



OUTCOMES AND RECOMMENDATIONS OF THE 2014 COUNCIL RETREAT (12-14 June 2014)

IMPLEMENTATION OF RECOMMENDATIONS TO ENHANCE THE EFFICIENCY AND EFFECTIVENESS OF ICAO BY OPTIMIZING ASSISTANCE TO STATES AND COMMUNICATION WITH STATES

Objective	Proposed actions	Implementation	Status as of 31 March 2016
1. Assisting States to meet their international civil aviation obligations	1.1 Develop a strategy, including targets, to mobilise international support for States to resolve levels of Effective Implementation (EI), Significant Safety Concerns (SSCs) and Significant Security Concerns (SSECs) using the <i>no country left behind</i> model.	Q2/2015	<p>The revised Global Aviation Safety Plan (GASP) provides the global strategy and each region has established regional targets. Work has commenced on the development of a Global Aviation Security Plan (GASeP) to provide a global strategy on the Aviation Security side. A resource mobilization policy has been approved by the Council and a NCLB resolution will be presented to the Assembly.</p> <p>Crisis and Rapid Response Function was established and work is underway to develop a framework to prioritize short-term interventions; customize solutions; and establish Key Performance Indicators in-line with the NCLB initiative.</p>
	1.2 Convene high level meetings with political leaders to promote the inclusion of civil aviation in national development priorities.	Q3/2015	<p>The President and Secretary General conducted missions to States and regional organizations during which the inclusion of civil aviation in national development priorities was highlighted.</p> <p>ICAO convened the first-ever World Aviation Forum (IWAF) in November 2015. IWAF participants acknowledged that substantial financial and partnership assistance is required to provide more effective support to aviation development.</p> <p>A second IWAF is to be held on 26 September 2016 to further promote and support the implementation of the NCLB initiative, and facilitate funding and financing</p>



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			for sustainable aviation development.
	1.3 Promote the pooling of resources through RSOOs, partnership with regional bodies and the industry and working with multilateral funding agencies.	Ongoing	<p>Establishment of sustainable RSOOs is encouraged and supported. Partnership Agreements were signed with Regional bodies and major representatives of the Industry.</p> <p>A resource mobilization policy has been approved by the Council and the Aviation Safety Implementation Assistance Partnership (ASIAP) was established and is operational (<a href="http://www.icao.int/safety/scan/Pages/Aviation-Safety-Implementation-Assistance-Partnership.aspx">http://www.icao.int/safety/scan/Pages/Aviation-Safety-Implementation-Assistance-Partnership.aspx</a>).</p>
2. Training and retention of civil aviation personnel	2.1 Establish and maintain a register of personnel whose training has been supported by ICAO and monitor their deployment.	Immediate	A list of trainees, whose training is supported by ICAO, is established through the TRAINAIR PLUS Electronic Management System (TPeMs).
	2.2 Develop SARPS and/or policy guidance material on measures to encourage retention of civil aviation personnel, based on the experience of States.	2017	Existing ICAO guidance material indicates that civil aviation personnel should be provided with conditions of service and remuneration consistent with their education, knowledge and experience and comparable to those of personnel of service providers whose activities they will inspect and supervise. States will be sensitized about these ICAO provisions.
	2.3 Establish at least one ICAO standardized training facility in each region.	Q4/2015/Ongoing	<p>The TRAINAIR PLUS network includes eighty eight members as of 31 March 2016 covering all regions. In this network, sixteen (16) ICAO Regional Training Centres of Excellence (RTCEs) have been established in the following regions:</p> <p>NACC: 2            SAM: 1            EURNAT: 5            MID: 2.            WACAF: 1            ESAF: 2            APAC: 3</p>



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	2.4 Establish a programme for training of Directors General of Civil Aviation and an ICAO familiarization course that is regular and accessible.	Q2/2015	Training for Directors General of Civil Aviation Authorities has been developed with the support of the Civil Aviation Authority of Singapore. The course covers areas of Legislation, Organization and Safety. This course is delivered on a regular basis in all ICAO Regions. Four (4) courses were held in 2015 as follows: ICAO HQ (2), Jamaica (1), Cape Verde (1). Two courses are arranged for 2016: Istanbul, Turkey (5 - 6 May); and ICAO HQ (24 -25 September). Other locations will be confirmed throughout the year.
3. Enhanced outreach to the regions and Member States	3.1 Conduct periodic visits to the regions and regional offices.	Annual, starting Q1/2015	Members of the Council and Representatives of States accredited to ICAO conducted a formal visit to Jamaica in October 2015. As part of that visit, the Council met with Directors General of Civil Aviation from the NACC region.
4. Increasing the effectiveness of ICAO's technical cooperation and assistance programmes	4.1 Ensure that every project has clear objectives, outcomes and accountabilities.	Immediate	A template has been developed for all Project Documents, which contain clear objectives, outcomes and accountabilities.
	4.2 Establish a project information and monitoring team from the State and ICAO for every project.	Immediate	Depending on the complexity of the project and the total number of experts involved, for each project, ICAO and the State agree on a Work Plan for the monitoring of project implementation based on the objectives of the signed Project Document.
	4.3 Include in project reports, information on the status of the State with regard to Levels of Effective Implementation (EI) and existing SSCs and SSECs before and after each relevant project.	Immediate	Information on the status of the level of EI and SSCs/SSECs is included in the Project Document and Project Termination Report.
	4.4 Promote the inclusion of the transfer of knowledge and training of national experts in the terms of reference and deliverables for all relevant projects.	Immediate	A proposal for the training of local staff is included during the negotiation process with States.
5. Effective use of	5.1 Review structure and allocation of additional	Q4/2015	Clear roles, functions and responsibilities of the ROs



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regional offices	responsibilities for Continuous Monitoring Approach (CMA) activities to the Regional Offices (ROs).		related to CMA activities including a dedicated chapter in the Regional Office Manual have been established, the Manual will be revised. Additional training is provided to regional officers performing CMA activities through regional workshops as well as Train RO activities. Additional Staff to augment the Regional Offices are being proposed for the next budget which would eventually increase the Regional Office responsibilities related to CMA.
	5.2 Obtain formal feedback from States, through surveys by the Regional Offices, on where ICAO should focus its attention and resources in providing assistance to States	Q1/2015	A <i>Survey of the Needs and Expectations of ICAO Member States</i> was initiated in March 2015. The Secretary General decided that this survey should be carried out on a regular basis.
6. Identifying, dealing with and eliminating communications gaps and challenges	6.1 Launch a public relations campaign under the banner of “No Country Left Behind”, to better publicize, both internally and externally, ICAO’s assistance-related targets, programmes.	Immediate	The NCLB initiative was launched in January 2015.
	6.2 Develop a communications kit to brief senior State Officials on the status of civil aviation in their countries.	Q2/2015	State Safety Briefings for any State and region using real-time information are available on iSTARS/SPACE.
	6.3 Establish dedicated webpage (building on the ICAO Safety Collaborative Assistance Network (SCAN) experience) to serve as a single point of information for States seeking cooperation and assistance from ICAO.	Q3/2015	A webpage linking all applicable assistance resources/programmes was completed and added to the NCLB site ( <a href="http://www.icao.int/about-icao/NCLB/Pages/implementation-resources.aspx">http://www.icao.int/about-icao/NCLB/Pages/implementation-resources.aspx</a> ) in May 2015.
Improving response rates to State Letters	6.4 Present an Assembly Resolution that calls for complete and timely responses to State letters and periodic status reports to the Assembly.	Q3/2016	An Assembly working paper containing a resolution will be presented to the 39th Session of the Assembly.
	6.5 Provide information to States, periodically, on the status and level of responses to State letters.	Immediate	Tools for reporting replies to each State letter have been developed. An automatic, consolidated report on all State letter replies is under development.

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