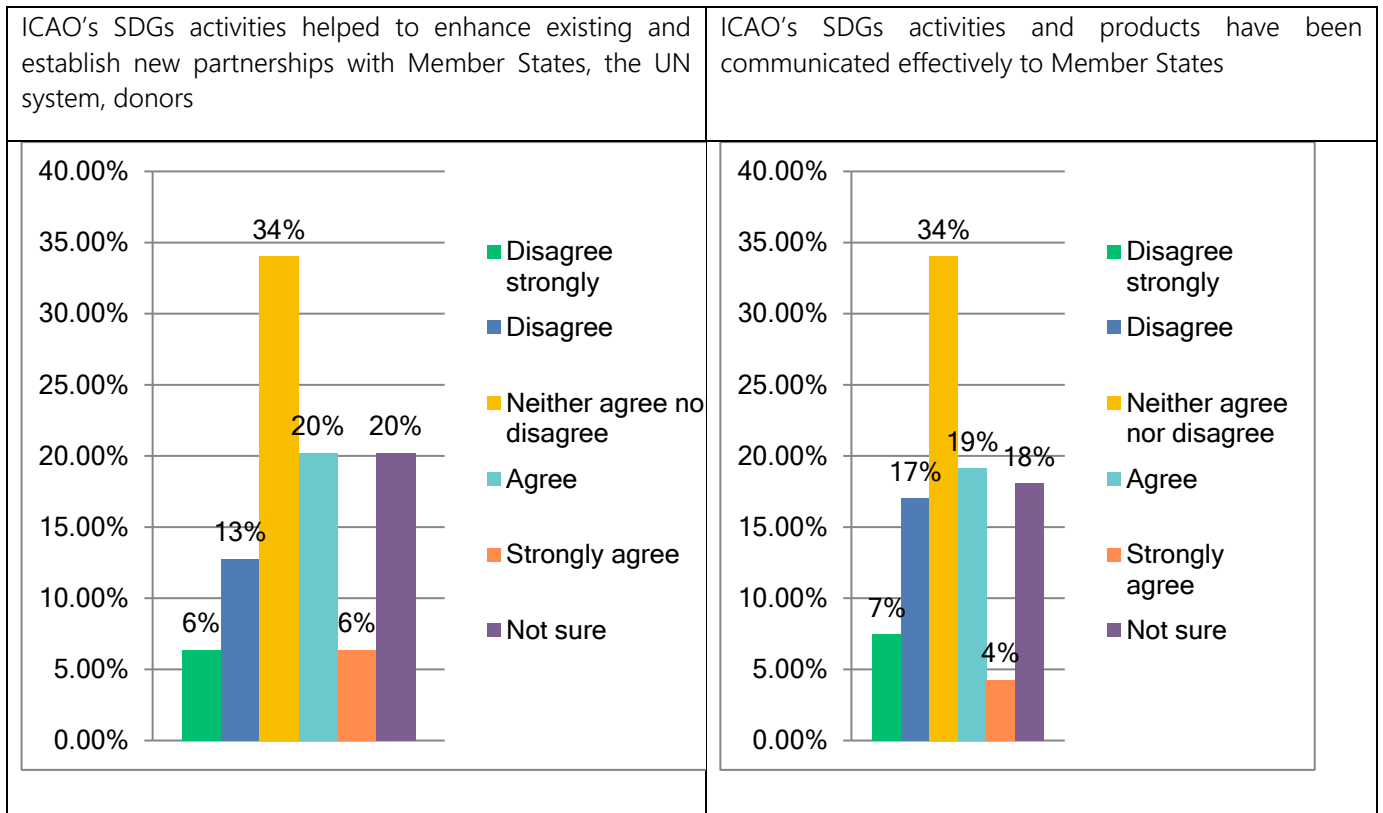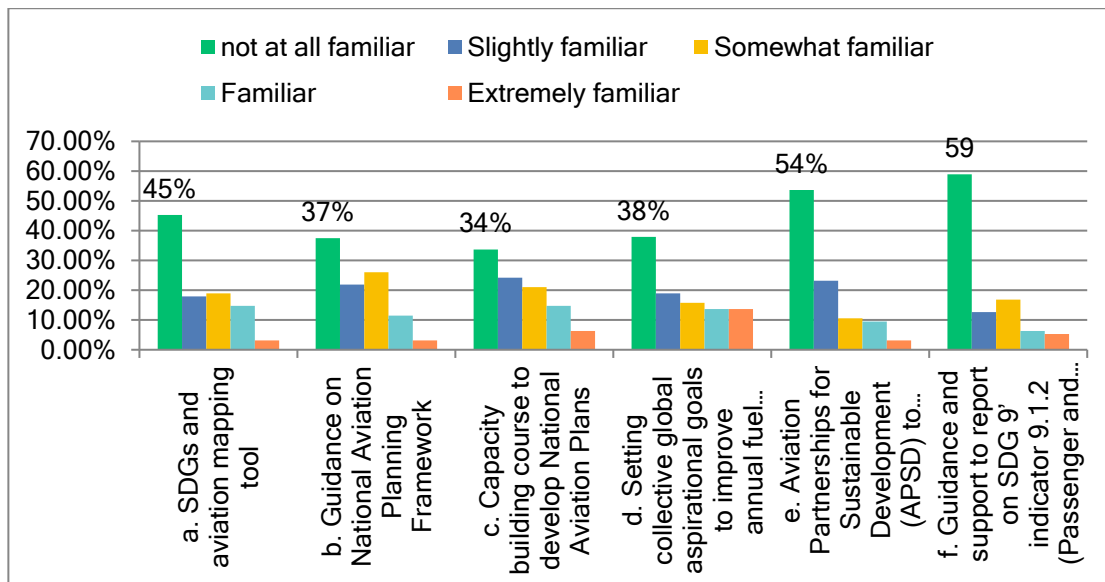| ICAO's SDGs activities helped to enhance existing and establish new partnerships with Member States, the UN system, donors	ICAO's SDGs activities and products have been communicated effectively to Member States

Figure 2: ICAO staff level of familiarity with key SDGs-related activities implemented by ICAO

ANNEX 4. AGGREGATE SURVEY RESPONSES FOR RATING OF THE FUTURE PRIORITIES FOR ICAO IN ADVANCING THE SDGS

Table 1: Survey respondents rating of the future priorities for ICAO in advancing the SDGs

Priorities	Not at all	Low	Moderate	High	Not sure	Ranking [18]
a. Advocate for aviation by raising awareness among Member States and international stakeholders about aviation's contributions to sustainable development and the attainment of the SDGs	1.10%	3.30%	18.68%	64.84%	12.09%	1
b. Represent the global aviation sector in the High-Level Political Forum	2.20%	5.49%	16.48%	58.24%	17.58%	2
c. Represent the global aviation sector in the UNSDG platform	1.10%	3.30%	20.88%	57.14%	17.58%	3
d. Guidance materials, manuals, and tools to better align the aviation sector to the SDGs	3.30%	3.30%	29.67%	51.65%	12.09%	4
e. Support SDGs data analysis as related to aviation at the local level	3.33%	5.56%	25.56%	51.11%	14.44%	5
f. Trainings/workshops and capacity building on the SDGs for Members States	2.20%	9.89%	21.98%	49.45%	16.48%	6
g. Enhance and expand partnerships with financial institutions and donors to strengthen aviation sector contribution to the SDGs	2.20%	6.59%	23.08%	49.45%	18.68%	7
h. Resource mobilization to implement SDGs-related initiatives in the aviation sector	1.10%	7.69%	29.67%	40.66%	20.88%	8
i. Guidelines for Member States to report the contribution of the aviation to the SDGs through the VNRs.	3.33%	6.67%	30.00%	40.00%	20.00%	9
j. Hands on technical support to identify SDGs-Aviation entry points at the local level	3.30%	9.89%	32.97%	37.36%	16.48%	10

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[18] Ranking is based on the 'high' rating percentage.

ANNEX 5. INTERVIEW GUIDE

Introduction

The ICAO Office of Internal Oversight (OIO) is conducting an evaluation of ICAO's Sustainable Development Goals (SDGs) activities. The evaluation aims to assess the extent to which ICAO has effectively and efficiently supported Member States to integrate the SDGs in their aviation plans.

As part of the evaluation, we are talking to stakeholders to hear a range of perspectives on the work done so far and future priorities.

Participation in this consultation is voluntary and confidential. You can decline to participate or end the interview at any time. No comments will be attributed to any individual in discussions or reports, unless we request your express permission.

Do you have any questions before we start?

Our preference is to record this interview so we can fully capture your words. This will only be used by our internal research team for analysis purposes; however, you can decline to have the interview recorded, in which case notes will be taken. Are you happy for me to record this discussion?

Interview questions

It should be noted that the interview questions are presented as a guide to be used in the interviews, however, each individual interview is unique, and questions will be tailored to the interviewees' roles and perspectives. In addition, follow-up questions will be asked based on the responses to obtain full story from each response.

Questions to SG and council members

Partnerships and strategic positioning
1) What is the strategic role that ICAO could potentially undertake in the future development agenda? What is the comparative advantage of ICAO when it comes to SDG? How do you assess ICAO's contribution to the HLPF? What could be improved?

Effectiveness
2) What has been the greatest achievement when it comes to ICAO's SDGs support to Member States? And why?
3) What were the challenges in delivering SDGs activities? How could we overcome these challenges?

Relevance
4) To what extent the ICAO's SDG activities are aligned with the strategic directives of the resolution A39-25 and A40-21 and member states needs?

Efficiency
5) What resources are available for SDGs delivery in ICAO? Is it adequate? What is needed?

Sustainability
6) How should ICAO continue supporting Member States to strengthen aviation-SDGs linkages and delivery? Open text

Closing
Anything else you would like to add that we haven't covered? Thank you for your kind participation!

Questions of ICAO Staff

<u>Relevance</u>
1) In what ways have the strategic directives of the resolution A39-25 and A40-21 been addressed by ICAO so far?

Consider
- What have we missed from these resolutions?
- What have been the challenges to implement the resolution?
- What else could ICAO have done to address these resolutions?
- What is the process implemented to ensure alignment?

2) In your opinion, what are the Member States' needs to implement 2030 agenda?

Consider
- What is the process in place to identify the Member States' needs when it comes to the SDGs?
- What can ICAO further do to support individual Member States?
- What has been the feedback from Member States on the SDGs support by ICAO?

<u>Coherence</u>
3) How member states have been engaged in the SDGs activities and how effective the communication/communication process?

<u>Effectiveness</u>
4) What has been the greatest achievement when it comes to ICAO's SDGs support? Why?
5) What sort of impacts did ICAO's SDGs activities deliver to its Member States?
6) How relevant and useful have ICAO's SDGs activities been to the needs of the Member States? Examples of key activities:

   - SDGs and aviation mapping tool
   - Guidance on National Aviation Planning Framework
   - Capacity building course to develop National Aviation Plans
   - Setting collective global aspirational goals to improve annual fuel efficiency by 2 per cent and achieve carbon neutral growth
   - Aviation Partnerships for Sustainable Development (APSD) to advocate for the aviation's role as a catalyst for the SDGs
   - Guidance and support to report on SDG 9' indicator 9.1.2 (Passenger and freight volumes, by mode of transport)
   - Representing the global aviation sector in the High-Level Political Forum

7) What were the challenges in delivering SDGs activities? How could we overcome these challenges?
8) What has been the greatest civil aviation's contribution to the SDGs? Example?

<u>Partnerships and strategic positioning</u>
9) What is the strategic role that ICAO could potentially undertake in the future development agenda? What is the comparative advantage of ICAO when it comes to SDG?
10) Which partnerships that help ICAO to better engage in the SDGs delivery? With whom? And what to get out of it?
11) How do you assess ICAO's contribution to the HLPF? What could be improved?

<u>Efficiency</u>
12) What funding is available for SDGs delivery in ICAO? Is it adequate? What is needed?
13) What sort of capacities and skills that IACO needs to have to be able to further advance its SDGs support?

<u>Sustainability</u>
14) How do ICAO ensure the continuity the APSD?
15) What were the biggest lessons learned in the process of strengthening the SDG-Aviation linkages? Open text
16) Going forward, how should ICAO continue supporting Member States to strengthen aviation-SDGs linkages and delivery? Open text

<u>Closing</u>

Anything else you would like to add that we haven't covered?

Thank you for your kind participation!

Questions of stakeholders

<u>Relevance</u>
1) In what ways have the strategic directives of the resolution A39-25 and A40-21 been addressed by ICAO so far?
Consider
- What have we missed from these resolutions?
- What have been the challenges to implement the resolution?
- What else could ICAO have done to address these resolutions?
- What is the process implemented to ensure alignment?

<u>Effectiveness</u>
2) What has been the greatest achievement when it comes to ICAO's SDGs support? Why?
3) How relevant and useful have the ICAO's SDGs activities been to the needs of the Member States? Examples of key activities:

- SDGs and aviation mapping tool
- Guidance on National Aviation Planning Framework
- Capacity building course to develop National Aviation Plans
- Setting collective global aspirational goals to improve annual fuel efficiency by 2 per cent and achieve carbon neutral growth
- Aviation Partnerships for Sustainable Development (APSD) to advocate for the aviation's role as a catalyst for the SDGs
- Guidance and support to report on SDG 9' indicator 9.1.2 (Passenger and freight volumes, by mode of transport)
- Representing the global aviation sector in the High-Level Political Forum

4) What are the challenges in delivering SDGs activities? How could we overcome these challenges?

<u>Partnerships and strategic positioning</u>
5) What is the strategic role that ICAO could potentially undertake in the future development agenda? What is the comparative advantage of ICAO when it comes to SDG?
6) Which partnerships that help ICAO to better engage in the SDGs delivery? With whom? And what to get out of it?

<u>Efficiency</u>
7) What sort of capacities and skills that IACO needs to have to be able to further advance its SDGs support?

<u>Sustainability</u>
8) What were the biggest lessons learned in the process of strengthening the SDG-Aviation linkages? Open text
9) Going forward, how should ICAO continue supporting Member States to strengthen aviation-SDGs linkages and delivery? Open text

<u>Closing</u>

Anything else you would like to add that we haven't covered?

Thank you for your kind participation!

<u>List of stakeholders interviewed.</u>

1. Mr. Juan Carlos Salazar, ICAO Secretary General.
2. Michael Leitgab, Personal Advisor to The Secretary General – OSG,
3. Michiel Vreedenburgh, Senior Programme Officer, OSG.
4. Thily De Bodt, Head, Strategic Planning, Coordination and Partnerships Office - Osg/Spcp
5. Maha Mousavi – Consultant, OSG/SPCP
6. Erwin Lassooij, Chief, Strategic Planning and Regional Affairs Coordination, OSG/SPCP/PRC
7. Sijia Chen, Air Transport Officer (Infrastructure Management), ATB/ECD/ERF
8. Assia Alexieva, World Meteorological Organization
9. Laurent Pic, Council Member, French Ambassador
10. Mohamad Rahma, Director of air transport (including environment).
11. Jorge Vargas – Director, Technical Cooperation Bureau
12. Yuichiro Ogino, Senior Internal Oversight Officer, IMO
13. Ursula Wynhoven, The International Telecommunication Union
14. Marco Marens, Chief, Integrated Aviation Analysis Section
15. Jaimie Grant, Consultant – OSG

ANNEX 6. ICAO STAFF SURVEY

The Office of Internal Oversight (OIO) of ICAO is conducting a high-level assessment of ICAO's Contribution to Sustainable Development Goals (SDGs). The review aims to assess the extent to which ICAO has effectively and efficiently supported Member States to integrate the SDGs in their aviation plans.

The survey aims to guide future planning for strategic SDGs-related interventions and understand the appropriateness and effectiveness of the ICAO's SDG activities. Its results will serve to develop evidence-based recommendations and identify lessons learned and facilitate the delivery of the SDGs agenda in the aviation sector.

In this regard, the evaluation team would like to seek your views and input regarding future SDG related work and your experience in implementing SDGs activities in the aviation sector.

While your participation in the survey would be highly appreciated. All information provided through the survey will be kept confidential and private. Your responses will be clustered and analyzed with other respondents and used to inform an Evaluation Report. Your information will be kept in a secure and confidential space and will be removed once the report is finished.

The average completion time for the survey is about 15 minutes.

The evaluation team kindly requests that this survey is completed by Jan 15, 2023.

If you have any questions or concerns regarding this survey, please do not hesitate to get in touch with Gugsa Yimer Farice (gfarice@icao.int) or Mohammad Alatoom (malatoom@icao.int)

Please note:

- The answers you provide are anonymous and will not be used for any purpose other than this review.

- All closed answer questions require responses. Open ended questions are optional.

Survey questions

1) Which bureau/office you are working in? _____*Open text*

2) What is the level of your involvement in the implementation of Sustainable Development Goals (SDGs)-related activity in ICAO?

    - Very high
    - High
    - Moderate
    - Low
    - No involvement at all

3) Have you, or members of your team, been engaged in the SDGs implementation by ICAO?

Yes – no – I am not sure

4) Have you attended any training, workshop, seminar, orientation sessions related to SDG in ICAO?

    Yes – no – I am not sure

If yes, please briefly explain ....

5) Was there any discussion in the last 5 years in your unit or department about aligning your unit's work with the SDGs or supporting Member States to align their work with SDGs?

Yes – no – I am not sure

If yes, please briefly explain ....

6) How familiar you are with the following SDG-related activities delivered by ICAO?

SDG activities		not at all familiar	Slightly familiar	Somewhat familiar	Moderately familiar	Extremely familiar
a)	SDGs and aviation mapping tool					
b)	Guidance on National Aviation Planning Framework					
c)	Capacity building course to develop National Aviation Plans					
d)	Setting collective global aspirational goals to improve annual fuel efficiency by 2 per cent and achieve carbon neutral growth					
e)	Aviation Partnerships for Sustainable Development (APSD) to advocate for the aviation's role as a catalyst for the SDGs					
f)	Guidance and support to report on SDG 9' indicator 9.1.2 (Passenger and freight volumes, by mode of transport)					
g)	Representing the global aviation sector in the High-Level Political Forum					

7) How strongly do you agree or disagree with each of the following statements?

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree strongly	disagree	Not sure
a) ICAO's SDGs activities were delivered in an appropriate approach to Member States						
b) ICAO's SDGs activities and products have been communicated effectively to Member States						
c) ICAO's SDGs activities helped to raise awareness among Member States and other relevant stakeholders about aviation's contributions to sustainable development and the attainment of the SDGs						
d) ICAO's SDGs activities helped to enhance existing and establish new partnerships with Member States, the UN system, donors and other actors to assist Member States in enhancing their air transport systems with a view to contributing, consequently, to the attainment of the SDGs						
e) As a result of the ICAO's SDGs activities, my team has better understanding of aviation sector contribution to the SDGs						
f) ICAO's SDGs activities (SDGs mapping tool in particular) helped to link civil aviation sector to the SDGs framework						
g) ICAO's SDGs activities helped to feature civil aviation sector to the National Voluntary Reports (VNRs) on SDGs						

h)	ICAO's SDGs activities helped to reference SDGs in our national aviation strategy/policies					
i)	ICAO has been working collaboratively with its Member States to strengthen SDGs-Aviation linkages					
j)	ICAO assesses SDGs-related needs regularly					
k)	As a result of the ICAO support, Member States are now able to continue advocating for aviation-SDGs nexus					

8) Please rate the following activities and services that you would suggest ICAO adopt in the future?

Activities	High	Moderate	Low	Not at all	Not sure/ Not Applicable
a) Advocate for aviation by raising awareness among Member States and international stakeholders about aviation's contributions to sustainable development and the attainment of the SDGs					
b) Trainings/workshops and capacity building for Members States					
c) Resource mobilization to implement SDGs-related initiatives in the aviation sector					
d) Guidance materials, manuals, and tools to implement SDGs in the aviation sector					
e) Guidelines for reporting the aviation SDGs contributions in the VNRs.					

f)	Enhance existing, and establish new, partnerships with the UN system, international and regional organizations, financial institutions, donors and other actors to assist Member States in enhancing their air transport systems with a view to contributing, consequently, to the attainment of the SDGs					
g)	Support SDGs data analysis as related to aviation at the local level					
h)	Hands on technical support to identify SDGs-Aviation entry points at the local level					
i)	Represent the global aviation sector in the High-Level Political Forum					
j)	Represent the global aviation sector in the UNSDG platform					

9) In your view, how important it is to advocate for aviation sector in the upcoming development agenda beyond 2030 by defining specific SDG indicators and targets directly related to aviation sector priorities?

Not at all important	Low importance	Slightly important	Very important	Extremely important

Please justify your rating _____

10) What is the strategic role that you would suggest ICAO could play at the international level to strengthen aviation sector contribution to the SDGs? _____Open text

11) What were the major challenges to implement SDGs in the aviation sector to ICAO's Member States? _____Open text

12) Any recommendations to address the challenges? _____Open text

13) Going forward, how should ICAO continue supporting Member States to strengthen aviation-SDGs linkages and delivery? _____Open text

Thank you for your kind participation!

ANNEX 7: MANAGEMENT ACTION PLAN

Ref	Recommendation	Priority Rating	Accepted (Y/N)	Management Comments	Agreed Actions	Office/ Section Responsible	Target Date
1	Develop a strategy that outlines ICAO's role in relation to the SDGs as well as how ICAO will translate the Assembly Resolution(s) into actions and an adequately resourced work plan with clear activities, roles and responsibilities, and timeline, driven by the needs of the Member States. ICAO also needs to do a cost benefit analysis to decide on joining the UNSDG.	High	Y	This recommendation is accepted depending on availability of resources.	- Establishment of an organization-wide network composed by SDG focal points nominated by Bureaus and ROs. - Development of an ICAO SDG Strategy through the ICAO SDG network – ensuring as such that there is organization-wide engagement. - The ICAO Strategy will be accompanied by an implementation plan which includes roles and responsibilities. - Cost benefit analysis on joining the UNSDG	SPCP in close collaboration with bureaus and ROs	30 September 2024
2	Design and implement SDGs-aviation education and awareness programme targeting ICAO staff and Member States	High	Y	This recommendation is accepted depending on availability of resources.	- As part of the ICAO SDG Implementation Plan, identify existing courses / training on the SDGs that could be adapted so as to be of relevance to ICAO. - In the same vein, the SDG network focal points will identify opportunities for regular awareness raising on new developments related to the SDGs implementation, UN major reports and next steps on the Summit of the Future.	SPCP, supported by TCB/GAT, and in close collaboration with all Bureaus and ROs	31 December 2024

Ref	Recommendation	Priority Rating	Accepted (Y/N)	Management Comments	Agreed Actions	Office/ Section Responsible	Target Date
					- As part of the Implementation Plan, awareness activities such as workshops and webinars can be organized at the HQ and regional levels.		
3	Develop and implement an innovative communication and advocacy plan/strategy aimed at influencing the key stakeholders on the importance of aviation in support of worldwide development (SDGs and the UN agenda to come afterwards).	Medium	Y	This recommendation is accepted depending on availability of resources.	- Conduct organization-wide consultations. - Establish the master narrative and timeline as well as the required technical and financial resources. - Identify key audience and subsequently key contacts. - Elaborate editorial calendar around expected key developments and dates. - Create content, consult, get approval, and distribute.	COM in close collaboration with SPCP and consulted with all Bureaus and ROs.	31 December 2024

— END —