



Agenda Item 6: Other Business

ORGANIZATIONAL REVIEW OF ICAO'S REGIONAL PROGRAMME

(Presented by the Secretariat)

<p>Summary</p> <p>This working paper presents certain regional aspects of the International Civil Aviation Organization (ICAO) plan to identify areas for improvement of ICAO's Regional Programme.</p>	
Strategic Objective	<i>This working paper is related to Strategic Objective D.</i>

1. Introduction

1.1 The ICAO Assembly urged the Council to take certain actions related to the Regional Programme, including the structure of the regional offices, implementation of results-based planning, programming, budgeting, human resource management, and oversight mechanisms.

1.2 During the budget process for the 2008-2009-2010 triennium, the Finance Committee identified the need to review regional offices, their present locations, terms of reference, effectiveness and efficiency in relation to the six Strategic Objectives of the Organization.

1.3 To achieve this, the Council established the Working Group on Efficiency (WGOE) to conduct a study on the regional offices in line with the Finance Committee's recommendation to provide detailed recommendations for the next planning cycle of the triennium budget.

1.4 The Plan entitled, "*Review of Management and Administration at the International Civil Aviation Organization*" looks to identify areas for improvement in the administration and management of ICAO according to the United Nations initiative for reform.

2. Analysis

2.1 The goal is to review the Regional Programme structure and scope, taking into account the needs of Contracting States as well as resources available throughout the Organization. The project further streamlines the development and monitors the implementation of regional, sub-regional and national plans on the basis of the Global Air Navigation Plan and arranges periodic progress reports.

2.2 As a first step, an electronic survey was developed to measure States' satisfaction, expectations, and service delivery in the area of accreditation of each of the regional offices.

2.3 In this regard, the Secretariat distributed State Letter S 2/12.1-08/56 dated 1 August 2008, (**Attachment** to this working paper) with accompanying instructions for completing an online survey indicating their satisfaction with the Regional Programme.

2.4 The survey provides specific questions on operational and technical activities that the ICAO Regional Offices regularly conduct to achieve the regional programme. The survey requires response by 15 September 2008, at which time the results will be analyzed and provided to the Subgroup of the Council Working Group on Efficiency.

2.5 It is very important that States/Territories complete and submit the survey in order to ensure future support and assistance to improve regional activities on aviation safety, security and efficiency.

2.6 With this feedback, additional areas for improvement can be identified and addressed, including future strategies of the Organization.

2.7 It is expected that a final report will be addressed to the Council during its 186th Session in March 2009. The recommendations of the Council Working Group will be reflected in the 2011-2013 Regular Programme budget, after approval by the Council.

3. Action by the Meeting

3.1 The meeting is invited to:

- a) take note of the Plan entitled "*Review of Management and Administration at the International Civil Aviation Organization*;" and
- b) complete the online survey to ensure support for the ICAO NACC office programme.



International
Civil Aviation
Organization

Organisation
de l'aviation civile
internationale

Organización
de Aviación Civil
Internacional

Международная
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Ref.: S 2/12.1-08/56

1 August 2008

Subject: Electronic survey on States' satisfaction
with ICAO's Regional Programme
(www2.icao.int/en/onlinesurvey)

Action required: Respond to survey as soon as
possible, but no later than 15 September 2008

Sir/Madam,

1. I have the honour to refer to the Organizational Review of ICAO's Regional Programme currently in progress and to encourage your State to participate and provide valuable input in support of the review by responding to the survey on this subject by no later than 15 September 2008.

Background

2. 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 for the purpose of reviewing Regional Offices, their present locations, terms of reference, effectiveness and efficiency. During the 183rd Session of the Council in March 2008 (C-DEC 183/2), the Council approved the establishment of the Council Working Group on Efficiency. One of the tasks assigned to the working group was the Organizational Review of ICAO's Regional Programme.

3. A sub-group of the Working Group on Efficiency was subsequently created specifically tasked with this review and to report on the outcome to the Council. 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.

4. It is anticipated that a final report on the review will be presented to the Council in March 2009. This will provide time for the recommendations of the working group to be considered by the Council and incorporated into the budget planning process for the 2011-2012-2013 budget cycle.

Survey of States

5. As a first step, it was agreed that a survey would be 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.
6. In light of the above, you are kindly requested to complete the on-line survey accessible from the ICAO website at: www2.icao.int/en/onlineSurvey by **15 September 2008** and provide additional comments and proposals to support the Organizational Review of ICAO's Regional Programme.
7. It should be noted that the on-line survey is available in English only. Should you wish to complete the survey in another language, please use the form in the Attachment and return it to ICAO's Planning and Coordination Office by electronic mail to: pc@icao.int or by fax to: +1 (514) 954-6428.
8. Accept, Sir/Madam, the assurances of my highest consideration.

Taïeb Chérif
Secretary General

Enclosure:

Survey in Support of the Organizational Review of
ICAO's Regional Programme

ATTACHMENT to State letter S 2/12.1-08/56

**SURVEY IN SUPPORT OF THE ORGANIZATIONAL REVIEW OF
ICAO'S REGIONAL PROGRAMME**

QUESTIONS TO BE ANSWERED ON-LINE

(www2.icao.int/en/onlineSurvey)

Your State: _____

*Your Name: _____

*Your title: _____

*Your e-mail address: _____

*Required for verification purposes

I. Accreditation and location of regional offices

1. Is your State satisfied with the area of accreditation of ICAO's regional offices?

<i>Dissatisfied</i>	<i>Somewhat dissatisfied</i>	<i>Neutral</i>	<i>Somewhat satisfied</i>	<i>Satisfied</i>	<i>No opinion</i>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you are not satisfied, how would you want to change it? _____

2. Would your State be interested in hosting, and financially absorbing the cost of, an ICAO regional office?

☐ Yes, my State would consider hosting and absorbing the cost of a regional office

☐ No, my State would not consider hosting a regional office at this time

3. Is the regional office easily accessible by air or other convenient mode of transportation from your State?

*Difficult to
access*

☐

Accessible

☐

*Easily
accessible*

☐

4. Can you contact the regional office easily by telephone, electronic mail (e-mail) or other means of communication?

☐ Yes

☐ No

Is the time difference between your State and the regional office accredited to it a factor?

☐ Yes

☐ No

5. Is the regional office accredited to your State focused on the priorities that are important to you as a State?

☐ Yes

☐ No

☐ Do not know

6. What is your perception of the ICAO regional office accredited to your State?

Poor

☐

Fair

☐

Average

☐

Good

☐

Very good

☐

7. What are your suggestions to improve the assistance of ICAO's regional offices to your State?

II. Work programme of the regional offices

8. Are you familiar with the work programme and meeting schedule of the regional office accredited to your State?

Unfamiliar

☐

*Somewhat
unfamiliar*

☐

*Somewhat
familiar*

☐

Familiar

☐

No opinion

☐

9. Do you require additional information on the work programme?

☐ Yes

☐ No

10. The work programme of the regional office accredited to your State promotes the application of the ICAO Standards and Recommended Practices (SARPs) in your State.

<i>Definitely disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Definitely agree</i>	<i>No opinion/ Do not know</i>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Your State is satisfied with the areas of expertise available within the regional office.

<i>Definitely disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Definitely agree</i>	<i>No opinion/ Do not know</i>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If not, please elaborate (which areas of expertise would you like to see added/expanded?)

12. Would your State be interested in supporting the human resources in the regional offices through the temporary secondment of experts?

☐ Yes, my State would consider seconding an expert

☐ No, my State would not consider seconding an expert at this time

13. The training seminars conducted by the regional office assist you to improve your knowledge and enhance your capability to implement ICAO's provisions.

<i>Definitely disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Definitely agree</i>	<i>No opinion/ Do not know</i>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Would your State be willing to fund activities on matters which it considers important from an aviation perspective?

☐ Yes, my State would consider funding activities

☐ No, my State would not consider funding activities at this time

15. The regional office assists with the identification and resolution of critical deficiencies identified by planning and implementation regional groups (PIRGs), including the preparation of a Corrective Action Plan (CAP).

*Definitely
disagree*

☐

*Somewhat
disagree*

☐

*Somewhat
agree*

☐

*Definitely
agree*

☐

*No opinion/
Do not know*

☐

16. To strengthen the Regional Programme, what additional expertise should be available in the regional offices? (Check as many as applicable)

- ☐ Aviation medicine (MED)
- ☐ Flight safety (FS)
- ☐ Airworthiness
- ☐ Legal (to support the development of aviation legislation, etc.)
- ☐ Implementation Support and Development (ISD)
- ☐ Operations
- ☐ Accident and Incident Investigation and Prevention
- ☐ Air Transport
- ☐ Aerodromes, air routes and ground aids (AGA)
- ☐ Aeronautical information services (AIS)/aeronautical information management (AIM)
- ☐ Technical cooperation (TC)
- ☐ Environment (ENV)
- ☐ Universal Safety Oversight Audit Programme (USOAP)
- ☐ Universal Security Audit Programme (USAP)
- ☐ Other (specify) _____

17. Your State is familiar with ICAO's Technical Cooperation Programme.

*Definitely
disagree*

☐

*Somewhat
disagree*

☐

*Somewhat
agree*

☐

*Definitely
agree*

☐

*No opinion/
Do not know*

☐

The improvement of the regional office is important to guarantee the success of Technical Cooperation projects.

*Definitely
disagree*

☐

*Somewhat
disagree*

☐

*Somewhat
agree*

☐

*Definitely
agree*

☐

*No opinion/
Do not know*

☐

18. Is your State cooperating in the cooperative development of operational safety and continuing airworthiness programme (COSCAP) in your region, if applicable?

☐ Yes

☐ No

☐ Not applicable

Does your State have any comments on COSCAP activities?

19. What kind of coordination or role does your State expect from Technical Cooperation projects?

20. Has your State requested assistance, either directly of a regional office or through a TCB project, for the preparation and implementation of the Corrective Action Plan (CAP) for an ICAO audit or for the rectification of deficiencies found through ICAO's audit programmes?

☐ Yes

☐ No

☐ Do not know

21. The following ICAO programmes have been exceptionally successful within the last five years in the region:

	<i>Do not agree</i>	<i>Somewhat agree</i>	<i>Definitely agree</i>	<i>No opinion/ Do not know</i>
Communications, navigation and surveillance (CNS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Air traffic management (ATM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flight safety (FS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Airworthiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Air transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aerodromes, air routes and ground aids (AGA)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aeronautical information services (AIS)/aeronautical information management (AIM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical cooperation (TC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (ENV)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Universal Safety Oversight Audit Programme (USOAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Universal Security Audit Programme (USAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (specify) _____

22. With respect to the resolution of intraregional issues, what are the strengths and weaknesses of regional offices?

23. Is your State satisfied with the balance between resources (financial and human) allocated to ICAO at its Headquarters and its regional offices?

☐ Yes

☐ No

If no, please elaborate:

24. In the opinion of your State, what measures need to be implemented to improve the services of the regional office to States?

III. Communication with ICAO

25. Has your State attended or received an invitation for any activity organized at or by the regional office accredited to your State within the past year?

☐ Yes

☐ No

If not, when was the last time? (approximate date) _____

26. My State regularly receives feedback from the regional office on ICAO Audit Programmes (USOAP-USAP) or other ICAO activities.

<i>Irregularly</i>	<i>Somewhat irregularly</i>	<i>Somewhat regularly</i>	<i>Regularly</i>	<i>Do not know</i>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Does the feedback from the regional office help to improve your safety/security oversight?

☐ Yes

☐ No

28. Has the regional office carried out any missions to your State during the past three years?

- ☐ Yes ☐ No ☐ Do not know

Do you wish to have more frequent missions from the regional office to your State?

- ☐ Yes ☐ No

How frequently would your State wish to be visited by officials from ICAO's regional office accredited to your State?

- | | | | |
|-----------------------|-----------------------------------|----------------------------------|---|
| <i>Once a year</i> | <i>Once every
second year</i> | <i>Once every
third year</i> | <i>Only if requested
by the State</i> |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

29. When was the last time you approached the regional office for technical advice?

- ☐ Less than 3 months ago
- ☐ 3 to 6 months ago
- ☐ 6 to 12 months ago
- ☐ 12 to 18 months ago
- ☐ More than 18 months ago
- ☐ Never
- ☐ Do not know

If so, in which field(s)? (Check as many as applicable)

- ☐ Communications, navigation and surveillance (CNS)
- ☐ Air traffic management (ATM)
- ☐ Aviation medicine (MED)
- ☐ Flight safety (FS)
- ☐ Aerodromes, air routes and ground aids (AGA)
- ☐ Aeronautical information services (AIS)/aeronautical information management (AIM)
- ☐ Technical cooperation (TC)
- ☐ Universal Safety Oversight Audit Programme (USOAP)
- ☐ Universal Security Audit Programme (USAP)

☐ Environment (ENV)

☐ Other (specify) _____

30. The regional office was of assistance.

*Definitely
disagree*

☐

*Somewhat
disagree*

☐

*Somewhat
agree*

☐

*Definitely
agree*

☐

*No opinion/
Do not know*

☐

31. Does your State receive regular correspondence and mission reports from the regional office?

☐ Yes

☐ No

IV. Web-related information

32. Does your Administration visit ICAO Headquarters' website?

Never

☐

Rarely

☐

Occasionally

☐

Regularly

☐

Frequently

☐

33. Is your Administration satisfied with the web page service provided by ICAO Headquarters (i.e. is it user-friendly)?

Dissatisfied

☐

*Somewhat
dissatisfied*

☐

*Somewhat
satisfied*

☐

Satisfied

☐

No opinion

☐

34. Does your Administration visit ICAO regional offices' websites?

Never

☐

Rarely

☐

Occasionally

☐

Regularly

☐

Frequently

☐

35. Is your Administration satisfied with the web page service provided by the regional office (i.e. is it user-friendly)?

Dissatisfied

☐

*Somewhat
dissatisfied*

☐

*Somewhat
satisfied*

☐

Satisfied

☐

No opinion

☐

36. Does your State have any suggestions on how ICAO may improve the websites of its regional offices?

— END —