



**DIRECTORS GENERAL OF CIVIL AVIATION - ICAO EUROPEAN AND NORTH ATLANTIC
REGIONS**

2025 MEETING (EUR/NAT-DGCA/2025)

(Paris, France, 17 June 2025)

Agenda Item 8: Enhancing Implementation Support

ICAO EUR/NAT IMPLEMENTATION SUPPORT ACTIVITIES

(Presented by the Secretariat)

SUMMARY

This paper provides updates on actions undertaken in follow up to EUR/NAT-DGCA Conclusion 2024/8 on implementation of the COSPA/CISRO pilot programme for Uzbekistan. In addition, it provides updates on the ICAO portfolio of products and services for implementation support.

1. Introduction

1.1 The 2024 Meeting of the Directors General of Civil Aviation of the ICAO European and North Atlantic Regions (EUR/NAT-DGCA/2024), which was held in Toulouse, France, on 23 April 2024, endorsed Conclusion 2024/8 on implementation of the Country Strategic Plan of Action (COSPA) pilot programme for Uzbekistan. The Conclusion invited States, international and regional organizations, industry partners and Multilateral Development Banks willing to provide support to the programme for Uzbekistan to contact the ICAO EUR/NAT Office, and, following coordination with Uzbekistan, invite selected States, international and regional organizations, industry partners and Multilateral Development Banks, to the first meeting of the Programme's Steering Committee.

1.2 The Meeting also endorsed Conclusion 2024/9 on the use of the ICAO portfolio of products and services for capacity development and implementation support.

2. Discussion

Implementation of the COSPA/CISRO pilot programme for Uzbekistan

2.1 The COSPA Programme—the first of its kind developed by ICAO—aims to significantly strengthen a State's aviation safety capabilities through a strategic, collaborative, time-bound, and results-driven approach aligned with the State's national development plan. It focuses on enhancing strategic planning, safety oversight, accident and incident investigation, safety management, and operational safety (i.e. the five “focus areas”), in support of the State's sustainable socio-economic development. Within the COSPA framework, aviation safety capacity development needs are prioritized through a three-year plan, supported by a targeted set of implementation activities. Such activities are executed by ICAO, COSPA Partners, or through

joint collaboration, encompassing a range of initiatives, including on-site assistance, workshops, webinars and training courses – each of them addressing one the COSPA’s priority objectives under one of the five COSPA “focus areas”.

2.2 The implementation of the COSPA Programme in Uzbekistan—ICAO's only doubly landlocked State—will not only benefit the recipient State but also serve as a valuable testbed for the potential development of similar programmes to support other States, both within the EUR/NAT area and across other ICAO Regional Offices’ accreditation areas.

2.3 Following the 2024 EUR/NAT Directors General of Civil Aviation (DGCA) meeting, the ICAO EUR/NAT Regional Director reached out to States and organizations actively engaged in supporting activities within the EUR/NAT area. He invited them to participate as partners in the Uzbekistan COSPA Programme and to attend the inaugural meeting of the COSPA Strategic Review Board (SRB/01).

2.4 The following States and Organizations confirmed their readiness to participate as COSPA partners and attended the SRB/01 meeting, which was convened in Paris, France, on 18 June 2024:

- a) France (DGCA and BEA);
- b) United States (FAA and NTSB);
- c) Airport Council International (ACI) Europe;
- d) The International Air Transport Association (IATA);
- e) Airbus;
- f) Boeing; and
- g) The World Bank.

2.5 One of the main outcomes of the SRB/01 meeting was to officially adopt the first version of the COSPA main document, with the following focus areas and related objectives:

- a) Focus Area 1: Strategic Planning;
 - i. Objective 1.1: Ensure availability of sufficient and sustainable human and financial resources.
 - ii. Objective 1.2: Enhance national aviation safety planning (NASP).
- b) Focus Area 2: Safety Oversight;
 - i. Objective 2.1: Address shortcomings on priority aspects.
 - ii. Objective 2.2: Enhance the effectiveness and sustainability of the State’s safety oversight system.
 - iii. Objective 2.3: Digital transformation.
- c) Focus Area 3: Aircraft Accident and Incident Investigation System;
 - i. Objective 3.1: Enhance the effectiveness and independence of the State’s authority in charge of aircraft accident and serious incident investigation.
 - ii. Objective 3.2: Enhance the competencies of the State’s investigators.
- d) Focus Area 4: Safety Management;
 - i. Objective 4.1: Enhance safety culture and safety data collection and processing system (SDCPS).
 - ii. Objective 4.2: Enhance the State’s capability to identify key aviation safety risks and determine safety goals, targets, and priority safety enhancement initiatives (SEIs).
 - iii. Objective 4.3: Enhance the capacity of the CAA to approve and continuously monitor the service providers’ SMS.

e) Focus Area 5: Operational Safety;

- i. Objective 5.1: Effective management of operational safety risks.
- ii. Objective 5.2: Increase the availability of appropriate systems to support management of operational safety risks.

2.6 In addition, the SRB/01 meeting endorsed a prioritised list of actions that had been prepared by the “Technical Coordination Team”.

2.7 Since the SRB inaugural meeting, the implementation of the Programme has been progressing, thanks to in-kind and/or financial contributions from France, the United States, ACI-Europe, Airbus and Boeing. To further raise awareness and foster engagement with the COSPA among Uzbekistan's authorities and aviation industry stakeholders, the ICAO EUR/NAT Office organized two interactive webinars. These sessions paved the way for the second SRB meeting (SRB/02), which was held in Tashkent, Uzbekistan, on 22 May 2025.

2.8 Prior to the SRB/02 meeting, a dedicated session was held between the SRB and Uzbekistan's aviation industry leaders. This engagement fostered a deeper understanding of COSPA's objectives, activities, and priorities, thereby strengthening support for the Programme among key stakeholders.

2.9 The SRB/02 acknowledged the progress made across all focus areas, attributed to the financial and in-kind contributions of COSPA Partners. Notably, appreciation was extended for the earmarked donations made through the ICAO Safety Fund (SAFE), including contributions from Airbus, Boeing, and Qatar. Additionally, in-kind support was recognized from France's DGAC and BEA, the United States FAA, ACI World, and ACI Europe.

2.10 In light of Uzbekistan's rapidly expanding aviation sector, the SRB/02 underscored the critical need to significantly strengthen the country's aviation safety oversight capacity. Key priorities identified include expanding the pool of qualified government aviation safety inspectors and granting greater autonomy to the Civil Aviation Authority (CAA) to ensure effective regulatory oversight and support sustainable sector growth.

2.11 Following the SRB's meeting with key industry stakeholders in Uzbekistan on 21 May 2025, an agreement was reached to enhance their engagement in the Programme. Industry stakeholders will primarily contribute by developing and leading new initiatives under Focus Area 5, while also supporting activities under Focus Areas 1, 2, and 4. Air operators and aerodrome operators were encouraged to participate in internationally recognized industry programmes such as the IATA Operational Safety Audit (IOSA), IATA Safety Audit for Ground Operations (ISAGO), and ACI World's Airport Excellence (APEX) Programme.

2.12 Recognizing that the COSPA Programme was entering a pivotal second year, the SRB/02 emphasized the necessity for decisive action. The Government of Uzbekistan, its aviation authorities, industry stakeholders, and COSPA Partners were urged to expedite implementation efforts, adhering to the following guiding principles:

- a) Prioritization: focus on addressing the most critical safety risks to ensure immediate impact;
- b) Coordination and information sharing: maintain consistent communication and share information on implementation support activities with the focal point at the ICAO EUR/NAT Regional Office;
- c) Expedited funding and decision-making: ensure timely allocation of resources and swift decision-making processes to facilitate progress;
- d) Customized and effective interventions: tailor actions to the specific needs of Uzbekistan's aviation sector, maximizing return on investment;
- e) Continuous Assessment and follow-up: regularly monitor and evaluate outcomes to measure impact and inform future actions.

2.13 Based on the foregoing discussions, and in order to optimize the chance of success of the COSPA Pilot Programme, the following draft conclusion is proposed:

Draft EUR/NAT-DGCA Conclusion 2025/1 – Implementation of the COSPA pilot programme for Uzbekistan

That the ICAO Regional Director, Europe and North Atlantic encourage:

- a) the Government of Uzbekistan to:
 - i) reaffirm its commitment to the implementation of the COSPA Programme, ensuring sustained engagement and resource allocation for the programme's success;
 - ii) prioritize efforts to enhance the State's aviation safety oversight capacity, focusing on expanding the number of qualified government aviation safety inspectors and ensuring greater autonomy for the Civil Aviation Authority;
 - iii) ensure compliance with ICAO safety-related provisions by all certificate, licence, and other approval holders, reinforcing a culture of safety and adherence to international standards;
 - iv) strongly encourage Uzbekistan's air operators and aerodrome operators to make the use of internationally recognized industry programmes such as the IATA Operational Safety Audit (IOSA), IATA Safety Audit for Ground Operations (ISAGO), and ACI World's Airport Excellence (APEX) Programme.
- b) COSPA Partners to enhance their contributions to the Programme for its final two years of implementation, ensuring continued support and collaboration to achieve the programme's objectives;
- c) additional States, international and regional organizations, and Multilateral Development Banks to join the COSPA Programme for Uzbekistan as partners, expanding the network of support and expertise to further strengthen the country's aviation safety framework.

ICAO portfolio of products and services for implementation support

2.14 In response to the evolving needs of its Member States, ICAO is continuously strengthening its Capacity Development and Implementation (CDI) Programme. This Programme offers a structured framework for technical assistance and resource mobilization to support States in achieving their safety, security, efficiency, and environmental sustainability objectives. In recent years, ICAO has increasingly prioritized capacity building and implementation support as essential components of its mandate. Additional information on the full range of ICAO's CDI products and services is available at: <https://www.icao.int/capacity-development/Documents/icao-products-and-services-portfolio.pdf>.

2.15 To address short term capacity gaps, ICAO provides a range of ready-to-deploy products and services. The TRAINAIR PLUS Programme, ICAO's global network of recognized training organizations, offers over 350 standardized courses in areas such as aerodromes, environment, air navigation services, flight safety, security and facilitation. Since 2022, more than 2,000 courses have been delivered, reaching nearly 28,000 participants in over 100 countries. In the EUR/NAT region, ICAO collaborates with 19 TRAINAIR PLUS Centres to co-develop and deliver these courses in classroom, online and hybrid formats.

2.16 For more complex implementation challenges, ICAO provides Implementation Packages (iPacks) that combine training with the technical expertise of ICAO subject matter experts. The current catalogue features 22 iPacks, covering areas such as assistance to aircraft accident victims and their families, implementation of traveller identification programmes, aerodrome certification, and government safety inspector capacity development in personnel licensing, operations, airworthiness, and cargo safety. Additional iPacks address broader institutional needs, including State Safety Programme implementation, national aviation planning, and compliance with ICAO SARPs. Since 2021, over 200 iPacks have been deployed globally, including 20 in 13 EUR/NAT States, supported by funding from donor States and partner organizations.

2.17 Voluntary contributions received from States and Organizations, through ICAO's resource mobilization efforts, are instrumental in providing tailored assistance to resource-constrained States. These efforts are driven by a rigorous needs assessment process, a data-informed prioritization model, and a strategic donor mapping approach to ensure alignment between funding sources and priority gaps. This approach maximizes the value of donor contributions and ensures impactful, results-based support for Member States.

2.18 ICAO remains fully committed to continuously adapting and enhancing its portfolio of products and services to effectively meet the evolving priorities of its Member States.

2.19 The Meeting is invited to recall Conclusion 2024/9, encouraging States to:

- make full use of ICAO's implementation support and capacity development services;
- share information on ongoing or planned initiatives to promote collaboration and best practices; and
- consider the provision of in-kind and/or financial support for the development and deployment of ICAO implementation support activities, including training courses and iPacks, for resource-constrained States.

3. Action by the Meeting

3.1 The meeting is invited to:

- a) note the information provided;
- b) amend as necessary and endorse the proposed Conclusion; and
- c) provide directions as deemed necessary.

— **END** —