Action Fiche for EU-South East Asia Cooperation on Mitigating Climate Change impact from Civil Aviation

1. **IDENTIFICATION**

<table>
<thead>
<tr>
<th>Title of the action</th>
<th>EU-South East Asia cooperation on mitigating Climate Change impact from Civil Aviation (EU-SEA CCCA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country(ies)/Region&lt;sup&gt;1&lt;/sup&gt;</td>
<td>Association of South-East Asian Nations (ASEAN) Member States: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam</td>
</tr>
</tbody>
</table>
| Total cost                                                                         | Total estimated cost: EUR 4 000 000  
Total amount of the EU budget contribution: EUR 4 000 000 |
| Total duration<sup>2</sup>                                                         | 48 months                                                                                                           |
| Method of implementation                                                           | Indirect management                                                                                                 |

<table>
<thead>
<tr>
<th>Markers (from CRIS DAC form)</th>
<th>Not targeted</th>
<th>Significant objective</th>
<th>Main objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rio Convention Markers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biological diversity</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Combat desertification</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Climate change mitigation</td>
<td>☐</td>
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<tr>
<td>Climate change adaptation</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>General policy objective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aid to environment</td>
<td>☐</td>
<td>☑</td>
<td>☐</td>
</tr>
<tr>
<td>Gender equality</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Trade Development</td>
<td>☐</td>
<td>☑</td>
<td>☐</td>
</tr>
</tbody>
</table>

<sup>1</sup> The envisaged assistance to the concerned countries is deemed to strictly follow the conditions and procedures set out by the restrictive measures concerning the said countries

<sup>2</sup> Maximum duration of the operational implementation period of the contract(s).
2. **RATIONALE AND CONTEXT**

2.1. **Summary of the action and its objectives**

This project aims to address aviation emissions in South East Asia by supporting the region’s participation in and implementation of international instruments that pursue this objective. These are namely the United Nations International Civil Aviation Organization's (ICAO) *State Action Plans on CO₂ Emissions Reduction Activities for International Aviation* and ICAO's *Carbon Offsetting Scheme for International Aviation* (CORSIA). These EU-backed policies will be supported transversally by increasing knowledge and strengthening institutional capacities to address aviation and climate change.

2.2. **Context**

**ASEAN**

The ASEAN is a political and economic organisation of ten South East Asian countries and represents a fast-growing aviation market of a population of more than 600 million.

Air travel to, from, and within South East Asia is projected to grow at an average of 6.6% annually over the next 20 years to reach by 2030 a market share of 38%. Both the growth potential and integration of the ASEAN aviation market provides significant political, economic and business opportunities, which, in order to be sustainable, must be underpinned by high standards of environmental protection.

**EU**

Building on 2020 targets, the EU agreed on the 2030 climate and energy policy objectives, which include 40% domestic cuts in greenhouse gas emissions (from 1990 levels). Since 1997, the EU has been endeavouring to make progress towards reaching an international agreement to reduce greenhouse gas impacts from aviation. In 2008, the EU adopted a legislation to limit the climate change impacts from aviation activities through the EU ETS Directive. The EU has continuously been supportive of addressing emissions at the global level, influencing the ICAO to develop a market-based measure to address international aviation's CO₂ emissions. In June 2017, the ICAO Council adopted a new Annex 16 Volume III standard and recommended practices (SARP) containing an aeroplane CO₂ standard, and on the 27th June 2018 the ICAO Council adopted a new Annex 16 Volume IV SARP on CORSIA.

**Rationale**

The Carbon Offsetting and Reduction Scheme for International Aviation, or CORSIA is a global market-based measure and forms part of the broader basket of measures (including, inter alia, aircraft technologies, operational improvements, sustainable alternative fuels) to achieve ICAO's global aspirational goal of carbon-neutral growth from 2020 onwards. CORSIA aims at stabilising CO2 emissions at 2020 levels by requiring airlines to offset the growth of their emissions after 2020. The Scheme will be implemented in 3 phases, starting from 2021 to 2023, with participation of States on a voluntary basis in a pilot phase. CORSIA includes three implementation phases: the pilot phase (2021-2023), a first phase (2024-2026) and a second phase (2027-2035). During CORSIA’s pilot phase and first phase,
participation from States is voluntary. As of June 2018, 73 States have agreed to participate in the pilot and first phase of CORSIA, and they represent approximately 76% of international aviation activity. As from January 2019 until December 2020, Airlines will be required to monitor and report emissions on all international routes. As from 2021, airlines registered in the countries having volunteered, will have to offset their emissions from routes included in the scheme by purchasing eligible emission units approved under the scheme. As from 2027, all international routes will be covered by the scheme (unless falling under exceptions rules).

Therefore, it is fundamental to have as many States as possible joining the scheme in its first phase, as a route is only covered by the scheme if both States connecting the departure and the destination are participating.\(^3\)

As a head start, four countries (Indonesia, Malaysia, Singapore and Thailand) have already published their State Action Plan and even committed to an early voluntary implementation of CORSIA in 2021. Some four other countries (Cambodia, Philippines, Laos and Vietnam) are considering joining at a later stage and Vietnam has already published a State Action Plan showing willingness to progress on the same path.

In figures, ASEAN represents:

- 8% of the world aviation traffic in 2015 following constant growth since 1990.
- An estimated 90 million tonnes of CO\(_2\) emitted by the aviation sector in this region during 2021.

This project could therefore cover 18% of total global emissions for aviation under CORSIA.

The EU is committed to scaling up its cooperation with ASEAN, as decided at the ASEAN-EU Ministerial Meeting in July 2014 (Brussels) and at the first Informal Leaders’ Meeting in Milan in October 2014. In October 2017, the EU and ASEAN launched their region-to-region transport dialogue with annual meetings taking place in the future. This project for CORSIA will support the Union's bilateral and regional cooperation partnership strategies, by promoting policy dialogue and by developing collective approaches and responses to challenges of global concern.

Additionally, on 7 June 2016 the Council authorised the Commission to open comprehensive air transport negotiations with ASEAN. The EU-ASEAN comprehensive air transport agreement (CATA) would be the first bloc-to-bloc air transport agreement and should cover market access as well as a wide range of areas (safety, security, air traffic management, social, consumer and environmental protection, fair competition etc.) where regulatory convergence should gradually be established.

### 2.3. Lessons learnt

Lessons have been learnt from the on-going joint ICAO and EU assistance project on *Capacity building for CO\(_2\) mitigation from international aviation*.

This project, ending mid-2018, aimed at providing assistance to a selected group of 14 States in Africa and the Caribbean to support their efforts in developing and

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\(^3\) See: [https://www.icao.int/environmental-protection/Pages/market-based-measures.aspx](https://www.icao.int/environmental-protection/Pages/market-based-measures.aspx)
implementing their States’ Action Plans on CO₂ emissions reduction from international aviation. This included the establishment of aviation environmental systems for emissions monitoring at the State level, and to identify, evaluate and implement mitigation measures in selected States.

It will provide synergies and complementarity with this proposed action, from another region of the globe, facilitating the coverage of the scheme by having a significant amount of air traffic included under CORSIA. The EU-SEA CCCA project will benefit from the lessons learned under this first project that covers the same topic. A second similar project for the same geographical area is currently under construction.

Lessons will be learned equally from the EU-South East Asia Aviation Partnership Project and ARISE Plus Civil Aviation project, which cover the same countries as this proposed action.

These two projects, launched in 2018, focus on improving safety, regulatory capability, developing institutional relations and enhancing standards for the environmental protection in the civil aviation sector in South East Asia. Particularly their work on the latter will provide important information and lessons learned to support the planning of the EU-SEA CCCA project’s activities.

2.4. Complementarity

The overall timeline for CORSIA preparation and implementation is very short. The projects below provide genuine benefit to maximise the chances of achieving the objectives as well as minimising the risks.

a) A first complementarity factor exists with the ARISE Plus Civil Aviation Project. It started in January 2018 and will be implemented by EASA in the ASEAN region over the next four years. The timing of this project and the EU-SEA CCCA project is coherent and relevant, as both will end at the starting phase of CORSIA in 2021.

While the overall objective of the ARISE Plus Civil Aviation project is focused on enhancing connectivity and the ASEAN Single Aviation Market, the EU-SEA CCCA project will focus on increasing the readiness of partner countries to adopt a higher standard of environmental protection and climate change. This will require effective coordination with the ARISE Plus Civil Aviation project's activities under result 3 - ‘strengthened national capabilities of individual ASEAN Members States and aligned measures with ICAO SARPs’. Under ARISE Plus, in 2018, workshops and technical assistance, especially for the development or enhancement of actions plans will be organised for selected partner countries. This will provide a genuine opportunity to pave the way for an effective implementation of the assistance under the EU-SEA CCCA project and foster partner countries' readiness with view to their first national aviation emission report at the end of 2020.

b) EASA is also implementing Aviation Partnership Projects (APPs) in China, South Asia, South East Asia, Latin America and the Caribbean funded under the Partnership Instrument. This can enable the EU to form a holistic view of progress on CORSIA implementation worldwide.
In terms of synergies, the China, South Asia and South East Asia environmental workshops could engage with key regional stakeholders (ICAO Asia Pacific office, regulatory authorities, airline operators, verification bodies), and thereby assess the level of readiness for CORSIA on wider scale in the Asia Pacific region. This preparatory work would help focus the EU-SEA CCCA project and create economies of scale in order to maximise the benefits of the project, which needs to be implemented within an ambitious timescale.

c) A last important complementarity is linked to the Council of the European Union authorisation, on 7 June 2016, allowing the European Commission to open negotiations on a comprehensive bloc-to-bloc EU-ASEAN Air Transport Agreement (other key partners are Qatar, the United Arab Emirates and Turkey).

The Agreement shall bring significant economic benefits to both regions in terms of additional direct traffic but also improved regulatory cooperation in the areas of aviation safety, security, air traffic management, aviation infrastructure, environmental standards, competition, investment in air carriers, consumer protection, computer reservation systems and social aspects. This project, in addition to the ongoing civil aviation projects with ASEAN Member countries will positively contribute to these discussions.

Assistance for CORSIA implementation will support the current negotiations on the agreement, and complement EU-SEA APP result – 1. *Enhanced policy dialogue and stronger institutional links, including adoption of a comprehensive EU-ASEAN comprehensive air transport agreement*, and ARISE Plus result – 5. *Strengthened ASEAN-EU cooperation in air transport*.

### 2.5. Cross-cutting issues

Whenever meaningful, gender-mainstreaming and specific activities focusing on gender equality and women's empowerment will be included in the action.

### 3. Detailed Description

#### 3.1. Objectives

The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in South East Asia in the areas of civil aviation environment and climate change.

The specific objectives are listed as:

**SO1**: To develop or support existing policy dialogues with partner countries in South East Asia on mitigating Greenhouse Gas (GHG) emissions from civil aviation.

**SO2**: To contribute to the 'CORSIA readiness' process of partner countries in South East Asia to implement CORSIA in line with the agreed international schedule and to join the voluntary phase by 2021 or at the earliest time possible.

#### 3.2. Expected results

Following the above specific objectives, the expected results supported by the activities are the following:
**Result 1:** Depending on the partner countries' situation:

Efforts to deliver on pre-existing commitments by partner countries to GHG policies in civil aviation, and to the implementation of CORSIA offsetting obligations from the pilot phase starting in 2021 are supported.

*or*

Commitments by partner countries that have not yet volunteered to implement CORSIA offsetting obligations from its pilot phase in 2021 are formalised.

**Result 2:** Awareness, understanding and knowledge on GHG emissions from aviation in South East Asia's partner countries and stakeholders through the implementation of State Action Plans is enhanced

**Result 3:** Skills of South East Asia's partner countries and stakeholders in terms of (1) Monitoring, Reporting and Verification (MRV) systems and (2) CO$_2$ data collection (registries) are strengthened

### 3.3. Main activities

**Area of activity 1:** Enhanced awareness and commitment by partner countries to GHG policies in civil aviation and the implementation of CORSIA from its pilot phase starting in 2021

- On-site consultancy and ad hoc training targeted to the different needs of the heterogeneous countries in the region.$^4$
- Conferences and high-level meetings to develop a policy dialogue and regulatory framework on CO$_2$ emissions from the aviation sector with particular focus on CORSIA. This includes inter-agency collaboration (transport & environment/climate entities) and workshops.
- Assessment studies to identify best solutions in meeting agreed policies.
- Alignment of national domestic legislation to support the definition of long-term aviation environmental policy and application of CORSIA.

**Area of activity 2:** Development or update of ICAO State Action Plan.

Where a State action plan exists, the activities will concentrate on updating and implementing the plan in line with ICAO requirements:

- Annual regional workshop organised with the participation of key personnel from States, ICAO Regional Office, the ASEAN Secretariat and other stakeholders;
- Regular bilateral interaction and communication with South East Asia's partner countries and their Directorates General for Civil Aviation (DGCA).

Where a State Action Plan does not exist, the activities will concentrate on strengthening capacities to create, implement and later update the plan in line with ICAO requirements:

- An annual regional workshop organised to enable regional synergies and interaction between partner countries in South East Asia, ICAO Regional Office, ASEAN Secretariat and other stakeholders to provide necessary

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$^4$ This type of activity will cover the three areas
guidance and tools for the development and submission of action plans by partner countries;

- Individual national workshops organised with the participation of key personnel from ministries, national aviation authorities and other stakeholders to assess existing knowledge and skills and develop a plan;

- Regular bilateral interaction and communication with ministries of partner countries in South East Asia and Directorates General of Civil Aviation (DGCA) through workshops and other fora;

- Assistance and technical trainings for the elaboration of ICAO State Action Plans. As agreed by the 2010 ICAO Assembly, an action plan has to contain as a minimum:

  - **Contact information** for the officially nominated State Action Plan Focal Point;
  - **Baseline Scenario**: Projected international aviation traffic for the State, fuel consumption and CO₂ emissions for the State until 2050 (without action);
  - List of **selected measures** proposed for mitigating CO₂ emissions from international civil aviation
  - **Expected Results**: Estimated impact of the selected mitigation measures on the baseline until 2050;
  - Identification of any **assistance needs** (financial, technological, training, etc.) for the State

**Area of activity 3**: Setting up of national aviation CO₂ data collection and reporting systems.

Enable partner countries to meet CORSIA registry requirements, and to facilitate its implementation. Registries are a fundamental piece of the system, and need to be built in a coherent and solid manner to ensure credibility and trust in the overall scheme.

Enable partner countries to develop and implement monitoring, reporting and verification (MRV) systems to facilitate CORSIA implementation (of the relevant Standards and Recommended Practices and Guidance), the reporting of international aviation emissions to ICAO and the reporting of domestic aviation emissions to the United Nations Framework Convention on Climate Change (UNFCCC).

Activities include:

- Regional\(^5\) workshops (at least one) on relevant monitoring and reporting methodologies and the data collection tool;

- Support to the systematic analysis and validation of available emissions/air traffic data/fuel consumption data;

- Support to the design and setting up of a CO₂ emissions data reporting mechanism and national emissions inventory;

- Training on IT data collection tools, installation, data importing and extraction procedures.

\(^5\) “Regional” is meant at the supranational level, i.e. at ASEAN level or when involving more than one country.
### 3.4. Risks and assumptions

<table>
<thead>
<tr>
<th>Risks</th>
<th>Risk level (H/M/L)</th>
<th>Mitigating measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not all partner countries have well-established national civil aviation and airport authorities to execute the project’s activities</td>
<td>L</td>
<td>Preliminary assessment of each countries’ aviation sector to determine gaps and potential obstacles; (ARISE + and EU-SEA APP projects will provide baseline) Guidance provided to the CORSIA national focal point on the constitution of an Action Plan team that is representative of the aviation sector, given its local specificities;</td>
</tr>
<tr>
<td>The priorities of partner countries governments are poor or change, including their commitment to reduce CO₂ emissions from international aviation and to submit an Action Plan.</td>
<td>M</td>
<td>Selection of countries which expressed political willingness to mitigate emissions from aviation prior to the project; Request for an official letter of engagement from each State in the early stage of the project; Role of ASEAN Secretariat to foster engagement from its Member States.</td>
</tr>
<tr>
<td>Political instability and/ or resource issues prevent normal progress and leads to personnel changes in the Action Plan teams.</td>
<td>M</td>
<td>Close contact with the CORSIA National Focal Points and local project team to detect political troubles or health issues at an early stage and organise contingency measures; Training of at least two members of each country to secure long-term capacity transfer; High-level political awareness and outreach activities on the project at a regional scale.</td>
</tr>
<tr>
<td>Travel restrictions due to disease outbreaks prevent the planned participants to attend the training and local consultants to perform the planned activities in the affected countries.</td>
<td>L</td>
<td>Close contact with the CORSIA National Focal Points and local project team to be aware at an early stage of potential issues and plan contingency measures; Provision of training material in an online form for distance learning; Conduct meetings and contacts remotely via alternative communications tools when necessary.</td>
</tr>
<tr>
<td>The objectives of the project eventually prove to be too ambitious and the availability of project resources and the government resources too low to initiate the changes required by the project strategy.</td>
<td>L</td>
<td>Implementation of an effective monitoring and evaluation plan with frequent updates and progress assessments to detect changing circumstances in an early stage and adjust the project deliverables and timeframe accordingly. Benefit and lessons learned from the precedent Capacity Building program would allow a better sizing of activities</td>
</tr>
<tr>
<td>Action Plans are submitted within the timeframe of the project, but their content and quality do not meet ICAO’s</td>
<td>L</td>
<td>Support a step-wise submission of Action Plans on the APER website, allowing progressive improvement of the Action Plan within the project timeframe.</td>
</tr>
</tbody>
</table>
Continuous on-site and remote support provided by project consultants and tailored to each selected State. Project work plan designed to leave sufficient time to review and improve the Action Plan before the end of the project. Benefit and lessons learned from the precedent Capacity Building program would allow a better sizing of activities.

Lack of appropriate aviation legislation or regulatory framework to set up an efficient data management system with the relevant national stakeholders.

Provision of legal expertise and sharing of experience on efficient and proven regulations in the region; Involvement of representatives from key stakeholders in the aviation sector in the Action Plan team, to improve sectorial coordination and commitment to national objectives.

Despite the preparation of an Action Plan, countries do not have enough institutional, operational and/or financial capacity to implement the plan.

Elaboration of comprehensive feasibility studies for the identified priority mitigation measures, quantifying their cost-effectiveness and potential impacts on the aviation sector as a whole to trigger sectorial interest; Close support of the project team to identify and overcome technical and/or institutional gaps before the end of the project, and to set up an effective fund-raising strategy for project continuity.

### 3.5. Stakeholders

Indicative stakeholders are:

<table>
<thead>
<tr>
<th>Interest / roles</th>
<th>EU</th>
<th>Non-EU</th>
</tr>
</thead>
</table>
| Political and technical oversight | European Commission  
EU Member State Ministries of Transport, Ministries of the Environment, Ministries of Trade and Finance | South East Asian Ministries of Transport, Ministries of the Environment, Ministries of Trade and Finance  
ASEAN Secretariat |
| Main aviation related institutions | EASA, EU National Aviation Authorities, Accident Investigation Bodies, Air Navigation Service Providers, Eurocontrol, SESAR-JU, CLEAN SKY-JU | SEA National Aviation Authorities, Accident Investigation Bodies, Air Navigation Service Providers |
| Main end stakeholders            | Manufacturing industry (ASD), airlines (AEA, A4E), airports (ACI), educational institutions, passenger protection groups, environmental protection groups (T&E, UECNA), trade bodies | Manufacturing industry, airlines (IATA, AAPA), low-cost airlines, educational institutions, passenger protection groups, environmental protection groups, trade bodies |
4. IMPLEMENTATION ISSUES

4.1. Method of implementation

4.1.1. Indirect management (with an EU specialised agency)

This action may be implemented in indirect management with the European Aviation Safety Agency (EASA) in accordance with Article 62(1)(c) of Regulation (EU) No 2018/1046.

This implementation entails undertaking all necessary actions, including the main indicative activities described in section 3 above, to achieve the objectives and expected results of the project. This implementation is justified because of the technical competence of EASA in the field of aviation safety and their longstanding experience and solid engagement with the relevant authorities in the region, as described below.

EASA is a key player in the European Union’s aviation safety system established by Regulation (EC) No 216/2008. Its mission is to promote the highest common standards of safety and environmental protection in civil aviation. The Agency develops common safety and environmental rules, carries out standardisation checks and provides technical expertise and training. In accordance with its Basic Regulation, it assists the Union and the Member States in their relations with third countries and cooperates with their aeronautical authorities.

EASA is already engaged with the ARISE Plus Civil Aviation project, with the EU-South East Asia Aviation Partnership Project and Aviation Partnership Projects (APPs) in China and South Asia. This local presence will facilitate the need for exchanges on an authority-to-authority level, between EASA and the partner national aviation authorities, with a remit that is broader than the Agency’s core tasks but where it has obtained internationally recognised expertise.

EASA is the sole organisation at European level working on aviation safety and environmental protection based on a total system approach, covering all major aviation domains. EASA’s administrative set-up and status will allow this project to offer South East Asian partners a single point of entry to the whole remit of EU aviation experience.

The entrusted entity would carry out the following budget implementation tasks: inter alia the provision of technical assistance and consultancy services, seminars/conferences/events, carrying out studies and analysis and supporting specific partnerships.

If negotiations with the above-mentioned entrusted entity fail, this action may be implemented in direct management mode.

The Delegation Agreement will indicatively be concluded in the Q1 2019.

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<table>
<thead>
<tr>
<th>Interest / roles</th>
<th>EU</th>
<th>Non-EU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevant regional</td>
<td>ICAO EUR/NAT office, ECAC</td>
<td>ICAO Asia Pacific office,</td>
</tr>
<tr>
<td>institutions</td>
<td></td>
<td>COSCAP-SEA</td>
</tr>
</tbody>
</table>
4.2. **Indicative budget**

<table>
<thead>
<tr>
<th>Method of Implementation</th>
<th>Amount in EUR million</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1. – Indirect management</td>
<td>4</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>4</strong></td>
</tr>
</tbody>
</table>

4.3. **Organisational set-up and responsibilities**

A project steering committee will be constituted, consisting of at least EASA, relevant services of the European Commission and the European External Action Service. The project will seek to involve partner countries benefiting from the project, EU industry and other stakeholders when relevant.

4.4. **Performance monitoring**

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner’s responsibilities. To this end, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and develop progress reports and final reports.

The implementing partner is requested to apply the Partnership Instrument Monitoring System (PIMS) Guidelines, to collect relevant data and to monitor and report half-yearly the progress of the project using the Partnership Instrument Indicator Reporting Template. The implementing partner will be responsible for the timely and relevant collection of information and data from participants in project activities (in compliance with EU data protection policies) for the purpose of reporting.

The implementing partner must verify regularly and update the set of indicators, including quantitative and qualitative indicators that are already proposed in the indicative logframe of the project. The RACER\(^\text{7}\) indicators will serve as the main tools for measuring the achievements of the expected results, the outcomes and impact of the project.

During the inception phase, the logical framework matrix shall be reviewed and suitable indicators and sources of verification will be agreed between the Contractor and the Contracting Authority based on the PIMS methodology.

Result-Oriented Monitoring, Project Evaluation and Audit exercises may be performed during the project implementation by an external service provider contracted by the EU for such purposes.

4.5. **Evaluation and audit**

EASA is an EU agency which is subject to scrutiny by multiple actors including the EASA internal audit section, the Commission’s Internal Audit Service, the Court of

\(^7\) RACER = Relevant, Acceptable, Credible, Easy and Robust.
Auditors and other external auditors such as those in the scope of its ISO9001 certification.

For this action or its components, the Commission may carry out interim and/or final/ex-post evaluation(s) via independent consultants contracted by the Commission based on specific terms of reference.

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments.

As the “N+1” applies for contracting under this decision, external evaluations and audits, as well as additional external monitoring referred to under section 4.3 above, will be funded from sources other than those allocated to this specific action.

4.6. Communication and visibility

Communication and visibility will be an integral part of the project. A communication plan shall be prepared by the implementing partner and implemented in line with relevant guidelines. This shall, inter alia, define the key messages and specific communication actions to be taken. All documentation and promotional material produced in the framework of the project shall bear the EU flag and mention that the EU finances it.

The implementation of the project by EASA, an agency of the European Union, will multiply the EU’s overall visibility.

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9 Should it be deemed necessary for the success of the action, the Contracting Authority may grant derogations to this rule upon request from EASA. Requests for derogations will be considered on a case by case basis and only when duly justified.