



A35-WP/345
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Revised
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ASSEMBLY — 35TH SESSION

REPORT OF THE EXECUTIVE COMMITTEE ON AGENDA ITEMS 20 AND 21

(Presented by the Chairman of the Executive Committee)

The attached report on Agenda Items 20 and 21 has been approved by the Executive Committee. Paragraph 20:11 has been revised in accordance with suggestions put forward at the Ninth Plenary meeting.

Note.— After removal of this covering sheet, this paper should be inserted in the appropriate place in the report folder as the complete report on Agenda Items 20 and 21.

(5 pages)

Agenda Item 20: Increasing the effectiveness of ICAO

20:1 At its 9th and 10th meetings, the Executive Committee considered nine working papers (A35-WP's/35, 275, 127, 207, 208, 225, 133, 187 and 231) dealing with increasing the effectiveness of ICAO. The Director of the Bureau of Administration and Services introduced A35-WP/35 which contained the report of the Council on the implementation of Assembly Resolutions A31-2, A32-1 and A33-3 on increasing the effectiveness of the Organization. It was recalled that the Assembly had adopted three Resolutions, A31-2, A32-1 (measures for continuing improvements in the 1999-2001 triennium and beyond) and A33-3 (to face new challenges) and had directed the Council and the Secretary General to continue work that will ensure that ICAO is effective in meeting the challenges of a rapidly changing aviation sector and promoting safety and security worldwide. Two reports had been submitted to the 32nd and 33rd sessions of the Assembly, and additional measures, as part of the ongoing process to improve the efficiency and effectiveness of the Organization as called for by the Assembly, have been taken in the course of the current triennium at the level of the Council and Secretariat; these were reflected in WP/35.

20:2 A35-WP/275, presented by Australia, dealt with prioritization and the allocation of ICAO resources with a view to improving the planning process for ICAO's business. Making reference to Assembly Resolution A31-2, the paper proposed radical restructuring and improvement of the ICAO Strategic Action Plan (SAP) in order to provide practical guidance to the Organization, and invited the Assembly to confirm that the SAP should be improved as a matter of high priority before the commencement of the next triennium.

20:3 A35-WP/127, presented by Ethiopia, raised the issue of strengthening ICAO regional offices in Africa and proposed that sufficient resources be allocated to strengthen the Dakar and Nairobi Regional Offices.

20:4 A35-WP/207, presented by South Africa, addressed the issue of business planning. The paper proposed that the Council attach high priority to business planning organization-wide, and that it review and prioritize the core business of the Organization.

20:5 A35-WP/208, presented by the United States of America, addressed the issue of the cost of language services. While recognizing the measures taken by ICAO to enhance efficiency of language services and to contain their cost, the paper outlined some possible actions ICAO could consider in order to dedicate more of its resources to the core mission activities of safety, security and the environment.

20:6 A35-WP/225, presented by the United States of America and Canada, dealt with increasing electronic communications and proposed actions to be taken to substantially decrease the use of hard copy means of communications with Contracting States.

20:7 In A35-WP/133, dealing with the distribution of resources within the draft Programme Budget of the Organization for 2005, 2006 and 2007 and strengthening of the Regional Offices, 53 African States expressed serious concerns in relation to the impact of the proposed reduction in resources on the least developed States and suggested that the Council be instructed to conduct a review of priorities in other areas of the Organization with a view to redistributing the savings achieved to strengthen the Regional Offices.

20:8 A35-WP/187, presented by 21 member States of the Latin American Civil Aviation Commission, dealt with the decentralization of ICAO activities to Regional Offices and proposed a higher degree of such decentralization to facilitate the evaluation of results and improve ICAO efficiency.

20:9 In A35-WP/231, Australia presented information on the management of ICAO differences and measures taken to better enable compliance with ICAO Annexes.

20:10 Having considered A35-WP's/35, 275, 127, 207, 208, 225, 133 and 187, the Committee firstly noted the report of the Council presented in WP/35 and agreed to recommend to the Plenary that it should request the Council to continue on a permanent basis to work on the improvement of the effectiveness and efficiency of ICAO, and to present a report to the next ordinary session of the Assembly.

20:11 The Committee then accepted a summary offered by its Chairman, and thereby proposed that the Assembly adopt the following recommendation in relation to increasing the effectiveness and efficiency of the Organization.

The Assembly:

- 1) recognizes the necessity to review and improve the Organization's Strategic Action Plan as a matter of highest priority;
- 2) recognizes the efforts in relation to business planning being made by the current Secretary General as outlined in A35-WP/35;
- 3) instructs the Council by the end of its 173rd session, to settle a short list of four to six genuinely strategic objectives for the Organization in the 2005-2007 triennium;
- 4) confirms 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 of A35-WP/275), how the Organization intends to achieve or progress towards those objectives over the next triennium;
- 5) instructs the Council to review the strategic objectives on a regular basis and report to the 36th and subsequent sessions of the Assembly on the current strategic objectives and the state of the operational/business plan;
- 6) instructs the Council to introduce a business development framework to identify new working methods for the Organization and, at the same time, ensure that any cost-recovery or revenue-generating activities do not distort the Organization's prime objectives; and

- 7) recognizes:
- a) that the Regional Offices are more than essential to ICAO's work and, to avoid duplication and enhance their efficiency, their work should be integrated with Headquarters;
 - b) that the use of the ICAO net should be increased;
 - c) that, in terms of the use of languages, the situation should continue to be monitored, which is the responsibility of the Council; and
 - d) that, although there is an External Auditor, the Council should consider conducting a fact-finding mission on the Regional Offices with independent technical auditors during the next triennium.

**Agenda Item 21: Assembly resolutions to be consolidated or to be declared
no longer in force**

21:1 At its tenth meeting the Executive Committee examined Appendix A of WP/33, which had been referred to it by the Plenary under Agenda Item 9. The Committee noted that action had been completed on Resolution A29-2: Membership of the Federal Republic of Yugoslavia (Serbia and Montenegro). It also noted that there were no resolutions on Technical Co-operation and Unlawful Interference to be declared no longer in force within the context of this Agenda Item.

21.2 The Committee agreed to recommend to the Plenary that Resolution A29-2 be declared no longer in force and incorporated in the general resolution on that subject which the Assembly would adopt under Agenda Item 9.

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