



WORKING PAPER

ASSEMBLY — 37TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 11: Activities and policy on technical cooperation during the period 2007 - 2009

**IMPLEMENTATION OF EX-POST EVALUATIONS IN
ICAO TECHNICAL COOPERATION PROJECTS**

(Presented by Colombia)

EXECUTIVE SUMMARY

The purpose of this working paper is to explain why it is important for States and donors to conduct ex-post evaluations of their civil aviation cooperation projects as an integral part of project planning and implementation, as recommended by ICAO in Document 9902, Chapter VI - Technical Cooperation.

Action: The Assembly is invited to:

- a) continue to encourage programme beneficiaries to establish, maintain or strengthen procedures for independent and self-evaluation of benefits and outcomes;
- b) adhere to the guidance of Document 9902 of the last Assembly (paragraph 9, Appendix C);
- c) invite States and donors once again to include ex-post evaluations in their civil aviation projects as an integral part of project planning and implementation;
- d) recognize the value of such evaluation for technical cooperation and assistance programmes and projects and its benefits for both institutional learning and systematic impact assessment, and;
- e) request the Technical Cooperation Bureau of ICAO to establish a standard mechanism for ex-post evaluations.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	None.
<i>References:</i>	Doc 9902, <i>Assembly Resolutions in Force (as of 28 September 2007)</i>

1. INTRODUCTION

1.1 Doc 9902 *Assembly Resolutions in Force*, A-36/17, Part VI - Technical Cooperation, “Consolidated statement of ICAO policies on technical cooperation”, Appendix C - Implementation of the Technical Cooperation Programme states in one of the preambular paragraphs that ex-post evaluations could constitute a valuable tool for establishing the impact of projects on aviation and for the planning of future projects.

1.2 In paragraph 9 of the same Appendix, the Assembly, “...encourages States and donors to include, and provide funding for, ex-post evaluations of their civil aviation projects as an integral part of project planning and implementation.”

2. ANALYSIS

2.1 An ex-post evaluation provides valuable input on the implementation and outcomes of a project, which then serves as a basis for preparing a documentary review to check the validity of the assumptions made during the evaluation and determine the need for a field examination, which can sometimes be as lengthy as the original evaluation. An impact assessment report may be produced for certain projects long after the final disbursement of funds.

2.2 Cooperation programme evaluations commonly take place before (ex-ante), during (ad-interim) and upon finalizing (ex-post) a project. Ex-post evaluations are further subdivided into ex-post facto and ex-post impact evaluations, based on the time interval following the completion of a cooperation programme. An ex-post facto evaluation takes place immediately on completion of the programme, and an ex-post impact evaluation is usually conducted five to ten years after completion.

2.3 The ex-post evaluation is a process of systematic analysis of the actions carried out under cooperation projects in pursuit of the following objectives:

- a) Determine whether the project actions achieved the desired effect;
- b) Measure unforeseen changes and assess whether or not they are favourable;
- c) Evaluate the appropriateness of the project actions and tasks in achieving the desired changes and decide whether any adjustments should be made;
- d) Obtain sound input for any decisions to modify ongoing actions and improve future ones;
- e) Develop useful learning tools for the evaluations themselves and for improving overall project management.

2.4 The added value of this kind of evaluation lies in the additional project information supplied by other sources. The conclusions can give pause for thought and very often reassurance, and also contribute to the learning process by identifying ways to optimize outcomes and enhance impact, allowing subsequent projects in a State or region to build on the experience of past ones.

2.5 The ICAO Technical Cooperation Programme has the responsibility to show solidarity with the donors and beneficiaries of assistance, especially when seeking to correct weaknesses, mitigate risk or foster aviation safety. Indeed, the ultimate goal is for States and private entities to achieve or maintain compliance with the Annexes of the Convention, in keeping with their responsibilities.

2.6 This kind of evaluation will be of assistance in continually improving aviation safety and attaining the desired future outcomes. It will also benefit the programme itself, the donors and all Contracting States in effectively closing the cycle of cooperation and assistance.

2.7 Such evaluations will also increase the effectiveness of ICAO, as has been the case in the international financial system where the concepts have already been applied. Impact indicators can be developed to enable the Council to verify and, where necessary, correct the actions of the technical cooperation programme upon completion of the phases of planning, execution, verification and further actions. Using registers compiled by the project implementation unit, an instrument can be created for instructional purposes and systematic impact assessment.

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