



A37-WP/357  
P/31  
4/10/10

## **ASSEMBLY — 37TH SESSION**

### **REPORT OF THE EXECUTIVE COMMITTEE ON AGENDA ITEM 11**

(Presented by the Chairman of the Executive Committee)

The attached report on Agenda Item 11 has been approved by the Executive Committee

*Note.— After removal of this covering sheet, this paper should be inserted in the appropriate place in the report folder.*

(4 pages)

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

11.1 At its fifth meeting, the Executive Committee considered the subject of *Technical Co-operation – Activities and policy on technical cooperation during the period 2007-2009* on the basis of A37-WP/40 presented by the ICAO Council and three working papers presented by Colombia (A37-WP/93 Revision No.1), the Russian Federation (A37-WP/269 Revision No.1) and Venezuela (A37-WP/276), as well as an information paper presented by the Republic of Korea (A37-WP/234).

11.2 In A37-WP/40, the Council provided an update on ICAO technical cooperation policies and strategies, including the importance of establishing a more balanced approach for the Technical Co-operation Programme that should ideally address both the sovereignty of States to determine their development priorities and the responsibility of ICAO to promote its Strategic Objectives. Considering that the Programme is mainly funded by recipient governments, the Council is of the opinion that the Organization should continue to encourage all States to focus their implementation activities on ICAO priorities, giving due regard to ICAO audit findings and recommendations. Furthermore, ICAO should be in a position to assist States lacking the required resources with the mobilization of funding and to provide free technical assistance in support of the ICAO SARPs implementation mainly in the operational safety and aviation security fields, including ICAO audit recommendations, as well as to act in a concerted manner in responding to natural disaster or national calamity situations in States. The report also provided information on the restructuring of the Technical Co-operation Bureau (TCB) carried out in early 2010 in order to increase its efficiency and effectiveness and help improve the Administrative and Operational Services Cost (AOSC) Fund's financial situation. Additionally, it presented an analysis of the Technical Co-operation Programme's performance results for the 2007-2009 triennium from the financial and non-quantifiable operational perspectives, offering a comparison with the preceding triennium, and provided the AOSC Fund results for the reporting period, complemented by information on the apportionment of costs between the AOSC Fund and the Regular Programme budget.

11.3 A37-WP/93, Revision No.1, presented by Colombia, highlighted the potential benefits of ex-post evaluations to States and donors as a systematic impact assessment tool, which could also be of assistance to the Technical Co-operation Programme in improving its effectiveness with regard to the planning of future projects through, *inter alia*, the identification of corrective actions and the means to optimize resources and enhance a project's impact on aviation safety. In recalling that the Assembly, in its Resolution A36-17, encouraged 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, Colombia therefore invited the Assembly to request the Secretariat to establish and implement a mechanism and standard procedures with a view to incorporating ex-post facto evaluations as an integral part of ICAO technical cooperation projects, and to report on the progress achieved in this regard to the next Session of the Assembly.

11.4 A37-WP/269, Revision No. 1, presented by the Russian Federation, underscored that, as a priority activity of the Organization, the Technical Co-operation Programme plays an important role in the implementation of ICAO SARPs, as well as in the development of civil aviation infrastructure and human resources in developing countries. Therefore, it proposed that the Assembly re-confirm the status of the Technical Co-operation Bureau as an integral part of the Organization. Given that TCB is the only

self-financing Bureau of ICAO and that project implementation contributes to the Regular Programme by assisting in the achievement of ICAO's Strategic Objectives, the Russian Federation proposed that the Regular Programme budget absorb the costs of five key TCB management positions. While recommending that TCB's exclusive prerogative to implement technical cooperation projects be re-confirmed by the 37th Session of the Assembly, the paper suggested that service recipients have the option to monitor project implementation with the support of ICAO regional offices, therefore strengthening the Regional Offices' role in the project initiation and implementation process. Furthermore, a proposal was made to support the Secretary General's initiative to recruit AOSC-funded Technical Co-operation Officers for the Regional Offices, without increasing charges to projects.

11.5 A37-WP/276, presented by Venezuela, emphasized the need to systematically measure the effectiveness of the Technical Co-operation Programme and its quantitative impact on the achievement of ICAO's Strategic Objectives, particularly its contribution to the improvement of operational safety and aviation security through the rectification of deficiencies identified during ICAO audits, with a view to continually improving the Programme's performance. It therefore proposed that the Secretary General's reports to the Assembly on technical cooperation activities include effectiveness indicators linking the Organization's Strategic Objectives with the objectives of its Technical Co-operation Programme.

11.6 A37-WP/234, presented by the Republic of Korea, provided information on its Fellowship Training Programme, which is implemented through an ICAO technical cooperation project under a Management Service Agreement, and by means of which 390 nationals from 89 developing countries have received free of charge training at the Korea Civil Aviation Training Centre (KCATC) in various air navigation disciplines since 2001. The Republic of Korea also informed on the planned expansion of the Programme in the near future, which will offer 130 additional fellowships in the next triennium.

11.7 The Executive Committee noted with appreciation that the Programme's performance in the current triennium had enjoyed the continuous interest of States and private entities, increasing Programme delivery to a total of US\$460.3 million, i.e. 17% higher than in the previous triennium. However, the Programme is not evenly distributed across the different geographical regions. The Committee acknowledged the Secretary General's efforts to promote voluntary contributions aimed at further decreasing the gap between the regions, so that all ICAO Member States will be in a position to benefit equally from ICAO's expertise and experience in assisting with the remedying of any deficiencies in the civil aviation sector.

11.8 The Committee was also informed of measures taken by the Secretary General to streamline the Technical Co-operation Bureau's structure and procedures and to integrate more closely its field activities within the regional offices, and expressed their support to the further strengthening of the role of the regional offices in the technical cooperation process. Although these measures will require significant changes and adaptation within and outside of ICAO, the Committee shared the Secretary General's conviction that they will result in a more effective and efficient delivery of the Programme.

11.9 With regard to the outlook in the coming triennium, it is important that, considering the rapid development of civil aviation technologies, ICAO's Technical Co-operation Programme will continue to play an important role in providing support to States. It was the considered view of the Committee that the Technical Co-operation Programme is one of the pillars of the Organization in

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providing support to States in the implementation of their civil aviation infrastructures in compliance with ICAO's SARPs, complementing ICAO's regulatory and auditing activities. It was therefore generally acknowledged that the Technical Co-operation Bureau should continue to be an integral part of the Organization.

11.10 There was general consensus in the Executive Committee regarding the potential benefits of the introduction of ex-post evaluations as a valuable tool for institutional learning and systematic impact assessment of technical cooperation projects. In line with Assembly Resolution A36-17, the Committee recommended that the Assembly continue to encourage Programme beneficiaries to establish, maintain or strengthen procedures for self-evaluation of benefits and outcomes of their civil aviation projects. Moreover, it agreed with the recommendation by Colombia in A37-WP/93 to request the Secretariat to establish an independent mechanism or standard procedure to incorporate ex-post facto evaluations of technical cooperation projects as an integral part of projects executed by the Technical Co-operation Bureau. The Secretary General confirmed his intention to implement such a mechanism in the next triennium.

11.11 Discussions on the proposal of Venezuela for the development of performance indicators to measure the effectiveness of the Technical Co-operation Programme in achieving the projects' expected outcomes, particularly in regard to the rectification of safety and security deficiencies identified through ICAO audits, received the full support of the Executive Committee, which agreed that such tools would help maintain a balanced approach to the Technical Co-operation Programme, enhance its efficiency and transparency and increase its impact on the achievement of ICAO's Strategic Objectives, as well as help define the Organization's policies and strategies on technical cooperation. A number of States shared their positive experience with the implementation of projects through the Technical Co-operation Bureau, emphasizing their use of indicators for the evaluation of the projects' outcome.

11.12 To a proposal put forward by the Russian Federation for the transfer of five key TCB management positions to the Regular Programme budget, some States expressed their reservations that such transfer might prevent TCB from operating with the necessary flexibility and highlighted that budgetary constraints could make it difficult for the Regular Programme to absorb the full cost for these posts, and therefore could not support this proposal.

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