



EUROPEAID/125350/C/SER/MULTI

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

Ref. Contract ENPI 2008/150-669

COMPLETION REPORT

February 2012



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VISAS

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DISTRIBUTION LIST

Table 1: List of distribution

		Bound Hard Copy		Electronic
		English	Russian	English & Russian
EC Programme Manager Kiev	Ms Svetlana DIDKIVSKA	2		1
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TRACECA National Secretary - Azerbaijan	Mr. Akif MUSTAFAYEV	1	1	1
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TRACECA National Secretary - Tajikistan	Mr Solih MOUMINOV	1	1	1
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TRACECA National Secretary - Uzbekistan	Mr Olimjon BURANOV	1	1	1
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EU Delegation - Azerbaijan	Mr. Federico BERNA	1	1	1
EU Delegation - Georgia	Mr Stephen STORK, Ms Camilla ABERG	1	1	1
EU Delegation - Kazakhstan	Mr Rene MALLY	1	1	1
EU Delegation - the Kyrgyz Republic	Mr Tom MASSIE	1	1	1
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EU Delegation - Tajikistan	Mr Ovidiu MIC	1	1	1
EU Delegation - Uzbekistan	Mr. Ondriy SIMEK	1	1	1

ACRONYMS

AIRW	Airworthiness
ANSP	Air Navigation Service Providers
AOC	Air Operator Certificate
APER	Action Plan on CO ₂ Emissions Reduction
ATC	Air Traffic Control
ATM	Air Traffic Management
CAA	Civil Aviation Authority
CIS	Commonwealth of Independent States
EASA	European Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Conference
ENPI	European Neighbourhood Policy Instrument
ENV	Environmental Issues
ETS	Emission Trading Scheme
EU	European Union
IAC	CIS Interstate Aviation Committee (also known as MAK ¹)
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
MAK	CIS Interstate Aviation Committee (Russian acronym for IAC)
MoT	Ministry of Transport
MoTC	Ministry of Transport and Communications
NIS	New Independent States
NSA	National Safety Agency
OJT	On Job Training
OPS	Air Transport Operations
OVI	Objectively Verifiable Indicators
PEL	Personnel Licensing
SMS	Safety Management System
SSE	Safety, Security and Environment
TA	Technical Assistance
TRACECA	Transport Corridor Europe Caucasus Asia
USOAP	Universal Safety Oversight Audit Programme

¹ "Межгосударственный авиационный комитет". The Interstate Aviation Committee (IAC) is formed on the basis of the intergovernmental Agreement on Civil Aviation and Air Space Use, signed on 30.12.91 by Azerbaijan, Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, Tajikistan, Turkmenistan, Uzbekistan and Ukraine.

1. INTRODUCTION

This document is the Completion Report delivered in the frame of the “TRACECA Civil Aviation Safety, Security and Environment” project according to the Terms of Reference (chap. 7.1) and the General conditions of the Contract (art.26).

It is issued 35 months after the contract coming into force which happened in February 2009 and six months after last progress report.

It covers the actions of the project during the last reporting period from 1st August 2011 (T0+30) to 2nd February 2012 (T0+36) and on the project as a whole from 2nd February 2009 (T0) to 2nd February 2012 (T0+36).

The document includes:

- A **narrative section** (Chapters 2 to 7) which provides an overview of the project and describes the activities done during the last 6 months period, the activities done during the whole project, as well as lessons learnt and further recommendations.
- A **tabular section** (Chapter 8) which gives information on the manpower used (Core Team and Short Term Experts) and the incidental expenditure (Air Tickets, Per-diem and other expenses) during the covered period and from the beginning of the Project.
- A **set of annexes** (Chapter 9) which gather significant documents (Minutes, Reports, ...) issued by the Project Team during the total project period.

2. PROJECT SYNOPSIS & LOGFRAME

2.1 Project synopsis

Project Name:

TRACECA Civil Aviation Safety, Security and Environment Project
Reference EUROPEAID/125350/C/SER/MULTI
Contract ENPI 2008/150-669

Beneficiary countries:

Direct – Armenia, Azerbaijan, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Tajikistan, Ukraine, Uzbekistan

Indirect – Bulgaria, Romania, Turkey

Overall Objective:

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.

Specific Objectives:

- ✓ Introduce aviation personnel (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 aviation personnel (in the sectors of safety, security and environment of the beneficiary countries) from the administration and from operators 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 (EU-OPS, maintenance standards, occurrence reporting and just culture, oversight tools).
- ✓ Prepare the authorities of the beneficiary countries for closer relations with (Central Asia) or integration (Caucasus, Moldova, Ukraine) 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 (blacklist).
- ✓ Promote closer regional cooperation between the aviation administrations of the beneficiary countries to optimise the use of scarce resources.

Requested outputs:

1. A complementary assessment and updated analysis of the situation is provided for the aviation sectors of safety, security and environment in each country.

2. A programme of training courses is implemented for aviation personnel from the administrations and operators (in the sectors of safety, security and environment) of the beneficiary countries, to strengthen their technical skills and their English language knowledge in the relevant areas.

3. A capacity-building programme in aviation safety, security and environment management systems is implemented and specific expertise support is provided, in order to develop the necessary regulatory frameworks, technical and institutional conditions, regional management and monitoring systems in line the requirements of international conventions, resolutions, recommendations and standards of the EU/EASA (European Aviation Safety Agency) and of ICAO (International Civil Aviation Organisation).

Regional and international study tours will be organised for aviation personnel (in the sectors of safety, security and environment) of the beneficiary countries, allowing networking and demonstrating the application of best practices of knowledge, skills and capacities.

4. An awareness, communication and visibility programme is defined and implemented for all aviation safety, security and environment components of the project.

Activities:

For production of the above outputs, the following activities will be implemented, divided into 4 Work Packages (WP):

WP1

- Assessment of current situation (safety, security & environment)
- Assessment of training institutions capacity
- Establishment of the Work Plan

WP2

- Provision of training (safety, security & environment)
- Provision of English language courses

WP3

- Organisation of management capacity-building courses to managers
- Provision of expertise support to managers (safety, security & environment)
- Organisation of study tours for managers

WP4

- Implementation of communication plan
- Organisation of regional meetings

Target Groups:

Management, technical, operational and instructional personnel working in the safety, security and environmental areas of:

- ✓ The Civil Aviation Departments in the Ministries of Transport;
- ✓ The Civil Aviation Authorities or other Authorities concerned with Regulation, Safety Oversight and Accident Investigation.
- ✓ The Operational, technical and administrative departments of airports;
- ✓ The Operational, technical and administrative departments of airlines;
- ✓ 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 ...) and



the national Civil Aviation Authorities. In the limits of reasonable availabilities, industry will also be invited to join the activities (events, trainings ...), namely air operators, maintenance & repair organisations, training institutions and design/manufacturing organisations where applicable.

Project starting date: 2 February 2009

Project duration: 36 months

Project main office: Kiev, Ukraine

2.2 Project Logical Framework

	Description	Indicators	Source of Verification	Assumptions
Overall Objective	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.	<ul style="list-style-type: none"> - Accident rates - Security incidents at airports, in flight security incidents - ICAO compliance - SAFA findings 	<ul style="list-style-type: none"> - ICAO and IATA statistics - List of carriers subject to operating ban within the EU - European Commission audits 	
Purpose	<p>A. Introduce aviation personnel (in the sector of SSE) from the administration and operators to the requirements of international conventions, resolutions and standards of EASA and of ICAO</p> <p>B. Provide aviation personnel (in the sector of SSE) from the administration and operators with improved knowledge, skills and capacities in the relevant technical sectors</p> <p>C. Strengthen administrative capacity of the local CAAs to further develop and to fully implement international and, where relevant, to European safety standard</p> <p>D. Prepare local authorities for closer relations with (Central Asia) or integration (Caucasus, Moldova, Ukraine) to Pan-European aviation structure</p> <p>E. Provide support measures in the context of negotiations between beneficiary countries and European Union on aviation agreements in the fields of safety and security, and in the context of safety discussions (<i>blacklist</i>)</p>	<p>Beneficiaries' feedback</p> <p>Training statistics (Nr of courses, training days, participating countries, trainees, trainee.days, average attendance)</p> <p>Level of adoption of ICAO and where relevant European safety standard in national regulation National Training program</p> <p>By end of WP 3</p> <p>Availability of measures by end of WP 3</p>	<p>Steering Committee Meetings minutes</p> <p>Progress Reports</p> <p>EU reviews and Audits</p> <p>- EU reviews and Audits</p> <p>- Agreements signed or in progress with EU / EASA</p> <p>Provided by beneficiary countries</p>	<p>Sustainability in common regional priorities is achieved in order to lead to the implementation of the project and full technical and logistic support Continued support to the project's objectives at the level of decision-making in the beneficiary countries</p> <p>Enforcement of regulation and quick implementation of legislation</p>

	F. Promote closer regional cooperation between the aviation administrations to optimise the use of scarce resources	Edition of submitted possible cooperation – Workshop reports including cooperation promotion	Regional cooperation projects by end of WP 3	Regional policy emergence to implement cooperation and regional management
Results	<p>1. A complementary assessment and updated analysis of the situation provided for the aviation sectors of SSE in each country. (Inception phase)</p> <p>2. A programme of training courses implemented for aviation personnel from the administrations and operators to strengthen their technical skills and English knowledge in the relevant areas. (for Purposes A & B)</p> <p>3. A capacity-building programme in management systems implemented and specific expertise support provided, in order to develop the necessary regulatory frameworks, technical and institutional conditions, regional management and monitoring systems in line the requirements of international conventions, resolutions, recommendations and standards of EASA and of ICAO. (for Purposes A, C, D, E & F)</p> <p>Study tours organised for aviation personnel, allowing networking and demonstrating the application of best practices (for Purposes C, D & F)</p> <p>4. An awareness, communication and visibility programme defined and implemented for all aviation safety, security and environment components of the project. (for Purpose A)</p>	<p>Full report delivered by the end of WP 1 with a Need Analysis for each country in the areas of SSE and an analysis of the capacity of the aviation training institutions of each country</p> <ul style="list-style-type: none"> - Training Programme - Delivery of courses - Management Training Programme - Technical Assistance Plan - Actual delivery of Management Courses - Actual completion of TA missions - Actual conduction of 2 study tours <p>Internet site updates, publications, seminars and meetings performed</p>	<p>Survey visit report delivered to EU Delegation, Traceca General Secretary and relevant countries</p> <p>Events completion as per Progress Reports or Website</p> <p>Events completion as per Progress Reports or Website</p> <p>Events completion as per Progress Reports or Website</p> <ul style="list-style-type: none"> - Progress Reports - Consultation of the website - Reception of the Newsletters 	<p>Low turn-over of trained personnel</p> <p>Continuity of same management Officers throughout the project</p> <p>Willingness to develop and implement the international standard tools</p>

Activities		Resources/Mean	Budget	
	<p><u>Work Package 1: Assessment and analysis</u></p> <p>1.1 Conduct visits in all beneficiary countries, assess needs and deliver a job task analysis in the area of SSE, a training need analysis and a training gap analysis</p> <ul style="list-style-type: none"> Define the training program and select personnel for the training program Define the study tour program Define communication tools <p>1.2 Analysis of the capacity of the aviation training institutions of each country.</p>	<p>KE + short term experts</p> <p>Approved by EC PM</p> <p>Approved by EC PM</p>	<p>Ref. Financial Proposal</p>	<p>Availability of all documentation in time</p> <p>Willingness of the training institutions to cooperate</p>
	<p><u>Work Package 2: Technical training and capacity building</u></p> <p>2.1 Technical courses</p> <p>2.2 English Language courses for Aviation purpose (for Result B)</p>	<p>KE + short term experts</p> <p>Local training institutes</p>		<p>Relevant administrations, local transport operators and airport authorities are willing and ready to participate to the project through ad hoc working sessions</p> <p>Availability of trainees</p>
	<p><u>Work Package 3: Capacity building in management and expertise support</u></p> <p>3.1 Capacity-building</p> <p>3.2 Specific expertise support</p> <p>3.3 Study tours</p>	<p>Short term experts + local training institute</p> <p>KE + short term experts</p>		<p>Availability of all general management personnel</p> <p>Local willingness to join the international standards</p>

	<p><u>Work Package 4: Awareness and communication programme</u></p> <p>Implementation of the communication plan</p> <p>National meetings organization</p> <p>Regional seminars organization</p>	<p>PM + KE</p> <p>Local administration + KE</p> <p>KE + external speakers (ICAO, EASA...)</p>	<p>Existence of efficient communication channels at destination of targeted population</p> <p>Levels and time window of external speakers availability to be involved in seminars and workshops known in advance for planning activities</p>
	<p><u>Permanent Management and Reporting</u></p>	<p>PM</p> <p>Project office in Kiev</p> <p>Egis Avia support facilities in Paris</p> <p>High availability of experts and competences within the Egis Avia-led consortium</p>	<p>Continuity of same Liaison Officer on EC side throughout the project strongly preferable</p> <p>Availability of designated EC Liaison Officer for informal coordination</p>

3. PROJECT SUMMARY STATUS

The present Chapter provides summarised lists of completed activities, with focus on those conducted in the last 6 months period, and those conducted on the project as a whole since project start. Activities of the past 6 months period are described in more details in Chapter 4 hereafter. Activities of the project as a whole are described in more details in Chapter 5.

3.1 Summary of project progress during the reporting period (1/08/2011 to 1/02/2012)

WP3 - Capacity-building in management and expertise support

- The courses to managers programme was completed with delivery of the last remaining management course (Train the Trainers):
 - Course 3/TTR 2nd session, “Instructional Techniques & Design”, delivered in Kiev from November 21st to 25th for Central Asia states
- Provision of Specific Expertise Support was continued and completed with:
 - In the area of SAFETY: 16 missions covering institutional, legal and technical aspects for 7/8 Beneficiaries
 - In the area of SECURITY: 1 mission (Re ECAC audits) for 1/8 Beneficiaries
 - In the area of ENVIRONMENT: 1 workshop on ICAO APER for all Beneficiaries
- A conclusive closing of the Technical Assistance programme was established with each Beneficiary (Analysis of Technical Assistance data to identify results & benefits over the past 3 years)

WP4 - Safety, security and environment visibility, awareness and communication programme

- The website was regularly kept up to date, and is ready for handover
- Newsletter nr 4 was issued on November 1st in its English and Russian versions
- Newsletter nr 5 was prepared and will be issued at the end of the project period

Management & coordination

- The 4th Steering Committee meeting was held in Chisinau on September 15th
- Progress Report nr 5 was issued on September 19th in its English and Russian versions
- The Draft Completion Report was prepared and is submitted in its English version
- Representatives of the Project attended the Bishkek Aviation Safety Conference (as guest of the Kyrgyz CAA) and Kick off meeting for Ukrainian twinning (as guest of the Ukrainian SAA)
- A Project closing meeting was held in Brussels on December 20th and 21st, with all Steering Committee members and representatives of the European Commission.

3.2 Summary of project progress since the start

WP1 - Assessment of the aviation sector in the beneficiary countries

- Completed

WP2 - Training and capacity-building

- Technical Training plan done
- General English Training completed
- Technical English Training Courses completed
- Technical Trainings courses completed
 - In the area of SAFETY: 22 courses completed out of 22
 - In the area of SECURITY: 6 courses completed out of 6
 - In the area of ENVIRONMENT: 9 courses completed out of 9

WP3 - Capacity-building in management and expertise support

- Management capacity-building courses to managers completed:
 - In Management techniques in Civil Aviation: 6 courses completed out of 6
 - In Train the Trainers programme: 2 courses completed out of 2
- Provision of Specific Expertise Support completed:
 - In the area of SAFETY: 43 missions were conducted, covering institutional, legal and technical aspects
 - In the area of SECURITY: 9 missions were conducted covering security audits and equipment aspects
 - In the area of ENVIRONMENT: 4 workshops were organised covering ETS and APER aspects
- Study tours for Managers completed:
 - 2 Study tours were conducted respectively in Poland and in Germany-France, in April and July 2011
- Following Meetings and Regional events held
 - Opening Seminar held in Kiev, 27 -28 October 2009
 - Stakeholders from Beneficiary Countries invited by the Project to participate to an International EASA Legal Workshop held in Brussels, 12 – 14 October 2009 (workshop organised by EASA)
 - Seminar on Environment held 14 - 15 December 2009 in Istanbul, Turkey on the ETS (Emission Trading Scheme)
 - 5 participants representing 4 Project's beneficiary countries were invited by the Project to EASA International Cooperation Forum in Dubai (UAE), 27- 29 April 2010 (forum organised by EASA)
 - Stakeholders from Beneficiary Countries were invited by the Project to participate to the ECAC Aviation Training Conference held in Istanbul, 24-25 June 2010 (event organised by ECAC)
 - Stakeholders from the 5 former JAA Beneficiary Countries were invited by the Project to participate to the EASA Pan-European Partner Workshop held in Cologne, 29-30 June 2010 (workshop organised by EASA)
 - Stakeholders from the 5 former JAA Beneficiary Countries were invited by the Project to participate to the second EASA PANEP workshop in Tbilisi from May 17th to 18th, 2011 (workshop organised by EASA)
 - 3 Kyrgyz and 2 Armenian participants were invited by the Project to follow a course on SSP (State Safety Programme) given by ICAO in Kiev from April 5th to 7th 2011 (course organised by ICAO)
 - The Project provided financial support to the Ukrainian SAA for meetings with EASA in Cologne (September 2011) and with DGCA of Turkey in Istanbul (November 2011).

WP4 - Safety, security and environment visibility, awareness and communication programme

- Development of the Communication Plan was completed. Several public communications were organised, including:
 - TV Broadcast of the Opening seminar. Diffusion of the interview on national Ukrainian TV
 - TV Broadcast of the Coordination Meeting with ICAO EUR/NAT office officials and Ministry of Economical Development of Georgia. Diffusion of the interview on national Georgian TV
- Communication plan implementation: The website is in use, publishing info on all past and up-coming activities
- Communication plan implementation: 5 Newsletters were prepared, 4 of them already published in English and Russian versions and last one in preparation for publication soon

Management & coordination

- A Project office was installed in Kiev
- Inception Report, Progress Reports nr 1, 2, 3, 4 and 5 were finalised and issued. Completion Report is ready in Draft version
- 4 Steering Committee meetings and one Project Closing meeting were held with the Project Stakeholders
- The Core Team was reduced to 4 experts from the 22nd of June 2010 and includes Team Leader/Safety expert, Deputy Team Leader, Security expert and Environment expert.
- Coordination or information meetings were regularly held:
 - with the EU Delegation (Kiev), DG-MOVE (Brussels), DEVCO (Brussels), EASA (Cologne), ECAC and ICAO (Paris)
 - with the other relating projects in the region, namely the South Ring project (9 TRACECA countries), with the first Aviation Twinning project (Ukraine), the TEN-T project (Ukraine), Aviation Twinning Project (Armenia), Aviation Twinning Project (Georgia) and the second Aviation Twinning project (Ukraine)
 - with the Ukrainian SAA related to Ukrainian initiative for establishing a Regional Safety Oversight Organisation RSOO
 - with the European Commission for preparing a memo on the Project situation focused on Azerbaijan, in view of the visit of Mr Henrik Hololei, Head of Cabinet of commissioner Kallas and Mrs Ülle Lõhmus, member of the Cabinet to Baku on 22-26 January 2011.

3.3 Summary of remaining activities for the end of project period

WP3 - Capacity-building in management and expertise support

- Deliver to Kazakhstan last set of Inspector's procedures prepared in support to Kazakh CAC

WP4 - Safety, security and environment visibility, awareness and communication programme

- Finalise and/or handover the Project Website with final updated information
- Issue Newsletter nr 5 (English and Russian versions)

Management & coordination

- Finalise Completion report
- Finalise logistics issues: close or handover the Project office

4. PROGRESS IN FINAL PERIOD

4.1 Project progress in reporting period

4.1.1 WP0: Management & coordination

- **Steering Committee meetings**

The 4th Steering Committee Meeting took place in Chisinau, on September 15th, 2011. It was attended by:

- The EU Programme Manager
- Representatives of 7 Beneficiary countries (Kazakhstan was not able to attend the meeting)
- Representatives of TRACECA General Secretariat and National Secretariat for Moldova
- 1 Representative of EASA
- The Project Core Team

The role of the Steering Committee is to supervise progress of the Project and to provide guidance on the major areas of focus. It allows to review the past and up-coming activities of the Project and to provide advice and inputs when required. In addition a restricted work session was included for meeting between the Beneficiaries, EU Delegation and EU bodies, for feedback information on the status of the successor project, in the process of tendering at the time of the meeting. This restricted session was held without the Contractor's presence.

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

- The activities conducted during the reporting period February to July 2011
- The activities planned for the reporting period from August 2011 to February 2nd, 2012

After hearing the reports from the Team Leader, the Steering Committee validated the activities planned for the up-coming period and agreed on approval of Progress Report nr 5.

Considering that the next Steering Committee Meeting would be the last one for the Project, it was proposed to hold it in the form a closing event to be planned on week 50 in 2011 in Paris² combining the dates with another international event in Paris or on the 3rd week of 2012 in Kiev, Ukraine.

Detailed minutes were issued and distributed, as appended hereafter in Annex 9.1

- **Coordination actions and meetings**

Participation to Bishkek Aviation Safety Conference, as guest of the Kyrgyz CAA

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

² This proposition was modified afterwards to hold the closing event on week 51 in Brussels, allowing broader participation of European Commission representatives

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", "Experience 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 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.

Participation to Ukrainian SAA's Kick off meeting for the new starting Ukrainian twinning



Representatives of our Project's core team were invited by the State Aviation Administration of Ukraine (SAAU) to the official opening of the Twinning project "Support the implementation of the norms and standards of the EU in the spheres of airport, aerodromes and air traffic management/air navigation services (ATM/ANS)", which will be implemented jointly with authorities in area of aviation of Ukraine, Sweden and Spain. The event took place in Kiev on November 15th, 2011. The TRACECA Project was represented by Mr Louis GERLIN, Team Leader.

The starting Twinning was launched to support the sustainable development of civil aviation in Ukraine, harmonise regulations and working practices to comply with international standards (ICAO), EUROCONTROL Requirements, international best practices and prepare for the implementation of international standards and present and forthcoming EU regulations concerning airports, aerodromes and Air Traffic Management/Air Navigation Services (ATM/ANS). The purpose of this Twinning is

development of a regulatory framework compliant with the [anticipated] European Common Aviation Area (ECAA) agreement and institutional development including capacity building of the Civil Aviation Regulator, and other relevant institutions to enable aviation activities to be carried out in accordance with the International Civil Aviation Organisation (ICAO) Standards and Recommended Practices (SARPs), EUROCONTROL Requirements and applicable Union Acquis.

Dealing essentially with ATM and Airports, this Twinning is fully complementary to the TRACECA Project, and has no overlap zone. Nevertheless it may address some common actions particularly when relating to the ECAA agreement and further coordination will be required in the present and in the successor TRACECA Project.

• Reporting

Progress Report N°5 was issued and distributed, in its English and Russian versions. The Completion Report was prepared in its English Draft version.

• Project Closing Event

The Project Closing Event took place in Brussels, on December 20th and 21st, 2011. It was attended by:

- The EU Programme Manager
- Representatives of 6 Beneficiary countries (Kyrgyzstan and Kazakhstan were not able to attend the meeting)
- Representatives of TRACECA General Secretariat
- Representatives of DG-MOVE and DEVCO
- 1 Representative of EASA
- The Project Core Team

The purpose of the event was to gather all stakeholders for a formal meeting where the core team presented his report on the activities of the past 6 months, as well as his overall report on the activities of the total project. After these presentations round tables were organised to detail the results achieved at the end of the Technical Assistance phase, identify the lessons learnt, draw further recommendations and discuss handover strategy.

Based on the draft Completion Report nr 5, the Team Leader presented:

- The activities conducted during the reporting period August 2011 to February 2nd, 2012
- The overall report on the total project from February 2nd, 2009 to February 2nd, 2012

After hearing the reports from the Team Leader, the participants validated the above presentations and expressed their satisfaction regarding the activities and achievements of the Project. The round tables allowed exchanging extensively on the results, lessons and further strategy. The outcomes of these discussions were included in the present Completion Report.

Detailed minutes were issued and distributed, as appended hereafter in Annex 9.2

4.1.2 WP3 - Capacity-building in management and expertise support

• Management Training programme

The Management courses programme was completed, with delivery of the following course:

- Course 3/TTR, Instructional Techniques & Design, in Kiev from November 21st to 25th, 2011 (for Azerbaijan, Kazakhstan, Kyrgyzstan and Tajikistan).

The course was delivered in Kiev from November 21st to 25th, 2011 (for Azerbaijan, Kazakhstan, Kyrgyzstan and Tajikistan) by Ms Sara Gladstone from Avsec Ltd as Short Term Trainer.

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 (Azerbaijan was not able to attend). This 3/TTR course is a second session, repeating the programme previously delivered from June 20th to 24th, 2011, for Armenia, Georgia, Moldova and Ukraine.

• Specific Expertise Support Programme (Technical Assistance): Schedule

In application of the Technical Assistance plan presented in the previous Progress Reports, here is the schedule of the short-term missions that were conducted during the reporting period:

	Europe		Caucasus			Central Asia			
	Moldova	Ukraine	Armenia	Georgia	Azerbaijan	Kazakhstan	Kyrgyzstan	Tajikistan	
.Aug 11						TA to Kazakh CAC 15-17 [Astana]		TA to Tajik CAA 18-21 [Dushanbe]	.Aug 11
.Sept 11		SSP Course 13-15 [Kiev]		TA SSP 26-30 [Tbilisi] TA FCL3 26/9-7/10 [Tbilisi]					.Sept 11
.Oct 11	TA Legal 18 [Chisinau] TA Instit 19-20		TA SSP to Armenia Ctd 3-7 [Yerevan]			TA to Kazakh CAC Reg. diag. 3-7 [Astana]	TA on General Aviation Operations 17-28		.Oct 11
.Nov 11	TA FCL3 31/10-11/11			TA-SEC 2 8-12 [Tbilisi]	TA (2) 24-25 [Baku]	TA to CAC (2) 22-23 [Astana]			.Nov 11
	Workshop on ICAO APER 17 [Kiev]								
.Dec 11					TA FCL3 to Azerbaijan 28/11 - 08/12 [Baku]	Diagnostic OJT Kazakh. 28/11 - 2/12 [Astana]			.Dec 11
.Jan 12									.Jan 12

- **Specific Expertise Support Programme (Technical Assistance): Description**

In accordance with the above schedule, here is the list of the short-term missions that were conducted during the reporting period:

Technical Assistance in the area of Safety

Technical Assistance to Moldova

- Support to Moldova – State Safety Programme - September 13th to 15th, 2011

A theoretical basis on SSP was presented in Kiev from September 13th to 15th 2011 for participants of Moldova and Georgia. It was a 3 days presentation given in Kiev at ICAO Institute by Mr Oleksandr O. KIM from the ICAO Institute.

2 Moldovan participants attended the presentation.

This presentation was done in the format of a course providing the required theoretical basis for drafting a State Safety Programme as per ICAO requirements. It was a prerequisite to further practical Technical Assistance missions on SSP.

- Mission in Moldova – Legal issues - October 18th, 2011

A mission took place in Chisinau on October 18th 2011, following preliminary analysis that had been conducted through telephone and e-mail exchanges. It was conducted by Mr Philippe Foillard, Short Term Expert. The purpose of the mission was to provide support to the Moldovan CAA in analysing their legal issues and investigating if any alternative approach may be found.

During the mission, it appeared that the Moldovan CAA was quite advanced on the technical aspects of its duties, but that there is still a compulsory need for passing the aviation law and taking necessary measures at government level. The aviation law text is ready and was submitted to the Parliament, still waiting final vote to be enacted.

- Mission in Moldova – Institutional issues - October 19th & 20th, 2011

In line with the above legal mission to Moldova, an institutional mission followed, conducted in Chisinau on October 19th and 20th 2011 by Mr Claude Probst, Short Term Expert.

At the end of the expert's visit a report was issued with gap analysis and recommendations concerning CAA organisation and measures to be taken until the legal situation is finalised.

- Mission in Moldova – Flight Crew Licensing FCL 3- October 31st to November 11th, 2011

A mission took place in Chisinau from October 31st to November 11th 2011 on Flight Crew Licensing standard FCL 3. It was conducted in the form of On Job Training (OJT), delivered by Sinisa Nakani, Short Term instructor from Lufthansa Consulting.

This OJT was organised upon request of Moldovan CAA, in view of focusing on implementation of JAR-FCL 3, establishing of effective Licensing Department (AMS) within the CAA, JAR-FCL best practices, certification processes, Aero Medical Centre and Aero Medical Examiners

Certification processes, preparation and conduct of Aero Medical Centre and Aero Medical Examiners audit based on JAR-FCL 3 requirements.

Presenting the JAR-FCL 3 concept and best practices to trainees was successful. Processes within Aero Medical Section were reviewed and JAR-FCL 3 procedures explained and demonstrated to participants.

Technical Assistance to Armenia

○ Mission in Armenia – October 3rd to 7th, 2011

A mission on SSP took place in Yerevan from October 3rd to 7th 2011, following the works initiated during from April 28th to May 6th, 2011. The mission was performed by Mr. Kakhi Kvatashidze, Deputy Team Leader of the Project and Mr. Michel Béland, short term expert. The purpose was to provide assistance to the GDCA in reviewing the results of the GAP analysis and initiate the elaboration of the SSP implementation plan.

The team provided a methodology for the review of the GAP analysis and for the development of the State Safety Programme (SSP) implementation plan. They proposed a structure format for the implementation and led the GDCA expert in identifying tasks and sub-tasks from each GAP identified in the analysis and list them in a logical sequence. Gradually, the team stepped back, allowing the GDCA expert to lead the process while the team ensured that the rationale and methodology were well understood and applied. Throughout the work sessions, the team ensured that the GDCA expert acquired sufficient knowledge and information to lead the development of the SSP implementation plan. The GDCA expert has demonstrated keen interest and a positive attitude throughout the work with the team.

As a result of the mission, the team reported that the tools and information provided allowed the GDCA expert to fully appreciate what is required to be achieved. The GDCA is now in full possession of all skills required to fully develop its complete SSP implementation plan.

Technical Assistance to Georgia

○ Support to Georgia - State Safety Programme - September 13th to 15th, 2011

A theoretical basis on SSP was presented in Kiev from September 13th to 15th 2011 for participants of Moldova and Georgia. It was a 3 days presentation given in Kiev at ICAO Institute by Mr Oleksandr O. KIM from the ICAO Institute.

2 Georgian participants attended the presentation.

This presentation was done in the format of a course providing the required theoretical basis for drafting a State Safety Programme as per ICAO requirements. It was a prerequisite to further practical Technical Assistance missions on SSP.

○ Mission in Georgia - SSP – September 26th to 30th, 2011

Following the initial course in Kiev, a mission on SSP took place in Tbilisi from September 26th to 30th, 2011. The mission was performed by Mr. Kakhi Kvatashidze, Deputy Team Leader of the Project and Mr. Michel Béland, short term expert. The purpose was to provide an overview of the

SSP concepts to the GCAA staff in order to facilitate the work of the members of the working group responsible to perform the GAP analysis and develop the preliminary implementation plan.

The team and the working group started with a detailed review of each questions provided in the ICAO GAP analysis checklist. During the review other experts who had not received the training joined the group and participated in the discussions. The GCAA SSP working group and the team discussed the rationale underlying the SSP concept and how to translate all those elements into practical implementation. While performing the GAP analysis, the working group realized the importance of the relation between the SSP and operators and providers SMS as well as the level of details required. The working group and the team exchanged views provided clarifications and explanations related to several elements in place in Georgia and related to the SSP implementation objectives. Then the team performed part of the GAP analysis with the group to provide them with hand-on experience on how to interpret the questions and to provide detailed answers. Initially the team led the work and the discussions to familiarize the group with the process. Subsequently, the group took over leadership of the work and discussions allowing verification by the team that the concepts underlying the SSP and the methodology conveyed by the team had been understood. Throughout the work performed and the discussions, group members demonstrated interest and a positive attitude while raising pertinent questions. The group members have acquired sufficient knowledge and understanding of the concepts, purpose and methodology conveyed by the team to perform a detailed GAP analysis.

The team and the GCAA considered that the mission had been productive and that the advice and recommendations provided was of great assistance, recognizing that the GCAA remains entirely responsible to finalise the GAP analysis, and develop the SSP implementation plan.

o Mission in Georgia – Flight Crew Licensing FCL 3- September 26th to October 7th, 2011

A mission took place in Tbilisi from September 26th to October 7th 2011 on Flight Crew Licensing standard FCL 3. It was conducted in the form of On Job Training (OJT), delivered by Sinisa Nakani, Short Term instructor from Lufthansa Consulting.

This OJT was organised upon request of Georgian CAA, in view of focusing on implementation of JAR-FCL 3, establishing of effective Licensing Department (AMS) within the CAA, JAR-FCL best practices, certification processes, Aero Medical Centre and Aero Medical Examiners Certification processes, preparation and conduct of Aero Medical Centre and Aero Medical Examiners audit based on JAR-FCL 3 requirements.

Presenting the JAR-FCL 3 concept and best practices to trainees was successful. Processes within Aero Medical Section were reviewed and JAR-FCL 3 procedures explained and demonstrated to participants.

Technical Assistance to Azerbaijan

o Mission in Azerbaijan – November 24th & 25th, 2011

A high level technical assistance mission took place in Baku on November 24th & 25th, 2011. It was conducted by Mr Thibault Raisson, Project Manager, Mr. Kakhi Kvatashidze, Deputy Team Leader and Mr Claude Probst, Short Term Expert. The purpose of the mission was to present the report and recommendations drawn after the initial mission conducted from June 13th to 16th, 2011.

These recommendations were presented and received by the Authority at highest management level in view of adapting organisation to improve their institutional framework.

- Mission in Azerbaijan – Flight Crew Licensing FCL 3- November 28th to December 8th, 2011

A mission took place in Baku from November 28th to December 8th on Flight Crew Licensing standard FCL 3. It was conducted in the form of On Job Training (OJT), delivered by Sinisa Nakani, Short Term instructor from Lufthansa Consulting.

This OJT was organised upon request of Azerbaijan Authorities, in view of focusing on implementation of JAR-FCL 3, establishing of effective Licensing Department (AMS) within the CAA, JAR-FCL best practices, certification processes, Aero Medical Centre and Aero Medical Examiners Certification processes, preparation and conduct of Aero Medical Centre and Aero Medical Examiners audit based on JAR-FCL 3 requirements.

Presenting the JAR-FCL 3 concept and best practices to trainees was successful. Processes within Aero Medical Section were reviewed and JAR-FCL 3 procedures explained and demonstrated to participants.

Technical Assistance to Kazakhstan

- Mission in Kazakhstan – August 15th to 17th, 2011

A high level technical assistance mission took place in Astana from August 15th to 17th, 2011. It was conducted by Mr Thibault Raison, Project Manager, Mr. Kakhi Kvatashidze, Deputy Team Leader and Mr Claude Probst, Short Term Expert.

The purpose of the mission was to give an opinion on the existing structure of the Administration organisation and recommend adaptations where improvements can be done. In a second phase, this study addressed the design and feasibility of an entity able to conduct the necessary regulatory tasks with an appropriate financial independence and stability.

As a result of the mission the experts prepared a report with detailed recommendations in terms of structure, organisation, staffing and financing. A second mission was planned for presentation and discussion of these.

- Mission in Kazakhstan – Regulatory diagnostic - October 3rd to 7th, 2011

A technical assistance mission took place in Astana from October 3rd to 7th, 2011. It was conducted by Mr Bruno Dewouters, Short Term Expert.

The purpose of the mission was to meet the personnel of the CAC in Astana, Flight Safety Department, in order to evaluate with them the situation and the level, in quantity and in quality, of their regulatory library structure and system. Taking into account that the production of Regulations is still in process, the second objective was to recommend cooperation in the development of Regulations where needed and provide critiques on the Regulations already published and implemented. The third objective was to evaluate the need of a set of Procedures, complementary to the Regulations. And resulting from the previous, the fourth objective was to evaluate any other opportunity of cooperation in order to help the Civil Aviation of the Republic of Kazakhstan to elaborate, and take, any necessary action in order to comply with ICAO SARPS (Standards and Recommended Practices) and, consequently, after – and as a result of – the next ICAO audit scheduled early in 2012, get out of the EU ban list.

As a result of the mission, it appeared that the Kazakh CAC, in order to answer the ICAO findings, has produced an important set of Safety Regulations in the last 12 months period; it is important now to suggest the production - and the publication - of Procedures, in reference to - and associated with - the above mentioned Regulations. To that effect, it was proposed that the expert would support the Kazakh CAC by preparing a full set of Inspector's procedures, for delivery mid-January 2012.

- Mission in Kazakhstan - November 22nd and 23rd, 2011

A high level technical assistance mission took place in Astana on November 22nd and 23rd, 2011. It was conducted by Mr Thibault Raison, Project Manager, Mr. Kakhi Kvatashidze, Deputy Team Leader and Mr Claude Probst, Short Term Expert. The purpose of the mission was to present the report and recommendations drawn after the initial mission conducted from August 15th to 17th, 2011.

These recommendations were presented and received by the Authority in view of adapting organisation to improve their institutional framework.

- Mission in Kazakhstan – OJT content - November 28th to December 2nd, 2011

A technical assistance mission took place in Astana from November 28th to December 2nd, 2011. It was conducted by Mr Gerard Lehoux, Short Term Expert.

The purpose of the mission was to assist the Kazakh authorities to identify the amount and types of On Job Training (OJT) required for the year 2012.

As a result of the mission the Kazakh authorities are now in possession of all useful information and recommendations for drawing their OJT planning for 2012.

Technical assistance to the Kyrgyz Republic

- Mission to the Kyrgyz Republic – October 17th to 28th, 2011

A mission took place in Bishkek from June 13th to 24th, 2011. The mission was conducted by Mr Mladen Kalajzic, Short Term Expert.

The purpose of the mission was to assist the Kyrgyz CAA in developing procedures for General Aviation

As a result of the mission the Kyrgyz CAA is now in possession of a full set of procedures for fulfilling its oversight duties in the area of General Aviation.

Technical Assistance to Tajikistan

- Mission in Tajikistan – August 18th to 21st, 2011

A high level technical assistance mission took place in Dushanbe from August 18th to 21st, 2011. It was conducted by Mr Thibault Raison, Project Manager, Mr. Kakhi Kvatashidze, Deputy Team Leader and Mr Claude Probst, Short Term Expert. The purpose of the mission was to present the report and recommendations drawn after the initial mission conducted from May 16th to 19th.

These recommendations were presented and received by the Authority in view of adapting organisation to improve their institutional framework.

Technical Assistance in the area of Security

Technical Assistance to Georgia

- Mission to Georgia – November 8th to 12th, 2011

A mission took place in Tbilisi from November 8th to 12th 2011, following the initial mission conducted from June 6th to 10th, 2011. It was conducted by Mr Chris Baratt, Short Term Security Expert.

The purpose of the mission was to review the progress achieved since the June 2011 mission, and check it with respect to the last ECAC thematic security audit.

The Corrective Action Plan produced by the Georgia CAA was reviewed checking that all relating corrective action was allocated by aircraft and airport operators. Fulfilment of the Corrective Action Plan will mean that Georgia CAA is fully compliant in the security field with regard to EU standards which was their initial objective.

Technical Assistance in the area of Environment

- *Mission in the area of Environment on the APER – Action Plan on Emission Reduction*

A Technical Assistance workshop in the area of Environment was conducted on APER on November 17th 2011 in Kiev for all Beneficiaries. It was animated by Mrs Ayçe Çelikel assisted by Mr Andriy Andrusyak for interpreting.

The purpose of the workshop was to present ICAO requirements relating to Action Plan on Emissions Reduction (APER). ICAO Resolution A37-19 passed at the recent ICAO Assembly encourages States to submit to ICAO, by the end of June 2012, an Action Plan outlining their policies and actions contributing to achievement of the global goals agreed in ICAO.

9 guests from the Beneficiaries' CAAs and Ministries participated in the event. As a result they were provided guidance on the APER activities, and all related beneficiary representatives were able to participate and benefit from the technical support in order to develop their own National action plans.

4.1.3 WP4 - Safety, security and environment visibility, awareness and communication programme

- **Communication - Website**

The following actions were performed relating to the Project Website :

- Feed the site with full info on the past events / training, in the English and Russian pages
- Offer the possibility to download the newsletters

The site is up to date and constantly kept up-dated at each new event / on a monthly basis, accessible at the address <http://www.tracecacivilaviation.org>.

- **Communication – Newsletter**

Newsletter nr 4 was issued and distributed in English and Russian versions, as attached in Annex 9.3

Newsletter nr 5 was prepared in its Draft version, developing current information on the activities of the period, and using feedback from Newsletter nr 4. It will be completed during the end of project period.

4.2 Deviations in activity schedule since last Progress Report

Last Progress Report indicated the following plan of activities for the present reporting period:

<p>WP3 - Capacity-building in management and expertise support</p> <ul style="list-style-type: none"> • Continue and complete delivery of courses to managers: <ul style="list-style-type: none"> ◦ Train the Trainers programme: 1 course remaining out of 2 (to be delivered, reconsidered or cancelled) • Continue and complete provision of Specific Expertise Support: <ul style="list-style-type: none"> ◦ In the area of SAFETY: 4 missions remaining out of 19 presently planned ◦ In the area of SECURITY: 1 mission remaining out of 9 presently planned • Establish with each Beneficiary conclusive closing of the Technical Assistance programme <p>WP4 - Safety, security and environment visibility, awareness and communication programme</p> <ul style="list-style-type: none"> • Communication plan implementation: Feed / up-date the Website • Communication plan implementation: Issue Newsletter nr 4 in English and Russian versions, and prepare Newsletter nr 5 <p>Management & coordination</p> <ul style="list-style-type: none"> • Hold 4th Steering Committee meeting in Chisinau on 15 September, 2011 • Continue coordination meetings with other projects, particularly twinning projects in Georgia and in Armenia. • Issue Progress Report nr 5, and prepare Completion Report • Organise and hold a Project closing event, in a format and with contents to be defined after 4th Steering Committee meeting

In the actual process of implementation the above plan was respected, with the following alterations:

Management & coordination:

- Coordination meetings with other projects: no recent contact was taken with the Georgian and Armenian Twinning projects; the Twinning team for Ukraine was met.

WP3 - Capacity-building in management and expertise support - Specific Expertise Support:

- An Environmental workshop on APER was added, following a request presented during the 4th Steering Committee Meeting;
- TA missions in the area of SAFETY: the number of missions was increased up to 16 according to the needs as appeared during the implementation process.

Conventions and International events

- Participation to Bishkek Aviation Safety Conference was added upon invitation from the Kyrgyz Aviation Authority.

4.3 Remaining activities for the end of project period

At time of submitting the present report, the following activities are remaining, planned for the end of project period (until February 2nd, 2012).

4.3.1 WP0: Management & coordination

- **Reporting**

The Completion Report will be finalised, translated and issued in its English and Russian versions.

- **Finalise logistics issue for project closing**

The contracts relating to the project office in Kiev (rental, telephone, Internet ...) will have to be terminated at the end of the period. If appropriate it is considered to extend and transfer them adequately for the successor project. The same applies to the local cash, which will need to be closed or transferred.

4.3.2 WP3 - Capacity-building in management and expertise support

- **Inspector's procedures for the Kazakh CAC**

Writing of a set of procedures for the Kazakh CAC is in progress, as indicated in section 4.1.2 here-above. Delivery of these procedures is planned on January 16th, 2012.

4.3.3 WP4 - Safety, security and environment visibility, awareness and communication programme

Newsletter nr 5 will be finalised and distributed in its English and Russian versions at the end of the project period. The website will be updated accordingly, and either closed or transferred to the successor project if appropriate.

5. OVERALL REPORT ON THE TOTAL PROJECT

5.1 Activities since project start

5.1.1 WP1 - Assessment of the aviation sector in the beneficiary countries

During the first four months of the project, the main activity was to prepare and complete the 9 country survey visits for assessing the current situation of the aviation sector in each beneficiary country. The visits were prepared and conducted in the period from February to May according to the following schedule:

	February				March				April				May			
	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Moldova																
Central Asia																
Caucasus																
Ukraine																

All the visits were prepared according to the following organisation scheme:

1. Preparation phase

1.1. A guideline questionnaire was prepared for the meetings. The questionnaire was circulated before validation. The questionnaire is a guideline that was used as a check list by the Experts during the meetings. It includes a list of questions to be covered along the meetings, although keeping the agendas open and following the guideline in a flexible and non restrictive manner (see Annex 9.4).

1.2. Contact points had to be identified in each country (based on initial EC list and South Ring Project info) and an up-dated contact list was created. Contact has been established with each identified stakeholder.

1.3. An assessment Team was built-up, composed of the Project Core Team plus additional Short Term experts for Safety (AIRW & OPS/PEL) and logistics assistant (Deputy Team Leader)

1.4. The contractor assured logistics for the site visit (visa, travel, hotels ...)

1.5. Tentative agenda has been finalised in coordination with the stakeholders. The Team arranged meetings with the counterpart

2. Assessment phase

All assessments were conducted according to a common pattern for agenda and organisation that included:

- Introduction meeting with Ministry and CAA at highest management level
- Splitting in sub-groups working in parallel with CAA - Management level for Safety-AIRW, Safety-OPS/PEL, Security, Environment, Training
- Meetings with Airport (Management, Security, Environment experts), Air Navigation Service Provider (Environment experts) and relevant operators / maintenance organisations / training organisations in the country
- Common meeting with CAA Management for final de-briefing

In parallel to the technical meetings (Day 2 or 3), the Team Leader visited the TRACECA National Secretary and the EU Delegation or Representation

3. Conclusion phase

- 3.1. Preparation of the reports – 1 individual report per country. The reports present the outcomes in terms of present situation in each technical area (AIRW, OPS/PEL, Security/Dang. Goods, Environment, Training), and provide individual recommendations identifying “*Potential areas for EU support*”.
- 3.2. Each report was sent to its respective country for review and comments if any.
- 3.3. Finalisation of the report (English version) including comments if any. Translation into Russian.
- 3.4. Final distribution: each country receives its own report (English + Russian) and all the reports are sent to the Programme Manager, TRACECA General Secretariat, DG-TREN & EASA.

In addition, all the recommendations per country were consolidated and re-analysed altogether, in order to elaborate a matrix of needs and resulting overall Training Plan

5.1.2 WP2 - Training and capacity-building

5.1.2.1 English Training

5.1.2.1.1 Programme and schedule

The English training 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 approach³. 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, content and target audience was prior-agreed and is detailed in annex 9.5.

The Courses were delivered according to the following Timetable:

³ 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.

	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

English courses – Timetable of delivery

5.1.2.1.2 Summary description

Hereafter is a summary of the courses delivered during the English training period (November 2009 to February 2010). Detailed description for each course is provided in the English Training Report appended in Annex 9.8.

• 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). It was performed by accredited trainers from the ICAO Training Institute at the National Aviation University of Ukraine (for Ukraine and Azerbaijan), or by locally recruited trainers (for the 6 other Beneficiaries).

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 courses were open to 12 participants per country.

- **Technical English Training courses**

Five Technical Aviation English sessions of 2 weeks each have been delivered for all beneficiary countries. They were respectively delivered in the areas of Airworthiness, Flight Operations, Personnel Licensing, Security and Environment. They were delivered by accredited trainers from the ICAO Training Institute at the National Aviation University of Ukraine. The courses on Safety English (Airworthiness, Flight Operations, Personnel Licensing) were delivered in Kiev. The Technical Aviation English training course on Aviation Security was held in Almaty, and the course on Environment in Tbilisi.

The Technical Aviation English Language courses were open to 1 to 2 participants per country: 1 as the average rule, occasionally 2 when requested so, in order to build up groups of 12 trainees for each course.

5.1.2.1.3 Conclusion 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.

5.1.2.2 Technical Training

5.1.2.2.1 Programme and schedule

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 included courses that were more focused on EU rules, and some courses focused on ICAO requirements. Differentiation was 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 course 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 annex 9.6.

The Technical Training courses were delivered according to the following Timetable:

	AIRW	Safety OPS	PEL	Security	Environment	
.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

Technical Training courses – Timetable of delivery

5.1.2.2.2 Summary description

Hereafter is a summary of the courses delivered during the Technical training period (December 2009 to November 2010). Detailed description for each course is provided in the Technical Training Report appended in Annex 9.9.

The courses were open to 2 participants per Beneficiary country, thus offering 16 seats for each session.

- **Courses in the area of Airworthiness**

- 1/AIR⁴ (1 day course) - "General principles used with regard to aircraft safety, certification and continued airworthiness"
- 2/AIR (1 day course) - "Certification procedures, including approval of design changes and repairs"
- 3/AIR (1 day course) - "Issuance of certificate of airworthiness"
- 4/AIR (1 day course) - "Issuance of permit to fly"
- 5/AIR (1 day course) - "Approval of MMEL/MEL and other operator's documentation"
- 6/AIR (2 day course) - "Human factor in maintenance"
- 7/AIR (1 day course) - "Audit methodology"
- 8/AIR (2 day course) - "Aircraft continuing airworthiness"
- 9/AIR (2 day course) - "Aircraft maintenance"
- 10/AIR (2 day workshop) - "Airworthiness department organisation"

• **Courses in the area of Flight Operations**

- 1/OPS (2 day course) - "EU-OPS 1"
- 2/OPS (3 day course) - "ICAO Annex 6"
- 4/OPS (3 day course) - "Audit techniques in relation to OPS"
- 5/OPS (2 day course) - "Air Operations department organisation"
- 6/OPS (3 day workshop) - "Safety Management System"
- 7/OPS (4 day course) - "Familiarisation to Safety Assessment of Foreign Aircraft (SAFA)"
- 9/OPS (3 day course) - "Human factors in Aviation"

• **Courses in the area of Personnel Licensing**

- 1/FCL (2 day course) "JAR-FCL"
- 2/FCL (3 day course) - "ICAO Annex 1"
- 4/FCL (2 day workshop) - "PEL department organisation"
- 5/FCL (3 day course) - "Human factor in aviation"
- 6/FCL (5 day course) - "Audit techniques in relation to FCL"

• **Courses in the area of Security and Dangerous Goods**

- 1/SEC (7day course) - "National Inspector /Auditor course for security"
- 2/SEC (6 day course) - "National Inspector/Auditor course for Dangerous Goods by Air"
- 4/SEC (3 day course) - "The development of a National Aviation Security Programme (NASP)"
- 5/SEC (7 day course) - "Airport and Airline Security managers course"
- 6/SEC (4 day course) - "Cargo security managers course"
- 7/SEC (5 day course) - "Dangerous goods training to Level 6 (acceptance) level"

• **Courses in the area of Environment**

- 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.

⁴ The code in format N/XXX for each course is a reference given by the Project for organisation and planning purposes.

- 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:
- 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)"

5.1.2.2.3 Conclusion and results

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.:

- For Safety: ICAO annexes, EU-OPS and former JAR FCL
- For Security and dangerous goods: ICAO annexes and other relevant rules, including IATA's, EU's and ECAC's Doc 30
- 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.days⁵ 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

All trainees were provided with comprehensive knowledge of international and EU standards. This is expected to allow them better coping with their regulatory and oversight duties working with ICAO and EASA/EU information sources, as well as undertaking all necessary reforms to that effect. Assistance to undertaking such reforms is in the scope of Work Package 3 described here-after.

⁵ Trainee.days = total per courses of number of trainees x duration of training

5.1.3 WP3 - Capacity-building in management and expertise support

5.1.3.1 Management Training courses

5.1.3.1.1 Programme and schedule

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 were 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 country⁶, 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 country⁷, 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 country⁸, 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.

⁶ CAA Chairman or deputy, MoT executive

⁷ AIRW, OPS, FCL, SEC

⁸ Training manager or deputy, HR director

The syllabus with purpose, detailed content and target audience was prior-agreed and is described in annex 9.7.

The Management Training 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]	.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

Management Training courses – Timetable of delivery

5.1.3.1.2 Summary description

Hereafter is a summary of the courses delivered during the Management courses training period (January to November 2011). Detailed description for each course is provided in the Management Training Report appended in Annex 9.10.

The courses were open to 2 participants per Beneficiary country, thus offering 16 seats for each session, except for the 12/MNG and 3/TTR courses that were split into 2 sessions each, allowing up to 4 participants per country.

• Management courses

- 1/MNG (5 days course) – “Strategies of Managing Institutional Organisations”
- 3/MNG (5 days course) - Development of Autonomous Civil Aviation Organisations
- 6/MNG (5 days course) - Advanced Training on SMS
- 14/MNG and 15/MNG (1 and 2 days courses) - Regulating aviation safety in the EU and The EU Air Transport Policy
- 12/MNG (2 sessions, 4 days courses) - Quality Management in Civil Aviation

- **Train the Trainers courses**

- Course 1/TTR (5 days course) - Management of Training/ Needs Assessment,
- Course 3/TTR (2 sessions, 5 days courses) - Instructional Techniques & Design

5.1.3.1.3 Conclusions 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 helped aviation managers 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 and security in international Civil Aviation.

5.1.3.2 Specific Expertise Support Programme (Technical Assistance)

5.1.3.2.1 Programme and schedule

As a consequence of WP2 training, it was expected that practical application of the training sessions would result in visible changes in the Beneficiary countries. Particularly this was desirable in terms of changes in the regulatory framework or in its implementation. For such changes training was a necessary pre-requisite, but further support was needed, in terms of specific expertise or Technical Assistance (TA).

Taking into account needs as identified during WP1 visits and/or as expressed by the countries, a TA plan and schedule were prepared in October 2010 and submitted in the respective Progress Report, presenting needs by country and by technical area (Safety, Security and Environment). In this plan the proposed actions resulted from an initial list proposed with standard options, tailored afterwards to the country needs through discussions with each Beneficiary. Since the initial version, the TA plan was kept flexible and was constantly adapted in the process of conducting the TA, according to the Beneficiaries' needs and feedback received.

In the areas of Safety and Security the TA activities were tailored to each country's needs and delivered in the format of specific expert's missions usually in each concerned country. In the area of Environment the TA activities were delivered in the format of regional workshops, due to the limited number of potential participants per country.

The TA activities were conducted in the period extending from December 2009 to December 2011 according to the following schedule:



	Europe		Caucasus			Central Asia			
	Moldova	Ukraine	Armenia	Georgia	Azerbaijan	Kazakhstan	Kyrgyzstan	Tajikistan	
.Dec 09							TA to CAA 30/11-4/12 [Bishkek]		.Dec 09
.May 10	TA in Security 11-14/05, Moldova		TA in Security 28/5 to 4/6, Armenia						.May 10
.Jul 10	TA on ETS 29-30, Kiev		TA on ETS 26-27, Tbilisi						.Jul 10
.Nov 10		TA in SEC to Ukraine for Euro2012 15-18/11,		TA Institutional to GEORGIA 15-19 NOV					.Nov 10
.Jan 11		TA FCL1 to Ukraine 24/1 - 3/2 [Kiev]					TA to Kyrgyzstan (JAN 17-28)		.Jan 11
.Feb 11	TA to Moldova Feb 28 - March 4							TA to Tajikistan FEB 1 - 4	.Feb 11
.Mar 11		TA FCL2 15-18 [Kiev] TA FCL3 21/3 - 1/4 [Kiev]							.Mar 11
.Apr 11	TA to Moldova 18-22 [Chisinau]					High Level Meeting Kazakhstan 25-26 [Astana]			.Apr 11
.May 11			TA SSP Armenia 28/4 - 6/5 [Yerevan]				TA-SEC delivery to the Kyrgyz Republic 10-14 [Bishkek]	TA to Tajikistan, 16-19 [Dushanbe]	.May 11
.Jun 11	TA Part 66 lic. conversion 6-10 [Chisinau]			TA in Security to Georgia 6-10 [Tbilisi]	TA on ETS, 14-15 [Baku]				.Jun 11
					TA to Azerbaijan		SSP & OJT to Kyrgyzstan		
.Jul 11			TA to Armenia & Kyrgyzstan FM 56 EASA Part 66 B1&B2 14/6 - 28/7			TA to Kazakhstan 27/6 - 8/7 [Astana]	TA to Armenia & Kyrgyzstan FM 56 EASA Part 66 B1&B2 14/6 - 28/7		.Jul 11
.Aug 11						TA to Kazakh CAC 15-17 [Astana]		TA to Tajik CAA 18-21 [Dushanbe]	.Aug 11
.Sept 11		SSP Course 13-15 [Kiev]		TA SSP 26-30 [Tbilisi] TA FCL3 26/9- 7/10 [Tbilisi]					.Sept 11
.Oct 11	TA Legal 18 [Chisinau] TA Instit 19-20		TA SSP to Armenia Ctd 3-7 [Yerevan]			TA to Kazakh CAC Reg. diag. 3-7 [Astana]	TA on General Aviation Operations 17-28		.Oct 11
.Nov 11	TA FCL3 31/10-11/11			TA-SEC 2 8-12 [Tbilisi]	TA (2) 24-25 [Baku]	TA to CAC (2) 22-23 [Astana]			.Nov 11
	Workshop on ICAO APER 17 [Kiev]								
.Dec 11					TA FCL3 to Azerbaijan 28/11 - 08/12 [Baku]	Diagnostic OJT Kazakh. 28/11 - 2/12 [Astana]			.Dec 11
.Jan 12									.Jan 12
.Feb 12	***** Project end = February 2nd *****								.Feb 12

5.1.3.2.2 Summary description

The following provides a summary description of the TA activities conducted in the Beneficiary countries and at regional level.

• **Technical Assistance to Armenia**

The following TA missions, specific courses and On Job Training were provided to Armenia:

○ *SSP course theoretical*

The objective of the course was to prepare the participants to further assistance to the Civil Aviation Authority for development of the Civil Aviation State Safety Programme. To that effect, the Project offered to facilitate venue of Armenian representatives to an SSP (State Safety Programme) training session organised in Kiev by ICAO EUR/NAT Office.

2 Armenian delegates attended the course, thus enabling delivery of the further mission in Armenia for performance of the GAP analysis and implementation roadmap.

○ *SSP Gap Analysis and Roadmap*

The objective of the mission was to provide assistance to the Civil Aviation Authority for the performance of the GAP analysis and implementation plan leading to the development of the Civil Aviation State Safety Programme.

As a result of the mission the CAA personal have acquired sufficient knowledge and understanding of the concepts, purpose and methodology conveyed by the TA experts to perform a detailed GAP analysis and elaborate preliminary roadmap leading to the implementation of SSP. It should be noted that implementation of a State Safety Programme takes from 2 to 6 years depending on the size of the State and complexity of aviation activities.

○ *B737-300/400/500 (CFM56) EASA Part-66 B1 & B2 Theoretical*

Following a need expressed by the Beneficiary, it was decided to offer access for Armenian participants to a 6 weeks course for B737 maintenance organised by Lufthansa Technics in Frankfurt. The purpose was to provide knowledge necessary to perform and certify maintenance tasks permitted to be carried out as certifying staff category B1 and B2. It provided detailed description, operation, component location, removal/installation, bite and troubleshooting procedures to a maintenance manual level.

As a result, the participants have acquired the knowledge necessary to perform and certify maintenance tasks permitted to be carried out as certifying staff category B1 and B2.

○ *Pre audit assessment & bespoke training programme in the area of Security*

Upon request from the Director of the CAA, a bespoke training programme was developed to reflect the exact needs of the Armenia CAA and 6 training sessions were delivered by the short term expert and a total of 36 managers and supervisors were trained and certification issued.

Yerevan International Airport is nearing the completion of a multi million dollar extension and this was the subject of input from the expert regarding the introduction of new scanning systems

and the introduction of an automated hold baggage screening system which the current facility does not have.

As well as the pre audit functions assistance was also given in the areas of a security quality control programme and contingency and operation planning.

- **Technical Assistance to Azerbaijan**

The following TA missions were provided to Azerbaijan:

- *Support to Azerbaijan Authority High level analysis (2 missions)*

The purpose of the missions was to meet the Authority at highest management level in view of drawing recommendations to improve their institutional framework. This institutional support was split into 2 missions: 1 for analysis and 1 for presenting and discussing the outcomes and expert's recommendations.

During the 1st mission the team proceeded to review of the current organisation. This was done through interviews with the manager of the Authority and document analysis after collection. The 2nd mission was placed after production of the draft TA report, for presenting and commenting the results before finalising the report with its recommendations.

As a result of the team's visit, the collected information has been studied for the writing of the first part of the mission report that gives an analysis of the authorities' organisation and working methods. This was thoroughly presented and discussed with the Beneficiary's Aviation Authority. Corresponding comments were added for finalising the recommendations to the Authority.

- *TA in FCL3 to Azerbaijan*

Organised upon request of Azerbaijan Authorities, this intervention was conducted in the form of On Job Training (OJT). Its purpose was to focus on implementation of JAR-FCL 3, establish effective Licensing Department (AMS) within the CAA, JAR-FCL best practices, certification processes, Aero Medical Centre and Aero Medical Examiners Certification processes, preparation and conduct of Aero Medical Centre and Aero Medical Examiners audit based on JAR-FCL 3 requirements.

Presenting the JAR-FCL 3 concept and best practices to trainees was successful. Processes within Aero Medical Section were reviewed and JAR-FCL 3 procedures explained and demonstrated to the participants.

- **Technical Assistance to Georgia**

The following TA missions and specific courses were provided to Georgia:

- *Support to Georgian Authority High level analysis*

Prior contacts and a mission on site were conducted to give an opinion on the need to perform a reform of the civil aviation organisational structure for sustainable development. The mission also aimed at designing an entity able to conduct necessary regulation tasks with appropriate financial independence and stability.

After the expert's visit, the Beneficiary CAA finalised a reform of the civil aviation organisational structure resulting in establishment of an autonomous CAA. In the relating process of reform the Beneficiary confirmed that he used the outcomes of the mission report to restructure the CAA and United Transport Agency. In particular the structure and financial arrangements addressed in the report proved to be very helpful.

○ *ICAO USOAP CAP follow up*

The purpose was to provide support to the Aviation Authorities for developing an acceptable Corrective Action Plan following the EASA standardization mission held in Beneficiary State, and identify all issues where the ICAO USOAP action plan might need to be improved and expanded.

At the end of the mission the CAA had in hands an Action Plan and effective, workable and useable ICAO USOAP CAP roadmap with expert's recommendations for implementation.

○ *SSP course theoretical*

As a prerequisite to further Technical Assistance on SSP, a tailor made theoretical course was organised in Kiev for participants from Georgia and Moldova.

This enabled delivery of the further mission in Georgia for performance of the GAP analysis and implementation roadmap.

○ *SSP Gap Analysis and roadmap*

Following the above mentioned theoretical course a mission was conducted in Georgia to provide assistance to the Civil Aviation Authority for the performance of the GAP analysis and implementation plan leading to the development of the Civil Aviation State Safety Programme.

As a result of the mission the CAA personal have acquired sufficient knowledge to finalise the GAP analysis, and develop the SSP implementation plan.

○ *Support to the Georgian Authority OJT in FCL 3*

This mission was organised upon request of Georgian CAA in the form of On Job Training (OJT), in view of focusing on implementation of JAR-FCL 3, establishing of effective Licensing Department (AMS) within the CAA, JAR-FCL best practices, certification processes, Aero Medical Centre and Aero Medical Examiners Certification processes, preparation and conduct of Aero Medical Centre and Aero Medical Examiners audit based on JAR-FCL 3 requirements.

Presenting the JAR-FCL 3 concept and best practices allowed reviewing the processes within Aero Medical Section. JAR-FCL 3 procedures were explained and demonstrated to the participants.

○ *TA in the area of Security (2 missions)*

This intervention was split into 2 missions: a first mission for analysing the issues and drawing resulting recommendations. A second mission 5 months later for reviewing the actions undertaken by the Beneficiary in the interval and help finalising in case of hard points.

The first mission was organised shortly after the CAA of Georgia had been the subject of an ECAC thematic security audit. This had generated the need for a Corrective Action Plan to be

produced in an acceptable format and in the required timescale. This was done with each area being systematically examined and all relating corrective action being allocated by aircraft and airport operators.

At completion of the Corrective Action Plan Georgia CAA will be fully compliant in the security field with regard to EU standards.

- **Technical Assistance to Kazakhstan**

The following TA missions and specific support were provided to Kazakhstan

- *Support to the Kazakh Authority High level analysis (4 missions)*

The purpose of the missions was to meet the Authority at highest management level in view of drawing recommendations to improve their institutional framework. This institutional support was split into 4 missions: 1 for launching the missions at high Government level, 1 for analysis & recommendations from ICAO prospective⁹ and 2 for analysis and restitution of recommended reforms from EU regulations prospective.

As a result of the expert's visits further needs were identified in terms of Regulatory review, OJT and inspector's procedures. These were covered by additional missions described her-after.

Regarding the needs for institutional changes the Beneficiary received full recommendations for a multi-annual reform plan that could be started in 2012. Assistance from external consulting firm(s) was considered by the Beneficiary for implementing this plan.

- *TA to Kazakh CAC Regulatory diagnostic*

The purpose of this technical assistance was to assist the Aviation Authority to evaluate the regulation framework and its content. The fields covered were operations, licensing airworthiness and general aviation.

Following the expert's visit it was proposed to extend the effects of the mission by preparing for the Beneficiary a set of Inspector's procedures that would be delivered in English version at the end of the Project.

- *Diagnostic OJT Kazakhstan*

The above missions identified a need for an On Job Training programme required to implement the ICAO USOAP Corrective Action Plan. An "OJT Diagnostic" mission was launched to help the Beneficiary to prepare this programme, listing, defining and scheduling all actions required.

- **Technical Assistance to the Kyrgyz Republic**

The following TA missions, specific courses and On Job Training were provided to the Kyrgyz Republic:

- *High level TA on ICAO USOAP Corrective Action Plan (2 missions)*

⁹ Needed to build the Corrective Action Plan compulsory for lifting the existing EU operating ban/restrictions

During the initial visit to the Kyrgyz Republic under WP1, it appeared that the major problem for the country was that all Kyrgyz carriers were subject to EU operating ban resulting from unfavourable ICAO USOAP audit. Considerable work had already been done by the Kyrgyz Authority to build up and implement a Corrective Action Plan. Continuing Technical Assistance was required to help them implement this Plan.

2 missions were conducted to that effect: a first mission at early stage of the Project, for global analysis; a second mission at end of the Technical Training phase, for systematic review of ICAO findings and assistance or recommendations for clearing the findings.

After the second mission the Kyrgyz authority succeeded in being fairly advanced on all technical findings. The only remaining issues were i) passing the aviation law, ii) organising On Job Training, iii) communicating the results to ICAO EUR/NAT office for update of their Continuous Monitoring Approach (CMA).

○ *State Safety Programme and OJT*

Following the above mentioned missions, the recommended OJT was organised. In parallel to the OJT, a support activity was started to initiate the Kyrgyz SSP.

After this mission no technical issue remained on the Corrective Action Plan. The only remaining issues were the Legal actions where the Parliament still needs to pass and enforce the proposed aviation law.

○ *TA on General Aviation Operations*

The mission provided on-the-job training to CAA experts concerning the certification and surveillance of General Aviation operators, reviewing the entire certification process, including, amongst others, the approval of training programmes and Minimum Equipment Lists.

As a result, the delivered OJT gave inspectors sufficient information for up-dating their relating procedures.

○ *B737-300/400/500 (CFM56) EASA Part-66 B1 & B2 Theoretical*

Jointly with their Armenian colleagues, the Kyrgyz authority expressed the wish to participate in the 6 weeks course for B737 maintenance organised by Lufthansa Technics in Frankfurt. The purpose was to provide knowledge necessary to perform and certify maintenance tasks permitted to be carried out as certifying staff category B1 and B2. It provided detailed description, operation, component location, removal/installation, bite and troubleshooting procedures to a maintenance manual level.

As a result, the participants have acquired the knowledge necessary to perform and certify maintenance tasks permitted to be carried out as certifying staff category B1 and B2.

○ *Technical Assistance in the area of Security*

A mission took place in Bishkek in view of providing On Job Training on X Ray screening, flight/cabin crew security, rotary wing flight crew security, Inspectors for Dangerous Goods.

During this mission the National Aviation Security Programme was reviewed and a number of recommendations made that should be introduced prior to a forthcoming ICAO audit. Ramp

checks were jointly conducted as part of an on the job training plan involving both passenger and cargo aircraft (one passenger, one cargo and one helicopter) and resulting recommendations were transmitted to the Authority in the TA mission report.

- **Technical Assistance to Moldova**

The following TA missions and On Job Training were provided to Moldova:

- *CAP writing based on EASA standardization mission (2 missions)*

This intervention was split into 2 TA missions: a first mission to prepare the EASA standardization mission planned in the Beneficiary State; a second to provide support to the Aviation Authorities for developing an acceptable Corrective Action Plan following the EASA standardization mission previously held. These 2 missions allowed reviewing the current ICAO Corrective Action Plan and actions undertaken for full EASA convergence.

At the end of the missions it was noted that the number of findings was significantly reduced. For the remaining issues the CAA has in hands an Action Plan and effective, workable and useable CAP implementation roadmap with recommendations.

- *Part 66 license conversion plan procedures*

Upon request from the Beneficiary, a mission was organised in format of OJT for assistance to the Authority for conversion of national AML licences into JAR-66 (Part-66) aircraft maintenance licences.

As a result of the expert's visit, the participants performed a gap analysis and developed a draft of conversion report with presentation of examination credits and conversion schemes.

- *TA to improve the Legal framework*

The purpose of this technical assistance was to identify the legal basis or legal mechanism of Civil Aviation Authority to prepare draft regulatory acts aimed at giving JAA and EASA regulations a full legal effect in National law.

Legal assistance was provided to solve the legal issue of the Air code (Codex) being ready but not yet endorsed at Government level. As the major issue appeared to be the non implementation of EASA regulations in secondary aviation legislation, the expert proposed a meeting between CAA and the Ministry of Transport. This meeting gave the opportunity to inform the Minister on the specific problems of the CAA. The OJT gave inspectors sufficient information for up-dating their relating regulatory requirements

- *TA to Moldova on Institutional issues*

In line with the above legal mission to Moldova, an institutional mission followed for analysis of potential organisational issues, in view of further convergence at broader level with the EU regulations (ECAA prospective).

At the end of the expert's visit a report was issued with gap analysis and recommendations concerning CAA organisation and measures to be taken until the legal situation is finalised.

- *Support to the Authority for OJT in FCL 3*

This mission was organised upon request of Moldovan CAA in the form of On Job Training (OJT), in view of focusing on implementation of JAR-FCL 3, establishing of effective Licensing Department (AMS) within the CAA, JAR-FCL best practices, certification processes, Aero Medical Centre and Aero Medical Examiners Certification processes, preparation and conduct of Aero Medical Centre and Aero Medical Examiners audit based on JAR-FCL 3 requirements.

Presenting the JAR-FCL 3 concept and best practices allowed reviewing the processes within Aero Medical Section. JAR-FCL 3 procedures were explained and demonstrated to the participants.

○ *Technical Assistance in the area of Security*

Upon request from the Beneficiary a mission was conducted in the area of Security to conduct a pre audit assessment prior to the CAA being subject of an ICAO audit. The scope also included an input regarding the introduction of 'Body scanners' and development of contingency planning in the area of security.

During this programme a number of areas regarding the legal status of The NASP were identified and have now been referred back to The Minister of Transport. Recommendations were also made with regard to the X Ray screening system and the regulation and oversight of the procedures.

The introduction of a Body scanner at the Airport had raised a number of problems and the expert was able to assist in the development of an operating protocol that was internationally compliant with emphasis being placed on the privacy, human rights and Health and Safety areas.

● **Technical Assistance to Tajikistan**

The following TA missions were provided to Tajikistan:

○ *Support to the Tajik Authority High level analysis (2 missions)*

The purpose of the missions was to meet the Authority at highest management level in view of drawing recommendations to improve their institutional framework. This institutional support was split into 2 missions: 1 for analysis and 1 for presenting and discussing the outcomes and expert's recommendations.

During the 1st mission the team proceeded to review of the current organisation. This was done through interviews with the manager of the Authority and document analysis after collection. The 2nd mission was placed after production of the draft TA report, for presenting and commenting the results before finalising the report with its recommendations.

As a result of the team's visit, the collected information has been studied for the writing of the first part of the mission report that gives an analysis of the authorities' organisation and working methods. This was thoroughly presented and discussed with the Beneficiary's Aviation Authority. Corresponding comments were added for finalising the recommendations to the Authority.

○ *Support to Tajikistan in the area of Security at Dushanbe Airport*

Dushanbe International Airport had a project of building a new passenger terminal which would incorporate security systems that the current staff was not familiar with and the security expert assisted with this.

The new facility was to be partially funded by the French Government who has a military facility at the airport and the project team kept in contact with all the relevant parties to ensure compliance with ICAO requirements regarding the introduction of security systems in a new airport facility.

- **Technical Assistance to Ukraine**

The following TA missions, specific courses and On Job Training were provided to Ukraine:

- *Support to the Ukraine CAA OJT for FCL 1,2 & 3*

This Technical Assistance was organised in the format of 3 On Job Training sessions. It was focused on implementation of JAR-FCL 1,2 & 3, establishment of effective Licensing Department within the CAA, JAR-FCL best practices, Licensing processes, Training Organizations Certification processes, preparing and conducting Flying Training Organization audit and AMS based on JAR-FCL requirements. The purpose was to support and assist the State Aviation Authority in its efforts to improve the competences of the inspectors to discharge its authority in accordance to JAR FCL requirements.

Presenting the JAR-FCL concept and best practices to trainees was successful. Processes within licensing department were reviewed and JAR-FCL procedures explained and demonstrated to participants. Training FTO and AMC audit was conducted successfully. The training was very well accepted and appreciated. The up-coming PART-FCL and related issues were left open in anticipation of possible following OJTs when the relating implementing rules will be in force.

- *TA in Security to prepare Eurocup 2012*

In 2012 Ukraine will be host to the UEFA European football championships, an event which is likely to attract worldwide media interest and produce an influx of visitors of about 100,000 people in a short time. It is likely these visitors will all arrive by air in a short period of time, perhaps over a 2 or 3 day period, and this is likely to produce significant security logistics problems for the airport operators.

In order to address this issue a visit to Manchester Airport was conducted from 15 to 19 November 2010 with a delegation of 5 Ukrainian security officials. This airport was chosen because it has significant experience of dealing with large amounts of travelling football supporters and it also uses new and recently approved security systems.

The new systems being used at Manchester for security aroused a great deal of interest from the delegates who were able at first hand to see the speed with which passengers could be processed using automated systems. They were also able to see how body scanners were integrated into the security search cone. There then followed a presentation from Greater Manchester Police on the command and control aspects of the contingency planning required for large football events and the delegates were then given a tour of the major incident control room that is used by the airport during major sporting events. The topics covered ranged from inter agency liaison, arrivals and departure plans for each group of supporters, landside transportation issues and the need to be prepared for VIP and Government visitors for such a prestigious event. Further input was also received from Greater Manchester Police.



Ukrainian Delegation to Manchester

The delegates identified to take part in this tour were one senior representative from The Ukraine State Aviation Administration and the airport security managers from 4 Ukraine airports that have been chosen to receive the flights carrying football supporters: Kiev, Lviv, Kharkiv, Donetsk.

In conclusion to the tour the delegates were able to learn the lessons that Manchester Airport had to experience, in terms of organisation as well as in terms of up to date equipment.

- **Technical Assistance in the area of Environment - Regional**

Technical Assistance in the area of Environment was provided on the matters of ETS (Emissions Trade Scheme) and ICAO's APER (Action Plan on Emission Reduction). It was organised in the format of regional workshops:

- 3 workshops on ETS, respectively in Kiev for Ukraine and Moldova, in Tbilisi for Georgia and Armenia, in Baku for Azerbaijan, Kazakhstan, Tajikistan and the Kyrgyz Republic;
- 1 workshop on APER in Kiev for all Beneficiaries.

The purpose was to provide all participants with full updated information and guidance material required to cope with the international obligations relating to ETS and APER.

All Beneficiaries were represented at the workshops and, as a result, they are now in possession of all formats and instructions to timely apply for their Emission rights and to build up their APER in conformity with ICAO rules.

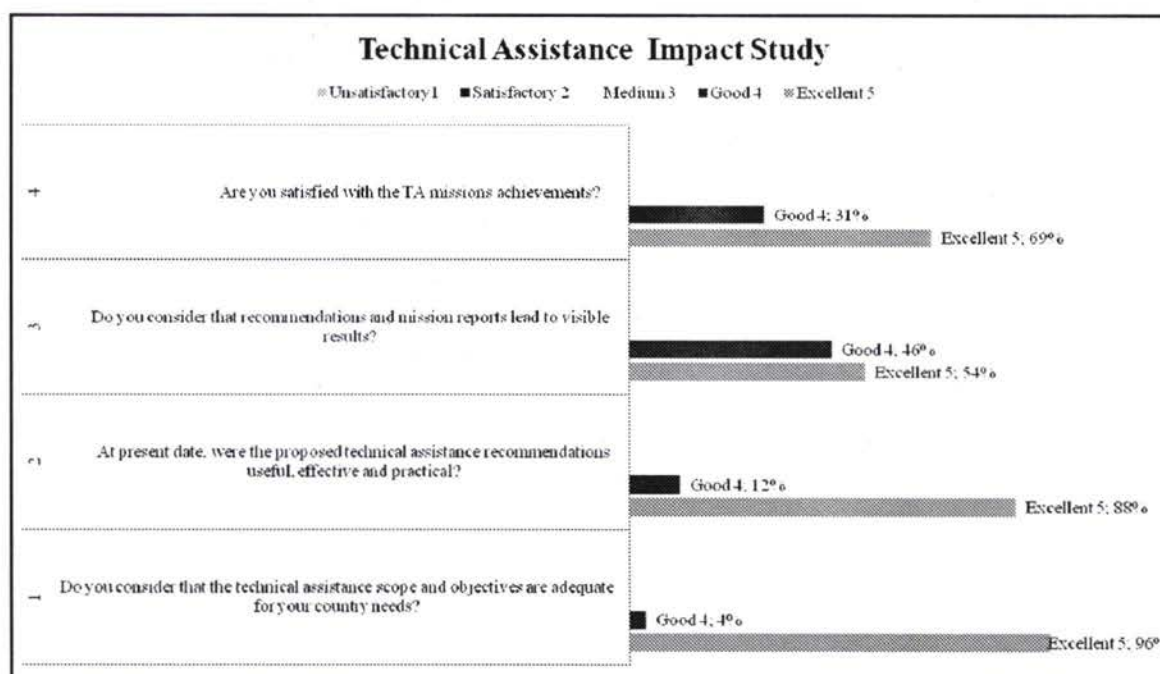
5.1.3.2.3 Feedback from Beneficiaries

At conclusion of the Technical Assistance phase, all Beneficiaries were contacted and asked for feedback on their impressions about efficiency and utility of the actions provided. They were asked to provide their reply answering the following short questionnaire:

- 1 Do you consider that the TA scope and objectives were adequate for your country needs?
- 2 At present date, were the proposed TA recommendations useful, effective and practical?
- 3 Do you consider that recommendations and mission reports lead to visible results?
- 4 Are you satisfied with the achievements of the TA missions?

The results confirmed that the Beneficiary were satisfied with the assistance provided. The figures collected from the questionnaire confirmed such global satisfaction, with evaluations ranging from Good to Excellent as detailed here-below:

		Excellent	Good	Medium	Satisfactory	Unsatisfactory
1	Do you consider that the technical assistance scope and objectives are adequate for your country needs?	96%	4%			
2	At present date, were the proposed technical assistance recommendations useful, effective and practical?	88%	12%			
3	Do you consider that recommendations and mission reports lead to visible results?	54%	46%			
4	Are you satisfied with the TA missions achievements?	69%	31%			



5.1.3.3 Organisation of Study tours to visit relevant organisations in the EU

Within the framework of the Project deliveries, 2 Study Tours for Managers had to be organised and conducted. These tours aimed at visiting EU institutions that can demonstrate the procedures and processes of best practices in the fields of aviation Safety, Security and Environment. It was expected that the study tours would contribute to develop the management and technical capacities of the target groups to implement the requirements of international conventions, resolutions, recommendations and standards of the EU/EASA (European Aviation Safety Agency) and of ICAO (International Civil Aviation Organisation). Study tours were intended for senior strategic level managers from Civil Aviation Authority in each of the Beneficiary countries. The study tours took place after completion of the Technical Training programme. They were being run during a phase of Technical Assistance, where the Beneficiaries tended to give a practical use of the knowledge and information received during the training phase. Meeting their colleagues from EU equivalent organisations was the occasion for discussion of practical issues.

In the Progress Reports the rationale was outlined for using 2 destinations for the study tours:

- One in countries from the Western part of EU, to visit some European institutions like EASA, a CAA, training organisations as well as design and construction industry. For this study tour the locations of Cologne, Paris, and Toulouse were selected, considering the presence of ICAO and ECAC in Paris area;
- One in a country from the Eastern part of EU, to allow the delegates to examine a regulatory framework that has moved from a CIS oriented system to the EU system. Poland was chosen for this study tour.

5.1.3.3.1 Study Tour in Poland

The first Study Tour took place in Poland, from April 11th to 15th. It was attended by 8 participants from 7 TRACECA beneficiary countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova and Ukraine. The participants were accompanied by Mr Peter Cooper, Security Key Expert, and Mr Marian Bujnowski, Short-Term Expert.

The Opening Conference was conducted at the Jan III Sobieski Hotel in Warsaw on 11th April, 2011. Next four days participants attended meetings arranged in Flight Training Organizations (FTO), Continues Airworthiness Maintenance Organizations (CAMO), international and local airports in Warsaw and Rzeszow, Polish Public Security Services Aviation and aviation industry in Warsaw (European Aeronautic Defence and Space Company – EADS).

Specific training materials were prepared for this Study Tour. The training materials were prepared as starting point aiming at presenting the main issues and guiding the discussions concerning the main topic - exchange opinion on the transition period between former model and the current European legislative environment. Every participant received both paper and electronic copies of the presentations and additional informative materials on the above mentioned topics.

As a result the participants expressed their satisfaction on the Study Tour in Poland. The trainees acquired new knowledge needed in their work and exchanged experience with their Polish colleagues. Experts invited from different aviation organizations for the meetings in the framework of the study tour were open in sharing their opinion and experience in the transformation process.

5.1.3.3.2 Study tour in Cologne, Paris and Toulouse

The second study tour took place in Germany and France (Cologne, Paris and Toulouse) from July 4th to 10th. It was attended by 7 participants from 7 TRACECA beneficiary countries: Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan and Ukraine. The participants were accompanied by Mr Peter Cooper, Security Key Expert, and Mr Andriy Andrusyak, Interpreter.

The agenda included meetings with EASA, the French DGAC, the French accident/incident investigation bureau BEA, the European ICAO and ECAC offices, senior managers of Egis Avia, the French Ecole Nationale de l'Aviation Civile and a site visit to Airbus Industries production facility in Toulouse.

The participants were satisfied with the choice and contents of meetings. In particular the visit to ICAO EUR/NAT office included a presentation of ICAO's transition plan from USOAP (audits) to CMA (Continuous Monitoring Approach).

5.1.3.4 Participation to relevant international events

Within WP3 an activity of organising seminars was included for Capacity Building in relevant areas of the Project. The purpose of such seminars was to provide information as well as create regional meeting opportunities for the Beneficiary institutions.

The Project became also a good strategic point for getting information on various relating seminars organised by the EU Civil Aviation agency & organisations: EASA, ECAC. When relevant events are identified, the Project relayed the information and invited stakeholders from all Beneficiary Countries, taking in charge the expenses to facilitate their venue.

Since project start, the following events were organised or promoted in that way:

- **Opening Seminar in Kiev, 27 & 28 October 2009**

A two day seminar was held at the Hotel RUS in Kiev and invitations extended to The Ministry of Transport and Civil Aviation Authorities of each of the beneficiary countries. Invites were also extended to representatives of the EU delegation in Ukraine and TRACECA coordinators.

The strategic objectives of the seminar were identified during the assessment phase of this project when it became apparent that the support of this group would be essential in ensuring the success of the training and capacity building programme. The seminar was used to identify contact points and steering committee members from each of the beneficiary countries which would greatly enhance the efficiency of the next phases of the project. It also served to promote the visibility and awareness profile of the team and the project and gave the delegates the opportunity to interact on a 'one to one' basis with the core team experts and discuss each countries specific needs in the areas of safety, security and environment.

Each area of safety, security and environment was allocated a half day period during which updates in each field were presented together with the proposals for the next phases of the project. Inputs of outside speakers in topical areas such as new cargo security screening procedures and the introduction of electronic passports and machine readable travel documents were also included.

One of the strategic objectives of the TRACECA project is to encourage dialogue and cooperation on a regional basis between the beneficiary countries and some progress was made in this respect during the seminar. This seminar was seen as a stepping stone to ensure success in the next phases of the project and the feedback after the event has indicated this has been achieved.

- **ETS seminar in Istanbul, Turkey 14 & 15 December 2009**

TRACECA Civil Aviation Project organised the Aviation ETS seminar which was held in Istanbul 14-15th December 2009 as part of Work Package 3. The seminar benefited of wide attendance from Beneficiaries and high level experts from EU officials, the top 2 ETS reporting country ministry levels (UK and Germany), industries (NATS, EUROCONTROL), airlines organisations (IATA, TAROM), experts from organisations and expert consultants (SABRE, SITA, DLR, Lufthansa Consulting).

During the assessment phase in WP1 for environmental issues, one of the main areas to improve was found to be the lack of information on aviation inclusion to European ETS. Given the deadline of ETS implementation for third countries, it was foremost important issue to tackle. Therefore the seminar was organised for TRACECA Beneficiary Countries in Istanbul, dealing with the issues surrounding "Aviation Environment and ETS" covering the discussions on aviation inclusion to emission trading system and European Climate Change policy issues. Target groups were TRACECA region Civil Aviation Authorities, Airlines and other interested parties from the region. The speakers were chosen among EU officials, international and European experts. The great participation of both Beneficiaries and experts offered the unique opportunity to meet the important players within targeted organisations to understand the ETS issues and climate change. More than 50 people participated to the seminar. Except Uzbekistan all TRACECA beneficiary countries sent representatives to the seminar (both high and technical levels).

The seminar was welcomed as big success by participants and speakers. It provided crucial information about the necessary implementation process and how the Reporting Member States were dealing with the issue. Two days seminar provided both high level and technical level information to beneficiaries. Specific page in the TRACECA website is created to transfer the knowledge including both days' presentations. In addition technical ETS guidebook was prepared and distributed to Seminar participants. As a result of the workshop, it was expected that all TRACECA Beneficiary participants would distribute and transfer the knowledge to related organisations and experts related to aviation inclusion to ETS. It was also recommended to organise country based events or workshops, by inviting all national airlines to understand the issues. This could be done in collaboration with EU delegations in each country.

- **International EASA ICF Legal Workshop in Brussels, 12-14 October (EASA event)**

In October 2008, EASA gathered the Civil Aviation Authorities and regional organisations making use of the European regulations in the "EASA International Cooperation Forum" ICF. As a result of this forum a number of technical activities and events were decided in order to create synergy and bring assistance to all the CAA and organisations part of this forum. One key action was the organisation of a dedicated workshop on the Legal Aspects of adopting or adapting the European Regulations be it the implementation in a national framework or in a regional system. This workshop was held in Brussels on October 12-14, 2009.

To facilitate venue for the Beneficiaries of our Project, stakeholders from all Beneficiary Countries were invited by the Project to participate to the event.

The global participation was very important: 62 persons attended, coming from National Aviation Authorities of Africa, America, Asia and Europe. From the TRACECA Civil Aviation Project 7 persons participated, coming from 6 Beneficiary Countries (Azerbaijan, Georgia, Kyrgyzstan, Ukraine, Tajikistan and Turkey).

The objectives of the workshop were the following:

- Present the EU and EASA legal system in order to develop an understanding on the rationale between the EASA regulations structure.
- Present the key elements for adopting or adapting the EASA regulations in a different legal environment for (1) Countries having signed an agreement with the EU to join the EASA system, (2) Countries willing to adopt/adapt EASA regulations into their national framework and (3) Regional organizations
- Provide a forum of exchange for the different countries/organisations having implemented the EU regulations into their system.

The main conclusions of the workshop dedicated to “Countries having signed an agreement with the EU to join the EASA system” were:

- To ask EASA to provide updated information of Check Lists (ICAO Annex 8, part of Annex 1 and Annex 6) to allow share information on ICAO compliance as requested by many attendees.
- To propose EASA to upload to SINAPSE web the final recommendations provided by EC to Member States on ICAO State Letters.

In the framework of the ECAA:

- To strengthen co-operation between ECAA authorities on Directives and new EC regulations, with support from EASA
- Request clarification on how and when « transfer competence to EASA » will be performed
- The meeting arrived to consensus on the fact that there was no need for transposition of “soft law” and furthermore no obligation for translation

The main conclusions of the workshop focused on “Countries willing to adapt/adopt EU Aviation Safety Regulations into their national System and Regional organisations”:

- Adaptation/adoption process clearly requires further understanding and awareness. It was agreed that this kind of events should continue.
- Regional organisations should determine the level of integration they wish to achieve, based on which one can then understand the particular needs. The requirements are not always the same for all.
- There is a need of a follow-up Workshop on Legal Aspects: Focused and specific to the “techniques” of legal implementation
- Need for legal support for the Regional Organisations that endeavour to strengthen their integration. The process from JAA to EASA can be a good example but this matter should be studied case by case depending on the regional organisation affected
- The workshop supported the proposal to prepare a Booklet to help states/organisations in importing the EU regulations. The initial proposal for the main content made by EASA was approved.

• EASA International Cooperation Forum in Dubai (UAE), 27 to 29 April 2010

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

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

5 participants representing 4 Project's beneficiary countries were invited by the Project to the event.

- **ECAC Aviation Training Conference in Istanbul, 24-25 June 2010**

On 24-25 June 2010, the Directorate General of Civil Aviation of Turkey hosted the ECAC Aviation Training Conference in Istanbul. It covered a number of topics related to training, specifically:

- the role of training in delivering safety, security and environment standards
- best practices for measuring quality and effectiveness of training
- an insight into training policies and practices outside Europe
- future challenges in training for Europe.

The Conference was organised for the ECAC Member State aviation stakeholders, responsible for training policy. TRACECA delegates from Ukraine, Georgia, Moldova, Azerbaijan, and Armenia participated to the conference. The conference was found very interesting and informative by the participants and Ukraine delegate made a presentation during the conference. The presentation stated the need for effective coordination between current and planned EU projects; avoiding duplication of activities, coordination on training programs and taking the outcome of previous project as input for a new one.

Attending the event allowed TRACECA participants to discuss training issues related to safety, security and environment from all over the world.

- **EASA Pan-European Partner Workshop in Cologne, 29-30 June 2010**

This event was organised by EASA and concerned all countries having Working Arrangements with EASA (generally former JAA states). Within this event the states were invited to share their own experiences after JAA ceased to exist and to discuss ways to enhance cooperation amongst them, EASA and other European Institutions. This event was of clear interest for 5 of our beneficiary Countries. In order to facilitate their venue, the Project invited 1 representative of each.

The countries invited were the 5 Project Beneficiaries having Working Arrangements with EASA: Ukraine, Moldova, Armenia, Georgia and Azerbaijan. All 5 of them participated in the event, which provided them opportunities of mutual exchanges, as well as exchanges with countries of the Western Balkans also involved in a EU regulatory convergence process¹⁰.

- **ICAO course on SSP in Kiev 5 to 7 April 2011**

To assist East European States in their Safety Management implementation efforts, the ICAO EUR/NAT Office, held a SSP (State Safety Programme) training session in Russian for States representatives who would lead SSP implementation in their organisations. This was an ICAO event, mainly addressed to Ukrainian audience. Considering the interest of such training for the Project

¹⁰ The western Balkan countries are in the process of implementing the ECAA agreement – European Common Aviation Area

Beneficiaries, the Project offered to facilitate their venue by inviting interested participants from the Beneficiaries involved in design or implementation of their State Safety Programme.

The training course took place in Kiev (Ukraine) from 5 to 7 April, 2011 and was held in Russian by Mrs Leyla Suleymanova from the ICAO Paris Office.

From the Beneficiary Countries, 3 Kyrgyz and 2 Armenian delegates attended the course

• **Second EASA PANEP workshop in Tbilisi 17 & 18 May 2011**

The second EASA PANEP workshop took place in Tbilisi from 17 to 18 May, 2011. It was an EASA event organised and hosted by the Georgian CAA. It was addressed to all countries having Working Arrangements with EASA, i.e. generally former JAA states.

This workshop was intended to focus on the Implementation processes of Working Arrangements, new developments as well as to exchange views on way to enhance cooperation. It followed the First EASA Pan-European Partner Workshop that was held in Cologne in June 2010. Within this event the states are invited to share their own experiences after JAA ceased to exist and to discuss ways to enhance cooperation amongst them, EASA and other European Institutions. It was of clear interest for the 5 Project Beneficiaries having Working Arrangements with EASA. In order to facilitate their venue, the Project invited 1 representative from each beneficiary country.

The countries invited were Ukraine, Moldova, Armenia, Georgia and Azerbaijan. All 5 of them participated in the event. The event gave them opportunities of mutual exchanges, as well as exchanges with countries of the Western Balkans also involved in EU regulatory convergence process. The participants agreed on interest of continuing organising similar PANEP workshops on annual basis.

• **Support to Ukrainian SAA for participation to relevant meetings**

The Ukrainian SAA expressed at several occasions particular interest for regional events and meetings. In response to their interest, the Project decided to provide financial support, covering transport and accommodation expenses to the Ukrainian SAA for 2 relevant meetings:

- Meeting at EASA in Cologne on 13 September, 2011, where consultation was organized with EASA for discussing the implementation procedures of the bilateral Working Arrangement.
- Visit to DGCA of Turkey's seminar held in Istanbul from 17 to 18 November, 2011. The seminar was intended to non-EU states having relations or working arrangements with EASA. It provided the participants with an opportunity to have an exchange of views on the key topics and issues with the actors concerned, particularly European Commission and EASA and was aimed at contributing to better understanding of the relevant practical, technical and legal arrangements. It provided good opportunity to exchange views on EASA standardisation inspections and discuss agreement towards the common aviation area (ECAA Agreement).

5.1.4 **WP4 - Safety, security and environment visibility, awareness and communication programme**

As defined in the Terms of Reference, a Communication Plan was developed for proper dissemination of information regarding the project. The Plan is based on the “Communication and Visibility Manual for EU External Actions” (July 2009). The Plan was prepared in February 2010 and submitted with Progress Report nr 2 in March 2010 (Re. Annex 9.11).

In application of this Plan it was decided to focus on the communication arrays that would be accessible and common to all Beneficiaries, i.e.:

- A website describing the Project objectives, organisation and describing all up-coming activities, past activities and publications. The website has been active since December 2009 at <http://www.tracecacivilaviation.org>. It was kept constantly up-dated after each activity, with mutual links to the TRACECA general site.
- Newsletters “TRACECA Civil Aviation Info” that have been issued every 6 months since Apr. 2010. The Newsletters contain communications and significant info on the life of the Project. They can be downloaded from the website, and were sent in printed versions to the EU Delegations, TRACECA National Secretaries and Aviation Authorities in each Beneficiary country.



All web pages and Newsletters were prepared in 2 versions: 1 in English and 1 in Russian language. Since Project start 4 Newsletters have been issued and a 5th is under preparation, to be issued at the end of the remaining Project period.

5.1.5 WP0: Management & coordination

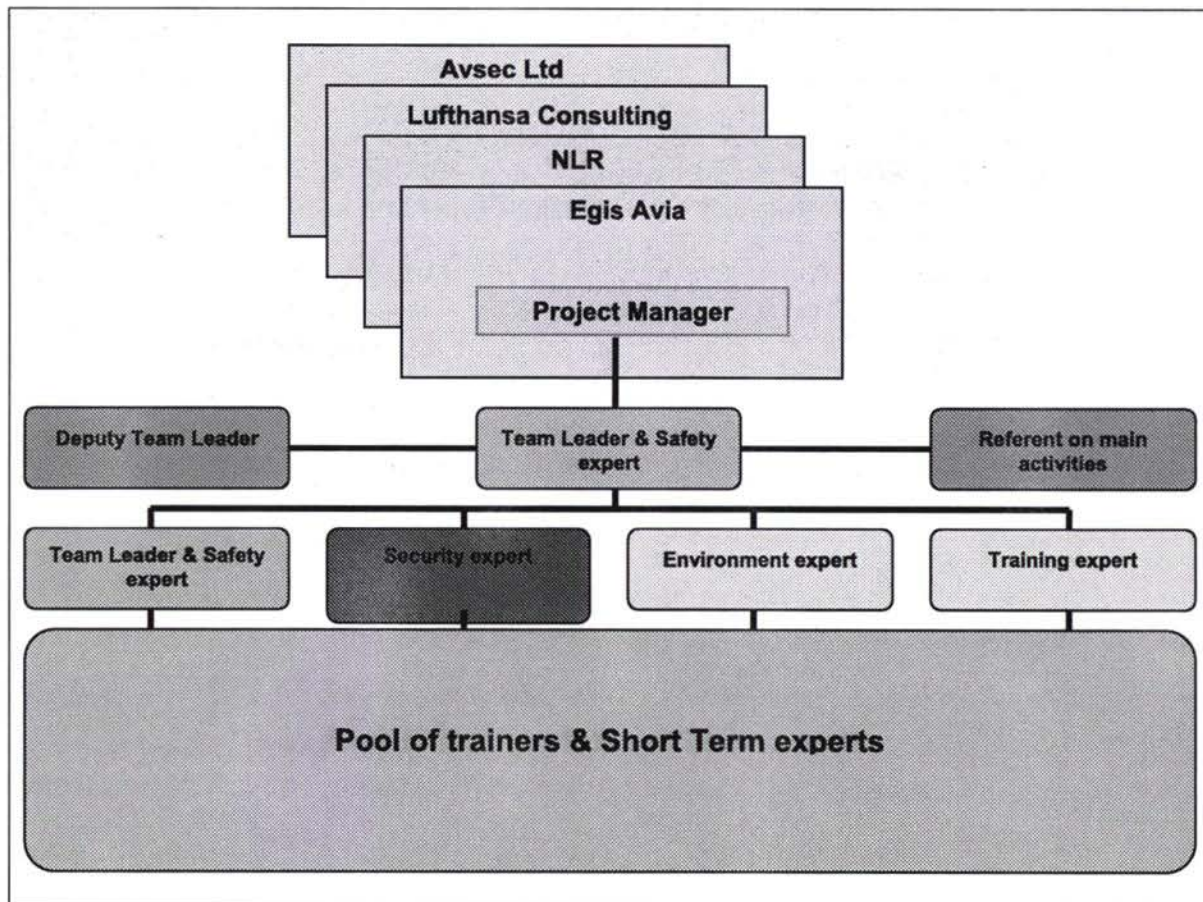
• Project organisation

To organise and conduct all Project activities, a team of experts was put in place at Project start with the following competencies:

- 3 key experts respectively covering the areas of Safety, Security and Environment
- 1 key expert dedicated to organising the training activities

The Safety expert acted as Team Leader for coordinating the activities of the team. He was assisted in his duties by:

- a Deputy Team Leader having previous knowledge of the region, whose tasks included facilitating introduction to and contact with the Beneficiaries
- a Secretary in charge of office management and project logistics (Referent on main activities)



Project Organisation Structure

The so called “core team” was in charge of organising and following all project activities. To that effect the team relied on a pool of trainers and short term experts who performed the Project activities upon request and under supervision of the relevant key expert.

The Team Leader reported to a Project Manager appointed by the Contractor's Consortium. The Project Manager was in charge of leading the Consortium and liaising with the Consortium members, as well as contract and finance matters with the European Commission.

Taking into account that the training activities were mainly concentrated on the first half of the Project period, the Training expert duties were limited to the relating period. The Core Team was reduced to 4 experts from the 22nd of June 2010, limited after that to the Team Leader/Safety expert, Deputy Team Leader, Security expert and Environment expert.

• Project office

As a base of operations, a regional project office had to be established in one of the TRACECA countries. For easiest communication and transport to/from all Beneficiaries, European Commission, EASA and Contractor's headquarters, it was decided to choose Kiev for establishing this project office.

The Core Team started a process of visiting and selecting offices to rent in Kiev after the 4 first months of the project, where the Team had kept circulating within the region for the assessment phase (WP1 - Assessment of the aviation sector in the beneficiary countries). The office was selected and equipped in June 2009 (computers, telephone, Internet ...) and has been installed and operational since then.

The Team Leader and Secretary were based at this office. The key experts had their base of operation at the office and continued circulating within the region according to the needs.

• Programme management

In its overall and day to day management the Project was followed by the EU Programme Manager based at the Delegation of the European Union to Ukraine, in Kiev.

From February 2010 a Steering Committee was organised, gathering all Project stakeholders for feedback and strategic options. Since February 2010 the Steering Committee met every 6 months, attended by:

- The EU Programme Manager and representatives of EC DG-MOVE
- Representatives of the Beneficiary countries
- Representatives of TRACECA General Secretariat and National Secretariat of hosting country
- 1 Representative of EASA
- The Project Core Team

The role of the Steering Committee was to supervise progress of the Project and to provide guidance on the major areas of focus. It allowed to review the past and up-coming activities of the Project and to provide advice and inputs when required. Kept flexible in its agendas to accommodate specific situations or Beneficiaries' requests, all Steering Committee Meetings were built around a standard pattern where the Team Leader presented:

- The activities conducted during the past reporting period (past 6 months period)
- The activities planned for the next reporting period (next 6 months period)
- For the last Steering Committee Meeting, the planning for the next reporting period was replaced by an overall report on the total Project (Project closing event)

After hearing the reports from the Team Leader, the Steering Committee was asked to comment and validate the activities planned for the up-coming period and agree on approval of last Progress Report.

During the Project period, 4 Steering Committee Meeting and one Project Closing Meeting were held with the above mentioned Project Stakeholders.

- **Reporting**

The reports issued to the EU programme management included:

- The Inception report, issued after the assessment phase, detailing the work plan for the project and assessment of the current situation in the Beneficiary countries
- Progress reports issued every 6 months, detailing the progress of works in the past 6 months and planned activities for the next 6 months
- The Completion Report, issued at the end of the last 6 months reporting period

All reports were issued in 2 versions, English and Russian. After approval by the EU programme manager the reports were distributed to:

- The EU Delegation programme manager
- The TRACECA General Secretariat
- The EU Delegations in each Beneficiary country
- The TRACECA National Secretaries in each Beneficiary country

During the Project period, the Inception Report, Progress Reports nr 1, 2, 3, 4 and 5 were finalised and issued. Completion Report is being submitted in its present Draft version.

- **Coordination or information meetings**

In addition to the above formal reports and meetings, coordination or information meetings were regularly held:

- with the EU Delegation (Kiev), DG-MOVE (Brussels), DEVCO (Brussels), EASA (Cologne), ECAC and ICAO (Paris)
- with the other relating projects in the region, namely the South Ring project (9 TRACECA countries), first Aviation Twinning project (Ukraine), the TEN-T project (Ukraine), Aviation Twinning Project (Armenia), Aviation Twinning Project (Georgia) and second Aviation Twinning project (Ukraine)
- with Beneficiary organisations when deemed necessary (e.g.: with the Ukrainian SAA related to Ukrainian initiative for establishing a Regional Safety Oversight Organisation RSOO)

The purpose and outcomes of these meetings were detailed in the relevant Progress reports and in separate meeting minutes that were communicated to the participants and EU Programme manager.

5.2 Deviations from original plan of activities

- **Contents and Timetable of activities**

No deviations occurred in the contents and timetable of activities.

All contractual obligations were fulfilled in accordance with the Terms of Reference and work plan detailed in the Inception report.

- **Beneficiary countries**

Since Project start, it appeared that Uzbekistan was not willing to take part in the project activities, although being indicated as a Beneficiary country. Apparently this was due to refusal of project endorsement by the Transport Minister Cabinet.

The Project team was informed of the situation during the site visit conducted in May 2009 in Tashkent within frame of Work Package 1. The Team Leader reported the Uzbek position to the European Commission Programme Manager, Europa House in Uzbekistan and TRACECA organisation. Several actions to Europa House have been done to help them promoting the project, including translating into Russian of the Terms of Reference. Nevertheless, no practical result was reached. The Project activities and events had to be conducted with no Uzbek participants.

5.3 Remaining activities until project end

As indicated in section 4.3 here-above, the remaining activities for the end of project period are:

WP3 - Capacity-building in management and expertise support

- Deliver to Kazakhstan last set of Inspector's procedures prepared in support to Kazakh CAC

WP4 - Safety, security and environment visibility, awareness and communication programme

- Finalise and/or handover the Project Website with final updated information
- Issue Newsletter nr 5 (English and Russian versions)

Management & coordination

- Finalise Completion report, on the basis of the present draft
- Finalise logistics issues: handover the Project office

5.4 Visible results and changes achieved during the project

- **Contractual obligations**

All results requested by the Terms of Reference were achieved, namely:

1. A complementary assessment and updated analysis of the situation in each Beneficiary country was provided Re. section 5.1.1
2. A programme of training courses was implemented to strengthen the technical skills and English language knowledge in the beneficiary countries Re. section 5.1.2
3. A capacity-building programme was provided, in order to develop the necessary regulatory frameworks, technical and institutional conditions, regional management and monitoring systems Re. section 5.1.3
- Regional and international study tours were organised In Poland and Cologne-Paris-Toulouse – Re. section 5.1.3.3
4. An awareness, communication and visibility programme was defined and implemented Website and Newsletter – Re. section 5.1.4

• Further result indicators

Beyond the above contractual achievements, it was recognised that the Project directly or indirectly contributed to several visible improvements and changes achieved in the Beneficiary countries. This contribution could be in the form of recommendations from Technical Assistants that influenced a decision, or in the form of training that allowed implementing the related improvements or changes.

Here are the most visible events noted during the past 3 years, where the project significantly contributed.

TRACECA Civil Aviation Project	
State of play:	
Georgia	<ul style="list-style-type: none"> • Institutional reform undertaken • CAA organisation in progress • EU twinning started
Armenia	<ul style="list-style-type: none"> • SSP in process of implementation • EU twinning started
Azerbaijan	<ul style="list-style-type: none"> • High level TA conducted in June 2011
Moldova	<ul style="list-style-type: none"> • Had standardisation visit in March. • Preparing Corrective Action Plan
Ukraine	<ul style="list-style-type: none"> • Existing design & construction industry • Existing academic training structures

PANEP Current agreements		
	WA	ECAA
Armenia	signed	
Azerbaijan	signed	
Georgia	signed	signed
Moldova	signed	signed
Ukraine	signed	under discussion

WA: Collection and exchange of information + transition of the JAA
ECAA: European Common Aviation Area

○ ECAA agreements

During the Project period 3 Beneficiary countries became committed to join the European Common Aviation Area (ECAA). The agreement was already signed by Georgia and Moldova, and is under discussion with Ukraine.

○ Institutional reforms

During the Project period a process of institutional reform was initiated in 3 Beneficiary countries. In Georgia the reform led to transform the Aviation department of the United

Transport Agency into an autonomous CAA¹¹, financially independent and sustainable. The process of transformation was initiated in August 2010 and completed in April 2011.

○ **Legal reforms**

In Ukraine a new Air Code was adopted in May 2011, setting legal fundamentals for general activities in civil aviation. Revised Air Codes are also in the process of being passed at Government level in several Beneficiary countries, such as Moldova and the Kyrgyz Republic.

○ **State Safety Programme - SSP**

Several Beneficiaries started implementing their State Safety Programme, following the training delivered on this topic and relating Technical Assistance (e.g. Armenia, Georgia, Kyrgyzstan). It should be noted that development of an SSP usually takes from 2 to 6 years depending on the size of the State and complexity of aviation activities. This implies that the work started within frame of the Project will extend beyond the Project end and is likely to require further follow-up.

○ **Safety roadmaps and Corrective Action Plans**

Where relevant, Corrective Action Plans were put in place after findings from previous ICAO audits. In the Kyrgyz Republic, implementation of the Corrective Action Plan is fairly advanced on all technical findings; the remaining issues are linked to the above mentioned legal reform, which needs to be voted by the Parliament.

Roadmaps for EASA standardisation visits were also put in place in Georgia and Moldova, and are in the process of implementation.

○ **Security improvement measures**

In the area of Security some Beneficiaries mentioned that they used the NASP training (National Aviation Security Plan) provided by the Project as a template to re write their own (e.g. Tajikistan).

Another visible measure can be seen in Ukraine and Moldova, where Body Scanners have been installed in Borispol and Chisinau airports¹².

○ **Measures in the area of environment**

In the area of Environment protection, a recognised level of awareness was reached through the training courses and dedicated seminars that were provided during the Project period. Specific workshops also allowed reaching sufficient readiness on the EU Emission Trading Scheme (ETS) and on ICAO APER (Action Plan for Emission Reduction).

¹¹ Georgia confirmed that they used the Project Technical Assistance mission report to restructure the CAA/UTA. The structure and financial arrangements addressed in this report were very helpful.

¹² Where Technical Assistance was provided for conducting the required Safety study, for installation (e.g. positioning of the monitors) and start of practical operation

6. LESSONS LEARNT AND RECOMMENDATIONS

The following describes the lessons learnt on the Project and resulting outcomes as regards future similar Projects or follow-up measures. It results not only from the Project management's vision, but also from feedback received from the Beneficiaries. In particular, a round table was organised on this subject during the Project closing meeting, where each Beneficiary expressed his/her views on the experience gained during the past 3 years and his/her expectations for the future.

6.1 Lessons learnt

- **Project management**

Considering that the TRACECA Project addressed a number of Beneficiaries, it clearly appeared that efficient communication and dialogue required a network of entitled "focal points" in each Beneficiary country. These focal points were kept aware of all the events and activities of the project, provided feedback on the actions undertaken, expressed when needed Beneficiary's comments or further wishes and played a crucial role in selecting in their respective countries the participants to each Project training or event.

In addition to empowering these focal points, establishing a Steering Committee with representatives of each stakeholder proved to be a valuable means of dialogue, through meetings held twice a year. Focused on providing feedback and validating strategic options for the Project activities, the Steering Committee met to supervise progress of the Project and to provide guidance when needed, while reviewing the past and up-coming activities of the Project every ½ year.

- **Project organisation**

An important feature of the Project organisation was the decision to establish a Project office in the region. The advantages were:

- to provide a permanent contact point and work environment with personnel fully dedicated to the Project
- to greatly facilitate communication with the Beneficiaries, who appreciated having easy access and/or telephone contact with a recognised Russian speaking competent secretary

- **Training considerations**

It is a common outcome from many similar projects that particular attention must be given in building up the training programme. The courses must target a well defined attendance, and be oriented towards achieving practical results. The technical assistance and site visits are intended to strengthen the benefits of the courses enabling actual implementation of such practical results.

On the Project, particular attention was given to careful selection of the candidates for each training course. The project defined what were the target attendance criteria and prerequisites. The lists of candidates were then established by the focal points for final acceptance by the Project, subject to compatibility with the number of available seats and relevance criteria. In this way it appeared that, thanks to good dialogue with the focal points, inappropriateness and excessive turn-over of trained personnel¹³ were avoided.

• Planning of the Project activities

Project planning was done at 2 levels:

- an overall planning, used for definition of the timeframe for each global activity as indicated in the Inception Report and in the present report section 8.1 here-after.
- Detailed timetables for each global activity (Training, Technical Assistance, etc ...) presented in format as indicated in sections 5.1.2.1.1, 5.1.2.2.1, 5.1.3.1.1 and 5.1.3.2 here-before.

The overall planning was respected with no alteration, following the logical sequence between Work Packages.

The detailed timetables were defined at the beginning of each respective phase and appended to the relating Progress Reports. They were globally followed, with adjustments or amendments of dates and contents when required, due to availabilities of the organisations involved (training institutions, target groups ...) and various practical logistics issues. This resulted in variations on a month per month basis, but no deviation when taken as a whole.

• Logistics issues

With participants from 8 Beneficiary countries and experts or lecturer from various EU states, logistics always represented a significant part of the work when organising each Project event. In order to avoid visa issues on the Beneficiaries' side, most of the events and training courses were organised in the region (mainly Kiev, Tbilisi and Almaty).

For all events the Project took in charge purchasing the air tickets and covering accommodation expenses for participants from the Beneficiary countries. From the experience of organising over 50 similar events, the following lessons can be outlined:

- In selecting the hotels where the events took place and for accommodation of the participants, preference was always given to hotels who accepted payments by international bank transfer. This limited the choice but provided the advantage of transparent management of the incidental expenditures. In addition it avoided travelling with large amounts in cash, which would be inconvenient and often subject to legal limitations.
- In choosing the airline routing for each Beneficiary, preference was always given to use one single carrier from departure to destination (Aeroflot, Air Baltic, Turkish Airlines ...), and avoid connecting flights that would involve 2 or more different companies. In case of delays on one segment, this is to avoid having a Beneficiary stuck in an airport after missing the following segment. This case unfortunately may happen in winter time with people stuck in Yekaterinburg or Moscow due to adverse weather on the previous flight segment.

¹³ Turn-over of trained personnel may be acceptable when it consists in promotion linked to the training received. What we have endeavored to limit is unreasonable loss of trained personnel.

- **Sustainability**

At the stage of the Terms of Reference, it was stated that lasting impact of the project would rely on the assumptions that:

- The Partner governments continue their political commitment to regional cooperation
- Ownership of the subject increases following the previous TRACECA projects in the field
- The Partner governments continue to enhance policies to reform their transport sector

During the Project no major obstacle occurred regarding these assumptions¹⁴. In the future it is expected that promising results reached in some of the countries will have a spreading effect that will encourage all governments to continue. In addition, support from the EU Delegations proved to be a quite powerful mean for consolidating the experts' recommendations when required. For ownership of the subject, the same challenge effect is expected at the level of executives from the authorities. It was part of the role of the technical assistance experts to raise such sense of ownership.

Sustainability of the actions undertaken will also rely on the possibility given to the Beneficiaries of repeating the training courses on their own resources and developing their own syllabi. Some of the countries have remarkable training facilities. This was used on the Project in the case of Ukraine with its ICAO Institute at National Aviation University, but most other countries also have valuable institutions (e.g. National Aviation Academy of the Republic of Azerbaijan ...).

6.2 Outcomes and recommendations

In addition to continuation of the measures and experience described here-above, the following suggestions were highlighted by the Beneficiaries during the round table organised at the Project closing meeting.

- **Timetable of activities**

It is important that the timetables of activities are transmitted to the Beneficiaries as soon as available, in order to allow easier planning of resources from the Beneficiary's side. This transmission should be done through the national Focal Points and on the Project website if appropriate. It is well understood that these detailed timetables may vary in date and definition according to circumstances. But even when still subject to adjustments these tables provide a broader picture, useful to anticipate the upcoming training courses and events.

- **Detailed content of activities**

During the 3 years of the Project the needs in the different countries may vary and changes always occur compared to the situation of the initial assessment. This is particularly the case for Technical Assistance activities, and for events or international meetings of interest happening near the end of the Project. Fitting best to the needs and evolution of the current situation to certain extent requires flexibility from the Project management. The Beneficiaries expressed their wish to keep such flexibility on future Projects.

¹⁴ With the exception of Uzbekistan as indicated in section 5.2 here-before

7. FINAL CONCLUSION

The Project is in its final period, ending on 2nd February, 2012. The Project has fulfilled all its contractual obligations. All Beneficiaries were visited at Project start for assessment of the current situation; a full training programme was developed with English and Technical training delivered for all Beneficiaries; a subsequent capacity building programme was provided with management courses, Technical Assistance, Study tours and regional events; communication and visibility of the Project were maintained all over its duration.

Beyond the purely contractual expected results, tangible effects were also identified in a panel of Beneficiary countries. Progress was achieved on air transport agreements & multilateral relations, institutional reforms were undertaken, State Safety Programmes were initiated, where relevant Safety roadmaps and Corrective Action Plans were put in place, National Aviation Security Plans were implemented and information was provided in the area of Environment protection.

Among these actions some will extend beyond the end of the Project period, and will require further follow-up (SSP, Corrective Action Plans, Legal reforms ...). To that effect the European Commission has launched 2 successor projects: 1 EASA led project in the area of Safety, and 1 EC led project in the areas of security, market access, ATM and Environment protection. Among others, one significant concern for the Central Asia Beneficiaries is continuing implementation of their Corrective Action Plans to ICAO, and subsequent procedure for lifting the operating bans that affect their operation within the EU. Most items in the Corrective Action Plans concern Safety, and therefore the EASA led project. Nevertheless Security issues were also reported, that fall into the scope of the EC led project. Meetings are planned between the present and future project teams for transmission and smooth handover.

At the end of the Project the beneficiary countries are clearly closer to the International and EU standards, compared to their current situation at Project start. There are visible indicators that confirm this progress. Nevertheless some of the actions undertaken during the Project period will continue after Project end, likely to require further follow-up by the up-coming EC and EASA led Projects. The Beneficiaries and Project stakeholders expressed their satisfaction on the actions undertaken and on efficient dialogue established between the Project management and Beneficiaries. They also expressed their interest for the successor Projects, that will allow continuing and concluding the on-going actions initiated under the present Project.



8. TABLES

8.1 Schedule

Table 1: Activities during the reporting period

No	ACTIVITIES	TIME FRAME											
		2011 / 2012 (months)											
		August		September		October		November		December		January 2012	
	WP3 - Capacity-building in management and expertise support Management training Specific Expertise Support actions	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xx xxxxx	xxxxx			
	WP4 - Safety, security and environment visibility, awareness and communication programme Communication plan: website update Communication plan: Newsletter	xxxxx xx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx xxxxx	xxxxx	xxxxx xxxxx	xxxxx
	WP0 – Project Management Conclusions and closing event Completion report							xxxxx	xxxxx xxxxx	xxxxx xxxxx	xx xxxxx	xxxxx	xxxxx

Table 2: Activities since Project start

No	ACTIVITIES	TIME FRAME							
		YEAR 1		YEAR 2		YEAR 3			
		Feb.2009 to Jul. 2009	Aug. 2009 to Jan. 2010	Feb. 2010 to Jul. 2010	Aug. 2010 to Jan. 2011	Feb. 2011 to Jul. 2011	Aug. 2011 to Jan. 2012		
	WP1 - Assessment of the aviation sector in the beneficiary countries Survey visits to the Beneficiaries Country survey reports	xxxxx xx xxxxx							
	WP2 - Training and capacity-building English training Technical training		xxxxx x	xx xxxxx	xxxxx xxxxx	xxxxx xx			
	WP3 - Capacity-building in management and expertise support Management training Specific Expertise Support actions Study tours Regional & International events		xx x	x x	x x	x xxxxx xxxxx xx x	x xxxxx xxxxx xx x	x xxxxx xxxxx xx x	xxxxx
	WP4 - Safety, security and environment visibility, awareness and communication programme Communication plan: website update Communication plan: Newsletter		xx	xxxxx xx	xxxxx xxxxx	xxxxx xxxxx	xxxxx xxxxx	xxxxx xxxxx	xxxxx xx

8.2 Resource used

Table 2: Resource used¹⁵

RESOURCES / INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL PREVIOUS PERIODS	TOTAL REALISED	AVAILABLE FOR REMAINDER
PERSONNEL	Days	Days	Days	Days	Days	Days
Long Term experts	1639	95	109	1530	1639	0
Short Term experts	1483	379	341	1142	1483	0
INCIDENTAL EXPENDITURES	k€ 1 068,8	k€ 64	k€ 108,8	k€ 960	k€ 1 068,8	k€ 0

¹⁵ Indicative figures, subject to final approval of the financial report submitted separately

8.3 Outputs

Table 3: Project Deliverables

Deliverable	Due date	Actual date	Completion
Management & Reporting			
Inception Report	T0+6	04/09/2009	Issued – English + Russian
Progress Report n° 1	T0+6	03/09/2009	Issued – English + Russian
Progress Report n° 2	T0+12	18/03/2010	Issued – English + Russian
Progress Report n° 3	T0+18	01/09/2010	Issued – English + Russian
Progress Report n° 4	T0+24	10/03/2011	Issued – English + Russian
Progress Report n° 5	T0+30	07/09/2011	Issued – English + Russian
Completion Report	T0+36	02/02/2012	Issued – English + Russian
WP1 - Assessment of the aviation sector in the beneficiary countries			
Country survey reports (1 per country)	T0+8	17/7/09 (Eng.) 7/9/09 (Rus.)	English version: transmitted 17/07/2009 Russian version: transmitted 07/09/2009
WP2 - Training and capacity-building			
Training plan	T0+8	03/09/2009	Training plan issued
English training report	T0+9	03/09/2009	Report issued
Technical training report	T0+18	10/01/2012	Report issued
WP3 - Capacity-building in management and expertise support			
Management training programme	T0+7	09/04/2010	Training plan issued
Management training report	T0+34	10/01/2012	Report issued
Study tours programme	T0+11	04/11/2010	Study Tour programme issued
Study Tour reports	T0+34	12/05 & 07/09/2011	Study Tour reports issued
WP4 - A safety, security and environment visibility, awareness and communication programme			
Website	T0+8	02/12/09	Site operational
Newsletter nr1	T0+12	29/04/2010	Issued
Newsletter nr2	T0+18	12/11/2010	Issued
Newsletter nr3	T0+24	24/03/2011	Issued
Newsletter nr4	T0+30	28/10/2011	Issued
Newsletter nr5	T0+36	02/02/2012	Issued

9. ANNEXES

- 9.1 Minutes of 4th Steering Committee Meeting**
- 9.2 Minutes of the Project Closing Meeting**
- 9.3 Newsletter nr 4**
- 9.4 Guideline questionnaire for WP1**
- 9.5 Aviation English Training Programme**
- 9.6 Technical Training Programme**
- 9.7 Management course programme**
- 9.8 English Training Report**
- 9.9 Technical Training Report**
- 9.10 Management Training Report**
- 9.11 Communication and Visibility Plan**