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Civil Aviation Safety and Security Project

The 4th Steering Committee meeting

Summary of Discussions

Chisinau, Moldova

15th September 2011



This Project is funded by the European Union

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1. INTRODUCTION

Place and duration

The Fourth Steering Committee meeting in the framework of the TRACECA Civil Aviation Safety and Security project took place in Chisinau, Moldova on the 15th of September 2011.

Attendance

The meeting was attended by 10 representatives of 7¹ of the 8 beneficiary States and by observers from EC, 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 a Secretary of the meeting and was assisted by Mr. Thibault Raison, Project Manager, Mr. Kakhi Kvatashidze, Deputy Team Leader and Ms. Olesya Tatarnikova, Referent on main activity.

2. OPENING SESSION AND APPROVAL OF THE AGENDA

Mr. Gerlin gave a Welcome Speech and gave a floor to Mr. Chubuk.

Mr. Chubuk, Deputy Minister of Transport and Road Infrastructure welcomed participants and thanked the TRACECA Civil Aviation Project for its well done job. Mr. Chubuk reminded that the main aim for the civil aviation field is to reduce the number of air flight accidents. The Ministry of Transport and Road Infrastructure coordinates legal and normative basis and is in discussions with European Commission about future cooperation. Deputy Minister supposed to get updated information about executed work during the Steering Committee meeting.

Ms. Svitlana Didkivska thanked to Moldavian representatives for their hospitality. She mentioned that it was the last meeting in the framework of TRACECA Civil Aviation Project 1 but European Commission was going to continue its cooperation. Technical assistance issues had to be summed up during the meeting.

¹ Kazakhstan was not able to attend



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Agenda

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
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 - 11:45	Presentation of the activities planned for the next 6 months period by the Team Leader Discussion and validation by the Steering Committee
11:45 - 12:30	Approval of Progress Report nr 5
12:30 - 14:30	Lunch
14:30 - 15:15	Environmental report – status of last and remaining activities
15:15 - 15:30	Break
15:30 - 17:00	Round table: discussion on the contents, organization and format of closing event to be held at the end of the Project period
17:15 - 17:30	Conclusion, fixing date and location of the closing event

² Based on Draft Progress Report nr 5



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3. REPORT ON THE PAST 6 MONTHS ACTIVITIES

Based on the draft Progress Report nr 5, the Team leader presented:

- The activities conducted during the past reporting period – Activities - 4 Work Packages, Summary of progress since Project Start (attached as Appendix B)
- The activities planned for the next reporting period (attached as Appendix C)

Environmental report (attached as Appendix D) was proposed for consideration by the Project Manager, Mr. Raison.

Technical assistance Report was provided by Mr. Kvatashidze, Deputy Team Leader.

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 5.

4. DISCUSSION AND FEEDBACK FROM THE BENEFICIARIES

4 topics for discussions were proposed by Mr. Gerlin: Study tours, TTR 3, Environment area and beneficiaries' needs and comments.

Study tour to Germany & France in April 2011

Azerbaijan representative left a positive response and admitted importance and fruitfulness of meetings with EASA and ICAO.

Moldavian delegate felt into line with his colleague, confirming program intention and all consultations and experience exchange importance.

Ukrainian representative declared that there were no remarks but he also noticed that this event concurred with some other international meetings in these dates. He also proposed to lead such kind of tours more in consulting then in sightseeing format.

TTR 3

TTR 3 course was divided into 2 parts: 1 was for 4 participants from Armenia, Georgia, Moldova and Ukraine and 2 was for 4 participants from Azerbaijan, Kazakhstan, Kyrgyzstan and Tajikistan. 1 part of the course was held but Armenia did not take part. Part 2 was cancelled because of participants mismatch. 4 participants from Kazakhstan, Kyrgyzstan and Tajikistan were proposed and Azerbaijan was not going to attend this 2 part.

Ukraine considers the program of the course rather interesting and needed. Moldova marked that the staff in their CAA was rather small and that is why their inspectors usually gave the course themselves but not special trainers from specialized training centers. They also considered TTR 3 course needed. Armenia agrees with the colleagues that TTR 3 course could be very useful. It was unanimously decided to hold TTR 3 course.



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Environment area

Third ETS seminar was the last event in the area of Environment. It was held in Baku on 13-14 of June 2011. Ukraine asked not to finish this issue and help with State Action plan which needed to be prepared according to ICAO requirement. It was proposed to nominate one person from CAA or the Ministry of Transport to be responsible for this area. TRACECA project will propose the ideas about a correspondent event till the end of September.

Beneficiaries' needs and comments

Armenia was grateful for Technical Assistance and SSP and proposed to formulate beneficiaries' problems determined during different audits for their avoidance by others in future.

Azerbaijan gave thanks for project organization precision, for the TRACECA office qualification and for EASA help. Eurovision 2012 event in Baku is going to be organized and it was asked for help similar to the help for Euro cup 2012 in Ukraine. It was also asked for FCL 3 course.

Georgia was appreciated to the project for its job and asked for the Security report.

Kyrgyz Republic thanked for the project' help in difficult time for the country and in "black list" issue in particular.

Moldova was very grateful to TRACECA project for its job and preparation before and after EASA audit. This country needed help on legal work and on-job trainings and EASA consultations.

Ukraine thanked for the project support of some activities and for EC assistance. Also it proposed to prepare for the meeting of Regional Safety Oversight Organization in Montreal to Azerbaijan, Georgia, Moldova and others. EC offered to send a carried Aviation Codex to Ukraine on their request. FCL 3 course is needed for medical certification for Ukraine.

5. FUTURE EVENTS ANNOUNCED BY GUESTS**Ukraine**

It is going to be held a workshop focused on the legal issues on 20-21 of October in Kiev in the framework of TEN-T project. EASA, ICAO, EC, etc. speakers are invited.

EASA

- In the framework of the second International Cooperation Forum (ICF), it has been identified that a workshop on EASA Part 66 and Part 147 should be organised by the Agency. In this context, EASA has the pleasure to announce that this workshop is expected to be held in Abu Dhabi in early November 2011.
- The Third EASA International Cooperation Forum will be held in Singapore from 15 to 17 November 2011.
- The latest regulations in the Synapse will be uploaded soon.

Intergovernmental Commission TRACECA Permanent Secretariat

The Head of its Team Experts presented information about TRACECA transformation into international organization. This issue was first time raised during 5th Session in 2005. It has been decided to reissue it this year. The member countries need to express their interest in such kind of transformation.



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6. RESTRICTED SESSION

Meeting between the Beneficiaries and EC was held without the Contractor presence, for information to the Beneficiaries on the status of the successor project.

7. DATE AND LOCATION OF THE CLOSING EVENT

Beneficiaries proposed to prepare from their side one presentation for all countries mentioning all the results of the project influence.

After discussion, it was proposed to hold a closing event on week 50 in 2011 in Paris combining the dates with another international event in Paris or on the 3rd week of 2012 in Kiev, Ukraine.



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List of participants

№	Country	Title	Family name	Organization
1	Armenia	Steering Committee member / Director of Flight Safety Inspection Department	Mr. Karapetyan	CAA Armenia
2	Azerbaijan	Steering Committee member / head of foreign relations department	Mr. Baghirzada	CAA
3	Georgia	Steering Committee member / Director	Mr. Davitadze	Civil Aviation Agency
4	Kyrgyzstan	Steering Committee member / Head of Aviation Security sector	Mr. Rustamov	CAA
5	Moldova	Deputy Minister of Transport and Road Infrastructure	Mr. Chubuk	Ministry of Transport and Road Infrastructure
6	Moldova	Director	Mr. Zidu	CAA
7	Moldova	Steering Committee member	Ms. Railean	CAA
8	Moldova	Head of Air Transport Service	Mr. Dogotari	Ministry of transport & Road Infrastructure
9	Tajikistan	Head of Airports Department	Mr. Nurov	General Authority of CA Ministry of Transport And Communication
10	Ukraine	Steering Committee member / Director of Air Navigation & External Relations Department	Mr. Babeichuk	The State Aviation Administration of the Ministry of Transport and Communications of Ukraine
11	Germany	International cooperation officer	Mr. Gaupmann	EASA
12	Azerbaijan	Head of the Team Experts	Ms. Stasiuc	Intergovernmental Commission TRACECA Permanent Secretariat
13	Moldova	National Secretary	Mr. Cuculescu	TRACECA



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14	France	Project manager	Mr. Raison	TRACECA CA Project
15	France	Team leader	Mr. Gerlin	TRACECA CA Project
16	Georgia	Deputy Team leader	Mr. Kvatashidze	TRACECA CA Project
17	Ukraine	Referent on Main Activity	Ms. Tatarnikova	TRACECA CA Project
18	Ukraine	EC Programme Manager	Ms. Didkivska	EU Delegation



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Civil Aviation Safety and Security Project

The Closing Event

Summary of Discussions

Brussels, Belgium

20-21 December 2011



This Project is funded by the European Union

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1. INTRODUCTION

Place and duration

The Closing Event in the framework of the TRACECA Civil Aviation Safety and Security project took place in Brussels, Belgium on the 20-21 of December 2011.

Attendance

The meeting was attended by 8 representatives of 6¹ of the 8 beneficiary States and by observers from EC, EASA, AVSEC 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 a Secretary of the meeting and was assisted by Mr. Thibault Raison, Project Manager, Mr. Kakhi Kvatashidze, Deputy Team Leader, Mr. Peter Cooper, Security Expert and Ms. Olesya Tatarnikova, Referent on main activity.

2. OPENING SESSION AND APPROVAL OF THE AGENDA

Mr. Gerlin gave a Welcome Speech and gave a floor to Ms. Svitlana Didkivska.

Ms. Svitlana Didkivska thanked to guests for their cooperation. She mentioned that European Commission was going to continue it in next TRACECA 2 project. All the results of the job done had to be summed up during the meeting.

Mr. Biriucov, welcomed participants and thanked the TRACECA Civil Aviation Project for its well done job. Mr. Biriucov reminded that civil aviation played a key role in TRACECA countries. The corridor has a potential for passengers transportation increasing, international trade, tourism and other services development.

This project has been realized according to specific requirements of the TRACECA countries in the field of civil aviation. TRACECA Permanent Secretariat highly appreciates project activity on carrying out of modules on technical training, mobility of the project and on technical assistance preparation of national administrations for ICAO audits, the technical help in the field of preservation of the environment for the project beneficiaries, project work on discussion of "black listed" countries, and also efforts of the project on coordination of the activity with the branch organizations and the projects representing mutual interest. Secretariat insists on placing on TRACECA website of auxiliary materials of the project on training. General Secretariat expects that the project will find possibility to give the necessary information before

¹ Kazakhstan & Kyrgyzstan were not able to attend



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the end. This action will give the chance to the countries to use more actively training materials in the country after project end.

At the same time, interaction of the project with TRACECA Permanent Secretary was not remarkable. The project did not use the potential which the Secretary and National Secretaries could propose. In this connection, the Permanent Secretary suggests to strengthen interaction and to provide close coordination of activity within the limits of the new project which starts in the beginning of 2012.

Agenda

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

Day 1: December 20th

9:15 - 9:30	Arrival of participants
9:30 - 10:00	Opening session: <ul style="list-style-type: none"> - Opening of the session by the Project Team Leader - Introduction and welcome address to the participants by the Programme Manager from EU Delegation in Kiev - Welcome address by representative(s) of the European Commission - Welcome address by the TRACECA General Secretary - Approval of the agenda
10:00 - 10:45	Reporting on the Project progress during the final 6 months period ² by the Team Leader Discussion and feedback from the Beneficiaries
10:45 - 11:15	Break
11:15 - 12:30	OVERALL REPORT ON THE TOTAL PROJECT BY THE TEAM LEADER : ACTIVITIES SINCE PROJECT START, COMPARISON TO ORIGINAL PLAN OF ACTIVITIES, ACTIVITIES PLANNED UNTIL PROJECT END. Discussion and validation by the participants
12:30 - 14:30	Lunch
14:30 - 15:30	Round table on the practical results and changes achieved during the project in the Beneficiary countries.

² Based on Draft Completion Report

² Основан на Draft Completion Report



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Day 2: December 21st

9:15 - 9:30	Arrival of participants
9:30 - 10:00	Short reminding of activities of the 1 st day. Questions and answers
10:00 - 10:45	Presentation of the successor project. Scope, similarities and differences with the present project. Handover strategy
10:45 - 11:00	Break
11:00 - 11:45	Round table on the lessons learnt during the Project and recommendations for the future
11:45 - 12:30	Conclusions and closing speeches
12:30 - 14:30	Lunch
Open schedule	Afternoon dedicated to separate meetings between Beneficiaries and EU bodies, if desirable (meetings to be arranged when appropriate directly by the Beneficiaries and European Commission representatives)



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3. REPORT ON THE PAST 6 MONTHS ACTIVITIES

The Team leader presented (attached as Appendix B and Appendix B1):

- The activities conducted during the past reporting period – Activities - 4 Work Packages, Summary of progress since Project Start
- Remaining activities till the end of the project

Report on the total project was presented by the Team Leader (attached as Appendix C and Appendix C1).

Technical assistance Report was provided by Mr. Kvatashidze, Deputy Team Leader (attached as Appendix D).

4. DISCUSSIONS AND FEEDBACK FROM THE BENEFICIARIES

Armenia confirms that a huge part of work was done and all legal aspects are on consideration by the management. It takes some years to implement safety management programme. The project was rather sensitive to all the requests about the assistance.

Azerbaijan considers last 6 months period as the most intensive period. It was last country turned to technical assistance. Its programme was rather active but it is too early to say about the results. About 30 persons passed the training courses in CAA of Azerbaijan.

Georgia was rather active during last year. Project experts were quite helpful and cooperative with Georgian authority. Unfortunately a lot of employees who received knowledge at the beginning of the project left their positions. But nevertheless TRACECA project plaid its part on the independent Aviation Agency creation.

Moldova thanks TRACECA project for the flash-like reaction on the requests and thanks to its assistance with legal issues.

Moldova still has neither department nor management on Environment, but all given information on this issue is collecting.

Assistance in corrective actions plan preparation, body scanners in the airports and in legislation area was done.

Tajikistan reminds that the project start coincided with the Civil Aviation Authority of Tajikistan restructuring. It was rather important for inexperienced personnel to get needed knowledge from TRACECA project trainings. Help provided before ICAO audit was extremely useful.



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There were 2 missions on Security thanks to which there were 2 times comments less after ICAO audit. The improvement in Security area professional skills was done. New autonomous CAA structure was created by the project. All the reports on executed work were received by the Civil Aviation management and they will be forwarded to the Government of Tajikistan

Ukraine states personnel satisfaction by high level of TRACECA courses, staff upgrade qualification level is evident. Thanks to the given knowledge Environment area became more important. A lot of help, practises, and courses were given for preparation to Football Euro cup 2012. Project is rather flexible to requests.

Uzbekistan adopted TRACECA strategy on the Governmental level. TRACECA Permanent Secretariat is sure that it should be considered as a beneficiary country in the next project. TRACECA project had to ask for assistance in solution of the problem connected with non-participating of Uzbekistan in TRACECA project. The project has never had any feedback from the Authority of Uzbekistan. Its representatives have never attended any training. On technical point of view Uzbekistan is working in accordance with Russian MAC. The project has informed European Commission and general Secretary about current situation. European Commission tried to discuss the issue with Uzbekistan but without any success. Uzbekistan is still invited for cooperation.

5. PRESENTATION OF THE SUCCESSOR PROJECT

Mr. Thibault Raison, Project Manager, proposed for consideration Scope, similarities and differences with the present project (attached as Appendix E).

Mr. Kvatashidze, as a Successor Project Team Leader, announced an approximate date of the Opening Seminar for TRACECA 2 in Kiev, Ukraine, 21-23 of February 2012. The aim of the meeting will be to gather information from the beneficiaries for a working plan preparation.

Mr. Dieter Gaupmann, on behalf of EASA, as a partner of TRACECA 2 proposed its view to the future cooperation. The Contract between EASA and EC is in process of signing. There will be the same beneficiaries for EASA side. Each contractor will have a contact person in EASA and beneficiaries should nominate a focal point.

There will be a support to ENP countries to implement documents signed with EASA and EU regulations implementation will be supported. These countries will be involved into general safety system. Asian countries are invited to participate in programs organized for Europe. EASA will cover Safety area in TRACECA 2 project. It starts its activity in March 2012. They will have a session with current TRACECA project team in order to discuss all related Safety issues to avoid duplication. More information about future project will be provided later on during First Steering Committee meeting where activities considered EU rules for coming years



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will be discussed. Safety related activity will be based on the results taken during first TRACECA project.

There is going to be a lot of changes in the area of Safety. Airworthiness regulations will not be changed. There is already a change in licensing which will be completed in 2012. EASA will be able to provide further guidance on this. Updated information can be well received on EASA homepage.

EASA equipped with a technical training department which provides a lot of trainings in Safety. The trainings catalogue will be published at the beginning of next year.

Mr. Klaus Winkler, Directorate-General for Mobility and Transport to European Commission, confirms EC cooperation with all beneficiaries, stressing on the importance of "black listed" countries getting out of it.

6. DISCUSSION AND FEEDBACK FROM THE BENEFICIARIES ABOUT LESSONS LEARNT AND RECOMMENDATIONS FOR THE FUTURE

Armenia needs assistance in permanent ICAO monitoring. Preparation of checklists and guidance for small aviation, trainings for private pilots is needed.

Azerbaijan asks for assistance for preparation to Eurovision in Baku in 2012. Thanks to reports receiving it is clear what should be done and what are the gaps. It is easier to decide which assistance can be chosen for countries if the project gives its proposition what is possible to do.

Moldova. It is rather important to receive the working plan beforehand for everybody to coordinate business trips and other activities. It will be very useful to use previous audits results and to prepare general working plan with EASA. It is desirable if EASA recognizes TRACECA trainings certificates. There is a need in providers' certification. The documents should be coordinated with European standards. Pilots and flights operations officers licensing question needs to be risen up.

TRACECA project SAFA trainings certificates are not recognized by EASA. It will be very appreciated if such courses are prepared in EASA.

Tajikistan needs more OPS trainings. There was a proposition to make some groups based on the level of preparation and specific requirements. Rout maps need to be done for each country separately. There should be paid more attention to Asian countries for them to approach to other countries.

Ukraine addressed for FCL 3 course providing. And the project will readdress it to EASA in the nearest future. Assistance in Environment is needed till June 2012 for ICAO Assembly to complete the plans. High level training for top managers will be useful.



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It is preferable to participate in team selection for the next project side by side to European Commission in order to avoid beneficiaries' needs expressing ones again.

All the activities need to be coordinated together with Twinning project, Euro control and TRACECA project.



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TRACECA CIVIL AVIATION

Working together in the areas of Safety, Security and Environment

Info
No 4



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OCTOBER 2011

INTRODUCTION

This is our fourth newsletter which is designed to give all 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.

Despite entering the final 6 months of the project there are still many activities taking place, particularly in the area of technical assistance and the greatest emphasis is being placed on safety related activities.

The core team will be available until the very end of the project in February 2012 and readers are encouraged to make use of the facilities the TRACECA project can offer.

Our website is continually updated not only to indicate our activities but it also provides useful reference material.

We hope you enjoy reading this newsletter and look forward to work with you until the end of the project.

The project will end with a closing event to which many of you will be invited and information will be sent out when the date and location are finalised.

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



TRACECA TWO

It has been announced by The European Union that in February 2012 a second TRACECA project will commence for a further period of 3 years.

The safety element of the project will be managed by EASA working closely with the TRACECA project team. Many of you already have close links with EASA and this has been strengthened by their involvement in the current project and the inputs they have been giving at the Steering committee meetings.

To achieve the overall objective of the TRACECA Two project the main emphasis will be to assist beneficiary countries to achieve convergence on EU regulatory frameworks in the following areas:

- Market Access
- Safety
- Aviation Security
- Economical Regulations
- Air Traffic Management and Air Navigation Services
- Environmental protection

It is intended at the start of the project for representatives of the beneficiary countries to attend

a 3 day seminar which will outline in detail the activities to be undertaken.

The role of EASA in the safety element of the new project has been confirmed but The EU is still considering the bids of 4 consortiums for the remainder of the project and the identity of the successful consortium is likely to be made public in November 2011.

Accordingly the country where the project will be based has not yet been decided although it is a requirement of the contract that it must be in one of the beneficiary countries.

The new project team will be given access to all the work done by the current team to ensure continuity and avoid any duplication of activities.

The closing event of the current TRACECA project will be held in January or February 2012.



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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	Dmytro	Makarenko	Leading expert of International project Sector	The State Aviation Administration of the Ministry of Transport and Communications of Ukraine

STUDY TOUR EUROPE



The final study tour for senior managers has now been completed.

It was a hectic tour due to the fact that so many agencies were keen to meet all the delegates and there was a need to visit 3 cities in a 5 day tour which presented a number of logistical issues but with goodwill from all the participants this was eventually achieved.

Participants arrived to Cologne and spent the day with EASA with Mr. Dieter Gaupmann and his colleagues which proved to be a very beneficial visit as Mr. Gaupmann has been working closely with TRACECA project and attended all our Steering committee meetings and is known to all the delegates.

Day 2 saw us travel to Paris where meetings were held with DGAC, Egis Avia and the BEA, accident investiga-

tion department of the French Civil Aviation Authority.

Agreements were reached with The BEA regarding assistance in any future investigations that would need technical expertise by some of the beneficiary countries.

The meeting with ICAO meant that many delegates renewed the regular contact they have with Mr. Viktor Kurenkov and were given an update on ICAO issues.

The visit to the Bourget Aviation Museum was fascinating and allowed delegates to examine the history of aviation as it developed in France.

Then participants travelled to Toulouse and a very interesting day was spent with the ENAC training facility and an assessment of the training options they have was presented to the delegates.

The final aspect of the tour was a visit to Airbus which although was not in depth tour some delegates had wanted at least gave them some idea of the current situation in aircraft manufacture and facilitated a number of contacts for future reference.

All the delegates then returned to their respective countries having had a hectic but enjoyable and productive study tour.



TECHNICAL ASSISTANCE

TECHNICAL ASSISTANCE DELIVERIES · FEBRUARY TO JULY, 2011

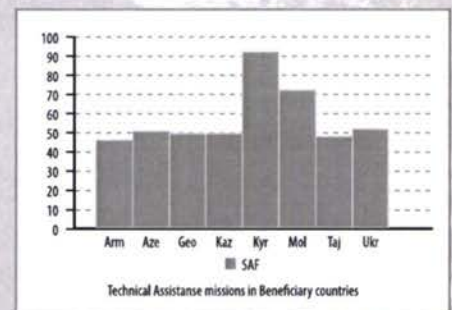
	SAFETY			SECURITY	ENVIRONMENT	
Feb 11	TA to Moldova <i>Feb 28 – March 4</i>			Technical Assistance delivery To Tajikistan <i>Feb 1 – 4</i>		Feb 11
Mar 11			TA FCL2 to Ukraine <i>15 – 18 (Kiev)</i> TA FCL3 to Ukraine <i>21/3 – 1/4 (Kiev)</i>			Mar 11
Apr 11	High Level Meeting Kazakhstan <i>25 – 26 (Astana)</i>		TA to Moldova <i>18 – 22 (Chisinau)</i>			Apr 11
May 11	TA SSP Armenia <i>28/4 – 6/5 (Yerevan)</i>		TA to Tajikistan <i>18 – 19 (Dushanbe)</i>	TA-SEC delivery to the Kyrgyz Republic <i>10 – 14 (Bishkek)</i>		May 11
Jun 11	TA Part 66 ic. conversion <i>6 – 10 (Chisinau)</i>	TA to Azerbaijan <i>13 – 16 (Baku)</i>	SSP &OUT Kyrgyzstan <i>13 – 24 (Bishkek)</i>	Technical Assistance delivery to Georgia <i>1 – 10 (Tbilisi)</i>	TA on Ets <i>14 – 15 (Baku)</i>	Jun 11
Jul 11	TA to Armenia & Kyrgyzstan FM 56 EASA Part 66 B1&B2 <i>14/6 – 28/7 (Frankfurt)</i>		TA to Kazakhstan <i>27/6 – 8/7 (Astana)</i>	Technical Assistance delivery to Kazakhstan		Jul 11

Following the Technical Training phase, a broad Technical Assistance programme was undertaken. More than 600 mandays of specific expertise have been delivered under this programme, covering the technical or institutional aspects in Safety, Security and Environment. The programme was defined on basis of initial lists proposed with standard options, tailored afterwards to each country needs through discussions with the Beneficiaries. This particularly included actions on developing the Beneficiaries' State Safety Programmes – SSP – where tailored training was provided, followed by missions of support to development.

In the area of Safety attention was given to providing a fair distribution of the effort among the different participants, with a higher contribution though to the Kyrgyz Republic where existence of an EU operating ban justified increased priority, and for Moldova where EASA's early standardisation visit will provide

useful lessons for all other project partners.

After delivery of these missions it was generally considered that the Technical Assistance and SSP support were adequate to address the beneficiaries' problems identified during different audits as well as for their avoidance by others in the future.





BISHKEK AVIATION SAFETY CONFERENCE

Organised by the Kyrgyz Aviation Authority and Ministry of Transport, the Bishkek Aviation Safety Conference was held in Issyk-Kul, Kyrgyz Republic, on August 25th and 26th. The conference was the occasion for bringing together not only representatives of the aviation authorities and leading airlines of the region, but also representatives of ICAO, Interstate Aviation Committee and TRACECA. The TRACECA Project was represented by Mr Louis GERLIN, Team Leader.

Associated with celebrating the 20th anniversary of the Interstate Aviation Committee, the program included presentations and discussions on «Implementation of State Safety Programme», «Quantitative risk assessment», «Experi-

ence in Safety Management in airlines», «Human Factors in Safety Management System», «Distribution of emergency information by the COSPAS-SARSAT system», as well as overall presentations of ICAO and various aviation initiatives in the region.

It was the general opinion of the participants that the conference was remarkably organised and provided the occasion of fruitful exchanges at regional level. It was accompanied by a cultural programme in the enchanting location of Issyk-Kul. The TRACECA Project and its Team Leader express their great thanks to the Kyrgyz Authority for their invitation to the Conference and for their outstanding welcome.



PROJECT IMPLEMENTATION MANAGED BY THE EGIS AVIA CONSORTIUM:


Egis Avia (France)

Lufthansa Consulting (Germany)

NRL (Nederland)

AVSEC Ltd (UK)

 **egis avia**
SoftRéavia

 **Lufthansa Consulting**

 **NLR**

 **AVSEC LTD**

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TRACECA Civil Aviation Safety & Security Project

Guideline for interviews

Interview:		
Date of interview:	_____	
Place of interview:	_____	
EU experts' names/position:	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
Persons met:		
Names/position:	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
Organisation:	_____	
Other relating duties (National, Regional ...):		

The following is a guideline to be used as a check list by the Experts during the meetings. It includes a list of questions that should be covered along the meetings, although keeping the agendas open and following the guideline in a flexible and non restrictive manner.

Introduction

1. The Team Leader will introduce the Team and present the objectives and expectations of the mission
2. Please make an overall presentation of the Aviation Sector in the Country: sector organisation, stakeholders, situation
3. Please make a presentation of the National CAA: duties, organisation, staffing, present & future projects. Present entities in charge of the following: Rulemaking, Safety (Initial & Continuing Airworthiness, Operations, Licensing), Security, Environment & Training.

Background information

4. Number of:

AOC	_____
AMO	_____
Trg. Org	_____
Others	_____

5. Aircraft fleet register _____

6. Composition of the fleet (Western, CIS, Other ...)

7. Number and Cat. of airports (National / International)

8. Volume of aviation activity

PAX	_____
Freight	_____
Other (if relevant)	_____

9. Other on-going external assistance projects:

COSCAP	_____
CASP	_____
EU	_____
IFIs	_____
Other	_____

A LEGAL & INSTITUTIONAL FRAMEWORK

10. Membership of International Bodies:

- a. ICAO _____
(When was last ICAO audit? What were the findings & report?)
- b. ECAC _____
- c. JAA / EASA _____
(For JAA, indicate if candidate, full member, and mutual recognitions when applicable)
- d. MAK _____
- e. Others (if relevant) _____

11. Other International agreements:

- a. _____
- b. _____
- c. _____

12. Status of Aviation Law _____

13. Status of separation CAA / ANSP _____

14. Status of CAA financial autonomy _____

15. Is the Accident/Incidents Investigation Bureau independent?

B SAFETY

Present situation

16. What is the present regulatory basis:

- a. Airworthiness _____
- b. Operations _____
- c. Licensing _____
- d. Others (if relevant) _____

17. Staffing / nr of inspectors in the areas of:

- a. Airworthiness _____
- b. Operations _____
- c. Licensing _____
- d. Others (if relevant) _____

18. What is the status vis-à-vis the EU regulations:

- a. Knowledge of the general framework _____
- b. Status in the following:

Description	Known	Adopted	Adapted	Implemented	Comments
Basic Regulation 216/2008 - Annex I Essential requirements for airworthiness (Art. 5) - Annex III Essential requirements for pilot licensing (Art. 7) - Annex IV Essential requirements for air operations (Art. 8)					
Implementing Rules 2042/2003 - Annex I Part M - Annex II Part 145 - Annex III Part 66 - Annex IV Part 147					
Implementing Rules (1702/2003) - Part 21					
Part OPS - Subpart A-General ops & flight rules - Subpart B-Commercial Air Transport - Subpart C-Commercial ops other than Commercial Air Transport - Subpart D-Operations regarding specific approvals					
Part OR (Organisational Requirements) - Subpart OPS – Air Operations					

FCL (NPA 2008-17)					
- Annex I Part FCL					
- Annex II Part Medical					
- Annex III Acceptance of licences and medical certificates					
- Annex IV Conversion of national A/H licences					
Others (detail)					

19. Organisation & status of implementation of the Quality / Safety Management System

20. Miscellaneous

Target situation

21. Can you detail CAA's policy regarding the regulatory basis? Which are the decision levels for such policy?

22. What is the position vis-à-vis the EU regulations:

Description	N/A	Adopt	Adapt	Implement	Comments
Basic Regulation 216/2008					
- Annex I Essential requirements for airworthiness (Art. 5)					
- Annex III Essential requirements for pilot licensing (Art. 7)					
Annex IV Essential requirements for air operations (Art. 8)					
Part M					
Part 145					
Parts 66 / 147					
Part 21					
EASA IR for OPS ¹					
EASA IR for FCL ²					
Others (detail)					

23. Manuals & handbooks

Item	Manuals / handbooks)	Working language	Comments
Part M			
Part 145			
Parts 66 / 147			
Part 21			
IR for OPS			
IR for FCL			
Others (detail)			

¹ Taking over EU OPS 1 & 3

² Planned to replace JAR FCL

24. Can you evaluate the training needs

Description	Total staff concerned	Training needs	Training needs	Comments
		Academic	OJT	
Legal basis	—	—	—	
General framework	—	—	—	
Part M	—	—	—	
Part 145	—	—	—	
Parts 66 / 147	—	—	—	
Part 21	—	—	—	
EASA IR for OPS	—	—	—	
EASA IR for FCL	—	—	—	
Others (detail)	—	—	—	

25. Can you evaluate other support needs

Description	Support needs (detail)
Rulemaking	_____
Implementing:	_____
✓ Part M	_____
✓ Part 145	_____
✓ Parts 66 / 147	_____
✓ Part 21	_____
✓ IR for OPS	_____
✓ IR for FCL	_____
Others (detail)	_____

Action plan(s)

26. What strategy is considered for evolution from present situation to target situation?
27. What are the relating target dates?
28. Is there an action plan already existing? Please detail if applicable (content, schedule & progress monitoring system)
29. Are there other relating projects on-going or in preparation?
30. What resources can be made available locally for evolution from present situation to target situation?
31. What are the possible complementarities at regional level?

C SECURITY

Present situation

32. Which Agency is responsible for;

- a) National Aviation Security Programme(NASP) _____
- b) On site physical security and screening and related equipment _____
- c) Regulating and Enforcing airport operator requirements of NASP _____
- d) International compliance, ECAC/ ICAO _____

Target situation

33. Can you detail CAA's policy regarding the regulatory basis? Which are the decision levels for such policy?

34. What is the position vis-à-vis the EU regulations:

Description	N/A	Adopt	Adapt	Implement	Comments
NASP	_____	_____	_____	_____	
DOC 30	_____	_____	_____	_____	
DOC 23/20	_____	_____	_____	_____	
ICAO Annex 17	_____	_____	_____	_____	
_____	_____	_____	_____	_____	
_____	_____	_____	_____	_____	

35. Can you evaluate the training needs

Description	Total staff concerned	Training needs Academic	Training needs OJT	Comments
Security management	_____	_____	_____	
Auditing	_____	_____	_____	
Screening	_____	_____	_____	
Profiling, Doc/Pax	_____	_____	_____	
Threat Assessment	_____	_____	_____	
Emergency Response	_____	_____	_____	
Cargo Security	_____	_____	_____	
_____	_____	_____	_____	

36. Can you evaluate other support needs

Description	Support needs (detail)
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Action plan(s)

- 37. What strategy is considered for evolution from present situation to target situation?
- 38. What are the relating target dates?
- 39. Is there an action plan already existing? Please detail if applicable (content, schedule & progress monitoring system)
- 40. Are there other relating projects on-going or in preparation?
- 41. What resources can be made available locally for evolution from present situation to target situation?
- 42. What are the possible complementarities at regional level?

D Environment

Required Expertise and Skill Mix for the people interviewed:

The environmental part of the questionnaire requires representatives who have interest, expertise and knowledge in implementing new procedures that will reduce the environmental impact of aircraft operations or who have the authority to do strategic environmental policy making.

Corresponding members should have sufficient technical expertise and authority to lead the future work to achieve the goals of the environmental protection strategy including refining the understanding of problems and options for future solutions.

Strategic objective for this part is to assess existing environmental programs and plans, leveraging what is available, and identifying gaps and key questions for further research and development.

Present situation

43. What is the present regulatory basis:

- a. Environmental regulations do not exist
- b. Operational regulations for noise (night bans, LDEN etc.)

- c. Standards for air quality (local/regional/European?) _____
- d. Others (if relevant) _____

44. According to you, how much environment is a constraint for sustainable air transport?
0 1 2 3 4 5

Comments:

45. Have you already been involved in environmental programmes?

Yes No

a) If not, have you already been confronted with environment related operational constraints?

Yes No

b) If so, what was the context?

- a. Voluntary approach to safeguard from future constraints?
- b. Environment related operational constraints, (e.g. ban on the noisiest aircraft or landing fee)?
- c. Other, precise: (e.g. local regulation and legislation) _____

46. Which of these topics have been addressed?

- a. Noise
- b. Fuel burn, emissions
- c. Local air quality
- d. Land use
- e. Others (specify)
- f. none

Target situation

47. Can you detail CAA's policy regarding the regulatory basis? Which are the decision levels for such policy?

48. What is the position vis-à-vis the EU regulations:

Description	N/A	Adopt	Adapt	Implement	Comments
_____	_____	_____	_____	_____	
_____	_____	_____	_____	_____	
_____	_____	_____	_____	_____	
_____	_____	_____	_____	_____	
_____	_____	_____	_____	_____	

49. Can you evaluate the training needs related to regulations

Description	Total staff concerned	Training needs Academic	Training needs OJT	Comments
ETS	_____	_____	_____	
European Directives for noise assessment (2002/49/EC)	_____	_____	_____	
European Directive on noise-related operating restrictions (2002/30/EC (Ref 2)	_____	_____	_____	
EU Air Quality Directives (2008/50/EC, 2004/107/EC, 2002/3/EC, 2000/69/EC...)	_____	_____	_____	
ICAO CAEP Aircraft source noise standards (Annex 16 Volume I)	_____	_____	_____	
ICAO Source emissions standards (ICAO Annex 16 Volume II)	_____	_____	_____	

50. Can you evaluate the training needs related to recommended practices and harmonised methods

Description	Total staff concerned	Training needs Academic	Training needs OJT	Comments
ECAC Doc 29	_____	_____	_____	
SESAR	_____	_____	_____	
environmental KPA	_____	_____	_____	

Collaborative Decision Making (CDM)	—	—	—
Collaborative environmental management (CEM)	—	—	—
Env. friendly CONOPS	—	—	—
Aviation strategic targets (ACARE, SESAR, EUROCONTROL etc..)	—	—	—

51. Can you evaluate other support needs

Description	Support needs (detail)
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Action plan(s)

- 52. What strategy is considered for evolution from present situation to target situation?
- 53. What are the relating target dates?
- 54. Is there an action plan already existing? Please detail if applicable (content, schedule & progress monitoring system)
- 55. Are there other relating projects on-going or in preparation?
- 56. What resources can be made available locally for evolution from present situation to target situation?
- 57. What are the possible complementarities at regional level?

E TRAINING

58. Present situation

59. Target situation

60. Existing facilities. Detail capacities, international recognitions and future ambitions for the existing training institutions

61. Possibilities of hosting trainings for the project. Available facilities, equipment, personnel

F MISCELLANEOUS

62. Open discussions with CAA and other relevant stakeholders

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
Licensing (FCL)							
1Eng/FCL	General English and basic aviation English (FCL) terminology	<ul style="list-style-type: none"> • Basic aviation terminology, abbreviations and ICAO standard phraseology • Management of the dialogue • Sharing information • Aircraft parts, components and equipment • Behaviour, activities • Cargo, packaging, materials • Causes, conditions • Colours • Geography, topographical features, charts and maps • Health, medicine • ICAO regulations • Licence, privileges and limitations • Modality (obligation, probability, possibility) • Numbers 	To strengthen English language knowledge in the area of licensing to enable CAA inspectors a proper understanding of technical expressions used in ICAO Annex 1 and JAR-FCL and exchange information in licensing issues.	CAA personnel (Managers and Inspectors) dealing with crew training and licensing personnel	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Perception, senses • Problems, errors, accidents, malfunctions • Space, movement, position, distance, dimension • Time, duration, schedules • Transport, travel, vehicles • Weather and climate 					
2Eng/FCL	Technical English ²	<ul style="list-style-type: none"> • Advanced abbreviations and acronyms applied in licensing • Advanced aviation terminology and ICAO standard phraseology • Duties and responsibility of the crew • Legal terminology applied in licensing (e.g. suspension, revocation of licence or rating) • Licensing documentation • Rules, enforcement, infringement • Training terminology and documentation 	Develop English language knowledge in the area of training and licensing to enable CAA inspectors: <ul style="list-style-type: none"> • analyze technical documentation related to training and licensing personnel (regulations, procedures) published in English and use them in the areas of their responsibility • understand correctly the particular language of EU legal texts related to training of crew members and licensing 	CAA personnel (Managers and Inspectors) dealing with crew training and licensing personnel	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
			<ul style="list-style-type: none"> • cooperate with translators of English texts related to licensing into local language and help them in translation of technical terms • provision of oversight for overseas based training organisations and licensed personnel 				
Flight Operations (OPS)							
1Eng/OPS	General English and basic aviation English (OPS) terminology	<ul style="list-style-type: none"> • Basic aviation terminology, abbreviations and ICAO standard phraseology • Management of the dialogue • Sharing information • Aircraft parts, components and equipment • Basic air operation's terminology • Behaviour, activities • Cargo, packaging, materials • Causes, conditions • Colours 	To strengthen English language knowledge in the area of flight operations to enable CAA inspectors a proper understanding of technical expressions used in ICAO Annex 6 and JAR-OPS and exchange information in flight operations issues.	CAA personnel (Managers and Inspectors) dealing with oversight of flight operations	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Geography, topographical features, charts and maps • Health, medicine • ICAO regulations • Licence, privileges and limitations • Modality (obligation, probability, possibility) • Numbers • Perception, senses • Problems, errors, accidents, malfunctions • Space, movement, position, distance, dimension • Time, duration, schedules • Transport, travel, vehicles • Weather and climate 					
2Eng/OPS	Technical English ²	<ul style="list-style-type: none"> • Abbreviations and acronyms applied in flight operations • Advanced flight operations terminology • Audit and ramp inspection terminology • Composition and duties of the crew 	Develop English language knowledge in the area of flight operations to enable CAA inspectors: <ul style="list-style-type: none"> • analyze technical documentation related to flight operations (regulations, procedures) published in English and 	CAA personnel (Managers and Inspectors) dealing with flight operations	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Flight operation's documentation • Flight operation's terminology used in documentation • Legal terminology applied in flight operations (e.g. dry-leas, wet-leas) • Rules, enforcement, infringement 	<ul style="list-style-type: none"> use them in the areas of their responsibility • understand correctly the particular language of EU legal texts related to flight operations • cooperate with translators of English texts related to flight operations into local language and help them in translation of technical terms • provision of oversight for oversees based AOC holders and their personnel 				
Airworthiness (AIR)							
1Eng/AIR	General English and basic aviation English (AIR) terminology	<ul style="list-style-type: none"> • Abbreviations and acronyms • Aircraft parts, components, equipment, technology • Basic airworthiness terminology • Behaviour, activities • Cargo, packaging, materials 	To strengthen English language knowledge in the area of airworthiness to enable CAA inspectors a proper understanding of technical expressions used in ICAO Annex 8 and EU Part M and exchange information	CAA personnel (Managers and Inspectors) dealing with airworthiness issues.	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Causes, conditions • Communicative functions directed towards triggering actions • Colours • Health, medicine • Fuels, oils and other technical liquids and gases • Modality (obligation, probability, possibility) • Management of the dialogue • Numbers • Perception, senses • Problems, errors, accidents, malfunctions • Rules, enforcement, infringement • Sharing information • Space, movement, position, distance, dimension • Time, duration, schedules • Tools and equipment • Transport, travel, vehicles • Weather, climate 	in airworthiness issues.				

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
2Eng/AIR	Technical English ²	<ul style="list-style-type: none"> • Advanced aviation terminology, abbreviations and acronyms applied in airworthiness • Duties and responsibility of the crew and maintenance personnel • International visits and inspections • Legal terminology applied in airworthiness • Oversight for overseas based approved maintenance organisations and personnel • Rules, enforcement, infringement 	<p>Develop English language knowledge in the area of airworthiness to enable CAA inspectors:</p> <ul style="list-style-type: none"> • analyze technical documentation related to airworthiness (regulations, procedures) published in English and use them in the areas of their responsibility • understand correctly the particular language of EU legal texts related to airworthiness • cooperate with translators of English texts related to flight operations into local language and help them in translation of technical terms • provision of oversight for overseas based approved maintenance organisations and personnel 	CAA personnel (Managers and Inspectors) dealing with airworthiness	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
Environment (ENV)							
1Eng/ENV	General English and basic aviation English (ENV) terminology	<ul style="list-style-type: none"> • Abbreviations and acronyms • Animals, birds • Behaviour, activities • Cargo, packaging, materials • Causes, conditions • Communicative functions directed towards triggering actions • Colours • Flight, flight plan • Geography, topographical features, charts and maps • Health, medicine • Management of the dialogue • Modality (obligation, probability, possibility) • Numbers • Perception, senses • Pollutions • Problems, errors, 	To strengthen English language knowledge in the area of environment to enable CAA inspectors a proper understanding of technical expressions used in ICAO Annex 16 and exchange information in environment issues.	CAA personnel (Managers and Inspectors) dealing with environment issues	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		accidents, malfunctions • Rules, enforcement, infringement • Sharing information • Space, movement, position, distance, dimension • Time, duration, schedules • Transport, travel, vehicles • Weather, climate					
2Eng/ENV	Technical English ²	Advanced aviation terminology, abbreviations and acronyms applied in environment • Duties and responsibility of the environment personnel • Legal terminology applied in environment • Methodology of taking measurements • Reporting documentation • Rules, enforcement, infringement	Develop English language knowledge in the area of environment to enable CAA inspectors: • analyze technical documentation related to environment (regulations, procedures) published in English and use them in the areas of their responsibility • understand correctly the particular language of EU legal texts related to environment	CAA personnel (Managers and Inspectors) dealing with environment issues	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
			<ul style="list-style-type: none"> cooperate with translators of English texts related to environment into local language and help them in translation of technical terms 				
Security (SEC)							
1Eng/SEC	General English and basic aviation English (SEC) terminology	<ul style="list-style-type: none"> Abbreviations and acronyms applied in security Behaviour, activities Cargo, packaging, materials Causes, conditions Colours Communicative functions directed towards triggering actions Geography, topographical features, charts and maps Health, medicine Management of the dialogue Modality (obligation, probability, possibility) Numbers 	To strengthen English language knowledge in the area of security to enable CAA inspectors a proper understanding of technical expressions used in ICAO Annexes 17 & 18 and ECAC Doc. 30 and exchange information in security issues.	CAA personnel (Managers and Inspectors) and airports personnel dealing with security issues	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Perception, senses • Problems, errors, accidents, malfunctions • Rules, enforcement, infringement • Space, movement, position, distance, dimension • Sharing information • Time, duration, schedules • Transport, travel, vehicles • Weather, climate 					
2Eng/SEC	Technical English ²	<ul style="list-style-type: none"> • Advanced abbreviations and acronyms applied in security • Advanced aviation terminology and standard procedures in security • Duties and responsibility of the security personnel • Legal terminology applied in security • Security documentation • Rules, enforcement, infringement • Technical screening 	Develop English language knowledge in the area of security to enable CAA inspectors: <ul style="list-style-type: none"> • analyze technical documentation related to security (regulations, procedures) published in English and use them in the areas of their responsibility • understand correctly the particular language of EU legal texts related to security 	CAA personnel (Managers and Inspectors) dealing with security issues	Academic course	15 days	

English Language Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		terminology and documentation	<ul style="list-style-type: none"> cooperate with translators of English texts related to security into local language and help them in translation of technical terms 				

One training day comprise 8 school hours (1 school hour = 60 min instruction)

1. Prerequisite for Technical English Course: basic knowledge of English

PROGRAM SCHEDULE

	English	Safety			Security	Environment	Management	Miscellaneous	
		AIRW	OPS	PEL					
.Oct 09								EASA Legal Workshop 12-14 [Cologne] Opening Seminar 27-28 [Kiev]	.Oct 09
.Nov 09	Basic English training: - 9-20 Ukraine - 16-26 Armenia - 16-02/12 Kyrgyzstan - 23-04/12 Kazakhstan								.Nov 09
.Dec 09	Basic English training: - 30/11-11 Georgia - 30/11-20 Moldova - 01-14 Azerbaijan - 07-18 Tajikistan		Tech Assist Kyrgyzstan 30/11-4 [Bishkek]			1/ENV - ETS Seminar (AC) 14-15 [Istanbul]			.Dec 09
.Jan 10	Technical English training: - 12-23 Licensing [K.] - 12-23 Security [Alm.] - 26-05/02 Operations [K.] - 26-05/02 Environment [Tb.]								.Jan 10
.Feb 10	Technical English training - 08-19 Airworthiness [Kiev]			2/FCL; 5/FCL 22-27 [Tbilisi]				Steering Committee 25 [Kiev]	.Feb 10
.Mar 10			1/OPS; 9/OPS [Tbilisi]		4/SEC [Tbilisi]	2/ENV; 3/ENV; 5/ENV [Tbilisi]			.Mar 10
.Apr 10		6/AIR; 7/AIR; 9/AIR [Kiev]	2/OPS; 4/OPS [Almaty]		5/SEC [Kiev]				.Apr 10
.May 10		2/Air; 3/AIR; 4/AIR; 5/AIR; 8/AIR [Tbilisi]	5/OPS; 6/OPS [Almaty]		2/SEC [Kiev]			Steering Committee	.May 10
.Jun 10		1/AIR; 10/AIR [Almaty]		1/FCL; 4/FCL [Tbilisi]		4/ENV; 9/ENV; 10/ENV [Almaty]			.Jun 10
.Jul 10			7/OPS - [Kiev] 8/OPS - [Almaty, Kiev, Tbilisi]						.Jul 10
.Aug 10									.Aug 10
.Sept 10					6/SEC; 7/SEC [Tbilisi]	6/ENV; 7/ENV; 8/ENV [Kiev]			.Sept 10
.Oct 10				6/FCL [Kiev]	1/SEC; [Almaty]		Management courses delivery for 3 targeted populations:		.Oct 10
.Nov 10			3/OPS [Kiev]				- Top management - Middle management - Instructors/Training managers	Steering Committee	.Nov 10
.Dec 10				3/FCL [Kiev]					.Dec 10

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
1/AIR	General principles used with regard to aircraft safety, certification and continued airworthiness	<ul style="list-style-type: none"> • Aircraft safety level • Certification basis • Separate certificates for engines and propellers • Approval of design changes and repairs • Continued airworthiness • Legal aspects • Approval of design, production and maintenance organisations <p>Referenced texts:</p> <ul style="list-style-type: none"> • EU Regulation 216/2008, 	To give an overall overview of the principles, which are at the basis of all activities related to aircraft certification and continued airworthiness, aimed at ensuring aircraft safety	<ul style="list-style-type: none"> • Management of Ministry of Transport responsible for overseeing the civil aviation authority's activity • All management of CAA having a responsibility in maintaining the safety level of the fleet as either State of Design or State of Registry, from General Director to heads of offices 	Seminar	1 day	Almaty June 2010

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • EU Regulation 1702/2003 (EU Part 21). • EU Regulation 2042/2003 (EU Part M, Part 145, etc.) 		<ul style="list-style-type: none"> • CAA Airworthiness inspectors from • Inspectors from CAA for design, production and maintenance organisations and maintaining civil aviation products • Safety and quality managers from designing, and producing organisations 			
2/AIR	Certification procedures, including approval of design changes and repairs	<ul style="list-style-type: none"> • Aircraft certification process (Subpart B) • Changes to type certificates (Subpart D) • Supplemental type certificates (Subpart E) 	This training course is intended to give a detailed description of the procedures used for type certification of aircraft, including certification of design	<ul style="list-style-type: none"> • Airworthiness experts and inspectors from CAA • Inspectors from CAA for design, production and maintenance 	Academic course	1 day	Kiev 9-12 March 2010

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> Repairs (Subpart M) <p>Referenced texts:</p> <ul style="list-style-type: none"> EU Regulation 1702/2003 (EU Part 21) 	changes and repairs.	<p>organisations</p> <ul style="list-style-type: none"> Technical, safety and quality managers from organisations designing, producing and maintaining civil aviation products 			
3/AIR	Issuance of certificate of airworthiness	<ul style="list-style-type: none"> Applicable rules (Subp. H) Practical process for issuance of certificates of airworthiness <p>Referenced texts:</p> <ul style="list-style-type: none"> EU Regulation 1702/2003 (EU Part 21) 	This training course is intended to give a detailed description of the procedures for the issuance of the certificate of airworthiness to each individual aircraft.	<ul style="list-style-type: none"> Airworthiness experts and inspectors from CAA Technical, safety and quality managers from organisations maintaining and operating civil aviation products 	Academic course	1 day	Kiev 9-12 March 2010
4/AIR	Issuance of permit to fly	<ul style="list-style-type: none"> Applicable rules (Subp. P). Technical assessment of the risk associated with such flights 	This training course is intended to give a detailed description of the procedures for the issuance of a permit to fly to an aircraft without a	<ul style="list-style-type: none"> All management of CAA having a responsibility in maintaining the safety level of the fleet as either State 	Academic course	1 day	Kiev 9-12 March 2010

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<p>Referenced texts:</p> <ul style="list-style-type: none"> • EU Regulation 1702/2003 (EU Part 21) 	valid certificate of airworthiness.	<p>of Design or State of Registry</p> <ul style="list-style-type: none"> • Airworthiness experts and inspectors from CAA • Technical, safety and quality managers from organisations designing, operating and maintaining civil aviation products 			
5/AIR	Approval of MMEL/MEL and other operator's documentation	<ul style="list-style-type: none"> • Relevant rules • Procedures <p>Referenced texts:</p> <ul style="list-style-type: none"> • JAR-MMEL/MEL • CS-25 Aeroplane flight manual vs Operations Manual prescribed in OPS 1.1045, Appendix 1, Part B 	This training course is intended to give a detailed description of the procedures for the approval of documents to be used by operators, which are based on the aircraft certification activity. This refers in particular to approval of MMEL/MEL (Minimum Equipment List) or to	<ul style="list-style-type: none"> • Airworthiness experts and inspectors from CAA • Technical, safety and quality managers from organisations designing and operating civil aviation products 	Academic course	1 day	Kiev 9-12 March 2010

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
			approval of AFM (Aircraft Flight Manual)				
6/AIR	Human factor in maintenance	<ul style="list-style-type: none"> • Human error and reliability • Stress • Situational Awareness • Decision Making • Effective Communications • Leadership, Team Behavior, & Synergy • Relevant rules • Procedures <p><u>Referenced texts:</u></p> <ul style="list-style-type: none"> • Human Factors Guidelines for Aviation 	In order to improve the safety level, nowadays emphasis is put on human factors. This training is therefore intended to explain the current practice for maintenance	<ul style="list-style-type: none"> • Managers of both civil aviation administrations and the airline industry including airline safety, training, operational and maintenance managers • Airworthiness experts and inspectors from CAA • Technical, safety and quality managers from organisations maintaining civil aviation products 	Academic course	3 days	Tbilisi 13-16 April 2010
7/AIR	Audit methodology	<ul style="list-style-type: none"> • Relevant rules • Purpose 	To ensure that inspectors in charge of auditing design, production or	<ul style="list-style-type: none"> • Managers and Inspectors from CAA involved in the 	Academic course	1 day	Tbilisi 13-16 April 2010

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Procedures <p>Referenced texts:</p> <ul style="list-style-type: none"> • EU Regulation 2042/2003 (EU Part 145) 	<p>maintenance organisations have an adequate training in audit methodology.</p>	<p>approval of design, production and maintenance organisations</p>			
8/AIR	Aircraft continuing airworthiness	<ul style="list-style-type: none"> • Relevant rules • Purpose • Procedures <p>Referenced texts:</p> <ul style="list-style-type: none"> • EU Regulation 2042/2003 (EU Part M) 	<p>To present and explain purpose and content of Part M</p>	<ul style="list-style-type: none"> • All management of CAA having a responsibility in maintaining the safety level of the fleet as either State of Design or State of Registry • Airworthiness experts and inspectors from CAA • Technical, safety and quality managers from organisations designing, operating and maintaining civil aviation products 	Academic course	2 days	Kiev 4-7 May 2010

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
9/AIR	Aircraft maintenance	<ul style="list-style-type: none"> • Relevant rules • Purpose • Procedures <p>Referenced texts:</p> <ul style="list-style-type: none"> • EU Regulation 2042/2003 (EU Part 145/66/147) 	To present and explain purpose and content of Part 145, Part 66 and Part 147	<ul style="list-style-type: none"> • All management of CAA having a responsibility in maintaining the safety level of the fleet as either State of Design or State of Registry • Airworthiness experts and inspectors from CAA • Technical, safety, quality managers and relevant staff from organisations designing, operating and maintaining civil aviation products 	Academic course	2 days	Kiev 4-7 May 2010
10/AIR	Airworthiness department organisation	<ul style="list-style-type: none"> • Responsibilities of the State • State regulatory system 	This seminar is intended to allow exchanges on current issues and challenges with experts and peers to develop	<ul style="list-style-type: none"> • Airworthiness department managers • Director General 	Seminar	2 days	Almaty June 2010

Airworthiness WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Maintenance process • Training programs • Qualification of CAA maintenance personnel <p><u>Referenced texts:</u></p> <ul style="list-style-type: none"> • ICAO Doc and recommended practices 	practical, universal approaches - Find out how to comply with the international obligations of ICAO Member States	advisors <ul style="list-style-type: none"> • Airworthiness inspectors • All Civil Aviation Airworthiness branch managers involved in co-ordination a State's corrective action plans 			

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
Flight Operations (OPS)							
1/OPS	EU OPS 1	<ul style="list-style-type: none"> • Quality System • Mass & Balance • Instruments & Equipment, incl. Communication & Navigation • Flight & Cabin Crew • Manuals, Logs & Records • Flight and Duty Time Limitations and Requirements • Transport of Dangerous Goods by Air • Security <p>Referenced texts:</p> <ul style="list-style-type: none"> • EU OPS 1 	This training courses is intended to give a familiarization of EU-OPS 1 requirements and to identify share of responsibilities between regulators and operators	<ul style="list-style-type: none"> • CAA OPS department managers • CAA OPS inspectors • Operations personnel from airlines 	Academic course	2 days	Tbilisi March 2010

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
2/OPS	ICAO Annex 6	<ul style="list-style-type: none"> • Compliance with laws, regulations and procedures • Aeroplane performance operating limitations • Aeroplane instruments, equipment and flight documents • Manuals, logs and records (Flight manual, Operator's maintenance control manual, Maintenance programme, i.e.) • Aeroplane flight crew composition, qualifications and duties • Organization and contents of an operations manual • Flight time and flight duty period limitations 	This training courses is intended to provide support for the implementation of OPS requirements under CAA responsibility	<ul style="list-style-type: none"> • CAA OPS department managers • CAA OPS inspectors • Operations personnel from airlines 	Academic course	3 days	Almaty April 2010

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Altimetry system performance requirements for operations in RVSM airspace • Air operator certificate or equivalent document • Minimum equipment list (MEL) • Flight safety documents system <p>Referenced texts:</p> <ul style="list-style-type: none"> • ICAO Annex 6 • ICAO Doc 7030/4 					
3/OPS	EASA implementing rules applicable to OPS	<ul style="list-style-type: none"> • Operational requirements for CAT with airplanes as related to ICAO, EU, EASA and national legislation. • Detailed structure of EASA OPS regulations and associated Technical 	This training course is intended to give a familiarization with the new European referential and identify all differences with EU OPS 1 referential	<ul style="list-style-type: none"> • CAA OPS department managers • CAA OPS inspectors • Operations personnel from airlines 	Seminar	2 days	Kiev November 2010

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<p>Guidance Material</p> <ul style="list-style-type: none"> • Thorough presentation of content of all individual Subparts of EU OPS • Special presentation on Quality System requirements • Practical examples in the use of EU OPS and case studies <p>Referenced texts:</p> <ul style="list-style-type: none"> • EU-OPS and Technical Guidance Material 					
4/OPS	Audit techniques in relation to OPS	<ul style="list-style-type: none"> • Quality management • Auditor qualification behaviour • Types of audits • Audit programme • Documentation • Audit activities 	This training courses is intended to provide with an overview of the techniques regarding both internal and external audits, including quality auditing, safety management systems and highlights of risk	<ul style="list-style-type: none"> • CAA OPS inspectors • Safety and Quality managers from CAA and Operators 	Academic course	3 days	Almaty April 2010

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Safety Management System • Risk management 	management and assessment				
5/OPS	Air Operations department organisation	<ul style="list-style-type: none"> • Responsibilities of the State • State regulatory system • Air Operator Certification Process • Safety Oversight function • Qualification and training of the inspectors <p>Referenced texts:</p> <ul style="list-style-type: none"> • ICAO Annex 6 • Part OPS 	This seminar is intended to allow exchange of current issues and challenges with experts and peers to develop practical, universal approaches. Find out how to comply with the international obligations of ICAO Member States	<ul style="list-style-type: none"> • CAA Director Generals • Flight Operations managers • CAA financial and legal departments managers 	Seminar	2 days	Almaty May 2010
6/OPS	Safety Management System	<ul style="list-style-type: none"> • System safety program requirements and components • Accident causation and root cause analysis • The hidden cost of 	This OJT is intended to give a comprehensive, interactive, application-based program specifically designed to help organizations develop an	<ul style="list-style-type: none"> • Key post-holders developing Safety Programs, developing SMS implementation plans, and those 	Seminar	3 days	Almaty May 2010

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		accidents <ul style="list-style-type: none"> • Types of errors • Organizational, system and operator influences • The Accident Prevention Process • Information collection systems • Risk management systems • Effective countermeasures, implementation planning, developing control measures, safety system administration • Developing and managing an effective safety culture <p><u>Referenced texts:</u></p> <ul style="list-style-type: none"> • ICAO Doc 9734 	effective Safety Management System.	responsible for effectiveness of SMS within Authorities and Operators			

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
7/OPS	Safety Assessment of Foreign Aircraft (SAFA)	<ul style="list-style-type: none"> • General aspects of the SAFA programme • The EU legal frame work • The ICAO legal framework • Process of inspection • Inspection items A/B/C/D • Database <p><u>Referenced texts:</u></p> <ul style="list-style-type: none"> • ICAO Annexes 6 • Directive 2004/36/EC 	This OJT is intended to train SAFA inspectors in conducting practical inspections	<ul style="list-style-type: none"> • CAA OPS department managers • CAA OPS inspectors • Operations personnel from airlines 	Academic course	4 days	Kiev July 2010
8/OPS	Airline seminar on SAFA requirements, quality system and general management	<ul style="list-style-type: none"> • Safety management: organisation, risk management, human factors, personnel training • Quality: Principles & practices in relation to Flight Operations management 	This seminar is intended to provide operators managers with materials to improve companies' management	<ul style="list-style-type: none"> • Flight OPS, Quality and Flight Safety Managers from Operators 	Seminar	3 x 1 day	Almaty, Kiev, Tbilisi July 2010

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • SAFA program : Legal aspects, SAFA inspections (structure and impact on the operators turn around process), Proof of Evidence form, operators Self Assessment Tool (inspection items and ICAO references) <p><u>Referenced texts:</u></p> <ul style="list-style-type: none"> • ICAO Annexes 6 • Directive 2004/36/EC 					
9/OPS	Human factor in Aviation	<ul style="list-style-type: none"> • Human error and reliability • Stress • Situational Awareness • Decision Making • Effective Communications • Leadership, Team 	This training is intended to explain the current practice for flight and ground operation personnel in order to improve the safety level - nowadays emphasis is put on human factors	<ul style="list-style-type: none"> • Managers and inspectors of civil aviation administrations • Airline operators employees - including key post-holders, flight safety facilitator, air 	Academic course	3 days	Tbilisi March 2010

Flight Operations WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		Behavior, & Synergy <ul style="list-style-type: none"> • Relevant rules • Procedures <u>Referenced texts:</u> <ul style="list-style-type: none"> • Human Factors Guidelines for Aviation 		crews, accountable, quality and training managers; the nominated SMS manager; departmental heads, and operations managers			

Flight Crew Licensing WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
Licensing (FCL)							
1/FCL	JAR-FCL	<ul style="list-style-type: none"> • General • Professional Licenses & Instrument Ratings • Type & Class Ratings • Subpart G • Interface with JAR-OPS • Instructors and Examiners • Examinations - methodology and systems • Approval Training Organizations • Rulemaking Processes • Transition from National system to JAR system <u>Referenced texts:</u> • JAR-FCL 	This training course is intended to give a familiarization of JAR-FCL requirements and to identify share of responsibilities between regulators, licensed personnel and training organisation operators	<ul style="list-style-type: none"> • Inspectors of CAA • All CAA personnel involved in PEL management 	Academic course	2 days	Tbilisi June 2010

Flight Crew Licensing WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
2/FCL	ICAO Annex 1	<ul style="list-style-type: none"> • General • ICAO Standards and Recommended Practices • Establishing and maintaining a PEL office • Managing a knowledge testing system • Conducting the licensing process: <ul style="list-style-type: none"> - application phase - evaluation phase. - demonstration phase (knowledge tests and FCL, AMT skill tests) • Issuing a license, letter of discontinuance, or notice of denial • Issuing a validated or converted foreign license <p>Referenced texts: ICAO Annex 1</p>	<p>This training course is intended to give participants a knowledge and skills to be able to:</p> <ul style="list-style-type: none"> • Establish and maintain a CAA PEL system • Manage a knowledge testing system • Evaluate a license application for completeness and accuracy • Determine if an applicant is eligible for the license sought • Administer knowledge tests • Conduct flight crew license and AMT skill tests • Validate and convert foreign licenses • Suspend or revoke a license 	<ul style="list-style-type: none"> • Inspectors of CAA • All CAA personnel involved in PEL management 	Academic course	3 days	Tbilisi 22-24 February 2010

Flight Crew Licensing WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
3/FCL	EASA implementing rules applicable to FCL	<ul style="list-style-type: none"> • EASA system for Flight Crew Licensing • Regulatory framework • Differences with the JAA system • Basic Regulation • Cover Regulation and Annexes • Part FCL and Appendices • Part Medical <p><u>Referenced texts:</u></p> <ul style="list-style-type: none"> • Regulation (EC) No 216/2008 	This seminar is intended to provide support for the implementation of new Part FCL requirements under CAA responsibility	<ul style="list-style-type: none"> • PEL and training managers from operators • CAA PEL inspectors 	Seminar	2 days	Kiev December 2010
4/FCL	PEL department organisation	<ul style="list-style-type: none"> • Responsibilities of the State • State regulatory system • Training and Licensing process • Training programs 	This seminar is intended to allow exchanges on current issues and challenges with experts and peers to develop practical, universal approaches - Find out how to comply with the	<ul style="list-style-type: none"> • PEL department managers • Director General advisors • PEL inspectors • All Civil Aviation 	Seminar	2 days	Tbilisi June 2010

Flight Crew Licensing WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • Qualification of CAA personnel <p>Referenced texts:</p> <ul style="list-style-type: none"> • ICAO Doc 9379 	international obligations of ICAO Member States	licensing branch managers involved in co-ordination a State's corrective action plans			
5/FCL	Human factor in Aviation	<ul style="list-style-type: none"> • Human error and reliability • Stress • Situational Awareness • Decision Making • Effective Communications • Leadership, Team Behavior, & Synergy • Relevant rules • Procedures <p>Referenced texts:</p> <ul style="list-style-type: none"> • Human Factors Guidelines for Aviation 	This training is intended to explain the current practice for licensing personnel in order to improve the safety level - nowadays emphasis is put on human factors	<ul style="list-style-type: none"> • Managers and inspectors of civil aviation administrations • Individuals conducting operator proficiency checks: Type Rating Examiner (TRE), Class Rating Examiner (CRE), TRE, CRE or a Synthetic Flight Examiner (SFE). • Training Organisations employees – including quality and training managers 	Academic course	3 days	Tbilisi 25-27 February 2010

Flight Crew Licensing WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
6/FCL	Audit techniques FCL	<ul style="list-style-type: none"> • FCL Inspector Auditing Responsibilities • Quality Managers' responsibilities • Introduction, Scope and Definition • Overview of the Audit Process • Audit Planning • Audit Preparation • Procedure for TRTO Initial Approvals • Initial Request • Formal Application for Approval • Assessment of Documentation • The Inspection • The Inspection Report • Procedure for TRTO Re- 	To have a thorough understanding of the auditing tasks for both the NAA inspector and auditing staff from FTOs and TRTOs	<ul style="list-style-type: none"> • CAA inspector and the auditing staff within FTOs and TRTOs. 	Academic course	5 days	Kiev October 2010

Flight Crew Licensing WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		approvals <ul style="list-style-type: none"> • Appendix 1 Notification of Re-approval Inspection • Form R1 – Report of Non-conformance and Corrective Action • TRTO Approval – High Level Audit Checklist • Procedure for FTO Initial Approvals • Procedure for FTO Re-approvals • Appendix 1 Notification of Re-approval Inspection FTO • Categorisation of Findings • Closing Meeting • Audit Report • Audit Follow-up 					

Flight Crew Licensing WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<p><u>Referenced texts:</u></p> <ul style="list-style-type: none"> • ICAO Annex 1 • ICAO Doc. 9841 - Manual on Approval of Flight Crew Training Organisation • ICAO Doc 9868 - Training 					

Security Training WP 2 Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
Training for Regulators and CAA/ Ministry Staff							
1/SEC	National Inspector /Auditor course for security	<ul style="list-style-type: none"> • International security compliance • Auditing, testing and enforcement procedures 	To allow Inspection procedures to be conducted effectively	<ul style="list-style-type: none"> • National Regulatory personnel from CAA 	Academic course	7 days	Almaty October 2010
2/SEC	National Inspector/Auditor course for Dangerous Goods by Air	<ul style="list-style-type: none"> • General Philosophy • Limitations • General requirements for shippers • Classification 	Inspection and oversight of facilities and operators handling dangerous goods	<ul style="list-style-type: none"> • CAA Regulatory Staff 	Academic course	6 days	Kiev May 2010

Aviation Security WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> • List of Dangerous goods • General packing requirements • Packing Instructions • Labelling and marking • Shippers declaration and other documentation • Acceptance procedures • Recognition of undeclared dangerous goods • Storage and loading procedures • Pilot notification • Provisions for passengers and crew • Emergency procedures 					

Aviation Security WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
3/SEC	-	-	-	-	-	-	-
4/SEC	The development of a National Aviation Security Programme (NASP)	<ul style="list-style-type: none"> • Training in the design and ICAO requirements for producing a NASP • To be followed up with on site facilitation training 	To enable CAA staff to update or produce a National Aviation Security Programme.	<ul style="list-style-type: none"> • CAA staff involved in rulemaking. 	Academic course	3 days	Tbilisi March 2010

Aviation Security WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
Training for Operational Airport and Airline Staff							
5/SEC	Airport and Airline Security managers course	<ul style="list-style-type: none"> National and local requirements for aviation security. Management procedures and compliance issues 	To be competent in managing or inspecting aviation security processes.	<ul style="list-style-type: none"> Airport security managers and CAA managers. 	Academic course	7 days	Kiev April 2010
6/SEC	Cargo security managers course	<ul style="list-style-type: none"> Security procedures for operators of cargo facilities 	Maintaining security systems in Cargo operations.	<ul style="list-style-type: none"> Cargo facility managers and some airline managers. 	Academic course	3 days	Tbilisi Septemb. 2010
7/SEC	Dangerous goods training to Level 6 (acceptance) level	<ul style="list-style-type: none"> As per dangerous goods by air manual. ICAO annex 18 	A requirement for operators handling dangerous goods	<ul style="list-style-type: none"> Cargo and airline staff of approved carriers completing acceptance checks. 	Academic course	5 days	Tbilisi Septemb. 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
1/ENV	Emissions Trading Scheme (ETS)	<ul style="list-style-type: none"> • Main aviation ETS legislation • Verification requirements in the legislation • Methodologies applied in the ETS • Reporting and communication guidance • Monitoring, recording and verification MRV) 	<ul style="list-style-type: none"> • To provide means of compliance for ETS reporting requirements 	<ul style="list-style-type: none"> • Airlines, CAA and Governmental • First part will be high level management (to understand the regulatory level). Second part will be more for technical people in order to understand the methodology and reporting requirements. 	Seminar	2 days	Istanbul 14-15 December 2009

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
2/ENV	<p><u>Part a)</u> Basic concepts of environmental concerns related to aviation.</p> <p><u>Part b)</u> Basic understanding of existing legal framework for environment in Europe and ICAO (Including Annex 16)</p> <p><u>Part c)</u> Environmental Policy, strategy planning and environmental reporting</p>	<ul style="list-style-type: none"> • Aviation contribution to local/national pollution • Social, Economic and Environmental Impact of aviation • Specific airport source contribution to overall pollution • Evolution of environmental protection initiatives related to aviation • Understanding of the role of international and European organizations • EU Framework Directives • World Health Organisation (WHO) guideline values • Brundtland Commission • Environmental goals 	<ul style="list-style-type: none"> • To give an overall overview of the aviation related environmental issues • Acquire and maintain knowledge of applicable regulations and standards • Keep managers and environmental related staff aware and familiar with the environmental regulations and standards in effect, • To improve Social Responsibility performance with Managers interested in becoming familiar with the concepts of sustainable development and how companies can achieve 	<ul style="list-style-type: none"> • Civil aviation and regulatory authorities, Airport, Airline Managers • Ministry of Environment Staff related to Aviation (Government officials) • Aviation industry, Quality managers from organisations designing civil aviation products 	Seminar	1 days	Tbilisi March 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> Environmental performance reporting Implementing Sustainable Corporate policy Best practice case studies 	<p>competitive business advantage through sustainable business approaches.</p> <ul style="list-style-type: none"> To enable the attendee how to develop and implement an effective, value-added business sustainability program. 				
3/ENV	Environmental Management Systems (EMS) and Collaborative Environmental Management (CEM)	<ul style="list-style-type: none"> Existing Environmental Management Systems (EMS) (ISO14001 etc..) Definition of certification Environmental Auditing Environmental Reporting Environmental Performance Evaluation Identification of 	<ul style="list-style-type: none"> To introduce the attendee to the business and environmental benefits associated with implementation of an environmental management system To improve Social Responsibility performance with Managers 	<ul style="list-style-type: none"> Civil aviation and regulatory authorities, Airline operators, Airport operators, Air navigation service providers Aviation industry, Quality managers from organisations designing civil aviation products 	Seminar	1 days	Tbilisi March 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<p>possible risks</p> <ul style="list-style-type: none"> • Environmental Communication • Assess and control potential liabilities • Facilitate negotiation of environmental mitigation • Demonstrate environmental compliance; • Reassure employees and the public 	<ul style="list-style-type: none"> • To improve the communication between different stakeholders 				
4/ENV	<p>Guidance on European best practices:</p> <p>Noise, Emissions, local air quality and Land Use Management</p>	<ul style="list-style-type: none"> • Existing Environmental Practices • Existing databases • Noise initiatives • Emissions initiatives • Local Air Quality Initiatives • Land use management techniques 	<ul style="list-style-type: none"> • Develop the environmental knowledge and skills of your employees, • Learn more about the various initiatives to address issues such as noise, emissions, land use management 	<ul style="list-style-type: none"> • CAA, Airport Operators Technical Staff working on environmental issues 	Seminar	2 days	Almaty June 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<ul style="list-style-type: none"> Knowledge of the research and development projects that are underway 	<ul style="list-style-type: none"> Find out about the different methods and tools used to minimise environmental impact 				
5/ENV	ICAO and EU recommendations and guidance for Bird Control and Management	<ul style="list-style-type: none"> Introduction to bird management techniques 	<ul style="list-style-type: none"> Develop the knowledge and skills for bird hazard department staff Prevent and reduce the risks of bird hazard incidents by integrating best practice methods 	<ul style="list-style-type: none"> Bird Management Department Staff from CAA and Airport 	Seminar	1 day	Tbilisi March 2010
6/ENV	Best Practises and Guidance for monitoring Noise, emissions and air quality	<ul style="list-style-type: none"> Existing monitoring methods Existing monitoring equipment Guidance on best practice use Data handling Quality assurance and quality control 	<ul style="list-style-type: none"> Develop installing monitoring programmes using appropriate equipment. Improve the working techniques according to the standards and regulations 	<ul style="list-style-type: none"> Airport Environmental Technical Staff 	Academic course	2 days	Kiev September 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<p>procedures</p> <ul style="list-style-type: none"> Demonstrate environmental compliance: Benchmarking against national regulatory thresholds 	<ul style="list-style-type: none"> Comply with the regulatory obligation of monitoring, Help selection of Key Pollutants (KPs) Develop the concentration maps Improve Quality, Health & Safety, Environment, and Social Responsibility performance. 				
7/ENV	Best Practices and Recommended Method for Computing Noise and Emissions around Airports	<ul style="list-style-type: none"> Environmental Impact Assessment (E.I.A) methods To demonstrate environmental tools that provides a means of computing aviation environmental impacts noise and emissions; Map noise and concentration of 	<ul style="list-style-type: none"> Develop the knowledge and skills for environmental department staff Enable to estimate the contribution of aircraft noise, emissions and air quality Improve the land use management and dialogue between 	<ul style="list-style-type: none"> Airport, CAA (Environmental technical staff) 	Academic course	2 days	Kiev September 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		<p>pollutants to the affected area of population</p> <ul style="list-style-type: none"> • Environmental performance reporting • Case studies 	different stakeholders				
8/ENV	Guidance for calculating aircraft related emissions related to all aircraft operations	<ul style="list-style-type: none"> • Greenhouse Gases (GHG) Monitoring > Verification under Kyoto mechanisms, • Compiling an emissions inventory • Contribute to international reporting mechanisms, including the Kyoto Protocol 	<ul style="list-style-type: none"> • To recommend how to compile a detailed aircraft emissions inventory for an airport or other related stakeholder. 	<ul style="list-style-type: none"> • CAA Related Staff • Airport Environmental Technical Staff 	Academic course	1 day	Kiev September 2010
9/ENV	Operational Opportunities to Minimise Fuel Use and Reduce Emissions	<ul style="list-style-type: none"> • Environmental benefits of CNS/ATM implementation • Airport Operations • Aircraft environmental 	<ul style="list-style-type: none"> • To improve environmental performance, including fuel efficiency, through adopting some of the 	<ul style="list-style-type: none"> • Airport Operators, Airlines, ANSP • CAA Related Staff 	Academic course	1 day	Almaty June 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		performance <ul style="list-style-type: none"> • Maintenance • Mass Reduction • ATM factors • Flight planning and operational issues • Flight Procedures 	best practice measures				
10/ENV	Manual of Aircraft Ground De-icing/Anti-icing Operations (Doc 9640)	<ul style="list-style-type: none"> • Common standards and regulations • Basic aerodynamics and meteorology related to de-icing operations • Characteristics of de-icing fluids • Operation of de-icing equipment • De-icing procedures • Aircraft performance issues • Airport operational 	<ul style="list-style-type: none"> • Develop standards and specifications related to the de-icing of aircraft with the international standards • Improve winter operations procedures 	<ul style="list-style-type: none"> • De-icing crew, De-icing managers, Quality assurance personnel 	Academic course	1 day	Almaty June 2010

Environment WP 2 Training Programme

Item	Subject	Content	Purpose	Intended for	Format	Duration	Place and Date
1	2	3	4	5	6	7	8
		procedures and ATC <ul style="list-style-type: none">• Quality issues and environmental impact					

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



EUROPEAID/125350/C/SER/MULTI

**TRACECA CIVIL AVIATION
Safety Security & Environment Project**

Ref. Contract ENPI 2008/150-669

ENGLISH TRAINING REPORT

**Deliverable D4
under Work Package WP2**

November, 2011





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ACRONYMS

AIRW	Airworthiness
CAA	Civil Aviation Authority
EASA	European Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Commission
ENV	Environmental Issues
ETS	Emission Trading Scheme
EU	European Union
GAEL	General Aviation English Language
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
NAU	National Aviation University (Ukraine)
OJT	On Job Training
OPS	Air Transport Operations
PEL	Personnel Licensing
SAF	Safety
SEC	Security
SMS	Safety Management System
SSP	State Safety Programme
TRACECA	Transport Corridor Europe Caucasus Asia
WP	Work Package

1. INTRODUCTION

In the framework of the TRACECA programme, a Civil Aviation Safety, Security and Environment project was launched by the European Commission for 3 years starting in February 2009. The project was designed to provide technical and capacity-building assistance to the beneficiary countries' civil aviation structure in order to:

- Introduce aviation personnel working in the sectors of safety, security and environment of the beneficiary countries, from the administration and from operators, to the requirements of international conventions, resolutions and standards of the EU/EASA (European Aviation Safety Agency) and of ICAO (International Civil Aviation Organisation).
- Provide such aviation personnel with improved knowledge, skills and capacities in the relevant technical sectors.
- Strengthen the administrative capacity of the civil aviation authorities of the beneficiary countries to further develop and to fully implement international and, where relevant, European safety standards.
- Prepare the authorities of the beneficiary countries for closer relations with / integration to Pan-European aviation structures.
- Provide support measures in the context of negotiations between beneficiary countries and the European Union on aviation agreements in the fields of safety and security, and in the context of safety discussions.
- Promote closer regional cooperation between the aviation administrations of the beneficiary countries to optimise the use of resources where relevant.

The beneficiaries of the project were: Armenia, Azerbaijan, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Tajikistan, and Ukraine.

The project activities were split into 4 work packages (WP), covering assessment of the current situation in the aviation sector in each beneficiary country (WP1), a comprehensive programme of training courses (WP2), capacity building sessions including study tours (WP3) and communication (WP4).

Within frame of WP2 a series of English training courses was delivered from November 2009 to February 2010.

The present report is the deliverable due under WP2 after completion of these courses, describing their contents, organisation, timing, attendance and results.

2. PROGRAMME AND TIMETABLE

2.1 Objectives and contents

To start with Work Package 2 training and capacity-building programme, it was agreed to provide all Beneficiaries with a series of English courses, which appeared to be a necessity for most participating countries.

These courses were organised according to the following sequence:

- ✓ An initial session was organised in each beneficiary country, where a 2 weeks course on General Aviation English Language (GAEL) was delivered. It was focused on use of basic English in sense as defined in ICAO Aviation English standardised approach¹. This course was opened to a broad audience of personnel in each of the CAAs, allowing up to 12 persons per country, in order to facilitate access to the next courses planned within scope of the Project.
- ✓ 5 following sessions of 2 week each, covering Technical Aviation English per area of expertise: Airworthiness, OPS, Licensing, Security and Environment. These sessions may be delivered in parallel, as they concern a more specialised audience, split by relevant area of expertise. These sessions have been proposed to each country for 1 or 2 participant(s), depending on the size of the Authority, for a total of 12 participants per domain. 3 training locations were selected, where the repartition of attendance is made by technical area rather than by country of origin:
 - Kiev for the 3 Safety courses: Airworthiness, Flight Operations and Personnel Licensing;
 - Almaty for the Security course
 - Tbilisi for the Environment course

The syllabus with purpose, detailed content and target audience was prior-agreed and is described in a separate deliverable document "*Aviation English Training Programme*".

¹ To provide students with basics of the professional terminology and teach them to use it in practice, which is necessary for further independent work. Give theoretical knowledge and practical skills for translation and understanding basic themes using Aviation English. Learn to work with information sources including various dictionaries, texts, write annotations, documents in according to requirements of ICAO.

2.2 Timetable

The courses were delivered according to the following timetable:

	General Aviation English Language	Technical English - Safety			Technical English Security	Technical English Environment	
		AIRW	OPS	PEL			
.Nov 09	- 9-20 Ukraine - 16-26 Armenia - 16-02/12 Kyrgyzstan - 23-04/12 Kazakhstan						.Nov 09
.Dec 09	- 30/11-11 Georgia - 30/11-20 Moldova - 01-14 Azerbaijan - 07-18 Tajikistan						.Dec 09
.Jan 10			Operations 25/1-5/2 [Kiev]	Licensing 12-23 [Kiev]	Security 12-23 [Almaty]	Environment 25/1-5/2 [Tbilisi]	.Jan 10
.Feb 10		Airworthiness 08-19 [Kiev]					.Feb 10

3. SUMMARY OF COURSES DELIVERED

The present section provides a summary description of the courses delivered during the English training period (November 2009 to February 2010). Detailed information and figures are provided in the full reports appended per session in section 5 hereafter.

3.1 General Aviation English Language courses

Two weeks of General Aviation English Language courses have been delivered in each beneficiary country (3 weeks for Kyrgyzstan & Moldova) as follows:

Ukraine

This General Aviation English Language training course was held in Kiev for the State Aviation Administration of Ukraine from 9th to 19th November, 2009. It was performed in the ICAO Training Institute at the National Aviation University in Kiev.

Pre-intermediate level of English language knowledge was a prerequisite for the course. To assess the real level of knowledge of participants at the beginning of the course, introduce a proper methodology of teaching and measure the progress made by trainees during the training, two tests were conducted: the Entry Test - conducted in the first day of the course, and the Final Test - conducted in the last day of the course.

The General Aviation English Language course in Ukraine was followed by 14 participants

Armenia

This General Aviation English Language training course was held in Yerevan from 16th to 26th November, 2009 for participants from the General Department of Civil Aviation at the Government of the Republic of Armenia.

A total of 2 instructors were sent to Yerevan for delivering this two week course, all the instructors being accredited trainers in the ICAO Training Institute at the National Aviation University of Ukraine.

The General Aviation English Language course in Armenia was followed by 9 participants

Kyrgyzstan

This General Aviation English Language training course was held in the Manas Training Centre, Bishkek, Kyrgyzstan from 16th November to 2nd December, 2009.

A total of 2 instructors were involved in delivering this three week course. The instructors are Senior Instructor of Foreign Language Department of Kyrgyz – Russian (Slavic) University and Chief of ATM Department of CAA. The expected level of participants was intermediate, therefore the course objectives and program were developed accordingly. Entry testing showed that all participants had

moderate level of English, their knowledge of Aviation English being much better than in everyday English. At the end of the course 80 % of participants succeeded in reaching a higher level compared to their entry level.

The General Aviation English Language course in Kyrgyzstan was followed by 10 participants from the Civil Aviation Administration of Kyrgyzstan and 2 from Manas Training Centre.

Kazakhstan

This General Aviation English Language training course was held in Astana from 23rd November to 4th December, 2009.

A total of 4 instructors were involved in delivering this course, organized jointly by the Academy of Civil Aviation and Committee of Civil Aviation of the Republic of Kazakhstan. It was delivered in the premises of the Ministry of Transport and Communication. The expected level of the course participants was intermediate and the course programme was developed accordingly. Entry testing showed that it was necessary to give the greatest attention to grammar of the general English language, knowledge of abbreviations, pronunciation and changes of sentence structure in aviation language.

The General Aviation English Language course in Kazakhstan was followed by 12 participants.

Georgia

This General Aviation English Language training course was conducted in Tbilisi for the Georgian Aviation Department from 1st to 11th December, 2009.

The training course was organised by and delivered at the Georgian Aviation University. Pre-intermediate level of English language knowledge was a prerequisite for the course. To assess the real level of knowledge of participants at the beginning of the course, introduce a proper methodology of teaching and measure the progress made by trainees during the training, two tests were conducted. The Entry Test - conducted in the first day of the course, and the Final Test - conducted in the last day of the course.

The General Aviation English Language course in Georgia was followed by 12 participants.

Moldova

This General Aviation English Language training course was conducted in Chisinau for the Civil Aviation Administration of Moldova from 23rd November to 11th December, 2009.

Two instructors were involved in delivering the course. These instructors are accredited trainers of English Language for Aeronautical Communication. Quality control of the training was achieved by conducting both a preliminary test of each student as well as a final examination. They showed that 100% of the students improved their ability with 93% reaching pre-intermediate or intermediate level.

The General Aviation English Language course in Moldova was followed by 12 participants.

Azerbaijan



This General Aviation English Language training course was held in Baku for participants from the Civil Aviation Administration of Azerbaijan from 1st to 11th December, 2009.

A total of 6 instructors were involved in delivering this two week course, all the instructors being accredited trainers in the National Aviation Academy. Quality control of the training was achieved by conducting both an entry assessment of each student as well as a final examination and this showed that 100% of the students improved their ability with 9% reaching pre-intermediate, 55% intermediate and 36% upper-intermediate level.

The General Aviation English Language course in Azerbaijan was followed by 12 participants.

Tajikistan

This General Aviation English Language training course was held in Dushanbe for participants from the Ministry of Transport and Communication Service of Republic of Tajikistan from 7th to 18th December, 2009.

One Aviation English Teacher of the Training Centre of "Tajik Air Company" was involved in conducting this two week course to the 12 participants. The control of training was carried out by the entry test of each student and the final examination both written and oral. The control showed that all students improved their level of knowledge of English language.

The General Aviation English Language course in Tajikistan was followed by 12 participants.

3.2 Technical English Training courses

Five Technical Aviation English sessions of 2 weeks each have been delivered for all beneficiary countries as follows:

Airworthiness

The Technical Aviation English training course on Airworthiness was held in Kiev, Ukraine from 8th to 19th February, 2010. The participants were from the Civil Aviation Administrations of Armenia, Moldova, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Ukraine.

6 instructors were involved in developing course training materials and delivering this two week course. All instructors are accredited trainers in the ICAO Training Institute at the National Aviation University of Ukraine. Quality control of the training was achieved by conducting both an entry assessment of each participant as well as a final examination and this showed that 100% of the participants improved their ability with 33% participants reaching pre-intermediate, 50% intermediate or upper intermediate level.

The Technical Aviation English course on Airworthiness was followed by 12 participants from 7 Beneficiary states.

Flight Operations

The Technical Aviation English training course on Flight Operations was held in Kiev from 25th January to 5th February, 2010. The participants were from the Civil Aviation Administrations of Armenia, Azerbaijan, Moldova, Georgia, Kazakhstan, Kyrgyzstan and Ukraine.

2 instructors were involved in delivering this two week course. All the instructors are accredited trainers in the ICAO Training Institute at the National Aviation University of Ukraine. Quality control of the training was achieved by conducting both an entry assessment of each participants as well as a final examination and this showed that 100% of the participants improved their ability with 33% participants reaching pre-intermediate, 58% intermediate or upper intermediate level.

The Technical Aviation English course on Flight Operations was followed by 12 participants from 7 Beneficiary states.

Personnel Licensing

The Technical Aviation English training course on Personnel Licensing was held in Kiev from 12th to 23rd January, 2010. The participants were from the Civil Aviation Administrations of Armenia, Azerbaijan, Georgia, Moldova, Kazakhstan, Kyrgyzstan and Ukraine.

3 instructors were involved in delivering this two week course. All the instructors are accredited trainers in the ICAO Training Institute at the National Aviation University. Quality control of the training was achieved by conducting both an entry assessment of each student as well as a final examination and this showed that 100% of the students improved their ability with 70% reaching pre-intermediate or intermediate level and 30% achieving upper-intermediate level.



The Technical Aviation English course on Personnel Licensing was followed by 10 participants from 7 Beneficiary states.

Security / Dangerous Goods

The Technical Aviation English training course on Aviation Security was held in Almaty from 12th to 23rd January, 2010. The participants were from the Civil Aviation Administrations of Armenia, Azerbaijan, Moldova, Georgia, Kazakhstan, Kyrgyzstan and Ukraine.

2 instructors were involved in delivering this two week course. All the instructors are accredited trainers in the ICAO Training Institute at the National Aviation University of Ukraine. Quality control of the training was achieved by conducting both an entry assessment of each student as well as a final examination and this showed that 100% of the students improved their ability with 50% participants reaching pre-intermediate, 40% intermediate or upper intermediate level.

The Technical Aviation English course on Aviation Security was followed by 10 participants from 7 Beneficiary states.

Environment

This Technical Aviation English training course on Environment was held in Tbilisi from 25th January to 5th February, 2010. The participants were from Civil Aviation Administrations of Armenia, Azerbaijan, Moldova, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Ukraine.

2 instructors were involved in delivering this two week course. All the instructors are accredited trainers in the ICAO Training Institute at the National Aviation University of Ukraine. Quality control of the training was achieved by conducting both an entry assessment of each participants as well as a final examination and this showed that 100% of the participants improved their ability with 28% participants reaching pre-intermediate, 72% intermediate or upper intermediate level.

The Technical Aviation English course on Environment was followed by 11 participants from 8 Beneficiary states.

4. COMMENTS AND RESULTS

As a general statement the trainers were pleased with the good response and participation rate of the Beneficiaries. This allowed training 95 persons to General Aviation English and 55 to Technical Aviation English, i.e. 11 in each specialised area: Airworthiness, Flight Operations, Personnel Licensing, Security and Environment.

At the end of each course the participants were asked to fill an assessment form. All trainees expressed their satisfaction whereas the quality and content of the courses, as summarised in the following tables:

General Aviation English Language Training

No of participants	Assessment by participants in %	
	Excellent	Good
95	73	25

Technical Aviation English Language Training

No of participants	Assessment by participants in %	
	Excellent	Good
55	88	12

Total Aviation English Language Training

No of participants	Assessment by participants in %	
	Excellent	Good
150	80	19

All trainees improved their ability to use English language in their day to day work, most of them reaching pre-intermediate or intermediate level. It is expected that they will continue practicing and working with ICAO and EASA/EU information sources. It is also expected that their progress in English will be an asset for following the Technical Training courses planned within scope of Work Package 2 of the Project.

5. DETAILED COURSE REPORTS

The present section provides the detailed full reports prepared by the trainers and training organisation after each of the courses, i.e.:

- 8 individual General Aviation English Language training reports, 1 for each country of delivery
- 5 individual Technical English training reports, 1 for each technical area



EUROPEAID/125350/C/SER/MULTI

**TRACECA CIVIL AVIATION
Safety Security & Environment Project**

Ref. Contract ENPI 2008/150-669

TECHNICAL TRAINING REPORT

**Deliverable D3
under Work Package WP2**

November, 2011





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ACRONYMS

AIRW	Airworthiness
CAA	Civil Aviation Authority
EASA	European Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Commission
ENV	Environmental Issues
ETS	Emission Trading Scheme
EU	European Union
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
NAU	National Aviation University (Ukraine)
OJT	On Job Training
OPS	Air Transport Operations
PEL	Personnel Licensing
SAF	Safety
SEC	Security
SMS	Safety Management System
SSP	State Safety Programme
TRACECA	Transport Corridor Europe Caucasus Asia
WP	Work Package

1. INTRODUCTION

In the framework of the TRACECA programme, a Civil Aviation Safety, Security and Environment project was launched by the European Commission for 3 years starting in February 2009. The project was designed to provide technical and capacity-building assistance to the beneficiary countries' civil aviation structure in order to:

- Introduce aviation personnel working in the sectors of safety, security and environment of the beneficiary countries, from the administration and from operators, to the requirements of international conventions, resolutions and standards of the EU/EASA (European Aviation Safety Agency) and of ICAO (International Civil Aviation Organisation).
- Provide such aviation personnel with improved knowledge, skills and capacities in the relevant technical sectors.
- Strengthen the administrative capacity of the civil aviation authorities of the beneficiary countries to further develop and to fully implement international and, where relevant, European safety standards.
- Prepare the authorities of the beneficiary countries for closer relations with / integration to Pan-European aviation structures.
- Provide support measures in the context of negotiations between beneficiary countries and the European Union on aviation agreements in the fields of safety and security, and in the context of safety discussions.
- Promote closer regional cooperation between the aviation administrations of the beneficiary countries to optimise the use of resources where relevant.

The beneficiaries of the project were: Armenia, Azerbaijan, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Tajikistan, and Ukraine.

The project activities were split into 4 work packages (WP), covering assessment of the current situation in the aviation sector in each beneficiary country (WP1), a comprehensive programme of training courses (WP2), capacity building sessions including study tours (WP3) and communication (WP4).

Within frame of WP2 a series of Technical training courses was delivered from December 2009 to November 2010.

The present report is the deliverable due under WP2 after completion of these courses, describing their contents, timing, attendance and results.

2. PROGRAMME AND TIMETABLE

2.1 Objectives and contents

Resulting from the 9 survey visits conducted under Work Package 1, the outcomes were analysed and identified in terms of training needs. The training needs were identified for each Country, and then consolidated. Actually it appeared that the needs are fairly common, and that the training syllabus may be proposed at Regional level, with courses common to all Beneficiary Countries.

In the area of Safety however, it seemed appropriate to differentiate between the ENPI Eastern Partners who have closer links with the European aviation system (Ukraine, Moldova, Armenia, Georgia and Azerbaijan); and the Central Asia countries where the main priority is to achieve compliance with international safety standards. For this reason the training programme in Safety includes courses that are more focused on EU rules, and some courses focused on ICAO requirements. Differentiation will be made on a case by case basis when selecting the participants to such and such course.

On this basis, a full training programme has been finalised, covering the areas of Licensing (PEL), Flight Operations (OPS), Airworthiness (AIRW), Environment (ENV) and Security (SEC).

The standard duration for each course usually is 1 to 3 days each. When applicable, the shortest courses (lasting 1 or 2 days) were combined with other courses dedicated to the same group of participants, so as to organise them as part of one training session lasting 4 to 6 days.

The courses were organised in the region, where adequate training / hosting facilities were identified, in Kiev, Almaty, and Tbilisi. Each training was open to candidates from the hosting and non-hosting beneficiary countries. For the non-hosting beneficiary countries, the travel and living expenses were born by the project.

The syllabus with purpose, detailed content and target audience was prior-agreed and is described in a separate deliverable document "*Technical Training Programme*".

2.2 Timetable

The courses were delivered according to the following timetable:

	Safety			Security	Environment	
	AIRW	OPS	PEL			
.Dec 09					1/ENV 14-15 [Istanbul]	.Dec 09
.Jan 10						.Jan 10
.Feb 10			2/FCL; 5/FCL 22-27 [Tbilisi]			.Feb 10
.Mar 10	2/AIR; 3/AIR; 4/AIR; 5/AIR 16-19 [Kiev]			4/SEC 30.03-01.04 [Tbilisi]		.Mar 10
.Apr 10	6/AIR; 7/AIR 27-30 [Tbilisi]	1/OPS; 9/OPS 12-16 [Kiev]		5/SEC 19-26 [Kiev]		.Apr 10
.May 10	8/AIR; 9/AIR 11-14 [Kiev]			2/SEC 17-22 [Kiev]	2/ENV; 3/ENV; 4/ENV 17-21 [Tbilisi]	.May 10
.Jun 10	1/AIR; 10/AIR 8-10 [Almaty]	5/OPS; 6/OPS 14 -18 [Almaty] 2/OPS; 4/OPS 21-26 [Almaty]	1/FCL; 4/FCL 15-18 [Tbilisi]			.Jun 10
.Jul 10					7/ENV; 8/ENV; 9/ENV 05-09 [Kiev]	.Jul 10
.Aug 10						.Aug 10
.Sept 10		7/OPS; 30.08 - 03.09 [Kiev]		6/SEC; 7/SEC 21-24 & 27.09-01.10 [Tbilisi]		.Sept 10
.Oct 10				1/SEC; 11-18 [Kiev] including Saturday	5/ENV; 6/ENV; 10/ENV 25-28 [Kiev]	.Oct 10
.Nov 10			6/FCL 01-05 [Kiev]			.Nov 10

3. SUMMARY OF COURSES

The present section provides a summary description of the courses delivered during the Technical training period (December 2009 to November 2010). Detailed lists of participants are provided in section 5 hereafter.

3.1 Courses in the area of Airworthiness

- 1/AIR (1 day course) - "General principles used with regard to aircraft safety, certification and continued airworthiness"

This course was delivered in Almaty from the 8^h to the 10th of June 2010 by the Egis Avia Instructor, Nadia Konzali.

It was dedicated to: Management of Ministry of Transport responsible for overseeing the civil aviation authority's activity; CAA management for maintaining the safety level of the fleet; CAA Airworthiness inspectors; CAA inspectors for design, production and maintenance organisations and maintaining civil aviation products; safety and quality managers from designing and producing organisations. Its scope was to present the principles of aircraft certification and continued airworthiness to ensure aircraft safety.

11 representatives from 8 beneficiary countries participated in this training.

- 2/AIR (1 day course) - "Certification procedures, including approval of design changes and repairs"

This course in the area of SAFETY (Airworthiness) was conducted in Kiev, from 16 to 19 March 2010 by the Egis Avia Instructor, Nadia Konzali. The course was delivered at the premises of the Kiev ICAO Institute.

The course was dedicated to airworthiness experts and inspectors from CAA; Inspectors from CAA for design, production and maintenance organisations, Technical, safety and quality managers from organisations designing, producing and maintaining civil aviation products. Its scope was: Description of the procedures used for type certification of aircraft, including certification of design changes and repairs.

18 representatives from 8 beneficiary countries participated in this training.

- 3/AIR (1 day course) - "Issuance of certificate of airworthiness"

The course was conducted in Kiev, from 16 to 19 March 2010 by the Egis Avia Instructor, Nadia Konzali. It was delivered at the premises of the Kiev ICAO Institute.

The course was dedicated to airworthiness experts and inspectors from CAA; technical, safety and quality managers from organisations maintaining and operating civil aviation products. Its scope was: Description of the procedures for issuance of the airworthiness certificate to each individual aircraft.

18 representatives from 8 beneficiary countries participated in this training.

- 4/AIR (1 day course) - "Issuance of permit to fly"

The course was conducted in Kiev, from 16 to 19 March 2010 by the Egis Avia Instructor, Nadia Konzali. It was delivered at the premises of the Kiev ICAO Institute.

The course was dedicated to CAA management for maintaining the safety level of the fleet; airworthiness experts and inspectors from CAA; technical, safety and quality managers from organisations designing, operating and maintaining civil aviation products. Its scope was: Description of the procedures for issuance of a permit to fly to an aircraft without a valid certificate of airworthiness.

18 representatives from 8 beneficiary countries participated in this training.

- 5/AIR (1 day course) - "Approval of MMEL/MEL and other operator's documentation"

The course was conducted in Kiev, from 16 to 19 March 2010 by the Egis Avia Instructor, Nadia Konzali. It was delivered at the premises of the Kiev ICAO Institute.

The course was dedicated to airworthiness experts and inspectors from CAA; technical, safety and quality managers from organisations designing and operating civil aviation products.

Its scope was: Procedures for approval of documents to be used by operators, which are based on the aircraft certification activity. This refers in particular to approval of MMEL/MEL (Minimum Equipment List) or AFM (Aircraft Flight Manual).

18 representatives from 8 beneficiary countries participated in this training.

- 6/AIR (2 day course) - "Human factor in maintenance"

This course was delivered in Tbilisi from April 27th to 30th by the Egis Avia Instructor, Nadia Konzali.

The course was intended to managers of both civil aviation administrations and the airline industry including airline safety, training, operational and maintenance managers; Airworthiness experts and inspectors from CAA; Technical, safety and quality managers from organisations maintaining civil aviation products. Its scope was to present current practice for maintenance.

18 representatives from 8 beneficiary countries participated in this training.

- 7/AIR (1 day course) - "Audit methodology"

This course was delivered in Tbilisi from April 27th to 30th by the Egis Avia Instructor, Nadia Konzali.

The course was intended to managers and Inspectors from CAA involved in the approval of design, production and maintenance organisations. Its scope was to present the rules, purpose and procedures of audit methodology.

18 representatives from 8 beneficiary countries participated in this training.

- 8/AIR (2 day course) - "Aircraft continuing airworthiness"

The course was conducted in Kiev, from 11 to 14 May 2010 by the Egis Avia Instructor, Nadia Konzali. It was delivered at the premises of the Kiev ICAO Institute.

The course was dedicated to all management of CAA having a responsibility in maintaining the safety level of the fleet; airworthiness experts and inspectors from CAA; technical, safety and quality managers from organisations designing, operating and maintaining civil aviation products. Its scope was to present the purpose and content of Part M.

18 representatives from 8 beneficiary countries participated in this training.

- 9/AIR (2 day course) - "Aircraft maintenance"

The course was conducted in Kiev, from 11 to 14 May 2010 by the Egis Avia Instructor, Nadia Konzali. It was delivered at the premises of the Kiev ICAO Institute.

The course was dedicated to all management of CAA having a responsibility in maintaining the safety level of the fleet; airworthiness experts and inspectors from CAA; technical, safety and quality managers from organisations designing, operating and maintaining civil aviation products. Its scope was to present the purpose and content of Part 145, Part 66 and Part 147.

18 representatives from 8 beneficiary countries participated in this training.

- 10/AIR (2 day workshop) - "Airworthiness department organisation"

This course was delivered in Almaty from the 8^h to the 10th of June 2010 by the Egis Avia Instructor, Nadia Konzali.

It was dedicated to: Airworthiness department managers, Director General advisors, Airworthiness inspectors, all Civil Aviation Airworthiness branch managers involved in co-ordination a State's corrective action plans. Its scope was to allow exchanges on current issues and challenges with experts and peers to develop practical, universal approaches aimed at finding out how to comply with the international obligations of ICAO Member States.

11 representatives from 8 beneficiary countries participated in this training.

3.2 Courses in the area of Flight Operations

- 1/OPS (2 day course) - "EU-OPS 1"

This course was conducted in Kiev from 12 to 13 April 2010 by Udo Dees, senior expert of the Air Transport Safety Institute of the National Aerospace Laboratory NLR, the Netherlands. The course was delivered at the premises of the Kiev ICAO Institute.

It was intended to CAA OPS department managers, CAA OPS inspectors, Operations personnel from airlines. Its scope was to present EU-OPS1 requirements and responsibilities between regulators and operators.

10 representatives from 5 beneficiary countries participated in this training.

- 2/OPS (3 day course) - "ICAO Annex 6"

This training was delivered in Almaty from 21st to 28th of June 2010, by Mr Udo DEES from the Air Transport Safety Institute of the National Aerospace Laboratory NLR, the Netherlands.

The course was intended to CAA OPS department managers, CAA OPS inspectors, Operations personnel from airlines. Its scope was to provide support for implementation of OPS requirements under CAA responsibility.

15 representatives from 8 beneficiary countries participated in this training.

- 4/OPS (3 day course) - "Audit techniques in relation to OPS"

This training was delivered in Almaty from 21st to 28th of June 2010, by Mr Udo DEES from the Air Transport Safety Institute of the National Aerospace Laboratory NLR, the Netherlands.

The course was intended to CAA OPS inspectors, Safety and Quality managers from CAA and Operators. Its scope was to provide an overview of the techniques regarding both internal and external audits, including quality auditing, safety management systems and highlights of risk.

15 representatives from 8 beneficiary countries participated in this training.

- 5/OPS (2 day course) - "Air Operations department organisation"

This course was delivered in Almaty from the 14th to the 18th of June 2010 by Mr Marian Bujnowski, key expert, and Mr Henryk Krasowski from Polish CAA.

Intended for CAA Director Generals, Flight Operations managers, CAA financial and legal departments managers, the scope of the course was to provide exchange of current issues and challenges with experts and peers to develop practical, universal approaches and international obligations of ICAO Member States.

9 representatives from 8 beneficiary countries participated in this training.

- 6/OPS (3 day workshop) - "Safety Management System"

This course was delivered in Almaty from the 14th to the 18th of June 2010 by PhD Oleksandr Kim from the ICAO Training Institute of Kiev.

The course was intended to key post-holders developing Safety Programs, developing SMS implementation plans, and those responsible for effectiveness of SMS within Authorities and Operators. Its scope was to provide comprehensive, interactive, application-based program specifically designed to help organizations develop an effective Safety Management System.

9 representatives from 8 beneficiary countries participated in this training.

- 7/OPS (4 day course) - "Familiarisation to Safety Assessment of Foreign Aircraft (SAFA)"

This course in the area of SAFETY (Flight Operations) was conducted in Kiev from 30 August to 3 September 2010 by the NLR Instructor Udo Dees.

Dedicated to CAA OPS department managers, CAA OPS inspectors, Operations personnel from airlines, the scope of the course was to develop knowledge on how to remove findings (in depth, not just repair the bits & pieces), and also understand the SAFA procedure.

18 representatives from 8 beneficiary countries participated in this training.

- 9/OPS (3 day course) - "Human factors in Aviation"

The course was conducted in Kiev from 14 to 16 April 2010 by Edzard Boland, Training Specialist of the Training, Simulation and Operator Performance Department of the National Aerospace Laboratory NLR, the Netherlands. The course was delivered at the premises of the Kiev ICAO Institute.

The course was intended to managers and inspectors of civil aviation administrations, airline operators' employees, flight safety facilitator, air crews, accountable, quality and training managers; the nominated SMS manager; departmental heads, and operations managers. Its scope was to present the current practice for flight and ground operation personnel for improving the safety level.

15 representatives from 7 beneficiary countries participated in this training.

3.3 Courses in the area of Personnel Licensing

- 1/FCL (2 day course) "JAR-FCL"

This course was delivered in Tbilisi from 15th to 18th of June 2010 by Mr Mihailo Manojlovic from Lufthansa Consulting.

The course was intended to Inspectors of CAA and all CAA personnel involved in PEL management. Its scope was to present JAR-FCL requirements and responsibilities between regulators, licensing personnel, and training institution operator.

15 representatives from 8 beneficiary countries participated in this training.

- 2/FCL (3 day course) - "ICAO Annex 1"

This course in the area of SAFETY (Personnel Licensing) was conducted in Tbilisi from 22 to 24 February 2010 by the Lufthansa Consulting Instructor Hrvoje Lazic.

Dedicated to inspectors of CAA and all CAA personnel involved in PEL management, the scope of the course was: Establishing and maintaining a CAA PEL system; knowledge testing system; evaluating license application; flight crew licensing and AMT skill tests; validating and converting foreign licenses; suspending or revoking licenses.

11 representatives from 6 beneficiary countries participated in this training.

- 4/FCL (2 day workshop) - "PEL department organisation"

This course was delivered in Tbilisi from 15th to 18th of June 2010 by Mr Henryk Krasowski from the Polish CAA.

The course was intended to PEL department managers, Director General advisors, PEL inspectors, Civil Aviation licensing branch managers. Its scope was: Exchanges on current issues with experts and peers to comply with the international obligations of ICAO Member States.

15 representatives from 8 beneficiary countries participated in this training.

- o 5/FCL (3 day course) - "Human factor in aviation"

The course was conducted in Tbilisi from 25 to 27 February 2010 by the Lufthansa Consulting Instructor Hrvoje Lazic.

Dedicated to CAA managers and inspectors, individuals conducting operator proficiency checks, training organisation employees, the scope of the course was: Current practices for licensing personnel to improve the safety level.

14 representatives from 8 beneficiary countries participated in this training.

- o 6/FCL (5 day course) - "Audit techniques in relation to FCL"

The course was conducted in Kiev from 1 to 5 November 2010 by Mr. Hrvoje Lazic, the Lufthansa Consulting mobilized Instructor.

Dedicated to CAA inspectors and the auditing staff within FTOs and TRTOs, the scope of the course was to develop understanding of auditing tasks for both the NAA inspectors and auditing staff.

11 representatives from 6 beneficiary countries participated in this training.

3.4 Courses in the area of Security

- o 1/SEC (7day course) - "National Inspector /Auditor course for security"

The course was conducted in Kiev, from 11 to 18 October 2010 by the AVSEC Ltd Instructor Chris Barratt.

The course was dedicated to National Regulatory personnel from CAA. Its scope was to present efficient inspection procedures.

15 representatives from 7 beneficiary countries participated in this training

- o 2/SEC (6 day course) - "National Inspector/Auditor course for Dangerous Goods by Air"

The course was conducted in Kiev at ICAO Institute from 17th to 22nd May 2010 by experts from the ICAO Training Institute of Kiev.

Intended to CAA Regulatory Staff, the scope of this course was inspection and oversight of facilities and operators handling dangerous goods.

15 representatives from 8 beneficiary countries participated in this training.

- o 4/SEC (3 day course) - "The development of a National Aviation Security Programme (NASP)"

The course was conducted in Tbilisi from 30 March to 1st April 2010 by the UK Instructor Christopher Barratt, an expert working with Avsec Global Ltd.

Intended to CAA staff involved in rulemaking, the scope of this course was to update or produce a National Aviation Security Programme.

14 representatives from 8 beneficiary countries participated in this training.

- o 5/SEC (7 day course) - "Airport and Airline Security managers course"

The course was conducted in Kiev at ICAO Institute from 19 to 26 April 2010 by the following experts from the ICAO Training Institute of Kiev:

1. Prof. Galyna Suslova, National Coordinator, ICAO Training Institute Director
2. PhD Andrii Kryzhanovskyi, Head of ICAO Academic Department
3. PhD Oleksandr Kim, Head of ICAO European Regional Government Safety Inspectors Training Centre
4. Igor Dobrovolskyi, Head of ICAO European Regional Aviation Security Training Centre.

Intended to the Airport security managers and CAA managers, the scope of the course was: National and local requirements for aviation security, Management procedures and compliance issues.

15 representatives from 7 beneficiary countries participated in this training.

- o 6/SEC (4 day course) - "Cargo security managers course"

The course was conducted in Tbilisi from 21 to 24 September 2010 by the AVSEC Ltd Instructors Peter Cooper and Sergiu Timofei.

Dedicated to Cargo facility managers and some airline managers, the scope of the course was: Maintaining security systems in Cargo operations.

17 representatives from 8 beneficiary countries participated in this training.

- o 7/SEC (5 day course) - "Dangerous goods training to Level 6 (acceptance) level"

The course was conducted in Tbilisi from 27 September to 01 October 2010 by the AVSEC Ltd Instructors Peter Cooper and Sergiu Timofei.

Dedicated to Cargo and airline staff of approved carriers completing acceptance checks, the scope of the course was: Dangerous goods training to Level 6 (acceptance) level - Requirements for operators as per dangerous goods by air manual, ICAO annex 18.

19 representatives from 8 beneficiary countries participated in this training.

3.5 Courses in the area of Environment

- o 2-3-4 /ENV (5 days workshop) - Basic concepts of environmental concerns related to aviation. Legal framework for environment in Europe and ICAO. Environmental Policy, strategy planning

and environmental reporting. Introduction to Environmental Management Systems (EMS) and Collaborative Environmental Management (CEM). Guidance on European best practices.

This first environmental workshop was held in Tbilisi from 17th to 21st May 2010. The participants were from Civil Aviation Administrations of Azerbaijan, Moldova, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Ukraine. In addition one participant (who is responsible for environment) from Tbilisi Airport Authority and Georgian Airways attended the workshop. 1 instructor from ENVISA was involved in delivering this one week course to the 16 participants.

The training materials were designed as a starting point for presenting the main issues and guiding the discussions through the various topics in the course. They include:

- Presentation handouts
- A bibliography of existing legislation and guidance with regards to aviation and environment
- A dictionary of most frequent acronyms and terms in the field
- Video and audio materials
- Group brainstorming exercises
- Group debates
- Basic exercises of aircraft emission calculations
- Two quizzes

The environmental workshop was successful according to instructors and participants opinions. Trainees seem motivated to attend further trainings on aviation and environment, notably more technical trainings showing how to numerically assess noise and emissions.

16 representatives from 7 beneficiary countries participated in this workshop.

- 7-8-9/ENV - Best Practices and Method for Computing Noise and Emissions. Guidance for calculating aircraft related emissions related to all aircraft operations. Operational Opportunities to Minimise Fuel Use and Reduce Emissions:

This environmental training was held at the ICAO Training Institute in Kiev, Ukraine from July 5th to 9th, 2010 by Mr Ivan De Lepinay.

The participants were from Civil Aviation Administrations of Moldova, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Armenia, Azerbaijan and Ukraine. In addition, one participant (who is responsible for environment) from Tbilisi Airport Authority and 2 experts from NAU attended the workshop.

Two instructors were in charge of delivering this one week course to the 16 participants. Both instructors have a long environmental background on environmental best practices, EU and CAEP initiatives. During the workshop, several team exercises and case studies were organised and participants were actively involved. The TRACECA Key Environmental Expert also attended part of the training in order to have contact with the beneficiary participants and supervised them in the project scope and following activities

19 representatives from 8 beneficiary countries participated in this training.

- 5-6-10/ENV (4 days courses) - "ICAO and EU recommendations and guidance for Bird Control and Management, Best Practises and Guidance for monitoring Noise, emissions and air quality, Manual of Aircraft Ground De-icing/Anti-icing Operations (Doc 9640)"



The course was conducted in Kiev from 25 to 28 October 2010 by Professor Callum Thomas, Chair of Sustainable Aviation Centre for Air Transport and the Environment of the Manchester University; Pavlish Dmitry, Senior lecturer, Chair of Safety of Human Activity, Institute of Environmental Safety, National Aviation University.

13 representatives from 6 beneficiary countries participated in this training.

4. COMMENTS AND RESULTS

4.1 General

The Technical Training programme was completed from December 2009 to November 2010. As a general statement the instructors were pleased with the good response and participation of the Beneficiaries.

With these courses the participants were trained to the applicable International and European standards, i.e.:

- o For Safety: ICAO annexes, EU-OPS and former JAR FCL
- o For Security and dangerous goods: ICAO annexes and other relevant rules, including IATA's, EU's and ECAC's Doc 30
- o For Environment: ICAO annexes and other relevant best practices, as well as initiation to the Emission Trade Scheme.

As a whole, since Project start 37 courses were provided in the areas of Licensing (PEL), Flight Operations (OPS), Security (SEC) and Environment (ENV). A total of 1157 trainee.days¹ were provided, through 95 days of training with average attendance of 15,2 trainees as indicated in the following table:

Code	Courses	Days	Participants		Trainee.days	Average attendees
			Countries	Trainees		
<i>Courses AIR</i>	10	14		166	231	16,6
<i>Courses OPS</i>	7	20		91	272	13,0
<i>Courses FCL</i>	5	15		66	190	13,2
<i>Courses SEC</i>	6	32		95	237	15,8
<i>Courses ENV</i>	9	14		144	227	16,0
TOTAL	37	95	5 to 8	562	1157	15,2

Training statistics since Project start

4.2 Detailed figures

The following table provides the detailed figures and ratios for all courses delivered within the Technical training programme:

¹ Trainee.days = total per courses of number of trainees x duration of training



Code	Course	Courses	Days	Participants		Trainee.days	
				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
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
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
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	505
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
TOTAL			37	95		562	1425



5. LISTS OF PARTICIPANTS

The present section provides the lists of participants to each course.



Technical Training SEC (aviation security), Tbilisi, 30.03-01.04.2010

№	country	Name	№ of certificate	Post	Department
1	Armenia	<i>KAREN BAGHDIYAN</i>	TT-4 SEC-10-001	senior specialist	GDCA
2	Armenia	<i>KRISTINE KHACHATRYAN</i>	TT-4 SEC-10-002	leading specialist	GDCA
3	Azerbaijan	<i>FIDEL PASHAYEV</i>	TT-4 SEC-10-003	head adviser-inspector Engineer	SCAA
4	Azerbaijan	<i>ELCHIN SADIQZADE</i>	TT-4 SEC-10-004	aviation security department chief	SCAA
5	Georgia	<i>DAVID DAGHELASHVILI</i>	TT-4 SEC-10-005	ged of transport security & information	UTA
6	Moldova	<i>VICTORIA CRIVDA</i>	TT-4 SEC-10-006	security specialist	CAA
7	Moldova	<i>SERGIU BURDUJA</i>	TT-4 SEC-10-007	head of security department	CAA
8	Kazakhstan	<i>MARAT KHASSENOV</i>	TT-4 SEC-10-008	head expert of airport departments	Min. of Trans. & Commun.
9	Kazakhstan	<i>DARKHAN KATYSHEV</i>	TT-4 SEC-10-009	gead of aviation security department	Min. of Trans. & Commun.
10	Kyrgyzstan	<i>SHUHRAT RUSTAMOV</i>	TT-4 SEC-10-010	chief aviation security sector	CAA
11	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	TT-4 SEC-10-011	senior inspector aviation security sector	CAA
12	Tajikistan	<i>YUSUF ABDULLOEV</i>	TT-4 SEC-10-012	senior inspector aviation security sector	CAA
13	Ukraine	<i>MYKOLA MISHCHENKO</i>	TT-4 SEC-10-013	chief specialist of aviation security dep.	SAA
14	Ukraine	<i>SERGII KORNIENKO</i>	TT-4 SEC-10-014	chief specialist of aviation security dep.	SAA



FCL , Tbilisi, 22-27.02.2010

№	country	Name	Post	Department	№ of certificate	Date	Signature
1	Armenia	SAMVEL BADALYAN	deputy director of flight stand. d.	Gen. Dep. of Civil Aviation	TT-FCL-10-001	22-27.02.10	
2	Azerbaijan	EMIL ABDULLAYEV	senior counselor of the flight safety oversight department	State Civil Aviation Adm	TT-FCL-10-002	22-27.02.10	
3	Georgia	SHALVA KIKNADZE	main specialist of flight standard, certification & inspection div.	UTA	TT-FCL-10-003	22-27.02.10	
4	Moldova	OLEG DREBUJAN	chief examiner of licencing section	CAA	TT-FCL-10-004	25-27.02.10	
5	Kazakhstan	DAULET TUREAKHMETOV	safety expert	CA Committee	TT-FCL-10-005	22-27.02.10	
6	Kazakhstan	AIGERIM MOLDASHEVA	safety expert	CA Committee	TT-FCL-10-006	22-27.02.10	
7	Kyrgyzstan	ERIK MONOKBAEV	senior specialist of flight safety inspection Department	CAA	TT-FCL-10-007	22-27.02.10	
8	Kyrgyzstan	ANDREI SHMITKO	chief of flight operations division	CAA	TT-FCL-10-008	22-27.02.10	
9	Tajikistan	ZAKIR MUMINOV	deputy head of supervisor authority	State Inspection for flight safety oversight	TT-FCL-10-009	22-27.02.10	
10	Ukraine	OLGA PERESUNKO	head of delivery & keeping of strictly accountable documents division	State Aviation Administration	TT-FCL-10-010	25-27.02.10	



				n			
11	Ukraine	ROMAN KUTSIUK	head expert of air personnel & training institution certific. devisions	State Aviation Administration	TT-FCL-10-011	25-27.02.10	
12	Georgia	KAKHABER KENCHOSHVILI	main specialist of flight standards	UTA	TT-FCL-10-012	22-27.02.10	
13	Georgia	MIKHEIL SAMKHARADZE	head of devisions	UTA	TT-FCL-10-013	22-27.02.10	
14	Georgia	DAVID GIUNASHVILI	main specialist	UTA	TT-FCL-10-014	22-27.02.10	



Technical TRAINING AIR (airworthiness), Kiev, 16-19.03.2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Armenia	<i>ARMEN SIMONYAN</i>	TT-AIR-10-001	senior specialist-inspector, flight safety department	CAA	
2	Armenia	<i>KAREN GYURJYAN</i>	TT-AIR-10-002	chief specialist flight standards department	CAA	
3	Azerbaijan	<i>ANATOLIY GRISHIN</i>	TT-AIR-10-003	head of airworthiness sector	CAA	
4	Georgia	<i>TEIMURAZ DEDANASHVILI</i>	TT-AIR-10-004	airworthiness inspector	UTA	
5	Georgia	<i>LASHA MAISURADZE</i>	TT-AIR-10-005	airworthiness inspector	UTA	
6	Moldova	<i>MIHAIL BUDICI</i>	TT-AIR-10-006	airworthiness inspector	CAA	
7	Moldova	<i>VEACESLAV COROLETCHI</i>	TT-AIR-10-007	air inspector	CAA	
8	Kazakhstan	<i>BAURZHAN KALILANOV</i>	TT-AIR-10-008	safety expert	CA Committee	
9	Kazakhstan	<i>SERIK KURIMBAYEV</i>	TT-AIR-10-009	senior expert of safety department	CA Committee	
10	Kyrgyzstan	<i>MELS ASANALIEV</i>	TT-AIR-10-010	head of airworthiness division	CAA	
11	Kyrgyzstan	<i>SHAKIR UZBEKOV</i>	TT-AIR-10-011	deputy head of Airworthiness division	CAA	
12	Tajikistan	<i>ZAKIR MUMINOV</i>	TT-AIR-10-012	deputy head of supervisor authority	State Inspection for flight safety oversight	
13	Tajikistan	<i>ZIYODULLO SHARIPOV</i>	TT-AIR-10-013	leading specialist of flight operations & safety	CAA	



14	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	TT-AIR-10-014	senior inspector	CAA	
15	Ukraine	<i>BORYS BAKAIEV</i>	TT-AIR-10-015	chief specialist-inspector	SAA	
16	Ukraine	<i>IGOR SERGEIEV</i>	TT-AIR-10-016	chief specialist-inspector	SAA	
17	Ukraine	<i>BOGDAN SHULZHYSKYI</i>	TT-AIR-10-017	airworthiness inspector	SAA	
18	Kazakhstan	<i>YERSAIN UTEULIYEV</i>	TT-AIR-10-018	senior expert of safety department	CA Committee	



Flight Operations training course 12-16.04.2010, Kiev

№	country	Name	№ of certificate	Post	Department	Date	Signature
1	Armenia	<i>GEVORG MESROBYAN</i>	TT-1,9OPS-10-001	pilot instructor	"Aviatraining Centre" GDCA RA	12-16.04.2010	
2	Armenia	<i>LADUSH MATSHKALYAN</i>	TT-1,9OPS-10-002	ground instructor	"Aviatraining Centre" GDCA RA	12-16.04.2010	
3	Azerbaijan	<i>SITARA MAMMADOVA</i>	TT-9OPS-10-003	psychologist at aviation medical centre	SCAA	14-16.04.2010	
4	Azerbaijan	<i>NIZAMI VALIYEV</i>	TT-1,9OPS-10-004	pilot-inspector	SCAA	12-16.04.2010	
5	Georgia	<i>SHALVA KIKNADZE</i>	TT-1,9OPS-10-005	main specialist of flight standards, certification & inspection division	UTA	12-16.04.2010	
6	Moldova	<i>ELVIRA CURILOVA</i>	TT-1,9OPS-10-006	main specialist of the flight operation division	CAA	12-16.04.2010	
7	Moldova	<i>ELENA CATAMAN</i>	TT-1,9OPS-10-007	head of aeromedical section	CAA	12-16.04.2010	
8	Kazakhstan	<i>RAUSHAN NURYMOVA</i>	TT-9OPS-10-008	expert of safety deptment	CAA	14-16.04.2010	
9	Kazakhstan	<i>ASIYLBEK KETEBAYEV</i>	TT-9OPS-10-009	chief expert of safety department	CAA	14-16.04.2010	
10	Kyrgyzstan	<i>ERIK MONOKBAEV</i>	TT-9OPS-10-010	chief inspector of flight safety inspection department	CAA	14-16.04.2010	
11	Kyrgyzstan	<i>ZHYLDYZ IMETALIEVA</i>	TT-9OPS-10-011	chief inspector of flight safety inspection department	CAA	14-16.04.2010	



12	Ukraine	<i>VOLODYMYR SEMENOV</i>	TT-1,9OPS-10-012	flight safety inspector	SAA	12-16.04.2010	
13	Ukraine	<i>VOLODYMYR DUKHOBOROV</i>	TT-1,9OPS-10-013	flight safety inspector	SAA	12-16.04.2010	
14	Ukraine	<i>YURIY BLAZHENKOV</i>	TT-9OPS-10-014	flight safety inspector	SAA	14-16.04.2010	
15	Ukraine	<i>IGOR TISMINETSKYY</i>		flight safety inspector	SAA	12.04.2010	
16	Ukraine	<i>ROMAN KUTSIUK</i>	TT-1,9OPS-10-015	flight safety inspector	SAA	12-16.04.2010	



Airport Security Managers Course, Kiev, 19-26.04.2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Armenia	<i>ARMEN AZNAVURYAN</i>	TT-5SEC-10-015	aviation sec manager	"Armenia" international airport	
2	Armenia	<i>KAREN ANANYAN</i>	TT-5SEC-10-016	chief supervisor of the organization & performance of aviation sec service	"Armenia" international airport	
3	Azerbaijan	<i>RIZVAN BAKHSHIYEV</i>	TT-5SEC-10-017	chief of department	Aviation Security department of AZAL	
4	Azerbaijan	<i>MUBARIZ ALIYEV</i>	TT-5SEC-10-018	deputy head of Aviation security department	SCAA	
5	Georgia	<i>MERAB KORCHILAVA</i>	TT-5SEC-10-019	head of aviation security training, authorized access & quality control service	J.S.C. "Tbilisi International Airport"	
5	Georgia	<i>DAVID DAGHELASHVILI</i>	TT-5SEC-10-020	head of transport security and information protection service	UTA	
7	Moldova	<i>MARIAN ZNAGOVANU</i>	TT-5SEC-10-021	main specialist in Avsec department	CAA	
8	Moldova	<i>VLADIMIR CARAULNII</i>	TT-5SEC-10-022	specialist	Ministry of Transport and Road infrastructure	
9	Kazakhstan	<i>GULSIM MAZHITBEKOVA</i>	TT-5SEC-10-023	expert of aviation security department	CAA	
10	Kyrgyzstan	<i>SHUHRAT RUSTAMOV</i>	TT-5SEC-10-024	head of aviation security sector	CAA	
11	Kyrgyzstan	<i>TARIEL MAMBETALIEV</i>	TT-5SEC-10-025	deputy head aviation security sector	International airport Manas	
12	Tajikistan	<i>SHARIF FAZLIEV</i>	TT-5SEC-10-026	chief of flight operations & safety department	General Authority of aviation Ministry	
13	Tajikistan	<i>ABDURAKHMON KASYMOV</i>	TT-5SEC-10-027	head of aviation safety	International Airport in Dushanbe	
14	Ukraine	<i>IEVGEN KRAVTSOV</i>	TT-5SEC-10-028		International Airport Kyiv (Zhulyany)	



15	Ukraine	<i>NIKOLAY ISAEV</i>	TT-5SEC-10-029	CEO security deputy	Simferopol airport	
16	Ukraine	<i>VOLODYMYR KOZHEVNYKOV</i>	TT-5SEC-10-030	the airport deputy director on aviation safety	International Kharkiv Airport	
17	Ukraine	<i>ALEKSANDER DASHKOVSKY</i>	TT-5SEC-10-031	head of aviation security	International airport Donetsk	
18		<i>VADIM KOSINSKIY</i>		deputy of director-general of avia security	International Airport Kyiv (Zhulyany)	



Technical Training 6,7 AIR , Tbilisi, 27-30.04.2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Armenia	<i>ARMEN SIMONYAN</i>	TT-6,7AIR-10-023	senior specialist-inspector, flight safety department	CAA	
2	Armenia	<i>ARMAN NIKOGHOSYAN</i>	TT-6,7AIR-10-019	general engineer	AIR Armenia	
3	Azerbaijan	<i>ADIL GULIYEV</i>	TT-6,7AIR-10-020	head of safety department in airworthiness sector	CAA	
4	Azerbaijan	<i>ANATOLIY GRISHIN</i>	TT-6,7AIR-10-021	head of airworthiness sector	CAA	
5	Georgia	<i>LASHA MAISURADZE</i>	TT-6,7AIR-10-022	airworthiness inspector	UTA	
6	Georgia	<i>TEIMURAZ DEDANASHVILI</i>	TT-6,7AIR-10-024	airworthiness inspector	UTA	
7	Moldova	<i>SERGIU HERGHELEGIU</i>	TT-6,7AIR-10-025	airworthiness inspector	CAA	
8	Moldova	<i>VEACESLAV COROLETCHI</i>	TT-6,7AIR-10-026	air inspector	CAA	
9	Kazakhstan	<i>BAURZHAN KALILANOV</i>	TT-6,7AIR-10-027	safety expert	CA Committee	
10	Kazakhstan	<i>ROZA BAKTIYAROVA</i>	TT-6,7AIR-10-028	expert of International standards implementation	CAA	
11	Kyrgyzstan	<i>SHAKIR UZBEKOV</i>	TT-6,7AIR-10-029	deputy head of Airworthiness division	CAA	
12	Kyrgyzstan	<i>ALEKSANDR KRIVOSHEIN</i>	TT-6,7AIR-10-030	chief inspector of airworthiness division	CAA	
13	Ukraine	<i>BORYS BAKAIEV</i>	TT-6,7AIR-10-031	chief specialist-inspector	SAA	



14	Ukraine	<i>OLEG MIROSHNICHENKO</i>	TT-6,7AIR-10-032	airworthiness inspector	SAA	
15	Tajikistan	<i>ZIYODULLO SHARIPOV</i>	TT-6,7AIR-10-033	leading specialist of flight operations & safety	CAA	
16	Tajikistan	<i>OLIMJON SADDIKOV</i>	TT-6,7AIR-10-034	leading specialist of flight operations & security	CAA	



Flight Operations workshops 21-26.06.2010, Almaty

№	country	Name	№ of certificate	Post	Department	Date	Signature
1	Azerbaijan	<i>PARVIN GURBANOV</i>	TT-4OPS-10-025	deputy chief of quality assurance department	AZAL airlines	24-26.06.2010	
2	Azerbaijan	<i>ARIF MAMMADOV</i>	TT-4OPS-10-026	head of flight operation section on the flight supervision safety department	CAA	24-26.06.2010	
3	Georgia	<i>SHALVA KIKNADZE</i>	TT-4OPS-10-027	main specialist of flight standards, certification & inspection division	UTA	24-26.06.2010	
4	Moldova	<i>ALEXEI GROSUL</i>	TT-4OPS-10-028	main specialist of flight operation division	CAA	24-26.06.2010	
5	Moldova	<i>IGOR BARBA</i>	TT-4OPS-10-029	head of flight operation division	CAA	24-26.06.2010	
6	Kyrgyzstan	<i>AIBEK AKMATOV</i>	TT-2,4OPS-10-030	inspector of Air Navigation Division	Kyrgyzaeronavigatsia	21-26.06.2010	
7	Kyrgyzstan	<i>GENNADII SIZINTSEV</i>	TT-2,4OPS-10-031	chief inspector	CAA	21-26.06.2010	
8	Kyrgyzstan	<i>ANDREI SHMITKO</i>	TT-2,4OPS-10-032	chief of flight operations division	CAA	21-26.06.2010	
9	Kyrgyzstan	<i>STALBEK SHARSHEEV</i>	TT-2,4OPS-10-033	senior inspector of flight safety inspection department	CAA	21-26.06.2010	
10	Tajikistan	<i>JAMSHED NIYAZOV</i>	TT-2,4OPS-10-034	head of department of airworthiness	CAA	21-26.06.2010	



11	Tajikistan	OLIMJON SADDIKOV	TT- 2,4OPS-10- 035	leading specialist of flight operations & security	CAA	21- 26.06.2010	
12	Ukraine	RUSLAN KOSARENKO	TT-4OPS- 10-036	senior OPS inspector	SAA	24- 26.06.2010	
13	Ukraine	GANNA RUDENOK	TT-4OPS- 10-037	senior OPS inspector	SAA	24- 26.06.2010	
14	Ukraine	OLEKSANDR GORBIK	TT- 2,4OPS-10- 038	chief specialist inspector of inspection department	SAA	24- 26.06.2010	
15	Ukraine	VASYL SYVOLAP	TT- 2,4OPS-10- 039	chief specialist inspector of inspection department	SAA	24- 26.06.2010	



Technical Training 8,9 AIR , Kiev, 11-14.05.2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Armenia	<i>ARMAN NIKOGHOSYAN</i>	TT-8,9AIR-10-035	general engineer	AIR Armenia	
2	Armenia	<i>HAMLET HOVHANNISYAN</i>	TT-8,9AIR-10-036	main specialist of flight standards department	CAA	
3	Azerbaijan	<i>POLAD NASIROV</i>	TT-8,9AIR-10-037	chief of engineering department	Azerbaijan Airlines	
4	Azerbaijan	<i>ROVSHAN RUSTAMOV</i>	TT-8,9AIR-10-038	avionic engineer	Silk Way Technics	
5	Georgia	<i>LASHA MAISURADZE</i>	TT-8,9AIR-10-039	airworthiness inspector	UTA	
6	Georgia	<i>MIKHEIL MIMINOSHVILI</i>	TT-8,9AIR-10-040	main expert of airworthiness division	UTA	
7	Moldova	<i>IGOR BARBA</i>	TT-8,9AIR-10-041	operation inspector (continuous airworthiness responsibility)	CAA	
8	Moldova	<i>ANDREI CEBANU</i>	TT-8,9AIR-10-042	airworthiness inspector	CAA	
9	Kazakhstan	<i>AISSULU BAIBULOVA</i>	TT-8,9AIR-10-043	expert of safety department	CAC	
10	Kazakhstan	<i>YERSAIN UTEULIYEV</i>	TT-8,9AIR-10-044	senior expert of Safety Department	CAC	
11	Kyrgyzstan	<i>BAKYT RYSBAEV</i>	TT-8,9AIR-10-045	technical director	Kyrgyz Ytans Avia	
12	Kyrgyzstan	<i>TULENBEK ARPACHIEV</i>	TT-8,9AIR-10-046	safety onspector	CAA	
13	Tajikistan	<i>ILHOM TOIROV</i>	TT-8,9AIR-10-047	leading specialist department of technical operation	CAA	
14	Tajikistan	<i>MAHMADLATIF QURBONOV</i>	TT-8,9AIR-10-048	main specialist department of technical operation	CAA	



15	Ukraine	<i>OLEKSANDR BILCHUK</i>	TT-8,9AIR-10-049	head of continouing airworthiness department	SAA	
16	Ukraine	<i>SERGII KUZIN</i>	TT-8,9AIR-10-050	chief airworthiness inspector	SAA	
17	Ukraine	<i>BORYS BAKAIEV</i>	TT-8,9AIR-10-051	airworthiness inspector	SAA	
18	Tajikistan	<i>ZAKIR MUMINOV</i>	TT-8,9AIR-10-052	deputy head of supervisor authoruty	State Inspection for flight safety oversight	



Environmental workshop 17-21.05.2010, Tbilisi

№	country	Name	№ of certificate	Post	Department	Signature
1	Georgia	<i>MZIA LONDARIDZE</i>	TT-2-4 ENV-10-001	safety & quality control group chief	TAV URBAN Georgia	
2	Ukraine	<i>KATERYNA SYNYLO</i>	TT-2-4 ENV-10-002	interpreter	NAU	
3	Azerbaijan	<i>MUSTAFAYEV BOYUKAGHA NADIR</i>	TT-2-4 ENV-10-003	teacher of aviation meteorology in English	Azerbaijan airlined	
4	Azerbaijan	<i>ASLAN ALIZADE</i>	TT-2-4 ENV-10-004	head consellor	CAA	
5	Georgia	<i>MIKHEIL MIMINOSHVILI</i>	TT-2-4 ENV-10-005	main expert of airworthiness division	UTA	
6	Moldova	<i>CARINA MANOLE</i>	TT-2-4 ENV-10-006	head of the department of aviation hygiene & sanitary post	State centre of Preventive Medicine	
7	Moldova	<i>SERGHEI PODLESNII</i>	TT-2-4 ENV-10-007	main specialist of airport division	CAA	
8	Ukraine	<i>OLEKSANDR SUVOROV</i>	TT-2-4 ENV-10-008	head of aerodroms & airports certification department	SAA	
9	Ukraine	<i>SERGII GORKAVYI</i>	TT-2-4 ENV-10-009	chief expert of aerodroms & airports certification department	SAA	
10	Kyrgyzstan	<i>TARIEL OROZMATOV</i>	TT-2-4 ENV-10-010	chief inspector of aerodrome certification division	CAA	
11	Kyrgyzstan	<i>KANATBEK BEISHENALIEV</i>	TT-2-4 ENV-10-011	head of aerodrome certification division	CAA	
12	Tajikistan	<i>SHAHLO SHOKULOVA</i>	TT-2-4 ENV-10-012	leading specialist department of airports general authority	CAA	



13	Tajikistan	<i>DODZHON KHODZHIBAEV</i>	TT-2-4 ENV-10-013	chief specialist of supervision & regulation of air transport	State service for the supervision & regulation of transport	
14	Kazakhstan	<i>GULNUR GABDULLINA</i>	TT-2-4 ENV-10-014	head expert of international standards implementation deptment	CAC	
15	Kazakhstan	<i>ALINA BATAYEVA</i>	TT-2-4 ENV-10-015	head expert of international standards implementation deptment	CAC	



Technical Training SEC (aviation security), Kiev, 17-22.05.2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Armenia	<i>ARMAN ANANYAN</i>	TT-2 SEC-10-032	chief specialist of aviation security department	CAA	
2	Georgia	<i>ALEKSANDRE GACHECHILADZE</i>	TT-2 SEC-10-033	head of air transportation division	UTA	
3	Azerbaijan	<i>SAMIR QULIYEV</i>	TT-2 SEC-10-034	shift deputy chief	Azerbaijan Airlines	
4	Azerbaijan	<i>FIDEL PASHAYEV</i>	TT-2 SEC-10-035	head adviser-inspector Engineer	SCAA	
5	Ukraine	<i>ANDREY MATVEEV</i>	TT-2 SEC-10-036	chief specialist of the dangerous goods air transportation regulation division	SAA	
6	Ukraine	<i>SERGEI ZIKII</i>	TT-2 SEC-10-037	leading specialist of the dangerous goods air transportation regulation division	SAA	
7	Moldova	<i>VLADIMIR BUINITKI</i>	TT-2 SEC-10-038	head of airport division	CAA	
8	Moldova	<i>ELVIRA CURILOVA</i>	TT-2 SEC-10-039	main specialist of the flight operation division	CAA	
9	Kazakhstan	<i>SERIK KURIMBAYEV</i>	TT-2 SEC-10-040	senior expert of safety department	CA Committee	
10	Kazakhstan	<i>RAUSHAN NURYMOVA</i>	TT-2 SEC-10-041	expert of safety department	CAA	
11	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	TT-2 SEC-10-042	senior inspector aviation security sector	CAA	
12	Kyrgyzstan	<i>SHUHRAT RUSTAMOV</i>	TT-2 SEC-10-043	chief aviation security sector	CAA	



13	Tajikistan	<i>KOMILA MIRZOEVA</i>	TT-2 SEC-10-044	leading specialist of airport general administration	CAA	
14	Tajikistan	<i>DILSHOD KURBONOV</i>	TT-2 SEC-10-045	specialist department of flight operations & security	CAA	
15	Tajikistan	<i>SHARIF FAZLIEV</i>	TT-2 SEC-10-046	chief of flight operations & safety department	General Authority of aviation Ministry	



FCL , Tbilisi, 15-18.06.2010

№	country	Name	№ of certificate	Post	Department	Date	Signature
1	Armenia	<i>SAMVEL BADALYAN</i>	TT-FCL 1,4 -10-015	deputy director of flight stand. d.	Gen. Dep. of Civil Aviation	15-18.06.2010	
2	Moldova	<i>OLEG DREBUJAN</i>	TT-FCL 1,4 -10-016	chief examiner of licencing section	CAA	15-18.06.2010	
3	Moldova	<i>SERGHEI MASTALEAR</i>	TT-FCL 1,4 -10-017	head of licensing section	CAA	15-18.06.2010	
4	Kazakhstan	<i>ZHANAR BERDEKESHOVA</i>	TT-FCL 4 -10-018	expert of air space use department	CAC	17-18.06.2010	
5	Kazakhstan	<i>KANAT TUSUPBEKOV</i>	TT-FCL 4 -10-019	head expert of safety department	CAA	17-18.06.2010	
6	Kazakhstan	<i>DINA MEDEUBAEVA</i>	TT-FCL 4 -10-020	head expert of international standards implementation department	CAA	17-18.06.2010	
7	Kyrgyzstan	<i>ALISA AKUNOVA</i>	TT-FCL 4 -10-021	specialist of aviation personnel setification division	CAA	17-18.06.2010	
8	Kyrgyzstan	<i>IURII SOLOMONIK</i>	TT-FCL 4 -10-022	chief inspector of aviation personnel cetification division	CAA	17-18.06.2010	
9	Ukraine	<i>OLGA PERESUNKO</i>	TT-FCL 1,4 -10-023	head of delivery & keeping of strictly accountable documents devison	State Aviation Administration	15-18.06.2010	
10	Tajikistan	<i>BAKHTIYOR MURODOV</i>	TT-FCL 4 -10-024	leading specialist of state supervision & management service in the fieland of transport	State supervision & management service in the field of transport	17-18.06.2010	
11	Ukraine	<i>IEVGENII GNES</i>	TT-FCL 1,4 -10-25	chief specialist-inspector of the flight Activity Syandards & Guidance Support of flight Operations division	State Aviation Administration	15-18.06.2010	
12	Kyrgyzstan	<i>GULNARA SHYRDAKBAEVA</i>	TT-FCL 4 -10-026	chief specialist of administrative division	CAA	17-18.06.2010	



13	Kyrgyzstan	<i>ZHYLDYZ IMETALIEVA</i>	TT-FCL 4 -10-027	chief inspector of flight safety inspection department	CAA	17- 18.06.2010	
14	Tajikistan	<i>DODZHON KHODZHIBAEV</i>	TT-FCL 4 -10-028	chief specialist of supervision & regulation of air transport	State service for the supervision & regulation of transport	17- 18.06.2010	



Airworthiness training courses 08-10.06.2010, Almaty

№	country	Name	№ of certificate	Post	Department	Signatur
1	Azerbaijan	<i>ANATOLIY GRISHIN</i>	TT- 1,10 AIR-10- 053	head of airworthiness sector	CAA	
2	Azerbaijan	<i>SAHIB KHANLAROV</i>	TT- 1,10 AIR-10- 054	chief of standartization, state registry & certification sector	CAA	
3	Georgia	<i>LASHA MAISURADZE</i>	TT- 1,10 AIR-10- 055	airworthiness inspector	UTA	
4	Moldova	<i>OLGA CEBANU</i>	TT- 1,10 AIR-10- 056	maintenance technician	Tehnoaer	
5	Moldova	<i>ANDREI CEBANU</i>	TT- 1,10 AIR-10- 057	airworthiness inspector	CAA	
6	Kazakhstan	<i>TULEGEN DYUSSEKOV</i>	TT- 1,10 AIR-10- 058	main expert	CAA	
7	Kazakhstan	<i>GALYMBEK NURAKHMETOV</i>	TT- 1,10 AIR-10- 059	main expert	CAA	
8	Kyrgyzstan	<i>MELS ASANALIEV</i>	TT- 1,10 AIR-10- 060	head of airworthiness division	CAA	



9	Kyrgyzstan	<i>SHAKIR UZBEKOV</i>	TT- 1,10 AIR-10- 061	deputy head of Airworthiness division	CAA	
10	Ukraine	<i>VALERII GOLUBOVSKIY</i>	TT- 1,10 AIR-10- 062	deputy head of aircraft inspection & registration division	Ministry of transport & communication	
11	Ukraine	<i>OLEG MIROSHNICHENKO</i>	TT- 1,10 AIR-10- 063	airworthiness inspector	SAA	
12	Tajikistan	<i>ZAKIR MUMINOV</i>	TT- 1,10 AIR-10- 064	head of regulation department	State cervice of control and regulation over transport sector	
13	Tajikistan	<i>TARHOD TOIROV</i>	TT- 1,10 AIR-10- 065	head of internal security & inspection department	international airport of Dushanbe	



Flight Operations workshops 14-18.06.2010, Almaty

№	country	Name	№ of certificate	Post	Department	Signature
1	Georgia	<i>SHALVA KIKNADZE</i>	TT-5,6 OPS-10-016	main specialist of flight standards, certification & inspection division	UTA	
2	Kazakhstan	<i>SERIK KURIMBAYEV</i>	TT- 5,6 OPS-10-017	senior expert of safety department	CA Committee	
3	Kazakhstan	<i>AIGUL KALIEVA</i>	TT- 5,6 OPS-10-018	expert of International standards Implementation Department	CAA	
4	Kyrgyzstan	<i>GEORGII SITNIKOV</i>	TT- 5,6 OPS-10-019	head air navigation division	CAA	
5	Kyrgyzstan	<i>MAKSIM DAMIN</i>	TT- 5,6 OPS-10-020	chief inspector of flight safety inspection department	CAA	
6	Ukraine	<i>LEONID STEPANOV</i>	TT- 5,6 OPS-10-021	head of transport aviation inspection division	SAA	
7	Ukraine	<i>VIKTOR DOLYNA</i>	TT- 5,6 OPS-10-022	head of aerial works inspection division	SAA	
8	Ukraine	<i>VOLODYMYR DUKHOBOROV</i>	TT- 5,6 OPS-10-023	flight safety inspector	SAA	



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11/11/2011

9	Ukraine	<i>VOLODYMYR SEMENOV</i>	TT- 5,6 OPS-10-024	flight safety inspector	SAA	
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Environmental workshop 05-09.07.2010, Kiev

№	country	Name	№ of certificate	Post	Department	Signature
1	Azerbaijan	<i>RASIM DADASHOV</i>	TT-7-9 ENV-10-016	ENV main engineer	Azerbaijan Khava Yollary Ltd.	
2	Azerbaijan	<i>ANAR MOHSUNOV</i>	TT-7-9 ENV-10-017	chief of capital buildin & development department	Azerbaijan Khava Yollary Ltd.	
3	Georgia	<i>MIKHEIL MIMINOSHVILI</i>	TT-7-9 ENV-10-018	main expert of airworthiness division	UTA	
4	Georgia	<i>MZIA LONDARIDZE</i>	TT-7-9 ENV-10-019	chief of FI safety & quality control group	TAV Urban Georgia LLC	
5	Moldova	<i>VLADIMIR BUINITKI</i>	TT-7-9 ENV-10-020	head of airport division	CAA	
6	Moldova	<i>TAMARA DROBOTEA</i>	TT-7-9 ENV-10-021	chief specialist of airports division	CAA	
7	Armenia	<i>VAHRAM SAYADYAN</i>	TT-7-9 ENV-10-022	senior specialist of flight safety inspection	GDCA	
8	Tajikistan	<i>SHAHLO SHOKULOVA</i>	TT-7-9 ENV-10-023	leading specialist department of airports general authority	CAA	
9	Tajikistan	<i>DODODZHON KHODZHIBAEV</i>	TT-7-9 ENV-10-024	chief specialist of supervision & regulation of air transport	State service for the supervision & regulation of transport	
10	Kazakhstan	<i>TIMUR TLEGENOV</i>	TT-7-9 ENV-10-025	expert of international standards implementation department	CAA	
11	Kazakhstan	<i>OLEG AVDEYEV</i>	TT-7-9 ENV-10-026	head of air space use department	CAA	
12	Kazakhstan	<i>ASSIYA KHASSENOVA</i>	TT-7-9 ENV-10-027	expert of airports department	CAA	
13	Ukraine	<i>OLEKSANDR SUVOROV</i>	TT-7-9 ENV-10-028	head of aerodroms & airports certification department	SAA	
14	Ukraine	<i>SERGII GORKAVYI</i>	TT-7-9 ENV-10-029	chief expert of aerodroms & airports certification department	SAA	
15	Ukraine	<i>OLENA KONOVALOVA</i>	TT-7-9 ENV-10-030	associate professor of the department of safety of human activities	National Aviaiton University	



16	Ukraine	<i>KATERYNA SYNYLO</i>	TT-7-9 ENV-10-031	assistant professor of the department of safety of human activities	National Aviaiton University	
17	Kyrgyzstan	<i>VLADIMIR AKSYONOV</i>	TT-7-9 ENV-10-032	senior inspector of flight operation division	CAA	
18	Kyrgyzstan	<i>KANATBEK BEISHENALIEV</i>	TT-7-9 ENV-10-033	head of aerodroms department	CAA	
19	Ukraine	Aleksandr Zaporozhets		professor	National Aviaiton University	



Technical Training Sec/6 Cargo security managers' course. Tbilisi, 21-24/9/2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Armenia	<i>ARMAN HAKOBYAN</i>	TT-6 SEC-10-047	Head of airport screening service	CAA	
2	Armenia	<i>ARTYOM STEPANYAN</i>	TT-6 SEC-10-048	head of airport access control service	CAA	
3	Georgia	<i>ZURAB AMIRIDZE</i>	TT-6 SEC-10-049	senior specialist	UTA	
4	Georgia	<i>ZURAB MTCHEDISHVILI</i>	TT-6 SEC-10-050	main specialist	UTA	
5	Azerbaijan	<i>ELCHIN SADIQZADE</i>	TT-6 SEC-10-051	sector chief of aviation security	SAA	
6	Azerbaijan	<i>SAMIR QULIYEV</i>	TT-6 SEC-10-052	deputy chief	AZAL	
7	Ukraine	<i>NIKOLAI MISHCHENKO</i>	TT-6 SEC-10-053	senior specialist, aviation sec quality assurance unit	SAA	
8	Ukraine	<i>OLEKSANDR DUDKA</i>	TT-6 SEC-10-054	senior specialist, aviation sec quality assurance unit	SAA	
9	Moldova	<i>VLADIMIR BUINITKI</i>	TT-6 SEC-10-055	head of airport division	CAA	
10	Moldova	<i>SERGHEI PODLESNII</i>	TT-6 SEC-10-056	main specialist of the airports division	CAA	
11	Kazakhstan	<i>DARKHAN KATYSHEV</i>	TT-6 SEC-10-057	head of aviation security department	Min. of Trans. & Commun.	
12	Kazakhstan	<i>ARMAN SAGIMOV</i>	TT-6 SEC-10-058	expert of aviation security department	CAA	
13	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	TT-6 SEC-10-059	senior inspector aviation security sector	CAA	



14	Kyrgyzstan	<i>SHUHRAT RUSTAMOV</i>	TT-6 SEC-10-060	chief aviation security sector	CAA	
15	Kyrgyzstan	<i>KARIM USMANOV</i>	TT-6 SEC-10-061	inspecotr of airdrom certification devision	CAA	
16	Kyrgyzstan	<i>TARIEL OROZMATOV</i>	TT-6 SEC-10-062	inspecotr of airdrom certification devision	CAA	
17	Tajikistan	<i>YUSUF ABDULLOEV</i>	TT-7 SEC-10-080	MAIN SPECALIST of DEPARTMENT OF FLIGHTY OPERATION AND SECURITY	MINISTRY OF TRANSPORT AND COMMUNICATION REPUBLIC OF TAJIKISTAN	



Technical Training Sec/7 Acceptance Level (6) for the carriage of dangerous goods by air. Tbilisi, 27/9-1/10

№	country	Name	№ of certificate	Post	Department	Signature
1	Georgia	<i>EMZAR SARTANIA</i>	TT-7 SEC-10-063	head expert of air transportation division	UTA	
2	Georgia	<i>ALEKSANDRE GACHECHILADZE</i>	TT-7 SEC-10-064	head of air transportation division	UTA	
3	Azerbaijan	<i>RAMIL MAMMADOV</i>	TT-7 SEC-10-065	head of aviation sec department	CAA	
4	Azerbaijan	<i>RAUF ZAMANOV</i>	TT-7 SEC-10-066	chief deputy	Azal	
5	Ukraine	<i>OLEKSANDR ZAPNYVITRENKO</i>	TT-7 SEC-10-067	acting head of control of transport of DG division		
6	Moldova	<i>ELVIRA CURILOVA</i>	TT-7 SEC-10-068	main specialist of the flight operation division	CAA	
7	Moldova	<i>ALEXEI GROSUL</i>	TT-7 SEC-10-069	main specialist of flight operation division	CAA	
8	Kazakhstan	<i>RINAT AKHANOV</i>	TT-7 SEC-10-070	expert of air space use department	CAA	
9	Kazakhstan	<i>MEIRAM SULEIMENOV</i>	TT-7 SEC-10-071	expert	CAA	
10	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	TT-7 SEC-10-072	senior inspector aviation security sector	CAA	
11	Kyrgyzstan	<i>SHUHRAT RUSTAMOV</i>	TT-7 SEC-10-073	chief aviation security sector	CAA	
12	Kyrgyzstan	<i>KARIM USMANOV</i>	TT-7 SEC-10-074	inspector of airdrom certification division	CAA	
13	Kyrgyzstan	<i>TARIEL OROZMATOV</i>	TT-7 SEC-10-075	inspector of airdrom certification division	CAA	
14	Tajikistan	<i>SHARIF FAZLIEV</i>	TT-7 SEC-10-076	chief of flight operations & safety department	General Authority of aviation Ministry	
15	Tajikistan	<i>ZIYODULLO SHARIPOV</i>	TT-7 SEC-10-081	specialist of SEC dep	General Authority of aviation Ministry	



16	Armenia	<i>HAYK GHUKASYAN</i>	TT-7 SEC-10-077	specialist	CAA	
17	Armenia	<i>KAREN BAGHDIYAN</i>	TT-7 SEC-10-078	senior specialist AVCES dep	CAA	
18	Armenia	<i>GEVORG APRESYAN</i>	TT-7 SEC-10-079	deputy cargo manager	CAA	
19	Georgia	<i>ZURAB MTCHEDISHVILI</i>	TT-6 SEC-10-082	main specialist	UTA	



7/OPS (4 days Flight Operations training courses) - "Safety Assessment of Foreign Aircraft (SAFA)" Kiev, 30/08 – 02/09

№	country	Name	№ of certificate	Post	Department	Signature
1	Azerbaijan	<i>ANATOLIY GRISHIN</i>	TT-7OPS-10-040	head of airworthiness sector	CAA	
2	Azerbaijan	<i>SERGEY RUBLYOV</i>	TT-7OPS-10-041	chief of operational safety department	AZAL Airlines	
3	Georgia	<i>SHALVA KIKNADZE</i>	TT-7OPS-10-042	main specialist of flight standards, certification & inspection division	UTA	
4	Georgia	<i>MIKHEIL SAMKHARADZE</i>	TT-7OPS-10-043	head of flight standards, certification & inspect.	UTA	
5	Moldova	<i>ANATOL DIDUR</i>	TT-7OPS-10-044	main specialist of flight operation division	CAA	
6	Moldova	<i>GHEORGHE BOTAN</i>	TT-7OPS-10-045	main specialist of flight operation division	CAA	
7	Kyrgyzstan	<i>STALBEK SHARSHEEV</i>	TT-7OPS-10-046	senior inspector of flight safety inspection department	CAA	
8	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	TT-7OPS-10-047	senior inspector aviation security sector	CAA	
9	Kazakhstan	<i>ASYLBEK KETEBAYEV</i>	TT-7OPS-10-048	chief expert of safety department	CAA	
10	Kazakhstan	<i>NURDAULET YESSENGELDI</i>	TT-7OPS-10-049	expert of safety department	CAA	
11	Tajikistan	<i>KHABIBULO TASHEV</i>	TT-7OPS-10-050	chief of flight operations & safety department	General Authority of aviation Ministry	
12	Tajikistan	<i>ZAKIR MUMINOV</i>	TT-7OPS-10-051	head of regulation department	State service of control and regulation over transport sector	
13	Armenia	<i>ARMEN SIMONYAN</i>	TT-7OPS-10-052	senior specialist-inspector, flight safety department	CAA	
14	Armenia	<i>VASIL HARUTYUNYAN</i>	TT-7OPS-10-053	main specialist of flight	CAA	



				standards		
15	Ukraine	<i>OLEG MIROSHNICHENKO</i>	TT-7OPS-10-054	airworthiness inspector	SAA	
16	Ukraine	<i>SERGI KUZIN</i>	TT-7OPS-10-055	chief airworthiness inspector	SAA	
17	Ukraine	<i>JULII BOBROV</i>	TT-7OPS-10-056	the inspector SAFA/SANA	SAA	
18	Ukraine	<i>OLEG NOVAK</i>	TT-7OPS-10-057	Executive Expert of International Projects Sector	SAA	



Aviation Security Inspector/ Auditor Course. Kiev. 11-18 October 2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Armenia	<i>SATENIK MKRTCHYAN</i>	TT-SEC-10-083	SEC specialist	CAA	
2	Armenia	<i>KAREN BAGHDIYAN</i>	TT-SEC-10-084	senior specialist AVCES dep	CAA	
3	Armenia	<i>HAYK GHUKASYAN</i>	TT-SEC-10-085	specialist	CAA	
4	Georgia	<i>ZURAB AMIRIDZE</i>	TT-SEC-10-086	senior specialist	UTA	
5	Georgia	<i>DAVID DAGHELASHVILI</i>	TT-SEC-10-087	head of transport security and information protection service	UTA	
6	Ukraine	<i>GENNADII TORENKO</i>	TT-SEC-10-088	head of AVSEC section	SAA	
7	Ukraine	<i>VOLODYMYR PIDUBNYI</i>	TT-SEC-10-089	senior specialist of aviation security	SAA	
8	Moldova	<i>OLEG CHIRISENCO</i>	TT-SEC-10-090	sec specialist	CAA	
9	Kazakhstan	<i>ARDAK UTEPOV</i>	TT-SEC-10-091	expert	CAA	
10	Kazakhstan	<i>KANAT BURKITOV</i>	TT-SEC-10-092	expert	CAA	
11	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	TT-SEC-10-093	senior inspector aviation security sector	CAA	
12	Kyrgyzstan	<i>SHUHRAT RUSTAMOV</i>	TT-SEC-10-094	chief aviation security sector	CAA	



13	Kyrgyzstan	<i>TARIEL OROZMATOV</i>	TT-SEC-10-095	chief inspector of aerodrome certification division	CAA	
14	Tajikistan	<i>YUSUF ABDULLOEV</i>	TT-SEC-10-096	MAIN SPECIALIST of DEPARTMENT OF FLIGHTY OPERATION AND SECURITY	MINISTRY OF TRANSPORT AND COMMUNICATION REPUBLIC OF TAJIKISTAN	
15	Tajikistan	<i>FARHOD TOIROV</i>	TT-SEC-10-097	acting head seputy of security aviation services	International airport	



Environmental workshop 5,6, 10, 25-28.10.2010, Kiev

№	country	Name	№ of certificate	Post	Department	Signature
1	Georgia	<i>MIKHEIL SAMKHARADZE</i>	TT-5,6,10 ENV-10-034	head of flight standards, certification & inspect.	UTA	
2	Georgia	<i>MALKHAZ ARABIDZE</i>	TT-5,6,10 ENV-10-035	main specialist	UTA	
3	Moldova	<i>VLADIMIR BUINITKI</i>	TT-5,6,10 ENV-10-036	head of airport division	CAA	
4	Moldova	<i>TAMARA DROBOTEI</i>	TT-5,6,10 ENV-10-037	chief specialist of airports division	CAA	
5	Moldova	<i>CARINE MANOLE</i>	TT-5,6,10 ENV-10-038	head of transport hygiene department	National Public Health Centre	
6	Tajikistan	<i>ILHOM TOIROV</i>	TT-5,6,10 ENV-10-039	leading specialist department of technical operation	CAA	
7	Tajikistan	<i>BAKHTIYOR MURODOV</i>	TT-5,6,10 ENV-10-040	leading specialist of state supervision & management service in the field of transport	State supervision & management service in the field of transport	
8	Kazakhstan	<i>GALEI SYRTLANOV</i>	TT-5,6,10 ENV-10-041	head of airport department	CAC	
9	Kazakhstan	<i>AIGUL MAKAZHANOVA</i>	TT-5,6,10 ENV-10-042	chief expert of airport department	CAC	
10	Ukraine	<i>SERGIY GORKAVYI</i>	TT-5,6,10 ENV-10-043	chief expert of aerodroms & airports certification department	SAA	
11	Ukraine	<i>LESYA GRYGOR'YEVA</i>	TT-5,6,10 ENV-10-044	chief expert of aerodroms & airports department	SAA	



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12	Kyrgyzstan	<i>VLADIMIR AKSYONOV</i>	TT-5,6,10 ENV-10-045	senior inspector of flight operation division	CAA	
13	Kyrgyzstan	<i>KARIM USMANOV</i>	TT-5,6,10 ENV-10-046	inspecotr of airdrom certification devision	CAA	



FCL 6 , Kiev, 01-05.11.2010

№	country	Name	№ of certificate	Post	Department	Signature
1	Kazakhstan	<i>NURDAULET YESSENGELDI</i>	TT-FCL 6 -10-029	expert of safety department	CAA	
2	Kazakhstan	<i>DAULET TUREAKHMETOV</i>	TT-FCL 6 -10-030	safety expert	CA Committee	
3	Kyrgyzstan	<i>ALISA AKUNOVA</i>	TT-FCL 6 -10-031	specialist of aviation personnel setification division	CAA	
4	Kyrgyzstan	<i>AINURA MOLDALIEVA</i>	TT-FCL 6 -10-032	specialist of administration division	CAA	
5	Ukraine	<i>IEVGENII GNES</i>	TT-FCL 6 -10-033	chief specialist-inspector of the flight Activity Syandards & Guidance Support of flight Operations division	State Aviation Administration	
6	Ukraine	<i>OLGA PERESUNKO</i>	TT-FCL 6 -10-034	head of delivery & keeping of strictly accountable documents devision	State Aviation Administration	
7	Georgia	<i>MIKHEIL SAMKHARADZE</i>	TT-FCL 6 -10-035	head of flight standards, certification & inspect.	UTA	
8	Georgia	<i>SHALVA KIKNADZE</i>	TT-FCL 6 -10-036	main specialist of flight standards, certification & inspection division	UTA	
9	Azerbaijan	<i>ASLAN ALI-ZADE</i>	TT-FCL 6 -10-037	head consellor	CAA	



10	Tajikistan	<i>SHARIF FAZLIEV</i>	TT-FCL 6 -10-038	chief of flight operations & safety department	General Authority of aviation Ministry	
11	Tajikistan	<i>ZAKIR MUMINOV</i>	TT-FCL 6 -10-039	head of regulation department	State cervice of control and regulation over transport sector	



EUROPEAID/125350/C/SER/MULTI

**TRACECA CIVIL AVIATION
Safety Security & Environment Project**

Ref. Contract ENPI 2008/150-669

MANAGEMENT COURSE REPORT

**Deliverable D6
under Work Package WP3**

November, 2011





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ACRONYMS

AIRW	Airworthiness
CAA	Civil Aviation Authority
EASA	European Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Commission
ENV	Environmental Issues
ETS	Emission Trading Scheme
EU	European Union
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
KMBS	Kyiv Mohyla Business School
NAU	National Aviation University (Ukraine)
OJT	On Job Training
OPS	Air Transport Operations
PEL	Personnel Licensing
SAF	Safety
SEC	Security
SMS	Safety Management System
SSP	State Safety Programme
TRACECA	Transport Corridor Europe Caucasus Asia
WP	Work Package



1. INTRODUCTION

In the framework of the TRACECA programme, a Civil Aviation Safety, Security and Environment project was launched by the European Commission for 3 years starting in February 2009. The project was designed to provide technical and capacity-building assistance to the beneficiary countries' civil aviation structure in order to:

- Introduce aviation personnel working in the sectors of safety, security and environment of the beneficiary countries, from the administration and from operators, to the requirements of international conventions, resolutions and standards of the EU/EASA (European Aviation Safety Agency) and of ICAO (International Civil Aviation Organisation).
- Provide such aviation personnel with improved knowledge, skills and capacities in the relevant technical sectors.
- Strengthen the administrative capacity of the civil aviation authorities of the beneficiary countries to further develop and to fully implement international and, where relevant, European safety standards.
- Prepare the authorities of the beneficiary countries for closer relations with / integration to Pan-European aviation structures.
- Provide support measures in the context of negotiations between beneficiary countries and the European Union on aviation agreements in the fields of safety and security, and in the context of safety discussions.
- Promote closer regional cooperation between the aviation administrations of the beneficiary countries to optimise the use of resources where relevant.

The beneficiaries of the project were: Armenia, Azerbaijan, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Tajikistan, and Ukraine.

The project activities were split into 4 work packages (WP), covering assessment of the current situation in the aviation sector in each beneficiary country (WP1), a comprehensive programme of training courses (WP2), capacity building sessions including study tours (WP3) and communication (WP4).

Within frame of WP3 a series of Management and Train the Trainers courses was delivered from January to November, 2011.

The present report is the deliverable due under WP3 after completion of these courses, describing their contents, timing, attendance and results.

2. PROGRAMME AND TIMETABLE

2.1 Objectives and content

With an objective of strengthening the administrative capacity of the Civil Aviation Authorities of the Beneficiary countries, a programme of Management training courses was prepared. The courses are addressed to CAA top management, middle management (heads of units) and training managers including bodies in charge of personnel training as well as those in charge of approving relevant training organisations.

They were split into 2 categories as follows:

- 7 Top and middle management courses (MNG) dealing with pure management activities (Strategy, Team Management, Organisation) as well as aviation related management (Autonomous CAA, Quality, SMS). The courses for aviation related management, where ICAO standard modules exist, were delivered by Kiev ICAO Institute. For the courses on pure management activities, organisations that deliver MBAs were preferred. The institution KMBS (Kiev) was selected, as it combines international MBA recognition with knowledge of the existing educational background in CIS countries.
- 3 Train the Trainers courses, developed in two parts: courses for managers in charge of CAA personnel Training and courses for instructors for the improvement of their capacities. These courses are intended for CAA Training Unit managers and staff dealing with training organisations for their oversight and approval. The topics covered included development of strategic training plans, financial management, integrating computer technology into training and analysis of human performance system in training.

The courses for top management were proposed for 2 participants per Beneficiary country¹, i.e. a target attendance of 16 persons. They were delivered in Kiev, in Russian language. The courses for heads of units were proposed for 4 participants per Beneficiary country², i.e. a target attendance of 32 persons. They were delivered in 2 sessions of 16 persons each: one in Kiev for Ukraine, Moldova, Georgia, Armenia and one in Almaty for Kazakhstan, Azerbaijan, Tajikistan and Kyrgyzstan. The lectures were presented in Russian language.

The Train the Trainers courses were delivered by training experts from AVSEC Ltd. They were delivered in Kiev, in English language with translation into Russian by an interpreter. The course for training managers, managers in charge of CAA personnel training and training instructors was proposed for 2 participants per Beneficiary country³, i.e. a target attendance of 16 persons. It was delivered in one session in Kiev. The courses for heads of units and/or instructors were proposed for 4 participants per Beneficiary country, i.e. a target attendance of 32 persons. They were delivered in 2 sessions of 16 persons each: one for Ukraine, Moldova, Georgia, Armenia and one for Kazakhstan, Azerbaijan, Tajikistan, Kyrgyzstan.

¹ CAA Chairman or deputy, MoT executive

² AIRW, OPS, FCL, SEC

³ Training manager or deputy, HR director

The syllabus with purpose, detailed content and target audience was prior-agreed and is described in a separate deliverable document “*Management Training Programme*”.

2.2 Timetable

The courses were delivered according to the following timetable:

		Management				
		TTR		MNG		
.Jan 11				1/MNG 10-14 [Kiev]		.Jan 11
.Feb 11				3/MNG 30/1 - 4/2 [Kiev]		.Feb 11
.Mar 11				6/MNG 28/2 - 4/3 [Kiev]		.Mar 11
.Apr 11						.Apr 11
.May 11		1/TTR 16-20 [Kiev]				.May 11
.Jun 11		3/TTR 1st session 20-24 [Kiev]		14/MNG; 15/MNG 7-9 [Kiev] 12/MNG 27-30 June [Almaty]		.Jun 11
.Jul 11				12/MNG 18-21 [Kiev]		.Jul 11
.Aug 11						.Aug 11
.Sept 11						.Sept 11
.Oct 11						.Oct 11
.Nov 11		3/TTR 2nd session 21-25 [Kiev]				.Nov 11

3. SUMMARY OF COURSES

The present section provides a summary description of the courses delivered during the Management courses training period (January to November 2011). Detailed lists of participants are provided in section 5 hereafter.

3.1 Management courses

- 1/MNG (5 days course) – “Strategies of Managing Institutional Organisations”

The course was conducted in Kiev from 10 to 14 January 2011 by 2 instructors from Kyiv Mohyla Business School (KMBS).

It was addressed to Ministry of Transport Officials, Director and/or Deputy Director General of Civil Aviation Administrations. Its scope is 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.

9 representatives from 5 beneficiary countries participated in this training.

- 3/MNG (5 days course) - Development of Autonomous Civil Aviation Organisations

The course was delivered in Kiev from January 31st to February 4th by instructors from ICAO Institute at NAU.

It was addressed to Ministry of Transport Officials, Director and/or Deputy Director General of Civil Aviation Administrations. Its scope was 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.

12 representatives from 7 beneficiary countries participated in this training.

- 6/MNG (5 days course) - Advanced Training on SMS

The course was delivered in Kiev from February 28th to March 4th by instructors from ICAO Institute at NAU.

It was addressed to Ministry of Transport Officials, Directors and/or Deputies Directors General of Civil Aviation Administration (DCA or DGCA), Managers of Civil Aviation Administration (DCA or DGCA) involved in the SMS development. It was aimed at development of participants’ knowledge of safety management concepts and ICAO Standards and Recommended Practices (SARPs), and development of participants’ knowledge to certify and oversee the implementation of key components of a basic SMS in compliance with relevant ICAO SARPs.

13 representatives from 7 beneficiary countries participated in this training.

- 14/MNG and 15/MNG (1 and 2 days courses) - Regulating aviation safety in the EU and The EU Air Transport Policy

The courses were delivered in Kiev from June 7th to 9th by Mr Claude Probst as Short Term Trainer.

They were addressed to Managers of Civil Aviation Administration's (DCA or DGCA) and Ministry of Transport Officials. Their scope was:

- To show how the EU progressively intervened in the regulation of aviation safety and built therefore the European Aviation Safety Agency. It details the content of the Basic Regulation establishing the EASA system, describing so the roles played by the various partners: the EU Legislator, the European Commission, the Agency and the Member States regulators
- To explain how the European Union built its internal market for air transport using the competition provisions of the Treaty to obtain a progressive dismantling of the borders between Member States and deregulate this sector. It also shows how the European Union was obliged to address a number of related issues, such as computer reservation systems, slot allocation and airport handling to provide for fair and equal opportunities between the competitors

16 representatives from 7 beneficiary countries participated in this training.

- 12/MNG (2 sessions, 4 days courses) - Quality Management in Civil Aviation

The course was delivered by ICAO Institute, in Almaty from June 27th to 30th (for Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan) and in Kiev from July 18th to 21st (for Armenia, Georgia, Moldova, Ukraine).

It was addressed to Managers of Civil Aviation Administration's (DCA or DGCA). Its scope was to provide participants with sufficient knowledge to understand why & how to develop and implement formal quality management procedures.

12 representatives from 3 beneficiary countries participated in the session in Almaty, and 11 representatives from 3 beneficiary countries attended the session in Kiev.

3.2 Train the Trainers courses

- Course 1/TTR, Management of Training/ Needs Assessment,

The course was delivered in Kiev from May 16th to 20th by Ms Sara Gladstone from Avsec Ltd as Short Term Trainer.

It was addressed to 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. Its scope was to gain critical insights, learn to develop strategic plans, exercise better financial management, improve training resources, understand key concepts on integrating computer technology, appropriate techniques and tools and substantiate requirements for training resources.

16 representatives from 8 beneficiary countries participated in this training.

- Course 3/TTR, Instructional Techniques & Design

The course was delivered in Kiev by Ms Sara Gladstone from Avsec Ltd as Short Term Trainer, from June 20th to 24th (for Armenia, Georgia, Moldova, Ukraine) and from November 21st to 25th (for Azerbaijan, Kazakhstan, Kyrgyzstan and Tajikistan).

It was addressed to instructors and managers carrying out instructional meetings or giving information interested in becoming better instructors. Its scope was to teach how to manage, conduct, facilitate and evaluate a training event, use instructional tools and techniques, acquire practical presentation and communication skills, motivate participants, 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 and select the best training activities to increase the value and effectiveness of training.

12 representatives from 3 beneficiary countries participated in this training at the June session and 12 representatives from 3 beneficiary countries at the November session.

4. COMMENTS AND RESULTS

The Management courses and Train the Trainers programme were completed from January to November, 2011. As a general statement the instructors were pleased with the good response and participation of the Beneficiaries.

With these courses the participants improved their strategic and practical skills in the following areas:

- Strategies of Managing an Institutional Organisation
- Development of Autonomous Civil Aviation Organisations
- Safety Management Systems (SMS)
- Quality Management in Civil Aviation
- Principles for regulating aviation safety in the European Union
- European Union air transport policy
- Management of Training & Training Needs Assessment
- Instructional Techniques & Design

These courses proved to be quite necessary and useful. It will help aviation personnel from different countries to plan, coordinate and implement appropriate Management Systems in their aviation organisations and enterprises. All Beneficiaries gave a positive feedback on the programme, stating that this practice should be continued and developed in order to provide the best level of aviation safety in international Civil Aviation.



5. LISTS OF PARTICIPANTS

The present section provides the lists of participants to each course.

**Strategies of Managing an Institutional Organisation,
Kiev, 10-14 January 2011**

№	country	Name	Post	Department
1	Azerbaijan	<i>ELDAR BAGHIRZADA</i>	Head of Foreign Relations Department	CAA
2	Georgia	<i>ALEKSANDRE GACHECHILADZE</i>	Head of Air Transportation Division	CA Dep of UTA
3	Georgia	<i>VIKTOR GOGORISHVILI</i>	Deputy Head	UTA
4	Moldova	<i>IURIE ZIDU</i>	Director General	CAA
5	Moldova	<i>VALENTINA MAMALIGA</i>	Head of Legal Department	CAA
6	Tajikistan	<i>MAHMADLATIF QURBONOV</i>	Main specialist department of technical operation	General Authority of CA Ministry of Transport & Communication
7	Tajikistan	<i>DZHAMSHEDE NIYAZOV</i>	Chief department	General Authority of CA Ministry of Transport & Communication
8	Ukraine	<i>YURIY SOLONCHUK</i>	Deputy Chairman	SAA
9	Ukraine	<i>ANATOLII KOLISNYK</i>	Chairman	SAA
10	Ukraine	<i>DMYTRO BABEICHUK</i>	Deputy Chairman	SAA

**Development of Autonomous Civil Aviation Organisations,
Kiev, 31 January - 04 February 2011**

№	country	Name	Post	Department
1	Armenia	<i>LEVON JANIBEKYAN</i>	Head of the legal section	CAA
2	Georgia	<i>SHALVA KIKNADZE</i>	Head of flight standars, certification & inspection division	CA Dep of UTA
3	Georgia	<i>KETEVAN SALUKVADZE</i>	Chief specialist HR	UTA
4	Kazakhstan	<i>DARKHAN KATYSHEV</i>	Head of Aviation Security Department	CAA
5	Kazakhstan	<i>BEKEN SEIDAKHMETOV</i>	Director	"Kazairproject" Republic state Enterprise
6	Kyrgyzstan	<i>BAKYT DZHUNUSHALIEV</i>	Deputy Director	CAA
7	Moldova	<i>EUGENIU DVORNIC</i>	Deputy Director General	CAA
8	Moldova	<i>VALENTIN DOGOTARI</i>	Head of air transport division	Ministry of Transport & Infrastructure
9	Tajikistan	<i>DZHAMSHED NIYAZOV</i>	Chief department	General Authority of CA Ministry of Transport & Communication
10	Tajikistan	<i>ZIYODULLO SHARIPOV</i>	Main specialist of safety department	General Authority of CA Ministry of Transport & Communication
11	Ukraine	<i>VICTOR ROMANCHUK</i>	Head of Legal Department	SAA
12	Ukraine	<i>OLEKSANDR LISNYAK</i>	Deputy Chairman	SAA



**Advanced Training on Safety Management Systems(SMS) ,
Kiev, 28 February -04 March 2011**

№	country	Name	Post	Department
1	Armenia	<i>ARMAN NIKOGHOSYAN</i>	General specialist-inspector of Airworthiness department	CAA
2	Georgia	<i>ALEKSANDRE GACHECHILADZE</i>	Head of Air Transportation Division	CA Dep of UTA
3	Georgia	<i>LEVAN KARANADZE</i>	Head of ANS Division	CA Dep of UTA
4	Kazakhstan	<i>RINAT AKHANOV</i>	Expert of Air space Use department	CAC Ministry of Transport & Communication
5	Kazakhstan	<i>BEKBOLAT KHIMEDENOV</i>	Chief Inspeotr of "Flight Safety Assesment Center"	Ministry of Transport & Communication
6	Kyrgyzstan	<i>STALBEK SHARSHEEV</i>	Safety Inspector	CAA
7	Kyrgyzstan	<i>GENNADII SIZINTSEV</i>	Safety Inspector	CAA
8	Moldova	<i>VLADIMIR RISCOVOI</i>	Main Specialist FOD	CAA
9	Moldova	<i>ALEXEI GROSUL</i>	Head SMS Division	CAA
10	Moldova	<i>ELVIRA CURILOVA</i>	Main Specialist FOD	CAA
11	Tajikistan	<i>KHABIBULO TASHEV</i>	Head of Department using of air space	General Authority of CA Ministry of Transport & Communication
12	Tajikistan	<i>ZAKIR MUMINOV</i>	Head of Department	Ministry of Transport & Communication
13	Ukraine	<i>OLEKSANDR LISNYAK</i>	Deputy Chairman	SAA

**Quality Management in Civil Aviation,
Kiev, 18-21 July 2011**

№	country	Name	Post	Department
1	Armenia			
2	Armenia			
3	Armenia			
4	Armenia			
5	Georgia	SOPIO SULAVA	Head of Administrative department	CAA
6	Georgia	VIKTOR GOGORISHVILI	First Deputy of Director	CAA
7	Georgia	KONSTANTIN NIKURADZE	Specilaist of Administrative department	
8	Georgia			
9	Moldova	IGOR BARBA	Head of Quality Control Division	CAA
10	Moldova	DORINA DESCAN	Specialist in Quality Control division	CAA
11	Moldova	ALEXEI GROSUL	Head of SMS Service	CAA
12	Moldova	VLADIMIR BUINITKI	Acting Head of Airnavigation Division & Quality Control Division's Onspector	CAA
13	Ukraine	IGOR DUDAR	Main Spacialist of Quality & Audit sector	SAA
14	Ukraine	IRINA STRIGUN	Head of Sector of Quality & Audit	SAA
15	Ukraine	OLEKSANDR BILCHUK	Head of Airworthiness department	SAA
16	Ukraine	KOSTYANTYN MALIUTIN	Head of Maintenance mangement division	SAA

**Regulating aviation safety in the European Union and The European Union air transport policy
Kiev, 07-09 June 2011**

№	country	Name	Post	Department
1	Azerbaijan	<i>GUNAY MAMMADALIYEVA</i>	Head advisor of Foreign Relations Department	CAA
2	Azerbaijan	<i>ROVSHAN GURBANOV</i>	Deputy head of Licensing and state Registry Department	CAA
3	Georgia	<i>MIKHEIL SAMKHARADZE</i>	Chief Specialist	CAA
4	Georgia	<i>TORNIKE JAMBAZISHVILI</i>	Mailn Specialist	CAA
5	Kazakhstan	<i>OLEG AVDEYEV</i>	Head of Air Space Use Department	CAA
6	Kazakhstan	<i>BAYAN ZHURTYBAYEVA</i>	Head of CA Development Department	Ministry of Transport & Communications
7	Kyrgyzstan	<i>VLADIMIR AKSENOV</i>	Senior inspector of Flight Operatyion division	CAA
8	Kyrgyzstan	<i>GULNARA SHYRDAKBAEVA</i>	Chief Specialist of administrative Division	CAA
9	Moldova	<i>SILVIA RAILEAN</i>	Head of international relations Department	CAA
10	Moldova	<i>VALENTINA MAMALIGA</i>	Head of legal Department	CAA
11	Tajikistan	<i>SAIDMUMIN SHARIPOV</i>	Main specialist of department of using airspace	CAA
12	Tajikistan	<i>ILHOM TOIROV</i>	Leading Specialist of Department of thechnical operation	CAA
13	Ukraine	<i>OLENA MELNYK</i>	Deputy head of external Relations department	SAA
14	Ukraine	<i>KOSTYANTYN KRYVODUBSKYI</i>	Deputy head od Aeronautical Products Type & production Certification Department - Head of Aircraft & Systems certification Division	SAA
15	Ukraine	<i>SERGI MYKYTIUK</i>	Senior specialist, Aircraft & Systems Certification Division	SAA
16	Ukraine	<i>IULIA MUDRIEVSKA</i>	Chief expert of external relations Department	SAA

Quality Management in Civil Aviation, Almaty, 27-30 June 2011

№	country	Name	Post	Department
1	Kazakhstan	<i>TULEGEN DYUSSEKOV</i>	Chief Expert of safety Department	CAC
2	Kazakhstan	<i>DARKHAN KATYSHEV</i>	Head of Aviation Security Department	CAC
3	Kazakhstan	<i>RISHAT TUSTKABAYEV</i>	Head ATC Department	Flight safety assesment center
4	Kazakhstan	<i>YERLAN ABDRAKHMANOV</i>	Director	Flight safety assesment center
5	Kyrgyzstan	<i>AIBEK BAIYSHBAEV</i>	Senior Inspector of Aviation SEC Sector	CAA
6	Kyrgyzstan	<i>USUP MASLAYNOVA</i>	Senior Inspector	CAA
7	Kyrgyzstan	<i>KARIM USMANOV</i>	Inspector of Airodrome Certification Division	CAA
8	Kyrgyzstan	<i>TARIEL OROZMATOV</i>	Chief of Flight OF Airdrome Certification Division	CAA
9	Tadjikistan	<i>KHABIBULO TASHEV</i>	Head of Air Transport using Department	Ministry of transport
10	Tadjikistan	<i>DILSHOD KURBONOV</i>	Head of Airports department	Ministry of transport
11	Tadjikistan	<i>ALOVIDDIN MIRZOEV</i>	Specialist of Technical Expluatation Department	Ministry of transport
12	Tadjikistan	<i>DILSHOD KARIMOV</i>	Specialist of airworthiness and security department	Ministry of transport

Management of Training and Training needs assessment, Kiev, 16-20 May 2011

№	country	Name	Post	Department
1	Armenia	<i>MARIAM SAHAKYAN</i>	Quality manager	Aviatraining Centre
2	Armenia	<i>NUNE AVANESYAN</i>	Head of human resources management section	CAA
3	Georgia	<i>SHALVA KIKNADZE</i>	Head of flight standars, certification & inspection division	CA Dep of UTA
4	Georgia	<i>ZAZA GENGASHVILI</i>	Main specialist	CA Dep of UTA
5	Tajikistan	<i>FIRUZ RASULOV</i>	Leading specialist of Department using airspace	General Authority of CA Ministry of Transport & Communication
6	Tajikistan	<i>SHARIF FAZLIEV</i>	Head of Security Department	General Authority of CA Ministry of Transport & Communication
7	Tajikistan	<i>MIRODZH NOROV</i>	General Director	"Aviatrans" Aviation Training Centre
8	Ukraine	<i>SERGI KORNIENKO</i>	Head of section	SAA
9	Ukraine	<i>OLGA KRAVCHENKO</i>	Chief expert of European Intagration & International Organizations Division	SAA
10	Ukraine	<i>OLEKSANDR KONIAEV</i>	State inspector of Aircraft Maintenance personnel Certification Division	Aircraft Maintenance personnel Certification Division
11	Kazakhstan	<i>AIGUL KALIYEVA</i>	Expert of International relations Department	CAC
12	Kazakhstan	<i>DINA MEDEUBAYEVA</i>	Head expert of International relations Department	CAC
13	Kyrgyzstan	<i>LILIIA NAGAI</i>	Chief of Educational unit	Manas Training Centre
14	Kyrgyzstan	<i>ERKINBEK MANAPBAEV</i>	Deuty Director on study	Kyrgyz Aviation College
15	Moldova	<i>NIKOLAE ZUI</i>	Head of training	FTO Central aeronautic de Instruire
16	Azerbaijan	<i>ILHAM MURADOV</i>	Deputy head of training centre	Aviation Personnel Training Centre

**Instructional technique and design for CAA Technical departments.
PEL, OPS AIR SEC, Kiev, 20-24 June 2011**

№	country	Name	Post	Department
1	Georgia	<i>TEIMURAZ DEDANASHVILI</i>	SAFA National Coordinator	Civil Aviation Agency
2	Georgia	<i>SHALVA KIKNADZE</i>	Head of flight standars, certification & inspection division	Civil Aviation Agency
3	Georgia	<i>MARIKA KHUTSISHVILI</i>	Main specialist	Civil Aviation Agency
4	Georgia	<i>GIORGI BOTSVADZE</i>	Deputy director	Civil Aviation Agency
5	Moldova	<i>IGOR BARBA</i>	Head of Quality Control Division	CAA
6	Moldova	<i>OLEG DREBUJAN</i>	Licencing separtmant Inspector	CAA
7	Moldova	<i>ELVIRA CURILOVA</i>	Main Specialist of the Flight Operations Division	CAA
8	Moldova	<i>SERGIU HERGHELEGIU</i>	Head of Airworthiness Deaprtment	CAA
9	Ukraine	<i>ROMAN SHURALOV</i>	SAFA Inspector	SAA
10	Ukraine	<i>OLEKSANDR PECHENYUK</i>	Head of SAFA/SANA Sector	SAA
11	Ukraine	<i>OLEKSANDR BILCHUK</i>	Head of Airworthiness department	SAA
12	Ukraine	<i>OLEG NOVAK</i>	State Aviation Airworthiness Inspector	SAA

**Instructional technique and design for CAA Technical departments.
PEL, OPS AIR SEC, Kiev, 21-25 November 2011**

	country	Name	Post	Department
1	Kazakhstan	<i>ILYAS NUGUMANOV</i>	Inspector of Aviation Security Department	Flight Safety Assesment Centre under CAC
2	Kazakhstan	<i>RAUSHAN NURIMOVA</i>	Senior Expert of Flight Safety Department	CAC
3	Kazakhstan	<i>MUKHTAR KOKANBAYEV</i>	Expert of Aviation Security Department	CAC
4	Kazakhstan	<i>MALIK USSENOV</i>	Inspector of Airworthiness department	Flight Safety Assesment Centre under CAC
5	Kyrgyzstan	<i>SHUHRAT RUSTAMOV</i>	HEAD OF AVIATION SECURITY SECTOR\ INSTRUCTOR OF AVIATION SECURITY	CAA
6	Kyrgyzstan	<i>OLGA TRETIKOVA</i>	Senior Teacher of English for Aviation personnel	Manas Training Centre
7	Kyrgyzstan	<i>KANATBEK BEISHENALIEV</i>	HEAD OF AERODROME CERTIFICATION DIVISION\ INSTRUCTOR	CAA
8	Kyrgyzstan	<i>ULAN KURMANOV</i>	Head DEF Sector	Kyrgyz Aviation College
9	Tajikistan	<i>MAHMADLATIF QURBONOV</i>	Main specialist of the Department of technical operation of general Authority of Civil Aviation	Ministry of Transport
10	Tajikistan	<i>MEKHRINISO MARDONAEVA</i>	Specialist of the Department of using air space of general Authority of Civil Aviation	Ministry of Transport
11	Tajikistan	<i>DZHAMSHEDE NIYAZOV</i>	Head of the department of technical operation of general Authority of Civil Aviation	Ministry of Transport
12	Tajikistan	<i>ZIYODULLO SHARIPOV</i>	Main Specialist of the Department of using air space of general Authority of Civil Aviation	Ministry of Transport



Annex 7.6: Communication Plan



TRACECA CIVIL AVIATION PROJECT

Communication and Visibility Plan



1. Introduction

1.1. Context

Launched by the European Commission in February 2009, the TRACECA Civil Aviation Safety, Security and Environment project, reference EUROPEAID/125350/C/SER/MULTI, was designed to provide technical and capacity-building assistance to the Civil Aviation Sector in 9 TRACECA beneficiary countries.

The overall objective of the project is to improve air transport safety and security in the EC neighbouring countries and the Central Asian countries, in line with international and European standards in the field of civil aviation.

The Beneficiary countries are Armenia, Azerbaijan, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Tajikistan, Ukraine and Uzbekistan.

The implementation contract, reference ENPI 2008/150-669, was awarded to a Consortium, lead by Egis Avia and composed of Lufthansa Consulting, NLR National Aerospace Laboratory, and Avsec Ltd, Activities started on February 2nd, 2009.

1.2. Purpose of the Communication policy

The objective of the present document is to establish the principles and procedures for the communication aspects of the TRACECA Civil Aviation Project, in order to ensure an efficient communication of its purpose, objectives, progress and achievements; as well as to disseminate information about the related events. The project Communication Policy will also ensure that the support of the EU is fully highlighted.

Following the EU projects' policy, the Communication plan is based on section 3 of the European Union Visibility Guidelines.

1.3. Applicability

The principles, provisions and procedures established in the present document are applicable to:

- Every member of the consortium or participant in the Project, including long term experts, short term experts, national administrations or international organisations collaborating within the project (i.e. in events organisation); when providing information or contacting third parties on behalf of the project.
- Every communication, made by any mean, transmitting information on behalf of the consortium to third parties or the Customer.
- Communications made for regular coordination purposes, by email or telephone, are specifically excluded.
- The whole duration of the TRACECA Civil Aviation Project.

2. General Communication strategy

2.1. Compliance with EU regulations

The TRACECA Civil Aviation Project Communication Policy is compliant with the "Communication and Visibility Manual for EU External Actions" (July 2009), as stated in the "General Conditions for Service Contracts for European Community External Actions", art. 77.

2.2. General objectives.

The TRACECA Civil Aviation Project Communication activities envisage the following objectives:

- Communication of the Project purpose, objectives, progress and result to the public and to the aviation community in particular.
- Dissemination of information about significant civil aviation matters in the area and conclusions of the studies carried out by the project.
- Communication and promotion of events (workshops, seminars, study tours).
- Formal contacts and communication to beneficiary countries and other stakeholders.

2.3. Target groups

Within beneficiary countries

Within beneficiary countries, following stakeholders may be identified:

- Direct target group, which is composed of management, technical, operational and instructional personnel working in the safety, security and environmental areas of:
 - o The Civil Aviation Departments in the Ministries of Transport;
 - o The Civil Aviation Authorities or other Authorities concerned with Regulation, Safety Oversight and Accident Investigation.
 - o The Operational, technical and administrative departments of airports;
 - o The Operational, technical and administrative departments of airlines;
 - o The Instructional and administrative departments of those training centres, academies, schools etc. that are concerned with aviation disciplines
- Recipient authorities: The recipient authorities in the Beneficiary countries are the Ministries of Transport, other state entities involved in Civil Aviation when relevant (Ministry of Finance, Ministry of Justice, etc ...)
- Industrial actors of the area
- Public Opinion

Within Europe

- European Union officials, for generic knowledge of Project advancement, potential impact on the beneficiary countries and for identification of potential synergies to develop between EU projects.
- EU Civil Aviation authorities, and EU Civil Aviation actors (Private companies, airports, airlines) to be aware of EU actions in the beneficiary countries, and to identify future opportunities for development of business activities.
- Public Opinion

Rest Of World

- Government officials, to be aware of EU external actions and help for developing safe and efficient civil aviation activities world wide and for enhancing standards.
- Civil Aviation authorities and Civil Aviation actors (Private companies, airports, airlines) to be aware of EU actions in the beneficiary countries.

2.4. Language

English language will be used as the main language for the communication project (mainly for technical information, and Europe/ROW visibility).

Yet, for efficient dissemination of the information within the beneficiary countries Russian language will also be used, as it will have an additional impact for the audience (mainly to reach not directly impacted stakeholders).

2.5. Approval and coordination

The point of contact for communications with external parties and the customer is the Team Leader. Thus, any communication will have to be either signed, either approved by the Team Leader before being released to the public.

With direct target group, day-to-day coordination will be mostly achieved, whenever possible, through electronic means. However when this means are not available, or whenever the importance or other conditions (i.e. first presentation contacts) make it convenient, some coordination could be made through official letters. In this case, the letters will be signed by the Team Leader.

With indirect group within beneficiary countries, communication will be achieved in close coordination with local EU agents in order to optimise as far as possible the Communication channel and the Communication contents to reach the visibility objectives.

Country	Press and Information Officer	E-mail
Armenia	Anahit Azatyan	Anahit.AZATYAN@ec.europa.eu
Azerbaijan	Nigar Arpadarai	Nigar.ARPADARAI@ec.europa.eu
Georgia	Tamriko Mikadze	Tamriko.MIKADZE@ec.europa.eu
Kazakhstan	Madina Bakieva	Madina.BAKIEVA@ec.europa.eu
Kyrgyz Republic	Islan Osmonaliev	Islan.OSMONALIEV@ec.europa.eu
Moldova	Wolfgang Behrendt	Wolfgang.Behrendt@ec.europa.eu
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3. Communication activities

3.1. Main activities

3.1.1. General principles

It is understood that the main Communication mean will be the website to be established by the Project. As its flexibility and accessibility will save time and money, dissemination and coordination will be achieved through the website to the largest extent..

However, visits, letters, leaflets, brochures and a biannual newsletter will be used as necessary to ensure that the information is reaching the appropriate people.

Whenever possible, previous existing means and structures will be used for communication purposes and dissemination of progress and findings. In particular, ICAO, EC and EASA forums should be taken advantage on.

3.1.2. Events convening and results

Workshops, seminars and study tours will be convened by different means, in order to ensure both a wide dissemination of the information and that specific targets are get. The main means will be:

- Invitation letters to beneficiary countries and stakeholders;
- Presentation of activities in dedicated civil aviation forums (i.e. meetings);
- Website information.

Attendance coordination, logistical information dissemination and documents distribution prior to the events will be done through the website whenever possible.

Events results and outcomes will be presented through the website, including possible photos of the event¹.

A report of the event development and results will also be presented to the European Commission and made available for electronic distribution.

The Event Manager will contact the Press and Information Officer of the EU Delegation in the hosting country in order to define the appropriate image of the event and obtain the EU material².

3.1.3. Project progress

The Project progress will be communicated though different means:

- Biannual reports to the EC.
- Specific milestones information through reports and information on the website.
- Biannual newsletter.
- Presentation workshops or seminars.

3.1.4. Press release³:

At least one press release at the beginning of the project has to be issued. The content and press media in which it will have to be inserted will be agreed with the Project Manager.

¹ as per EU Communication and visibility manual - 4.2.11

² as per EU Communication and visibility manual - 4.2.13

³ as per EU Communication and visibility manual - 4.2.1

After significant events or important milestones achieved within the project a press release may be issued subject to the Project Manager approval.

Two types of press releases may be issued:

- Technical: its target is the direct target group as well as the groups with direct interest in the project i.e. CAAs, Airports, Airlines, Industry of the beneficiary, European and Row countries. The dispatched information is focused on project results and opportunities for the Air Transport industry;
- General information; the target is the public opinion and indirectly impacted officials. The dispatched information is general on project achievements and objectives , focusing on the EU partnership.

3.2. Communication vectors

3.2.1. Image of the Project

TRACECA Civil Aviation Project will use the defined image of the global TRACECA Project, while highlighting the specificities of the Civil Aviation project.

The logo of the Project is:



Moreover, the EU logo will be prominently displayed in every material produced by the Project and when company logo is used, following disclaimer should be used: *"This project/programme is funded by the European Union"*⁴.

3.2.2. Letters

The Project Letters will include the TRACECA Civil Aviation Project Logo, the EU logo and the quote the "This Project is funded by the European Union".

Letters will be signed by the Team Leader.

3.2.3. Reports

Reports to the EC or third partners will follow defined format and include following disclaimer⁵:

"The contents of this publication are the sole responsibility of EGIS AVIA and can in no way be taken to reflect the views of the European Union."

⁴ as per EU Communication and visibility manual - 4

⁵ as per EU Communication and visibility manual - 5

3.2.4. Website

Website will be the primary mean for external information, communication and events coordination.

In order to promote a global view of the different TRACECA projects in the transport domain, mutual links will be integrated between the Project website and the TRACECA one (www.traceca-org.org). The implementation will be closely coordinated with the TRACECA Main contract.

Moreover following the EU manual, the website will integrate link towards the websites of the local Commission Delegation and the EuropeAid Cooperation Office as follows: http://ec.europa.eu/europeaid/index_en.htm .

The website will be accessible in English and Russian.

The Project dedicated website will be as simple and light as possible, so only summarised information, specially prepared for the web, will be displayed. Press releases and information newsletter will be also published on this media and directly accessible.

Dedicated space for beneficiary representatives will be implemented to obtain specific project information and reports such as for "events" topic.

Press Releases will also be published on other website, adapted to the type of information to be dispatched:

- For professional press release, dedicated Air Transport websites will be targeted and the press release will be submitted to their webmasters.
- For generic press release, identification of web site will be conjointly done with the support of EU delegation within beneficiary countries.

3.2.5. Biannual newsletter

A biannual newsletter shall be produced as another media for communication and information dissemination. The format will be according to EU requirements⁶ and will follow the format given in Annex.

The letter shall be posted in the website and distributed to the stakeholders via e-mail or normal mail.

The letter shall include an editorial, information on the Project (purpose, objectives, activities, implementation, impact, ...), articles on subjects related to the Project, as well as interviews of persons involved in the Project or belonging to the aviation world.

3.2.6. Other elements

Some elements are not considered in principle, but could be used if the situation makes it necessary or if the Project Manager asks for it:

- Promotional items
- Audiovisual productions.
- Press conferences.

⁶ as per EU Communication and visibility manual – 4.2.4