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# ECACNEWS #62

European Civil Aviation Conference Magazine



## CAPACITY BUILDING:

*Progress Through Partnership*



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## ECACNEWS

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## Progress through partnership

**Salvatore Sciacchitano**  
Executive Secretary of ECAC



**T**he continued development of a safe, efficient and sustainable European air transport system is at the heart of ECAC's mission statement. But there's no such thing as striving alone in aviation: air transport is international by its very nature, characterised by its high degree of interdependency. Hence sustainable success is based on worldwide compliance with global standards, while their infringement significantly impacts the wider international aviation community. In this context, it is easy to see how global thinking and action are a must, putting a premium on initiatives that leverage capacities to meet common challenges. If the objectives of safe and secure air transport are defeated without the adequate human expertise, how do we close the gap between capabilities and standard compliance?

The sharing of resources, best practices and expertise can only support States in their efforts to meet these global standards under the common understanding that cooperation will result in common benefits. In order to take full advantage of civil aviation's increasingly growing potential, ECAC acknowledges capacity building as absolutely critical and has therefore developed a significant volume of programmes with this purpose.

In this issue of ECAC News, you can read more about the support provided by ECAC in its own region, for instance through its Aviation Security Capacity Building Programme, but also to African and Arabian countries, under the EU-funded ECAC-implemented CASE Project. ECAC's sister organisation, the African Civil Aviation Commission (AFCAC), also shares some of its recent homegrown capacity-development projects, and two ECAC Member States, Italy and France, share their experience of EU-funded capacity-development twinning projects with neighbouring countries. ECAC News has also invited a Partner State with which it shares a Memorandum of Understanding, the United States, to present their own initiatives in this area.

Training and capacity building are also one of ICAO's key strategic objectives for the current triennium (2017-2019), ever more so in the context of its No Country Left Behind initiative. Following

the achievements in the field of environment at its 39<sup>th</sup> Assembly, ICAO tells ECAC News about the guidance and tools it has developed to assist States in the preparation and implementation of their action plans, as well as in the implementation of the recently agreed Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).

At the European level, we take a look at the EU Instrument contributing to Stability and Peace (IcSP) and some of the other actions led by the European Commission in the fields of safety and security. The European Aviation Safety Agency, EASA, "EU's natural implementing partner" in the field of safety, gives us an account of its current priorities with some concrete examples, such as the EU-funded Eastern Partnership / Central Asia Project jointly implemented with ECAC (for the security component).

Finally, ECAC News explores the strong capacity-building programme delivered by Airports Council International geared at promoting the sustainable operation and development of airports worldwide, and invites the World Customs Organization to share its experience in developing capabilities to streamline international passenger travel and air cargo movement.

With the support of its Member States, ECAC has managed to achieve partnerships that have strengthened regional cooperation, enhanced networks and reinforced the credibility of the European region in its international dealings. Armed with this experience, ECAC looks to the future and to expanding the scope of its capacity-development projects, for instance in the field of environment, to address States' need for assistance in deploying the CORSIA agreement as pledged by ECAC Directors General in the September 2016 *Bratislava Declaration*, and in the facilitation matters, to support Member States in their efforts to consistently apply ECAC's recommendations.

Progress through cooperation is key to ensuring air transport continues to contribute to global economic development. ECAC remains committed to working together to ensure more safety, security and respect for environmental standards, with capacity building as the path to ensuring sustainable aviation and yield air transport's full potential.



## ECAC's contribution to enhancing capacities in aviation security

**Adam Borkowski**

*Audit and Capacity Building Officer, ECAC*

Since 2003, the ECAC Aviation Security Capacity Building Programme has been supporting ECAC Member States' efforts to achieve the effective implementation of European requirements for aviation security, and also develop a risk-based and innovative approach to aviation security. Hundreds of activities have been performed since 2003, and all 44 Member States have in one way or another benefited from the Programme, using it to meet certain needs and priorities.

Designed to support Member States in implementing and overseeing aviation security measures, the Programme gives them training and best practices to further enhance their work in aviation security.

The activities in the Programme are designed to develop the skills and competencies of national experts, and to share best practices in key aviation security areas such as compliance monitoring, vulnerability assessments and model programmes.

Since its implementation in 2003, the Programme has constantly evolved to meet Member States' requests, particularly in the context of evolving regulations and threats. The Programme has also evolved to offer a wider scope of activities needed by the States in the fast-changing regulatory environment. Its relevance to the priorities of ECAC Member States is evidenced by the ongoing high demand for activities and the positive feedback received from participants.

The ECAC Capacity Building Programme benefits from the contribution of experts nominated by ECAC Member States, either in the development of tools (e.g. development of training modules) or in the implementation of activities (e.g. experts acting as instructors or speakers). National experts and

practitioners are released to act as instructors, coaches and advisors, and provide practical advice to Member States looking to enhance their aviation security regimes.

A number of activities are developed and delivered in the framework of the Programme, which comprise, but are not limited to:

- multilateral workshops on issues of common interest to all Member States (e.g. behaviour detection, security culture, risk management, security equipment and technology);
- standardised tools and procedures such as model aviation security programmes;
- on-site training courses for national auditors (e.g. Best Practices for National Auditors levels 1 and 2, Best Practices for Cargo Inspectors, Recurrent Training for National Auditors);
- coaching activities during which one or more experienced Member States and the ECAC Secretariat support other States by sharing their expertise and achievements in a given area of aviation security; and
- targeted capacity-building missions based on audit findings and specific needs expressed by Member States (e.g. pre-opening surveys of new airports).

### ▶ Best Practices for National Auditors

Best Practices for National Auditors is one of the success stories of this Programme with more than 43 training courses at level 1 delivered until now, and more than 330 national auditors from 25 Member States trained.

Aviation security regulations are not sufficient to protect air transport against acts of unlawful interference if they are not effectively implemented. The lack of effectiveness or inadequacy of oversight by the Appropriate Authority is one of the root causes of poor implementation of aviation security measures. Therefore, the training courses targeted to strengthen the Member States' competencies in this field are still considered to be one of ECAC's key capacity-building activities.

Best Practices for National Auditors - Level 1 (BPNA/1) is an example of the activities implemented in the framework of the ECAC Capacity Building Programme for the benefit of ECAC Member States, specifically tailored for national auditors. Through a combination of training techniques, including practical exercises at an airport, participants are familiarised with best practices in audit/inspection techniques.

## ► Organisation of the training

During the one-week training course, participants are not only trained on the key principles related to their role and responsibilities as national auditors but they also strengthen their practical experience and competency in conducting national compliance-monitoring activities through classroom and on-site exercises.

The BPNA course comprises two groups of modules. The core modules introduce participants to the role and responsibilities of national auditors, inspection techniques and security technology, as well as compliance assessment, the stepped approach to rectification, and report writing. The main objective of these modules is to develop the competencies and skills that auditors shall possess and use regardless of the area of an audit or an inspection.

The second group of modules consists of three elements, selected by the Member State to reflect the training needs of its staff from the following: inspecting access control, inspecting aircraft security, inspecting passenger/baggage reconciliation, inspecting hold baggage security, and inspecting passenger and cabin baggage security. By using this approach, the course can be tailored to the needs of the Member State and its auditors.

In practice, the course can be delivered as a bilateral activity for the participants from the hosting State only, or it can be organised as a multilateral training course offered to national auditors from different Member States. In any case,



BPNA Best Practices for National Auditors Training Level 2, Cluj-Napoca International Airport, Romania, May 2013

the course is always organised in close cooperation with the Appropriate Authority of a Member State hosting the course, which provides the training facility and possibility to conduct practical exercises at an airport.

The course is delivered by two instructors who have extensive experience in conducting national compliance monitoring activities. By sharing their experience and practical advice, participants not only gain theoretical knowledge on aviation security measures subjected to national quality control activities but also benefit from recommendations on how to best audit them in practice. Through a number of practical exercises organised at an airport, participants strengthen their competencies in conducting compliance monitoring activities in the field.

On the request of the Member State, the BPNA can be complemented by certification tests organised by ECAC on behalf of the Appropriate Authority. The certification comprises several written tests and an oral exam to give participants an opportunity to demonstrate their knowledge and

competencies in aviation security. The results of these exams can be used by the Appropriate Authority for the formal certification of their national auditors.

In order to address the needs of Member States requesting an advanced training course for national auditors, ECAC has also developed a Best Practices for National Auditors – Level 2 training course (BPNA/2). The BPNA/2 course builds on the experience and knowledge participants have gained from the training at level 1. A combination of classroom presentations and practical activities at the airport ensures that participants can further develop their expertise in aviation security. The BPNA/2 course can also be considered as recurrent training for national auditors. To date, 12 sessions of the BPNA/2 training course have been organised and more than 100 national auditors have participated in this course.

Based on feedback received from the participants attending both levels of the course, the up-to-date content, practical exercises together with experienced and committed instructors are considered to be the strongest elements. ■

**Adam Borkowski** joined ECAC in November 2014 as Security Audit and Capacity Building Officer. In this position, he is responsible for the management and implementation of the ECAC Audit and Capacity Building Programme and the Vulnerability Assessment Programme. Prior to joining ECAC, Mr Borkowski was Director of the Civil Aviation Security Department in the Polish Civil Aviation Authority (CAA) where he was responsible for the implementation and oversight of international and European civil aviation security standards. Mr Borkowski has more than ten years of governmental and security experience, having worked for the CAA of Poland from 2003 to 2014. He graduated from the Sorbonne University in Paris with a degree in political science, specialising in international relations. He then continued his studies in Poland obtaining postgraduate degrees from the National Defence University, in the field of aviation management, and the Military Technical Academy, in the field of technical security of persons and goods.



## Developing aviation security capabilities in Africa and the Arabian Peninsula: the CASE Project

**Antoine Zannotti**

*Project Coordinator, CASE Project*

**For the first time, ECAC has been awarded a grant by the European Union to implement one of its external actions referred to as “Civil Aviation Security in Africa and the Arabian Peninsula”, or CASE, through a contract signed on 29 October 2015 and 3 November 2015 with the European Commission (Directorate-General for International Cooperation and Development (DG DEVCO)). The operations of the CASE Project officially began on 1 November 2015.**

ECAC was given the responsibility of implementing this significant project (a four-year, EUR 7 million initiative) due to its record in the field of capacity building in aviation security. The decision of the European Commission was also based on the experience ECAC has developed over the years working in the Project’s two target regions: Africa and the Middle East. This experience includes landmarks such as the building of partnerships with its respective sister organisations - the African Civil Aviation Commission (AFCAC) and the Arab Civil Aviation Commission (ACAC) - as well as a joint action with the West African Economic and Monetary Union (WAEMU) supporting aviation security and, finally, participating in the security component of the EuroMed Aviation I Project.

This proven expertise has provided ECAC with a clear vision of what brings an added value and what is not effective when it comes to capacity building, and these operating principles were discussed with DG DEVCO and inserted in the grant contract to become the pillars of the CASE Project.

### ► Pillars of the CASE Project

The first of these principles is that the Project does not provide for the distribution of funds or security equipment, but consists in investing in people in our Partner States by sharing technical expertise. This expertise is provided by experienced professionals released mostly by the 44 ECAC Member States, who are selected for each

specific assignment based on their competencies, their language skills (activities so far have been delivered in English, in French and in Portuguese), and their experience in on-site activities in African and Arabian countries.

### ► “Partner States”

The second feature of the CASE Project is that it aims at a balanced relationship with the civil aviation authorities of the Partner States, and at a true sharing of expertise. The use of the wording “Partner States” instead of “beneficiaries” is not simply a consequence of ‘politically correct’ thinking, which would be purely artificial. On the contrary, it reflects the belief, based on experience, that significant and sustainable improvements in the level of compliance with international aviation security requirements will result, among other factors, from two-way cooperation between the States and the organisations involved, with the sole objective of making the States concerned autonomous. As a consequence, expertise is to be shared and not transferred in a unilateral way, and the roster of experts used by the Project to deliver activities is expected to include those from Partner States as well. In fact, in the second year of the Project, ECAC has made it a priority to involve as many regional speakers as possible



Best Practices for National Auditors Training in Lomé, December 2016



Auditor coaching activity in Brazzaville, April 2017

in CASE Project workshops, based on the relevance of their contributions and the technical value of their presentations.

### ► On-site deployment

The third principle of the CASE Project is that all activities are located in the Partner States, whether these are regional (in the form of two-day technical workshops in one host country or organisation, which bring together around 30 experts from an average number of 15 Partner States, the participation of whom is fully sponsored by the Project) or national, i.e. they are deployed in one given country and consist in providing support to one Appropriate Authority on one specific aspect of aviation security. The only activity to take place in Europe is the participation in ECAC workshops (i.e. designed for ECAC Member States), for which four seats are made available to non-European experts to be designated by AFCAC and ACAC.

This strategy was adopted for two reasons. The first is that it is coherent with the objective of achieving as balanced a relationship as possible between all States participating in the Project's activities, where the contributions of all

are equally recognised and appreciated. Secondly, an activity – and especially a national activity – deployed on-site is likely to prove more effective, since it will lead to an exchange of expertise in a real-world environment, which will in turn prompt the CASE Project specialists to adjust the best practices available to the local needs and specificities, and may even result in the identification of further needs and therefore the consideration of additional CASE Project national activities.

### ► Focus on quality control

The fourth main feature of the CASE Project is that a majority of the activities offered under its four components – mentoring, risk management, training and coaching – focus on quality control. True, some activities aim at addressing specific risks, the mitigation of which does not depend on the effective implementation of existing regulations (MANPADS and landside security), or at promoting specific good practices (security culture). Also true is that one activity is devoted to reviewing the existing regulations in a single domain of aviation security (cargo). Besides these, all other activities

are directly or indirectly focused on the effectiveness, the sustainability and the comprehensiveness of national compliance monitoring. Efficient national compliance monitoring is critical to the effective implementation of security measures. This is one of the main lessons to be learned from previous capacity-building initiatives as well as from international audits.

To provide a tangible illustration of the way these organising principles are actually implemented, it should be noted that, at the time of publishing, the CASE Project has delivered the following activities:

Regional activities/workshops	
Cargo and mail security	2
Security equipment and technology	1
Threats to civil aviation	1
Risk management	1
Vulnerability assessments	1
National activities	
Mentoring	6
Training	6
Coaching	1
Risk management	2

With the upcoming reinforcement of an aviation security technical specialist to the dedicated CASE Project team, the CASE Project plans on increasing its volume of activities as from the second half of 2017 and, as a consequence, increasing the number of Partner States which are involved in national activities, in addition to regional activities. The Project team will also maintain its policy of providing information on its activities to other major contributors (States or organisations) to capacity-building initiatives in order to achieve the best use of existing resources and avoid the duplication of efforts for the benefit of Partner States. ■

**Antoine Zannotti** joined the ECAC Secretariat in 2016 as Project Coordinator of the EU-funded and ECAC-implemented Civil Aviation Security in Africa and the Arabian Peninsula (CASE) Project, on release from the French Directorate General of Civil Aviation (DGAC). He joined the DGAC in 2008 as a negotiator on air service agreements before becoming head of desk in charge of security measures in 2011. Prior to joining the civil service, Mr Zannotti began his career in the private sector, where he acquired experience in a range of industries.

**Adama Niang**, *Director of Security and Facilitation*,  
Agence Nationale de l'Aviation Civile et de la Météorologie  
(ANACIM), Sénégal



**1 – What is your own definition of capacity building, and in particular of its objectives in the field of aviation security?**

I would simply adopt the commonly used definition, which refers to the process by which individuals or organisations obtain the skills and knowledge needed to do their jobs in a competent manner. But in the context of the CASE Project, I would prefer the term “capacity enhancement or development”. In my view, security people – in most cases – are fully aware of what to do to fulfil security obligations, and know how to effectively implement security measures. But the challenge of efficiency is still to be addressed in some areas (such as training policies and methods, risk analysis and auditing tools and techniques, etc.) and may need improvement in order to face new

and emerging threats. Security community best practices and information-sharing may be a good way to achieve this goal.

**2 – In your view, what are the main challenges to overcome to achieve the effective implementation of capacity-building initiatives?**

International cooperation is essential to increase the capacity of individuals and institutions to meet the full scope of security threats. But initiatives must also meet the actual needs as expressed and analysed by the stakeholders. In some areas, the nature of security-related information does not facilitate information-sharing among stakeholders from different States. Effective participation in the activities of the security community is key to harmonising knowledge,

although it might be a burden due to costs. The CASE Project has made this happen for many experts.

**3 – Based on your experience, what are the specificities of the CASE Project?**

The CASE Project is an experience as well as an opportunity for mutual capacity enhancement mainly based on the best practices exchange between participants from diverse origins. Senegal has already hosted four activities, which have been much appreciated by the participants. I hope this approach will continue and be strengthened by any adjustments required after an analysis of this Project. ■



**Roméo Boris Makaya-Batchi**, *Air Transport Director*,  
Agence Nationale de l'Aviation Civile de la République du Congo

**1 – What is your own definition of capacity building, and in particular of its objectives in the field of aviation security?**

Capacity building in the field of security concerns the design and implementation of policies that enable security personnel from the civil aviation administration, the industry and other organisations to meet the expectations of public authorities and the travelling public alike in terms of understanding the issues and challenges, implementing security measures and being a driving force for new ideas.

**2 – In your view, what are the main challenges to overcome to achieve the effective implementation of capacity-building initiatives?**

The main challenge faced by each State in the effective implementation of capacity building is the understanding that security is incompatible with mere declarations of intent, posturing and token initiatives. Rather, it requires substantive, coherent policy which every single person – regardless of rank – complies with and submits to, and which is implemented by carefully selected and motivated staff; that is to say, individuals who don't just work in security by default or who may be demotivated for whatever reason (salary level, lack of career opportunities, management or a supervisor acting with disregard for legal regulations, etc.).

**3 – Based on your experience, what are the specificities of the CASE Project?**

The CASE Project provides us with a fabulous opportunity to fulfil our State ambition for all staff working in the field of security. More specifically, by avoiding the duplication of training courses and thanks to its training policy, the CASE Project enables us to benefit from courses, and in particular coaching sessions, that are not offered by the AVSEC centres with whom we work, such as ERNAM in Dakar and ENAC in Toulouse; they almost feel like tailor-made consultancies! ■





Irène Seka Gnassou and Salvatore Sciacchitano



Tcha-Didjoré Deybou Bah-Traoré and Antoine Zannotti

**Irène Kachia Seka Gnassou**, *Air Transport Director* and  
**Tcha-Didjoré Deybou Bah-Traoré**, *Audit programme coordinator*,  
Commission of the West African Economic and Monetary Union (WAEMU-UEMOA)

**1 – What is your own definition of capacity building, and in particular of its objectives in the field of aviation security?**

Capacity building deals with very specific questions that pertain to, inter alia, contingency planning, the identification of vulnerabilities, and the assessment of risks and threats in the security systems that are in place in any State. In this sense, and although compliance issues remain very important, it is much more focused on performance. Its aim is to research and implement best practices in security and to develop key performance indicators in order to measure performance and/or to increase visibility in a given field. A concrete example of capacity building is the workshop on vulnerability assessments undertaken by the CASE Project in Lomé (25-26 April 2017) for Member States of ECOWAS and WAEMU.

**2 – In your view, what are the main challenges to overcome to achieve the effective implementation of capacity-building initiatives?**

The main issue is how to reconcile the capacity building of individuals with that of organisations. Remember that the CASE Project's main objective is to counter the terrorist threat in Partner States by improving their security levels. But, by improving the performance of individuals, does one ipso facto improve that of the organisation? I don't think that's enough; one has to include activities which enable the organisation to benefit from the improved performance of individual staff members. Capacity-building initiatives should simultaneously deal with these two aspects, as an integral part of the CASE Project's objectives. For example, following the Lomé workshop on vulnerabilities, provision should be made, if possible, for an activity in airports selected by the States, allowing the experts who received the training to conduct the vulnerability assessment, etc.

**3 – Based on your experience, what are the specificities of the CASE Project?**

CASE is a capacity-building project whose specificities include its geographical reach, its objectives, its financing (European Union), the active involvement of regional and sub-regional organisations and Partner States, and its governance. ■



## The Italian experience in managing and implementing a Twinning project: strengthening the aviation oversight standards of the Egyptian Civil Aviation Authority

**Alessio Quaranta**

*Director General, Italian Civil Aviation Authority (ENAC)*

**The Twinning project between the Italian and the Egyptian civil aviation authorities was supported by the European Union's will to invest common resources in a broad collaboration effort, enabling neighbouring countries to find a way of growing closer together, combining energies and learning from each other. The results achieved in the project so far represent an example of mutual cooperation and friendship, for which I would like to especially thank the European, Egyptian and Italian institutions and all the people (executives, officials, managers, engineers, flight inspectors, lawyers, economists and administrative staff) who have been working hard to improve capacity development in civil aviation.**

### ► ENAC's background in capacity development

In accordance with its mission, the Italian Civil Aviation Authority (ENAC) is committed to promoting the development of civil aviation, guaranteeing high levels of safety and security, passengers' rights, the quality of services, fair competition for users and stakeholders, and environmental protection, by improving ICAO and EU standards.

This challenge has been continuously pursued by ENAC, not only at the domestic level but also through close cooperation with foreign authorities and institutions in a mutual exchange of competences and know-how in order to develop long-term strategies and rulemaking activities, and accomplish daily certification, validation and surveillance tasks.

In recent years, that cooperation has become more and more formal and systematic through the adoption of Memoranda of Understanding, working agreements and memberships.

In the last few years, ENAC has also participated in international airport development projects, such

as the Iraq Transport Master Plan and the Herat Airport Master Plan.

The Twinning projects funded by the European Union are very interesting tools for cooperation as they are conceived to foster the political and economic reform process of neighbouring countries and to promote closer economic integration by supporting their legal and technical approximation to the EU, and a sustainable development.

In more practical terms the Twinning instrument assists neighbouring countries to build or reform their public administrations in compliance with European regulation and best practices, with the aim of achieving the full autonomy of the beneficiaries.

In 2009 ENAC was awarded the European Twinning project "Support to Albanian Civil Aviation Safety Management System" to assist the Albanian Civil Aviation Authority in the development of its air transport safety and security standards, which was implemented from September 2010 to March 2013.

### ► ENAC-ECAA

#### Twinning project objectives and results

In 2014, ENAC was awarded the European Twinning project "Strengthening the Aviation Oversight Standards of the Egyptian Civil Aviation Authority (ECAA)", which was implemented from February 2015 to April 2017.

It was a great pleasure to participate in the project's closing ceremony on 27 April 2017 in Cairo, which represented a special occasion to quite rightly recall the objectives and celebrate the results of such a great initiative.

The ENAC-ECAA Twinning project was implemented to strengthen international and European aviation standards in Egypt and improve the ECAA's legal framework, technical competences and its internal organisation as a single and independent authority, in line with the European Neighbourhood Policy (ENP).

In particular, the project sought to assist the ECAA to achieve full regulatory and financial independence; approximate the European Union standards applicable to the State Safety Programme, airworthiness, flight operations, licensing, air



Kick-off meeting in Cairo, May 2015

navigation services, traffic management, airports, security, occurrence reporting and the safety management system; and update the ECAA's information technology system, quality system and its internal organisation to meet the above challenges.

I would like to recall below some of the Twinning project's main achievements in relation to the project's objectives:

- Conducting a Regulatory Gap Analysis between the Egyptian and European Union aviation requirements, which led to the development of a detailed Regulatory Action Plan to allow a smooth transition of the Egyptian aviation system towards the European safety and security rules.
- A working agreement between the ECAA and the European Aviation Safety Agency (EASA) was drafted and recommended for signature.
- Key regulation proposals were prepared for approval, such as the primary law establishing the ECAA as a single authority, and the economic and fees regulations which provided ECAA with the necessary financial and functional independence.

- Regarding the key issue of aviation safety, other proposals were drafted in order to define an Egyptian State Safety Programme (SSP) and a committee responsible for managing it, as well as an ECAA Aviation Safety plan (EASp) to support the dissemination of the principles and tools of the Safety Management System (SMS).
- Regarding the improvement of the ECAA's internal structure, an ECAA organisation manual (EOM) was drafted to include detailed procedures for managing responsibilities, human resources, internal systems for rulemaking and quality, certification and oversight activities, operations, licensing, aerodromes, air space and security.
- Detailed specifications were issued to develop a centralised interactive web portal for occurrence reporting, accessible by all aviation stakeholders in Egypt.
- Study visits to Italy were organised in order to expose the ECAA to major Italian industries and service providers (design, production, maintenance, air operators, airport operators, flight schools, air navigation services, etc.) and to the EU system used by ENAC for its certification and oversight.

## ► Type and value of cooperation

In pursuing these goals, technical and organisational assistance was provided in all the usual CAA fields in full compliance with EU/EASA standard methods.

Working principles such as the transfer of knowledge and capacity building, through teamwork and a careful analysis of the state-of-the-art, were applied, favouring – as far as possible – an approach based on the direct involvement of the local ECAA staff rather than a top-down delivery of assistance.

Such an approach assists in accomplishing surveillance activities, increasing the number of inspections and building up a structured oversight in line with EU/ICAO standards. Moreover, it improves the beneficiary country's efficiency and capacity, leads to the proper qualification of its staff and allows for the sharing of expertise and the production of legislation, policies, plans and procedures that remain with the beneficiary country after the assistance has ended.



Closure Ceremony in Cairo, April 2017

## ▶ Lessons learnt

Italy has learnt from its past experience that fruitful achievements are not always protected from dispersion once the project is over.

In fact, the management and implementation of high quality cooperation, which implies major efforts in terms of resources and workload, needs to be compensated not only by the successful accomplishment of the project's foreseen goals but also by the positive effects of their continuous improvement and update.

In the case of the Twinning project with Egypt, I hope that a further stage of cooperation between Italy and Egypt will be supported in order to sustain what we have already achieved.

ENAC considers its cooperation experience with ECAA to have been extremely positive and believes that the joint work carried out represents one of the best means to transfer know-how in order to improve the institutional and technical capacity, and imple-

ment the internal legislation system reform towards the extension of liberalisation and open competition in the aviation field.

ENAC is willing to continue in the active role it has always played in promoting international cooperation, aware of the significant socio-economic growth the countries can benefit from through partnership and the harmonised development of international air transport. ■

**Alessio Quaranta** has been the Director General of the Italian Civil Aviation Authority (ENAC) since 30 April 2009. He was confirmed in his duty as ENAC Director General on 1 July 2014 for a further five-year term. A law graduate, he has a postgraduate specialisation degree in public administration and has attended several training courses in legal matters. Before being appointed as Director General, he held a number of executive positions in ENAC, including: responsible for corruption prevention (2013/2014), Director of Economic Regulation (2008/2010), Director of the President's Bureau (2005/2008), Director of Human Resources (2004/2005), Head of International Relations (2001/2005), Legal and Economic Advisor to the President (2001/2003). He currently holds the following positions in the main international organisations in the aviation field: President of the Foundation Board of EASTI (European Aviation Security Training Institute), Focal Point for Facilitation and Security matters in the ECAC Coordinating Committee, President of the Foundation Board of JAA TO (Joint Aviation Authorities Training Organisation), Member of the Provisional Council Coordinating Committee (PCC) of EUROCONTROL, alternate member of the Italian Minister of Infrastructures and Transports in the Permanent Commission of the Agency (CN), Member of the Management Board of EASA (European Aviation Safety Agency). He was head of the Italian delegation at several ICAO Assemblies, high-level meetings and international negotiations. He has been a speaker in various national and international conferences and is author of a number of articles and publications on air transport issues.

# The French experience in EU Twinning projects: the Turkish showcase

**Thibaut Lallemand**

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(seconded from the French DGAC)*



**Established in 1998, Twinning is a European Union instrument for institutional cooperation between public administrations of EU Member States and of beneficiary or partner countries. Aviation Twinning projects bring together public sector expertise from EU Member States and beneficiary countries with the aim of helping the candidate countries or partners meet the challenge of strengthening their administrative capacity and adapting their administration to implement the aviation “acquis communautaire”. The French Directorate General of Civil Aviation (DGAC) has a wide experience in capacity-building aviation projects and has already successfully led Twinning programmes with Lithuania (2005), Ukraine (2006), Serbia (2010), Kosovo (2010), and Albania (2013), as well as long-term bilateral cooperation programmes, such as with Montenegro. Two DGAC-led Twinning projects are currently underway, in Tunisia and Turkey. The project in Turkey is jointly organised by France and a third ECAC Member State, Romania.**

Since 2010, Turkey has been experiencing a spectacular growth in its air transport. The number of passengers flown by Turkish air carriers doubled between 2010 and 2015, and air passengers in Turkey reached 173 million in 2016.

Turkey is the second largest destination for passenger traffic to and from the EU, with 41 million passengers in 2015.

In this context, Turkey, an EU candidate country, has to make the best use of its resources and consolidate the capacity of its Directorate General of Civil Aviation (TDGCA) to better regulate the Turkish aviation sector.

The procedure for selecting Twinning project proposals (prepared by Member States) is formal and led by the European Commission, which first checks both the Member State's and the beneficiary country's capacities to take part in such a project by using a call for proposals procedure.

At European level, aviation Twinning projects are managed by the Directorate-General for Neighbourhood and Enlargement Nego-

tiations (DG NEAR), which works closely with the European External Action Service (EEAS) and the Directorate-General for Mobility and Transport (DG MOVE), in Brussels.

At the end of 2013, the French DGAC and the Romanian CAA (as junior partner of the Twinning programme) were selected by TDGCA to manage a Twinning contract. This contract, signed by the French Director General for Civil Aviation and his Turkish counterpart, includes a set of capacity-building actions on aviation-related topics involving Member State experts and their Turkish colleagues.

In Turkey, the goal and name of the civil aviation Twinning project is “Strengthening Institutional and Administrative Capacity of the Directorate General of Civil Aviation of Turkey”. The project's overall budget is EUR 2,500,000 with a EUR 2,137,500 EU contribution.

In the scope of this project, France and Romania have been working together since April 2014 to promote European Union standards in Turkey in the field of air transport.

The civil aviation Twinning project is made up of five components, which reflect the priorities defined by our Turkish colleagues in terms of capacity building:

- **Component 1:** Strengthening the legal capacity of TDGCA
- **Component 2:** Strengthening the institutional capacity of TDGCA
- **Component 3:** Strengthening the oversight capacity of TDGCA
- **Component 4:** Emission trading scheme and environmental issues
- **Component 5:** Training by the French National School of Civil Aviation (ENAC - France).

The first phase of the project (2014–2015) enabled the project's partners to take a precise stocktake of TDGCA's most important needs in terms of compliance with EU regulations and comparison with Member States' best practices. Air navigation surveillance, as well as operations and airworthiness topics, for instance, were identified and form the backbone of the work plan implemented in the second phase of the project.

### ► Stocktake of EU convergence issues

The second phase of the project started in February 2016 and aimed at achieving 27 activities or “targets”. These targets include training on European requirements and best practices on the following items:

- procedures related to aerodromes certification;
- specifications for national quality control programmes in aviation security;
- aeromedicine auditing;
- job descriptions and training plans for TDGCA staff;
- compliance monitoring system implementation;
- certification systems and audit of air navigation services;
- occurrence reporting in communications, navigation and surveillance;
- safety oversight of changes;
- ATCO licensing;
- risk and performance-based audit system;
- SMS Implementation PART 145/M/G (maintenance field);
- UAV airworthiness;
- coordinated approvals (MEL, RVSM, LVO, ETOPS);
- Part-66 national license system implementation (maintenance personnel);
- Part-66/147 Training Need Analysis (TNA) (for maintenance personnel and training facilities);
- Part-M ACAM and Subpart F Organisations;
- reliability programme approvals;
- gap analysis for EU 965/2012 implementation in the beneficiary country;
- procedures for SAFA inspectors;
- air crew requirements;
- development of a functional emission trading scheme monitoring system.

### ► A commonly agreed work plan is essential

For each of these targets, one or several short-term expert missions are organised to precisely evaluate the EU convergence level on each specific topic. A prede-

defined work plan states the number of expert missions per target, and whether missions will take place in Turkey, France or Romania (typically when observation of best practices is required). A precise and commonly previously agreed work plan, prepared by the project team, allows for a good understanding of the issues at stake and facilitates the experts’ work.

Even if the countries involved know each other well and are accustomed to sharing experiences, notably within ECAC, a common understanding by the project team of the project’s goals is essential to ensure the smooth organisation and success of the project.

The core Twinning project team is composed of five individuals, three from the Member States (project leader, junior project leader, resident Twinning adviser), and two from the beneficiary country (project leader, resident Twinning adviser counterpart).

This team is the “engine” of the project and its members must possess the necessary technical skills to understand the issues dealt with by the experts, as well as intercultural skills to understand the local context, both in the Member States and the beneficiary country. Language skills are a definite plus: even if aviation English is widely used, three native languages were also used during the project: Turkish, Romanian and French.

Signed at Director General level, the Twinning contract involves an important number of institutional actors (European Commission and European External Action Service, Turkish ministries of Transport and of EU Affairs, three civil aviation authorities, national contracting authorities including Expertise France, as well as ENAC – France). These stakeholders check the project’s progress and gather every three months in Ankara for a formal project steering committee meeting in order to validate the work plan for the next three-month period.

The French DGAC has extensive experience in leading Twinning projects and has already partnered with Romania as junior partner for

a Twinning project in Albania. This partnership, which resulted in a consortium agreement, proved efficient.

For the Turkish project, Romania as junior partner has provided experts, notably in the airworthiness field, an area of work where the French DGAC historically delegates surveillance activities and is willing to share work with its junior partner. This cooperation between Member States is encouraged by the European Commission since it gives the beneficiary country a more thorough view on the application of EU regulations. In Turkey, French and Romanian experts have achieved a very successful joint mission on SMS Implementation PART 145/M/G. Such missions should be encouraged during future cooperation projects.

### ► Mission reports define follow-up actions

Each expert mission or training at ENAC is followed by a mission report, drafted by Member State experts for missions in Turkey, and by the beneficiary country experts when the mission takes place in France or Romania.

Mission reports notably include key points for which Turkish regulation is still to converge with EU regulation on specific technical issues. European best practices are also analysed. Hence mission reports define specific follow-up actions to be taken by the beneficiary country to promote convergence with EU regulation and adoption of the EU aviation acquis. During the second phase of the project, 50 mission reports have been produced, covering the full scope of the project. Follow-up actions are presented to the project stakeholders every three months at the steering committee meetings in Ankara.

### ► Project impact

During the second phase of the Twinning project more than 80 TDGAC personnel will have been actively involved in the pro-

ject's activities - that represents approximately one third of TDGCA personnel.

Between February 2016 and June 2017, the Member States will have welcomed 20 Turkish expert missions, including 18 in France alone. Significant efforts have been deployed by the European Commission, Turkey, France and Romania to provide adequate resources to the project, demonstrating the important common commitment of European countries and Turkey to close the gaps between their aviation sectors' regulations and practices and the Turkish civil aviation sector.

One clear example of the positive impact of the Twinning project for TDGCA lies in the definition of 42 job descriptions for its surveillance activities. These job descriptions, which were drafted with the support of four French experts, will notably allow TDGCA's Rulemaking and Training Department to formalise its recruitment and training processes in conformity with authority requirements set out in Regulation (EC) No 216/2008 - Basic Regulation.

### ► EU – Turkey Comprehensive Air Transport agreement

The start of the second phase of the Twinning project has coincided with the EU Member States giving an exclusive mandate to the European Commission to negotiate a Comprehensive Air Transport agreement with Turkey. This situation has reinforced stakeholders'



Signing of common quarterly work plan, February 2017

interest in the project's outcome. In this respect, before each round of EU–Turkey negotiations (so far, in November 2016 and February 2017), a special report on aviation acquis in Turkey was drafted by the project team. This report was used by the European Commission to better assess the level of convergence of Turkish and European aviation regulations.

Another catalytic impact of the civil aviation Twinning project in Turkey lies in TDGCA gaining experience and confidence in participating and leading international cooperation programmes. As a member of the ICAO Council since September 2016, Turkey is involved in the ICAO No Country Left Behind campaign and has developed its own training capacity on topics such as the certification of aerodromes, introduction to State Safety Programme (SSP), ramp inspection awareness, and introduction to aviation security management, which are included in the Twinning work programme.

Finally, one major concern for the Directors General involved in this ambitious cooperation project lies in the satisfaction levels of the experts from these Twinning missions. Measuring and monitoring these satisfaction levels became of foremost importance as the Twin-

ning missions became increasingly challenging to organise in Turkey and France with both countries in a state of emergency after July 2016.

From the start of the second phase of the project, the level of satisfaction has been collected at the end of each mission from both the giving and the receiving parties, on a scale from 1 (fair) to 5 (excellent). Satisfaction levels for the project are consistently above 4, a sign that cooperation between Turkish, Romanian and French colleagues has been very well received by both Member States and the beneficiary country.

### ► Conclusion

The growth of global air transport and Turkey's ambitions in the sector will facilitate the convergence of Turkish regulations with EU regulations, as European countries will certainly remain an important market for Turkish carriers. Other ongoing sectoral projects, such as setting up a national civil aviation academy in Istanbul, also predominantly financed by the European Union, show that institutional capacity building in the aviation field has just started in Turkey. The need for cooperation and experience-sharing will stay at a high level for years to come. ■

**Thibaut Lallemand** is currently resident Twinning adviser to the Turkish civil aviation authority in Ankara, seconded from the French Directorate General of Civil Aviation (DGAC). A graduate of HEC (French Business School) and Sciences Po Paris, he holds a Master of Philosophy in international relations from Cambridge University (United Kingdom Foreign and Commonwealth Office scholar). From 1997 to 1999 he worked at the French Development Agency (*Agence Française de Développement*) and from 1999 to 2005 as a change management consultant at Accenture. He joined the French DGAC in 2005 as management control officer, and spent four years as civil aviation attaché at the French Embassy in Moscow from 2008 to 2012. From 2013 to 2016 he was head of forecast and strategic analysis for the French civil aviation air transport department. He is a part-time lecturer at the French National School of Civil Aviation (ENAC) and at HEC (2015 - 2016). A former member of EUROCONTROL's STATFOR working group (2012 - 2015), of the EU/Russia International Civil Aviation Cooperation Project (2008 - 2009), he was also the French representative to the EU-Russia Aviation Summit in St Petersburg, Russia (2011), and to the EU working group on Siberian overflights in Moscow (2009).



## ICAO capacity building in the field of aviation environmental protection under the No Country Left Behind initiative

**Boubacar Djibo**

*Director of the Air Transport Bureau, ICAO*

**The ICAO No Country Left Behind (NCLB) initiative, launched in 2014, aims at providing support to States for the effective implementation of ICAO's Standards and Recommended Practices (SARPs), policies, plans and programmes in a globally harmonised manner, enabling them to ensure a safe, secure, efficient, economically viable and environmentally sound air transport system. This will in turn support sustainable development and bring about socio-economic prosperity.**

While ICAO has been providing assistance and support to States since its inception, the NCLB initiative emphasises the setting up of globally harmonised goals and focuses on the monitoring and achievement of results leading to increased effectiveness and efficiency in the implementation of ICAO SARPs, policies, plans and programmes.

ICAO's work on aviation environmental protection began in the late 60s to address noise issues and was expanded in the 80s to cover emissions that affect local air quality. While this work consisted primarily in the setting of SARPs for the manufacture of aircraft and engines, it expanded further to cover environmental guidance on aircraft and airport operations. Most recently the work of ICAO further expanded to cover CO<sub>2</sub> emissions from international aviation with the adoption of the first ever CO<sub>2</sub> Standard for aeroplane designs and through the agreement on the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) at the 39<sup>th</sup> Session of the ICAO Assembly. All this means that there is a growing need to provide capacity building to States in order to ensure timely and effective implementation of new SARPs and policies.

**6.5€  
MILLION  
BUDGET**

The main objective of the ICAO-EU Assistance Project is to contribute to the mitigation of CO<sub>2</sub> emissions from international aviation by implementing capacity building activities that will support the development of low carbon air transport and environmental sustainability in the fourteen selected States. This project is a concrete example of ICAO's efforts to achieve the objectives of the "No Country Left Behind" initiative in the area of environmental protection.

ICAO has currently three major aviation environmental protection goals, to:

- limit or reduce the number of people affected by significant aircraft noise;
- limit or reduce the impact of aviation emissions on local air quality; and
- limit or reduce the impact of aviation greenhouse gas emissions on the global climate.

To achieve these goals, ICAO has been developing policies, SARPs and guidance, and providing capacity building to States through:

- the development of guidance material;
- the development of tools;
- the provision of training through seminars and workshops;
- the establishment of assistance partnerships.

In addition, ICAO's capacity-building activities in the field of avi-

ation environmental protection support the achievement of the United Nations Sustainable Development Goals (SDGs), in particular, SDGs 7, 10, 13 and 17.

### ► ICAO Guidance material

Over the years, ICAO has developed and updated a comprehensive set of guidance material to help States and operators implement the relevant SARPs and policies and effectively address the environmental impact of civil aviation. This guidance material has been published in a set of documents and circulars covering aircraft noise and emissions and outlining in sufficient detail the appropriate measures designed to address them. The list on the next page comprises the main documents and circulars containing ICAO's guidance material related to aviation environmental protection.



- ▶ Environmental Technical Manual Volume I – Procedures for the Noise Certification of Aircraft (Doc 9501)
- ▶ Environmental Technical Manual Volume II – Procedures for the Emissions Certification of Aircraft Engines (Doc 9501)
- ▶ Environmental Technical Manual Volume III – Procedures for the CO<sub>2</sub> Emissions Certification of Aeroplanes (Doc 9501)
- ▶ Airport Planning Manual, Part 2 – Land Use and Environmental Control (Doc 9184)
- ▶ Recommended Method for Computing Noise Contours around Airports (Doc 9911)
- ▶ Airport Air Quality Manual (Doc 9889)
- ▶ Guidance on Aircraft Emission Charges Related to Local Air Quality (Doc 9884)
- ▶ Guidance on the Balanced Approach to Aircraft Noise Management (Doc 9829)
- ▶ Guidance on the use of Emissions Trading for Aviation (Doc 9885)
- ▶ Guidance on Environmental Assessment of Proposed Air Traffic Management Operational Changes (Doc 10031)
- ▶ Environmental Management System (EMS) Practices in the Aviation Sector (Doc 9968)
- ▶ Operational Opportunities to Reduce Fuel Burn and Emissions (Doc 10013)
- ▶ Guidance on the Development of States' Action Plans on CO<sub>2</sub> Emissions Reduction Activities (Doc 9988)



## ▶ ICAO tools

Along with the guidance material cited above, ICAO has developed several tools to further assist States in addressing environmental issues associated with civil aviation. These include:

- **The ICAO Fuel Savings Estimation Tool (IFSET):** This tool can be used to estimate fuel savings obtained through operational measures in a globally coherent manner and aligned with the Global Air Navigation Plan.
- **The ICAO Carbon Emissions Calculator:** Allows States to estimate the CO<sub>2</sub> emissions attributed to air travel for use in offset programmes.
- **ICAO Green Meetings Calculator:** This tool is designed to support decision-making in reducing the carbon emissions from air travel to attend meetings.
- **The ICAO Environmental Benefits Tool (EBT):** Automates calculation of the baseline for CO<sub>2</sub> emissions in international aviation, and the estimation of expected results obtained through the implementation of mitigation measures. The combination of the revised Doc 9988 and the EBT aims to ensure that all States are able to submit an action plan with quantified results.
- **The Aviation Environmental System (AES):** A monitoring, reporting and verification (MRV) tool designed to help States collect and monitor fuel data and CO<sub>2</sub>

emissions (AES is developed under ICAO-EU assistance partnership and available only to recipient States under the partnership).

These tools help States apply ICAO's guidance material to assess the benefits of a range of environmental measures and ICAO will continue developing additional tools to cover other environmental aspects.

## ▶ Seminars and workshops

Seminars and workshops represent a relatively recent component of the ICAO capacity-building activities for aviation environment protection. Since the 37<sup>th</sup> Session of the Assembly in 2010, the States' voluntary action plans initiative has allowed ICAO to take on a more action-oriented implementation and capacity-building role through the conduct of regional seminars.

In 2014 and 2015, eight environmental seminars were conducted back-to-back with hands-on workshops on action plans, across the ICAO regions and at ICAO headquarters, welcoming participants from 78 States. Since 2010, over 700 experts from 116 States, representing 93 per cent of global international air traffic, were trained. The 39<sup>th</sup> Session of the Assembly recognised the Secretariat's impressive work on capacity building and other technical and financial

assistance to support the preparation and submission of States' voluntary action plans.

In response to a request by the 38<sup>th</sup> Session of the Assembly to organise seminars and workshops on a global MBM scheme for international aviation, ICAO conducted two rounds of Global Aviation Dialogues (GLADs) during April 2015 and March-April 2016, covering all ICAO regions. The objectives of the GLADs were: to share information regarding MBMs and their role in a basket of measures to address CO<sub>2</sub> emissions from international aviation; to provide up-to-date information on the ICAO work to develop a global MBM scheme; to familiarise participants with the draft Assembly Resolution text; to receive feedback from Member States and relevant organisations; and to serve as preparation for subsequent work by ICAO on a global MBM. These GLADs have led to convergence on the need for ICAO to provide capacity building and training as a prerequisite for the successful implementation of a scheme.

Subsequently and pursuant to a request by Assembly Resolution A39-3 to provide capacity building and assistance for the implementation of CORSIA, a series of regional seminars on States' action plans and CORSIA implementation were held in various regions from 27 March to 20 April 2017 with the view to raising awareness on the CORSIA design and implementation features, and building capacity in States for the development of the MRV systems and registries. Another series of CORSIA seminars is planned for the first half of 2018.

### ► Assistance partnerships

As part of ICAO's capacity-building and assistance activities for the development and implementation of States' voluntary action plans on CO<sub>2</sub> emissions reduction, ICAO has established two partnerships since 2013:

- **The ICAO-EU assistance project "Capacity Building for CO<sub>2</sub> Mitigation from International Aviation"** is a EUR 6.5 million project to assist 14 States from Africa and the Caribbean in developing their action plans, setting up their aviation environmental systems (AES) and implementing mitigation measures to reduce aviation emissions.
- **The ICAO-UNDP-GEF assistance project "Transforming the Global Aviation Sector: Emission Reduction from International Aviation"** is a USD 2 million project, which includes the development of guidance documents and supporting mechanisms to assist the identification and implementation of measures to reduce aviation CO<sub>2</sub> emissions for developing States and Small Island Developing States (SIDS), as well as a practical pilot project in Jamaica consisting of the implementation of a measure that could be replicated in other States.

Progress continues to be made under these two partnerships and assistance continues to be provided to States in the form of the implementation of pilot mitigation measures and the installation of solar panels and electrification systems at the gates of two international airports in Jamaica.

### ► Future actions

In the field of aviation and climate change, ICAO continues to support States and groups of States that request assistance in the preparation and implementation of action plans, such as a partnership to support SIDS in the Asia Pacific region, and the accreditation of ICAO as an implementation entity under the Green Climate Fund (GCF).

As for the implementation of CORSIA, it is important to recognise that different States have different levels of experience, readiness and capacity for the development of the monitoring, reporting and verification systems and the establishment of registries. Raising States' awareness, building capacity in States and capturing their assistance needs will be critical to a successful implementation. Such capacity-building activities should be closely aligned with the CORSIA SARPs/guidance development process. Following the development of the CORSIA SARPs and guidance, the focus of assistance activities should be shifted to supporting the establishment of national policies and regulatory framework by individual States, as well as to supporting the infrastructure development for the MRV system and registries. ICAO will continue to provide capacity building and assistance to States in the field of aviation environmental protection. ■

**Boubacar Djibo** was appointed Director of the ICAO Air Transport Bureau in November 2011. His current duties include the management of programmes to achieve three of the five strategic objectives of the Organization, namely security and facilitation, economic development of air transport, and environmental protection. Before joining ICAO, Mr Djibo, who has more than 35 years' experience in aviation, was Secretary General of the African Civil Aviation Commission (AFCAC). In his aviation career, he has held a number of key positions, including Director of Civil Aviation of Niger and ICAO Project Coordinator. He also served on the boards of directors of Air Afrique and the Agency for Aerial Navigation Safety in Africa and Madagascar (ASECNA).

# Capacity-building initiatives undertaken by the African Civil Aviation Commission

Iyabo O. Sosina

Secretary General, African Civil Aviation Commission (AFCAC)



## ► Development of capacity-building opportunities through technical cooperation

Within the framework of bilateral and multilateral Memoranda of Understanding for technical cooperation between AFCAC and its various technical partners and international organisations, AFCAC has developed a strong strategy aimed at providing capacity building for the benefit of its Member States.

The training programmes conducted by AFCAC in cooperation with technical partners such as ECAC, Singapore, the US Federal Aviation Administration (FAA),

United Arab Emirates, Malaysia, China and South Korea, are based on the needs assessment analysis carried out in collaboration with AFCAC Member States.

AFCAC prefers, and the technical partners are more and more interested in the organisation of on-site training programmes, at a reduced cost compared to the courses organised outside the continent. They are well attended by African aviation professionals, which results in an increase in the number of trained personnel.

However, AFCAC also encourages its Member States to take advantage of the various fellowships offered by its technical partners.

In its Triennial Strategic Plan 2016-2018, AFCAC has included the development of training facilities in Africa in cooperation with the African Aviation Training Organization (AATO) to ensure that training institutions in Africa constitute centres of excellence.

## ► Human Resource Development Fund (HRDF)

Human resource development is a continuous process to ensure the development of employees' competencies, dynamism, motivation and effectiveness in a systematic and planned way. With this in mind, the voluntary Human Resources Development Fund (HRDF) was initiated by African States through a Declaration by the ministers at the Third Session of the Conference of African Ministers of Transport held in Malabo, Equatorial Guinea from 7 to 11 April 2014.

Recognising the challenge relating to the shortage of skilled personnel in the African aviation industry and in many African regulatory bodies, and the need to urgently do something about it, the ministers mandated AFCAC to

work with ICAO to address this issue.

The objective of the HRDF is to provide a mechanism that will allow for the collection and use of voluntary contributions from States and other donors and identify and develop opportunities for capacity building in civil aviation in African States.

This will assist them to better meet the human resource needs required for operational efficiency and continuous implementation of ICAO's SARPs and other programme activities, which will, in turn, enable safe and reliable air transport in the African States.

The HRDF developed by ICAO in close coordination with AFCAC was launched in June 2016 and the

first secondees supported by the HRDF started their duties in March 2017 at ICAO headquarters in Montreal, as well as at the Dakar and Nairobi ICAO Regional Offices.

The voluntary contributions made to the HRDF are being used to support the following capacity-building initiatives for the civil aviation sector in African States:

- secondments to ICAO of serving African aviation professionals who will contribute to ICAO's work and at the same time upgrade their knowledge, skills and expertise to meet African States' requirements for continuous implementation of ICAO SARPs and other ICAO programme activities;
- internships for young and emerging African aviation pro-

## Capacity-building initiatives undertaken by the African Civil Aviation Commission



Training in Niamey, 2016

professionals to foster the development of the next generation of professionals required to meet the new business needs of civil aviation; and

- other areas that will be deter-

mined by ICAO and AFCAC on the basis of the needs of African professionals.

In conclusion, taking into consideration the importance of human resource development,

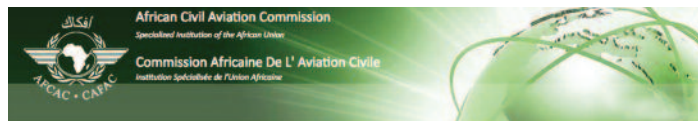
AFCAC promotes at each forum the development of capacity-building opportunities for aviation professionals in all fields of the civil aviation sector.

To this end, AFCAC has developed the presented strategies to ensure that capacity building in the aviation industry is one of the highest priorities for the various administrations and that it is managed by qualified professionals through the training, recruitment and retention of qualified personnel.

AFCAC believes that the civil aviation sector requires the services of professionals and highly trained and skilled personnel to achieve a high level of safety, security and efficiency in air operations to support the socio and economic development of the continent. ■

### About AFCAC

The African Civil Aviation Commission (AFCAC), the specialised agency of the African Union responsible for civil aviation matters in Africa, was created in 1964 by the Constitutive Conference organised by the International Civil Aviation Organization (ICAO) and the Organization of African Unity. It began fully functioning in 1969. AFCAC membership comprises all the 55



Member States of the African Union. AFCAC's main mission is to coordinate civil aviation matters in Africa and to build cooperation with ICAO and all other relevant organisations and bodies involved in the promotion and development of civil aviation in Africa. In this regard, the activities conducted by

AFCAC on a daily basis include, inter alia, assistance to its 55 Member States in the implementation of ICAO Standards and Recommended Practices (SARPs) for the safety, security, environmental protection and regularity of the air transport sector.

**Iyabo O. Sosina** has been Secretary General of the African Civil Aviation Commission (AFCAC) since 9 January 2012. With nearly three decades of aviation industry experience, one of her immediate priorities has been to actualise the establishment of the Single African Air Transport Market (SAATM) by 2017 through the full implementation of the Yamoussoukro Decision (YD) in accordance with the African Union Agenda 2063. Prior to her appointment to the position of Secretary General of AFCAC, she was Director of Air Transport Regulation in the Nigerian Civil Aviation Authority (NCAA) from 2009-2012. Her aviation career began in 1989 with the international relations department of the Nigerian Federal Ministry of Aviation. The holder of a bachelor's degree in history/political science from the University of Ife, Ile-Ife, Nigeria, Ms Sosina later obtained her Master of Science degree in international history from the London School of Economics and Political Science, University of London. She also has two diplomas from the IATA Training and Development Institute in civil aviation management (2003) and airport management (2007). Over the course of her career, Ms Sosina has received training in general management, air transport economics, aviation law, airport, airline and air navigation management. She is a past member of both the International Civil Aviation Organization (ICAO) Facilitation Panel (FALP) and the former Technical Advisory Group on Machine Readable Travel Documents (TAG/MRTD) and of several other international and regional committees and working groups. Ms Sosina is a recipient of the Merit Award – State House (1984) and Merit Award – Federal Ministry of Aviation (1996).

# European Commission capacity development in aviation

**Marjeta Jager**

*Deputy Director General for the Directorate-General for International Cooperation and Development, European Commission*



**The aviation industry plays a vital role for socio-economic development, international trade, tourism and regional integration around the world. This is unrivalled by any other transport sector for cargo, but foremost and predominately for passengers. Transport is one of the most important sectors contributing to development, growth and sustainable job creation. Sustainable growth and jobs, together with the promotion of democracy, peace and security, gender equality, climate change, renewable energy, investments, youth and migration are the ultimate aims of the development efforts with our partner countries in line with the 2030 Agenda and our proposal for a new European consensus on development.**

Besides environmental and economic factors, the two dimensions of aviation which are key for the industry to develop across the globe are safety and security, and they therefore feature regularly in our discussions with partner countries. The European Union (EU) supports capacity-building activities with the aim of assisting these countries to achieve international standards.

Enhancing aviation safety and security is needed if we are to overcome barriers to development, growth and regional integration. This is especially true for Africa which, although it is the second largest continent, only accounts for 3% of the world's air traffic. Most goods and services are still moved by surface transport because there has been too little investment to make aviation safe and sustainable. The potential of air transport in Africa is undeniable, but to realise this full potential a number of challenges must be addressed. The expansion of air services is a necessary precondition for the development of Africa's economy and export base as well as the expansion of tourism to the region. However, this will not be possible without a safer aviation sector.

## ► Aviation security and safety

Civil aviation remains an iconic target for terrorist groups, especially *Da'esh* and *Al-Qaida*, who have demonstrated intent and capability in carrying out attacks. Aircraft and airports are attractive targets because such attacks tend to attract widespread media coverage, with strong visual images that spread fear among civilians.

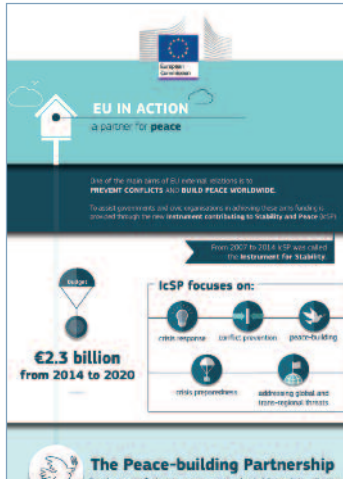
Aside from the immediate human cost from terrorist attacks, the countries, regions and societies that are affected by terrorism are also constrained in their economic development. In turn, communities where basic development goals fail to be met often provide a fertile ground for the spread of terrorism. Such a vicious circle can only be broken by a comprehensive and well-designed intervention.

### **EU INSTRUMENT CONTRIBUTING TO STABILITY AND PEACE (ICSP)**

The security-development nexus lies at the heart of the Commission's efforts in countering terrorism and strengthening civil aviation security in partner countries. A key instrument for the European Union's capacity-building assistance to third countries is the EU Instrument con-

tributing to Stability and Peace (IcSP), where civil aviation security is one of the strategic priority areas under the long-term components such as the one on "addressing global, trans-regional and emerging threats". The currently funded IcSP initiatives include a EUR 7 million project, Civil Aviation Security in Africa and the Arabian Peninsula (CASE), designed to support the efforts of partner countries in Africa and the Arabian Peninsula. The overall objective of this project is to counter the threat of terrorism by the improvement of aviation security levels in selected countries. In that project ECAC is the Commission's management partner in assisting partner countries to mitigate threats against civil aviation and to improve levels of compliance with international requirements. A similar project of cooperation assists partner countries in the Eastern Neighbourhood and Central Asia with legislative and operational improvements, and compliance with international aviation security standards in the field of air cargo and mail.

The technical knowledge and expertise in the field of aviation security that the Commission and Member States are able to provide is key in ensuring the identification and evaluation of specific aviation security vulnerabilities. This must



be complemented by the knowledge of the particular risk inherent to specific regions and airport locations. During these efforts the coordination and consistency of the European initiatives with the wider ICAO Strategy and Programme on Capacity Building has to be guaranteed.

### TESTING OF MITIGATION ACTIONS

Already in 2014 the European Commission established an active programme for the testing of mitigation actions. Part of this programme supports the law enforcement in training and deployment of state-of-the-art technology. In order to mitigate the risk of foreign fighters returning from war zones to their origins in Europe the Commission has launched an insider threat project in cooperation with Member States, security providers and the aviation industry, such as IATA. The Commission liaises with national law enforcement and intelligence services to develop risk-based policy and aviation security measures.

An illustration of the aviation safety challenge ahead is the EU Air Safety List, where a number of airlines from, among others, African

countries are subject to a complete or a partial operating ban within the European Union due to their failure to adhere to the international safety standards. Although the accident rates of all the other regions have been decreasing or remaining constant over the past ten years, Africa's accident rate has instead been increasing steadily.

### COMPLIANCE TO ICAO STANDARDS AND RECOMMENDED PRACTICES (SARPS)

Improved aviation safety can only be reached by strengthening compliance to ICAO Standards and Recommended Practices (SARPs). The ability to comply with these international standards is, however, often challenged by limited financial, technical and/or human resources. This calls for external capacity-building assistance.

Capacity development activities in the field of aviation safety in third countries have long been an EU priority. In 2014, the Roadmap for Infrastructure and Energy adopted at the fourth Africa-EU Summit States: *"We will strive for the reduction of transport costs and boosting of intra-African trade by bringing regional transport corridors to an adequate level of service, which is sustainable, safe and reliable."* During the eighth Africa-EU Partnership College-to-College meeting in April 2016, the African Union Commission and the European Commission agreed to intensify efforts towards improving aviation and maritime safety and security as part of the fourth priority area of the above-mentioned roadmap.

Aviation safety cooperation between Europe and partner countries has materialised so far through the European Development Fund (EDF), Regional and National Indicative Programmes (DCI) and the Commission development budget

for North Africa, Eastern Europe and Central Asia.

Activities, among others, include the "Support to the Improvement of Aviation Safety in Africa", providing technical assistance and capacity building to countries facing aviation safety issues, including the regulatory environment, data collection and analysis, and Regional Safety Oversight Organisations (RSOOs). The Commission provides competence and expertise through the technical assistance of its aviation safety agency, EASA, as well as a significant contribution to the implementation efforts via a sound capacity-building strategy.

### ► Future perspectives

Aviation security and safety is more important than ever, as the aviation industry continues to expand globally in an unprecedented manner. A safe and sustainable aviation sector is needed to help growth and development in Africa and beyond. The emerging threat of terrorist attacks from these regions confirms the need to continue our capacity development efforts with partner countries and their aviation administrations.

A lesson learnt from past experience is that technical activities must go hand-in-hand with political awareness and the risk at stake if aviation safety and security vulnerabilities are not eliminated. The European efforts for enhanced cooperation at regional level are based on expert-to-expert cooperation and higher commitment at political level towards the accomplishment of joint efforts in civil aviation security and safety to our common benefit. ■

**Marjeta Jager** is currently Deputy Director General of the Directorate-General for International Cooperation and Development (DG DEVCO). Ms Jager has been working at the European Commission since 2005, starting as Director responsible for security in DG Energy and Transport and later as Director responsible for international energy and transport files and coordination, as well as being Head of Cabinet of the Transport Commissioner. Before joining the Commission Ms Jager spent more than a decade working for the Slovenian Ministry of Foreign Affairs on the accession of Slovenia to the EU and she was the first COREPER I Ambassador of Slovenia to the EU.

# Reaping the socio-economic benefits of aviation through capacity building

**Angela Gittens**

*Director General, Airports Council International World (ACI)*



**The aviation industry is, by its very nature, a global industry. Airports and airlines link cities and countries and rely on global standards to ensure that the system runs efficiently. ACI plays a vital role in bringing the world's airports together, calling for and coordinating worldwide standards and ideals.**

Airports are generators of value for many different stakeholders – for passengers, airlines, investors, and surrounding economies and communities. They are widely regarded as critical generators of employment opportunities and thus economic growth and urban regeneration.

Airports have a far-reaching catalytic impact in that their economic activity covers many other industrial sectors, from tourism, construction, air freight, hotels, transport and maintenance, to electronics, pharmaceuticals, perishables and more. These wider economic activities occur beyond the direct aviation sector but are supported by the connectivity that aviation can deliver between geographical areas.

For aviation to continue to generate value for all stakeholders, investment in the sustainable operation and development of airports is vital, not least through capacity building. This includes developing synergies between infrastructure and capacity, safety, security and training. ACI brings these all together in the services and insights we are able to provide for the industry.

## ► Resilient infrastructure

The increasing demand for air travel requires better use of existing infrastructure as well as development of new infrastructure and the right investment approaches to bridge gaps in infrastructure financing. Without agreement on a way forward, there will be constraints on the ability of States to meet future demand and reap the socio-economic benefits of increased airport and airline operations.

In March this year, ACI released a new **Policy Brief on airport ownership, economic regulation and financial performance**.

Resilient infrastructure is the bedrock for the sustainable development of modern economies. In many parts of the world, airport operators face capacity constraints, which has resulted in the intensification of bottlenecks, flight delays and safety risks. With growth in passenger volumes in the short-to medium-term, many national governments face a predicament where the surge in air transport demand is outstripping available airport infrastructure.

Established in 2015, the **United Nations Sustainable Development Goals (SDGs)** call on the international community to pledge a plan of action based on 17 global targets to promote prosperity,

peace and the eradication of poverty by 2030. SDG 9, “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation,” is directly pertinent to the airport industry and the economies that it serves around the globe. Under the umbrella of SDG 9, the ACI Policy Brief aims to provide the state of the industry based on robust data and an inventory of the world's major commercial airports and proposes several practical policy recommendations to ensure that investment is made in the industry.

Because airports are wealth generators for all stakeholders in the air transport value chain and their socio-economic impact and multiplier effect extends to the broader economy, ACI seeks to work in partnership with governments, regulators and other aviation stakeholders to ensure that we develop a fertile ground for industry investments to achieve the 2030 SDGs.

## ► ACI's Airport Excellence programme

Just as economic capacity building of airports is crucial, a sustainable aviation industry is built upon a foundation of the highest standards of safety and security. Addressing this in the industry is **ACI's Airport Excellence (APEX) in Safety** programme, an important



APEX Safety Assessor Training Programme (SATP), Tunis-Carthage International Airport, February 2017

component of ACI's mission to promote airport excellence. The programme exercises the Community of Airports to provide assistance to ACI member airports around the world, and helps them improve their level of safety and compliance with the International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs).

The core of the programme is the on-site safety review by the ACI Safety Review Team, comprised of a carefully selected team of active airport professionals. The team identifies safety gaps and develops an action/implementation plan to address these gaps, helping the host airport achieve certification if needed.

ACI is grateful for the support of the assessors from all regions and from airports ranging in size from 100,000 to over 90 million passengers a year. ACI has built a pool of over 130 safety assessors from over 60 airports and civil aviation organisations including ICAO and the US Federal Aviation Administration (FAA). The European Aviation Safety Agency (EASA) has recognised the value of the programme, subsidising APEX in Safety missions in selected African countries.

To complement this, and due to market demand in the current geopolitical climate, ACI has started a series of pilots for an APEX in Security programme, again deploying the Community of Airports along with interested regulatory agencies. In April 2016, it conducted its first pilot at Sir Seewoosagur Ramgoolam International Airport in

Mauritius. This was followed by pilots in two airports in Indonesia, with more scheduled for 2017.

At member request, ACI is exploring this APEX approach for other airport disciplines, utilising the expertise of members to help other members. While airports compete with one another for air service, they also understand that each airport is part of the system and the overall health of the industry depends on the satisfactory performance of each airport.

### ► ACI's global training

As indicated, airports require a range of skills that must be continually evaluated and refreshed, requiring investment in training and succession planning. The urgency in the aviation business is driven both by the dynamic changes in market conditions as well as the significant growth in global demand; ACI forecasts passenger traffic will increase from 7.6 billion in 2016 to over 14 billion by 2029. The question for airport professionals was: where are we, collectively, going to get the talent to accommodate such growth and how do we get the talent we have to adjust, adapt and anticipate the developments in business imperatives?

Considering this, ACI established a Global Training service, focusing on continuing education, particularly in safety, security, leadership and management, economics, environmental protection, facilitation and customer service. The service receives strategic direc-

tion by the ACI World Board and the ACI Global Training Steering Group (GTSG), made up of representatives of all five ACI regions (Africa, Asia-Pacific and the Middle East, Europe, Latin America-Caribbean and North America). Through monthly GTSG conference calls, GT is able to keep up to date on global and regional issues affecting ACI members, defining the types of education programmes necessary to meet the evolving training needs of ACI members.

GT also receives valuable feedback from training surveys that are circulated to **ACI's six World Standing Committees** (Airport IT, Economics, Environment, Facilitation and Services, Safety and Technical, and Aviation Security) comprised of respective subject matter experts. The information collected from such surveys is supplemented by the input from ACI Faculty and students. In this way, the Global Training service is able to stay current and anticipate business conditions so that the coursework remains relevant, accessible and of high quality.

ACI has an extensive educational partnership with ICAO, starting with the **Airport Management Professional Accreditation Programme (AMPAP)**, the joint venture started in 2007 that consists of a combination of classroom and distance learning. The six-course curriculum covers all functional areas of the airport business and promotes the highest professional standards. The graduation ceremony is held at the annual World General Assembly in front of the airport industry's CEOs. The students come from all regions, with Asia-Pacific in the lead, consonant with its lead in growth in air service demand. Scholarships are available for students from airports in least developed nations.

A second high-level professional development curriculum is the **Airport Executive Leadership Programme (AELP)**, developed in cooperation with the John Molson School of Business at Concordia University and which focuses on developing the leadership and strategic management skills of airport industry leaders. It also provides





global, regional and cultural perspectives on airport management.

ACI also offers an extensive suite of skills development programmes in specific disciplines, with diploma-level courses, in the classroom, on-line or at the worksite. As well, on request, ACI delivers customised courses for specific airports or individuals.

The biggest programme is **ACI's Global Safety Network (GSN) Diploma Programme**, which comprises six specialised courses on airport safety and is specifically designed to meet the needs of airside operations and safety managers, including developing, implementing and operating effective Safety Management Systems at their airports. Again, the graduates of the Global Safety Network hail

from all the world's regions.

And, in addition to individual courses in the security discipline, ACI is developing a new diploma aimed at providing a suite of courses to help airport professionals enhance their security capabilities. This is set to launch in the latter part of 2017, so please keep an eye on our website for upcoming announcements.



Airport Executive Leadership Programme (AELP), Munich Airport, May 2017

### ► No airport left behind

The airport industry is made of interdependent airports that, to function successfully and sustainably, must work together as a community. In keeping with ACI's "No airport left behind" philosophy, **ACI's Developing Nations Airport (DNA) Assistance Programme, complemented by the ACI Fund**, continues to make a measurable difference in the lives of participants, delivering free courses, providing scholarships for online courses, subsidising in-house courses, arranging hands-on mentoring opportunities and supporting APEX missions for airports in least developed countries.

2017 marks ACI DNA's fifth year, made possible through close coop-

eration with ACI's Regional Offices in Africa, Asia-Pacific and Latin America-Caribbean, along with the CIFAL- Atlanta United Nations Institute for Training and Research. Last year the programme delivered 17 courses to 411 students offered in three languages.

ACI's DNA programme and training initiatives and APEX programmes echo ICAO's No Country Left Behind campaign, an initiative that assists States in implementing SARPs. ACI is also focused on the objective of helping ensure that SARPs implementation is better harmonised globally so that all States have access to the significant socio-economic benefits of a safe and reliable air transport system. Clearly, the top priorities for both organisations are collaboration between regulators and industry, so as to provide capacity

building, and coordination, so that we can work together to deliver the right assistance in the right place and at the right time.

In a more general sense, regulators, financial bodies and aid agencies need to actively support the development of business cases that demonstrate the economic, social and environmental benefits of aviation.

Our efforts across the board on capacity building take a holistic approach and remain flexible to prepare airport management and staff for the ever-changing landscapes in which they operate. ACI will continue to develop and grow its expertise in these areas, so that the communities served by airports can continue to reap the socio-economic benefits that aviation generates. ■

**Angela Gittens** began her tenure as Director General of Airports Council International (ACI World) in 2008. She was formerly airport CEO for Miami and Atlanta, and Deputy at San Francisco International Airport. In other previous roles, Ms Gittens served as Vice-President, Airport Business Services for HNTB Corporation, where she led the firm's practice in airport business and strategic planning. As Vice-President at TBI Airport Management, she oversaw the transition to private ownership of London Luton Airport and managed operations contracts at several airports in the US and Canada. Ms Gittens is a Fellow of the Royal Aeronautical Society, and has served on numerous aviation industry boards and committees including the FAA Management Advisory Committee, the FAA Research, Engineering and Development Committee, the National Civil Aviation Review Commission ("the Mineta Commission"), the Executive Committee of the Transportation Research Board, the Airport Cooperative Research Program Oversight Committee and the Board of Directors of JetBlue Airways. Ms Gittens is also the recipient of many industry accolades including most recently the prestigious 2017 National Aeronautic Association's Cliff Henderson Trophy.

# An American approach to capacity development

**Catherine M. Lang**

*Director, Europe, Africa and Middle East Office,  
Federal Aviation Administration (FAA), United States*



**The FAA bases its strategic vision on four foundational pillars, one of which is its Global Leadership Initiative. This initiative works to improve safety, air traffic efficiency and environmental stability around the globe by enhancing standards, collaboration and harmonisation. A major component of this initiative is capacity development.**

**Capacity development is about strengthening the skills and capabilities of organisations or individuals and building long-term sustainability, which align with the FAA's international goals. To bring the most value to the international aviation community, the FAA believes that capacity development should be targeted, delivered and properly evaluated.**

## ► Capacity building through technical assistance

One of the FAA's fundamental means for supporting capacity development is to provide targeted technical assistance to other countries. The agency has found that providing technical assistance to others is one of its most effective international engagement tools, as it bolsters capabilities worldwide. The FAA helps other countries advance their air transportation systems by teaching procedures, discussing approaches, and sharing best practices used in the United States. The agency also provides advice on how they can adapt this information to create new or enhanced procedures and policies in their own systems.

The FAA's technical assistance covers the full spectrum of activities, including training, flight inspection, equipment loans, spare parts and repair services, cooperative agreements, and in-country technical assistance duty-assignments. The agency recognises that by teaching the FAA approach, it offers one of multiple possibilities for sustainability, based on its experiences as the largest, most complex airspace in the world. When

the FAA helps other countries develop their aviation regulations, standards and technologies that are consistent or harmonised with its own and other developed aviation systems, this improves safety and efficacy for *all* aviation users around the globe. Ultimately, it creates a safer, more efficient, and cost effective international aviation system.

While the FAA has been involved in capacity development for many years, it has recently made some changes to make the process more streamlined and targeted. The FAA utilises a newly developed process that balances agency needs and interests before making a determination on the necessity for assistance. This helps the agency use a more balanced, business-case approach in determining the best way forward.

The FAA's new process ensures that all technical assistance requests and proposals are administered in a collaborative, transparent and consistent manner. Under this process, external requests and internal FAA proposals for reimbursable technical assistance are submitted for review by a central international coordinating body at the FAA. This new technical assistance process enables the FAA to better prioritise and target its

resources to meet agency and US priorities, in support of further development of the global aviation system.

## ► Capacity building through international training

Another example of how the FAA is involved in capacity development is via direct training. Each year, the agency arranges training for international participants from more than 60 countries at the FAA Academy and at US industry and academic institutions. The FAA Academy in Oklahoma remains one of the largest and most diverse aviation training centres in the world, and continues to serve the global aviation community through a wide variety of training courses in safety oversight, air traffic operations, aviation medicine and other key areas.

In addition to direct training, the FAA also promotes the consolidation of resources to build capacities. Given the strength in numbers, the FAA believes that progress can be made via regional groups. As part of the agency's capacity development goals, it is committed to working with regional safety oversight organisations (RSOs) to



Meeting between ECAC and FAA representatives: ECAC Deputy Executive Secretary Patricia Reverdy, Catherine M. Lang, ECAC Executive Secretary Salvatore Sciacchitano and Administrator of the FAA Michael Huerta.

ensure that collective resources are utilised to develop regions. This saves precious resources and promotes regional collaboration. By working with regional bodies, the FAA can then address defined needs across a region, benefiting numerous States, rather than engaging strictly on a bilateral basis.

### CENTRAL AMERICA

In Central America, for example, the FAA has a long-standing working relationship with ACSA, the Central American Agency for Air Safety. The FAA first provided assistance to obtain an Inter-American Development Bank grant to help establish the organisation. The FAA continues to engage in the region by providing safety inspector training to ensure continued compliance with International Civil Aviation Organization (ICAO) standards. ACSA's efforts to improve civil aviation safety in the region have the added benefit of strengthening the aviation industry, thus laying the groundwork for

sustainable economic development for the region.

### AFRICA

Likewise in Africa, the FAA has been involved in the US government's Safe Skies for Africa Initiative for many years. This programme began in 1998 under then-President Clinton. Through the initiative, the FAA works hand-in-hand with African nations to provide technical assistance and training to help countries meet international aviation safety standards, to increase the number of well-trained personnel in aviation authorities, and to assist nations in creating regional strength in bolstering aviation safety. For example, the FAA is currently working with the Banjul Accord Group Aviation Safety Oversight Organization (BAGASOO), the Civil Aviation Authority of Ghana, and regional training academies to align efforts and pool resources, increasing the chances of long-term, sustainable outcomes as regional centres in Africa strive to become a

known source of training. This, in turn, will help the entire continent, since sharing resources on a regional basis leads to long-term sustainability and supports the overall goal of effective capacity development.

### CARIBBEAN

Another programme, the FAA's Caribbean Initiative, focuses on improving airport safety and air traffic management efficiencies in the Caribbean by pursuing airspace redesign, working cooperatively to improve air traffic flow management (ATFM) and adopting collaborative decision-making (CDM), and promoting the implementation of System-Wide Information Management, or SWIM. Through bilateral and multilateral partnerships, the FAA engages with key stakeholders, aviation authorities and air navigation service providers to share and implement best practices. By increasing airspace efficiency and data-sharing with key partners in the region, the FAA is helping unlock additional capacity to safely support growing global demand for aviation services.

In summary, the FAA holds capacity development as a major component of its international mission, and through various means provides technical assistance, training and other forms of building capabilities to help other countries raise their levels of safety oversight and air traffic skills. Capacity development creates long-term sustainability and is a goal clearly aligned with the FAA's international mission. ■

**Catherine M. Lang** is the Director of the FAA's Europe, Africa and Middle East Region in the FAA's Office of International Affairs. Based in Brussels, Belgium in the US Mission to the European Union, she is responsible for advancing FAA's civil aviation goals for safety and efficiency through harmonisation of global standards, negotiation of technical assistance agreements with foreign governments, the development of international aviation policy and cooperation through international alliances. She manages a staff of senior representatives based in Belgium, France, Russia, Senegal and the United Arab Emirates, and a staff in Washington, DC. Before joining the Office of International Affairs in 2013, she served as the Deputy Associate Administrator for Airports for ten years after serving as the Director of FAA's Office of Airport Planning and Programming for almost four years and the Deputy Director for two years. Prior to joining the airports organisation, she worked for three years as Chief of Staff to FAA Deputy Administrator. Her first position in the agency, which she joined in 1992, was Assistant Manager for the Policy and Systems Analysis Division of the Office of Aviation Policy and Plans. Before coming to the agency, she worked for the city of Chicago as Assistant Commissioner of the Department of Aviation. She received a BA from Briar Cliff College and an MPS from Loyola University of Chicago.

# EASA's priorities and activities in safety assistance



**Patrick Ky**

*Executive Director, European Aviation Safety Agency (EASA)*

**As aviation goes beyond Europe's borders, EASA provides technical assistance to countries and regions around the world, aiming to improve the regulatory and oversight capabilities of beneficiary authorities and Regional Safety Oversight Organisations (RSOs). Being an authority and regional organisation itself, EASA has a unique insight into the challenges involved. Capacity building not only benefits the States concerned but also ensures the safety, security, efficiency and environmental performance of air transport for European citizens and the European industry as they travel and operate globally.**

EASA's projects are implemented together with partners such as ECAC to ensure the full scope of aviation can be addressed. EASA also coordinates with other technical assistance providers such as ICAO, in line with the No Country Left Behind (NCLB) initiative.

By the end of 2017, EASA expects to have capacity development projects operating across Africa, Asia, Latin America and in the Middle East, as well as in Europe itself, of course. This currently represents a total value of approximately EUR 30 million. The funding for EASA's technical cooperation projects is usually received through European Union policy instruments.

## ▶ Example – the Eastern Partnership / Central Asia (EaP/CA) Project

The overall objectives of the EaP/CA Project are to support the implementation of a comprehensive civil aviation agreement with the EU in the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, and Moldova) and the upgrading of civil aviation safety and security standards in Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan).

This project is financed by the European Union and started in February 2016 for a period of four

years. The action builds on several bilateral and regional EU-funded aviation projects that have taken place in recent years.

Although EASA has the lead of the project as a whole, ECAC is responsible for implementing the project's security-related activities as specified in a dedicated agreement. EASA also implements the project in coordination with other European Member State authorities.

Some examples of typical activities expected in the context of this project are:

- Performing gap analyses and identifying technical assistance needs
- Contributing to the implementation of action plans
- Support in drafting ICAO-compliant safety regulations
- Support in transposing and implementing EU regulations, where applicable
- Delivering training for civil aviation authority experts
- Designing tools for effective safety oversight
- Conducting studies for the benefit of the beneficiary authorities

EASA also uses the relationships developed through its capacity-development activities to implement working arrangements for European industry and address areas of common and global concern,



EASA Executive Director Patrick Ky at the opening of the Forum on Regional Safety Oversight Organisations, Swaziland, March 2017.



EASA safety training

such as climate change action, cyber security and the oversight of new technologies.

### ► The European Union's implementing partner

**EASA** is the European Union's natural implementing partner in delivering its technical assistance in the field of aviation as it:

- can group European Member States and other stakeholders under a partnership to cover the whole spectrum of aviation safety and environmental protection within aviation;
- is the technical source of EU aviation safety and environmental protection legislation within aviation, as well as a source of aviation intelligence;
- is a counterpart aviation authority for beneficiary States and therefore a natural interlocutor for building the bridge between projects and political views;
- provides coordination, efficiency and visibility for the EU's actions in the field of aviation safety; and
- has developed experience, procedures and tools for channelling technical assistance in a sustainable manner.

The volume of requests to EASA in terms of technical cooperation and assistance activities has increased over past years. These are carefully managed, and derive from several factors:

- The Agency supports the European Commission in defining, monitoring, implementing and evaluating corrective and preventive actions for the benefit of the States that are subject to the EU Air Safety List.
- There is an increasing recognition by policy makers of the value of aviation in not just being "for the rich", but as a driver of sustainable development, economic growth and European competitiveness.
- An increasing number of States are choosing to adopt EU rules or align their rules with the EU regulatory system and therefore request EASA's support.

With regard to the latter, EASA has created the International Cooperation Forum (ICF) to streamline its support to these States and RSOOs making use of European regulations. The next Forum will take place in Cologne, Germany on 19-20 October 2017.

### ► Effective capacity building

Looking at the sustainability of past capacity-building initiatives worldwide presents a mixed picture. Where in some cases the level of compliance with ICAO Standards and Recommended Practices (SARPs) has improved and been maintained, in other cases there has been no or little improvement despite massive and repeated capacity-building activities organised by multiple entities. There are several reasons that explain these

cases, some of them being well beyond the air transport sector.

Limited resources on all sides require efficient, practical and sustainable solutions. These start with a mutually perceived benefit for technical cooperation. Attention is needed to ensure that activities are tailored to address real needs and provide concrete solutions. To do this, EASA implements its projects in close cooperation with the beneficiary authorities and other stakeholders.

Actions need to be tailored to the actual working environment of the authority concerned, otherwise legislation may provide a poor regulatory environment, organisations may lack the required resources, and individuals may stray from the policies and procedures established.

A focus on long-term partnership is a must between the beneficiary and provider. Quick-fix solutions rarely work in the long term. Training is often seen as the mainstay of capacity development, and it has an important place in technical assistance, though it rarely solves on-going safety issues by itself.

A constant theme faced by States is the inability to retain qualified and experienced personnel. This arises as a result of the individual administrative structures in place and the often more well-remunerated lures from industry. Where necessary, EASA works together with the EU delegations and beneficiary authorities to obtain the political support necessary to tackle these challenges.

### ► Regional Safety Oversight Organisations (RSOOs)

RSOOs have great potential to assist States in complying with their obligations, promoting greater efficiency in safety oversight through the sharing of resources. They promote regional harmonisation and mutual recognition, leading to a level playing field and lower costs for industry, e.g. in the training and hiring of engineers and pilots across the region. In the longer term, regional harmonisation is a precursor to seamless airspace and being able to move beyond third, fourth and fifth freedom rights.

From a capacity development point of view, RSOOs are also an effective way to deliver technical assistance to multiple States, building on the existing mechanisms in place and allowing "bloc-to-bloc" dialogue between Europe and the region concerned.

### ► Coordination

Information about past and ongoing capacity-building activities undertaken by ICAO, individual States, regional organisations and industry is important for the better targeting of activities. As a consequence, EASA uses tools such as the ICAO Safety Collaborative Assistance Network (SCAN) database to share information on capacity-building activities with the objective of achieving maximum efficiency, avoiding the repetition of identical activities for the same

States and ensuring the adequate prioritisation of States and actions.

Forums such as the Aviation Safety Implementation Assistance Partnership (ASIAP) also raise awareness of the different actions carried out by technical assistance donors worldwide, providing a holistic view and hence allowing more efficient steering and coordination.

The beneficiary State also of course has a responsibility in effectively coordinating and channelling the different streams of assistance available to it.

### ► Prerequisites

In defining priorities for the capacity-building activities to be delivered, the following criteria may include:

- Political commitment to drive through change and reach compliance with international requirements.
- This commitment should be backed up through the provision of human and financial resources by the beneficiary State, in particular to ensure the State's "absorption" capacity to improve the level of compliance with SARPs and sustain the level reached.
- Transparency and communication, in particular regarding access to previous capacity-building documentation, findings from national or international audits and inspections, and any other material assisting the success of the activity.
- Information on past and ongoing capacity-building activities undertaken in parallel by

ICAO, individual States, regional organisations and industry in order to create synergies.

- Measurable results which could be concretely expected.

### ► Measuring performance

In addition to coordination and sustainability, the ongoing use of action plans – including the different activities, timelines and the expected results – risk registers and the use of key performance indicators (KPIs) help ensure that activities reach their objectives and deliver expected outcomes to the maximum extent possible. In addition to being Specific, Measurable, Available, Relevant and Time-bound (SMART), KPIs should be independently verifiable – via ICAO's Universal Safety Oversight Audit Programme (USOAP) or otherwise.

As what is measured tends to be what is delivered, KPIs should also aim to focus not just on the effective implementation of ICAO SARPs but also on other aspects, such as sustainability, to the maximum extent possible.

### ► Conclusion

In sum, EASA's approach to capacity development is that it should be coordinated, tailored and result-orientated. The careful design and management of such projects multiplies the effectiveness of the resources engaged and ensures sustainability for the long-term benefit of European passengers and industry worldwide. ■

**Patrick Ky** became Executive Director of the European Aviation Safety Agency (EASA) on 1 September 2013. His mission is to further consolidate the role and responsibilities of the Agency to become a worldwide reference in aviation and to make the European aviation regulatory system a fully consistent, efficient and reliable framework. Prior to leading EASA, Mr Ky was in charge of the SESAR programme, Europe's ATM modernisation programme. He also held different managerial positions in the French civil aviation authority, in a consulting company and in EUROCONTROL. In 2004, he joined the European Commission to work on SESAR. In 2013 Mr Ky was the recipient of the Air Traffic Control Association's Glen A. Gilbert Memorial Award in recognition of his achievements in the field of aviation and for being an advocate of innovation and change in air traffic control. In 2015, he was designated "Industry Leader of the Year" by the German publication *Fliegermagazin* for his commitment to developing simpler, better and lighter rules for general aviation. In total, Mr Ky has more than 24 years of work experience in civil aviation. A graduate of the École Polytechnique and the Civil Aviation Engineering School in France, Mr Ky also holds degrees in economics from the University of Toulouse and the Massachusetts Institute of Technology.



## Customs capacity building: streamlining passenger travel and air cargo movement

**Matthew Bannon**

*Delivery Manager of the Mercator Programme, Capacity Building Directorate, World Customs Organization (WCO)*

**Customs is identifiable by its role of management and control over border activity. The earliest links to this role have been traced back to the Seleucid Empire circa 330-60 BC<sup>(1)</sup>. The first and primary function was management and control over goods being carried into the region and cities, and collecting revenue (or salt) for the State. Customs still manages border activity albeit in a vastly changed world thanks to advances in transport, technology and communication.**

In addition to the many advances in the commercial domain, public policy in response to initiatives, events and industry changes has increased the complexity of customs' role. The character of customs nowadays covers security, protection of society from harmful goods, revenue collection and facilitating legitimate trade<sup>(2)</sup>. Together with control over goods, many customs administrations are responsible for managing the movement of people across borders. The expanded nature and scope of customs often also includes undertaking functions on behalf of other national agencies.

The following insight into customs capacity building is based solely in the aviation context. For customs, this translates into an environment covering passengers, crews, cargo and facilities. It is a relatively recent area for customs when compared to land and maritime experience that covers hundreds of years. New Year's Day, January 1914, saw the first passenger fly on a commercial flight. New Year's Day, January 2014, an estimated 8 million people flew on nearly 100,000 flights. Statistics from the International Air Transport Association (IATA) state that more than 3.5 billion people flew in 2015, with just over one third being international passengers<sup>(3)</sup>. Added to this is some 52 million tons of cargo which was transported, valued at more than USD 6 trillion in 2015<sup>(4)</sup>.

### ► Strategic capacity building

For the areas of passengers, crews, cargo and facilities, customs needs strategic planning, tactical management and operational responses. Capacity building to deliver services at each of these levels typically begins with a diagnostic or gap analysis of all customs aspects. The analysis looks in detail at legislation, organisational structures, human resources, financial resources to conduct activities, processes, technology and equipment, and relations with airport stakeholders. The outcome of this holistic review is to guide customs' organisational decisions to best balance facilitation and control responsibilities.

When involved at the strategic level of customs' airport role, advice and support mainly deals with how customs is managing its government mandate. Drawing on a pool of senior experienced customs practitioners accredited by the WCO, the institutional and governance arrangements of the beneficiary customs organisation are assessed. This is done through

interviewing a broad cross-section of staff and external stakeholders. The WCO experts also observe processes, equipment use and access IT systems, for example, in gathering necessary evidence for the analysis.

The general enquiry structure for both cargo and travellers looks at progress towards pre-arrival management, arrival processing and post-clearance management. For cargo control and facilitation, there is little difference between advice for air cargo and other modalities. The combination of the International Convention on the Simplification and Harmonization of Customs Procedures (revised Kyoto Convention), the World Trade Organization (WTO) Trade Facilitation Agreement (TFA) and the WCO Mercator Programme, provide the blueprints for cargo control and facilitation. Some of the nuances that differentiate air cargo from maritime cargo include times for pre-reporting, mandatory data, express consignments, high-volume low-value consignments, etc. Examples of capacity-building support at the cargo strategic level also include policy and procedural development for establishing Authorized Economic Operator (AEO)

(1) Asakura, H., 2002, World History of the Customs and Tariffs, World Customs Organization: Brussels

(2) Gordhan, P., 2007, "Customs in the 21<sup>st</sup> Century" in World Customs Journal, Volume 1:1, March, pp.49-54

(3) [http://www.iata.org/pressroom/facts\\_figures/fact\\_sheets/Documents/fact-sheet-industry-facts.pdf](http://www.iata.org/pressroom/facts_figures/fact_sheets/Documents/fact-sheet-industry-facts.pdf)

(4) Ibid. and <http://www.iata.org/whatwedo/cargo/sustainability/Pages/benefits.aspx>.



programmes and conducting Time Release Studies (TRS). While the principles of AEO and TRS can be translated to the passenger environment (for example 'segmenting travellers' and 'traveller clearance time'), strategic passenger control and facilitation is a different paradigm to cargo.

In the airport environment, customs officers are among the first people arriving visitors meet. While regulations and procedures must be followed, strategic management capacity is also expected to deal with customs officials' understanding of the impact of their position. WCO assessors include taking note of officer behaviour, appearance and interactions with travellers. Examples of the impression an officer can make range from a complimentary message through to negative newspaper and television reporting resulting in ministerial briefs and consequent backlash from the business sector and/or public. An example of passenger strategic level capacity-building support includes tailoring human resource plans, structures and systems to provide consistent services from a professionally skilled workforce.

Also at the strategic level, WCO experts are interested in the level of customs integration into airport facilities. This includes decision-making facilities, such as airport consultative committees and security committees, for example, and building facilities. Involvement with other airport stakeholders helps to mitigate duplication of efforts. It also creates an opportunity to better align respective strategic plans for the benefit of the whole airport and government. For customs to deliver facilitation and control services on behalf of governments, officials need unfettered access, space for x-ray equipment, search areas, interview rooms, storage for held and seized goods, closed-circuit television equipment and office space, for example.



Customs Biometric Processing and Security

### ► Tactical capacity building

Each customs administration has its unique organisational structure. Tactical capacity-building support mainly deals with how effectively functional work units are delivering against the strategic plan. In order to do this, the WCO draws on customs airport practitioners from member administrations accredited in specific fields. These fields include performance management (both staff and organisational performance measurement), setting up x-ray units (including procurement and project management), setting up detector dog programmes, establishing intelligence networks, conducting joint law enforcement targeting operations, etc.

As organisational structures are often different, the standards and supporting materials are divided into airside, terminal and landside areas. The airside area includes the ramp services areas (baggage belt, aerobridges, vehicles, etc.), aircraft (commercial, private and military), in some places air cargo and other warehouses, and the airside employees. The terminal area includes passenger check-in, concessionaire premises, safety screening, departures, arrivals, transit and transfer area, business and VIP lounges, and terminal staff. The landside area includes airport access roads,

carparks, cargo and airline offices – to the extent this landside area falls within a national legally defined customs controlled area.

Examples of customs support under the airside area could include setting up a mobile checked luggage x-ray unit and annual planning of aircraft search activities (commercial and small charters). Examples of terminal area support include negotiating access to advance passenger information and/or passenger name records (API/PNR), segmenting passengers and/or airlines and developing an audit programme for airport concessionaires. Examples of customs landside area support mainly include relationships and management with air cargo operators.

This level of capacity building is designed for middle managers and supervisors responsible for functions undertaken by teams or units. WCO capacity-building support for this group introduces more 'soft-skill' professional development. The focus is assisting managers and supervisors to plan, monitor and report on their areas of responsibility. This leads to them being better placed to identify competencies, create staff development opportunities and deploy resources more efficiently.

## Customs capacity building: streamlining passenger travel and air cargo movement



Pax Baggage Carousel

### ► Operational capacity building

Risk management underpins customs decision-making and modernisation efforts at the strategic, tactical and operational levels. However, to most people it is more obvious at the operational level. The types of risks posed by passengers and crew fall under security, protection of society and revenue. Risk assessment of passengers and crew can occur at the pre-arrival stage if manifest details or API/PNR are available. More common is risk assessment on arrival in the terminal. Post-clearance in the airport environment is mainly relevant for cargo.

Operational capacity building covers the more technical aspects of customs work. In the airport environment, few WCO members have formal programmes, material or resources that cover passenger and crew facilitation and control. The scope of passenger and crew facilitation and control training topics is vast. A snapshot of an airport customs enforcement officer induction programme illustrates the range of topics:

- Legislation and regulations
- Prohibited and restricted goods
- Pre-arrival selection and facilitation
- Behavioural analysis
- Questioning procedures and methodology
- Search techniques – hand and hold luggage

- Search techniques – persons
- X-ray image analysis
- Ionscan procedures
- Impounding and seizing goods
- Note-taking and written statements
- Evidence handling

The above list is not exhaustive. A similar and longer list exists for an airport customs facilitation officer induction programme. For example, facilitation officer training also includes duty and tax collection, processing passenger tourist refunds for prescribed purchases, and flight statistics, and may include passport processing on be-

half of home affairs or the immigration ministry. Officers assigned to specialised areas such as a Detector Dog Unit, Intelligence Section, etc. also receive relevant specialised training.

Unlike the WCO advisors who provide strategic and tactical support, operational capacity-building accredited experts are specialists and authorities in their fields. Whereas strategic and tactical support is often advisory or in a hands-on management workshop format, operational capacity building is in a training format or in-field/in-situ instruction or exercises.

It follows that strategic support is provided by an executive or senior manager. A tactical expert profile has advisory and facilitator skills and is typically a senior manager or middle manager with experience in a specific customs function. Operational support is delivered by a supervisor, team leader or senior officer with training skills or qualifications. What are common factors for each group in WCO capacity-building programmes are that they are serving officers, all are practitioners in their field of expertise and have been through a WCO accreditation process.



Customs Montage



Air Cargo Loading

## ► Conclusion

As the nature and pace of trade, technology and transport has evolved, so too has customs. It is quite a unique institution in that the scope and mandate are often added to, rather than changed. It has been necessary for customs to be agile and in the case of the aviation sector, to be proactive and innovative due to the tempo of advances. Few other government departments deal simultaneously with issues as diverse as biometric processing, nomenclature classification disputes, vehicle searches

and fuel excise calculations, for example.

Governments establish customs to act as an essential filter for national economic and social priorities. Capacity building to achieve this is underpinned by risk management. It is not physically possible for customs to inspect 100 per cent of consignments or travellers. Risk management includes identifying low risk (and no risk) so customs can balance the facilitation and control charter. Streamlining passenger and cargo flows is as im-

portant to customs as it is to legitimate traders and travellers. Without robust facilitation strategies, meeting international standards and penetrating illegal activity becomes more difficult.

This contribution is an introduction or overview of the customs capacity building framework in the aviation sector. Airports are complex environments within a broader complex border management environment. ■

**Matthew Bannon** is the Delivery Manager of the Mercator Programme implemented by the Capacity Building Directorate of WCO which supports customs administrations with the implementation of the WTO Trade Facilitation Agreement. He has over 25 years' experience managing customs border controls and 8 years managing international development projects in the field of customs modernisation and trade facilitation. Mr Bannon commenced with WCO's Capacity Building Directorate in 2009. His current portfolio includes managing WCO's Mercator Programme, maintaining and managing the WCO Diagnostic and Progress Evaluation programmes, overseeing several multi-country, multiple donor, capacity-building projects; and conducting capacity-building workshops for customs executives and senior managers seeking to develop strategic plans, performance measurement indicators, targeted operational plans and risk management policies. Prior to WCO, Mr Bannon had been employed by the Australian government since 1981. After working in both enforcement and commercial customs roles in a number of Australian airports and sea ports, he held senior management positions in the Australian Customs Head Office, located in the capital city of Canberra. Mr Bannon holds a bachelor's degree in public administration, a graduate certificate in public policy and management, a graduate diploma in international policy and a master's degree in maritime law.



## European Association of Aviation Training and Educational Organisations (EATEO): the birth of a new European organisation

**Raymond Benjamin**

*Chairman, EATEO Interim Executive Committee*

**Raymond Benjamin, former Secretary General of ICAO, presents the newly created European Association of Aviation Training and Educational Organisations, of which he chairs the Interim Executive Committee.**

Given the continuous increase in air traffic and the increasing number of regulations by EASA, ICAO and other organisations, as well as the constant development of aviation technology, it is generally recognised that training and education in aviation constitutes an important factor for safety and the effective operation of all sectors of the industry.

Yet, in contrast with other parts of the air transport sector, no organisation exists collectively representing the European training providers, the relevant educational establishments or the training departments of aviation-related organisations such as airlines, airports, air navigation service providers (ANSPs), and others. This constitutes a deficiency that has been recognised by ICAO, ECAC and other European institutions as well as by the training industry itself. Efforts to create such an

organisation in the past have not materialised for various reasons.

It should be noted that, with the support of ICAO, the African training and education organisations created the Association of African Training Organisations (AATO), which is making an important contribution to the development of aviation training and education and flight safety in this continent.

In order to address this deficiency, the Flight Safety Foundation – Mediterranean (FSF-MED) in cooperation with the Joint Aviation Authorities Training Organisation (JAA TO), the European Civil Aviation Conference (ECAC) and several organisations from the training and education sector, have taken the initiative to create an association that will represent collectively all European aviation training and educational organisations.

To that effect, a Founding Committee comprising the JAA TO, FSF-MED, the Department of Civil Aviation of Cyprus and several universities and training organisations as well as senior aviation experts, held several meetings that led to the creation of the European Association of Aviation Training and Educational Organisations – EATEO, and the preparation and approval of its Articles of Association.

The Founding Committee appointed the former Secretary General of ICAO Raymond Benjamin as Interim Chairman, and the Executive Director of FSF-MED Christos Petrou as Interim Executive Director until a General Assembly is convened to formally elect the officers and the Executive Committee of EATEO.

Following the completion of the appropriate legal procedures, EATEO is now a legal entity under the relevant laws of Cyprus.

**Raymond Benjamin** was Secretary General of the International Civil Aviation Organization (ICAO) from August 2009 until July 2015. His extensive career in civil aviation spans more than 30 years. It includes 13 years as Executive Secretary of the European Civil Aviation Conference (ECAC) where he was responsible for the development of policy advice and strategic options to the President and to the then 42 Member States of ECAC. Prior to joining ECAC, Mr Benjamin was Chief of the Aviation Security Branch of the ICAO Air Transport Bureau from 1989 to 1994. Among his responsibilities was the provision of advice to the Secretary General and the President of the Council on security policy matters and the development of a worldwide airport assessment and technical assistance programme. He also served as Air Transport Officer and Deputy Secretary of ECAC from 1982 to 1989 and held various positions in the French civil aviation administration from 1973 to 1982. Mr Benjamin holds a master's degree in public law and diplomas from the Institute of Political Studies and the Institute of Higher International Studies, Paris. Since his retirement, he is still active in the international arena as advisor to the Singapore Aviation Academy (SAA) and the European Aviation Safety Agency (EASA). He is also involved in various technical assistance projects in Southeast Asia. Raymond Benjamin contributed to the establishment of the "European Association of Aviation Training and Educational Organisations – EATEO" and was appointed Chairman of its interim executive board in December 2016.



**EATEO's mission is to provide a common forum for European aviation training and education providers, enabling them to contribute to aviation safety and other fields of civil aviation and to defend their common interests in European as well as in international fora. EATEO aspires to be the European voice to drive the best aviation training and education practices.**

The objectives of EATEO, described in the Articles of Association, can be outlined as follows:

- > To promote, on behalf of all its members, the importance of training for flight safety and other fields of civil aviation.
- > To develop common interests, views and formally agreed positions by the participating members and represent them in the relevant European and international institutions.
- > To support members in their efforts to promote their training organisations and in securing new business.
- > To foster cooperation between the members, as well as with the training organisations from other regions.
- > To facilitate a high degree of interface between all stakeholders in air transport, something that currently does not exist.

In order to achieve these objectives, the Interim Executive Committee decided to proceed with the following practical activities, the majority of which have already been implemented or are in the process of implementation:

- > The creation of a well-maintained and regularly updated website, which will inform members of all developments and best practices in aviation training and education, the relevant

existing and new regulations of the EU and ICAO with regard to training, the various events taking place in Europe and elsewhere, the promotion of all courses provided by members, a discussion forum, etc. ([www.eateo.eu](http://www.eateo.eu)).

- > The creation and distribution of a quarterly information bulletin.
- > The organisation of an international conference at least once a year, and other seminars and workshops, thus giving the opportunity to participants to interact and establish cooperation amongst each other. In this respect, it has already been decided to organise a conference on aviation training and education at a date to coincide with EATEO's General Assembly. This is earmarked sometime in October 2017.
- > Participation of EATEO representatives in international conferences, seminars and workshops in order to promote collectively its members' activities.
- > Participation in the relevant bodies of the various European and international institutions in order to represent the members' views and influence decisions on aviation training and education.
- > Promoting the activities of its members in regions outside Europe.

Although promotion to join EATEO only started recently, 17 organisations are already members. These include ANSPs, civil aviation authorities, airlines, training organisations, universities and non-governmental organisations. A number of organisations have also indicated that they are considering joining.

The question of whether international and European bodies such as ECAC, ICAO, EUROCONTROL, IATA, ACI and others should have some kind of involvement in EATEO was also discussed by the Interim Executive Committee and it was decided that in order to facilitate effective interface between all the players in aviation training and education, these organisations should be invited to participate in EATEO as observers or stakeholders with a non-voting role.

At a time when the vision of European integration is facing several challenges, the creation of a truly European organisation like EATEO will enhance cooperation and effective contribution to aviation safety, considered by all as the top priority and the cornerstone of air transport development. ■



## ECAC Economic matters working groups

### Interview with Silvia Gehrler

*ECAC Focal Point for Economic matters, Director General International, Ministry for Transport, Innovation and Technology, Austria*

**In December 2015, ECAC Directors General decided to establish dedicated working groups for economic matters: the Economic Working Group and the Network of Chief Economists. Appointed ECAC Focal Point for Economic matters in August 2015, Silvia Gehrler, Director General (International) for Austria, explains the background and objectives of bringing back aviation economics to the fore of ECAC activities.**

#### **1. First, why was it deemed timely and necessary to create these two working groups on aviation economics in 2016?**

In the past ECAC has been very much focused on safety, security and the environment, which are also the main focus in ICAO. However, in recent years a number of pressing economic issues in aviation, and how to deal with them, have emerged. New developments in the industry, and geopolitical and global economic aspects have led to various challenges facing the European regulators today. ECAC's added-value lies in its role as a pan-European think tank. ECAC States therefore saw the benefit of creating a platform to exchange views, information and experiences and to learn from each other without duplicating the work that is carried out by other institutions.

Taking into account the overall industry shift towards a more risk-based approach to screening and other relevant developments, we have recently re-focused our strategy in order to maintain its momentum and guide future collaboration.

#### **2. What do ECAC's Directors General expect as an outcome?**

I would say that ECAC's Directors General primarily expect good service: provision of useful information, support to facilitate decision-making, and efficient exchanges of views. One big advantage I see is that we have a group of excellent experts from all over Europe working together and efficiently preparing for European positions in worldwide fora such as ICAO. Thanks to joint EU/ECAC coordination Europe can speak with one voice on issues of common interest.

#### **3. What are the priorities for the economic groups in 2017?**

The priorities for the ad hoc coordination group on economic regulation are to focus on the development and examination of multilateral agreements such as for the liberalisation of market access, ownership and control, and cargo. Within this group, ECAC States deliver valuable input on how liberalisation might be developed on a global scale to achieve the best outcome for Europe.

The Economic Working Group is a forum to freely discuss and reach a better understanding on topics of common interest within Europe. The main topics for 2017 are the impacts of new business models for regulators, and connectivity. These issues are also very much in line with the EU Aviation Strategy.

The Network of Chief Economists mainly focuses on examining economic studies and data that exists or is produced by ECAC States to complete knowledge of essential data on issues such as connectivity, traffic data and airport charges.

#### **4. As a regulator, what are the key challenges in economic regulation for ECAC Member States?**

Today, a key challenge lies in the complexity of issues and the very different needs and interests of the ECAC Member States. One of the main challenges in economic regulation for Europe would be to deal with the concept of fair competition. For example, social issues are very high on the agenda for some but less so for others. The same goes for labour issues or the environment. However, all those aspects play a vital role if you consider the advantages or disadvantages for airlines established in Europe. Another key challenge is connectivity. Of course, it is of utmost interest for every Member State to maintain a high level of connectivity. To be connected with the world is a crucial component and a key driver for the economy and for social and cultural development in each country.



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#### 5. Is the existing air service agreement system still valid and what is its future?

The bilateral system has its basis under the Chicago Convention signed in 1944 and has governed international air services since then. A bilateral air service agreement (ASA) is an international treaty between two countries covering the basic framework under which airlines are granted economic bilateral rights to fly between the two countries. Some might think this is an outdated system. From experience, you can see that this system is still valid, and multilateral agreements to liberalise air services for more than two countries are rare, with only some countries having signed up. Since 2014, a global air services agreement to liberalise market access has been discussed at ICAO level between experts. So far, the discussions have shown that States have divergent approaches and interests and it would appear unlikely that a result be achieved in the coming years. But you never know. Aviation is one of the most dynamic areas and even small political or economic events can have a huge impact on the entire sector.

#### 6. What do you like in your role as ECAC Focal Point?

I enjoy working with people very much – and in particular in an international environment. And I am extremely grateful that in this role I meet so many talented and experienced colleagues. This pushes me and motivates me a lot. And of course: aviation is extremely fascinating and interesting! ■

**Silvia Gehrler** has been Director General International since 2013 and has been at the head of the Department of Strategy and International in the Austrian Civil Aviation Authority since 2009. She initially worked with the Ministry for Economic Affairs and joined the Austrian Permanent Representation at the EU in Brussels in 1995, the year of Austria's accession to the EU, as Trade Policy Attachée. She also worked at the US Embassy in 1999 before joining the Austrian Ministry for Transport in 2000 where she headed the unit for EU and International Aviation. From 2004 -2007 she represented Austria on the Council of the International Civil Aviation Organization as a member of the ABIS Rotation Group (Belgium, Ireland, Luxembourg, Netherlands and Switzerland). Ms Gehrler received a master's degree in business administration specialising in aviation and trade from Vienna Economic University and holds a master's degree in public relations.

► **Coordinating Committee meets in Paris, 29 March**

**ECAC** Coordinating Committee members met in Paris on 29 March for their 178<sup>th</sup> meeting. Chaired by ECAC President Ingrid Cherfils, the meeting was joined by the European Commission to review strategic issues to be presented to the Directors General at their next meeting in May. On environmental matters, ECAC Focal Point Patrick Gandil (DGCA France) presented his proposal to reorganise the current ECAC working groups in order to rationalise the use of existing resources and, more generally, meet the evolving scope and challenges of the topic, including the new CORSIA requirements. With regard to lessons learned at the 39<sup>th</sup> ICAO Assembly in September 2016, the meeting welcomed the proposed amendments to the best practice document elaborated in coordination with the European Commission. Finally, ECAC Focal Point for Economic matters Silvia



Gehrer (DGCA Austria) presented an overview of the session themes, speakers and moderators who have agreed to join the ECAC/EU Dialogue in Rome at the end of June 2017.

► **ECAC welcomes new Directors General at annual Familiarisation Course, Paris, 3 May**

**A**ttendance was high at the seventh Familiarisation Course organised for ECAC's new Directors General and their key support staff in Paris on 3 May. This annual one-day course provides a comprehensive introduction to the organisation's history, structure, activities, financing, working methods and relations with external partners. It also offers participants an ideal opportunity to meet the staff, ask questions and acquire a good understanding of ECAC and the support it can provide to its Member States.



► **ECAC Directors General gather in Paris for their spring meeting, Paris, 4 May**

**T**he next day, ECAC Directors General and observer organisations (European Commission, EUROCONTROL, EASA, ICAO EURNAT) gathered in Paris for the 148<sup>th</sup> DGCA meeting. The meeting elected Dragan Djurovic (Director General for Montenegro) by acclamation as the newest member of ECAC Coordinating Committee. Considering external relations, Directors General discussed the issues to be tackled at the upcoming meeting between the United States and the Coordinating Committee members, as well as the

status of relations with other States. It was also the opportunity to review progress achieved in ECAC's various fields of activity, with a special focus on aviation security and a briefing on ECAC vulnerability assessments. The Italian ICAO Council representative presented the main outcomes of the 210<sup>th</sup> ICAO Council Session and the priorities for the next session, while the Director General of EUROCONTROL and the Executive Director of EASA shared the latest developments in safety and ATM matters.







► **EaP/CA Project organises first training course on best practices for cargo inspectors in Amsterdam**

The EU-funded Project for Eastern Partnership and Central Asia Countries conducted its first training course on best practices for cargo inspectors at the Royal Marechaussee training centre at Amsterdam Airport Schiphol (Netherlands) from 21 to 23 February.

This three-day activity gave experts from Armenia, Azerbaijan, Georgia, Kazakhstan, Moldova, Kyrgyzstan and Ukraine the opportunity to become acquainted with international and European cargo and mail security requirements and best practices in conducting oversight activities in this field. Through a combination of training techniques, including practical activities, the course was designed to strengthen participants' competencies in audit/inspection techniques applied in cargo and mail security.

Thanks to the kind hospitality of the Ministry of Justice of the Netherlands and Swissport International Ltd, participants had the opportunity to conduct practical activities at a cargo (regulated agent) facility in order to develop their expertise in monitoring the implementation of cargo and mail security measures.

► **First EaP/CA Project workshop in Paris considers cargo and mail security**

The first workshop delivered by the EU-funded and ECAC-implemented Project for Eastern Partnership and Central Asia Countries (EaP/CA Project) took place at ECAC's offices in Paris on 28 and 29 March. This activity was dedicated to cargo and mail security and was the first workshop organised in the framework of the EaP/CA Project.

Designed to present international and European requirements on cargo and mail security and to familiarise participants with the principal concepts surrounding the secure supply chain, it also provided an opportunity to discuss the practical aspects of the implementation of cargo and mail security measures. Twenty-eight security experts from EaP/CA Partner States Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova and Ukraine, as well as representatives of Bulgaria, France, Ireland, Latvia, Serbia and the United Kingdom participated in the workshop.

**ECAC in brief**

► **Events to come**

**JUNE**

- 7-9/ 67<sup>th</sup> meeting of the Technical Task Force (TTF/67), Arezzo
- 8-9/ 35<sup>th</sup> meeting of the Training Task Force (TrTF/35), Paris
- 15-16/ ECAC/ACI EUROPE Workshop on Security in Airport Design, Paris
- 19/ Project for Eastern Partnership and Central Asia Countries Technical Board Meeting (EaP/CA-PTB), Cologne
- 20/ 51<sup>st</sup> meeting of the ECAC Medium-Term Objectives Task Force (EMTO/51), Paris
- 26/ 20<sup>th</sup> meeting of the European ad hoc coordination group on economic regulation (ADHOC-ECON/20), Rome
- 27-28/ ECAC/EU Dialogue – Challenges and opportunities in financing aviation, Rome
- 29-30/ Workshop on Security Equipment, Latvia
- 29-30/ 41<sup>st</sup> meeting of the Guidance Material Task Force (GMTF/41), Lyon

**JULY**

- 5-7/ 14<sup>th</sup> meeting of the ICAO Air Transport Regulation Panel (ATRP/14), Montreal
- 18/ Project for Eastern Partnership and Central Asia Countries Steering Committee meeting (EAP/CA-PSC), Kiev
- 25/ 34<sup>th</sup> meeting of the Common Evaluation Process Management Group (CEP-MG/34), Paris

**AUGUST**

- 30/(until 2 September) 67<sup>th</sup> ECAC Directors General Special meeting, Reykjavik

► ECAC/EU Dialogue with the European air transport industry



**Challenges and opportunities in financing aviation**

Rome, 27 – 28 June 2017

ECAC is delighted to present the preliminary programme of the tenth ECAC/EU Dialogue, which will offer the chance to connect with more than 150 high-level aviation decision makers, senior industry leaders and aviation specialists to discuss the challenges and opportunities in financing aviation taking into account the evolution of the air transport sector in a context of global liberalisation.

ECAC/EU Dialogues are held every three years and provide a unique forum for attendees to share experiences, exchange insights, ask questions and freely discuss the key issues and challenges on the table.

**PROGRAMME** (subject to change)

**MONDAY, 26 JUNE**

Welcome cocktail  
Radisson Blu Hotel, Rome

**TUESDAY, 27 JUNE**

Welcome and opening by **Ingrid Cherfils**, President of ECAC and **Henrik Hololei**, Director General, DG Mobility and Transport, European Commission  
Keynote address by **Fang Liu**, ICAO Secretary General

**SESSION 1: STATE OF PLAY – EUROPE'S NEEDS IN INVESTMENT**

Investing is a prerequisite for further development of the aviation sector and to ensure its short- and long-term sustainability. Does aviation attract investors? Under what conditions? How is the aviation sector financed today in Europe, and how does this compare to other regions?

Keynote address • Presentations • Open forum discussion  
• Session conclusions

**SESSION 2: CHALLENGES AND SOLUTIONS – HOW CAN WE MAKE EXISTING SOLUTIONS WORK BETTER?**

What are the constraints for financing aviation development? Are existing costs a hindrance to investment? What solutions exist to promote investment in aviation? How could constraints for financing in aviation be solved by today's approaches?

**Part I: Investing on the ground**

**Part II: Investing in the air**

Keynote address • Presentations • Open forum discussion  
• Session conclusions

Gala dinner

**WEDNESDAY, 28 JUNE** (morning)

Presentation of the main outcomes of Session 2

**SESSION 3: GAME CHANGERS – WHAT ARE THEY?**

Game changers and far-reaching solutions are needed to finance innovation in aviation. States' strategies are needed to promote investment in aviation. What needs to change, and who should finance innovation? What are the consequences of the evolution of business models for airlines and airports?

Multimodal investment: how do we do it?

How do we promote airport development towards "airport cities"?

Ownership and control rules: is liberalisation a leap ahead? What would it bring along?

Interview • Round-table debate (stakeholders) • Open forum discussion • Round-table debate (regulators) • Open forum discussion • Short- and long-term proposals and recommendations • Concluding remarks



Visit the ECAC website: [www.ecac-ceac.org/web/ecac-eu-dialogue-rome/welcome](http://www.ecac-ceac.org/web/ecac-eu-dialogue-rome/welcome) for more information about the Dialogue and regular programme updates.



## ► Improving the use of available technology in Cameroon Douala, 21-22 February and Yaoundé, 23-24 February 2017

From 21 to 24 February 2017, two experts from the French Directorate General of Civil Aviation (DGAC) reviewed the various types of screening equipment and the methods of their utilisation at Cameroon's two main international airports in Douala and Yaoundé.

The mission received strong support from the Cameroon Civil Aviation Authority (CAA). Its Director General, Ms Paule Assoumou Koki, chaired a debriefing with the French experts on the final day of the mission, during which several recommendations for improvement were discussed.

As for most CASE Project national activities, the mission also provided an opportunity to present the Cameroonian CAA with a Standard Test Piece to evaluate the image quality of x-ray based screening equipment.



## ► Best Practices for National Auditors in Senegal Dakar, 13-17 March 2017

The CASE Project's third Best Practices for National Auditors (BPNA) - Level 1 training activity took place from 13 to 17 March 2017 in Dakar, Senegal.

Eight national auditors, from both the *Agence Nationale de l'Aviation Civile et de la Météorologie* (ANACIM; the Senegalese civil aviation authority) and the *Haute Autorité de l'Aéroport Léopold Sédar Senghor* (HAALSS, a public agency dedicated to aviation security) participated in the training, which involved a combination of classroom learning, practical exercises and in-the-field activities. The training was delivered by an expert from ECAC and a short-term expert from the French border police.



## ► First CASE Project Portuguese-language workshop, Mozambique Maputo, 12-13 April 2017

In partnership with Portugal National Civil Aviation Authority (ANAC) and with the strong support of Mozambique's Institute of Civil Aviation (IACM), the CASE Project organised a workshop on air cargo and mail security for lusophone African countries in Maputo, Mozambique from 12 to 13 April 2017.

The workshop followed a meeting of the Directors General of the Community of Lusophone Civil Aviation Authorities (CAACL) and involved 20 experts from

Angola, Cabo Verde, Guinea-Bissau and – for the first time – Mozambique and São Tomé and Príncipe. Four speakers from Luxembourg, Portugal and ECAC shared experience and best practice, focusing in particular on the themes of international regulations applicable to cargo security, threats to cargo security, challenges in screening, and the principles and requirements of a secure supply chain regime.

## ▶ Auditor training and coaching in the Republic of the Congo Brazzaville, 24-28 April 2017

The CASE Project built on the initial best practices training and certification of national auditors conducted in Brazzaville in 2016, with the delivery of a training activity focused exclusively on the oversight of security operations dedicated to air cargo, from 24 to 26 April 2017.

Eleven national auditors from all organisations involved in compliance monitoring – the national civil aviation authority, police, gendarmerie, customs and the airport operator – participated in the Best Practices for National Auditors – Cargo training, which was conducted by an expert from ECAC and an expert from the French DGAC.

This was followed on 27 and 28 April by a coaching activity involving twelve national auditors from the same organisations, who were accompanied, observed and debriefed by the CASE Project experts during their daily monitoring activities and, in particular, during inspections.



## ▶ Workshop on vulnerability assessments in Togo Lomé, 25-26 April 2017

In cooperation with the West African Economic and Monetary Union (WAEMU), hosted by the National Civil Aviation Agency of (ANAC Togo), and in the presence of the EU Delegation to Togo, the CASE Project delivered its first regional workshop on vulnerability assessments on 25 and 26 April 2017 in Lomé.

Twenty-three experts from all eight WAEMU Member States (Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo), Nigeria and Cabo Verde participated in the event. The ECAC moderator was joined by experts from the French and

Malian civil aviation authorities in delivering a series of presentations covering the principles of risk management, key concepts and tools used in conducting vulnerability assessments, and the specific vulnerabilities involved in landside security. During three breakout sessions, participants explored the practical application of available tools to landside security, and the workshop concluded with a speaker-led Q&A session on core competencies, training, and certification for vulnerability assessors.



## News from the JAA Training Organisation (JAA TO)

### ► Editorial

**Paula V. de Almeida**, JAA TO Director



Capacity building is one of the key priorities for any individual working in the aviation industry. Doing your job in a competent, effective and efficient way means that you have to boost and maintain your skills, knowledge and required attitude in your expertise. At JAA TO, we understand the importance of capacity building and therefore we aim to deliver the highest quality of constantly updated training courses.

Part of this goal is the development of our fast-track programme. During the coming summer, we will deliver five different types of this fast-track certificate programme: a combination of longer-duration courses combined in one week, including the option to enjoy a touristic package in Amsterdam.

- > **Fast Track Programme DOA / POA / CS25**  
26 - 30 June 2017  
21 - 25 August 2017
- > **Fast Track Programme EU Ramp Inspection (SAFA), Dangerous Goods**  
31 July - 4 August 2017
- > **Fast Track Programme Extended Accident and Incident Investigation**  
10 - 14 July 2017
- > **Fast Track Programme Human Factors CRM, Just Culture**  
14 - 18 August 2017
- > **Fast Track Programme Part M - Part 145 - Part 66/147**  
24 - 28 July 2017



### ► Management certificate in civil aviation

JAA TO will be hosting the Certificate in Strategic Management Curriculum, developed by ICAO and the Concordia University. The objective of this aviation-centric management programme is to enhance the competencies of qualified personnel in the civil aviation community while promoting best practices with ICAO's TRAINAIR PLUS Programme and global aviation training activities. The programme will be taught at a level equivalent to that of a graduate business programme and will consist of three certificates: Strategic Management, Human

Resources Management and Business Planning and Decision-Making. Successful completion of all three certificates will lead to a Management Certificate in Civil Aviation.

The programme is for aviation professionals and managers from civil aviation authorities, airlines, aerodrome operators and other service providers. Please find more information on this course on the next page.

We hope that JAA TO can help you in the near future with the development of your career expertise.



JOHN MOLSON  
SCHOOL OF BUSINESS



GLOBAL AVIATION TRAINING  
TRAINAIR PLUS



## MANAGEMENT CERTIFICATE IN CIVIL AVIATION

Offered by Concordia University's John Molson School of Business in partnership with the International Civil Aviation Organization (ICAO).

**LAUNCH:** Fall 2016

### OVERVIEW

The objective of this aviation-centric management programme is to enhance the competencies of qualified personnel in the civil aviation community while promoting best practices with ICAO's TRAINAIR PLUS Programme and global aviation training activities. The programme will be taught at a level equivalent to that of a graduate business programme and will consist of three certificates: Strategic Management, Human Resources

Management and Business Planning and Decision-Making. Successful completion of all three certificates will lead to a Management Certificate in Civil Aviation.

### WHO IS THIS PROGRAMME FOR?

Aviation professionals and managers from civil aviation authorities, airlines, aerodrome operators and other service providers.

### MODE OF DELIVERY

Courses will be delivered using a hybrid format combining classroom sessions and e-learning, allowing participants to continue to meet their career responsibilities. Classroom sessions will be offered in all regions to accommodate large participation from ICAO Member States and the aviation industry, and to keep course fees at a reasonable level.

## MANAGEMENT CERTIFICATE IN CIVIL AVIATION

### THE CURRICULUM

#### > Certificate in Human Resources Management

**Online – 3 – 30 April 2017**

- Introduction to Human Resources Management
- Organizational Behavior
- Training and Development
- Staffing and Succession Planning

**Classroom – 1 – 5 May 2017**

**ICAO HQ, Montreal, Canada**

- Leading Self
- Leading and Mobilizing Teams
- Cross-Cultural Communication
- Performance Management
- Leading Change

#### > Certificate in Business Planning and Decision-Making

**Online – 6 November – 3 December 2017**

- Business Analytics
- Marketing Management
- Management Accounting and Budgeting
- Managing Information Technology

**Classroom – 4 – 8 December 2017**

**ICAO HQ, Montreal, Canada**

- Business Planning and Forecasting
- Project Management
- Creative Problem Solving
- Risk Management
- Simulation

#### > Certificate in Strategic Management

**Online – 18 September – 15 October 2017**

- International Civil Aviation System
- Strategic Planning and Innovation
- Reputation Management
- Finance for Strategic Decision-Making

**Classroom – 16 – 20 October 2017**

**JAA TO, Netherlands**

- Crafting and Implementing a Winning Strategy
- Leading Change
- Managing Across Cultures
- Business Ethics
- Integrative Group Assignment and Presentation



**DURATION** Six (6) weeks per certificate – Four (4) online, one (1) in person and one (1) for final exam

**LANGUAGE** English

**FEES** USD 3,000 per certificate

**REGISTRATION** [concordia.ca/jmsb/aviation](http://concordia.ca/jmsb/aviation) [aviation@concordia.ca](mailto:aviation@concordia.ca)

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