



ASSEMBLY - 37TH SESSION

EXECUTIVE COMMITTEE

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

EFFECTIVENESS INDICATORS FOR THE TECHNICAL CO-OPERATION PROGRAMME

(Presented by the Bolivarian Republic of Venezuela)

EXECUTIVE SUMMARY

This paper outlines the need to improve ICAO's technical cooperation reports through an instrument which uses indicators to measure the effectiveness of the programme, in order to help define more assertive policies, strategies, and plans to help achieve the Organization's strategic objectives.

This effectiveness indicator would enable the Organization's strategic objectives to be linked to the technical cooperation objectives, and would measure how the projects which have been implemented have assisted the Member States to improve the safety deficiencies detected during the Organization's audit programmes.

Action: The Assembly is invited to:

- a) design technical cooperation effectiveness indicators for the projects implemented by ICAO, which link the Organization's Strategic Objectives with the Technical Co-operation objectives and which also allow the effectiveness of the programme to be measured.
- b) include effectiveness indicators for the Technical Co-operation Programme in the report which is presented at each Assembly.

<i>Strategic objectives:</i>	This working paper relates to the Strategic Objective A, Safety.
<i>Financial implications:</i>	The required resources will be taken from the regular budget for the next three-year period.
<i>References:</i>	Doc 9901, <i>Assembly Resolutions in Force (as of 28 September 2007)</i> A37-WP/40.

¹ Spanish version provided by Venezuela

1. INTRODUCTION

1.1 Resolution A36-17 establishes that the Technical Co-operation Programme is an ICAO priority activity, which complements the Regular Programme and aims to support Member States so that they can effectively apply SARPS and ANPs, and develop the infrastructure and human resources of the civil aviation administrations.

1.2 Developing countries are the main users and request assistance, depending on their needs, in order to rectify aviation safety deficiencies, and to improve their aeronautical infrastructure, among other issues. It is important to point out that Member States determine the priorities of the projects to be implemented but that it is the responsibility of the Organization to promote its Strategic Objectives, which is the reason why there should be a balanced approach.

1.3 At the moment, we do not have any indicators which allow us to verify the efficiency of the Technical Co-operation Programme through their project portfolio and their quantitative impact on how the Organization's main objectives have been improved.

2. DISCUSSION

2.1 At the moment the reports submitted by the Secretary General on Activities and Policy on Technical Co-operation, which refer to the development of the Technical Co-operation Programme, outline its policies as well as the results of the activities carried out during each triennium. These reports provide information for each region and the activities carried out in each region are described in detail. The reports state that the deficiencies have been corrected, indicate that commitments have been undertaken, the need for assistance has increased, the acquisition of equipment has increased, and USOAP recommendations have been implemented, among other issues. In other words, all of the activities are fully in line with the above-mentioned resolution and each project has managed to fulfill the requirements requested by the States, thus achieving the desired effect.

2.2 These reports have been extremely useful in establishing the scale and importance of the Technical Co-operation Programme. The achievements presented by the Secretary General in the corresponding reports describe the activities carried out in the different fields of assistance, by region, etc., which have helped the Organization in its promotion of activities and in defining policies and strategies.

2.3 It is considered extremely useful and important to be able to determine other variables through indicators which allow us to improve and measure the efficiency of the Technical Co-operation Programme in achieving the Strategic Objectives of the Organization.

2.4 The Technical Co-operation Bureau (TCB) has clearly established its objective: to allow Member States to correct the deficiencies detected during the audits carried out by ICAO. This objective needs to have the corresponding indicator in order to establish the efficiency of the Programme, but there is no tool which allows it to measure how projects implemented by the Technical Co-operation Bureau have significantly contributed to the results of the audits, especially in the correction of the critical elements detected during the audits.

2.5 However, it is not known whether the Programme has resulted in the fulfillment of the corresponding objective in terms of improving operational safety and/or aviation security, since there is no indicator that links the projects to the Strategic Objectives so that the effectiveness of the Programme can be verified through timely and frequent measurements.

2.6 There is a need to know whether the projects are effectively complying with the founding principles of TCB. TCB has certain goals but does not have an instrument which quantitatively measures indicators which show an improvement in the main Strategic Objectives of the Organization, such as operational safety and aviation security.

2.7 These results, measured through indicators, would be used to verify the effectiveness of the Programme, encourage Member States to use TCB to implement civil aviation projects, and raise more awareness among the States, private sector organizations, and donors. These results could be presented through charts for each region, which would clearly show the development of the efficiency of the Programme, as well as establishing short-term, medium-term, and long-term goals. Likewise, this would allow for a more assertive approach to the planning and definition of Programme policies and strategies.

2.8 These indicators will be a key tool which will provide control over the management of the Organization through auditing and cooperation activities, guaranteeing that the activities are progressing in the right direction and helping to achieve the various objectives, goals, and responsibilities.

2.9 A management indicator is the quantitative expression of the performance and fulfillment of a process, which, when compared to a reference level of some sort, may indicate a deviation for which corrective or preventive action needs to be taken, as applicable.

2.10 Moreover, the Council recently agreed that TCB should be informed of the results of the safety audits, which gives this proposal more weight.

2.11 Although the economic and financial results presented in the different reports are undoubtedly important, it is considered that the result cannot just be financial.

3 CONCLUSIONS

3.1 To design a tool which will allow the effectiveness and usefulness of the ICAO technical cooperation program to be measured through indicators.

3.2 This indicator should be relevant, in other words, it should be linked to the strategic objectives of the Organization. This indicator should be clearly defined, and should be comparable over time and verifiable. These results may supplement the reports submitted by the Secretary General at each Assembly.