



ASSEMBLY – 35TH SESSION

EXECUTIVE COMMITTEE

**Agenda Item 20: Increasing the effectiveness of ICAO**

**PRIORITISATION AND THE ALLOCATION OF ICAO RESOURCES  
IMPROVING THE PLANNING PROCESS FOR ICAO'S BUSINESS**

(Presented by Australia)

**SUMMARY**

The Council has agreed that ICAO's Strategic Action Plan (SAP) needs radical restructuring and improvement in order to provide practical guidance to the Organisation.

The Assembly is invited to confirm that the SAP should be improved as a matter of high priority before the commencement of the next triennium

**REFERENCES**

Assembly Resolution A31-2  
The ICAO Strategic Action Plan  
A35-WP/35

**1. BACKGROUND**

1.1 The Strategic Action Plan (SAP) was introduced in 1997 but has changed little since, despite the fact that world-wide aviation faces additional challenges in 2004 and the years ahead. Despite its title, the SAP has not proved to be a strategic document but is rather a lengthy list of every task that the Organisation has collected over its 60 years and now happens to be doing. The SAP is silent about priorities and about what action will be taken and by when. The Organization has found it difficult to implement the systematic planning process sought in Assembly Resolution A31-2 in 1995 and set out in the Appendix to that resolution.

1.2 In many respects, the SAP's language reflects the concerns of yesteryear rather than today: hence safety and security are not emphasized but are only mentioned only as part of a wider list including efficient development and operation of aircraft in Objective E. The now significant issue of environmental protection is not mentioned in any of the strategic objectives. Only the more narrow task of the "development of SARPs for aircraft noise and emissions" appears a long way down the detailed list of activities at key activity E5.

1.3 In discussion in its 169<sup>th</sup>, 171<sup>st</sup> and 172<sup>nd</sup> sessions, there was agreement in the Council that the SAP, together with the wider business planning process, needed to be radically improved. There was a widespread view that ICAO should have a limited number of genuine strategic level objectives (in the order of four or six), with a more detailed operational/business plan setting out the actions through which the Organisation intended to achieve (or progress towards) those objectives. To be effective, this operational/business plan should also contain:

- lower level sub-objectives and milestones on the road to those objectives;
- prioritisation of objectives, sub-objectives and activities, so that decisions about the allocation of resources can be framed accordingly.
- a risk register analysing the risks facing each objective and identifying risk management and mitigation measures;
- meaningful performance measures so that the Council can monitor the effectiveness of programmes to ensure that the Organization is delivering practical and useful services to member States.

1.4 The new strategic objectives and associated operational/business plan objectives should run like a golden thread throughout the organisation. They should inform, in descending order, Bureau business plans, branch business plans, and the personal objectives and performance plans of individual staff. Every member of staff and every organisational unit should be able to see how his, her or the corporate effort contributes to the objectives of the Organisation.

## 2. CONCLUSION

2.1. The SAP in its present form is not a useful working document and needs to be replaced as soon as possible by the new objectives and operational/business plan.

## 3. FINANCIAL IMPACT OF THE PROPOSED ACTION

3.1 The introduction of a comprehensive strategic and business planning system would allow better resource allocation based upon agreed priorities. It will enable savings to be more easily identified in a systematic way rather than on an ad hoc basis. It would ensure that ICAO better deploys its limited resources to those areas that States have identified as higher priority.

4. **ACTION BY THE ASSEMBLY**

4.1 The Assembly is invited to:

1. recognise the necessity to review and improve the Organization's Strategic Action Plan as a matter of highest priority;
2. recognise the efforts in relation to business planning being made by the current Secretary-General as outlined in A35-WP/35;
3. instruct the Council by the end of its 173<sup>rd</sup> session, to settle a short list of 4 to 6 genuinely strategic objectives for the Organisation in the 2005-2007 triennium;
4. confirm the urgent need for the Secretary-General to elaborate, through an operational/business plan (along the lines set out in paragraphs 1.3 & 1.4), how the Organization intends to achieve or progress towards those objectives over the next triennium; and
5. instruct the Council review the strategic objectives on a regular basis and report to the 36<sup>th</sup> and subsequent sessions of the Assembly on the current strategic objectives and the state of the operational/business plan.

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