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Civil Aviation
Organization

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de l'aviation civile
internationale

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Международная
организация
гражданской
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منظمة الطيران
المدني الدولي

国际民用
航空组织

Tel.: +1 514-954-8219 ext. 6718

Ref.: O4/8-23/17

15 February 2023

Subject: Nomination of candidates for the Evaluation and Audit Advisory Committee (EAAC)

Action required: Reply by 29 March 2023

Sir/Madam,

1. I have the honour to recall that the Council, at the 8th meeting of its 192nd Session, agreed to the establishment of the Evaluation and Audit Advisory Committee (EAAC). The Terms of Reference of the EAAC, which were recently revised and approved by the Council in its 227th Session, are in Attachment A.
2. The primary purpose of the EAAC is to review and provide independent advice and guidance to the Council on the internal audit, external audit and evaluation functions; the accounting and financial reporting processes of ICAO; the system of internal control; information and communication technology; the risk management process; and the process for monitoring compliance with the Organization's financial rules and regulations and the Framework on Ethics.
3. The EAAC is composed of five to seven independent experts, appointed to act in a personal capacity. These experts shall be independent of the Secretariat, Council Members, the External Auditor and any other body that may be perceived as a conflict of interest. The Council is now seeking nominations of candidates to serve for three years from 1 September 2023. In accordance with paragraph 2.3 of the Terms of Reference at Attachment A, candidates who have already served one term of three years are eligible to apply for a second term.
4. Those candidates that may not be appointed initially would be added to a pool of candidates that could be drawn upon in the event that one or more EAAC positions remained vacant.
5. In order to reinforce their independence, EAAC members shall not receive any remuneration from ICAO for their services. All travel and subsistence costs to enable the candidate to attend EAAC meetings should be met by the sponsoring State. The EAAC members will determine the dates and number of meetings to be held each year. It is expected that these will number three per year, for three days

each time. Meetings will usually be held in-person in Montréal or virtually; however one of these each year may be held in an ICAO Regional Office. In order to reduce costs and increase efficiency, the work of the EAAC shall also be conducted through electronic correspondence and telephone conferences.

6. In evaluating the nominations received, the Council will consider the necessity for geographic and gender balance in the membership, as well as whether each candidate, and the membership as a whole, has the required expertise and operational experience in one or more of the following areas: audit, evaluation, information and communication technology; risk management, ethics and finance. In addition, EAAC members should collectively possess relevant knowledge, skills or experience in the areas of accounting and financial reporting; oversight and accountability structures relevant to ICAO and the United Nations system; management experience in organizations of similar type and size to ICAO; and knowledge of technical or specialist activities relating to ICAO's mandate and business. In selecting your nominee for candidature, it is suggested that consideration be given to these qualifications and skills requirements, which are listed in Section 4 of Attachment A. In particular, candidates should have at least 15 years of relevant experience and be a recognised expert in the aforementioned disciplines. Furthermore, a good working knowledge of English is essential.

7. May I, in accordance with the request of the Council, invite you to **forward a copy of this letter to your State Audit Institution, Evaluation Centres, or to any other public body in your State where some, if not all of the requested skills may be located**, and to inform me not later than 29 March 2023 whether your Government is willing to nominate a candidate for the EAAC and, if so, provide me with the below information:

- a) The name and contact details of the nominee and, if applicable, those of his/her employer;
- b) Details of the candidate's experience and professional qualifications in one or more of the following areas: audit, evaluation, risk management, information and communication Technology (ICT), ethics and finance/accounting (an application form is at Attachment B);
- c) Whether the candidate is able to commit to attending three meetings per year, either in Montréal or at an ICAO Regional Office or virtually, for the full term of three years from September 2023 through to August 2026; and
- d) Whether government funding has been committed to pay for the travel costs of the candidate to attend up to three meetings per year, either in Montréal or at an ICAO Regional Office, for the full term of three years.

8. Attachment B provides further details of the process for nominating candidates to the Evaluation and Audit Advisory Committee.

Accept, Sir/Madam, the assurances of my highest consideration.

Juan Carlos Salazar
Secretary General

Enclosures:

- A — Terms of reference
- B — Nomination of candidate

**TERMS OF REFERENCE OF THE EVALUATION AND AUDIT ADVISORY
COMMITTEE (EAAC)**

1. PURPOSE

1.1 The Evaluation and Audit Advisory Committee (EAAC) is an independent expert advisory body¹ set up by the Council of ICAO with the purpose of reviewing the accounting and financial reporting process, the system of internal control, the risk and audit process, the evaluation process, and the process for monitoring compliance with financial rules and regulations and the Framework on Ethics.

2. EAAC COMPOSITION

2.1 EAAC is composed of five to seven independent experts, three of whom, in person or virtually, shall constitute a quorum.

2.2 Members of EAAC are nominated by Member States to act in a personal capacity.

2.3 Members are elected by the Council, on the basis of a recommendation from the President², for an initial period of three years and shall serve no more than two terms. In order to ensure adequate continuity, invitations for nomination of new members should be staggered. In case of resignation or demise of a member of the EAAC during his or her term, or if he or she becomes unfit for office, or unable or unwilling to fulfil their duties, a roster/pool of experts identified during the selection process may be used, in order for the Council to elect a replacement on the basis of a recommendation from the President to complete the remainder of the term of office.

2.4 Members of EAAC shall be independent of the Secretariat, Council Members, the External Auditor and any other body that may be perceived as a conflict of interest. By way of guidance, individuals should not be nominated for election to EAAC unless a period of two years has passed since the termination date of their employment or period of service or involvement with any of those bodies. Similarly, EAAC members may not be appointed as ICAO staff members for a period of two years following the expiration of their membership to EAAC.

2.5 The Chair of EAAC is elected by its members for a period of one year at a time, and the role shall include the following responsibilities:

- a) Ensure that EAAC meetings are scheduled, and agenda are discussed, as per its approved annual work-plan;
- b) Schedule additional meetings, if required, and set agenda of these meetings taking into account items proposed by other members of EAAC, ICAO Council, Secretary General, and lead committee proceedings;
- c) Ensure, in consultation with the other EAAC members, that advice and guidance is provided to the Council on all issues assigned to EAAC under this Terms of Reference;

¹ As an advisory body of the Council the EAAC is not subject to the Rules of Procedure for Standing Committees of the Council.

² Revised as per C-DEC 193/7.

- d) Ensure that the representatives from the External Auditor are kept informed of EAAC proceedings and solicit comments and advice from the Office of Internal Oversight (OIO) relating to matters relevant to the Committee, and the internal audit and evaluation functions;
- e) Ensure that action is taken on all matters relevant to EAAC's terms of reference;
- f) Ensure that EAAC terms of reference are relevant, and propose modifications to the Committee for updating the terms of reference where considered necessary; and
- g) Ensure the preparation of an Annual Report of EAAC to the Council, as described at paragraph 8 of these terms of reference.

2.6 In order to carry out these responsibilities effectively, the Chair of EAAC has direct access for meeting with the President of the Council, Council members, Secretary General, the Chief Finance Branch, the Chief Office of Internal Oversight, the Ethics Officer, the persons carrying out investigation functions, and the External Auditor on an as required basis, and outside of the Committee meetings.

2.7 The EAAC members shall not receive remuneration from ICAO for their services.

3. MEETINGS

3.1 Members of EAAC shall meet as often as deemed necessary by the members.

3.2 Meetings of EAAC shall be conducted in private. In consultation with members, the Chair of EAAC may request Secretariat staff or invite Council representatives to attend for specific agenda items.

3.3 In consultation with members, the Chair shall, as necessary, ask the External Auditor and/or his/her representative to attend EAAC meetings to discuss audit plans, findings and reports and any other matters of mutual concern.

3.4 Both the Chief OIO, the Ethics Officer, the persons carrying out investigation functions, and the External Auditor shall have free access to communicate with members of EAAC in order to raise any concerns that they may have.

4. QUALIFICATIONS AND SKILLS

4.1 All EAAC members should have expertise and operational experience in one or more of the following areas: audit, evaluation, risk management, information and communication technology, ethics, and finance. In addition, EAAC members should collectively possess relevant knowledge, skills or experience in the following areas:

- a) accounting and financial reporting;
- b) oversight and accountability structures relevant to ICAO and the United Nations system;
- c) management experience in organizations of similar type and size to ICAO;
- d) knowledge of technical or specialist activities relating to ICAO's mandate and business.

4.2 ICAO will ensure and support all EAAC members to acquire as soon as possible after appointment, knowledge and understanding of:

- a) ICAO's objectives and significant issues currently affecting the Organization;

- b) ICAO's organizational structure, including the relationship between the Secretariat, Council and Assembly;
- c) the Organization's culture;
- d) relevant regulations and rules governing the Organization; and
- e) awareness of significant current developments and initiatives in the UN system, particularly as they relate to governance.

5. RESPONSIBILITIES AND DUTIES

5.1 The main responsibility of EAAC is to consider the planned activities and results of both the internal audit and evaluation functions, the ethics office, and the external audit function; and to review how management have responded to, and implemented recommendations arising from this work.

5.2 In particular, the duties of EAAC shall include consideration of, and advice to the Council on:

- a) the proposed annual work programmes of OIO and of the External Auditor;
- b) the process of the appointment of the external auditor;
- c) the efficiency and effectiveness of OIO and the External Auditor;
- d) internal and external audit reports, the audited financial statements, risk assessments and other internal control reports;
- e) evaluation reports and implementation of evaluation recommendations;
- f) coordination of planning and coverage of topics between internal, external audit and evaluation;
- g) the timeliness and adequacy of management's response to, and actions taken to implement, recommendations made by OIO, the External Auditor, and (where applicable) the UN Joint Inspection Unit (JIU);
- h) whether processes for assessing and managing risk within the Organization are adequate and operating effectively;
- i) the adequacy and effectiveness of the Organization's internal control environment, including anti-fraud and anti-corruption arrangements, and any significant weaknesses in internal control mechanisms;
- j) the Framework on Ethics and other ethics-related policies, including financial disclosure, whistleblower protection and fraud policies;
- k) the OIO charter;
- l) the appointment, performance and dismissal of the Chief OIO, the Ethics Officer and the persons carrying out investigations function;
- m) the staffing and resources of OIO and its adequacy with the risk based internal audit plan;
- n) the collaboration and cooperation between internal and external auditors; and
- o) any other issue within EAAC's mandate that can be referred to it by the Council of ICAO.

6. CONFIDENTIALITY AND OBJECTIVITY

6.1 EAAC members shall serve in a personal capacity and undertake their duties in an objective, unbiased and confidential manner.

6.2 All documents of a restricted and confidential nature which are provided to EAAC members (including copies of internal audit reports), shall not be circulated outside of EAAC.

6.3 EAAC members shall reconfirm at each meeting that they have no financial or other conflicts of interests.

7. ADMINISTRATIVE SUPPORT

7.1 The Secretary General shall designate a Secretary to the EAAC who shall provide logistical, technical and substantive support to the Committee.

7.2 The effectiveness of these arrangements shall be considered annually by the Chair of EAAC in consultation with EAAC Members, with any recommendations reported in its Annual Report.

8. REPORTING

8.1 The Chair of EAAC, during the last session of the calendar year, shall submit an annual report on the work of EAAC and its recommendations to Council and the work plan for the following year. This report shall:

- a) summarize the work and activities of EAAC during the year;
- b) document any concerns or recommendations relating to the independence and performance of the internal or external audit, evaluation, and ethics functions;
- c) express an opinion on the OIO annual statement of independence; and
- d) document any significant concerns or recommendations EAAC members may have in relation to the Organization's risk management, controls, ethics framework and policies, and accountability processes.

8.2 EAAC may submit supplementary reports or recommendations to the Council in the intervening period.

8.3 Following best practices for transparency, the Terms of Reference and the annual report of EAAC shall be posted on the Council website.

9. PERIODIC REVIEW

9.1 The members of EAAC shall review the Terms of Reference of the Committee on a periodic basis to ensure that it continues to reflect best professional practice, remains relevant to the operating context of the Organization, and continues to meet the needs of the Council. Any proposed amendments to the Terms of Reference shall be submitted to the Council for approval.

ATTACHMENT B to State letter O4/8-23/017



Nomination of a candidate for the Evaluation and Audit Advisory Committee (EAAC)

Deadline: 29 March 2023

Name of State: (Each ICAO Contracting State may nominate only one candidate)

Mr./Mrs./Ms.	Last Name of Nominee	First Name	Initial(s)	Nationality	Date of Birth
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Area of expertise	Check if applicable	No. of years of experience	Name of international organization, if applicable
Audit	<input type="checkbox"/>		
Evaluation	<input type="checkbox"/>		
Risk management	<input type="checkbox"/>		
Ethics	<input type="checkbox"/>		
Finance/accounting	<input type="checkbox"/>		
Information and Communication Technology (ICT)	<input type="checkbox"/>		

Description of candidate's expertise and operational experience in one or more of the following areas: audit, evaluation, risk management, ICT, ethics and finance/accounting:

Summary of candidate's professional and managerial experience:

Current Employment (or most recent if retired):
Please provide the required information on your present or last post.
Attach your curriculum vitae, in which you may list in reverse order other relevant employment experience.

Job Title	Type of Business	From: To (if retired):
Name of Employer	Name of Supervisor	Telephone Number of Supervisor
Field of Work	Fax Number of Supervisor	Email Address of Supervisor

Address of Employer

Brief Description of Duties

Summary of Achievements			
Educational background, including degrees awarded and relevant professional qualifications: List the highest level university degree and relevant qualifications obtained such as Chartered Accountant, Certified Internal Auditor, etc. Provide any other relevant information on your curriculum vitae.			
University	City, Country	Attended From:	To:
Main Course of Study	Certificates or Diplomas obtained		
Relevant professional qualifications, professional societies and activities in the field of finance and audit.			
Address of the candidate to whom correspondence relevant to the work of EAAC should be sent:			
Street & City	State/Province	Postal/Zip Code	Country
Telephone No.	Fax No.	Email Address	
Name and contact information of the candidate's sponsor:			
Name			
Street & City	State/Province	Postal/Zip Code	Country
Telephone No.	Fax No.	Email Address	
Languages:	Speaking	Reading	Writing
English	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner
French	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner
Arabic	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner
Chinese	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner
Russian	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner
Spanish	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner	<input type="checkbox"/> Fluent <input type="checkbox"/> Intermediate <input type="checkbox"/> Beginner

Instructions

- **The deadline for receipt of this application form by ICAO, via email, fax or mail, is 29 March 2023.**
- **A detailed curriculum vitae must be attached.**
- **Two covering letters must also be attached. The first, from the Contracting State, should explain why it supports this candidate and confirm that government funding has been committed to pay for the travel costs of the candidate to attend up to three meetings per year in Montreal or at an ICAO regional office for the full term of three years.**
- **The second covering letter, from the candidate, should confirm that he/she is able to commit to attending three meetings per year in Montreal or at an ICAO Regional Office or virtually for the full term of three years from September 2023 through to August 2026.**

Attn: C/PRC - Nominations to EAAC
International Civil Aviation Organization
999 Robert-Bourassa Boulevard
Montréal, Québec H3C 5H7, Canada
Email: SPCP@icao.int