



International Civil Aviation Organization

A38-WP/74
EX/35
30/7/13

WORKING PAPER

ASSEMBLY — 38TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 24: Increasing the efficiency and effectiveness of ICAO

**INCREASING THE EFFICIENCY AND EFFECTIVENESS OF ICAO
– IMPROVEMENTS TO INFORMATION MANAGEMENT**

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This working paper reports on the achievements and progress made by the Governing Bodies and the Secretariat to improve the efficiency and effectiveness of the Organization. It also presents on-going actions and identifies measures for further improvements during the 2014-2015-2016 triennium.

Action: The Assembly is invited to note the progress made in improving the efficiency and effectiveness of the Organization as well as to endorse measures for further improvements during the 2014-2015-2016 triennium.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	All activities aiming at improving the effectiveness and efficiency of the Organization for the 2014-2015-2016 triennium have been taken into consideration in the proposed regular programme budget.
<i>References:</i>	Doc 9958, <i>Assembly Resolutions in Force (as of 8 October 2010)</i>

1. INTRODUCTION

1.1 Throughout this triennium, the Organization has undertaken various initiatives to improve efficiency and effectiveness in order to meet the evolving needs of the Organization at times of financial challenges experienced by the aviation community. This paper reports on progress achieved this far and identifies initiatives for further improvement for the 2014-2015-2016 triennium.

2. EFFECTIVENESS OF THE ORGANIZATION

2.1 ICAO is focusing its efforts to achieve efficiency and effectiveness, inter alia, on the following areas.

2.2 Enhanced Communication with Members States through Widespread Dissemination of Information

2.2.1 There has been a significant increase in the transparency of information provided to Governing Bodies which allowed the Council to focus its discussions on decisions where needed. In the areas of safety and air navigation, these efforts include a comprehensive safety briefing during each session of the Council, global and regional safety information made available on ICAO web sites, and the annual publication of a Safety report and an Air Navigation report.

2.2.2 Member States benefitted from speedier and wider dissemination of information from various projects that assisted in the implementation of Standards and Recommended Practices (SARPs) such as the expansion of the iStars platform, the development of implementation readiness kits (iKITS), the roll out of newest electronic safety tools and additional safety audits.

2.2.3 IT systems have been integrated between Headquarters and Regional Offices to achieve the one-ICAO ICT environment. ICAO's public website and portals were redesigned and improved to provide a robust and reliable setting. Substantial effort has also been put into the consolidation and migration of the Organization's public web content into this model, including Regional Offices' websites. As a result, effective and consistent communication of information across the Organization could be provided to Member States, and this initiative also allowed the Organization to develop and apply a new branding to harmonize the presentation of content across ICAO to Member States.

2.2.4 In pursuance of the strengthening of the Regional Offices in terms of service delivery and responsiveness to the needs of Member States, sustained action was taken during the past triennium in the implementation of ICAO's Policy on Regional Cooperation. ICAO optimally used its resources both at Headquarters and Regional Offices to render assistance, advice and any other form of support in the technical and policy aspects of international civil aviation to Member States in carrying out their responsibilities. Regional cooperation was promoted through close partnerships with regional organizations and regional civil aviation bodies.

2.3 Improved Work Methods and Procedures Supported by Automation and IT Tools

2.3.1 The Working Group on Governance and Efficiency (WGGE), formed by merging the Working Group on Governance (WGOG) and the Working Group on Efficiency (WGOE), continues to review the work programme of the Council and its Committees and the ICAO programme of meetings in order to make recommendations to the Council for efficiency by identifying topics that can be discussed

or consolidated, by delaying topics that are not ripe for discussion and by deleting topics that no longer require consideration by Council. The WGGE has also assisted the Council in its deliberations by reviewing, inter alia, ICAO language service requirements, mechanisms for consultation with the Host State on privileges and immunities of ICAO and numerous Assembly-related issues.

2.3.2 To reduce the amount of paper and associated resources required to support the sessions of the Council and the Air Navigation Commission (ANC), specialized web sites were implemented and related facilities upgraded to electronically distribute the necessary documentation, publish meeting schedules and orders of business. With these efforts, a 90 per cent reduction in the circulation of documents for Governing Bodies was reached, and the resulting savings amounted to approximately CAD 1 million per year.

2.3.3 The establishment of an electronic workflow for disseminating Council decisions for action by the Secretariat and for generating sessional reports for the Council on the implementation of its decisions has substantially increased efficiency and effectiveness. The posting of such sessional reports rather than their circulation in printed copy has contributed to ICAO's paperless environment.

2.3.4 An electronic voting system (EVS) for the election of the Council during the Assembly will continue to be used to streamline the voting process and reduce the time required to vote. The EVS, which will be accessible in all six official ICAO languages, will further facilitate and expedite the voting process.

2.3.5 An electronic voting module was implemented in the Council Chamber to efficiently conduct decision processes that require voting by the Council.

2.3.6 The initiative of comprehensive Human Resource Action Plans (HRAP) had a positive impact on workforce planning activities. Synergies have been achieved through organizational restructuring in major programmes and offices, and resource have been re-prioritized as well as refocused on delivery of Strategic Objectives. The assessment mechanisms of the online Performance and Competency Enhancement (PACE) system were strengthened. This improvement in ICAO's performance management system further assists in the enhancement of the competencies and skills of staff members in order to build and strengthen their capacity and that of the Organization.

2.3.7 Modernization of HR business processes continued in tandem with automation improvements, including an e-recruitment system and self-service facilities for staff, which improved timeliness and responsiveness to programme needs and reduced average recruitment timelines from approximately seven to five months. An online e-learning system was launched through which online courses are made available to staff which facilitates staff efforts to enhance skills, knowledge and competencies in order to meet evolving job requirements.

2.3.8 The strategy to achieve One-ICAO IT Infrastructure was implemented to leverage the IT facilities available across the Organization and reduce costs. Efforts were made to establish a global IT support team to allow the Organization to leverage existing IT human resources and to provide quality services on an extended timeline. This effort has resulted in reduced ICT consultancy costs and more resources were made available to assist Bureaus in project development and service support for programme activities. Most Regional Offices now have transparent access to corporate IT services. In addition, modern communication services were introduced to improve staff collaboration and to reduce travel costs.

2.3.9 An Electronic Records Management (ERM) System was implemented which practically allowed the elimination of paper records and facilitates substantially the search and access to records maintained in electronic format for Headquarters and Regional Offices. The implementation of this system in HQ and ROs substantially contributes to the efforts towards a paperless environment.

2.3.10 Interactive iKits, containing all meeting documentation, links to important reference documents and other relevant information, were provided on a USB card to all participants of meetings such as the 12th Air Navigation Conference, the Sixth Worldwide Air Transport Conference and the Committee on Aviation Environmental Protection. This approach contributed to transitioning the Organization to a paperless environment. In addition, all conference documents were also available for download from dedicated web sites benefitting from the new wireless infrastructure in ICAO.

2.3.11 A new intranet tool was implemented to efficiently manage room bookings within Headquarters premises. Registration procedures for meetings participants have been improved and allow significant acceleration of the onsite registration process during meetings. The implementation of an Organization-wide eConference system and cost reduction measures for the conduct of meetings allowed the Organization to organize meetings in support of programme activities within budgetary limitations.

2.3.12 Standardized and performance-based mission travel reporting and monitoring was established. All mission travel undertaken must be justified in terms of achieving concrete outcomes, restricted to only essential travel, and the use of tele-/videoconferencing and Skype should be considered whenever possible. This resulted in benefits both in terms of saving carbon emissions from reducing travel as well as reducing printed material.

3. ACTIVITIES TO BE UNDERTAKEN DURING THE 2014-2015-2016 TRIENNIUM

3.1 In the forthcoming triennium, the efforts to improve the efficiency and effectiveness of the Organization will continue in the following areas.

3.2 Enhance Communication with Members States

3.2.1 The electronic dissemination of information will be further enhanced to improve communication with Member States and to facilitate wider access to ICAO's information. Web Management efforts will focus on fine-tuning policies, processes and procedure and will concentrate on enhancing current service offerings by improving and extending system functionality across internal and external websites. Through these efforts, Member States will benefit from quicker and wider dissemination of information with will assist in the implementation of SARPs.

3.2.2 Electronic communication tools will be enhanced to further enhance communication with Member States. Social networking platforms will be more efficiently exploited as related audiences and tools become more appropriate to ICAO's content streams. A focus will also be placed on realizing the necessary brand cohesion of ICAO across all information and platforms of the Organization to improve ICAO's presence and recognition locally and internationally. ICAO's corporate and media communications will be reviewed and adapted to make the full range of ICAO's messaging opportunities better suited to 21st century tools, news environments and attention spans.

3.3 **Improve Work Methods and Procedures**

3.3.1 The scope of the ERM project will be expanded towards a comprehensive Electronic Documents and Records Management System (EDRMS) and its full integration with the overall Information Management framework. Document-related business processes will be based on electronic workflows, ranging from authoring and collaboration to automatic electronic distribution which will result in considerable savings of time, paper and other resources.

3.3.2 The continuing review and adaptation of the regulatory framework for the administration of ICAO's human resources, together with the use of information technology in support, will remain a major focus of the activities in HR. This and a well calibrated framework of delegated authority will enable ICAO to meet the challenges in Human Resources Management in an increasingly complex and competitive environment.

3.3.3 The establishment of an Enterprise Data Warehouse is underway to enable the transformation of data into knowledge for decision-making support tools in a consistent manner across the Organization. Project Management will continue to evolve across the Organization through related governing policies, processes and procedures within the project management framework, and through applying the adopted methodologies and tools in a consistent manner. This will allow for a consistent use of modern project management techniques and processes across ICAO to enhance efficient and effective project delivery.

4. **CONCLUSION**

4.1 The Council endorsed a series of recommendations and the Secretariat has taken appropriate actions that have improved the efficiency and effectiveness of the Organization throughout this triennium. Further measures have been developed for the triennium 2014-2015-2016 through modernizing procedures and processes with consequential improvements in efficiency.

— END —