



**WORKING PAPER**

**ASSEMBLY — 40TH SESSION**

**EXECUTIVE COMMITTEE**

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

**EXPLORING NEW METHODS OF WORK FOR ICAO**

(Presented by the United Arab Emirates)

**EXECUTIVE SUMMARY**

During the International Civil Aviation Organization (ICAO) 39th Assembly, the United Arab Emirates (UAE) issued A39-WP/320. A paper which invited the Assembly to take note of:

- a) the challenges faced by the States as a result of the volume of correspondence and the need for ICAO to develop an online correspondence management platform to reduce administrative burden and make it easier to analyse and generate reports concerning responses to the correspondence; and
- b) the need for ICAO to embark on an initiative for management of correspondence which keeps management of change, a core activity in order to enable States to meet their mandates in a realistic manner.

This year, the UAE would like to reiterate the growing concern and call for ICAO to evaluate the volume, frequency of update and publication and evaluate if the expected results are actually achieved.

**Action:** The Assembly is invited to:

- a) take note of report on the evaluation of the global plans (GASP and GANP) ICAO issued by the Evaluation and Internal Audit Office;
- b) instruct ICAO Council to evaluate ICAO's methods of work for more outcome-oriented outputs rather than prescriptive outputs, in particular when dealing with the promulgation process of publications;
- c) instruct ICAO to implement measurement and monitoring system of ICAO methods that would indeed encourage the development of game changing work approaches that will facilitate the implementation of Standards and Recommended Practices (SARPs), Global Aviation Safety Plan (GASP) and Global Air Navigation Plan (GANP) within States.

<i>Strategic Objectives:</i>	This working paper relates to Strategic Objectives: Safety, Air Navigation Capacity and Efficiency, and Economic Development of Air Transport.
<i>Financial implications:</i>	Not Applicable
<i>References:</i>	EV/2018/02 – Evaluation and Internal Audit Office A39-WP/320 – Volume of ICAO correspondence

## 1. INTRODUCTION

1.1 During the International Civil Aviation Organization (ICAO) 39th Assembly, UAE issued A39-WP/320.

1.2 A paper which invited the Assembly to take note of:

- a) the challenges faced by the States as a result of the volume of correspondences and the need for ICAO to develop an online correspondences management platform to reduce administrative burden and make it easier to analyse and generate reports concerning responses to the correspondences; and
- b) the need for ICAO to embark on an initiative for management of correspondences which keeps management of change, a core activity in order to enable States to meet their mandates in a realistic manner.

1.3 This year, the United Arab Emirates (UAE) would like to reiterate this growing concern and call for ICAO to evaluate the volume, frequency of update and publication and evaluate if the expected results are actually achieved.

## 2. DISCUSSION

2.1 In 2016, 109 State Letters was issued. Among them, 10 for proposal of changes to ICAO Publication (Annex or Doc) and 26 for adoption of changes already submitted.

2.2 In 2017, 135 State Letters was issued. Among them, 13 for proposal of changes to ICAO Publication (Annex or Doc) and 6 for adoption of changes already submitted.

2.3 In 2018, 114 State Letters was issued. Among them, 8 for proposal of changes to ICAO Publication (Annex or Doc) and 18 for adoption of changes already submitted.

2.4 The above figures show a significant volume of changes to be reviewed and adapted into National Regulation by States. However, the UAE acknowledges that a lot of the changes are actually coming up upon requests made by states and supported by members. Hence, changes are not always motivated by ICAO, States need also to realise that the more demands they have, the harder managing the changes would become.

2.5 High volume of publication and frequent revision are a hazard to the main mandates that the aviation community is imposed on Contracting States to the Chicago Convention. During the diverse missions that UAE conducted to assist other States, the UAE realised more carefully the challenge of staggering Standards and Recommended Practices (SARPs) changes or regular Global Aviation Safety Plan (GASP) or Global Air Navigation Plan (GANP) changes or State Letters received etc.

2.6 In this context, it is valuable to bring forward the report on the evaluation of the global plans (GASP and GANP) ICAO issued by the Evaluation and Internal Audit Office recently. The report even despite enlightening us about opportunities for improvement about GASP and GANP, should actually alert us about the status of other publications issued by ICAO. Finding and recommendation are emanating from the document that the UAE supports and believe that every single finding and recommendation should be analysed and addressed appropriately.

### 3. CONCLUSION

3.1 Consequently, in addition to the recommendations expressed by Evaluation and Internal Audit Office, the UAE would like to invite the Assembly to recommend ICAO to implement additional measures as specified below that would indeed facilitate the implementation of SARPs, GASP and GANP within States.

3.2 Such methods could be a move towards a more performance based SARPs, prioritisation of tasks based on risk assessment, more reliance and delegation to Regional Office for change that are regional only or better synergies between them without being centralised by ICAO HQ.

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