



A41-WP/609
EX/283
4/10/22

ASSEMBLY — 41ST SESSION

EXECUTIVE COMMITTEE

**DRAFT TEXT FOR THE REPORT
ON
AGENDA ITEM 20**

The attached material on Agenda Item 20 is submitted for consideration by the Executive Committee.

Agenda Item 20: Increasing the efficiency and effectiveness of ICAO

20.1 The Committee noted the key achievements of and progress made by the Governing Bodies and the Secretariat to improve the efficiency and effectiveness of the Organization, presented in WP/43 Revision No.1. It appreciated the on-going efforts in this area of work, including the development of the ICAO Business Plan (BP) through a Results Based Management (RBM) approach, Accountability Framework, Enterprise Risk Management (ERM), and the measures for further improvements during the 2023-2024-2025 triennium.

20.2 The Committee agreed to recommend the amendments proposed in the draft Resolution included in Appendix B of WP/43 Revision No.1 for adoption by the Assembly.

20.3 The Committee considered WP/389 presented by Indonesia regarding “Global standards related to the design, certification and operations of water aerodromes”. It noted that work is already underway and a comprehensive project with proposed timelines for deliverables will be reviewed by the Air Navigation Commission later this year, in accordance with the established procedure.

20.4 The Committee considered WP/332 presented by the Republic of Korea regarding “Considerations for Facilitating Electronic Distribution of ICAO State Letters”. The Committee recommends to the Assembly that ICAO will take the recommendations for further analysis as part of its digital transformation initiative.

20.5 The Committee noted the information papers WP/543 presented by the Kingdom of Saudi Arabia regarding “Water Aerodromes Regulatory Framework”, and WP/604 presented by the Hermes – Air Transport Organisation regarding “Resilience and Efficiency through Leadership and Cooperation”.

Resolution A410-20XX: INCREASING THE EFFICIENCY AND EFFECTIVENESS OF ICAO

Whereas ICAO has 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 natures; and

Whereas there is a need for the Organization to respond efficiently and effectively to these challenges;

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 States² 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 programmes, 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 the ICAO 2023-2025 Business Plan following Results-based Management principles and on the efforts undertaken to improve the performance monitoring and reporting framework;

2. *Endorses* the decisions already made by the Council to develop 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) develop a robust Accountability Framework, as well as its implementation and oversight mechanisms, taking into consideration the necessity to ensure consistency between the various elements constitutive of an accountability system, including Strategic Framework and Performance Management, Internal Controls, ethical standards and integrity, and oversight functions;

ba) prepare a Business Plan once every triennium in association with a systematic planning process and a RBM approach which improves effectiveness, transparency and accountability and which drives the development of the Regular Programme Budget;

c) develop a review process of the Business Plan to take into account new developments occurring during the triennium;

db) make the Business Plan available to Contracting States and present the current version, during the triennium concerned, to each ordinary session of the Assembly;

ee) 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

fd) avoid any actual, potential or perceived 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 accountability, transparency, simplification and efficiency;

~~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~~

be) ensure the effectiveness of the oversight mechanism, with independent reporting procedure to the Council, to provide programme effectiveness, transparency, trust, participation, and accountability; and

c) Continue to review the governance structure of ICAO and its capacity for more effective, simple, accountable, and transparent decision-making, including the delineation and allocation of responsibilities between the Secretariat and the Governing Body, as well as how the review the triennial cycle of the Assembly and budget of the organization can support this enhanced decision-making.

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. *Declares* that this Resolution supersedes ~~A31-2~~ A40-20 on increasing the effectiveness of ICAO.

LIST OF CONSIDERATIONS FOR ACHIEVING A MORE EFFICIENT AND EFFECTIVE ICAO

Systematic planning process (Clause 3 b) of the resolution)

a) establish a direct and transparent linkage between the 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 and targets, together with the application of performance indicators~~ results –focused reporting aligned with the Strategic Objectives and Output based on the performance indicators, milestones and targets as defined in the Business plan;

d) develop, within the framework of the Business Plan, more specific plans by Strategic Objective and ensure coordination and joint actions across all Strategic Objectives, Bureaus and Regional Offices;

e) undertake reviews of progress on implementation of the 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 Business Plan itself at least triennially.

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

~~g) simplify the Agenda and reduce documentation, with focus on matters of strategy and high-level policy, main areas of priority and allocation of resources;~~ g) simplify the Agenda and reduce documentation, with focus on matters of strategy and high-level policy, main areas of priority and allocation of resources;

~~h) respect deadlines set for preparing and distributing documentation;~~

~~i) provide more extensive briefing to elected officers;~~

~~j) streamline reporting procedures, in particular avoiding non-essential duplication of presentation and consideration of the same documents in different bodies;~~ Sh) streamline reporting procedures, in particular avoiding non-essential duplication of presentation and consideration of the same documents in different bodies;

~~k) eliminate the requirement for minutes of meetings of Commissions (as with suspension in the present Session);~~

~~l) improve the procedures for presenting general statements and the observance of indicated meeting hours; and~~

~~m) 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.

Review process of the Business Plan (Clause 3 c)

The review of the Business Plan after its endorsement must consider:

- a) which elements of the Business Plan are subject to review and who can propose and accept them; and
- b) the necessary trigger elements to justify the review and how the improvements must be registered and monitored.

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~~ change 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;

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- 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 and relatives of victims of air accidents;
 - g) streamline the scheduling and documentation, and reduce the duration, of ICAO meetings in general; and
 - ~~h) protect the intellectual property of ICAO using digital rights management; 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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