



International Civil Aviation Organization

WORKING PAPER

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ASSEMBLY — 39TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 27 : Increasing the efficiency and effectiveness of ICAO

**THE COUNCIL'S OFF-SITE STRATEGY MEETINGS AS A MECHANISM TO ENHANCE
THE EFFICIENCY AND EFFECTIVENESS OF ICAO**

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This working paper reports on achievements and progress made by the Organization to implement the approved recommendations arising from the Council's off-site strategy meetings held in 2014 and 2015.

Action: The Assembly is invited to:

- a) note the contribution of the Council's off-site strategy meetings to enhancing the efficiency and effectiveness of the Organization; and
- b) request Member States to support the conduct of Council off-site strategy meetings as a mechanism for furthering the Organization's strategic planning process.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	The activities referred to in this paper will be undertaken subject to the resources available in the 2017-2019 Regular Programme Budget and/or from extra budgetary contributions.
<i>References:</i>	Doc 10022, <i>Assembly Resolutions in Force</i> (as of 4 October 2013)

1. INTRODUCTION

1.1 The Council held two off-site strategy meetings in 2014 and 2015 under the theme *Council's leadership role in enhancing the efficiency and effectiveness of ICAO*. Representatives of Member States on the Council together with Representatives to ICAO, the leadership team of the Air Navigation Commission and the senior management team of the Secretariat, including Regional Directors, participated in the meetings. Industry representatives from Airport Council International (ACI) and the International Air Transport Association (IATA) were also invited, among others. The meetings are also preceded by informal briefings by the Secretariat and stakeholders on the State of the industry.

1.2 This paper reports on progress achieved following the off-site strategy meetings, to meet the overall objective of achieving a more efficient and effective ICAO in line with Assembly Resolutions A31-2 and A32-1.

2. ASSISTANCE TO STATES

2.1 The Council's deliberations during the 2014 event focussed on the sub-themes *Optimize ICAO's role in assistance to States* and *Optimizing ICAO's communication with States* in order to enhance efficiency and effectiveness of the Organization.

2.2 Arising from those deliberations the Council adopted specific recommendations and concrete and time-based deliverables to be implemented by the Council itself and the Secretariat. The recommendations and actions address the following objectives: assisting States to meet their international obligations; training and retention of civil aviation personnel; enhanced outreach to the regions and Member States; increasing the effectiveness of ICAO's technical cooperation and assistance programmes; effective use of regional offices; dealing with communications gaps and challenges; and improving response rates to State Letters. The specific recommendations and actions as well as the progress made to implement them are available at: <http://www.icao.int/Meetings/a39/Pages/documentation-reference-documents.aspx>.

2.3 The successful implementation of these recommendations and actions, during the current and the next triennium, will demonstrate the importance of ICAO providing the necessary leadership and impetus in ensuring that all States are assisting each other; that civil aviation regulatory activities are well resourced; States are conversant and in tune with the aspirations of their civil aviation sectors and are meeting their obligations in a timely and consistent manner; and thereby furthering the Chicago Convention objective of meeting the needs of the peoples of the world for safe, secure, regular, efficient and economical and sustainable air transport.

3. TRAINING AND CAPACITY BUILDING IN CIVIL AVIATION

3.1 The off-site Strategy Meeting of 2015 focused on the sub-theme *Enhancing Training and Capacity Building in Civil Aviation*. It had the objective to build on discussions at the previous event when training and retention of civil aviation personnel was identified as one of the key objectives to enhance the efficiency and effectiveness of ICAO by optimizing assistance to Member States.

3.2 The Council adopted from the meeting a number of concrete strategies and steps to be taken in the following main areas: air transport development and capacity-building; resource mobilization; required competencies; training delivery; communication and mid/long-term planning; technical assistance and technical cooperation; and implementation of the *ICAO Civil Aviation Training Policy*. The specific recommendations and actions as well as the progress made to implement them are available at: <http://www.icao.int/Meetings/a39/Pages/documentation-reference-documents.aspx>.

3.3 The successful implementation of these recommendations will ensure that challenges are addressed and opportunities for training and capacity-building are optimized, so that no country is left behind in implementing ICAO Standards and Recommended Practices (SARPs).

4. OUTREACH TO THE REGIONS

4.1 The Council agreed to conduct periodic visits to the regions and regional offices so as enhance outreach to Member States. In that regard, a working visit by the President of the Council, Council Representatives and the Secretary General was undertaken to Mexico and the ICAO North American, Central American and Caribbean (NACC) office in March 2014. Additionally, the President of the Council, Representatives of Member States on the Council and Representatives of States accredited to ICAO accompanied by the Secretary General and the Regional Director of the ICAO NACC Office, visited Jamaica in October 2015 and met with Jamaican government officials and aviation stakeholders. During this visit, a meeting was held between the Directors General of Civil Aviation from the North American, Central American and Caribbean regions and the Council Representatives, attended by participants from 32 States and Territories. It was observed during the visit that the work undertaken by the NACC office under the NCLB strategy had a transformational effect for the States to which it was accredited but needed budget support to ensure sustainability. The Council obtained first-hand information it would need to support continued implementation of this work, including through the consideration of the allocation of additional resources for the Regional Offices. Documents and presentations provided to the meeting are available at: <http://www.icao.int/NACC/Pages/meetings-2015-naccdgca.aspx>.

5. CONCLUSION

5.1 Off-site strategy meetings have afforded the Council an important opportunity to use a different setting to reflect on and consider ICAO's direction and strategy. Several initiatives and actions endorsed by the Council have evolved or been accelerated out of the recommendations from these events notably, but not limited to: the No Country Left Behind (NCLB) initiative; the ICAO Programme for Professional Volunteers (IPAV); the ICAO World Aviation Forum (IWAFF) and the resource mobilisation policy; as well as the activities of the ICAO Global Aviation Training Office (GAT) on the ICAO Aviation Training Directory and ICAO training packages (ITPs) and ICAO Regional Training Centres of Excellence (RTCEs), DGCA training and global and regional training symposia, among others.

5.2 The Council, considering the benefits achieved from such events, decided that Council off-site strategy meetings should take place at least once each year. Similar off-site strategy meetings in the future would present additional opportunities to facilitate in-depth discussions on other issues suitable for specific focus, such as organizational change, performance management, SARPs and rule making and oversight audit programmes. Overall, the meetings are aimed at fostering reflective thought and dialogue aimed at identifying new and emerging challenges and opportunities for global air transport and the means to address such challenges and take advantage of those opportunities.