



Annex 6.1 – Management Training Program

Annex 6.2 – Technical Assistance Schedule

Annex 6.3 – Minutes of the 2nd Steering Committee Meeting

**Annex 6.4 – Presentation to TRACECA Secretary General and
Team Leaders**

Annex 6.5 – Training Statistics

Annex 6.6 – Newsletter Nr. 2

Management Training Programme

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
1/TTR	Management of Training & Training Needs Assessment	<ul style="list-style-type: none"> • From training to learning in organisations • Business and operational models for training • Systems thinking and a systemic approach to managing training • Training for organisational improvement • Staffing the training unit • Leading and guiding training staff • Measuring and evaluating trainer performance • Determining Problems or Opportunities • The Performance Model • The Human Performance • Performing Worth Analysis • Determining Return On Investment 	<ul style="list-style-type: none"> • Gain critical insights into the role of training in organisations • Learn to develop strategic plans for program development, maintenance and renewal • Exercise better financial management. • Improve your training resources management • Understand key concepts on integrating computer technology into training • Select and apply the techniques and tools appropriate for training needs assessments • Substantiate your requirements for training resources 	<ul style="list-style-type: none"> • CAAs Training Units Managers and staff dealing with training organisation who want be familiar with training principles and practice seeking to become training managers or lead a training unit <p><i>Course participants are strongly encouraged to bring examples of training related problems they face at work for discussion and investigation</i></p>	Academic course - English	5 days (1)	Kiev

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
3/TTR	Instructional Techniques & Design	<ul style="list-style-type: none"> • Know the Adult Learner • Trainee-Centred Instruction • Effective Instructor Skills • Prepare and Follow Lesson Plans Effectively • Prepare for, Conduct, and Wrap up Training • Manage Group Dynamics Effectively • Active Training • Games, Triggers and Jolts • Evaluate Training • Prepare and Conduct Activities and Practical Exercises • Effective Preparation and Use of Instructional Aids • The Instructional Design Process: Analyse, Design, Develop, Implement, Evaluate • The Course Plan as an Essential Framework for Instructional Design • Converting Training Needs into Performance Objectives • Linking Performance Objectives with Measurements and Evaluation Techniques 	<ul style="list-style-type: none"> • Effectively prepare for, manage, conduct, facilitate and evaluate a training event • Use instructional tools and techniques to enhance instruction • Acquire practical presentation and communication skills • Motivate participants and engage their active participation • Integrate group work and collaborative learning • Identify and describe the different phases of the instructional design process • Convert training needs into performance objectives • Identify characteristics that influence the design and delivery of a training course • Create a design blueprint that clearly specifies what will happen during the training program • Select the best training activities to increase the value and effectiveness of training 	<ul style="list-style-type: none"> • Instructors and all managers carrying out instructional meetings or giving information interested in becoming better instructors <p><i>Course participants are strongly encouraged to bring examples of training related problems they face at work for discussion and investigation</i></p>	Academic course - English	5 days (2)	Kiev + Almaty

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
1/MNG	Strategies of Managing an Institutional Organisation	<ul style="list-style-type: none"> The Contemporary understanding of Management and Strategy The Different Techniques of Management Setting Objectives and Indicators Customer-Oriented Basic Principles of Human Resources Management Setting Appropriate Organisational Structure and Definition of the Managing Functions and Tasks of the Different Units of the Organisation Assessing Appropriate Staffing of the Different Units according to their Respective Tasks Financial and Budget Management 	<ul style="list-style-type: none"> This course is designed to provide the essential knowledge and skills which will enable States' Officials to design successful strategies in a fast changing environment, as well as to develop and monitor a clear long-term plan of their companies' objectives and implementation issue The Program seeks to provide a holistic view of management techniques for participants to build new managerial skills 	<ul style="list-style-type: none"> Ministry of Transport Officials Directors General of Civil Aviation Administrations (DCA or DGCA) Deputies Directors General of Civil Aviation Administrations (DCA or DGCA) 	Academic course - Russian	5 days (1)	Kiev

Management Training Programme

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
3/MNG	Development of Autonomous Civil Aviation Organisations	<ul style="list-style-type: none"> • Roles and Responsibilities of the Regulator, stressing on the Safety Oversight Function • Performing a comparative analysis of different Autonomous Civil Aviation Organisations • Determining the mission, regulatory and administrative powers and relations of the new autonomous CAA • Analyzing different legal structures for the new autonomous CAA • Budget for the start and running of the new autonomous CAA • Developing a Training Policy and a 3-year Training and Technical Assistance Plan for the new autonomous CAA 	<ul style="list-style-type: none"> • This course is designed to provide the essential knowledge and skills which will enable States' Officials at all levels to adequately plan, manage, control and successfully complete the creation and implementation of an autonomous Civil Aviation Authority and other associated institutional reforms 	<ul style="list-style-type: none"> • Ministry of Transport Officials • Directors General of Civil Aviation Administrations (DCA or DGCA) • Deputies Directors General of Civil Aviation Administrations (DCA or DGCA) 	Academic course - Russian	5 days (1)	Kiev

Management Training Programme

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
6/MNG	Advanced Training on Safety Management Systems(SMS)	<ul style="list-style-type: none"> • Basic Safety Concepts and Remind of What is an SMS • Hazards and Risks • Introduction to the implementation of the SMS • SMS Planning and Operation • Phased Approach to SMS Implementation 	<ul style="list-style-type: none"> • Develop participants' knowledge of safety management concepts and ICAO Standards and Recommended Practices (SARPs) • Develop participants' knowledge to certify and oversee the implementation of key components of a basic SMS in compliance with relevant ICAO SARPs. 	<ul style="list-style-type: none"> • Ministry of Transport Officials • Directors General of Civil Aviation Administrations (DCA or DGCA) • Deputies Directors General of Civil Aviation Administrations (DCA or DGCA) • Managers of Civil Aviation Administration's (DCA or DGCA) involved in the SMS development 	Academic course - Russian	5 days (1)	Kiev

Management Training Programme

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
9/MNG	Management Tools & Skills	<ul style="list-style-type: none"> • Roles and Responsibilities of the Manager, incl. the 3 functions of management • Leadership Skills and Different Styles Depending on Individual Abilities • The role of the manager when it comes to listening and communication • Principles of performance management, including coaching, discipline, effective feed-back • Dealing with conflicts • Phases of team development to create and manage effective teams • Create a motivating team environment • Time Management and Setting effective priorities with your team • Delegation Skills 	<ul style="list-style-type: none"> • This course aims to assist managers to develop their communication skills applicable across functions and responsibilities, thus ensuring higher efficiency and performance within the team they manage 	<ul style="list-style-type: none"> • Managers of Civil Aviation Administration's (DCA or DGCA) 	Academic course - Russian	4 days (2)	Kiev + Almaty

Management Training Programme

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
12/MNG	Quality Management in Civil Aviation	<ul style="list-style-type: none"> • Basic principles of Quality Management • The Existing International Standards (ISOs) and Associated Terminology relating to Quality • Definition of Quality Objectives and Indicators • The Relation Between Quality & Safety Management Systems • Basic Principles of Auditing (Programme Definition, Planning, Conducting, Reporting, Recording and Corrective Measures Implementation/Follow-Up) • Set-Up and Management of Quality Database • Monitoring Quality Level According to Pre-Set Objectives and Indicators 	<ul style="list-style-type: none"> • This course aims to provide participants with sufficient knowledge to understand why & how to develop and implement formal quality management procedures 	<ul style="list-style-type: none"> • Managers of Civil Aviation Administration's (DCA or DGCA) 	Academic course - Russian	4 days (2)	Kiev + Almaty

Management Training Programme

Item	Subject	Content	Purpose	Intended for	Format - Language	Duration (#Session)	Place and Date
1	2	3	4	5	6	7	8
1/ITS	Office Tools and Technical Support	<ul style="list-style-type: none"> • Tasks relating to the use of office tools (Analysis, planning, monitoring, reporting) • MS Office (Demonstration and practical exercises) <ul style="list-style-type: none"> - Word - Excel - Outlook 	<ul style="list-style-type: none"> • This course is designed to provide the essential knowledge and skills in using IT support in different phases of task management: analysis, planning, monitoring and reporting 	<ul style="list-style-type: none"> • Managers and Employees of Civil Aviation Administration's (DCA or DGCA) 	In-House Academic course - Russian	3 days (8)	Kiev + Chisinau + Tbilissi + Baku + Erevan + Astana + Bishkek + Dushanbe

Technical Assistance Planning February to July 2011

	Safety			Security	Environment	
	AIRW	OPS	PEL			
.Feb 11	TA to Moldova			Technical Assistance delivery To Tajikistan FEB 1 - 4		.Feb 11
.Mar 11	TA to Moldova Feb 28 - March 4	TA to Kyrgyzstan	TA2 to Ukraine (TBC) 21/2			.Mar 11
.Apr 11			TA3 to Ukraine		TA on ETS, Baku	.Apr 11
.May 11	TA to ARMENIA Q2 / Q3 (TBC)	TA to Kyrgyzstan Q2 / Q3 (TBC)	TA to Azerbaijan Q2/Q3 (TBC)			.May 11
.Jun 11	TA to Kazakhstan	TA to ARMENIA	TA to Tajikistan			.Jun 11
.Jul 11						.Jul 11



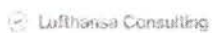
Civil Aviation Safety and Security Project

The 2nd Steering Committee meeting

Summary of Discussions

Tbilisi, Georgia

16th September 2010



This Project is funded by the European Union

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1. INTRODUCTION

Place and duration

The second Steering Committee meeting in the framework of the TRACECA Civil Aviation Safety and Security project took place in the premises of the Ambasadori hotel on the 16th of September 2010 in Tbilisi.

Attendance

The meeting was attended by 8 representatives of 6¹ of the 8 beneficiary States and by observers from EASA and TRACECA Permanent Secretariat. The list of participants is given in **Appendix A**.

Programme management and core team

Ms. Svitlana Didkivska, the Sector Manager of the Delegation of the EC to Ukraine presided over the meeting throughout its duration. Mr. Louis Gerlin, TRACECA Civil Aviation Safety and Security project Team Leader was Secretary of the meeting and was assisted by Mr. Thibault Raisson, Project Manager, Mr. Kakhi Kvatashidze, Deputy Team Leader, Mr. Peter Cooper, Security Expert and Ms. Ayce Celikel Environment Expert.

Agenda

Steering Committee participants agreed on to follow all the presentations including those planned for afternoon session and afterwards provide the project team with the feedback towards the progress and activities performed during reporting period.

The Group agreed to the following agenda for organising the work of the Meeting:

9:15 - 9:30	Arrival of participants
9:30 - 9:45	Opening session: <ul style="list-style-type: none"> - Introduction and welcome address to the participants by the hosting country - Introduction and welcome address to the participants by the Programme Manager from EU Delegation in Kiev

¹ Tadjikistan was not able to attend, and the Representative of Kyrgyz Republic was planned to attend but had a last minute impossibility due to flight cancellation.



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9:45 - 10:00	Approval of the agenda
10:00 - 10:45	Reporting on the Project progress during the past 6 months period ² by the Team Leader Discussion and feedback from the Beneficiaries
10:45 - 11:00	Break
11:00 - 12:00	Presentation of the activities planned for the next 6 months period by the Team Leader Discussion and validation by the Steering Committee Approval of Progress Report 3
12:00 - 12:30	Open discussion / Specific issues
12:30 - 14:30	Lunch
14:30 - 15:15	Open space: Each Beneficiary is invited to make a brief presentation of his choice on the Civil Aviation sector at Country or Regional level
15:15 - 16:00	Round table: Presentation and discussion on the up-coming Technical Assistance Plan . Feedback from the Beneficiaries on the options under consideration
16:00 - 16:15	Break
16:15 - 17:00	Discussion/Presentation on the ETS
17:00 - 17:15	Discussion/Presentation on ECAC past Aviation Training Conference
17:15 - 17:45	Round table: Presentation and discussion on the future Study Tours
17:45 - 18:30	Conclusion, fixing date and location of next Steering Committee Meeting



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2. REPORT ON THE PAST AND UP-COMING 2 YEAR ACTIVITIES

Based on the draft Progress Report nr 3, the Team presented:

- The activities conducted during the past reporting period ñ February to July 2010 (attached as Appendix B)
- The activities planned for the next reporting period ñ August 2010 to January 2011 (attached as Appendix C)

After the presentations and further discussion, the Steering Committee validated the planned activities for the up-coming period and agreed on approval of Progress Report nr 3

3. DISCUSSION AND FEEDBACK FROM THE BENEFICIARIES

Ukraine

Air operator representatives had the opportunity to attend the workshops and training sessions on ETS organized in the framework of TRACECA Civil Aviation Safety & Security Project and workshop recently organized in Athens. The training sessions have been found very informative and as a result CAA has requested airlines performing flight operations to Europe to prepare their Emission and Tone/Kilometre monitoring plans before August 31, 2010.

It was highlighted that designated competent authorities did not reply on the monitoring plans presented by airline operators. Allocation of competent ETS verifiers is a major concern of the CAA of Ukraine. This situation puts air carriers into difficult situation. This impediment could be raised at political level and addressed to EU DG Climate, pushing them to reply to the relevant letters.

In general, positive results of the all training sessions performed in the framework of the TRACECA are identified. However, practical results should be more visible.

Added value was provided to the National Aviation University throughout all the EU projects; inter alia, Twining, TEN-TE, and TRACECA. NAU has capacity to train students in different profiles regionally and globally. The idea of establishing cooperative relations with NAU for sustainability was welcomed.

A regional safety oversight organisation is established. Member states are identified as follows: Ukraine, Moldova Azerbaijan Armenia, and Turkey. Georgia expressed its interest for joining regional safety oversight organization.



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From the list with proposed technical assistance options the Civil Aviation Administration is interested in technical assistance in Flight Crew Licensing. The delegate also requests for assistance OJT in OPS and AIR, as well as revision of the AIR handbook. Technical support has been requested on ETS implementation.

EC Delegation to Ukraine

There is a link between DG Climate and the TRACECA project. This contact should be used to make this sensitive issue more visible. The project should continue activities on ETS domain but in another format.

Apart from the TRACECA Civil Aviation project the EC is going to launch twinning projects in Armenia and Georgia, TEN-T project in Ukraine is in progress. The project team should arrange coordinating meetings with the above mentioned projects to share information on project activities and to efficiently use available resources.

In the framework of technical assistance working package practical results should be more visible. Technical cooperation activities should be focused on the needs of each individual CAA depending on its the level development.

EASA

EASA highlighted strong request addressed by countries at International Forum to participate to training activities under EASA umbrella. EASA has structured its training plans and is ready for direct relations with beneficiary countries.

It was reminded to the participants that EASA is going to organize OPS Inspectors Training Course in October. The course will be very comprehensive, seats are limited. After deadline it will be difficult to accept participants. Only a few countries expressed interest to participate to the training session.

Georgia

New management is in position to improve institutional framework in Civil Aviation area to fulfil its obligations as provided for the Chicago Convention and establish an appropriately organised, funded and empowered civil aviation system that must be established on the basis of national legislation and structured to effectively fulfil the tasks which are expected to be undertaken.



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It was noted that since 5th March Georgia and the European Union initiated a comprehensive air services agreement between Georgia and the EU. The agreement is very important both for the EU and for Georgia. It will bring aviation relations to an entire new level. Georgia will gradually integrate into the European common aviation area.

Upcoming Institutional Twinning project has been identified as the effective way to provide the assistance through two-way cooperation; it is anticipated to accelerate the capacity building of the Civil Aviation Department.

It was highlighted that TRACECA and Twinning projects will enable Civil Aviation to come in line with EU experience and practices.

From the proposed list with technical assistance options Civil Aviation Department will benefit from high level technical assistance to improve institutional framework.

Azerbaijan

From the proposed list with technical assistance options Civil Aviation Administration will benefit from high level technical assistance to improve institutional framework. Option has been taken on the provision of inspector handbook in AIR, PEL and OPS.

Armenia

Since last SC meeting held in February 2010, progress was brought to the national legislation, enabling the National Regulator to implement regulatory requirements in English language.

Theoretical trainings aiming at improving general awareness on EU regulatory requirements in safety area have a positive impact on aviation in Armenia. At the end of the activities visible progress should be obtained in practical application of theoretical knowledge in the areas of AIR, OPS and FCL. Lack of practical exercises for inspectors this is a major concern addressed during SC meeting. However, organization of OJT for CAA personnel is part of the upcoming twinning project.

Some beneficiary countries of TRACECA project entered into the working arrangements with EASA and therefore technical cooperation should be focused on the needs of each individual CAA depending on its the level development.

The national air carrier has started operating of Boeing 737 type aircraft. To effectively fulfil its responsibilities the State civil aviation must be properly staffed with qualified airworthiness personnel capable of accomplishing the required wide range of technical duties involved in safety oversight. With this respect technical assistance in terms of training of the airworthiness inspectors for Boeing 737 will be welcome.



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Moldova

The effectiveness of project activities has been widely discussed amongst the participants of all training sessions. Based on the feedback provided by trainees, training sessions were found to be very positive measure for improving theoretical knowledge in the respective areas. However, the main concern is the lack of experience in exercising practical application of regulatory requirements in the areas of AIR, OPS and FCL.

From the proposed list with technical assistance options Civil Aviation Department will benefit from:

Part 66 license conversion procedure.

Developing of the CAP based on EASA validation mission findings in the field of AIR and investigation of accident / incident.

Kazakhstan

New Aviation Law is already drafted and sent to the parliament for formal approval. The primary legislation empowers CAA to certify all the service providers according to national regulatory requirements.

Technical assistance proposals will be discussed internally in the CAA and national focal point will provide the project team with feedback.

Kyrgyzstan and Tajikistan

Telephone discussions have to be initiated with relevant SC members for identification needs for further TA.

TRACECA Team

Part of the requests addressed by the Beneficiaries is based on a proposed list sent prior to the meeting. The team would also like to stress on the fact that Technical Assistance can be delivered on other themes that those which were proposed.



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4. DATE AND LOCATION OF NEXT STEERING COMMITTEE MEETING

After discussion, it was proposed to hold next Steering Committee Meeting on last week of February 2011. Location in Kiev was considered. Moldova renewed its offer to host the Steering Committee Meeting in Chisinau. At the end of the meeting the question of final location was left open for the time, to be decided later between Kiev and Chisinau.



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Appendix A.**List of participants****Participants:**

- EU Delegation to Ukraine

Ms. Svitlana Didkivska

- EU Delegation to Georgia

Mr. Erik Eriksson

- EU Monitoring programme

Mr. Vadim Kuzyk

- EASA

Mr. Dieter Gaupmann

- TRACECA Permanent Secretariat

Mr. Anar Ismail

- TRACECA Civil Aviation Project

Mr. Thibault Raison

Mr. Louis Gerlin

Mr. Kakhi Kvatashidze

Mr. Peter Cooper

Ms. Ayce Celikel

- Beneficiary countries

Mr. Eldar Baghirzada (Azerbaijan)

Mr. Dmytro Babeichuk (Ukraine)

Mr. David Jamaspishvili (Georgia)

Mr. Victor Gogorishvili (Georgia)

Mr. Serob Karapetyan (Armenia)

Ms. Silvia Railean (Moldova)

Mr. Samat Zhassuzakov (Kazakhstan)



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TRACECA Civil Aviation Safety & Security Project

A programme implemented with the financial support of the European Union

2nd Steering Committee Meeting
Tbilisi, 16-Sep-2010
Project Progress during the past 6 months

Presented by






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TRACECA Civil Aviation Project



Scope of Steering Committee Meeting:

- Hear Team's report on Project progress since the start
- Hear Team's presentation of Project planned activities for the next 6 months
- Validate actions undertaken and validate or amend further orientations. Approve Progress Report nr 3
- Presentations and Discussions on thematic issues

Steering Committee meeting - Kiev - 25/02/2010



TRACECA Civil Aviation Project



SC Meeting Proposed Agenda

1. Opening session / welcome to Participants
2. Approval of the agenda
3. Reporting on Project Progress since start
4. Discussion, feedback and approval
5. Presentation of next planned activities
6. Discussion, validation by SC
7. Thematic issues (*Beneficiaries' word, TA plan, ENV, Study Tour*)
8. Conclusion, date & location of next SC meeting

Steering Committee meeting - Kiev - 25/02/2010



TRACECA Civil Aviation Project



Activities - 4 Work Packages (WP):

WP1: Assessment of current situation in the 9 benef. Civil Aviations Reports / Need analysis

WP2: General English language courses
 Technical English language courses
 Technical Trainings AIRW, OPS, FCL, SEC, ENV

WP3: Provision of events, training, support "Management level"
 Organisation of study tours for managers (Capacity-building)

WP4: Implementation of communication plan, incl. Website
 Newsletter & regional meetings

Steering Committee meeting - Tbilisi - 16/09/2010



TRACECA Civil Aviation Project



Activity during the reporting period

WP 2 – English & technical training

- Technical English Training Courses completed (last session delivered 8 to 19/02 in Kiev)
- Technical Training Courses delivered as follows:
 - All courses for Airworthiness (10 courses)
 - 6 courses out of 8 for Safety-OPS
 - 4 courses out of 5 for Personnel Licensing
 - 3 courses out of 6 for Security
 - 6 courses out of 9 for Environment

i.e. 29 courses out of 38 = 76 %

Steering Committee meeting - Tbilisi - 16/09/2010 (*) Excerpt Uzbekistan





TRACECA Civil Aviation Project



WP2 - English training results

	Participants	Assessments in %	
		Excellent	Good
General Aviation English Language	95	73	25
Technical Aviation English Language	55	88	12
Total Aviation English	150	80	19

Steering Committee meeting - Tbilisi - 16/09/2010

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Civil Aviation Project

WP2 – Technical training stats

Code	Courses	Days	Participants		Trainee days	Average attend.
			Trainees	Countries		
AIR	10	14	166	8	231	16,6
OPS	6	16	73	5 to 8	200	12,2
FCL	4	10	55	6 to 8	135	13,8
SEC	3	16	44	7 to 8	237	14,7
ENV	6	10	105	8	175	17,5
TOTAL	29	66	443	5 to 8	978	15,3

Steering Committee meeting - Tbilisi - 16/09/2010

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WP3 - Events and support activities

- Management training programme finalised
- Events with participation facilitated by the Project:
 - ✓ 27-29/04: EASA International Cooperation Forum in Dubai - 5 participants from 4 Beneficiaries
 - ✓ 24-25/06: ECAC Aviation Training Conference in Istanbul
 - ✓ 29-30/06: EASA Pan-European Partner Workshop in Cologne - 5 participants from 5 Beneficiaries



Steering Committee meeting - Tbilisi - 16/09/2010

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WP3 - Events and support activities

- Specific Expertise Support (TA missions):
 - ✓ 11-14/05: SEC mission in Chisinau airport (prepare ICAO audit, implement body-scanners)
 - ✓ 28/5 to 4/6: SEC mission in Yerevan Zvartnots (prepare ICAO audit, implement body-scanners, add. training)
 - ✓ 26-27/7: ENV mission on ETS in Tbilisi for Georgian and Armenian participants
 - ✓ 29-30/7: ENV mission on ETS in Kiev for Ukrainian and Moldovan participants

Steering Committee meeting - Tbilisi - 16/09/2010

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WP4 - Communication & visibility

- Website active
- 1st Newsletter issued
- 2nd Newsletter prepared
Will be finalised after present SC Meeting



Steering Committee meeting - Tbilisi - 16/09/2010

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Summary of progress since Project Start:

WP1: 9 survey visits Reports / Need analysis	Done Done
WP2: Gen. English courses Tech. English courses Technical Trainings	Done, 8 courses Done, 5 courses 76% delivered
WP3: Provision of events & TA Management training Study tours	6 Events & 5 TA In preparation Planned 2011
WP4: Communication plan Website Newsletter	Done Operational 1 st Issued, 2 nd ready

Steering Committee meeting - Tbilisi - 16/09/2010

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General comments

- The trainers expressed their satisfaction on assiduity of trainees, and participation of all countries
- In the starting TA actions, clear interest was shown for new devices/dispositions, particularly in the area of Security
- TA in Safety for the Kyrgyz Republic was unfortunately temporarily suspended due to the events, but will resume soon

Steering Committee meeting - Tbilisi - 16/09/2010

 **TRACECA Civil Aviation Safety & Security Project**

**2nd Steering Committee Meeting
Tbilisi - 16-Sep-2010
Planning for the next 6 months**

Presented by

Prepared by Egis Avia at the request of the European Commission. The findings, conclusions and interpretations contained in this report are those of the author and do not necessarily reflect the opinion or opinions of the European Commission.

 **TRACECA Civil Aviation Project** 

Activities planned next reporting period:

WP1: Assessment of current situation in the 9 benef. Civil Aviations Reports / Need analysis

WP2: General English language courses
Technical English language courses
Remaining Technical Trainings in OPS, FCL, SEC, ENV

WP3: Further events and training/support "Management level"
Start preparing 2 study tours for managers

WP4: Implementation of communication plan, incl. Website up-date
Newsletter 2 (finalise) and 3 (prepare)

Steering Committee meeting – Tbilisi – 16/09/2010

 **TRACECA Civil Aviation Project** 



WP 2 – up-coming training

Continue & complete Technical Training Courses

- ✓ 2 remaining courses for Safety-OPS
- ✓ 1 remaining course for Personnel Licensing
- ✓ 3 remaining courses for Security
- ✓ 3 remaining courses for Environment

Timeframe: September-October 2010

Steering Committee meeting – Tbilisi – 16/09/2010

 **TRACECA Civil Aviation Project** 

WP 3 - Up-coming activities

Management training programme:

- **Programme finalised based on:**
 - Three levels for each Authority: Top, Middle and Training management.
 - Top Mgt trainings split into: CAA mgt / gen. mgt (HR, Time, ...)
 - For Middle management, delivered regionally and split into: Management and computer tools
 - For Training management, courses in two parts: courses for training organisers and courses for instructors

Steering Committee meeting – Tbilisi – 16/09/2010



 **TRACECA Civil Aviation Project** 

WP 3 - Up-coming activities

Provision of specific expertise support:

- **Comprehensive TAFL** prepared, by area and by country. Ready to be discussed in the afternoon
 - Includes actions in SAFETY, SECURITY and ENVIRONMENT (ETS)
 - SEC TA likely to be needed on airport project in Dushanbe. Contacts initiated with contractors SOFEMA & ALPHA AIRPORT. Further contacts welcome
 - Short Term TA mission planned in the area of Security for Ukraine, as support to prepare the Euro 2012 Cup

Steering Committee meeting – Tbilisi – 16/09/2010

 **TRACECA Civil Aviation Project** 

WP 4 - Up-coming activities

Website:

- **Up-dating the website with all up-coming activities, past activities and publications. This will be permanent until the end of the project**

Newsletters:

- **Finalise & issue Newsletter 2**
- **Start preparing next Newsletter** (every 6 months)

Distribution:

- 2 x 20 for Each TRACECA secretariat (Eng. + Rus)
- 2 x 10 for Each EU Delegation (Eng. + Rus)

Steering Committee meeting – Tbilisi – 16/09/2010

TRACECA Civil Aviation Safety & Security Project

A programme implemented with the financial support of the European Union

**Project Presentation
Brussels - 08 December 2010**

presented by

egis avia Lufthansa Consulting NLR AVSEC

Financed by Egis Avia in the framework of the European Commission. The findings, conclusions and recommendations expressed in a study of Egis Avia should not be taken to reflect the policies or opinions of the European Commission.

TRACECA Civil Aviation Project **CONTRACTOR** egis avia

EU Consortium:

- Egis Avia France
- Lufthansa Consulting Germany
- NLR The Netherlands
- AVSEC United Kingdom

TRACECA meeting in Brussels 08/12/2010

TRACECA Civil Aviation Project egis avia

Project Objectives:

- Improve Air Transport Safety, Security and Environmental issues through harmonisation with EU regulation & practices

Beneficiary Countries:

- Ukraine, Moldova, Georgia, Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan

TRACECA meeting in Brussels 08/12/2010

TRACECA Civil Aviation Project egis avia

Ukraine, Moldova, Georgia, Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan & Uzbekistan

TRACECA meeting in Brussels 08/12/2010

TRACECA A 3 Years Project egis avia

Activities - 4 Work Packages (WP):

- WP1:** Assessment of current situation in the 9 benef. Civil Aviations
Establishment of the Work Plan
- WP2:** Provision of English language courses
Provision of training (Technical level)
- WP3:** Provision of events, training, support (Management level)
Organisation of study tours for managers (Capacity-building)
- WP4:** Implementation of communication plan, incl. Website
Newsletter & regional meetings

TRACECA meeting in Brussels 08/12/2010

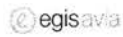
TRACECA Civil Aviation Project egis avia

Project Organisation

TRACECA meeting in Brussels 08/12/2010



TRACECA A 3 Years Project



Workload:

- ┆ Team Leader / Safety 600 man.days
- ┆ Security expert 500 man.days
- ┆ Environment expert 400 man.days
- ┆ Training expert 300 man.days
- ┆ + Training & short-term expertise

TRACECA meeting in Brussels A 08/12/2010



Status & Remaining Activities



2009 - 2010 - 2011 Status

WP1: Assessment of current situation and Establishment of the Work Plan	Completed
WP2: Provision of English language courses Provision of trainings (Technical level)	Completed
WP3: Provision of events, training, support (Management level) and Organisation of study tours for managers (Capacity-building)	In Progress till mid 2011
WP4: Communication / Website	On-going

TRACECA meeting in Brussels A 08/12/2010



KEY ISSUES



- ┆ Assist countries subject to EU operating ban (*blacklist*) to lift the ban
- ┆ Assist relevant countries in their convergence process with EASA (Implement Working Arrangements)
- ┆ Ensure good coordination with other projects to avoid duplication of actions and ensure complementarities

TRACECA meeting in Brussels A 08/12/2010



Training statistics

Code	Course	Courses	Days	Participants		Trainee days	Average attend.
				Countries	Trainees		
1	1/AIR General principles used with regard to aircraft safety, certification and continued airworthiness	1	1	8	11	11	
2	2/AIR Certification procedures, including approval of design changes and repairs	1	1	8	18	18	
3	3/AIR Issuance of certificate of airworthiness	1	1	8	18	18	
4	4/AIR Issuance of permit to fly	1	1	8	18	18	
5	5/AIR Approval of MMEL/MEL and other operator's documentation	1	1	8	18	18	
6	6/AIR Human factor in maintenance	1	2	8	18	36	
7	7/AIR Audit methodology	1	1	8	18	18	
8	8/AIR Aircraft continuing airworthiness	1	2	8	18	36	
9	9/AIR Aircraft maintenance	1	2	8	18	36	
10	10/AIR Airworthiness department organisation	1	2	8	11	22	
Sub-total AIR		10	14		166	231	16,6
11	1/OPS EU-OPS 1	1	2	5	10	20	
12	2/OPS ICAO Annex 6	1	3	8	15	45	
13	4/OPS Audit techniques in relation to OPS	1	3	8	15	45	
14	5/OPS Air Operations department organisation	1	2	8	9	18	
15	6/OPS Safety Management System	1	3	8	9	27	
16	9/OPS Human factors in Aviation	1	3	7	15	45	
17	7/OPS Familiar. Safety Assessment of Foreign Aircraft (SAFA)	1	4	8	18	72	
Sub-total OPS		7	20		91	272	13,0
18	1/FCL JAR-FCL	1	2	8	15	30	
19	2/FCL ICAO Annex 1	1	3	6	11	33	
20	4/FCL PEL department organisation	1	2	8	15	30	
21	5/FCL Human factor in aviation	1	3	8	14	42	
22	6/FCL Audit techniques in relation to FCL	1	5	6	11	55	
Sub-total FCL		5	15		66	190	13,2
23	2/SEC National Inspector/Auditor course for Dangerous Goods by Air	1	6	8	15	90	
24	4/SEC The development of a National Aviation Security Programme (NASP)	1	3	8	14	42	
25	5/SEC Airport and Airline Security managers course	1	7	7	15	105	
26	6/SEC Cargo security managers course	1	4	8	17	68	
27	7/SEC Dangerous goods training to Level 6 (acceptance) level	1	5	8	19	95	
28	1/SEC National Inspector /Auditor course for security	1	7	7	15	105	
Sub-total SEC		6	32		95	237	15,8
29	2/ENV Basic concepts	1	2	8	16	32	
30	3/ENV Basic concepts	1	2	8	16	32	
31	4/ENV Basic concepts	1	1	8	16	16	
32	7/ENV Best Practices	1	2	8	19	38	
33	8/ENV Best Practices	1	2	8	19	38	
34	9/ENV Best Practices	1	1	8	19	19	
35	5/ENV Bird Control and Management	1	1	6	13	13	
36	6/ENV Noise emissions and air quality	1	2	6	13	26	
37	10/ENV Ground De-icing/Anti-icing Operations	1	1	6	13	13	
Sub-total ENV		9	14		144	227	16,0
TOTAL		37	95		562	1157	15,2

TRACECA CIVIL AVIATION

Working together in the areas of Safety, Security and Environment

TRACECA
TRANSPORT CORRIDOR EUROPE CASCASIA

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Info
No 2

OCTOBER 2010

INTRODUCTION

This is our second newsletter which is designed to give all the readers an update on past, current and future activities of the project team.

It will continue to be published in both English and Russian to ensure it can be enjoyed by the widest possible audience.

You will see that as we near the end of the technical training phase, which covered safety, security and environment, we have already commenced a number of technical assistance missions.

The core team has changed in the last few months as we said goodbye to our training expert Mr Marian Bujnowski who has completed his role in the project and returned to his native Poland.

The team also said goodbye to our environment expert, Ms Ayce Celikel, who is pregnant and now has to remain in Paris. We wish her the very best for the forthcoming arrival of her first child.

We hope you enjoy reading this newsletter and look forward to working with you to ensure the continuing success of the TRACECA project.

L. Gerlin, K. Kvatashidze, P. Cooper, O. Tatarnikova



PROJECT UPDATE

The past 6 months have been a busy period for the project with the technical training being conducted in the areas of safety, security and environment and at the same time a number of technical assistance missions being carried out.

There will be a further phase of training which will begin in February 2011 which will be divided into three distinct areas.

- Top level management training designed for senior personnel who operate at a strategic level within the aviation regulatory framework. This training will be delivered in Russian.
- Middle management training for operational managers working in Civil Aviation Authorities or Ministries.
- A series of train the trainer courses designed for staff involved in the development, assessment and regulation of mandatory training within the aviation sector.

STUDY TOURS

The TRACECA project is currently planning two study tours with the first one likely to be in April 2011.

The provisional framework for these tours is that the first tour will be to Cologne, Paris and Toulouse. This will enable delegates to engage with staff from EASA, ECAC and other European aviation agencies including those responsible for such areas as Safety Assessment Foreign Aircraft.

It will also allow delegates to visit Airbus Industries which will give an oversight of aircraft certification issues.

The second tour is likely to be to Poland where delegates will have the opportunity to meet with CAA managers and examine the implications for a Country moving from one regulatory framework to The EU system.

Letters of invitation will be sent out when the preparations are complete with a full agenda to give beneficiary countries the opportunity to select the most appropriate delegate.

A study tour has been arranged to Manchester in November this year for the benefit of Ukraine aviation managers who will be dealing with the influx of people attending the European Football championships for Euro 2012.

It is hoped that the experience that will be gained in managing this major sporting event will then be shared with the other beneficiary countries as part of the regional cooperation programme.



A programme implemented with the financial support of the European Union



KEY PLAYERS

FOCAL POINTS

COUNTRY	NAME	FAMILY NAME	POSITION	ORGANIZATION
Armenia	Naira	Safaryan	Deputy Director of Air Transportation Regulation and Licensing Department	General department of Civil Aviation at the Government of the republic of Armenia
Azerbaijan	Chingiz	Mammadaliyev	Main specialist	CAA
Georgia	Mikhail	Samkharadze	Head of Flights Standard and Certification Division	UTA
Kazakhstan	Samat	Zhassuzakov	Head of Department	CAA Committee Ministry of Transport & Communication
Kyrgyzstan	Shuhrat	Rustamov	Head of Aviation Security sector	CA department
Moldova	Evgheni	Kostetki	Senior Specialist, International Relations Division	CAA
Tajikistan	Dzhamshed	Niyazov	Deputy Head	Ministry of Transport and communications of the Republic of Tajikistan General authority of Civil Aviation
Ukraine	Oleg	Novak	Executive expert of International project Sector	The State Aviation Administration of the Ministry of Transport and Communications of Ukraine

STEERING COMMITTEE

The second steering committee meeting was held on 16th September and was hosted by Georgia in Tbilisi.



The committee was given a project update based on the 3rd progress report and an outline of activities planned for the next reporting period.

The core team took the opportunity to highlight the strong links that **TRACECA** now has with EASA and the benefits in terms of expertise and training that this will bring.

Each beneficiary country gave an update on the current situation in their area relating to civil aviation and it

gave a good opportunity to identify areas of technical assistance that the project can provide.

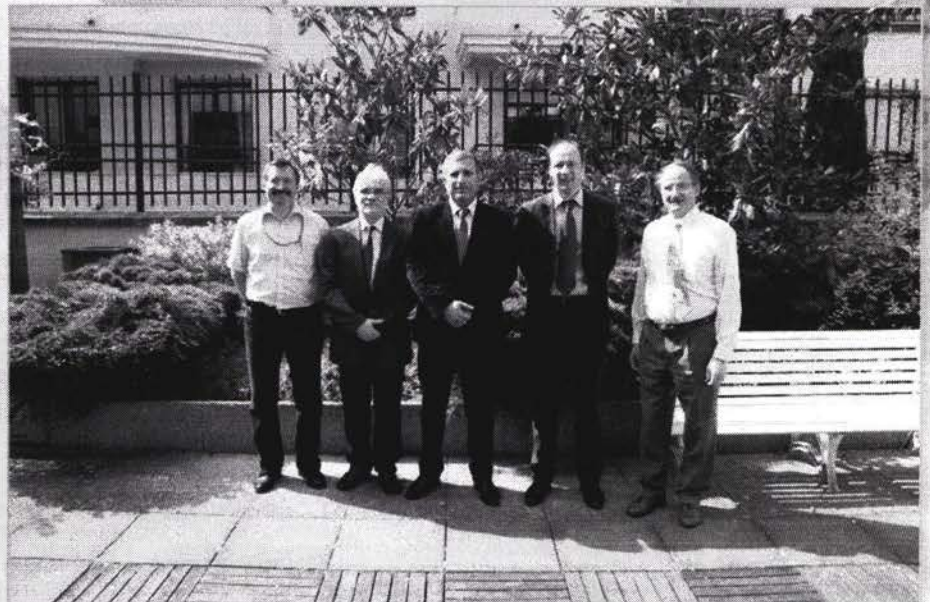
The committee and the core team were grateful for the help and hospitality provided by the Georgian Authorities.

COORDINATION WITH ICAO EUR/NAT OFFICE

On April 19th in Paris a meeting was held with the ICAO EUR/NAT Regional Office officials for formal coordination.

At present stage it allowed to exchange information on providing specific expertise support (Technical Assistance) to the respective beneficiary States.

At further stages of the Project exchange of contacts with the Safety regional officer can become useful, taking into account ICAO safety concerns and needs expressed by the countries, to finalise full Technical Assistance plan and schedule delivery of specific expertise support to the Civil Aviation Authorities concerned.



PROGRESS ON ENVIRONMENT

ENVIRONMENTAL TRAININGS

Two workshops are organised in the environment area

Initial environmental training program included 9 different environmental training courses. These courses were chosen after a detailed analysis of the training needs in each of the beneficiary countries.



These trainings are grouped into three workshop sessions. The first environmental workshop was held in Tbilisi during 17–21st of May.

This first session focused on basic concepts of environmental concerns related to aviation, Legal framework for environment in Europe and ICAO, Environmental Policy, Introduction to Environmental Management Systems (EMS), Collaborative Environmental Management (CEM) and Guidance on European best practices.

Second workshop is organised in Kiev 5–9th of July at the ICAO Training Institute in Kiev.

Following the first environmental awareness workshop, the second one was more technical level.

It included courses on best Practices and Method for Computing Noise and Emissions, ICAO Circular 303 including Operational Opportunities to Minimise Fuel Use and Reduce Emission, and ETS.

During the training there was also site visit in the NAU Hangar where participants had a practical exercise.

ENVIRONMENTAL TECHNICAL ASSISTANCE

ETS

During the assessment phase of the project ETS is defined as one of the priority areas in the environment section of the project. Therefore technical assistance is being provided in this area. In order to help our Beneficiaries to be prepared for the ETS verification and reporting cycle which is already started in 2010 several workshops are organised. As, it is important to meet the requirements of the EU ETS directive before the submissions date MRG plans is due.

Technical assistance team will provide support and guidance to help Benefici-



ary stakeholders to meet their obligations under the legislation. First ETS workshop is organised in Tbilisi 26–27th of July and the second one is organised in Kiev 29–30th of July. Participants from Armenia, Georgia, Ukraine and Moldova are invited for the first two workshops. The third ETS workshop is planned to be organised during October. It will be the continuation of the series of Tbilisi and Kiev and have the same technical content.

ECAC CONFERENCE, ISTANBUL, 24–25 JUNE

ECAC Aviation Training Conference is hosted by the European Civil Aviation Conference and the Directorate General of Civil Aviation.



TRACECA delegates from Ukraine, Georgia, Moldova, Azerbaijan, and Armenia are participated to the conference. The conference was found very interesting and informative by the participants and Ukraine delegate made a presentation during the conference.

Deputy Chairman SAA of Ukraine, Mr. Babichuk stated the need for effective coordination between current and planned EU projects; avoiding duplication of activities, coordination on training programs and taking the outcome of previous project as input for a new one.

It was good opportunity for TRACECA participants to discuss training issues related to safety, security and environment from all over the world.

All related presentations can be found at the following link:

<http://www.ecac-ceac.org/index.php?content=static§ion=IstanbulConference2010>



Code	Courses	Days	Participants		Trainee days	Average attendees
			Trainees	Countries		
Courses AIR	10	14	166	8	231	16.6
Courses OPS	6	16	73	5 to 8	200	12.2
Courses FCL	4	10	55	6 to 8	135	13.8
TOTAL	20	40	294	5 to 8	566	14.7

TECHNICAL TRAINING COURSES IN THE AREA OF SAFETY

Prior to other dedicated support actions towards regulatory convergence and safer aviation, a comprehensive Training Plan was agreed, covering Airworthiness, Flight Operations and Personnel Licensing. During the past 6 months focus was placed on delivering the courses. This covered the whole of the programme in Airworthiness (AIRW) and significant part of the courses planned in the areas of Licensing (PEL) and Flight Operations (OPS).

The attendance was excellent, with motivated trainees and generally all countries were represented. At the end of each course the participants filled assessment forms, where the trainees expressed their satisfaction regarding competence and availability of the trainers. In Safety a total of 566 training days was provided over 20 courses with average attendance of 14, 7 trainees.



EASA INTERNATIONAL COOPERATION FORUM IN DUBAI (UAE), 27 TO 29 APRIL 2010

On 27 to 29 April 2010, the European Aviation Safety Agency (EASA) held its International Cooperation Forum in Dubai (UAE). It welcomed more than 100 delegates from 50 countries and civil aviation bodies, which apply the EASA standards.

The aim of the Forum was to share experience and knowledge among states and authorities adopting EASA standards and to update the participants on the latest developments in European aviation safety legislation.

For this occasion, our TRACECA Civil Aviation Project was well represented with 5 participants from 4 Beneficiary countries at the International Cooperation Forum.



EASA PAN-EUROPEAN PARTNER WORKSHOP IN COLOGNE, 29-30 JUNE 2010

This event was organised by EASA for all countries having Working Arrangements with EASA (i.e. former JAA states).

Within this event the states are invited to share their own experiences after JAA ceased to exist and to discuss ways to enhance cooperation amongst them, EASA and other European Institutions.

This event was of interest for the 5 Project Beneficiaries having Working Arrangements with EASA: Ukraine, Moldova, Armenia, Georgia and Azerbaijan.

The Project thanks of all 5 of them for their participation to the event that was highly appreciated.

It provided opportunities of mutual exchanges, as well as exchanges with countries of the Western Balkans also involved in an EU regulatory convergence process.



For Further information:

THE CORE TEAM

Louis Gerlin
Team Leader – Key expert safety

Kakhi Kvatahidze
Deputy team leader

Peter Cooper
Key Expert – Security

Olesya Tatarnikova
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