



## EUR/NAT DGCA-2026

9 – 10 June 2026, Italy



**INTERNATIONAL  
CIVIL AVIATION  
ORGANIZATION**



# Agenda Item 7: No Country Left Behind: Enhancing collaboration in implementation support

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EUR/NAT-DGCA/2026

Castellaneta, Italy, 9-10 June 2026



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# Progress in the implementation of the COSPA pilot programme

## ICAO – Ministry of Transport Agreement (2024–2026)



January 30, 2024  
Agreement on Management Services between **ICAO** and the **Ministry of Transport** of the Republic of Uzbekistan was **signed**. This agreement is aimed to serve as formal foundation for advancing the relationship between Uzbekistan and ICAO to a higher level, by creating a technical cooperation program.





Federal Aviation  
Administration

on June 18, 2024, in Paris.



AIRBUS



BOEING

BEA  
Bureau d'Enquêtes et d'Analyses  
pour la sécurité de l'aviation civile

CANSO

ATR



National  
Transportation  
Safety Board



### SRB/02 STRATEGIC IMPLEMENTATION PRINCIPLES

The SRB/02 identified key implementation principles to guide **effective and results-oriented implementation** of COSPA.



*SRB/02 emphasized focused and results-oriented implementation to strengthen Uzbekistan's aviation safety oversight capabilities.*



# From SRB/02 Priorities to Government Action

## Presidential Decree PD-193 as a Tangible Implementation Outcome



The adoption of Presidential Decree PD-193 demonstrates the Government's strong commitment to implementing SRB/02 priorities and strengthening aviation safety oversight in Uzbekistan.



## Customized and Effective Interventions Tailored Actions for Uzbekistan's Aviation Sector

CAA of Uzbekistan and its industry partners implemented tailored actions to address sector-specific needs to maximize return on investment

 In line with the SRB/02 guiding principle on **customised and effective interventions**, Uzbekistan and its industry partners implemented tailored actions to address sector-specific needs and to **maximize return on investment**.

 **1. ACI APEX Peer Reviews**

Two APEX peer reviews were conducted in **December 2025**:

-  **Fergana International Airport**  
9 – 12 December 2025
-  **Tashkent International Airport**  
15 – 18 December 2025

 **Impact:**  
Enhanced airport operational safety, performance benchmarking and identification of improvement opportunities.

 **2. IOSA Achievement (Uzbekistan Airways)**

Uzbekistan Airways (HY):  
The national carrier passed its **10th IATA Operational Safety Audit (IOSA) in May 2026**.



 **Impact:**  
Continued compliance with internationally recognized operational safety standards.

 **3. IOSA Expansion**

Two other Uzbek air carriers are engaged with IATA to undergo **IOSA audits coming soon**.



 **Impact:**  
Expansion of industry participation in global safety programmes and strengthening of safety culture across the sector.

 **4. IATA Regional Presence & BSP Implementation**

IATA opened an office in Tashkent and plans to **implement the Billing and Settlement Plan (BSP)** in Uzbekistan by the end of the year.

 | **BSP**  
Billing and Settlement Plan

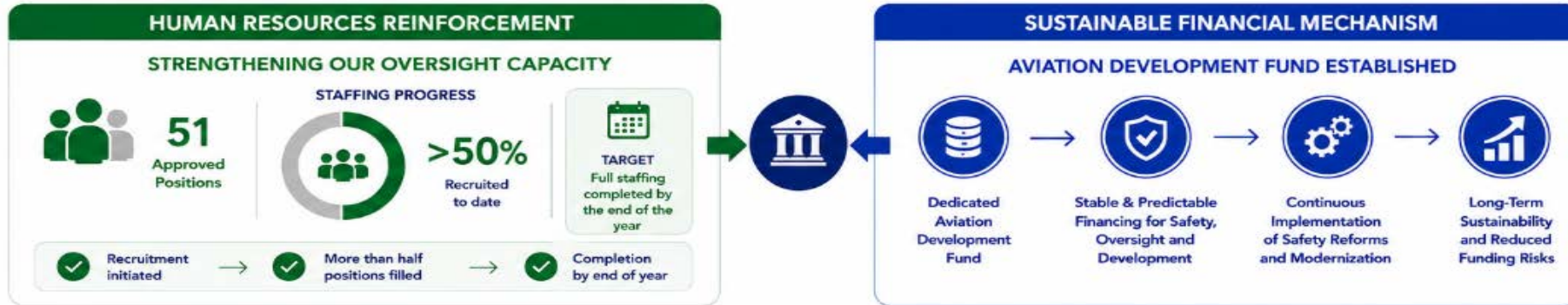
 **Impact:**

- Stronger international integration
- More efficient airline-agent interaction
- Support for growth of passenger and cargo traffic
- Adoption of global industry standards

 **These tailored interventions demonstrate effective industry engagement and targeted actions that strengthen operational safety, enhance international alignment and support sustainable growth of Uzbekistan's aviation sector.** 



## Continuous Assessment and Follow-up Operational Safety



**POSITIVE SAFETY PERFORMANCE TREND DEMONSTRATED**  
Continuous monitoring, industry engagement and effective mitigation continue to reduce operational risks and strengthen safety.



## Third meeting of Strategic Review Board (SRB/03)



# Draft EUR/NAT-DGCA Conclusion 2026/

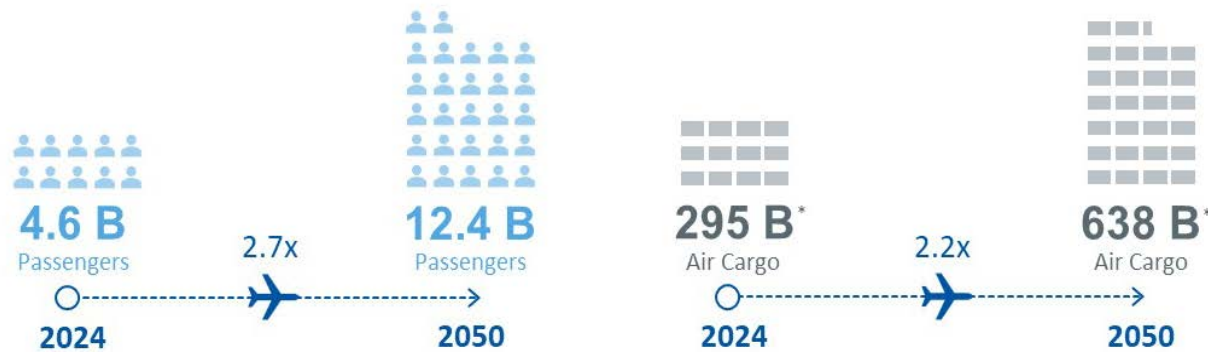
That the ICAO Regional Director, Europe and North Atlantic, encourage:

- a) Partners engaged in the Uzbekistan COSPA to continue actively supporting the Programme in its final year of implementation, to help achieve the programme's objectives; and consider providing further support to Uzbekistan during the post-implementation phase as needed;
- b) additional States and organizations to join the Uzbekistan COSPA as partners, in order to expand the network of support and expertise and further strengthen the country's aviation safety framework.

# ICAO Strategic Goals - “No Country Left Behind”

The Stakes Have Never Been Higher

## Passenger & Cargo increase



\*Freight Tone Kim (FTK)



# High Priority Enablers



## Gender Equality and Attracting New Talent to Aviation

### Objectives:

- Accelerated women empowerment in aviation and inclusion in ICAO and in the aviation sector
- Enhanced planning, advocacy and outreach to ensure the aviation sector attracts, develops and retains the required best talent



## Partnerships, Resource Mobilization and Financial Sustainability

### Objectives:

- Enhanced strategic partnerships with a diverse range of stakeholders and actors to leverage from the diverse capabilities, resources and knowledge
- Enhanced extra-budgetary resources governance, resource mobilization strategies and increase revenue generation

# COSPA: an innovative, strategic approach

## Country Strategy

A targeted, 3-year, risk-based and results-driven implementation support plan designed to enhance aviation safety

**Aligned** with the State’s National Development Plan and recognized by both the Government and MDBs

**Endorsed** through formal ministerial-level commitment, ensuring national ownership and accountability

**Focused** on prioritized activities that deliver measurable results within a defined timeframe

**Collaborative**, promoting synergy, effectiveness, and efficiency between ICAO & partner organizations

**Cost-effective**, maximizing return on investment for partners and donors

**Holistic**, addressing needs across State institutions, regulatory authorities, and the aviation industry

**Replicable** in other States, leveraging lessons learned from the Uzbekistan pilot programme



# Draft EUR/NAT-DGCA Conclusion 2026/

That the ICAO Regional Director, Europe and North Atlantic, encourage States and organizations providing implementation support for the benefit of EUR/NAT States to :

- a) Tailor their implementation support efforts based on an assessment of root causes of identified shortcomings, with a focus on enabling State aviation authorities to attract, train and retain sufficiently qualified and experienced personnel;
- b) Strengthen coordination with relevant stakeholders, including other implementation support providers operating in the State, to avoid duplication of efforts, improve alignment of interventions, and ensure a more targeted response to systemic gaps that delivers tangible, sustained improvements;
- c) support and strengthen clear linkages between addressing the aviation development needs and advancing the State's sustainable socio-economic development strategies, plans and goals, as applicable; and
- d) contact the ICAO EUR/NAT Office to express their interest in initiating and/or contributing to the next Country Strategic Plan of Action (COSPA) programme for a new beneficiary State

# Updates on ICAO's portfolio of products and services for Implementation Support

# Capacity Development and Implementation Support Services

## PROJECT MANAGEMENT



- Large or Small Scale Projects

## PROVISION OF EXPERTISE



- Operational Assistance
- National Experts

## AVIATION TRAINING



- TRAINAIR PLUS Network
- Fellowships

## PROCUREMENT



- Technical Specifications
- Procurement of goods and services

# ICAO TRAINING

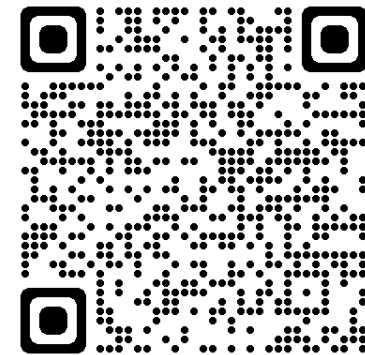


- A total of **478 training courses** developed by ICAO and its partners, across 10 strategic areas, are available to support the implementation of ICAO SARPs.
- ICAO's TRAINAIR PLUS Global Network is composed of **117 Members and 28 Partners**.
- **80,000 personnel** trained in 10 training areas.
- Strong training capacity directly supports Effective Implementation, with higher-capacity States demonstrating stronger compliance and operational performance.

## In the EUR/NAT area:

- 20 TPP Members
- 10 TPP Partners
- 392 ICAO training courses delivered from 2022-2025

[www.icao.int/training](http://www.icao.int/training)





# iPacks: Implementation of New Strategy

## Training Component

ICAO training courses delivered via the TPP Network



## Deployment Component

Expert guidance is subsequently proposed to convert knowledge into practical results and sustainable capacity

### **iPacks: practical mechanism to convert training into sustainable State capabilities**

- Hands-on support from subject matter experts
- Access to ICAO Annexes, Manuals, PANS, and best practices
- Tools for gap analysis, planning, and monitoring aligned with State Safety Plans
- Support the design and implementation of civil aviation policies, programmes, and oversight systems



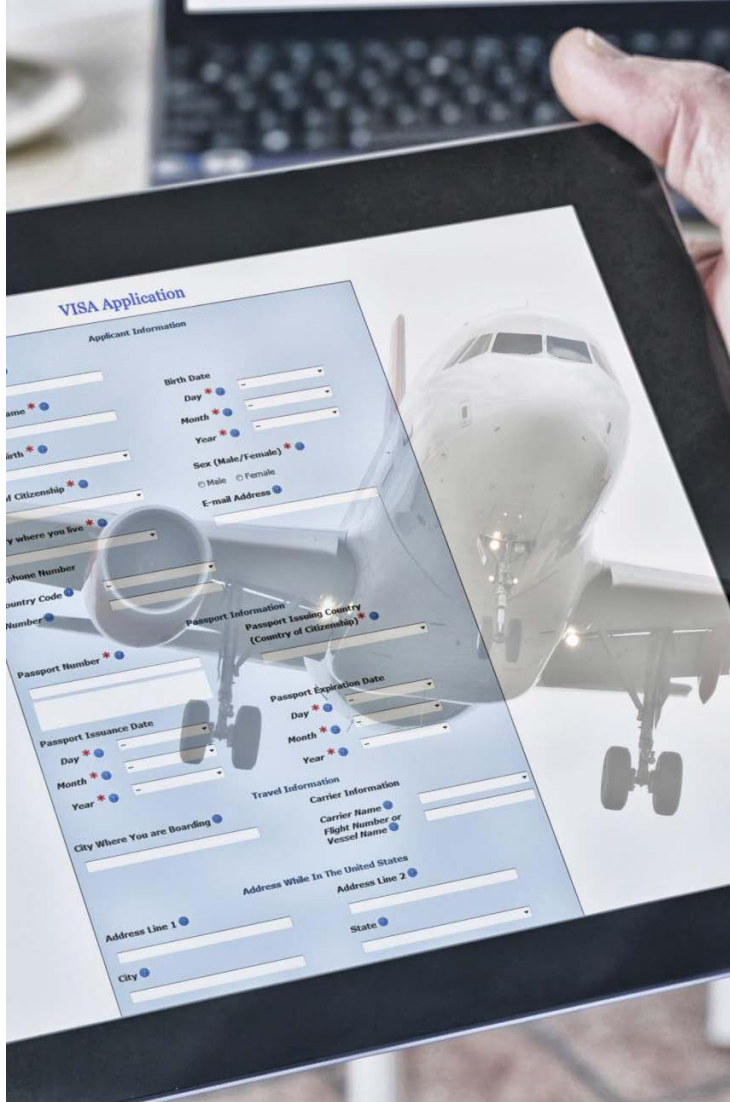
# New iPacks

- ✓ Government Safety Inspector – Airworthiness
- ✓ Government Safety Inspector – Operations
- ✓ Government Safety Inspector – Personnel Licensing
- ✓ ICAO State Safety Reporting Systems
- ✓ Assistance to Aircraft Accident Victims and their Families
- ✓ State Safety Programme

# iPacks under Development

- ✓ Cross-Border Transferability of Aircraft
- ✓ Implementing the ICAO TRIP Strategy Roadmap
- ✓ Risk Management for Civil Aircraft Operations Over or Near Conflict Zones (AVSEC & ATM)
- ✓ Sustainable Airspace Design
- ✓ Operational Audit Areas iPack Series (ANS and PEL as initial focus areas)

# ICAO's Roster of Experts



## Purpose

The Roster offers year-round access to qualified aviation experts across diverse specialties worldwide.

## Application Process

Applications are submitted online, screened for qualifications, and matched to project needs efficiently.

## Current Figures

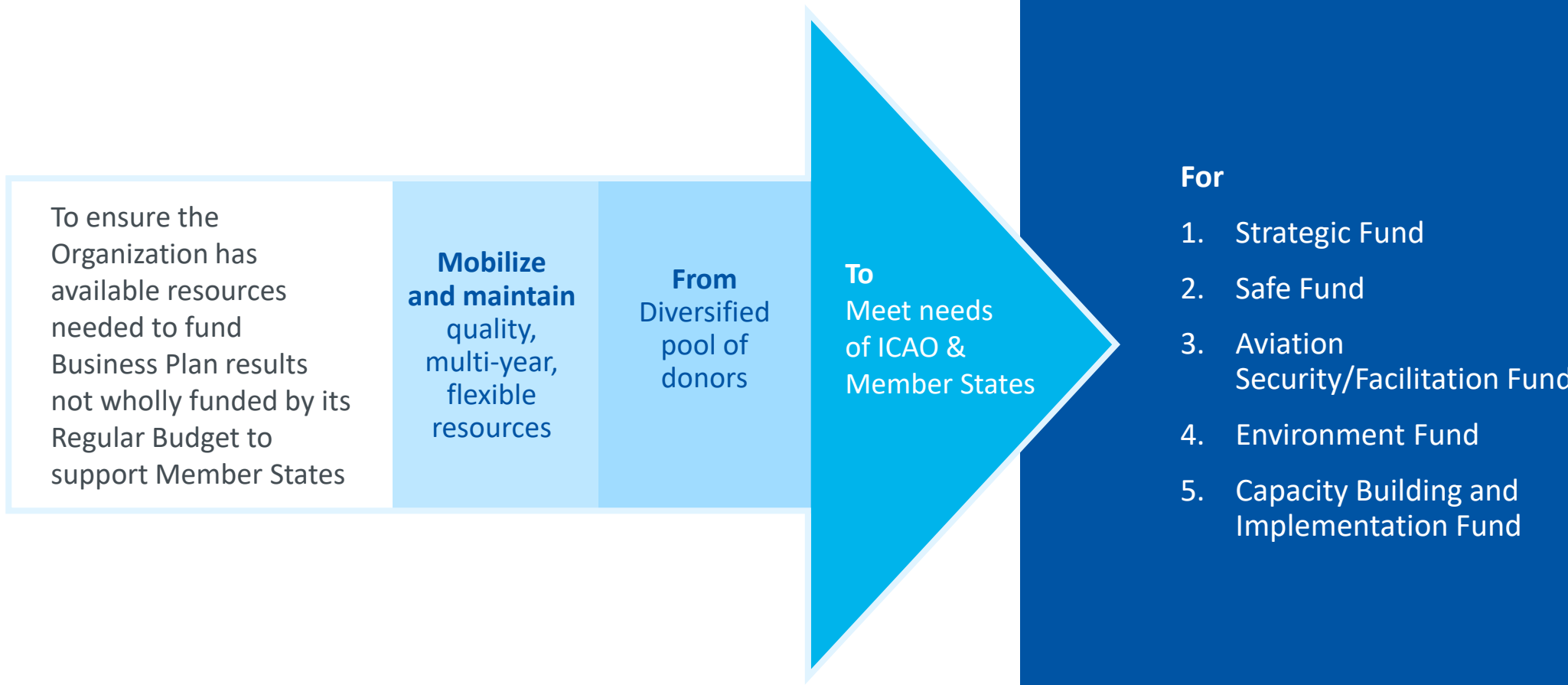
Over 500 experts are deployed annually to support Member States in implementing ICAO SARPs, across the 19 Annexes.

**Join ICAO's Roster**

**[www.icao.int/CDI/roster-of-experts](http://www.icao.int/CDI/roster-of-experts)**



# ICAO's Resource Mobilization Activities



# Draft EUR/NAT-DGCA Conclusion 2026/

That the ICAO Regional Director, Europe and North Atlantic, encourage EUR/NAT States, in support of the No Country Left Behind (NCLB) initiative, to:

- a) make full use of ICAO's portfolio of capacity development and implementation support solutions—including training packages, iPacks and tailored assistance—for their specific and priority needs, with a view to advancing effective and sustainable implementation of ICAO Standards and Recommended Practices (SARPs);
- b) proactively identify and communicate their prioritized needs and implementation gaps to the ICAO EUR/NAT Office, and regularly share information on ongoing and/or planned capacity development and implementation support activities, including timelines, partners and funding sources, in order to strengthen regional situational awareness, enhance coordination, foster synergies and partnerships, and avoid duplication of efforts; and
- c) consider providing voluntary financial contributions to support the deployment and scaling-up of ICAO products and services, in support of States with identified implementation gaps under the NCLB framework; and
- d) promote the inclusion of qualified experts (particularly soon-to-retire professionals with extensive experience in national or regional aviation authorities) in the CDI roster and their participation in CDI solution delivery



# ANY QUESTIONS?

The full meeting report, including all meeting conclusions, is available on the EUR/NAT website.

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# Thank You

