



ASSEMBLY – 35TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 20: Increasing the effectiveness of ICAO

DECENTRALISATION OF ICAO ACTIVITIES TO REGIONAL OFFICES

(Presented by the 21² member States of the Latin American Civil Aviation Commission)

SUMMARY

The purpose of this paper is to propose a higher degree of decentralisation of activities from Headquarters to the Regional Offices, to facilitate the evaluation of results and to improve ICAO efficiency. The decision by the Assembly appears in paragraph 4.

1. INTRODUCTION

1.1 Assembly Resolution A32-1 deals with improving the efficiency of ICAO. In its paragraph 3, sub-paragraph a), a request is made to continue with the tasks that will ensure that ICAO will respond effectively to the challenges of an aeronautical sector in rapid evolution, and promote safety and flight protection throughout the world. In paragraph 5, sub-paragraph b), the Council and the Secretary General are invited to examine means to overcome the obstacles to improving efficiency within the Secretariat.

1.2 On the other hand, in Resolution A33-8 “Continuation and expansion of the ICAO Universal Safety Oversight Audit Programme (USOAP), paragraph 4, the Assembly requests the Secretary General to adopt a more flexible approach to the long-term application of this programme, including the strengthening of Regional Offices.

2. ANALYSIS

2.1 The purpose of a regional structure is to decentralise activities. Central management should focus on regulation, monitoring and control, and the regional segment should focus mainly on implementation and support to States accredited to said Offices. ICAO Headquarters should develop standards, guidance material, manuals, procedures, and supervise their application.

¹ English and Spanish versions provided by LACAC

² Argentina, Aruba, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela

2.2 Headquarters should have a more direct participation in regional activities through functional integration with Regional Offices. Furthermore, functions of Regional Offices should not be seen in an isolated manner, unrelated to Headquarters programmes, but rather within the context of ongoing efforts by the Organization to improve its efficiency and efficacy. This requires close coordination between all regional and Headquarters activities, based on a more horizontal and less pyramidal strategic planning, something which should also be reflected on the budget of the Organization, providing the Regional Offices with adequate human and financial resources to support the States in all areas (air transport, air navigation, safety and aviation protection and technical cooperation).

2.3 Safety and aviation protection are two of the main ICAO objectives. Respective SARPS are increasing and their application is of extreme importance. More and more, Regional Offices are requested to support the work of regional groups and safety-related projects. Within the framework of the USOAP “system approach”, officers in Regional Offices play a vital role in the success of the programme, always in close coordination with Headquarters, and under its clear instructions and supervision.

3. PROGRAMME STRUCTURE

3.1 In practice, Main Programme V (Regional and Other Programmes, of the Programme Budget of the Organization) is related to the geographical location of Regional Offices rather than to the fundamental activities that are closely related to the areas of air transport, air navigation, safety and aviation protection and technical cooperation.

3.2 We have noted with satisfaction that in working paper A35-WP/20, containing Draft Programme Budget of the Organization for 2005, 2006 and 2007, the programmes of the Main Programme V are, for the first time, related to specific activities.

4. ACTION BY THE ASSEMBLY

4.1 The Assembly is invited to:

- a) Entrust the Council and the Secretary General to analyze more profoundly the best distribution of resources between Headquarters and the regional structure which will allow a better efficacy and efficiency in the implementation of activities of the organization, within the Programme Budget to be approved for the 2005-2007 triennium.
- b) Entrust the Secretariat with making necessary adjustments to the budget in order to decentralise functions in all areas, including air transport, assigning the necessary professional staff to the Regional Offices, which, in no case, should be less than one (1) professional for each speciality.
- c) Request, as well, the Council and the Secretary General to establish procedures that will permit an effective functional integration of Headquarters and the Regional Offices, with a more horizontal management and with coordination as its main tool.