

INTERNATIONAL CIVIL AVIATION ORGANIZATION
EIGHTH MEETING OF CIVIL AVIATION AUTHORITIES OF THE SAM REGION
(RAAC/8)
(Buenos Aires, Argentina, 23-25 April 2003)

Agenda Item 8: Other business

**INTRODUCTION OF AN *EX-POST* EVALUATION FOR REGIONAL CO-OPERATION
PROJECTS IMPLEMENTED THROUGH ICAO**

(presented by Colombia)

Summary

The purpose of this paper is to draw the attention of the States to the introduction of *ex-post* project evaluations, as a mechanism to measure the impact and results of the projects executed jointly with ICAO and make sure that the project cycle fulfills its purpose.

Initial performance of an *ex-post* evaluation for co-operation agreement
RLA/95/003

1. Introduction

1.1. All of the technical co-operation projects executed by the States through ICAO should be subject to an *ex-post* verification in order to guarantee their impact and compliance with the objectives. The level of monitoring should not decline once completed the implementation. During the period of active monitoring, attention is focused on daily problems, and thus the need for a broader approach to assess the results of a project. Since 1970, the World Bank has established an *ex-post* evaluation system as the final stage for projects.

1.2. An *ex-post* evaluation starts with the final report of the project, which contains valuable comments on the implementation. Subsequently, a documented study of the project is carried out, to check the validity of the assumptions made at the time of its evaluation, and decide on the need to carry out an on-site verification, which sometimes is as extensive as the original evaluation. Likewise, for some projects, after a substantial period of time has elapsed after the last fund disbursement, a report of its repercussions is made.

1.3. The value of the *ex-post* evaluation system lies in the information that supplements and complements the one provided by other sources of information. Some of its conclusions lead to reflection, others are reassuring, and others contribute to the learning process, so as to enhance the results significantly, since subsequent projects in a sector draw from the experience acquired in previous ones. An obvious achievement resulting from this action is the adoption of new approaches, standards and procedures that contribute to the fulfillment of new objectives, and more precise mechanisms to estimate costs and reduce the likelihood of additional costs and delays in the implementation.

2. Analysis

2.1. The Latin American Civil Aviation Commission (LACAC) signed a memorandum of understanding with the International Civil Aviation Organization (ICAO), based on principles such as ICAO Assembly Resolution A29-13 on Intensified Safety Oversight, in which all the States that are in a position to do so are urged to provide technical co-operation to those States that request it in the form of financial and technical resources, in such a way that the latter may fulfill their responsibility of overseeing the safety of their air carriers.

2.2. According to its by-laws, LACAC has the objective of providing civil aviation authorities of member States with an appropriate structure for discussing and planning all of the measures required for co-operation and co-ordination of civil aviation activities.

2.2.1 Likewise, as a result of this effort, it seeks to foster a multinational technical co-operation agreement under the modality of a trust fund financed by the participating States, which will permit the start-up of operations of the regional operational oversight system, with the technical, logistic and administrative support of ICAO. Consequently, the project known as RLA 99/901/B has been established.

2.3. This initiative has its origins in co-operation agreement “Development of continuing airworthiness and operational safety of aircraft in Latin America (AIRWORTHINESS-AIRCRAFT SAFETY)”, known as RLA/95/003, which was concluded in December 1999. This project pursued precise objectives related to regional assistance in the area of safety, and there is no doubt that its results are the first step in the construction of this new operational oversight system, which LACAC, since the beginning and through the memorandum of understanding with ICAO, seeks to promote through the co-operation of member States.

2.4 Likewise, each State has the responsibility of providing adequate and safe operating conditions. In this respect, the safety culture, which has been defined as the set of values, attitudes, perceptions, knowledge, and individual and group behaviour guidelines that determine the commitment, style and ability of an organisation with respect to its health and safety management, benefits from the information feedback that an *ex-post* evaluation of project RLA/95/003 can provide.

2.5 Safety management requires the follow-up or establishment of mechanisms to verify the results of the various inspections that are carried out. The *ex-post* evaluation will help the different institutions or organisations committed to safety improve future results.

3. Decisions by the meeting

3.1 The meeting is invited to:

- a) take note of the importance of *ex-post* evaluations, and of their benefits for safety-related projects to be carried out.
- b) request ICAO, in order to close the project cycle, to submit a preliminary *ex-post* evaluation to member States and contributors to project RLA/95/003.
- c) Given the importance of safety, and the advantages of *ex-post* evaluation of projects carried out jointly with the various organisations and with ICAO, give instructions for the introduction of this concept as a source of learning in the various co-operation projects being carried out by ICAO in the region .

-END-