



International Civil Aviation Organization

WORKING PAPER

A38-WP/335

EX/116

9/9/13

English only

ASSEMBLY — 38TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 25: Other high-level policy issues to be considered by the Executive Committee

ALIGNMENT OF ICAO STRATEGIC OBJECTIVES WITH MEMBER STATES AND A PROGRESS REPORTING MECHANISM

(Presented by the United Arab Emirates)

EXECUTIVE SUMMARY

This Working Paper proposes the implementation of an Integrated Performance Management System at ICAO that will cascade the overall ICAO Strategic Objectives and link these with the Operational Plans at Member State level thus ensuring a strategic alignment of ICAO with Member States and the Regional Organizations.

Action: The Assembly is invited to request the Council to develop a system that supports the dissemination of ICAO Strategic Objectives into the Business Plans of Member States and a transparent reporting mechanism to promote the culture of commitment and accountability.

<i>Strategic Objectives:</i>	All strategic objectives.
<i>Financial implications:</i>	This proposal will require some dedicated manpower which could be funded through ICAO administrative budget.
<i>References:</i>	This working paper relates C-WP/13871, C-DEC 196/8, and A38-WP/57.

1. INTRODUCTION

1.1 Strategy is the method that an organization chooses to identify to reach its goals. It is essentially a framework providing prioritization and guidance for actions to be taken within an organization. This strategy framework is cascaded into an entity, moving the responsibility for strategy implementation down, level by level into the functional components of the entity (i.e. departments and sections). Thus, strategy always implies a choice and answers the question: “how will the organization choose to deliver its mandate?”

1.2 ICAO works to achieve its vision of safe, secure and sustainable development of civil aviation through cooperation amongst its member States. To implement this vision, the Organization establishes a set of Strategic Objectives.

1.3 ICAO sets standards and regulations necessary for aviation safety, security, efficiency and regularity, as well as for aviation environmental protection.

1.4 At present, the organization has implemented a compliance mechanism in the form of audits to monitor the areas of aviation security and safety.

2. DISCUSSION

2.1 Secretary General saw the need for the implementation of an integrated performance management system in ICAO and invited UAE as well France to share their experiences in a briefing held in Montreal on 21st May.

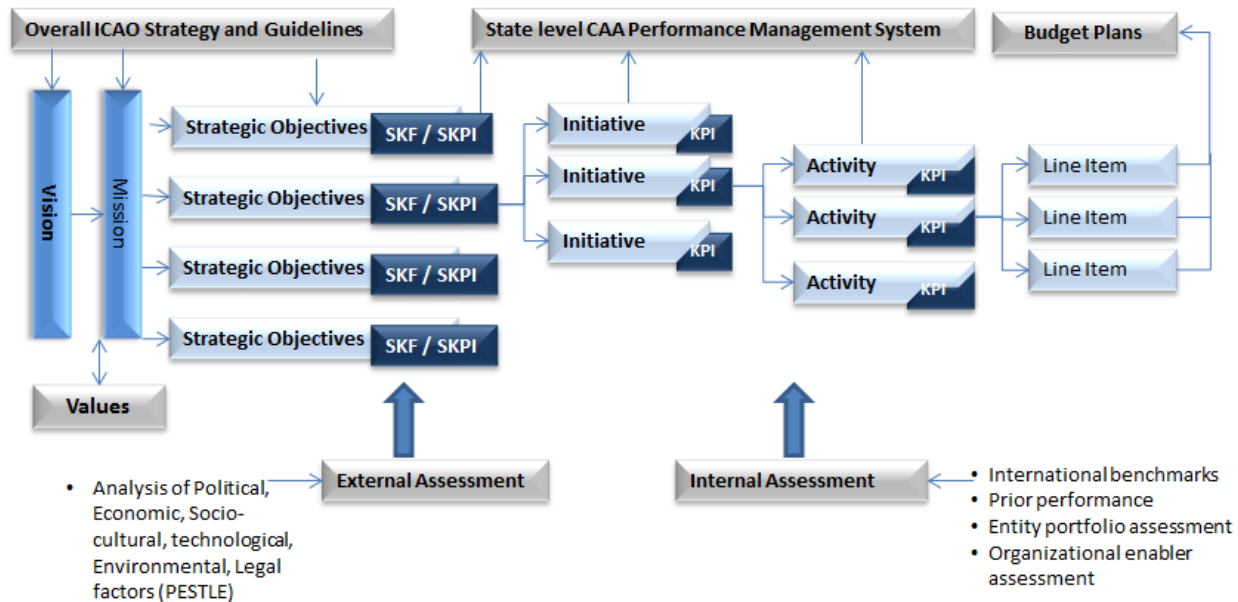
2.2 Since many of ICAO strategies are executed by the Member States, it would be prudent to cascade ICAO Strategic Objectives into the Business Plans at State level.

2.3 An online performance management system can serve as a key communication tool between the ICAO Secretariat and the Member States level entities on all topics related to the implementation of the ICAO Strategy. This system will centrally collect, collate, analyze and disseminate performance information.

2.4 Introduction of such a system will reflect the commitment of ICAO to raise efficiency and professionalism through introducing criteria to evaluate and advance not only its own performance but the entire regulatory regime. The system will ensure the effective implementation of global best practices, including those from the private sector.

2.5 The centrally collected and analyzed performance information of Member State entities will allow ICAO to observe the outcomes and trends of the Key Performance Indicators (KPIs) of various objectives and initiatives at different CAAs.

2.6 The following visual shows how this cascade of strategy flows from the overall ICAO strategy into the Member State level CAAs and then how each CAA strategy will cascade into the departments within that entity. At each cascading step, the process repeats, but with more detail at each step, until the initiatives are broken down into activities.



2.7 The strategy department within the Member State level entity will review KPIs and Results on a regular basis (i.e. monthly and / or quarterly depending on the measure and nature as well as criticality of the initiative). By reviewing these measures, the strategy department team can understand the ongoing success factors and the risks associated with the execution of each initiative and its subsequent impact on strategic objectives of ICAO.

2.8 The Member State performance reports to be submitted to ICAO at a Quarterly or as agreed interval for a review and guidance.

3. ACTION

3.1 The Assembly is invited to request the Council to invite ICAO, Regional Organizations and Member States to work together and develop a system that supports the dissemination of ICAO Strategic Objectives in to the Business Plans of Member States and a transparent reporting mechanism to promote the culture of commitment and accountability.