



ASSEMBLY — 40TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 19 : Increasing the efficiency and effectiveness of ICAO

INCREASING THE EFFICIENCY AND EFFECTIVENESS OF ICAO

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This working paper reports on key achievements and progress made by the Governing Bodies and the Secretariat to improve the efficiency and effectiveness of the Organization. It also presents on-going actions including development such as the ICAO Business plan, the results-based budget, as well as the Corporate Management and Performance Reporting tool (CMRT), and identifies measures for further improvements during the 2020-2021-2022 triennium.

Action: The Assembly is invited to:

- a) note the progress made in improving the efficiency and effectiveness of the Organization;
- b) endorse measures for further improvements during the 2020-2021-2022 triennium; and
- c) adopt the revised Assembly Resolution which is contained in the Appendix to this paper.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	The activities aiming at improving the effectiveness and efficiency of the Organization referred to in this paper will be undertaken subject to the resources available in the approved 2020–2022 Regular Programme Budget and/or from extra-budgetary contributions.
<i>References:</i>	A40-WP/34, Proposed Draft Budget of the Organization for 2020, 2021 and 2022 ICAO Business Plan for 2020-2021-2022 Doc 10075, <i>Assembly Resolutions in Force</i> (as of 6 October 2016)

1. INTRODUCTION

1.1 Throughout this triennium, the Organization has undertaken various initiatives to improve efficiency and effectiveness in order to meet the evolving needs of the Organization in support of Member States and the aviation community. Taking into account Assembly Resolution A32-1, and the revised Assembly Resolution A40-X (included in the Appendix), this paper reports on progress achieved to date, including ICAO's evolution to a Results-based Management approach, and identifies initiatives for further improvement for the 2020-2021-2022 triennium.

2. KEY MEASURES TO IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF THE ORGANIZATION

2.1 ICAO has focused its efforts to increase efficiency and effectiveness, inter alia, in the following areas.

2.2 ICAO Business Plan, Results-based Budget and Corporate Performance Management

2.2.1 Improving efficiency by using a Results Based Management (RBM) approach continues to be a priority, with focus on: strategic planning, prioritization, risk management, performance measurement, transparency and accountability, as well as the organizational culture shift needed to support this transformation.

2.2.2 To further implement a results-based management approach, a high priority was placed on the development of an ICAO Business Plan that responds to the needs and expectations of Member States, as well as a corresponding Regular Programme results-based Budget for the 2020-2021-2022 triennium under the direction of the Council. The Business Plan follows a RBM approach which integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. The Business Plan will promote transparency of the work programmes, identify issues and risks that could impact the work of the Organization and the Strategic Objectives. The approach focuses on achieving outcomes, implementing performance measurement, learning, and adapting, as well as reporting on performance.

2.2.3 The Business Plan builds on the Organization's Vision and Mission and takes into consideration the existing structure and emerging aviation issues along with internal and external risk factors. Based on this, the Business Plan describes ten (10) Key Priorities intended to advance the realization of the fifteen (15) Expected Results attributable to the Organization's five (5) Strategic Objectives (i.e. Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection) that are the primary means to improve global civil aviation and benefit Member States.

2.2.4 To support the implementation of the Business Plan, the ICAO Corporate Management and Reporting Tool (CMRT) was introduced during the triennium. It is designed as an integrated tool to track both internal performance, as well as the progress of the Organization, in achieving the Strategic Objectives and Supporting Strategies. The CMRT provides the Secretariat with the means to manage and report on organizational progress on a multi-tiered level, while incorporating: regular updates to the work programme in respect of all ICAO Programmes across the Organization; Annual Operating Plans for the Regional Offices, Technical Cooperation Bureau and Global Aviation Training Office; updates to the Corporate Risk Register; and the progress in implementing Council Decisions, as well as Assembly Resolutions and Decisions.

2.2.5 The ICAO CKPIs constitute the highest level of desired outcomes outlined in the ICAO Business Plan and are intended to measure both ICAO's effectiveness in terms of Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport and Environmental Protection, as well as ICAO's internal performance and efficiency with respect to core Supporting Strategies, such as Human Resources, Finance, Technical Cooperation and Assistance, Language services and Stakeholders management. Performance dashboards were created as part of the CMRT to graphically track the progress made in respect of the CKPIs on both a global and regional basis.

2.3 **Governing Bodies**

2.3.1 The Council considered options to improve the efficiency of its sessions, in particular actions to improve ways in which the Council gives due consideration to items during its deliberations. Positive initiatives undertaken during the past triennium include the establishment of ad hoc working groups to consider specific issues in a focused manner and within a limited timeframe. An example of this are the sub-groups of Working Group on Governance and Efficiency (WGGE) and Implementation Strategy and Planning Group (ISPG), formerly the Strategy Planning Group, that were able to mature and present specific recommendations on focused items such as the establishment of Corporate Key Performance Indicators (CKPIs) and the ICAO Risk Register. The Finance Committee was able to improve the efficiency and effectiveness of the Council by holding informal meetings to progress its work, as well as holding informal meetings between the Committee and Council Phases. In addition, the Council has been proactively adjusting the mandate of its Standing Committees and Working Groups as needed in order to address emerging issues. This has included an expanded mandate for the ISPG, which now considers all issues related to annual reports of the Regional Offices, as well as global aviation training and technical assistance, including the *No Country Left Behind* (NCLB) initiative.

2.3.2 During its sessions, the Council now refers an increasing number of the items on its work programme to its Standing Committees and Working Groups for consideration during the Committee phase. This has ensured that when an item is presented to Council along with an oral report from the relevant subsidiary body, the debate is more structured and focused, which has led to increased efficiency.

2.3.3 In relation to the Assembly, the Council has taken the opportunity to review the provisional agenda for its 40th Session (A40), to increase the efficiency of deliberations in the Executive Committee by recommending that a number of items that had tentatively been scheduled for consideration by the Executive Committee be reallocated to the Administrative Commission instead.

2.3.4 Finally, an electronic voting system will again be used for the election of Member States to the Council during A40, leading to significant time savings during the election process. Nevertheless, in keeping with the provisions of the *Standing Rules of Procedure of the Assembly of the International Civil Aviation Organization*, manual voting using paper ballots will be retained as a fallback option.

2.4 **Operational efficiencies**

2.4.1 Through process improvements, the Secretariat prepared and delivered a higher volume of working papers, reports and briefings to the Governing Bodies than in previous years without an increase in resources. The Secretariat produced 22 per cent more working papers for the Council and Committee Session in 2018, when compared to the Council and Committee Session in 2015. The Secretariat also produced 12.5 per cent more Oral Reports to the Council, and conducted 20 per cent more informal briefings to the Council over the same time period. In addition, the Secretariat provided the necessary support, by allocating the time of technical officers, to the expanded work of the Governing Bodies such as the Committee on Cooperation with External Parties (CCEP) and the ISPG.

2.4.2 The Secretariat redesigned workflows and processes in labour-intensive areas. For example, the business process re-engineering of the Integrated Statistical Database (ISDB) reduced the processing time of statistical data that, in turn, allowed the Air Transport Bureau (ATB) to reallocate existing resources to key activities related to emerging aviation issues such as e-commerce and big data analytics. By establishing a joint venture and cost-export model with other international organizations and academics, the project costs of big data analytics were greatly reduced.

2.4.3 Some ICAO Regions began to integrate the Planning and Implementation Regional Group (PIRG) and Regional Aviation Safety Group (RASG) meetings, including holding them back-to-back. The integration of these meetings streamlines the group structure; and the number of subsidiary bodies, meetings and activities; eliminates the duplication and overlap between meetings; and reduces the Secretariat overhead to support PIRGs and RASGs. Consequently, Regional Offices can focus more resources on direct support and assistance activities to Member States.

2.4.4 As an alternative to mission travel, the Secretariat has increasingly relied on a web-based video conferencing tool to communicate information promptly to Member States and other stakeholders. Since the deployment of the video conferencing tool, ANB and ATB have held more than 2000 online meetings, ranging from the coordination of Universal Safety Oversight Audit Programme (USOAP) activities to online working group meetings to draft manuals and specific technical documents. Regional Offices have also increased use of their improved teleconferencing capabilities for their support to Member States.

2.5 Enhanced Communication with Members States through Widespread Dissemination of Information

2.5.1 The Secretariat took actions in response to Resolution A39-21, addressing the low response rate by Member States to ICAO State Letters. These actions included: i) the implementation of a system within ICAO that is used by the Regional and Headquarters staff to monitor the response rates in near real time; ii) the issuance of administrative instructions, as well as amendment to the Regional Office Manual (ROM), to further inform and interact with focal points within the Member States in their area of accreditation where responses to State Letters are low or absent, and to take advantage of the presence of Delegations at ICAO Headquarters; iii) an awareness campaign through ICAO Regional Offices, regional DGCA conferences and/or other fora such as regional civil aviation commissions targeted at Member States to increase the level of awareness of the importance of responding to all State letters issued by ICAO and in maintaining up-to-date contact details; and iv) the revision of the format of State Letters and Electronic Bulletins, including design layout, as a means to more effectively communicate their content with Member States and other recipients. While the percentage of States replying on average to such State letters has marginally improved from 28 per cent to 30 per cent over the last two years, it should be noted that actions of the Secretariat only came into effect later during the triennium. Nonetheless, it is encouraging to note that State letters related to Annexes and PANS amendments that have been issued in 2018 received a response rate of 40 per cent.

2.5.2 A holistic review of the existing institutional arrangements and administrative mechanisms governing the provision of technical cooperation (TC) and technical assistance (TA) was undertaken to improve the management, coordination and accountability of all ICAO stakeholders, resulting in a redefinition of roles and responsibilities. One of the most significant outcomes of this review are the new outreach functions assigned to the Regional Offices for the promotion of TC services in their respective regions of accreditation. The proximity of the Regional Offices to the States along with their technical expertise will allow them to monitor projects and provide valuable support in the evaluation of a project outcome.

2.5.3 Enhanced implementation support has improved the Organization's ability to better meet the needs of ICAO's Member States. The majority of the Regional Offices reported an increase in direct in-country assistance. Much of this assistance has been provided under the auspices of the NCLB initiative. Several Regional Offices developed institutional strategies to implement NCLB activities. Notably, MID Region States endorsed the MID Region NCLB Strategy; all States within the NACC Regions signed the Declaration of Intent for Implementing the NACC NCLB Strategy; and EUR/NAT has established an NCLB Technical Assistance Programme. The SAM Region provides much of its support through the SAM Regional Safety Oversight Cooperation System (SRVSOP). APAC Combined Action Teams, under the auspices of NCLB, helped five States to improve their EI to above 60 per cent in 2017. The AFI Plan and AFI SECFAL Plan were established to assist States in the AFI Regions.

2.5.4 In addition, Regional Offices have engaged in a more proactive engagement with the Regional Safety Oversight Organizations (RSOOs), in order to assist in their institutional development of global sustainable aviation development.

2.6 Improved Work Methods and Procedures Supported by Automation and IT Tools

2.6.1 A new ICT strategy for the medium-term was approved in 2018. It establishes the basis for a sustainable evolution of the organization's IT services, leveraging the benefits of traditional foundational elements of modern IT such as Enterprise Architecture with those of emerging technologies such as cloud computing. Today, several services used throughout the organization are cloud-based and more services will migrate to the cloud in the next triennium. A new Business Intelligence Platform was also introduced during the triennium to facilitate improved data/information processing and display as well as deliver modern dashboards and decision-support tools.

2.6.2 Continuous improvements have been made over the triennium to the IT platforms that support Universal Security and Universal Safety Oversight Audit Programmes. These improvements include additional automation and integration of software development and operations resulting in significant resource savings for both programmes. These changes are now being leveraged across other systems in the organization.

2.6.3 A significant proportion of the budget savings were allocated to Cybersecurity initiatives to address the commitment to improve the information security posture and resilience of ICAO systems and infrastructure. The resulting investments enabled the acquisition and implementation of modern Email Security Gateway Services, new 4th generation Firewalls, advanced Endpoint protection, as well as Intrusion Prevention and Detection system. (IDS/IPS). In addition, a new software and systems quality assurance framework and team were established.

2.6.4 A number of improvements have been introduced to enhance the quality and efficiency of language and publications services. Most of the staff translators hired during the past triennium are also qualified interpreters, providing greater flexibility in handling interpretation and translation demand. Also, the testing and selection process for freelance translators has been strengthened to create a dynamic and sustainable roster, with a positive impact on quality and productivity. The Organization embarked on a Language Services Management System (LSMS) project that seeks to streamline document management/document production functions across the Organization. An initial business analysis, involving all Bureaus, was completed with the aim that the system would provide a fully integrated and optimum solution for document management and production. Based upon this analysis, functional specifications were developed that would be appropriate for initiating a request for proposal process.

2.6.5 ICAO continued to improve its electronic Human Resources Action Plans tool to enable managers to monitor their workforce plans, including vacancies, position management, and upcoming

retirements. Automation activities are in progress in several areas of human resources, including Pension and Medical, digitizing of medical files, home leave travel, education grant and education travel. The Learning and Development Programme, which is the framework under which learning, training and development opportunities are provided to staff, was enhanced by launching an online training plan request system and a new online training resource library. An online Knowledge Transfer Questionnaire containing information about a staff member's key roles and responsibilities was introduced for mandatory completion by staff separating from ICAO in order to facilitate an effective handover to incoming staff. In addition, the performance management system was strengthened by allowing staff to link their objectives in their individual performance reports to the strategic objectives in the Organization's Business Plan.

2.6.6 To facilitate business process automation with efficient and effective content retrieval, and to fulfil the one-ICAO record repository initiative, an electronic Records Management System (RMS) is being used in Headquarters and the Regional Offices (ROs). The efficiency and quality of reference services were enhanced through ongoing in-house digital capture and the upgrade of the Document Management System (DMS), the official repository of electronic documents that provides secure and controlled access to Documentation for the ICAO Secretariat.

2.7 **Public Information and Outreach**

2.7.1 During the triennium, the Secretariat implemented a wide range of improvements regarding the efficiency and effectiveness of ICAO's public information and outreach activities. ICAO's social media audience across its main Facebook, Twitter and LinkedIn platforms more than doubled to some 275,000 followers during this three year period, helping the organization to overcome the challenges previously inherent in generating hard-to-attract mainstream media coverage in order to help ICAO's mission, role and achievements be conveyed to and appreciated by the global general public. The launch of the Uniting Aviation digital platform was essential to this success, and the overall efficiency of social media and effectiveness of these combined results in terms of public awareness cannot be overestimated. A more proactive and tailored approach to media relations, and a wider variety of news product types being issued has led to more effective mainstream media coverage. ICAO has also been using live streaming for most of its events, thus raising awareness and transparency and improving communication internally and externally. These efforts should be sustained over the next triennium with the adoption of a new communications strategy for the Organization.

2.7.2 ICAO also continued its enhanced outreach and support to high schools and universities through the Model ICAO initiative and saw tremendous global public relations (PR) success through its affiliation and direct assistance for the 'Dreams Soar' global flight for Science, Technology, Engineering and Mathematics (STEM), and through its partnerships with Airports Council International (ACI) to have video messaging displayed in many major airports around the world.

2.7.3 Improved internal coordination and pre-planning on major public information developments such as CORSIA, and on seminal events such as ICAO's World Aviation Forums and its 75th Anniversary in 2019, have also helped the COM Unit to meet the expectations not only of external audiences, but also ICAO's Council States and other internal stakeholders.

3. **FURTHER IMPROVEMENTS TO BE UNDERTAKEN DURING THE 2020-2021-2022 TRIENNium**

3.1 The Universal Security Audit Programme (USAP), under its continuous monitoring approach (USAP-CMA) is continuing to refine and improve its risk-based approach to prioritizing States

for audit and identifying the scope of such audits. Based on the suggestions made by the Secretariat Study Group (SSG) during its review of the USAP-CMA, additional measures are being put in place to optimize the audit programme and improve its overall efficiency and effectiveness in achieving its objectives.

3.2 The distribution of ICAO publications in digital format will continue to be enhanced. The implementation of a web based platform to make available publications in digital format while protecting the organization's intellectual property will enable ICAO to continue to generate proceeds from an increasing demand for digital publications. At the same time, an increased focus will be placed on ensuring the latest versions of content are in the hands of regulators and operators.

3.3 Introduction of regular digital newsletters to an audience of over 50 thousand per month will raise the brand awareness of ICAO, the work it is doing, and increase revenues of ICAO's products and services. Transitioning Regional Offices newsletters to a fully digital format will help grow the audiences and awareness of the work the regional offices are doing to promote safe and efficient aviation globally. Process improvements and contract negotiations resulting in the selection of multiple shipping providers will see cost savings by allowing ICAO to survey shippers and select the lowest cost option or each shipment. Process improvements and introduction of automation for shipping requests, billing and invoicing will see cost savings in the reduction time spent by staff on non-value added activities.

3.4 Additional areas to be improved are the ongoing projects on big data, business intelligence, cybersecurity, and eBusiness. The cybersecurity action plan strengthened by a trusted UN partner review will drive forward continuous improvement to the multi-phase organizational and operational information security program.

3.5 As part of a continued move towards a "paperless" environment, the number of printed documentation for events and governing bodies is expected to gradually decrease. To support this cost cutting effort, traditional offset printing equipment will continue to be replaced with modern digital printing machines, thereby improving productivity and increasing output.

3.6 As requested by the Council during the preparation of the Draft Budget Proposal for 2020-2021-2022, financial management reporting, including processes, system and tools will be reviewed with the purpose of enhancing comprehensive and regular reporting to the Council and facilitating Regular Programme Budget preparation. As a first step, a review process with a cost-benefit and gap analysis will be initiated to develop a proposal including costs implications. In addition a review of the budget funding model will be undertaken to propose improvements for the future.

3.7 Improvements to the planning of mission travel are continuing, with the aim of optimizing the use of resources without affecting programme delivery. New measures will continue to be introduced, such as combining mission trips and reducing the number of staff and duration of each mission which will apply to all staff, including senior management. Category-3 meetings, which incur significant travel costs when held outside Headquarters, will now be organized at Headquarters and Regional Offices will be conducting more meetings on their premises.

3.8 A post catalogue which includes standardized classifications of Professional posts is maintained by Human Resources. Posts that have not been classified within the last 5 years will undergo a review in 2020. If necessary, a review on the Policy of Consultants will also be done in 2020 in coordination with the Human Resource Committee.

4. **CONCLUSION**

4.1 The Secretariat has taken appropriate actions that have improved the efficiency and effectiveness of the Organization throughout this triennium. Additional measures have been developed for the 2020-2021-2022 triennium to further modernize procedures and processes with anticipated consequential improvements in efficiency and effectiveness.

APPENDIX

A40-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;~~

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 a regular 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;
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.

— END —