



A40-WP/633  
P/60  
2/10/19

**ASSEMBLY — 40TH SESSION**  
**REPORT OF THE EXECUTIVE COMMITTEE**  
**ON**  
**AGENDA ITEM 19**

The attached report on Agenda Item 19 has been approved by the Executive Committee.

*Note.— After removal of this covering sheet, this paper should be inserted in the appropriate place in the report folder.*

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**Agenda Item 19: Increasing the efficiency and effectiveness of ICAO**

*Improving working methods at ICAO*

19.1 The Committee noted A40-WP/48, presented by the Council and appreciated the achievements made by the Organization and its leadership to increase efficiency and effectiveness in the last triennium.

19.2 The Committee also noted the Oral briefing on the examination of the current structure of the ICAO Secretariat, presented by the Secretariat. The Committee acknowledged that the outcome of this process would be presented as part of a consultation process with Member States via the State Letter consultation mechanism and will aim for a balanced and pragmatic solution, which will put the realization of the ICAO's Strategic Objectives and Member States' interests at the centre of its consideration, in order to ensure the continuous relevance of the Organization.

19.3 The Committee considered A40-WP/423, presented by the United States, which highlighted the need to modernize ICAO's working methods, management and oversight, and to develop innovative partnerships with a broader range of stakeholders, in order to better meet the needs of Members States and keep pace with the changing environment.

19.4 Recognizing the principles of good governance, transparency and highest ethical standards, it was acknowledged that further improvements and efforts needed to be made to make the Organization more resilient to the fast changing environment, and to improve the organizational effectiveness, enhance coordination mechanisms and restructure, where appropriate.

19.5 As there was a general support for A40-WP/48 and A40-WP/423, the Committee agreed to merge both draft resolutions under the title Increasing the efficiency and effectiveness of ICAO. The Committee agreed that the Secretariat would continue to provide regular updates on this subject to the Council and that the Council report back on the 41st Session of the Assembly.

19.6 In light of the discussion, the Committee agreed to submit for adoption by the Plenary, the following resolution:

**Resolution 19-xx: Increasing the efficiency and effectiveness of ICAO**

*Whereas* ICAO has ~~for over 50 years~~ effectively and efficiently fulfilled its functions in accordance with Part II of the *Convention on International Civil Aviation* (the Chicago Convention);

*Whereas* the fundamental objectives of the Organization expressed in Article 44 of the Chicago Convention and the functions of the Council expressed in Articles 54 and 55 remain paramount;

*Whereas* the Organization is facing new and rapidly evolving challenges of a technological, economic, environmental, social and legal nature; and

*Whereas* there is a need for the Organization to respond efficiently and effectively to these challenges ~~at a time of financial difficulties being experienced by the aviation community;~~

*Whereas* ICAO needs to recruit, cultivate, and retain a highly-qualified, flexible, motivated, and high-performing workforce to address traditional and emerging issues and meet States changing needs,

*Whereas* ICAO needs innovative new partnerships with stakeholders who can apply complementary information, expertise, viewpoints, and resources toward ICAO's strategic objectives,

*Whereas* ICAO's organizational performance and ability to access additional funding from public and private sources are key factors affecting its delivery of programs, training, capacity building, and assistance to States,

*Whereas* States, stakeholders, and funding organizations require timely, accurate, and comprehensive information about ICAO's activities, policies, and performance,

*The Assembly:*

1. *Expresses appreciation* to the Council and the Secretary General for the progress made in developing ~~a Strategic Action Plan for the Organization~~ the ICAO Business Plan;
2. *Endorses* the decisions already ~~taken~~ made by the Council ~~to continue~~ to develop ~~the Strategic Action Plan~~ a Business plan on a triennial basis, to continue its efforts to transition ICAO towards a Results Based Management (RBM) organization and to establish an oversight mechanism which includes an annual review of progress through the Corporate Management Reporting Tool (CMRT);
3. *Directs* the Council and the Secretary General, within their respective competencies, to:
  - a) ~~intensify efforts to develop the Strategic Action~~ prepare a Business Plan ~~on a continuing basis once every triennium~~ in association with a systematic planning process and a RBM approach which improves effectiveness, transparency and accountability and which drives the ~~evolution~~ development of the Regular Programme Budget; ~~and~~
  - b) make the ~~Strategic Action~~ Business Plan available to Contracting States and present the current version, ~~along with a progress report on implementation~~ during the triennium concerned, to each ordinary session of the Assembly;
  - c) take further concrete steps to increase transparency, improve the work place environment, develop innovative new partnerships with external stakeholders, increase organizational effectiveness and assure that consensus-based results remain a core value and objective of ICAO and its subject matter expert bodies, and mobilize additional resources for greater delivery; and
  - d) avoid any potential conflict of interest when developing partnerships and accessing voluntary funding.
4. *Directs* the Council to:
  - a) ~~continue to streamline the working methods and procedures of the Assembly with a view to increased transparency and efficiency, and reduced duration of Assembly Sessions, for effect commencing with the next ordinary session;~~
  - b) undertake an intensive review of the decision-making processes, working methods and procedures of the Council and its subsidiary bodies with a view to streamlining, delegating authority and improving the cost-effectiveness of the Organization; and

- c) ensure the effectiveness of the oversight mechanism, with independent reporting procedure to the Council, to provide programme effectiveness, transparency and accountability.
5. *Invites* the Secretary General, within his or her competence, to continue to take initiatives for improving the effectiveness and efficiency of the Organization through procedural, managerial and administrative reforms, and to report thereon to the Council;
6. *Invites* the Council and the Secretary General, in implementing Clauses 3 through 5 above, to take due account of the non-exhaustive list of considerations in the **Appendix** to this resolution; and
- ~~7. *Invites* the Council to inform States of progress on implementation of Clauses 3 through 5 of this resolution by 1 May 1997, and to provide a full report to the next ordinary session of the Assembly.~~
7. **Declares** that this Resolution supersedes A31-2 on Increasing the effectiveness of ICAO.

## APPENDIX

### List of considerations for achieving a more efficient and effective ICAO

#### *Systematic planning process* (Clause 3 a) of the resolution)

- a) establish a direct and transparent linkage between the **Strategic Action Business Plan** and the **Regular Programme Budget**;
- b) establish procedures for the development of the **Regular Programme Budget** which focus on the allocation of resources at a strategic and expected results level rather than on administrative detail (“top down” rather than “bottom up”);
- c) establish procedures for setting **Strategic objectives, expected results, key activities, deliverables priorities and targets**, together with the application of performance indicators;
- d) develop, within the framework of the **Strategic Action Business Plan**, more specific plans by **Strategic Objective the relevant subsidiary bodies (for example by adapting the Technical Work Programme in the air navigation field) and by the various offices of the Secretariat**;
- e) undertake reviews of progress on implementation of the **Strategic Action Business Plan** on an ongoing basis within the Secretariat and on a periodic basis by the Council and subsidiary bodies; and
- f) update and roll forward the **Strategic Action Business Plan** itself at least triennially.

#### *Working methods and procedures of the Assembly* (Clause 4 a) of the resolution)

- a) simplify the Agenda and reduce documentation, with focus on matters of strategy and high-level policy, main areas of priority and allocation of resources;
- b) respect deadlines set for preparing and distributing documentation;
- c) provide more extensive briefing to elected officers;
- d) streamline reporting procedures, in particular avoiding non-essential duplication of presentation and consideration of the same documents in different bodies;
- e) eliminate the requirement for minutes of meetings of Commissions (as with suspension in the present Session);
- f) improve the procedures for presenting general statements and the observance of indicated meeting hours; and
- g) introduce more modern and efficient voting procedures, especially for the election of the Council.

*Note— Where amendments to the Standing Rules of Procedure of the Assembly (Doc 7600) are required, States need to be advised well in advance of the next ordinary session of the Assembly in order that the amendments can be adopted at the outset of the Session for immediate effect.*

*Decision-making processes, working methods and procedures of the Council (Clause 4 b) of the resolution)*

The review should have as its central themes:

- a) the concept of the Council continuing to discharge its functions and mandate in accordance with the Chicago Convention, and focusing particularly on high policy issues; and
- b) the Secretary General carrying out his or her responsibilities in taking managerial actions and decisions as chief executive officer of the Organization in accordance with Article 54(h) of the Chicago Convention.

*Oversight mechanism (Clause 4 c) of the resolution)*

The emphasis here is on a vigorous **procedure** for reporting **independently and directly** to the Council on the effectiveness, transparency and accountability of all ICAO programmes. In accordance with common audit practice, the Secretary General would have the opportunity to comment on the independent reports, but not to alter them.

*Other measures for improving the effectiveness and efficiency of the Organization (Clause 5 of the resolution)*

- a) introduce procedures for more timely development or amendment as required of instruments of air law, ICAO Standards and Recommended Practices, and Regional Air Navigation Plans;
- b) increase emphasis on encouraging national ratification of instruments of air law and implementation of ICAO Standards and Recommended Practices to the greatest extent possible worldwide;
- c) improve and speed up communications with Contracting States, particularly as they relate to Standards and Recommended Practices, including more widespread use of electronic transmission;
- d) strengthen the degree of autonomy given to the regional planning process and the associated authority and resources given to the ICAO Regional Offices, while ensuring adequate coordination at the global level;
- e) examine the relationship between ICAO and other bodies (aviation and relevant non-aviation, global and regional) with a view to defining respective areas of responsibility, eliminating overlap and establishing joint programmes where relevant;
- f) provide for adequate participation in ICAO activities by all interested parties in the aviation community, including service providers and industry;
- g) streamline the scheduling and documentation, and reduce the duration, of ICAO meetings in general; and
- h) consider the advisability and feasibility of calling on external expertise as required to assist in any of the above.

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*Improving structure and response to State letters for better implementation of SARPs, PANS and Global plans*

19.7 The Committee considered A40-WP/461, presented by Cuba and sponsored by Argentina, Aruba, Belize, Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru and Venezuela (the Bolivarian Republic of), and supported by a wide number of other States, regarding the structure of the text of SARPs amendments adopted by the ICAO Council, featuring different applicability dates. The Committee recognized the benefits of the increased visibility for SARPs with different applicability dates in the new editorial practices, but also recognized the concerns expressed with the new format and in particular with complications in filing of differences. The Committee recommended that ICAO consider the complications identified and make any necessary adjustments to address them.

19.8 The Committee considered A40-WP/467, presented by Cameroon. The Committee recognized the concern with the low response rate to State letter consultations and the lack of feedback to States that submitted comments, and that the development of the online system for responses to proposed amendments to SARPs and PANS was not fully completed, and further noted that the activities referred to in the paper will be subject to the resources available in the 2020-2022 Regular Programme Budget and the availability of extra-budgetary resources. The Committee was also informed that the Council had considered an evaluation report on the ICAO Standard Setting process and that the Secretariat will take the information in the working paper into account as it implements the recommendations of the report.

19.9 The Committee considered A40-WP/245, presented by the United Arab Emirates. The Committee welcomed the information in the working paper and acknowledged that, while significant progress has been made by ICAO to move towards a results-based management framework, there was still some work to be done. The Committee recognized that the new processes established by the Global Air Navigation Plan (GANP) and Global Aviation Safety Plan (GASP) aimed at keeping the global plans relevant and the results, focused, and agreed that the recommendation of the paper should be referred to the GANP and GASP Working Groups, for their consideration and action. The Committee further noted that the Secretariat is in the process of implementing a project-oriented approach that links the work programmes of Headquarters and Regional Offices with the GANP, the GASP, as well as the Sustainable Development Goals (SDGs).

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