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ASSEMBLY — 41ST SESSION

EXECUTIVE COMMITTEE

Agenda Item 23: Innovation in Aviation

FULLY DEEPENING A MECHANISM FOR THE ORGANIZATION AND EVALUATION OF REFORM IN CIVIL AVIATION

(Presented by China)

EXECUTIVE SUMMARY

Continuous reform and innovation is an important responsibility of International Civil Aviation Organization (ICAO) and an ace for the safe, normal, effective and orderly development of global civil aviation. Promoting innovation-driven development is a valuable experience for the sustainable and healthy development of China's economy, and also an inspiration and contribution of China's economic development pattern to the global economy. In recent years, China has continued to deepen reform in civil aviation, forming a set of systematic working mechanisms to promote the organization of reform in terms of the overall framework, task advancement, supervision and implementation. All efforts have achieved positive results, which not only promote the governance system and capacity in the industry, but also improve the productivity of China's civil aviation. This working mechanism is presented to ICAO, hoping to serve as a reference for the development of air transport in other ICAO member states.

<i>Strategic Objectives:</i>	This working paper relates to Strategic Objective of Economic Development.
<i>Financial implications:</i>	No additional resources are required.
<i>References:</i>	

¹ English and Chinese versions provided by China.

1. INTRODUCTION

1.1 Promoting innovation-driven development is a valuable experience for the sustainable and healthy development of China's economy, and also an inspiration and contribution of China's economic development pattern to the global economy. In recent years, China has continued to deepen reform in civil aviation, forming a set of systematic working mechanisms to promote the organization of reform in terms of the overall framework, task advancement, supervision and implementation. All efforts have achieved positive results, which not only promote the governance system and capacity in the industry, but also improve the productivity of China's civil aviation.

2. DISCUSSION

2.1 Taking a problem-oriented and goal-oriented approach to build a general framework of "1+10+N" to deepen civil aviation reform. China has summarized the characteristics and laws of the development of the global and China's civil aviation, analysed the contradictions and problems faced by the industry, and taken the advantage of deepening reform to promote the continuous reform of major areas and key links of civil aviation, remove the institutional barriers that restrict the development of the industry, enhance the high-quality development of civil aviation with reform performance, and respond to the concerns of the public. Every five years, China, based on the new situation, characteristics and directions of future civil aviation development, will establish the reform framework and ideas under the overall working plan for civil aviation to determine the reform objectives and measures for the next five years. In 2016, CAAC promulgated the Opinions on Further Deepening Civil Aviation Reform, identifying 10 key tasks, including air safety management, and the production and operation, market management, and policies and regulations related to civil aviation. The Civil Aviation Administration of China (CAAC) has also issued a series of specific reform measures, building a general framework of "1+10+N" to deepen civil aviation reform. CAAC revises its work programme annually with the general reform framework unchanged, forming a mechanism that links the reform tasks with the annual key tasks of civil aviation.

2.2 Coordinate and systematically deepen the reform of civil aviation, and innovate the mechanism for implementing reform. China has continued to create a good environment for thinking, planning, organizing and implementing the reform in the whole industry. It has took steps as follows: established a working mechanism that coordinates the reform of decision-making and deployment conducted by the leading group, coordination and promotion by the reform office, and the implementation by the working group; innovated and established a reform mechanism and organization mode to implement reform in a "matrix" management structure and to ensure that reform measures in the same field are well connected and integrated; formulated and revised guidelines on deepening reform, as well as further strengthened special supervision of reform to provide institutional guarantee. In addition, China has strengthened management by objectives in civil aviation, developed guidelines on revision of annual reform program, and specified the reform tasks to ensure that the tasks are clear, their key areas are focused and the operability. China's civil aviation has strengthened process management, by regularly analyzing each working group's progress, and selecting groups with outstanding performance to report to the leading group so as to play an exemplary role. It has also strengthened routine work, by regularly checking the objectives of civil aviation reform, adjusting reform tasks in a timely manner, setting up a standing book for implementing the tasks, and strengthening statistical analysis to ensure a high-quality reform and efficiency. Through the special supervision reform, structural and deep-rooted problems in the reform process have been dealt with, and difficulties and challenges during implementing key tasks have been coordinated. CAAC is the pioneer in introducing a third party to evaluate the civil aviation reform in

a comprehensive, objective and accurate manner. It combines pilot programs with institutional transformation to make the systems be more mature, and the fundamental policy in this industry more perfect.

2.3 Reform measures in key areas have achieved remarkable results. In recent years, through deepening reform, China's civil aviation industry has witnessed great changes in quality, efficiency and momentum, empowering the high-quality development of civil aviation and significantly improving its capabilities in safety supervision, service quality, operation efficiency and emergency response. From 2016 to 2020, the rate of major accidents per million hours and the number of deaths per billion passenger-kilometers of China's civil air transport were both zero. The total transport turnover, the passenger transported and the cargo & mail carried marked an increase of 44.16 billion ton-kilometers, 220 million and 1.238 million tons respectively over the past five years, with an average annual growth rate of 11.0 per cent, 10.7 per cent and 4.6 per cent accordingly. The average annual growth rate of general aviation business was 13.7 per cent and the flight regularity exceeded 80 per cent. Besides, 1 253 new transport aircraft and 263 new air routes were added, and 43 transport airports were newly built or relocated. This period, therefore, has been an important stage with the best record of safety, the largest increment of development, continuous improvement in comprehensive efficiency and service quality, emergence of scientific and educational innovations, and rising strategic position and role in the industry. During this period, CAAC has continued to make breakthroughs in dealing with risks and challenges and accomplishing major tasks.

3. CONCLUSION

3.1 China's civil aviation, through deepening reform, has established a set of mechanisms in organization and leadership, task promotion, implementation and results consolidation. It has changed the management policy in the whole industry through reform from the perspective of all elements, whole process and whole system, thus promoting the high-quality development of China's air transport industry. This can be a good example for other countries to formulate, implement, and improve its policies and systems in civil aviation industry. ICAO and other countries are invited to take our experience as a reference.

3.2 ICAO and other countries, with the objective of meeting the demand of air transport and promoting economic and social development, may learn from China's experience in promoting civil aviation development through reform while taking into account the stage of development and characteristics of its own air transport to study, formulate, evaluate and implement its own policies in civil aviation industry.