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## Annex 7: Action Fiche for ENPI East Regional Action Plan 2010 Part I

### 1. IDENTIFICATION

|   |  |        |           |
|---|--|--------|-----------|
| Title/Number                                | TRACECA Civil Aviation - ENPI/2010/021-921 |        |           |
| Total cost                                  | EUR 5.5 million                            |        |           |
| Aid method /<br>Method of<br>implementation | Direct centralised Management              |        |           |
| DAC-code                                    | 21050 - Air transport                      | Sector | Transport |

### 2. RATIONALE

#### 2.1. Sector context

This TRACECA<sup>1</sup> Civil Aviation regional programme should guarantee the continuity of the regional cooperation in the field of aviation between the beneficiary countries and the EU. This cooperation was initiated already during the previous TRACECA programmes "South Ring Training in Civil Aviation" (2007 -2009) and TRACECA "Civil Aviation Safety and Security" (2009-2012). Whereas the main focus of the project will remain on safety, European Commission aims at developing an integrated approach towards the various components of the European Union external aviation policy.

These objectives are in line with the ENPI East Regional Strategy Paper (2010-2013) and ENPI East Regional Indicative Programme (2010-2013) which indicate among their priorities in the field of transport the implementation of the actions defined in the TRACECA Intergovernmental strategy up to 2015. The subject of air transport is underlined has one of the key sector for the development of the TRACECA corridor.

The beneficiary countries of the programme are the ENP East partners (Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia) and the Central Asia TRACECA countries (Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan). Given their status as signatories of the TRACECA Multilateral Agreement Romania, Bulgaria and Turkey will be associated to the programme as indirect beneficiaries. TRACECA beneficiary countries have been actively involved in the consultation to define the objectives and activities of this programme. The main guidelines for its development and implementation have been officially approved during TRACECA Coordination Meetings<sup>2</sup>.

While air traffic growth is desirable in its own right, it also generates important spill over effects and can be considered as an essential pre-requisite to facilitate regional integration within TRACECA corridor especially concerning land-locked countries (Kyrgyzstan, Tajikistan, Uzbekistan, Armenia and Republic of Moldova). However, despite considerable efforts invested in the development of civil aviation in the TRACECA region, air transport has been hampered by numerous factors. Safety remains as the main challenge. According to the 2008 Annual Safety Review of the European Aviation Safety Agency (EASA), the fatal accident rate in Central and Western Asia is almost six times higher

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<sup>1</sup> TRACECA stands for **T**ransport **C**orridor **E**urope-**C**aucasus-**A**sia

<sup>2</sup> The project priorities have been approved by the TRACECA partners following a consultation which has been organised from August until December 2009. During these months the European Commission with a help of a Framework Contracts experts have gathered countries opinions. These have been finally approved during a TRACECA Coordination Meeting which was held in Baku 2<sup>nd</sup> December 2009.

that the one in the EU and among the highest in the world. Specifically, safety and security audits conducted by the International Civil Aviation Organisation (ICAO) indicate that the main difficulties facing TRACECA countries derive primarily from the following: regulatory frameworks not fully up to date, lack of appropriately empowered institutions structures, not sufficiently qualified personnel as well as fair political commitment to changes or considerable budget constraints.

TRACECA Intergovernmental Strategy 2015 (TRACECA Multiannual programming document) indicates these challenges as main obstacles for air traffic development within the corridor and between the countries beneficiaries and the EU. In particular the document outlines the countries commitments to improve their respective aviation relations with the EU, with the final objective to create a Common Aviation Area. This would be an important step for increasing the attractiveness of the region. Negotiations with Ukraine on such an agreement are underway since 2007 and started with Georgia in 2009. Other countries such as the Republic of Moldova or Armenia are also potential candidates in the nearer future.

In line with this direction the European Union is also currently developing a new Air Traffic Management regulatory framework (the Single European Sky)<sup>3</sup>. A smoothly functioning Air Traffic Management system should not be constrained by the borders of the Union. To avoid bottlenecks, promote interoperability, and enhance safety and environmental efficiency, the neighboring states should also be appropriately associated.

## **2.2. Lessons learnt**

This programme should concretely build upon the results of the previous TRACECA Aviation technical assistance projects combining the efforts which were made already in the field of ATM for the first aviation programme - TRACECA Training of operational air transport control of South Ring States (Project completed in September 2009) – and the activities initiated in the domain of safety and security for the ongoing contract – TRACECA Civil Aviation Safety and Security (This programme started in February 2009 and will last until February 2012).

The TRACECA project on Training of operational air transport control of South Ring States provided to about 200 specialists over a 2-year period the knowledge on Air Traffic Management European standards. Training focused on capacity building for managers, trainers and operational staff, in both ATC operations and Air Traffic Management safety oversight related to European practices and standards, and in particular in certain provisions of the EU *acquis* on Air Traffic Management (the Single European Sky) like the ATCO licensing. As a result the beneficiary countries are definitely closer to the EU standards today than it has been in the past years. Nevertheless this first contract can only be considered as a starting point for the work to be done in the broader area of Air Traffic Management and towards higher safety standards more in general.

A year after the starting of the activities of the second TRACECA aviation projects the situation in the field of safety in the countries beneficiaries remain fair from encouraging. The project findings' based on the International Civil Aviation Organisation's (ICAO) Universal Safety Oversight Audit Programme (USOP) and the EU Safety Assessment of Foreign Aircraft (SAFA) programme on the basis of showed a large divergence in the level of compliance with international safety standards of various countries in the region. These results confirm the need to further work on this subject and to elaborate differentiated approaches depending on the specific country situation within the framework of the future regional aviation programme. The current project has foreseen an active engagement of the European Aviation Safety Agency (EASA) in the organisation of trainings and targeted activities. During the last months of 2009 the aviation administrations of Azerbaijan, Georgia, Republic of

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<sup>3</sup> This regulatory framework, fully consistent with and supported by the International Civil Aviation organization, is being adapted to technical progress through the implementation of the SESAR ATM Master Plan to develop, introduce and finance new concepts and technologies.

Moldova, Ukraine and Armenia signed Working Arrangements with EASA to cooperate at the technical level to gradually implement EU safety standards and environmental certification.

The signature of this working arrangements together with the activities to be realised within the framework of a Common Aviation Area Agreement are expected to create substantial additional workload for the civil aviation administrations of the TRACECA countries. These activities might create increasing demands for further trainings which will be difficult to be met within the context of the ongoing contract. This additional pressure would need to be conveyed within a future Technical Assistance Project.

Both the signature of the CAA agreements the tendency towards aviation market opening in the region would rise the question of the need to establish a regional aviation body. This might have the potential for creating more sustainability in managing aviation regulation and oversight, and to reduce the need for the involvement of donor support. Lessons in this sense can be drawn from the experience of ASECNA (Agency for Aerial Navigation Safety in Africa and Madagascar) or ACSA (Central American Aviation Safety Agency). ASECNA is a regional body that provides navigation services to 15 West and Central African Countries, plus Madagascar and the Comoro islands in the Indian Ocean. Similarly ACSA assists the Central American aviation authorities in discharging their safety oversight obligations. In both cases the establishment of a regional body aims at achieving further harmonisation towards international standards. The Conclusions of the EC-ICAO Symposium on Regional Organizations on 10-11 April 2008 Montreal, stressed that EU assistance in the field of aviation should widely promote regional cooperation between the countries of the region, pooling of their resources and economies of scale. European Union will be also advocating this approach at the incoming ICAO High Level Safety Conference to be held in March 2010.

The external monitoring exercise of the previous TRACECA programmes indicated that the aviation sector has still to remain a priority for the European Commission Technical Assistance Projects in the ENPI East. It recognises that some positive steps have been made related to the increased feeling of "ownership" among the beneficiary countries. The monitor also highlights the importance of the technical assistance part of the proposed project which would result in a higher exposure to international practices for government officials.

### **2.3. Complementary actions**

Contributing to the achievement of the broader objectives of the TRACECA Multilateral Agreement the project is also consistent with the overall external air transport policy of the European Union (Communication from the Commission "A Community aviation policy towards its neighbours", COM (2004) 74 final) and notably the ongoing Commission's initiative aiming at the establishment of the Common Aviation Area (Communication from the Commission - Common aviation area with the Neighbouring Countries by 2010: progress report, COM/2008/0596 final).

Building on the previous TRACECA aviations service contracts this programme aims at establishing the same environment which has been put in place for the Euro Mediteranean Neighbouring countries where activities nowadays are focusing more on supporting an open, healthy & competitive aviation market than on safety and security.

Concerning the other ongoing TRACECA Programmes this project will be linked to the framework of the "TRACECA Transport Dialogue" (ongoing May 2009 – May 2012 a follow-up will be foreseen) ensuring specifically the follow-up of the relevant TRACECA Action plan activities.

### **2.4. Donor coordination**

Since this project will develop potential synergies with other donors, strong coordination with transport programmes and initiatives in the region will be essential. Donors' programmes that will be taken into account include:

- The Black Sea Synergy and the Black Economic Cooperation (BSEC) in the transport sector;

- EIB, EBRD, ADB and World Bank’s current and future infrastructure development projects in the region.
- The UN Economic Commission for Europe (UNECE) and the UN Economic and Social Commission for Asia and Pacific (UNESCAP) have been jointly working on the development of Euro-Asian transport linkages.
- The regional activities of the International Civil Aviation Organisation (ICAO) The long term objective of the Programme is to evolve itself into a Regional Safety Oversight Organisation
- The UN Special Programme for the Economies of Central Asia (SPECA), Working Group on Transport Infrastructure and Border Crossing Facilitation, with participation of four Central Asian Countries (except Turkmenistan) and Azerbaijan. It addresses the issues of multilateral common approach;
- Central Asian Regional Economic Cooperation (CAREC), created by the Asian Development Bank (ADB) with participation of the Central Asian States, including Azerbaijan and China. CAREC strives for enhanced policy dialogue among others in the field of transport based on a more institutionalised approach and strives to broaden ADB’s regional assistance programmes such as the regional road development and capacity building programmes also known as Greater Silk Road Initiative and the regional railway modernisation projects;
- COSPAC–CIS (Cooperative Development of Operational Safety and Continuing Airworthiness Under ICAO Technical Co-operation Programme), for Commonwealth of Independent States(Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan).
- The 2004 UN Global Action Programme for Landlocked and Transit Developing Countries, called “Almaty Programme of Action”;

### **3. DESCRIPTION**

#### **3.1. Objectives**

##### ***General objectives***

The intention of this project is to develop an integrated approach towards aviation policy in the TRACECA countries. Technical assistance activities should cover the main aspects of the civil aviation regulation and oversight, including in the areas of licensing and organisation of market access, safety, security, ATM and environmental protection. The project should ensure that a regional approach towards aviation policy in the region is granted. However it is essential to recognise that some activities should be particularly targeted to the specific characteristic in terms of political, industrial and regulatory environment of each of the concerned country. For instance some of the countries have already sufficiently mature regulatory frameworks and industry to start implementing EU standards.

##### **1: Regulatory framework**

A complete and up-to-date legal and regulatory framework constitutes one of the cornerstones to develop an effective Civil Aviation system which is safe, secure, sustainable and efficient. Many countries in the region audited by ICAO have difficulties in keeping up with the international regulatory developments, maintaining their primary and secondary regulations as well as operational procedures up to date. These are necessary prerequisites in order to create a framework for the good functioning of the national aviation industry.

##### ***Activity 1A: Support to reform in the aviation sector***

In TRACECA countries the work on updating the regulatory framework should focus on the following areas:

- **Safety** - In this field major assistance should be given to the TRACECA countries to apply the EU regulatory framework. This should mainly address the separation between regulators and service providers, the establishment of independent and efficient supervisory authorities, the application of common rules for the designation and/or certification and continuous oversight of service providers, organisations, aircraft and personnel.
- **Security** - These activities should aim in particular at training at airports' and airlines' security staff and assisting national administration in the development of national aviation security quality programmes.
- **Environment** – The work on the environment standards will be streamlined throughout the project<sup>4</sup>.
- **Market opening** – These activities would allow the creation of new market opportunities and investment possibility within the TRACECA countries addressing: market access, capacity and fares and the freedom of establishment without nationality clauses on a reciprocal basis.
- **Air Traffic Management** – A smoothly functioning ATM system should not be constrained by the borders of the EU. To avoid bottlenecks, promote interoperability, and enhance safety and environmental efficiency, the TRACECA countries should also be appropriately associated to the Single European Sky in order to harmonize rules and procedures in this area.

**The following activities should be designed accordingly to the each countries specific needs:**

- **Activity 1B: Preparation of a Road Map for the development of the Common Aviation Area** - The Common Aviation Area fits into the wider objectives of the Community's air transport policy complementing the broader objectives of the European Neighborhood Policy (ENP). These activities should specifically support ENPI and Central Asian countries which are already negotiating or willing to negotiate this agreement.
- **Activity 1C: Support for the implementation of CAA agreements** - The project should specifically support the authorities of the countries which have already signed a Common Aviation Area agreement and provide the necessary tools for the gradual implementation of the EU legislation in the field of air transport.

## ***2: Safer aviation - Enhancing institutional capacity of national aviation authorities, operators and industry to support regional convergence of safety standards and practices***

These activities will respond to the increasing needs for the ENPI and Central Asia countries of further assistance around the area of aviation safety. These activities will be carried-out in cooperation with the EASA.

### ***Activity 2A: Air Traffic Management activities towards a Single European Sky***

The activities under the Air Traffic Management area shall cover, at least, the separation between service providers and regulators, the establishment of the necessary administrative capacity at the level of NAAs (including the setting-up of National Supervisory Authorities), the designation and certification of air navigation service providers by independent National Supervisory Authorities, the association to the existing European en-route charging regime and air traffic flow management system, to the future performance scheme, and to the interoperability rules and related deployment of technology. Potential association to existing functional airspace blocks shall be explored.

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<sup>4</sup> The EU has one of the highest environmental standards as far as aircraft noise and gaseous emissions are concerned and in practice only aircraft, which are certified to full compliance with the requirements of the ICAO Annex 16 Chapter III are allowed to operate to the EU. In addition, an Emission Trading Scheme (ETS) for aviation will be operational in the EU as of 2012 and all aircraft

### ***Activity 2B: Airlines safety***

These activities should contribute to help the beneficiary countries airlines to be fully compliant with the international and European Union safety standards. This should aim at gradually enabling operators from countries which are subject to operational restrictions or bans to be able to resume operations to the European Union. The project should start by reviewing the results produced by the TRACECA Civil Aviation current project concerning current practices and procedures pertaining to the safety of civil aviation in each TRACECA country, and identify corresponding strengths and weaknesses. The Project shall undertake a needs-assessment of the beneficiary countries civil aviation authorities in relation to their ability to design, regulate, implement and monitor the safety standards.

### ***Sub-activity 2C: Training***

- ***Sub-activity 2C1: Training of personnel*** – The project shall, based on the results of this assessment, organise and implement the required training activities (workshops, seminars, tours, etc) to strengthen the capacity of the countries authorities in their safety functions. Training and competency of aviation personnel is considered as a key pre-requisite to ensure safe, secure and sustainable development of the air transport worldwide.<sup>5</sup>
- ***Sub-activity 2C2: Training of Trainers*** - Aviation training institutions must constantly meet an increasing demand for well-qualified personnel in a wide range of disciplines and emerging technologies. Traditionally, every country in the region has been trying to meet these requirements on its own, which results in duplication of costs, as all of them would need to invest in training facilities and training material.

## **3: Secure Aviation**

The project should ensure that TRACECA countries aviation authorities' and airlines operate towards the effective adoption and implementation of international security standards.

### ***Activity 3A: Compliance with international security standards***

These activities should address in particular national administrations, airport authorities and operators to move towards the adoption of EU/international security standards in the field of airport security (i.e. access control), aircrafts inspections, staff recruitment and equipment standards.

### ***Activity 3B: Quality Control standards***

This component should aim at helping TRACECA countries to establish National Aviation Security Programme and National Control Programmes to ensure proper implementation of security standards.

### ***Activity 3C: Training of security staff***

The project should assist national administrations in the development of national aviation security training programmes. These should be cross-functional exercises including aviation as well as non-aviation staff (i.e. airports' police) and focus mainly on the subject of the procedure for access control.

## **4: Regional Aviation Integration**

### ***Activity 4A: Needs assessment on the possibility of establishing a civil aviation regional centre***

As it has been previously underlined the establishment of a regional aviation training centre could-under certain conditions- contribute to overcoming the current challenges facing by TRACECA

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<sup>5</sup> Personnel Qualification and Training constitutes one of the critical elements of both safety and security oversight system according to the International Civil Aviation Organisation (ICAO)

countries (for instance in meeting their training needs). The project should aim at assessing whether and under which conditions (sustainability of the centre, functions, relations with the EU/international aviation bodies) such a regional body can be established and can contribute to improve the conditions of the aviation traffic in the region and between TRACECA and the EU.

### **5: Communication, Visibility and Information**

A share of the budget of the project should be dedicated to the communication, visibility and information activities in order to ensure that the results of the projects activities are further disseminated. The Project should develop an adequate communication plan and press strategy towards local and EU media.

Constant communication should be kept with the ENPI East Info centre web portal.

## **3.2. Expected results and main activities**

### **1: Regulatory framework**

#### ***Activity 1A: Support to reform in the aviation sector***

The Project shall support the beneficiary countries in updating the regulatory framework. It should elaborate the necessary recommendations and identify the required actions to promote a fair, balanced and level playing field among all air carriers, both public and private, across the TRACECA countries themselves, as well as between them and the EU.

More concretely these activities would result in:

- Promoting regulatory convergence and approximation of primary and secondary aviation legislation with European *acquis* and/or international standards of the TRACECA countries;
- Strengthening of the administrative capacity of aviation authorities;
- Separating between regulators and services providers and the establishment of national supervisory authorities in the field of ATM;
- Opening of the market, subject to the necessary rules, where relevant;

**The following activities should be designed accordingly to the each countries specific needs:**

- ***Activity 1B: Preparation of a Road Map for the development of a Common Aviation Area:***
  - Organise an extensive consultation with the main stakeholders within the country to develop the Road Map;
  - Development and implementation of a Road Map for the development of a Common Aviation Area in the TRACECA corridor.
- ***Activity 1C: Support for the implementation of CAA agreements:***
  - Develop targeted training activities to implement the various measures identified in CAA agreements;
  - Technical support for the regulatory changes needed in implementing the CAA agreements.

### **2: Safer aviation**

#### ***Activity 2A: Air Traffic Management activities towards a Single European Sky***

This component should aim at supporting regional Air Traffic Management cooperation and harmonisation.

More concretely this would lead to:

- Identify and implement the measures needed to implement the Single European Sky regulations (setting-up of national supervisory authorities, common requirements concerning the air navigation service providers, adoption of the ATCO license and of the en-route charging scheme, and association to the European air traffic flow management. Potential association to existing functional airspace blocks shall be explored.

- Develop and implement a Road Map/Action Plan which foreseen targeted actions and the necessary technical assistance associated to it;
- Identify and put in place the actions needed to ensure the future interoperability of the Air Traffic Management systems and equipment, both across the TRACECA countries and between the EU and the TRACECA countries.

### ***Activity 2B: Safety standards and certification***

More concretely this would lead to:

- Improving the capacity of national aviation administrations (NAA) to meet their international safety obligations, including implementation of quality control programmes;
- Promoting the implementation of safety management systems and quality management systems (QMS) in the aviation sector;
- Ensuring that local rules concerning airworthiness (AIR), air operations (OPS) and licensing of pilots and crews are brought in line with the international (ICAO) standards and reflect the European rules aviation safety (such as the Implementing rules on airworthiness and maintenance and the EU-OPS for operations) where relevant;
- Reinforcing the ability of national aviation administrations, airport authorities, providers of air navigation services and air traffic management, and operators to comply with international ICAO safety standards and the relevant EU *acquis*.

***Sub-Activity 2C1: Training of personnel*** – These activities can include the establishment and implementation of regular training programmes on EU safety standards for a better functioning of the NAAs in the fields described above and on the basis of identified specific needs. These training activities may include stages and visits of EU organisation (e.g. EASA) and on-the-job training.

***Sub-Activity 2C21: Training of trainers*** - In addition to the above the project shall embark on a needs-assessment for civil aviation authorities' trainers in each TRACECA country, and shall prepare and implement, based on the results of this assessment, the appropriate training packages including workshops, seminars, tours and twinning programs as required to raise their skills to international and EU standards. For instance the project should establish and implement training of flight inspectors, as well as ramp inspectors.

### **3: Secure Aviation**

The project activities should lead to improved air transport security in the region and between the region and the EU

#### ***Activity 3A: Compliance with international security standards***

More concretely these activities should lead to:

- Improve the knowledge of national administrations, airport authorities and operators about European common standards;
- Reinforce the ability of national administrations, airport authorities and operators to comply with international ICAO security standards and, overtime, with European standards;

#### ***Activity 3B: Quality Control standards and crisis management plans***

More concretely these activities should lead to:

- Encourage and facilitate an exchange of best practices in aviation security through workshops and other communication and dissemination activities;
- Assist NAAs in developing and implementing national quality control programmes;
- Assist airport authorities and operators in developing and implementing security programmes and internal quality control measures;
- Assist in developing and implementing Crisis Management Plans, including the definition of clear tasks and responsibilities among the various involved stakeholders in the case of a crisis;

- Suggest possible sources for financing the additional security measures that would be required at the TRACECA airports to meet the international and EU standards

#### ***Activity 3C: Training of Security staff***

More concretely these activities should lead to:

- Cross-functional trainings (i.e. airport police)
- Training on procedure for access control;

Assist NAA in the development of national aviation security training programmes

- Assist airports and operators in the development of training programmes for security staff and crews

#### **4: Regional Aviation Integration**

##### ***Activity 43A: Needs assessment on the possibility of establishing a civil aviation regional centre***

The project should aim at analysing the possibility of establishing such a centre focusing on the following points:

- 1) The social/economic benefits of the establishment of a regional body;
- 2) The scope of the centre;
- 3) The role of the centre and the relation with the EU (EASA) and other international organisations
- 4) Financial sustainability of the centre;
- 5) The possible location for Caucasus and Central Asia;

#### **5: Communication, Visibility and Information**

A share of the budget of the project should be dedicated to the communication, visibility and information activities in order to ensure that the results of the projects activities are further disseminated. The Project should develop an adequate communication plan and press strategy towards local and EU media.

Constant communication should be kept with the ENPI East Info centre web portal.

### **3.3. Risks and assumptions**

The key assumptions are that:

- The Partner governments continue their political commitment to regional cooperation;
- Increased ownership of the subject following the previous TRACECA projects in the field; The Partner government continue to enhance policies to reform their transport sector; Participating countries should recognise European Union law and/or relevant international standards in the field of aviation and should be ready to actively work towards the implementation of first of all international (ICAO) standards, and, if relevant, EU standards. In external aviation relations, the principle of European Union designation must be applied either through a horizontal agreement with the EU or through amendments of bilateral aviation agreements with EU Member States
- No major political or policy changes would contradict the objectives and implementation of the project;
- TRACECA Permanent Secretariat will help in coordinating the projects activities between the countries beneficiaries and between the countries and the European Commission.

The identified potential risks related to the implementation of the present project are the following:

- Governance structure: weakness of aviation authorities bodies in the administration structure, lack of adequately skilled experts and high staff turn-over, insufficient financial resources; lack of intra and inter-organisation coordination and communication.
- These risks are minimised by the use of already functioning mechanisms for cooperation between the transport key stakeholders of the neighbouring states and with the EU.

*Sustainability of the action:*

This project fully integrates sustainability goals in its design: it aims to support the consolidation of a process which already enjoys credibility and support by embedding national policies and priorities into a coherent regional undertaking (the Baku Initiative), addressing more fully existing institutional and legislative deficiencies, and putting partner countries in a good position to satisfy their key investment and technological improvement needs, while making the best of their resources and mitigating environmental impact.

The sustainability for the present project shall principally rely on the potential long-term benefits of the regional cooperation in the field of aviation. Moreover it will build upon the results on current TRACECA projects and existing twinning with the beneficiary countries.

### **3.4. Crosscutting Issues**

The priority sector of transport safety and security will include strong components related to good governance and environmental safety. In terms of good governance, the project will promote institutional restructuring, including in particular the separation of the governmental regulatory functions from the operational and commercial activities, strengthening the independence of the aviation authorities and of their administrative capacity. The application of EU rules and standards will also have a positive side effect on the environment, mainly concerning noise and emissions. Gender policy principles will be applied in the selection procedures for the staff to be trained.

### **3.5. Stakeholders**

As under this TRACECA Aviation programmes the main stakeholders in the project are Civil Aviation Authorities, air carriers, Airport Authorities, Airlines and ATM service providers and the aeronautical industry. Passengers and freight operating companies are final beneficiaries. The interest of all of these stakeholders is to enhance their knowledge and capacity to implement and operate under international and EU aviation standards with a view on future integration into the EU Common Aviation Area. It is still regarded as difficult in some countries to recruit and retain adequately trained and experienced personnel. This leads to understaffing of the authorities (especially in the departments responsible for oversight and inspection) and outsourcing of certain inspection tasks to the industry, which is a common practice in many countries, but never an optimal solution given the possibility of conflict of interests.

## **4. IMPLEMENTATION ISSUES**

### **4.1. Method of implementation**

Direct Centralised management.

### **4.2. Procurement and grant award procedures**

The project will be awarded as a service contract through a call for tender.

The service contract must awarded and implemented in accordance with the procedures and standard documents lay down and published by the Commission for the implementation of external operations, in force at the time of the launch of the procedure in question.

Participation in the award of contracts for the present action shall be open to all natural and legal persons covered by the Financing Regulation ENPI Regulation N°1638/2006. Further extensions of this participation to other natural or legal persons by the concerned authorising officer shall be subject to the conditions provided for in article 21(7) of regulation EC/1638/2006.

#### 4.3. Budget and calendar

The total budget proposed is EUR 5.5 million for an indicative duration of 36 months from the signature of the contracts.

The indicative budget breakdown could be as follows:

| <b>TRACECA Civil Aviation Safety and Security</b>                              | <b>ENPI Countries (Activities 1+ 2+3 )</b> | <b>Central Asia (Activities 1+ 2+ 3)</b> | <b>Total (countries related + joint activities)</b> |
|--|--|--|---|
| <b>Objectives/Activities (Total)</b>   | <b>3,450,000</b>                           | <b>1,850,000</b>                         | <b>5,500,000</b>                                    |
| <b>1. <u>Regulatory Framework</u></b>  | <b>1,300,000</b>                           | <b>450,000</b>                           | <b>1,750,000</b>                                    |
| <b>2. <u>Safer Aviation</u></b>  | <b>1,400,000</b>                           | <b>850,000</b>                           | <b>2,250,000</b>                                    |
| <b>3. <u>Secure Aviation</u></b>   | <b>750,000</b>                             | <b>550,000</b>                           | <b>1,300,000</b>                                    |
| <b>4. <u>Regional Aviation Integration (common activities ENPI+ CA)</u></b>    |  | <b>100,000</b>                           |   |
| <b>5. <u>Communication, Visibility and Information (Common activities)</u></b> |  | <b>100,000</b>                           |   |

#### 4.4. Performance monitoring

There are limited "standards" indicators in the domain as the project is mainly focused on regulatory reform. Further approximation to EU and international standards in terms of licensing, market access, safety, security and environment can be seen as the main indicator.

Other performance indicators can be the level of maturity of countries reform for the countries which are negotiating CAA agreements with the EU. The ENPI monitoring team will ensure the adequate follow-up.

#### 4.5. Evaluation and audit

A mid-term progress report for Transport dialogue project for the coordination work of TRACECA is foreseen for end of 2011- 2012. Within this framework the actions on Aviation sector will be reviewed. The proposed project is supposed to deliver input to this overall progress/monitoring exercise of the Transport Dialogue.

Mid term and final evaluation of the results achieved will be entrusted to independent consultants, as well as external audits (which will be carried out if necessary).

Evaluation and audits will be funded from other sources than the project budget; since no commitment will be possible once the validity of the decision is expired (N+1 rule will apply).

#### **4.6. Communication and visibility**

The project will ensure specific communication strategy dedicated to communication, visibility and information about the projects.

Relevant communications tools will be developed for the different components of the projects (website, newsletter, booklet, training material, etc.). Visibility and communications actions in the partner countries will be also carried out in collaboration with the EU Delegations, in line with the Communication and Visibility Manual for EU external Actions. In addition the contract will cooperate with the TRACECA main transport contract as to assure coherence with the other TRACECA projects and the overall website.

Visibility should furthermore be ensured by means of the close link to the TRACECA Permanent Secretariat.

ENPI-East Info Centre web portal and EuropeAid's ENPI Newsletter will also be used regularly and press releases will be prepared when appropriate. The EU visibility guidelines must be followed for all components of the project.