



WORKING PAPER

ASSEMBLY — 37TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 21: Increasing the efficiency and effectiveness of ICAO

**INCREASING THE EFFICIENCY AND EFFECTIVENESS OF ICAO —
PROGRESS IN IMPROVING THE WORKING METHODS OF THE ORGANIZATION**

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

The Council presents this report on the continuing progress to improve the efficiency and effectiveness of the Organization as requested by 36th Session of the Assembly. This report identifies actions aiming at improvement of the efficiency of the Assembly, the Council and the Secretariat and identifies ongoing actions during the 2011-2013 triennium.

Action: The Assembly is invited to note the progress achieved in improving the efficiency and effectiveness of the Organization, as well as the ongoing efforts for the 2011-2013 triennium.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	All of the activities aiming at improvement of the effectiveness and efficiency of the Organization for the 2011-2013 triennium have been taken into consideration in the proposed regular programme budget.
<i>References:</i>	Doc 9902, <i>Assembly Resolutions in Force</i> (A31-2, A32-1) Doc 9892, <i>Report and Minutes of the Executive Committee of the 36th Session of the Assembly</i>

1. INTRODUCTION

1.1 Throughout this triennium, as requested by the 36th Session of the Assembly in the Report of the Executive Committee (Doc 9892, *Report and Minutes of the Executive Committee of the 36th Session of the Assembly*), the Council has undertaken various initiatives to further improve the efficiency and effectiveness of the Organization. This paper provides an update on the actions taken and identifies initiatives for the coming 2011-2013 triennium.

2. EFFECTIVENESS OF GOVERNING BODIES

2.1 To reduce time spent in Plenary, delegations were encouraged to submit their statements under Agenda Item 2 (Statements by delegations of Contracting States and of Observers) in writing to the Office of the President of the Council ten days before the opening of the session so that the statements could be published.

2.2 An electronic voting system (EVS) has also been introduced for use by the 37th Session of the ICAO Assembly. The Council decided (C-DEC 187/10) to use the International Labour Organisation's EVS. The EVS will streamline the voting process, assure accuracy and reduce the time required to vote.

2.3 The President of the Council, in consultation with various Council Representatives (C-DEC 183/2) established two working groups: the Working Group on Governance/Policy (WGOG) and the Working Group on Efficiency (WGOE). As a result, the Council dissolved the *Working Group on the Review of Rules of Procedure for the Council and the Rules of Procedure for Standing Committees* and the *Working Group on Strategic Objectives* and any other working group established by the Council for a specific task. The WGOG and WGOE seek to improve the governance, efficiency and effectiveness of the working methods of the Council and subsidiary bodies and have dealt with topics such as: the role of observers on the Council, the use of electronic voting, studying the Regional Offices, and many others.

2.4 The Work Programme for each subsequent Session of the Council is reviewed by the WGOE in the current session. The WGOE makes recommendations to the Council for efficiency by identifying topics that can be consolidated, by delaying topics that are not ripe for discussion, by deleting topics that no longer require consideration by Council and by identifying topics that can be effectively considered on the basis of circulation under the cover of a President's Memorandum. These recommendations have the effect of improving the efficiency and the effectiveness of the Council in the review of the issues that are submitted for its consideration.

3. EFFECTIVENESS OF THE SECRETARIAT

3.1 The Secretariat is focusing on the strengthening of Regional Offices in terms of delivery of service and responsiveness to the needs of States. This objective was clearly identified through a study conducted by the WGOE, which included a survey of the views of Member States. The Secretary General acted on five of the primary actions identified: aspects of the Technical Cooperation Programme have been assigned to the Regional Offices; resources have been added to strengthen the Regional Offices, post descriptions of the Regional Directors have been updated, the Regional Office Manual (ROM) has been revised and is now maintained in an electronic format; and the Integrated Resources Information System (IRIS) has been implemented in all Regional Offices. In addition, improved management systems and enhanced communication methods have been implemented. As a result, the Regional Offices are more closely aligned with Headquarters activities and more responsive to the needs of States.

3.2 A coordinated and organization-wide strategy was adopted for the improvement of information and communication technologies as an important aspect of increasing the effectiveness and efficiency of the Organization. The main platform used by ICAO to communicate and share information with Member States, ICAO-NET, has been enhanced and updated. Microsoft SharePoint was introduced as the new infrastructure for ICAO websites and is the platform used for the E-calendar and the new Council website. Through the application of these new tools, the effectiveness and efficiency of communicating and sharing information with the governing body has been improved.

3.3 Furthermore, with regards to information and communication technologies, an organization-wide IRIS system was developed and is currently being implemented at Headquarters and the Regional offices. This system provides automated tools on a common platform for financial management, human resource activities, and procurement activities. This allows easy access and timely sharing of information to all parts of the Organization as well as standardizing management processes, thereby enabling the Secretariat to function as “*One ICAO*”.

3.4 In order to meet increasing language requirements, within budgetary constraints, new policies were implemented regarding the provision of language and publication services in support of programme activities and the work of the deliberative bodies. The Priority Board for Publications was reinstated as the organization-wide mechanism for planning and management of publications and coordination with the technical bureaus. By establishing clear priorities and optimizing the use of available resources within Language and Publication Services, more timely delivery of services and a reduction in the translation backlog is possible. In addition, the *ICAO Publications Regulations* were updated, introducing an electronic format as a basis for ICAO publishing, which is an important step to transitioning the Organization to a paperless environment. These measures have resulted in reducing production, distribution and inventory costs, and in enhancing the timely dissemination of documentation to Member States.

3.5 Full implementation of the International Public Accounting Standards (IPSAS) will occur in 2010. After thorough review of applicability to ICAO, guidelines have been written for every IPSAS Standard. A mid-year review of the ICAO financial documents will be conducted by the external auditor to verify compliance with IPSAS Standards. The budget for the next triennium will be IPSAS compliant. Adoption of the IPSAS standards promotes transparency and comparability to other organizations, which enhances confidence of the donor community in ICAO.

3.6 New ways of delivering administrative services have been explored with a focus on outsourcing of work and use of external consultants, with the aim of reducing costs in translation and editorial services and information and communication technology support. Consolidation of revenue generating activities further led to the development of a client-oriented approach giving priority to providing essential support services to the Organization in a cost-effective manner, while developing and maintaining necessary revenue streams. These new service delivery models have underscored the need to develop or improve project management skills and abilities of the Secretariat.

4. ACTIVITIES TO BE UNDERTAKEN DURING THE 2011-2013 TRIENNIUM

4.1 Feasibility and benefit analysis studies on Computer Assisted Translation (CAT) tools and an organization-wide Electronic Document and Records Management System (EDRMS) were carried out and demonstrated the need for ICAO to invest in new technologies and take advantage of technological developments. Resources have been provided for in the proposed regular programme budget to further develop this work.

4.2 A comprehensive and proactive Communications and Outreach strategy for implementation in the 2011-2013 triennium will be further developed and formulated. This strategy will take careful consideration of a report by a consultant who was retained to evaluate ICAO's communications and public information activities, and actively solicit the views of States with the objective of enhancing the global image of ICAO and to increase the effectiveness of ICAO communications and to improve the image of ICAO. The objective will be to be more proactive in style and to work more closely with Member States in reaching a broad global audience.

4.3 Options for the provision of robust and reliable Information and Communications Technology will be assessed. This will include a redesign of the ICAO website and portals.

4.4 A comprehensive assessment of how the governance could be improved so as to reduce administrative overhead of the Organization, including movement to a "paperless" process for distribution of documents to the governing bodies will be undertaken in a phased approach, with targets of 50% reduction in the circulation of documents in 2011 and a 90% reduction in 2012.

4.5 A budget management reporting tool to ensure that spending is correctly applied to the budget line items will be established. Benchmarking and productivity indicators will also be developed to track progress on programmes and projects including the associated risks to delivery. Ultimately, by engaging staff at all levels in the performance process the Organization will strengthen accountability, demonstrate value for money and improve overall performance at the operational and strategic levels.

4.6 Specialized training of members of the Secretariat in project management will be introduced in 2011 and deemed mandatory for all ICAO managers.

5. CONCLUSION

5.1 The Council endorsed a series of recommendations that have improved the efficiency and effectiveness of the Organization. The Secretariat has taken appropriate action on many of these recommendations and developed further measures with consequential reductions in workload and improvements in efficiency.

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