

ANNEX II: TERMS OF REFERENCE

TRACECA Civil aviation safety and security

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1. BACKGROUND INFORMATION

1.1. Beneficiary country

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

The three other TRACECA countries Bulgaria, Romania and Turkey should be closely associated to the project's horizontal activities such as regional workshops and symposiums.

1.2. Contracting Authority

The contracting Authority is the European Commission EuropeAid Cooperation Office in Brussels.

1.3. Relevant country background

The TRACECA Programme was launched in 1993 with Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan and the Caucasian Republics (Armenia, Azerbaijan and Georgia). The number of participating countries increased with the extension of TRACECA to the five Black Sea countries (Bulgaria, Moldova, Romania, Turkey and Ukraine).

The TRACECA programme corresponds to the global EU strategy towards these countries and retains the following objectives:

- Promoting optimal connection of the international transport TRACECA corridor into Pan European Corridors and Trans-European Networks (TEN-T), with the objective of merchandises' flows facilitation;
- Stimulating the co-operation among the participating states for trade development in the region;
- Identifying factors hindering the development of trade and transport systems;
- Promoting TRACECA projects as means to attract loans from IFIs and private investors.

Transport safety, security and environmental (SSE) issues in the CIS countries continue to hamper transport development. The degree of concern is underlined in the beneficiaries 'Poverty Reduction Strategy Papers and National Transport Strategies'. In particular, they highlight the priorities related to the harmonisation of their transport legislation and regulations with the European standard, and the integration of their transport network into regional transport corridors.

The TRACECA Long-Term Strategy adopted by the Ministers of Transport in May 2006 also includes a chapter entitled "Towards safe, secure and sustainable transport in the TRACECA area", insisting on the need to improve convergence of air safety rules among the TRACECA countries. Moreover, in the framework of the TRACECA/ Baku initiative working groups, the necessity to implement projects focusing on transport safety and security was underlined and the approved in May 2006 during the Second Ministerial Conference on Transport Cooperation between the EU, Black Sea and Caspian Sea littoral States and their Neighbours.

This project is intended to give substantial support to the implementation of safety, security and environment measures of civil aviation transport in the TRACECA countries. The objectives of the project are also in line with the external transport policy of the European Community in the field of civil aviation through:

- Aiming at strengthening relations to the countries in Central Asia and at integrating neighbouring countries into Pan-European aviation structures;
- Helping Partner countries to accept the implication of the EU internal aviation market in their

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bilateral aviation relations with EU Member States or the Community (Community standard clauses), especially in Ukraine, which has started the negotiations with the Community and EU Member States on the Common Aviation Area Agreement in December 2007. In particular, there are some countries (e.g. Ukraine and Kyrgyzstan) who encounter problems related to the development of air services to and from the EU because of inadequate safety oversight of air carriers, resulting in the inclusion of some operators on the European Aviation "black list".

1.4. Current state of affairs in the relevant sector

A careful study of the background documentation shows that Civil Air Transport plays a major role for the TRACECA countries as distances between major international centres are large for many of them and also internally for the larger countries. Current analyses show that there is a potential for continued increase in passenger transportation, international trade, tourism and services, as well as regular cargo air services in general and high value and perishable goods in particular.

As all the Traceca States are members of ICAO, their technical competencies can be found in the appropriate documentation. Under the new ICAO "Comprehensive Systems Approach" which covers new three USOAP areas there are only information of three countries: Armenia, which rates very well in the ICAO Lack of Effective Implementation of ICAO SARPs with only 3.68 % of Lack of Implementation of ICAO SARPs, the other two are Bulgaria (EU Member State) with a Lack of Implementation of ICAO SARPs of 15.69 % and Turkey (Candidate Country) with 22.19 % of Lack of Implementation of ICAO SARPs.

In general there is a major need in the beneficiary states for effective and efficient institutional capacity as well as organisational competence to provide adequate awareness and provision of safety, security and environmental requirements as too often there is insufficient knowledge of the required EU standards. In some cases there are excellent modern facilities but not in others. However, a consistent problem is the lack of enough qualified experts available for the effective fulfilment of the safety, security and environmental responsibilities of the states. This impinges heavily on the actual implementation of the job requirements as well as the oversight responsibilities.

1.5. Related programmes and other donor activities.

There are several related projects that have a bearing on this programme. Whilst varying in different degrees to overlapping or relevance, they should be considered within the context of this Project. An ongoing TRACECA project, particularly pertinent is the 'Training of Operational Air Transport Control Staff of South Ring States'. The overall objective is the development of capacity building for managers, trainers and operational air navigation services staff in both ATC operations and ATM safety oversight. The project has made a good survey of most of the countries in the areas of this project and identified most of the major aviation training centres for each country. However, the focus is only on the air navigation services.

The project should take into account the results of national Tacis projects such as the project strengthening the administrative capacity of the authorities in Azerbaijan ("Capacity Building for the Ministry of Transport"), the ongoing Twinning project in Ukraine ("Harmonisation with EU Norms of the Legislation and Standards of Ukraine in the field of Civil Aviation"), "Support to civil aviation authorities to comply with EU norms" (Kyrgyz Republic), and the "Study on the development of EU-Armenia aviation relations".

During the identification and formulation phases, the European Aviation Safety Agency (EASA) expressed its will to contribute to the project by providing its technical assistance in the identification of the technical needs, assessment, monitoring of the project implementation (e.g. participation in the Project Steering Committee and/or in an Advisory Group) and the final evaluation of the project.

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Eurocontrol has been implementing the EC-funded project "Aviation Safety and Air Traffic Control" in the Western Balkans. Close coordination should also be sought with ICAO activities in the region.

2. CONTRACT OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. The Overall objective

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

2.2. Purpose

The purposes of this project are to:

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

2.3. Results to be achieved by the Consultant

The main results to be achieved within the project duration are namely:

1. A complementary assessment and updated analysis of the situation is provided for the aviation sectors of safety, security and environment in each country.
2. A programme of training courses is implemented for aviation personnel from the administrations and operators (in the sectors of safety, security and environment) of the beneficiary countries, to strengthen their technical skills and their English language knowledge in the relevant areas.
3. A capacity-building programme in aviation safety, security and environment management systems is implemented and specific expertise support is provided, in order to develop the necessary regulatory frameworks, technical and institutional conditions, regional management and monitoring systems in line the requirements of international conventions, resolutions, recommendations and standards of the EU/EASA (European Aviation Safety Agency) and of ICAO (International Civil Aviation Organisation).

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

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

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project intervention

The main assumption is linked to a continued stable economic and political environment, during the contract time and beyond, as well as to continued support to the project's objectives at the level of decision-making in the beneficiary countries.

Furthermore, it is assumed that sustainability in common regional priorities is achieved in order to lead to the implementation of the project and full technical and logistic support from the beneficiary countries is ensured with a strong commitment towards project objectives. Where applicable, the National Civil Aviation training institutions fully cooperate with the project.

3.2. Risks

Major risks, which might affect the objectives of this project, are:

- Political instability in some of the beneficiary countries;
- Lack of co-operation between the beneficiary countries on the cross-regional level;
- No commitment to address the different legal and organisational bases of the beneficiaries' authorities involved;
- Rules and regulations are subject to variations and interpretations;
- High turnover in jobs;
- Lack of training materials in Russian;
- Lack of enforcement of regulations and slow implementation of legislation;
- Existing training facilities and equipment might not allow for training in the most up-to-date technologies;

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

In order to achieve the project results, the following thematic approaches should be considered:

1. Further assessment of the current situation in the aviation sector and the capacity of aviation training institutions in all beneficiary countries;
2. Provision of relevant training courses for aviation personnel of the beneficiary countries;
3. Provision of relevant capacity building and expertise support to technical experts working in the aviation departments of beneficiary countries, as well as regional and international study visits for aviation personnel of the beneficiary countries;
4. Awareness-raising and communication strategies in the relevant sectors.

The objectives of the project are in line with the external transport policy of the Community. In the field of civil aviation, it aims at strengthening relations to the countries in Central Asia and at integrating neighbouring countries into Pan-European aviation structures. Partner countries should

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accept the implication of the EU internal aviation market in their bilateral aviation relations with EU Member States or the Community (Community standard clauses). Armenia, Azerbaijan, Georgia, Moldova and Ukraine are members of the European Civil Aviation Conference (ECAC) and part of the EU neighbourhood policy. For the countries which have air carriers on the Black List (Ukraine and Kyrgyz Republic) the emphasis has to be put on the Implementation of ICAO SAPRs, as well as for other countries as Moldova and Kazakhstan with problems in ensuring the safety oversight.

During the assessment and analysis phase, the experts will analyse results of previous relevant projects and will visit all the beneficiary countries and, where possible, hold interviews with each target groups. Visit to aviation training institutions will result in a needs assessment in terms of capacity-building. A report shall provide a complementary assessment and analysis of the current situation of the aviation sector with a focus on safety, security and environment in each country. Relevant programmes of other donors should also be taken into consideration. Following this inception phase, a detailed programme of training courses, capacity building sessions and study tours should be defined and proposed to selected personnel of the target groups.

The programme of training courses shall be implemented together with a programme of study tours to institutions that can demonstrate the procedures and processes of best practices in the fields of aviation safety, security and environment. Details such as the course levels, centres to be visited, indicative dates and participants to each course shall be agreed with the EC Project Manager.

A detailed programme of technical assistance will further develop the management and technical capacities of the target groups to implement the requirements of international conventions, resolutions, recommendations and standards of the EU/EASA (European Aviation Safety Agency) and of ICAO (International Civil Aviation Organisation). The schedule for the implementation of the programme and identified participants shall be approved by the EC Project Manager.

A detailed report including recommendations and concrete proposals for the next steps needed in order to continue the progress towards the project's overall objective will be provided. The project will support drafting the necessary documents for future EC-funded projects in the field of aviation.

A safety, security and environment visibility, awareness and communication programme shall promote all components of the project and the EU's continuous efforts to improve safety, security and environment standards in neighbouring countries.

Due to the complexity of the programme, more effectiveness would be achieved, if the components would be implemented in parallel so that each can be commenced as soon as sufficient information is available. The consultant should suggest an appropriate time schedule for implementing each of the components. A benchmark document shall be developed and constantly updated throughout the project to allow for ongoing monitoring of the progress made.

4.1.2. Geographical area to be covered:

The geographical area to be covered includes the following TRACECA countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Uzbekistan and Ukraine.

4.1.3 Target groups

The Project Partners are the Ministries of Transport and other state entities responsible for civil aviation. The target groups will include management, technical, operational and instructional personnel who are working in the safety, security and environmental areas of:

- The Civil Aviation Departments in the Ministries of Transport;

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- The Civil Aviation Authorities or other Authorities concerned with Regulation, Safety Oversight and Accident Investigation.
- The Operational, technical and administrative departments of airports;
- The Operational, technical and administrative departments of airlines;
- The Instructional and administrative departments of those training centres, academies, schools etc. that are concerned with aviation disciplines.

4.2. Specific activities.

Component 1: Assessment of the aviation sector in the beneficiary countries

This component should be considered during the Inception Phase (about three months). A Report of findings shall be provided and discussed at regional level. It should also be noted that countries with registered aircraft on the EU 'Black List' (e.g. Ukraine and Kyrgyzstan) will be particularly focused on getting off the list. The Consultant should also take into account results and evaluation reports of the project 'Training of Operational Air Transport Control Staff of South Ring States'.

Component 1.1. Analysis of the current aviation safety, security and environment situation for each country.

The assessment and analysis of the current situation shall, for each country, include a job task analysis (JTA) in the areas of aviation safety, security and environment followed by a detailed problem and training needs analysis (TNA) and then a training gap analysis (TGA) including:

- A broad SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis for all the countries in order to identify the need and the balance for local, sub-regional and regional training programmes and for which subject areas.
- Definition of target groups and training measures;
- Identification of the curricula, training material, short (mostly one to four weeks) course contents and hours envisaged for each course, quality of current trainers, instructors, examiners (if included).

As the programme is a broad one for the specific areas of safety, security and environment, the contractor should be prepared to select the expertise and training subjects from those detailed, but not limited to, those indicated in the ICAO Training Directory. Where appropriate, courses should include theory, simulator exercises and hands-on practical experience. Subject areas for the courses should be:

- The management and implementation of aviation safety;
 - The management and implementation of aviation security;
 - The management and implementation of the aviation environment;
 - English Language training for aviation purposes (covering the three subjects listed above);
 - Training of Trainers (covering the three subjects listed above).
- Identify suitable study tours that will enable the staff of the beneficiary states to learn how the Acquis Communautaire is being implemented in EU states together with observing actual examples of best practice in implementing the rules and regulations. These tours may be in support of formal training courses or stand alone. In the latter case participants of formal training courses should be eligible for the study tour.

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- Identify suitable conferences, seminars and workshops that meet the capacity building needs of the gap analysis and that would not be met by formal training programmes or study tours yet.

Component 1.2. Analysis of the capacity of the aviation training institutions of each country.

In order to improve the long-term capacity of the beneficiary's National Civil Aviation Training Establishments, the contractor will provide an assessment and analysis of the current situation in the aviation training institutes of each country and their capacity to integrate the Project's training programmes. Advice should be given to each national training institution on restructuring measures to strengthen their capacity to deliver modern civil aviation training and to further develop their curricula and certification standards.

Advice should be prepared on matters such as:

- Accountability to the other aviation operational, technical and administrative units;
- Providing effective financial accounts to show the benefits that are being gained from training programmes;
- How to implement training strategies and tactics that are required by the operational, technical and administrative units.

The report should also give advice on the specific strengths of the different training institutions involved and how to facilitate mutual exchange of know-how, facilities, training material and possible students between the different training institutions and at regional level.

The consultant should keep in mind that whilst most of the beneficiary states are following CIS standards, many are beginning to look towards those of the EU. Consequently there is a need to understand the standards required for flying aircraft into EU countries. Adequate allowance must therefore be made for translating working documents and/or EU and national legal acts to or from a national language into English and/or Russian. In addition, as some of the beneficiary countries will have a few, or all, of their registered airlines on the European Union 'Black List', the consultant should make provision for 'special' programmes that contribute to lifting those countries out of the aforesaid black list (if they are still on it).

Component 2. Training and capacity-building in the aviation safety, security or environment areas.

Component 2.1. Technical courses

Technical courses should be open to all personnel working in the aviation safety, security or environment areas. The contractor should indicate which criteria will be applied for the selection of participants to training sessions and how the criteria will be used to ensure that selected candidates are well motivated and have good potential for improving their job performance.

Technical courses should be generally of one to six weeks duration. They should follow the subjects given in the ICAO Training Directory. Discussions with the beneficiary have suggested that there is a need for the following courses - but not exclusively:

- ICAO SARPS and introduction to EU-Ops and other EU standards
- Audit techniques for safety, security and environment monitoring.
- Documentation procedures for flight safety.
- Just safety culture
- Safety oversight inspections; training on the job for inspectors
- Accident Investigation processes and procedures for Inspectors
- Safety and security of cargo and dangerous goods operations
- Certification and licensing procedures

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- How to establish standards, produce regulations and enforce them. Support to the revision of procedures, manuals, inspector handbooks.
- Use of security screening methods;

Component 2.2. English Language courses for Aviation Purposes

A programme including English Language specific lessons focused on aviation purposes is provided to supervisory staff and experts. It is suggested that an initial of four weeks course work would be proposed with possible follow-up evening programmes arranged locally by the employer.

Component 3. Capacity-building in management and expertise support

Component 3.1 Capacity-building

General management courses should be between one and three weeks in duration unless a particular need is shown. The ICAO Training Directory should be used as a guideline for the specific courses related to managing technical aspects of aviation safety, security or environment. The following courses could be proposed according to the needs:

- Management courses dealing with developing and introducing safety, security and environment management systems;
- Management courses dealing with establishing and managing the accident investigation processes and procedures;
- Developing and introducing Safety, Security and Environment Management Systems;
- Management courses dealing with institutional aspects such as: relations among different relevant ministries and integration of their respective expertise (environment, security etc.), decision making, efficient and effective communication, efficient share of responsibility and power (especially with respect to enforcing rules and regulations); staff confidence building measures to ensure quick and efficient implementation of actions; information on the expected local and international roles of personnel.
- Management courses dealing with organizational aspects such as Project Management.
- Management courses dealing with individual management aspects, with a focus on modern international requirements, communication and personnel management practices. Capacity building courses could include issues such as: Change-Management, Human Resources Management, Performance Management, Team-Building.
- Training of Trainers: These courses should be of no more than two weeks in duration and should include practical exercises. They do not have to be only technical subjects (i.e safety, security or environment) but the trainer should use his technical experience in the practical exercises.

Component 3.2. Specific expertise support

The following areas would require further expertise support:

- Improvement of the legal and financial framework of the Ministries of Transport and their relevant transport agencies.
- Preparing standards and conditions based on the requirements of the European Aviation Safety Agency (such as dangerous loads, goods, etc.) - for the regulatory agencies.
- Project Management, including aspects such as the actual practice of the chain of analysis, development of strategy followed by processes and procedures.
- Introducing Safety, Security and Environment Management Systems.
- Developing Inspectors' Handbooks, civil aviation Master Plans, environmental impact assessment/awareness,
- Developing common survey missions, regional monitoring, etc.

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Component 3.3. Study Tours

The representatives of the beneficiary countries regularly indicate the needs for training courses that will provide the knowledge, skills and capacities that are needed in order to meet the EU requirements. Consistently, there is a request to see the best practices in the EU and the application of current concepts in the processes and procedures for safety, security and environment management systems whilst also being able to see the best practices being implemented in those areas.

In some cases the tours should be matched to relevant centres of the same scale and scope of the participants own centre, but there is also a need to see state-of-art practices and procedures for further implementation at their own centre.

The contractor is responsible for organising travel, accommodation and other associated costs as part of the study visits covered by the project incidental costs.

Component 4: A safety, security and environment visibility, awareness and communication programme.

Communication and awareness-raising should be ensured for all components related to aviation safety, security and environment. A communications plan should be proposed, including possible press releases, press conferences, leaflets and newsletters, websites, banners and promotional items related to the project activities. In particular, regular update on the project should be sent to the TRACECA Permanent Secretariat for their quarterly newsletter. EC templates and guidelines should be respected for any communication action.

This programme is aimed at creating an awareness of the Traceca programme in general and of best practices in the projects relevant areas. It is suggested that a website or newsletters are developed giving regular reports on the progress of the project and activities that have taken place. To some extent the component should be expanded into a significant public relations programme for the Traceca area - focusing on aviation safe, security and environment issues. Consideration should also be given to extending awareness meetings in each country to include a day for all aviation players (e.g. CAA, Airports, Airlines, Training Centres) to meet and each to brief the meeting on national and international developments in their disciplines.

There is a need to encourage dialogue and mutual under-standing with regard to a harmonised development of civil aviation in the Traceca Region. All countries and personnel should be invited to play a part and examples of successful implementation should be reported. It is expected that regional seminars should also include:

- Presentation of results of survey missions;
- Progress made towards achieving regional cooperation in aviation;
- Involvement in the project of other international organisations, (such as ICAO, ACAC, EASA, ECAC).
- Results of recent activities and forthcoming activities.

The Final Report shall make concrete recommendations for possible future programmes that would build on the successes of this project or provide extra activities in areas that were either not so successful or not covered.

4.3. Project management

4.3.1. Responsible Body

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The project will be managed by the EuropeAid Co-operation office. The Team Leader will be responsible for managing the contract.

4.3.2. Management Structure.

The project is to be managed via a regional office, to be established by the Consultant and which will serve as the main contact point for all project activities. This office will be staffed with the experts and adequate secretarial support.

Secondary offices could be established in the other beneficiary countries with one long-term coordinator. In addition to the counterpart institutions, the Contractor will work closely with the national regulatory institutions and administrations, with the TRACECA Permanent Secretariat in Baku and its representatives in the beneficiary countries and with other relevant national authorities. The contractor shall keep the relevant EC Delegations informed. Moreover the TRACECA Secretariat and the TRACECA National Secretaries play an important coordination role and should liaise with the project beneficiaries and all the stakeholders at national level.

The Contractor should bear in mind the regional emphasis in planning his travels and staffing requirements and a draft schedule of visits shall accompany his proposal. It should be noticed that this schedule may need to be adjusted at inception report stage or later with the agreement of the Program Manager. The ratio of working time spent in the Contractor's home office, at the regional offices and on mission in the region should be clearly visible in the Contractor's proposal.

4.3.3. Facilities that shall be provided by the Contracting Authority and/or other parties.

The project partners in the beneficiary countries will assist and facilitate the implementation of the project, by providing necessary contacts and liaison with local authorities, by free access to all information and required documentation (not concerning information considered military and/or classified), by providing the required counterpart staff and by timely decision making procedures as required during the contract implementation. The project partners in the respective countries will provide basic office facilities for the consultants when working for their respective institutions, will assist in obtaining required visas and customs clearances for the eventual contractor's imported equipment and will provide any other assistance required for the good implantation of the project.

The project partners shall also ensure that selected candidates for training measures can participate in training measures during the contract execution while paying the regular indemnities. Staff of the Project Partner shall not be paid from project funds. However, additional project related costs such as travel costs during study tours or training sessions will be taken over by the project incidental budget.

The Project Partner should also provide all possible assistance to solve unforeseen problems which the Contractor may face. The possible failure to solve some of the Contractor's problems encountered locally will not free the Contractor from meeting its contractual obligations vis-à-vis the Contracting Authority.

5. LOGISTICS AND TIMING

5.1. Location

A regional project office is to be established in one of the TRACECA countries. This project office will be considered as the base of operations.

Secondary project offices can be established in other beneficiary countries. Changes in the location of the offices could be considered during the inception phase in close coordination with the EC delegations in those countries and with prior approval of the Contracting Authority.

The location of regional events should be proposed by the Consultant and should be balanced among the different TRACECA regions or take place in an EU member state. The Consultant is requested

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to clearly describe the intended activities, which might be adjusted within the inception phase of the project.

It has also to be noted that in the course of the project implementation, frequent travelling will be required to all TRACECA countries, Brussels and other locations as appropriate and agreed with the Project Manager, based on the project needs. The cost for this travelling will be provided from the incidental expenditure budget.

5.2. Commencement date & Period of execution

The intended commencement date is November 2008; the period of execution of the contract will be 36 months from the commencement date. Please refer to Articles 4 and 5 of the Special Conditions for the actual commencement date and period of execution.

6. REQUIREMENTS

6.1. Personnel

6.1.1. Key Experts.

All experts who have a crucial role in implementing the contract are referred to as key experts. The contract staff will have relevant and extensive professional experience and will be fluent in English. For each sector of activity, each relevant key expert is expected to lead a team of non-key experts in the relevant sector and consequently have management capacity. The profiles of the key experts for this contract are as follows:

Key expert 1: Civil Aviation Safety Expert (minimum 500 working days)

Qualifications and skills: University degree or equivalent in air safety management or related fields.

General professional experience:

- Preferably 10 years experience in safety aspects of air transport;
- Experience in international projects;

Specific professional experience:

- *At least 5 years* specific experience in training/capacity building in safety aspects of air transport.
- Excellent command of English is essential and knowledge of the Russian language is highly desirable.
- Field experience in the NIS would be an advantage.

Key expert 2: Civil Aviation Security Expert (minimum of 500 working days)

Qualifications and skills: University degree or equivalent in air transport security or related fields.

General professional experience:

- Preferably 10 years experience in aviation security.
- Experience in international projects;

Specific professional experience

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- At least 5 years specific experience in training/capacity building in the field of security aspects of air transport.
- Excellent command of English is essential and knowledge of the Russian language is highly desirable.
- Field experience in the NIS would be an advantage.

Key expert 3: Civil aviation Environment Expert (minimum of 400 working days)

Qualifications and skills: University degree or equivalent in air transport environment or related fields

General professional experience:

- Preferably 10 years experience in the field of environmental aspects of air transport;
- Experience in international projects;

Specific professional experience

- At least 5 years specific experience in training/capacity building in environmental aspects of air transport.
- Excellent command of English is essential and knowledge of the Russian language is highly desirable.
- Field experience in the NIS would be an advantage.

Key expert 4: Civil Aviation Training Expert (Minimum input of 300 Working days)

Qualifications and skills: University degree or equivalent in air transport or in related fields.

General professional experience:

- Preferably 7 years experience in professional training in the aviation sector.
- Experience in international projects;

Specific professional experience:

- At least 5 years experience in human resources development in the aviation sector, designing training programmes and curricula development.
- Excellent command of English is essential and knowledge of the Russian language is highly desirable.
- Field experience in the NIS would be an advantage.

The Contractor is requested to nominate one member of the team of the key experts as the **project's Team Leader**. For this purpose, the selection should also be in accordance with following demonstrated criteria:

- Experience in managing a team composed of expatriate and local technical specialists;
- good understanding of local and regional socio-political aspects;
- supervising and co-ordinating all aspects of the project's technical work;
- ensuring good communication with the Project Partners;
- organising and overseeing administrative and logistic support;
- good reporting and drafting skills.

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Additional 100 working days should be provided for the Team Leader.

The Consultant is responsible to ensure that all necessary qualifications for the described tasks are covered.

The Contractor's proposal must fully describe the key experts to be assigned to the project, their precise domain of expertise applicable to the project, their individual roles in the achievement of the project objectives, the timing, duration and location of their assignments. Time spent in the beneficiary states and at home office is to be clearly shown and should not be less than 75% of the available person-days.

Tenderers must supply an annex of the 'Estimated number of working days' worksheet contained in the spreadsheet for Annex V to their Organisation and Methodology (Annex III) to demonstrate the correspondence between the proposed methodology and the expert inputs.

6.1.2. Other experts

CVs for experts other than the key experts must not be provided in the tender. An indicative list of the specific fields on which these experts will work nevertheless should be attached. The Consultant will provide an indicative database in the expert selection methodology. All experts must be independent and free from conflicts of interest in the responsibilities entrusted to them.

The selection procedures used by the Consultant to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel shall be recorded. The other experts shall be subject to prior approval of the European Commission.

The Consultant shall propose the other experts as required according to specific Terms of Reference that will be prepared for each specific mission. These profiles must indicate whether they are to be regarded as long-term/short-term and senior/junior so that it is clear which fee rate in the budget breakdown will apply to each profile. Prior to each mission the Consultant will provide the Commission with specific Terms of Reference and the CVs for each position of proposed expert. For each assignment the Consultant will provide the necessary background documentation. Short-term experts will also be expected to provide a report at the end of their assignment. The selection of experts shall be subject to approval by the European Commission.

Note that civil servants and other staff of the public administration of the beneficiary country cannot be recruited as experts.

6.1.3. Support staff & backstopping

It is mandatory to have backstopping and support staff available for this project. Backstopping and support staff costs are considered to be included in the fee rates of the experts.

6.2. Office accommodation

Project Office: Office accommodation of a reasonable standard and of approximately 10 square metres for each expert working on the contract is to be provided by the Consultant. The costs of the Project Offices are to be covered by the provision for incidental expenditure. The cost per square meter must be in line with the prevailing local market rate for office accommodation of a reasonable standard.

Office Space for Experts on mission: Office accommodation of a reasonable standard shall be made available to the experts free of charge by the respective partner institutions in accordance with the missions of the consultant.

Terms of Reference

6.3. Facilities to be provided by the Contractor

The Consultant shall ensure that experts are adequately supported and equipped to work effectively and will be responsible for all charges relating to the rental and running of the office (i.e. furniture, personal computers, phones, fax machines, electricity, heating, etc).

The space available will be sufficient to provide adequate working conditions for project team. In particular it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion.

If the Consultant is a consortium, the arrangements should allow for the maximum flexibility in project implementation. Arrangements offering each consortium partner a fixed percentage of the work to be undertaken under the contract should be avoided.

6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority / beneficiary country as part of this service contract or transferred to the Contracting Authority / beneficiary country at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary country must be purchased by means of a separate supply tender procedure.

6.5. Incidental expenditure

The Provision for incidental expenditure covers the eligible incidental expenditure incurred under this contract. It cannot be used for costs, which should be covered by the contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V of the contract. It covers:

1. Travel costs and subsistence allowances for missions to be undertaken as part of this contract to and from the base of operations in the beneficiary countries;
2. Stakeholders, Regional Coordination Meetings;
3. Seminars, workshops and study tours;
4. Translation and publication of documents and studies relevant to the implementation of the project;
5. Office rent (if applicable);
6. Office running costs (stationery, communication costs, energy) and excluding purchase of office equipment

The Provision for incidental expenditure for this contract is **EUR 1,200,000**. This amount must be included without modification in the Budget breakdown.

The Consultant will need prior written approval from the Contracting Authority before spending the funds related to the components (2), (3), (5). No written approval from the Contracting Authority will be needed for spending funds related to the components (1), (4) and (6), however all supporting documents must be kept by the Consultant as indicated in art. 24 of the General Conditions for Service Contracts financed by the EC.

Any subsistence allowances to be paid for missions undertaken as part of this contract to and from the base of operations in the beneficiary countries must not exceed the per diem rates published on the Web site http://ec.europa.eu/europeaid/work/procedures/index_en.htm at the start of each such mission.

Terms of Reference

6.6. Expenditure verification

The provision for expenditure verification relates to the fees of the auditor who has been charged with the expenditure verification of this contract in order to proceed with the payment of pre-financing instalments if any and/or interim payments if any.

The Provision for expenditure verification for this contract is **EUR 20,000**. This amount must be included without modification in the Budget breakdown.

7. REPORTS

7.1. Reporting requirements

Please refer to Article 26 of the General Conditions. Interim progress reports must be prepared every six months during the period of execution of the contract. They must be provided along with the corresponding invoice, the financial report and the expenditure verification report defined in Article 28 of the General Conditions. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of execution. The draft final report must be submitted at least one month before the end of the period of execution of the contract. Note that these interim and final reports are additionally to any required in Section 4.2

Each report shall consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, of the incidental expenditure and of the provision for expenditure verification.

A short Inception Report will be issued within 3 months of the start of the project. It shall summarise initial findings and propose any modifications to the methodology and work plan. It will also confirm or modify institutes/organisations/consulting bodies to be directly involved in the implementation. The report distribution lists will be included.

In addition to the above formal reports, the Contractor shall provide such information on project progress as it is reasonable required by the Methodology and the European Commission, and shall regularly inform the Commission of political, economical or institutional developments of relevance to the project. The Contractor shall in particular provide electronic and hard copies of recommendations elaborated, training material prepared under this project, report of short-term specialists, any other document which requires prior approval as stated in the project description above.

No report or document shall be distributed to third parties prior to the approval by the Project Manager of the European Commission. The contractor shall pay particular attention to the confidentiality of data. Reports, as well as press statements, etc., made by the contractor will make clear that any opinions expressed therein remain those of the Contractor and do not represent the opinion of the European Commission.

Copyright on all reports and other material prepared under this contract shall reside with the European Commission.

Contractors are advised to print all the above-mentioned reports double sided.

7.2. Submission & approval of progress reports

All reports are to be delivered in the numbers, languages and locations as follows:

	Bound Hard Copy		Electronic Copy on CD
	English	Russian	English & Russian
EC Project Manager Brussels	2		1
TRACECA National Secretaries of beneficiary	1 per	1 per	1

Terms of Reference

countries	country	country	
TRACECA Permanent Secretariat in Baku	2	2	1
TACIS Coordinating Unit (Beneficiaries States)	1 per country	1 per country	1 per country
EC Delegations in the beneficiary States	1 per country	1 per country	1 per country
Tacis Monitoring Team (Regional Office)	1	1	1 per country

The Project Manager is responsible for approving the progress reports.

In order to implement the reports on the TRACECA web site and to allow further data processing, reports must be provided by the contractor under an electronic file “.doc” or “.pdf”. In any case, all texts must be composed with common and scan-able fonts, including for tables, maps, diagrams, drawings etc.

Only photographs, logos and facsimiles of original documents will be accepted under a bitmap graphic format (inside the “.doc” or “.pdf” file) though in this case they cannot be used in the document data processing. The resolution of bitmap files must be 150 dpi or less. Each report must correspond to one single “.doc” document or “.pdf” file. Reports transmitted in multiple files and of different kind will be refused. Contractor is invited to contact the Webmaster before any file transfer.

The reports and working papers on the many issues covered by this project should be issued regularly and discussed with the beneficiaries.

The Contractor is to compose and provide in his Technical Proposal a schedule of separate deliverables appropriate to specific technical and commercial components of the project. Formal draft versions are not required, but the contractor should carefully discuss the proposed contents with, and provide draft extracts upon request to the EC Project Manager in Brussels, before issuing deliverables.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The contractor shall incorporate monitoring mechanisms for periodic assessment of the progress of the project work components. Specific performance measures can be selected because they provide valid, useful, practical and comparable measures of progress towards achieving expected results. Such measures can be quantitative: measures of quantity, including statistical statements; or qualitative: judgements and perception derived from subjective analysis of progress made.

The essential points to be monitored are:

- Deviations of milestones and deliverables from their planned dates
- Adherence to the work plan in terms of content of the activities actually carried out
- Deviations in effort needed to complete activity/introduction of work not initially planned
- Shifting of the common understanding of the objectives and priorities between contractor and recipient
- Appearance of unexpected difficulties likely to require special measures or shift of project resources

8.2. Special requirements

None.