



**Agenda Item 10: Other Business**  
**10.2 Priority NACC Regional Office Events and Activities for the next ICAO Triennium 2011 – 2013**

**STATES' PRIORITIES FOR ICAO NACC REGIONAL OFFICE WORK PROGRAMME  
ACTIVITIES DURING THE NEXT TRIENNIUM (2011 – 2013)**

(Presented by the Secretariat)

**SUMMARY**

ICAO has commenced business planning and budget preparation for the next triennium (2011 – 2013) which will be presented for approval to the next ICAO Assembly in 2010. The business plan will include the regional programme for which the ICAO NACC Regional Office is providing input. In order to ensure that ICAO's objectives and regional projects are aligned with States' needs and expectations, the ICAO NACC Regional Office is undertaking a survey to establish States' priorities for the regional office work programme activities during the next triennium (2011 – 2013). This survey is complementary to the global survey carried out by ICAO in 2008 in support of the organizational review of ICAO's regional programme, the results of which based on responses from NAM/CAR States and Territories are presented in this paper.

**References:**

- Working Document of the Council Working Group on Efficiency tasked with the Organizational Review of ICAO's Regional Programme

***Strategic Objectives***

*This working paper relates to all Strategic Objectives.*

**1. Introduction**

1.1 This paper provides the results of the global survey carried out by ICAO in 2008 in support of the organizational review of ICAO's regional programme, based on responses from NAM/CAR States and Territories. A more detailed and region specific survey is proposed to enable the ICAO NACC Regional Office to establish States' priorities for the regional office work programme activities during the next triennium (2011 – 2013). This will serve as input to the ICAO business plan and budget for the next triennium which will be presented for approval to the next ICAO Assembly in 2010.

## 2. Background

2.1 In June 2007, during the preparation and review process of the Organization's budget for the 2008-2009-2010 triennium, the Council of ICAO recommended the establishment of a working group to review regional offices, to include their present locations, terms of reference, effectiveness and efficiency. To achieve this, during the 183rd Session of the Council in March 2008, the Council approved the establishment of the Council Working Group on Efficiency (WGOE). One of the tasks assigned to the working group was the Organizational Review of ICAO's Regional Programme. The purpose was to have detailed recommendations for the next planning cycle of the triennium budget and, as its first task, assigned to the WGOE the review of the structure of regional offices. The WGOE was to review the Regional Programme with the general focus to strengthen the regional offices and their support structure at Headquarters.

2.2 The group agreed that the overall objectives will be to strengthen the Regional Programme, taking into account the needs of States, related Assembly Resolutions and Council decisions, as well as general United Nations policy and recommendations.

2.3 It was recalled that the criteria underpinning the development of the budget for the current triennium included the establishment of a funding cap, due to the objective constraints faced by a number of Contracting States in supporting any proposal in excess of a zero nominal growth (ZNG) budget. Given the current worldwide economic situation, it is acknowledged that the development process of the next triennium budget will face the same constraints.

2.4 A UN General Assembly resolution also encourages United Nations Agencies of the United Nations development system to seek to maximize the opportunity to address development challenges on regional and sub-regional bases. In general, this overall UN reform will focus more resources on implementation, regionalization and harmonization. In this context, it is noted that there are currently certain functions performed at ICAO Headquarters that could be relocated to the regional offices to improve efficiency and for the experts to be closer to the States.

2.5 In addition, ICAO Assembly (Resolution A35-15) requested the Council, as a matter of high priority, to ensure that adequate resources are made available to ICAO's regional offices.

2.6 An online survey of the States' expectations of the regional offices was conducted to measure the States' satisfaction regarding accreditation, location and the work programme of the regional offices. The survey was conducted to measure States' views on the current structure and identify future requirements and expectations from ICAO's Regional Programme. The results of this survey will serve as a foundation to develop recommendations to further improve service delivery to States. It was agreed that the results of the survey serve as the basis for identifying needs to better guide the work of the group.

2.7 States were requested, through State letter 2/12.1-08/56 dated 1 August 2008, to complete an online survey in support of the organizational review of ICAO's Regional Programme. The deadline for responses was 30 September 2008, but was extended to 15 October 2008. A total of one hundred two (102) responses to the survey were received from eighty-four (84) States. The group reviewed the responses and identified common responses received from States in the same region on specific subjects.

**3. Survey Results in the NAM/CAR Regions**

3.1 The survey response rate in the NAM/CAR Regions is shown in the following figure:

*7/21 NAM/CAR States (33%) plus 1 Territory responded*



It is noted that only one State in the C/CAR region responded to the survey which is a response rate of 20%, lower than the average for the NAM/CAR Regions (33%), and globally (44%).

3.2 The results of the survey based on the responses from NAM/CAR States and Territories is summarised as follows:

<b>General perception of RO</b>	• 1 Very Good / 4 Good / 3 Fair
<b>RO focused on States' priorities</b>	• 6 Yes / 0 No / 2 Don't Know
<b>Satisfaction with RO areas of expertise</b>	• 5 Yes / 2 No / 1 Don't Know
<b>Satisfaction with RO technical advice and assistance</b>	• 5 Yes / 0 No / 3 Don't Know
<b>Satisfaction with RO assistance with USOAP and USAP</b>	• 4 Yes / 4 No
<b>Satisfaction with RO assistance with Deficiencies</b>	• 6 Yes / 2 No
<b>Satisfaction with RO training events</b>	• 8 Yes / 0 No
<b>State willing to fund RO activities</b>	• 6 Yes / 2 No
<b>State willing to second experts to RO</b>	• 4 Yes / 4 No
<b>State use and satisfaction with RO web site</b>	• 7 Yes / 1 No

3.3 In addition, the survey results reflected the States' principal additional needs from the ICAO NACC Regional Office, as follows:

- Regional Office should carry out more missions to States (8 Responses – 3 Annual / 3 Biannual / 1 Triennial / 1 On request)
- Regional Office should be allocated more human and financial resources
- Additional areas of expertise to be available in the Regional Office – MED, AIG, ENV, and Airworthiness (5/8 responses)
- Regional Office should be more involved with ICAO Technical Cooperation activities (8/8 responses)
- States would like to receive more information on the Regional Office work programme (6/8 responses)

## 4 Discussion

4.1 ICAO has commenced the business planning and budget preparation process for the next triennium for the period from 2011 to 2013. The Regional Offices are participating in and contributing to the process to ensure that the Regional Offices are assigned the necessary human and financial resources to enable it to implement the projects and meet the Organisation's objectives during the next triennium and thereby satisfy the States' needs and expectations.

4.2 Since the response rate from the C/CAR region to the global survey was insufficient to provide confidence that the survey results are representative of the region’s needs and expectations, as well as to provide further detail on the projects and activities that will align with States’ priorities for the services expected to be provided by the ICAO NACC Regional Office, the survey in **Appendix** to this paper is presented to the Meeting for States and Territories to complete and return to the Secretariat during this meeting. The survey results will be analysed by the Secretariat and the conclusions presented in the Meeting Report.

**5. Suggested Action**

5.1 The Meeting is invited to review the content of this paper and States and Territories are requested to complete the survey presented in the Appendix and return the forms to the Secretariat by Thursday 20 August at 13:00 hrs.

5.2 The Secretariat will analyse the survey responses and present the conclusions in the Meeting Report.

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**APPENDIX**

**SURVEY TO ESTABLISH STATES' PRIORITIES FOR ICAO NACC REGIONAL OFFICE  
WORK PROGRAMME ACTIVITIES DURING THE NEXT TRIENNIUM (2011 – 2013)**

*(To be completed and returned to the Secretariat by Thursday 20 August at 13:00 hrs)*

**State/Territory:** \_\_\_\_\_

**1. Key Activities**

Identify in order of priority (*1 – Most important, 5 – Least important*) to your State the key ICAO NACC RO Activities:

State Assistance Missions	Regional Meetings	Regional Educational Events	Regional Guidance Material	National and/or Regional Cooperation Projects

**Comments:** \_\_\_\_\_

**2. State Assistance Missions**

State visits have the objective to provide advice and assistance in implementing the following:

- SARPs compliance
- Post-audit Corrective Action Plan
- USOAP/USAP audit findings correction
- Air Navigation deficiencies resolution
- Safety/Security oversight system improvements
- SSP & SMS implementation
- CAR/SAM ANP FASID and NAM/CAR Performance Based Air Navigation Implementation Plan
- National performance framework plan
- AIP completeness, correctness and currency
- Evaluate facilities and services and recommend improvements
- Previous ICAO mission recommendations

Identify in order of priority (*1 – Most important, 8 – Least important*) to your State the area for ICAO NACC Regional Office State Assistance Missions:

AGA	AIM	ATM/SAR	AVSEC	CNS	FS/OPS	MET	ICAO RD

Comments: \_\_\_\_\_

**3. Regional Meetings**

Identify in order of priority (*1 – Most important, 7 – Least important*) to your State the type of ICAO Regional Meetings:

DCA	Working Group	GREPECAS	GREPECAS Subgroup	GREPECAS Task Forces	RASG-PA	AVSEC/FAL/RG (prev. AVSEC/COMM)

Comments: \_\_\_\_\_

**4. Regional Educational Events**

Regional education events include seminars, workshops, courses, etc.

Identify in order of priority (*1 – Most important, 16 – Least important*) to your State the area for ICAO Regional Educational Events:

AGA	AIM	ATM	AVSEC	CNS	FS/OPS	MET	SAR

Audit	SSP	SMS	SDCPS / ECCAIRS	AIG	MED	ENV	Air Transport

Other Comments: \_\_\_\_\_

**5. Regional Guidance Material**

Identify in order of priority (*1 – Most important, 8 – Least important*) to your State the area for ICAO Regional Guidance Material:

AGA	AIM	ATM	AVSEC	CNS	FS/OPS	MET	SAR

Comments: \_\_\_\_\_

**6. National and Regional Cooperation Projects**

Identify in order of priority (*1 – Most important, 2 – Least important*) to your State the type of ICAO Assistance/Cooperation Projects:

National Assistance Project	Regional Cooperation Project

Comments: \_\_\_\_\_

Identify in order of priority (*1 – Most important, 8 – Least important*) to your State the area for ICAO Assistance/Cooperation Projects:

Organizational / Institutional Strengthening	Air Navigation Services	Safety Oversight, Systems, Programmes & Management	Security Oversight, Systems, Programmes & Services

Airport Operations, Planning & Development	Personnel Training	Equipment & Systems Procurement	Other – please specify: _____

Comments: \_\_\_\_\_