



PROJECT SUMMARY INFORMATION

Agency: UNDP		
Address: United Nations Development Programme 1 United Nations Plaza New York, NY 10017 USA Contact person: Paolo Lembo Director UNDP Iraq Paolo.Lembo@undp.org +962 6 560 8396	TOTAL PROJECT COST	USD 3,430,000
	CONTRIBUTION FROM US Government	USD 3,430,000
	Banking information:	
Project title: Master Planning and Capacity Building for the Iraq Civil Aviation Sector		
Description of the problem: Over the past quarter century, similar to most other sectors, war damage, poor maintenance and lack of investment in infrastructure and human resources has resulted in a serious degradation of Iraq's civil aviation sector and airports. Moreover, the predominance of military air operations in the past has rendered the Iraq Civil Aviation Authority (ICAA) largely ineffective. The ineffective state of the civil aviation infrastructure significantly diminishes and in some cases rules out the commercial appeal for main international air carriers and operators to operate within Iraq and indeed for potential trading countries/partners to allow air services originating in Iraq to enter their airspace. Alternatives to domestic air travel, i.e. roads and railways, are not a viable option in Iraq at the moment. Poor maintenance and severe security concerns make travel by road or railway hazardous, time-consuming and expensive, seriously hampering the free flow of goods and people in the country.	PROJECT DURATION	12 months from date of receipt of funding
	IMPLEMENTATION MODALITY	Direct Execution (DEX)
Project Summary: The Project will provide managerial and technical assistance in Master Planning for the Iraqi civil aviation sector. The project will aim to strengthen the Iraq civil aviation authorities, developing vital initiatives for rehabilitating & updating the sector to meet ICAO Standards and Recommended Practices, and mobilizing public and private investment in the sector.		

Agreed by UNDP: _____

Date: _____



Development Goals:

“Maximized accessibility of the country to trade flows through reliable and efficient *air routes, airports* waterways and sea ports ensuring a prompt delivery of goods needed for the country’s recovery and development.” UN Assistance Strategy (2005, p. 48)

Key Immediate Objectives:

The immediate impact on the programme/project area or target group i.e. the change or benefit to be achieved by the programme/project:

1. To support the preparation and adoption by the Government of Iraq of a ten-year Civil Aviation Master Plan (CAMP) and Strategy for the phased reform of the civil aviation sector leading to the implementation of sound air transport and civil aviation policies, laws and regulations, as well as programmes and projects for ensuring safety, efficiency and regularity of air transport, fully compliant with ICAO Standards and Recommended Practices;
2. To provide assistance to mobilizing public/private resources and partnerships for the implementation of the Civil Aviation Master Plan and detailed action plans and projects for the modernization, rehabilitation and strengthening the capacity of the air transport and civil aviation sector.
3. To establish the national capability to regulate Iraqi airspace and manage air traffic to standards set by International Convention (ICAO).

Outputs:

The specifically deliverable results expected from the programme/project to attain the objectives:

- 1.1 Detailed action plans to address: (a) flight safety; (b) planning and organization of the sector; (c) existing infrastructure and facilities; (d) human resources; (e) Airport Certification and legislative matters; (f) ICAO standards and documentation; (g) environment; and (h) aviation security, prepared and adopted by the GoI;
- 1.2 Urgent and immediate actions to address deficiencies carried out, preparing the ground for longer-term and more structural actions to be undertaken;
- 1.3 A 10-year Civil Aviation Master Plan, composed of interlocking the detailed action plans in the various civil aviation sectors, prepared and adopted by the GoI;
- 1.4 Detailed project proposals for the implementation of air transport modernization and rehabilitation, identified in the CAMP, prepared and adopted by the GoI.
- 2.1 An international conference to mobilize donor, public and private support for the implementation of the CAMP and detailed action plans and projects, organized by GoI and UNDP, including follow-up action;
- 2.2 A series of workshops and regional initiatives to support economic development through enhanced trade on the basis of improved air transport operations, organized by GoI and UNDP, including follow-up action;
- 3.1 A detailed plan for the institutional, physical and technical strengthening of the Iraq Civil Aviation Authority, prepared and launched;
- 3.2 A comprehensive package of training and capacity building initiatives in Iraq and with international institutes for dedicated staff of the Iraq Civil Aviation Authority, Ministry of Transport and airport

authorities to competently handle the continued development and proper maintenance and handling of all sector functions, prepared and launched;

3.3 Iraq, as a founding member-State of ICAO, obtained the capability to carry out full certification, support and regulatory functions overseeing the licensing and operations of all internationally and locally owned public and private international airports, air carriers, air operators and aviation support entities operating in Iraq and has ICAO compliant or equivalent processes and procedures put in place and delivered, resulting in airports, carriers, operators and civil aviations systems approved for global collaboration and trade expansion.

Key Activities:

Tasks to be done to produce the outputs

- 1.1.1 Prepare TORs, select, recruit and field experts, in accordance with the requirements outlined in the Preliminary Action Plan, to work with national staff in the project office / task force to be established by GoI
- 1.1.2 Undertake detailed assessments of each subject area identified in the Preliminary Action Plan
- 1.1.3 Formulate detailed Action Plans for each of the subject areas identified in the Preliminary Action Plan
- 1.1.4 Ensure review and adoption of each Action Plan by ICAA

- 1.2.1 Identify from the detailed action plans urgent and immediate deficiencies to be addressed
- 1.2.2 Organize and undertake action to address urgent and immediate deficiencies
- 1.3.1 Compile, analyze and eliminate contradictions/duplications between the detailed Action Plans
- 1.3.2 Formulate a 10-year Civil Aviation Master Plan composed of interlocking detailed Action Plans in the various civil aviation sectors
- 1.3.3 Ensure extensive, broad-based stakeholder review of the CAMP and its adoption by ICAA and GoI

- 1.4.1 Identify from the CAMP and prepare detailed proposals for the implementation of air transport modernization and rehabilitation projects
- 1.4.1 Ensure review and adoption of the proposals by ICAA

- 2.1.1 Prepare and organize an international donor conference to mobilize donor, public and private support for the implementation of the CAMP and the detailed action plans and projects
- 2.1.2 Follow-up on the outcomes and results of the conference to ensure that intentions and pledges are concretized and translated into action and implementation

- 2.2.1 Prepare and organize a series of workshops and regional initiatives to support economic development through enhanced trade on the basis of improved air transport operations
- 2.2.2 Follow-up on the outcomes and results of the workshops and regional initiatives to ensure that intentions and pledges are concretized and translated into action and implementation

- 3.1.1 Undertake a detailed assessment of ICAA's current institutional, physical and technical capacity
- 3.1.2 Based on the assessment, prepare a detailed action plan to strengthen ICAA's capacity



Iraq

- 3.1.3 Ensure review and adoption of the Action Plan by ICAA and GoI
- 3.1.4 Start launching capacity building initiatives under the Action Plan

- 3.2.1 Undertake a detailed functional review of the organizational structures of ICAA, selected airports and relevant Ministry of Transport departments
- 3.2.2 Prepare a comprehensive package of training initiatives in Iraq and with international institutes for dedicated staff of the ICAA, Ministry of Transport and airport authorities
- 3.2.3 Ensure review and adoption of the functional review and training package by ICAA and GoI
- 3.2.4 Start launching staff training initiatives

- 3.3.1 Verify, after training and capacity building, the capability of ICAA to carry out full certification, support and regulatory functions overseeing the licensing and operations of airports, air carriers, air operators and aviation support entities operating in Iraq and that ICAO compliant (or equivalent) processes and procedures are in place and delivered
- 3.3.2 Define follow-up training and capacity building initiatives to address any shortcomings exposed by the verification exercise under

1. Logical Framework

Development Objective	Measurable indicators	Means of verification	Important assumptions
“Maximized accessibility of the country to trade flows through reliable and efficient <i>air routes, airports</i> waterways and sea ports ensuring a prompt delivery of goods needed for the country’s recovery and development.”	<ul style="list-style-type: none"> - Increased volume of people and goods passing through Iraqi domestic and international airports; - Increased number of carriers & flights; - Increased customer/user satisfaction - less incidents/accidents 	<ul style="list-style-type: none"> - Airport data on passengers & goods; - Airport data on # of flights; - # of new carriers requesting and granted license in Iraq; - Customer surveys - incident/accident reps 	<ul style="list-style-type: none"> - No significant deterioration of security situation and/or political stability

Immediate Objectives:			
<i>The immediate impact on the programme/project area or target group i.e. the change or benefit to be achieved by the programme/project:</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose:</i>	<i>Cost-effective methods and sources to quantify or assess indicators:</i>	<i>External conditions necessary if achieved programme/project purpose is to contribute to reaching programme/project goal:</i>
1. To support the preparation and adoption by the Government of Iraq of a ten-year Civil Aviation Master Plan (CAMP) and Strategy	<ul style="list-style-type: none"> - Master Plan prepared - GoI endorsement received 	<ul style="list-style-type: none"> - physical evidence of documents and letter of endorsement 	<ul style="list-style-type: none"> - No significant deterioration of security situation and/or political stability - Adoption by parliament of revised Civil Aviation Law - Establishment of project office/task force by GoI - Availability of minimally qualified counterpart staff
2. To provide assistance to mobilizing public and private resources and partnerships for the implementation of the Civil Aviation Master Plan and detailed action plans and projects	<ul style="list-style-type: none"> - # of conferences, work shops, regional initiatives - # of participants - # of initiatives funded and partnerships 	<ul style="list-style-type: none"> - reports of proceedings of events - report on follow-up actions 	
3. To establish the national capability to regulate Iraqi airspace and manage air traffic to standards set by International Convention (ICAO)	<ul style="list-style-type: none"> - # of people trained - compliance with ICAO SARPS 	<ul style="list-style-type: none"> - training reports - verification reports by ICAO - certification of compliance with standards by ICAO 	

Outputs:	<i>Quantitative ways of measuring or qualitative ways of judging timed production of outputs</i>	<i>Cost-effective methods and sources to quantify or assess indicators</i>	<i>Factors out of programme/project control which, if present, could restrict progress from outputs to achieving programme/project objectives</i>
1.1 Detailed action plans in the various civil aviation sub-sectors prepared and adopted by the GoI	- # & quality of Action Plans; GoI endorsement letter	- physical evidence of reports & letters	- deteriorating security situation - lack of availability/ quality of counterpart staff
1.2 Urgent and immediate actions to address deficiencies carried out, preparing the ground for longer-term and more structural actions to be undertaken	- # of deficiencies addressed	- progress and completion reports	- lack of decision-making capacity of GoI - failure of GoI to establish/mandate project office / task force
1.3 A 10-year Civil Aviation Master Plan, composed of interlocking the detailed action plans in the various civil aviation sectors, prepared and adopted by the GoI	- Master Plan; GoI endorsement letter	- physical evidence of document and endorsement letter	- lack of access to info / data
1.4 Detailed project proposals for the implementation of air transport modernization and rehabilitation, identified in the CAMP, prepared and adopted by the GoI	- # & quality of project proposals; endorsement letter by GoI	- physical evidence of documents and letters	
2.1 An international conference to mobilize donor, public and private support for the implementation of the CAMP and detailed action plans and projects, organized by GoI and UNDP, including follow-up action	- conference - # of participants - # of funded initiatives & partnerships	- conference report - list of participants - follow-up reports	- deteriorating security situation - lack of interest from donors, private sector
2.2 A series of workshops & regional initiatives to support economic development through enhanced trade on the basis of improved air transport operations, organized by GoI and UNDP, including follow-up action	- # of workshops & regional initiatives - # of participants - # of funded initiatives & partnerships	- proceeding reports; lists of participants; follow-up reports; EMAC membership	
3.1 A detailed plan for institutional, physical and technical strengthening of the Iraq Civil Aviation Authority, prepared and launched	- assessment report - produced plan - # of activities launched	- physical evidence of reports/plans - progress reports	- deteriorating security situation - lack of availability/ quality of counterpart staff
3.2 A comprehensive package of training and capacity building initiatives in Iraq & with international institutes for dedicated staff of the Iraq Civil Aviation Authority, Ministry of Transport and airport authorities, prepared and launched	- functional review & training plan produced - # of trainees & training activities	- physical evidence of review & plan - training reports	- lack of decision-making capacity of GoI - failure of GoI to establish/mandate project office / task force
3.3 Iraq obtained the capability to carry out full certification, support and regulatory functions overseeing the licensing and operations of all airports, air carriers, air operators and aviation support entities operating in Iraq and has ICAO compliant or equivalent processes and procedures in place and delivered.	- compliance with ICAO SARPS	- verification reports by ICAO - certification of compliance with standards by ICAO	- lack of access to info / data

Activities: Tasks to be completed under the project to produce the outputs	Inputs (there exist a range of potential partners & experts which UNDP will explore for final ICAA & Govt. determination)	Indicator	(Activity to output) Factors out of programme/project control which, if present, could restrict progress from activities to achieving outputs:
1.1.1 Prepare TORs, select, recruit and field experts to work with national staff in the project office / task force to be established by GoI	ICAO Technical Advisory Bureau; IATA, GoI, UNDP	Experts fielded and in place	Experts not available; deterioration of security; failure of GoI to establish project office/task force
1.1.2 Undertake detailed assessments of each subject area identified in the Preliminary Action Plan	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Assessment reports	Deterioration of security situation; lack of counterpart staff
1.1.3 Formulate detailed Action Plans for each of the subject areas identified in the Preliminary Action Plan	ICAA, EUROCONTROL, ICAO, UNDP	Action Plans	Deterioration of security situation; lack of counterpart staff
1.1.4 Ensure review and adoption of each Action Plan by ICAA	ICAA, EUROCONTROL, ICAO, UNDP	Letters of endorsement	ICAA Director General not in place and/or not mandated
1.2.1 Identify from the detailed action plans urgent and immediate deficiencies to be addressed	ICAA, EUROCONTROL, ICAO, UNDP	Action Plan of deficiencies to be addressed	n.a.
1.2.2 Organize and undertake action to address urgent and immediate deficiencies	ICAA, EUROCONTROL, ICAO, UNDP	Verification report of deficiencies addressed	Deterioration of security; lack of decision-making capacity at ICAA, airports, etc.
1.3.1 Compile, analyze and eliminate contradictions/ duplications between the detailed Action Plans	ICAA, EUROCONTROL, ICAO, UNDP	Compiled and synchronized set of Action Plans	n.a.
1.3.2 Formulate a 10-year Civil Aviation Master Plan composed of detailed Action Plans in the various civil aviation sub-sectors	ICAA, EUROCONTROL, ICAO, UNDP	Civil Aviation Master Plan	Deterioration of security situation; lack of counterpart staff
1.3.3 Ensure extensive, broad-based stakeholder review of the CAMP and its adoption by ICAA and GoI	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Stakeholder review meetings and letter of endorsement by GoI	Deterioration of security; lack of decision-making capacity at ICAA/GoI
1.4.1 Identify/prepare from the CAMP detailed proposals for the implementation of air transport modernization/rehabilitation projects	ICAA, EUROCONTROL, ICAO, UNDP	Detailed project proposals	Deterioration of security situation; lack of counterpart staff and access to info/data
1.4.2 Ensure review and adoption of the proposals by ICAA	ICAA, EUROCONTROL, ICAO, UNDP	Review meetings and letter of endorsement	Lack of decision-making capacity at ICAA
2.1.1 Prepare/organize international donor conference to mobilize donor, public and private support for implementation of the CAMP and detailed action plans/ projects	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Conference, # of participants, conference outcome report	Lack of interest of donors and private sector
2.1.2 Follow-up on the outcomes and results of the conference to ensure that intentions and pledges are concretized and translated into action/implementation	ICAA, EUROCONTROL, ICAO, UNDP	# of initiatives funded and partnerships established and functioning	n.a.

2.2.1 Prepare/organize workshops and regional initiatives to support economic development through enhanced trade on the basis of improved air transport operations	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Workshops, initiatives, # of participants, outcome reports	Lack of interest to participate
2.2.2 Follow-up on the outcomes and results of the workshops/initiatives to ensure that intentions and pledges are concretized and translated into action and implementation	ICAA, EUROCONTROL, ICAO, UNDP	# of initiatives funded, partnerships established and functioning; Iraq EMAC membership	n.a.
3.1.1 Undertake detailed assessment of ICAA's current institutional, physical and technical capacity	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Assessment report	Deterioration of security situation
3.1.2 Based on the assessment, prepare a detailed action plan to strengthen ICAA's capacity	ICAA, EUROCONTROL, ICAO, UNDP	Action Plan	Deterioration of security situation
3.1.3 Ensure review and adoption of the Action Plan by ICAA and GoI	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Review meetings and letter of endorsement	Lack of decision-making capacity at ICAA/GoI
3.1.4 Start launching capacity building initiatives under the Action Plan	ICAA, EUROCONTROL, ICAO, UNDP	# of initiatives launched	Deterioration of security situation; lack of counterpart staff
3.2.1 Undertake a detailed functional review of organizational structures of ICAA, selected airports and relevant Ministry of Transport departments	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Functional review report	Deterioration of security situation
3.2.2 Prepare a comprehensive package of training initiatives in Iraq and with international institutes for dedicated staff of ICAA, Ministry of Transport and airport authorities	GoI, ICAA, airport authorities, EUROCONTROL, ICAO, UNDP	Training package formulated	Deterioration of security situation; lack of counterpart staff
3.2.3 Ensure review and adoption of the functional review and training package by ICAA and GoI	GoI, ICAA, EUROCONTROL, ICAO, UNDP	Review meetings and letter of endorsement	Lack of decision-making capacity at ICAA/GoI
3.2.4 Start launching staff training initiatives	ICAA, EUROCONTROL, ICAO, UNDP	# of trainings and people trained	Deterioration of security situation; lack of counterpart staff/trainees
3.3.1 Verify capability of ICAA to carry out full certification, support and regulatory functions overseeing the licensing and operations of airports, air carriers, air operators and aviation support entities operating in Iraq and that ICAO compliant processes and procedures are in place and delivered	ICAO	Verification report and confirmation of compliance by ICAO	Deterioration of security situation
3.3.2 Define follow-up training and capacity building initiatives to address shortcomings exposed by the verification exercise under 3.3.1	ICAA, ICAO, UNDP	Follow-up trainings and capacity building initiatives defined	Deterioration of security situation; lack of counterpart staff

2. Programme/Project Justification

2.1 Background

2.1.1 What is the rationale and context to the programme/project, and the approach adopted?

In today's rapidly globalizing world, air transportation facilitating the efficient and cost-effective movement of people and goods is a key factor of economic development. According to a World Bank assessment, air transport already accounts for up to 40% of world trade by value. Global supply chains increasingly rely on just-in-time delivery mechanisms. Air transport is the most effective means for transporting high value and/or perishable goods. Global tourism is expanding rapidly on the basis of efficient air travel. Modern and efficient airports are major investment hubs and powerful engines of growth, creating hundreds of businesses and thousands of jobs. Domestic air transport networks stimulate economic development outside the capital and main ports, connecting larger parts of the population with the center and the outside world. Without a proper air transportation infrastructure, countries will find themselves unable to fully participate in the global economy, which severely limits their prospects for growth and socio-economic development.

Over the past quarter century, Iraq has experienced three wars and a brutal dictatorship accompanied by civil and political strife. Poor economic management, international sanctions and the imposition of a no-fly zone over the country has resulted in increasing isolation from the outside world and economic hardship. Similar to most other sectors, war damage, poor maintenance and lack of investment in infrastructure and human resources has resulted in a serious degradation of Iraq's civil aviation sector and airports. Moreover, the predominance of military air operations in the past has rendered the Iraq Civil Aviation Authority (ICAA) largely ineffective.

Consequently, the ICAA no longer possesses the physical, organizational and technical capacity and expertise to regulate civil aviation activities in accordance with the Standards and Recommended Practices (SARPS) of the International Civil Aviation Organization (ICAO) and the requirements of the Chicago Convention on International Civil Aviation. The ineffective state of the civil aviation infrastructure significantly diminishes and in some cases rules out the commercial appeal for main international air carriers and operators to operate within Iraq and indeed for potential trading countries/partners to allow air services originating in Iraq to enter their airspace. Alternatives to domestic air travel, i.e. roads and railways, are not a viable option in Iraq at the moment. Poor maintenance and severe security concerns make travel by road or railway hazardous, time-consuming and expensive, seriously hampering the free flow of goods and people in the country.

Upgrading the air transportation and civil aviation sector to internationally accepted standards is therefore an urgent and critical priority for improving the movement of people and goods (including humanitarian assistance) in the short-term and Iraq's economic development prospects in the medium- and long term. Moreover, it will enable international air traffic to safely fly through Iraqi airspace again, which would allow for more direct routes (and therefore cost-savings) between various European and Asian destinations and would provide Iraq with a steady income from fees charged on flying through its airspace. Therefore, upgrading Iraq's civil aviation sector and airports is of great concern not only to Iraq, but to the wider international civil aviation community.

At the initiative of UNDP and with the assistance of ICAO, a team of four experts was dispatched into Iraq in early November 2006 to undertake a preliminary assessment of the Iraq Civil Aviation Authority and the civil aviation sector. The mission's report outlines a large number of preliminary observations, suggestions and recommendations of which the development of a Civil Aviation Master Plan (CAMP) would be the first task to be undertaken. Such a Plan would assist in providing a clear and comprehensive planning and implementation strategy for the future development of the civil aviation sector in terms of policies, legislation, objectives, facilities, equipment and organization, including human resources development.

The current project aims at providing the required technical expertise and managerial know-how to support the preparation and adoption of a Master Plan for the civil aviation sector, build capacity to ensure compliance with vital ICAO Standards & Recommended Practices - including a nation-wide Air Traffic Control and Rescue Coordination System, licensing and operation of national airports and licensing of air carriers and operators - and strengthen the institutional and organizational capacity of the ICAA. Also, an international donor conference in support of implementing the Master Plan and various support projects will be organized and the attraction of private investment in the sector will be actively pursued. The project will therefore provide the basic foundations for the recovery of the air transport and civil aviation sector in Iraq.

The project will be implemented in close cooperation with the Iraqi Ministry of Transport, the ICAA and local airport authorities in Baghdad and nationwide. Experts will be provided by UNDP in collaboration with recognized centers of civil aviation expertise such as EUROCONTROL*, IATA and ICAO and efforts will be made to include Iraq in the "European - Middle East Air Traffic Management Coordination" (EMAC) programme, however, these would be recommendations for the Govt. final determination.

* EUROCONTROL is the European Organization for the Safety of Air Navigation. This civil and military organization,

which currently numbers 37 member states, has as its primary objective the development of a seamless pan-European Air Traffic Management system. It develops, coordinates and plans for implementation of short-, medium- and long-term pan-European air traffic management strategies and their associated action plans in a collective effort involving national authorities, air navigation service providers, civil and military airspace users, airports, industry, professional organizations and relevant European institutions. EUROCONTROL's core activities span the entire range of gate-to-gate air navigation service operations – from strategic and tactical flow management to controller training; from regional control of airspace to development of leading-edge, safety-proofed technologies and procedures, and the collection of air navigation charges.

2.1.2 What experience does the organisation have in working on this issue in Iraq or countries in similar circumstances? This should reflect lessons learned.

UNDP financed and participated in the 2006 needs assessment for the civil aviation sector, mentioned in section 2.1.1. UNDP had previously been the catalyst in the successful completion of several transport sector projects in Iraq, accumulating experience and understanding of the practices, working methods and customs of the Iraq transport sector and building solid working relationships with the management and staff at various levels of the Iraqi bureaucracy. UNDP therefore possesses today a unique platform for providing assistance to the sector.

The added value of UNDP's involvement in the civil aviation sector is primarily on the technology and management side, re-introducing Iraq to international standards and practices, but also bringing together regional and international players in an effort to support public and/or private partnerships and development in the industry.

2.2 Programme/Project Approach

Please address all of the following issues/questions in relation to programme/project design and definition:

2.2.1 What problem(s) does the programme/project address? What specific assessments have been made and by whom?

The main obstacles for restoring a modern, well-functioning and efficient civil aviation sector in Iraq are the following:

- A largely dysfunctional Civil Aviation Authority that has lost most of its expertise and institutional memory, as well as its physical and organizational structure, due to years of conflict and neglect;
- Non-compliance with ICAO Standards and Recommended Practices (SARPS) in terms of flight safety, air traffic management and airport operation, infrastructure and utilities;

- Lack of proper communications, navigation, surveillance and meteorological equipment and procedures;

Following the initial November 2006 assessment mission initiated by UNDP and supported by a number of ICAO experts, a preliminary action plan was prepared, based on a number of specific concerns / recommendations to be addressed, related to: (a) flight safety; (b) planning and organization of the sector; (c) existing infrastructure and facilities; (d) human resources; (e) Airport Certification and legislative matters; (f) ICAO standards and documentation; (g) environment; and (h) aviation security.

In order to start addressing the abovementioned obstacles and implement the preliminary action plan, the following actions need to be undertaken:

- Voting into law of a new Iraqi Civil Aviation Act, already drafted in 2005, authorizing the establishment of a Civil Aviation Authority to be headed by a Director General and making provision for the preparation and adoption of a code of air navigation regulations;
- Establishing a GoI project office or task force to manage a collective programme to address and correct deficiencies in the Iraqi civil aviation sector, staffed by qualified Iraqi personnel and supported by international experts in various aviation fields, until such time that the ICAA is capable of reassuming its full mandate and responsibilities;
- Developing detailed action plans for each of the topics outlined in the preliminary action plan prepared by the November 2006 mission outlining immediate, short-, medium- and long-term issues to be addressed and identifying actions, means and time-lines for their achievement;
- Undertaking immediate and short-term actions identified in the detailed action plans, to be coordinated/initiated by the project office / task force;
- Developing and adopting (by the GoI) of a Civil Aviation Master Plan (CAMP) for Iraq for the phased development and implementation of a national air transport policy, civil aviation laws, regulations, programmes and projects for ensuring safety, efficiency and regularity of air transport;
- Developing the human resources of ICAA, airport authorities and other aviation service providers through a well-established recruitment and training programme;
- Providing the GoI with detailed proposals for the implementation of air transport modernization and rehabilitation projects identified in the CAMP;
- Organizing a donor conference and developing/implementing a strategy for attracting private investment to support the implementation of the CAMP and the detailed action plans and

project proposals.

Detailed objectives, outputs and activities based on the above identified actions are presented in the Project Document Cover Sheet and the Logical Framework.

Implementation and management arrangements for the project will be as follows:

- UNDP, represented by an appointed Project Manager, in close partnership with the EUROCONTROL and ICAO team of experts, bears the overall responsibility of ensuring timely and proper implementation of the project. The responsibilities include, amongst other, to (a) field a dedicated team of experts in Iraq to prepare & finalize a sector Master Plan with the Iraqi authorities; (b) follow up on the recommendations of the 2006 Civil Aviation Preliminary Action Plan undertaken by UNDP & ICAO preparing specifications and detailed inputs to recommendations made; (c) assist with the identification of expert requirements and assisting the authorities preparing tender documents for international bidding for the civil aviation sector; (d) adequately assist setting in motion new procedures and processes for the sector as per *ICAO SARPS* Standards; and (e) liaise with the Ministry of Transport and Iraq civil aviation authorities.
- EUROCONTROL and ICAO are to provide advice to Iraqi authorities in preparing & organizing an international donor meeting in Iraq in support of implementing the Master Plan through sub-regional and regional collaboration. Pursued in partnership with ICAO, UNDP shall promote an up-scaling in public investment in the infrastructure sector, crucial for trade & economic development, provide options for attracting private sector investments as well. This includes amongst others, to (a) act as an advisor to concerned authorities; (b) advice on specifications for upgrading and licensing the national Air Traffic Control and Rescue Co-ordination system, airports and negotiations with potential partners; and (c) advice on the inspection & acceptance by ICAO on all investments in the airport sector.
- A team of sector experts will assess the training needs of the Iraqi civil aviation sector outlining training and, where appropriate, a specialist advisory support plan for all functions covering the full Master Plan period of ten years.
- UNDP/EUROCONTROL/ICAO will assist institutional strengthening of the Iraqi civil aviation sector, support the authorities in setting up management systems and put in place effective structures to regulate and manage civil aviation operations in Iraq.
- The Project will be managed in compliance with PRINCE2 guidelines for project management and control.

2.2.2 Indicate which cluster(s) and matrix outcome(s) from the Joint UN-Iraq Assistance strategy this programme/project addresses.

This project addresses Outcome Team Economic Reform & Diversification, in particular High-level Outcomes pertaining to the UN Assistance Strategy.

2.2.3 What is the expected impact of the programme/project? What could be potentially negative impact of the programme/project?

By providing the basic foundations for the recovery of the air transportation and civil aviation sector in Iraq through the activities detailed under 2.2.1, the expected impact of the project will be:

- Better, (i.e., safer, more efficient and more frequent) domestic and international air transport conditions in full compliance with ICAO's safety, security and operational standards, allowing for the reintegration of Iraq into the global civil aviation network;
- Improved prospects for economic development through the creation of employment and business opportunities, based on improved air transportation and airport operation, and increased income from fees from international carriers using Iraqi airspace and airports;
- More efficient delivery of humanitarian assistance to vulnerable and conflict-affected groups of the population through an improved domestic air transportation and airport network;
- Increased opportunities for people in Iraq to travel safely and quickly within the country and abroad and for foreigners to travel to and inside Iraq, thereby promoting income opportunities, knowledge exchange and communication with the outside world.

The impact of the project may be limited by the fact that initially not all airports in the country are likely to be included in the project due to budget limitations, local security conditions and the need to focus first and foremost on the international airports. Moreover, further deterioration of the security situation in Iraq may have negative consequences for the implementation of the project, although airports are far easier to protect and secure than roads or railways. However, donor support and private investments may not be forthcoming to the degree required if the security situation continues to deteriorate. This would also have implications for missions and postings of international experts. Currently, however, the main airports of the country are accessible and secure.

2.2.4 Indicate the beneficiaries of the programme/project.

Direct Beneficiaries (# and classification):

Direct beneficiaries include ICAA and other relevant Government staff, contracting firms and organizations to be engaged for the implementation of the project; Iraqi airline companies and aviation service providers, as well as airport personnel.

Indirect Beneficiaries (# and classification):

This project indirectly affects all of Iraq, as improved and more efficient practices through airports will facilitate, speed up and decrease the costs of shipping and the overall cost of providing goods to and from the country, including humanitarian goods. It also enables goods now bound for a few key destinations inside Iraq to be imported and distributed more widely, and where the highway & rail system has not been built or is dysfunctional due to lack of maintenance or security, cargo traffic by air is a potential and economical viable option. It will also promote an increase of the number of foreign destinations available to Iraqi passengers and air freight exporters.

2.2.5 How does the programme/project design ensure the participation of all stakeholders?

It is planned that the Iraqi Civil Aviation Authority, under the Ministry of Transport, will lead in all phases of the project. UNDP, EUROCONTROL & ICAO will assist with technical advisory services, through the provision of dedicated expertise in finalizing and launching the Master Plan and in capacity building of ICAA and airport personnel. The Civil Aviation Authority, airport authorities and UNDP will liaise and coordinate through regular meetings and through capacity building initiatives.

2.2.6 Does the programme/project address the needs of particularly vulnerable or marginalised groups? Who are they and how are their needs addressed?

The insufficient, tardy and costly supply of goods, including food aid and non-food humanitarian items, hurts the poorest groups. They are unable to find alternate sources of supplies and can ill afford to pay the extra cost of goods imported through expensive means of transportation. Therefore, in addition to benefiting all Iraqis and facilitating humanitarian and reconstruction efforts, reducing the transportation costs of imports into Iraq and thereby decreasing the retail cost of imported basic items in the shops, especially benefits the poor and the vulnerable.

2.2.7 How does this programme/project benefit men and women? If not specifically designed to address gender issues, how will gender issues be addressed?

Improving Iraq's import/export & trade capabilities will benefit men and women in equal measure. The project is therefore gender-neutral and no negative effects on gender relations are expected.

2.2.8 Have environmental concerns been addressed including environmental impact/risk assessment conducted where relevant?

Safer air-traffic and upgrading existing sector capabilities will significantly aid in preventing potential air accidents and considerably reduce the risk of possible environmental disasters (fires, oil or hazardous spills) due to collisions or other accidents. Addressing environmental safety concerns is specifically included in the preliminary action plan prepared by the November 2006 mission on the basis of which a detailed action plan will be developed and implemented under the project.

2.2.9 To what degree does this project generate direct and/or indirect employment opportunities?

A number of technical experts will be fielded with the project to transfer technical know-how and expertise to national staff of the ICAA and airports.

It is understood that sufficient manpower is presently available within the sector. However, highly trained staff with technical expertise is not currently available in sufficient numbers. As such few or no new jobs will be created, but key functions will be filled to the extent possible

However, more importantly, increasing the air cargo traffic carries indirectly a far broader and more significant potential employment opportunity as it energizes the air sector, shipping, industrial and retail sectors in Iraq.

2.2.10 Does this project contribute towards the attainment of the MDGs in Iraq? Which Goal in particular?

The main objective of the project contributes to the alleviation of poverty and food insecurity (MDG1). Contributing to the safe transport of dangerous products also contributes to environmental sustainability (MDG7).

2.2.11 Are there specific issues in relation to the security situation? How will they be handled

The present security situation carries significant risks and to a large extent deters the deployment of foreign experts to project sites.

In addition, Iraqi personnel professionally involved with internationals and project sites, are put at risk as they may become likely targets for violence.

However, since most airports are secure working environments it is expected that international experts will be able to work securely at such sites.

The project will be implemented by the Iraqi Civil Aviation Authority with support from UNDP/ICAO consultants and UNDP staff. UNDP will keep a low visibility and profile during the implementation of this project, resorting to satellite communication and meeting outside the country as much as possible.

2.2.12 How does the programme/project relate to existing ministerial structures and how will it contribute to capacity building in ministries?

The Civil Aviation Authority of Iraq, under the Ministry of Transport, will implement the project and will be responsible for detailed design, administration, execution and implementation.

The Civil Aviation Authority will implement the project within the normal government structures and procedures with the required support from UNDP, EUROCONTROL & ICAO

2.2.13 Timeframe

Following the appointment of the Project Manager, detailed TORs, inception report, work plan and timeframe of project implementation will be put together with the Civil Aviation Authority, stipulating all major steps within the project.

It is anticipated that pending allocation and availability of funds in 2007, the project will be fully completed during mid 2008.

Annex

2.3 Budget

Budget Category	Item Description	Unit	Unit Cost	Qty	Total Budget US\$	2008/9	
						Budget	Commitment
1. PERSONNEL							
1.1 National Programme/Project Personnel							
	National Project Advisor	Mo.	3,400	12	40,800	40,800	40,800
	Subtotal			12	40,800	40,800	40,800
1.2 International Programme/Project Personnel							
	UNDP Project Manager	Mo.	16,300	12	195,600	195,600	195,600
	UNDP Civil Aviation Strategic Planning Advisor	Mo.	17,000	12	204,000	204,000	204,000
	UNDP Contracting, Procurement & Training Coordinator	Mo.	15,300	12	183,600	183,600	183,600
	Subtotal			36	583,200	583,200	583,200
1.3 National Consultants							
	National Civil Aviation Service						
1.4 International Aviation Technical & Management Consultants							
	Civil Aviation Advisor (Team Leader)	Mo.	17,320	8	138,560	138,560	138,560
	Civil Aviation Mgmt support expert	Mo.	16,300	12	195,600	195,600	195,600
	Airport Certification	Mo.	18,360	5	91,800	91,800	91,800
	Flight Operation Certification	Mo.	18,360	5	91,800	91,800	91,800
	CNS CNSLT system advisor	Mo.	18,360	5	91,800	91,800	91,800
	ATM CNSLT system advisor	Mo.	18,360	5	91,800	91,800	91,800
	Flight Safety CNSLT advisor	Mo.	18,360	5	91,800	91,800	91,800
	Aviation Security CNSLT advisor	Mo.	18,360	5	91,800	91,800	91,800
	Air Law CNSLT advisor	Mo.	18,360	5	91,800	91,800	91,800
	Human Resources CNSLT advisor	Mo.	18,360	5	91,800	91,800	91,800
	Capacity building expert	Mo.	18,360	5	91,800	91,800	91,800
	Subtotal			65	1,160,360	1,160,360	1,160,360
2. CONTRACTS							
	Project Kick-off meeting and End of Project Workshop	Wshp.	45,000	2	90,000	90,000	90,000
	CAMP Conference with participation of regional partners (Specialized Organizer)	Conf.	130,000	1	130,000	130,000	130,000
	Reports & presentations		50,000	1	50,000	50,000	50,000
	Subtotal				270,000	270,000	270,000
3. TRAINING							
	Internal on-site training courses / meetings and at ICAA premisses	Wshp.	20,000	15	300,000	300,000	300,000
	Capacity building/training (3x10)	Wshp.	50,000	3	150,000	150,000	150,000
	Capacity building abroad (2x7)	Wshp.	70,000	2	140,000	140,000	140,000
	Subtotal			3	590,000	590,000	590,000
4. EQUIPMENT							
	CAMP Equipment		140,000	Several	140,000	140,000	140,000
	Training materials		50,000	Several	50,000	50,000	50,000
	Manuals		10,200	Several	10,200	10,200	10,200
	Subtotal				200,200	200,200	200,200
7. TRAVEL & DSA							
	Overseas Transportation – Iraqi Team		61,200		61,200	61,200	61,200
	In-Country Coordination Meetings, etc.		88,200		88,200	88,200	88,200
	Transport for Int. staff & experts		121,800		121,800	121,800	121,800
	Subtotal				271,200	271,200	271,200

*Revitalizing the Iraq civil aviation & air transportation sector
through planning, capacity building & investment promotion*

8. PROGRAMME/PROJECT SUB-TOTAL							
						3,115,760	3,115,760
9. MISCELLANEOUS (Should Not Exceed 1% of Bl. 8)							
	Contingencies					55,258	55,258
	Subtotal					55,258	55,258
Total						3,171,018	3,171,018
10. SECURITY (Should Not Exceed 2% of Bl. 8)							
	Max. 2% of Total Budget					34,590	34,590
	Subtotal					34,590	34,590
11. AGENCY MANAGEMENT SUPPORT COST (Including Monitoring & Reporting)							
	7% of Total Budget					224,393	224,393
	Subtotal					224,393	224,393
PROGRAMME/PROJECT BUDGET CEILING TOTAL						3,430,000	3,430,000

