



International Civil Aviation Organization

WORKING PAPER

A36-WP/154

EX/58

10/9/07

English only

ASSEMBLY — 36TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 23: Increasing the effectiveness of ICAO

RESTRUCTURING AND REORGANIZING OF THE ICAO SECRETARIAT

(Presented by Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname and Trinidad and Tobago)

EXECUTIVE SUMMARY

This paper seeks to introduce a more cost effective and efficient method of restructuring and reorganizing the ICAO Secretariat to better serve the Member States of ICAO

Action: The Assembly is invited to:

- a) consider the contents of this Working Paper; and
- b) take the appropriate action to empower the ICAO Regional Offices to achieve certain strategic objectives of the Business Plan.

<i>Strategic Objectives:</i>	
<i>Financial implications:</i>	Not applicable
<i>References:</i>	

1. INTRODUCTION

1.1 The ICAO Assembly at its 32nd Session held in Montreal, Canada from 22 September to 2 October 1998 directed the Council and the Secretary General to critically examine ICAO's programmes in order to determine priorities and contemporary validity, eliminate or downsize its programme activities which are no longer priority for the work of ICAO, or which could be accomplished by other organizations. In December 2004, the Council, in an effort to implement Resolution A31-2 and A32-1, approved six strategic objectives for the Organization to form the basis of the programme budget that would enable the Organization to position itself vis-à-vis its primary audiences, and to effectively face challenges confronting international civil aviation in the context of the Organization's work. To this end the Secretary General appointed a team in 2006 to review the structure and organization of the secretariat and make proposals for the most efficient structure and organization for ICAO.

2. DISCUSSION

2.1 The Member States of the Regional Aviation Safety Oversight System (RASOS) have examined the Structure and Organization of the Secretariat (SOS) Team's report with great interest. Indeed the recommendation by the Secretary General to improve the effectiveness and efficiency of the existing Organization by quickly implementing a number of changes relating to the creation of a Planning and Global Coordination Office is of major concern. Further the replacement of the current Regional Affairs Office and the combining of the administrative functions of the Technical Cooperation Bureau (TCB) with similar functions in the Regular Programme (human resources and finance) could become very cumbersome and difficult to manage. The development of a mechanism to assure that the Cooperative Development of Operational Safety and continuing Airworthiness Programmes (COSCAP) and Aviation Security Programme (CASP) receive technical direction and oversight from Headquarters could create a system of centralization and a bottleneck in the discharging of the work of the Organization.

2.2 RASOS is of the view that the Organization's objectives can be more meaningfully realized if a process of decentralization was created and the ICAO Regional Offices empowered by giving them more autonomy, authority and resources to carry out the responsibilities delegated to them by the Council. The Regional Offices should be structured so that there is a functional reporting relationship with the appropriate Technical Office at Headquarters. Regional Officers will then be charged with the responsibility for carrying out the desired oversight and air navigation functions with relations to States within their areas of responsibility. It should be remembered that the ICAO Regional offices service States of relatively similar conditions and requirements which differ considerably from region to region. The system of decentralization of the regional functions and the strengthening and supporting of the ICAO Regional Offices is therefore very appropriate.

3. ACTION

3.1 The Assembly is requested to:

- a) consider the contents of this Working Paper; and
- b) take the appropriate action to empower the ICAO Regional Offices to achieve certain strategic objectives of the Business Plan.