



This action is funded by the European Union

**ANNEX**

of the Commission Decision on an individual measure in favour of Somalia to be financed from the 11<sup>th</sup> European Development Fund

**Action Document for Operational Support (Air Transport) Services**

<b>1. Title/basic act/ CRIS number</b>	Operational Support (Air Transport) Services CRIS number: FED/2015/038-012 financed under the 11 <sup>th</sup> European Development Fund			
<b>2. Zone benefiting from the action/location</b>	Horn of Africa, Somalia The action shall be carried out at the following location: Kenya, South Central Somalia, Somaliland and Puntland.			
<b>3. Programming document</b>	National Indicative Programme (NIP) for the Federal Republic of Somalia 2014 – 2020			
<b>4. Sector of concentration/ thematic area</b>	Support services <input type="text"/> <input type="text"/>			
<b>5. Amounts concerned</b>	Total estimated cost: EUR 15 700 000 Total amount of EDF contribution: EUR 15 700 000			
<b>6. Aid modality(ies) and implementation modality(ies)</b>	Project Modality Direct management – procurement of services			
<b>7. DAC code(s)</b>	72050 - Relief co-ordination, protection and support services			
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	and child health			
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9. Global Public Goods and Challenges (GPGC) thematic flagships</b>	n/a			

## SUMMARY

The objective of this programme is to continue facilitating access to and within Somalia for the smooth and efficient implementation of EU cooperation and engagement in line with the EU Somalia NIP and New Deal Compact. The main result will be to provide reliable, effective, cost-efficient, regular and safe air transport services from Nairobi to hubs in Somalia connecting with services to strategically located airstrips within Somalia for the transport of passengers and goods. Stakeholders who are eligible for EU Flight are EU staff, EU Member States, international organisations, partner agencies and other like-minded donors contributing towards the implementation of aid programmes and the New Deal Compact in Somalia.

The Commission has been funding air services to and within Somalia continuously for several years, originally through the Directorate General for Humanitarian Aid and Civil Protection (ECHO), and - since June 2006 – under the European Development Fund (EDF). EU Flight is critical as due to the fragile security situation most donors, international organisations/agencies and non-governmental organisation (NGO) partners continue to operate mainly from Nairobi and frequently need to travel to different destinations in Somalia. EU Flight adds essential additional flight capacity in a situation in which there are little other alternatives in the absence of [International Civil Aviation Organization](#) (ICAO) compliant commercial airlines and where EU and EU-funded project staff only figure as low priority of other, sometimes very costly, humanitarian operators.

This action is consistent with the aid effectiveness agenda as it provides centralised operational support to the implementation of the New Deal Compact.

## 1 CONTEXT

### 1.1 Sector/Country/Regional context/Thematic area

Following more than two decades of civil unrest, Somalia's eight-year transition period ended in September 2012 with the peaceful handover of power from the leadership of the Transitional Federal Institutions to a new Federal Government of Somalia. A Provisional

Constitution was adopted by the National Constituent Assembly<sup>[1]</sup>, followed by the selection of a new Federal Parliament by elders. Against that backdrop of an improving, yet still fragile security situation, Somalia has embarked on a political and economic reconstruction process.

Somalia consists of several regions. The northern parts of the country are shared between Somaliland and Puntland. Somaliland is a self-declared but internationally non-recognised sovereign state. Puntland considers itself an autonomous federal member state within the boundaries of Somalia. Since 2012, the state formation process has advanced in the South Central regions and so far two new interim administrations have been recognised in South Somalia, i.e. Jubaland in 2013 and South West State in late 2014. Two additional administrations remain to be established in the Central regions (Galgaduud/Mudug and Hiiran/Middle Shabelle). Somalia is characterised by highly differentiated regional contexts, with Somaliland and Puntland being far more developed than the South Central regions. Both northern states have maintained relative peace and stability and developed some rudimentary institutional structures.

Somalia is one of the poorest countries in the world with an estimated gross domestic product (GDP) of USD 226 per capita. The population is currently at around 12 million - with a territory almost the size of France. Its population is predominantly rural. However, urbanisation has been very rapid in recent years and the rural/urban population profile is in the process of a radical change. Over 70% of the population is under 30 years, most not having received proper education or skills training. Overall life expectancy is 51 years.

Somalia's economy is largely dominated by the informal sector. Public Finance management (PFM) has until recently not been effective at all. Since the renewed engagement with the International Finance Institutions, some initial progress has been made, but key concerns remain such as weak government structures, absence of important regulatory bodies and formal tax and revenue management policy. Agriculture and livestock are the primary sources of livelihood. Economic infrastructure comprises some 22,000 km of roads, four major ports and approximately 20 airfields, of which only few have paved runways. Since the late 1980s, little investment has been made in infrastructure maintenance.

The private sector has, to some extent, mitigated the impact of the state collapse and war, in particular, in areas such as telecommunication, financial services, education, energy, water and health. However, such services are generally concentrated in urban centres with no regulatory framework and oversight mechanism in place and do not cater for the needs of the poor.

### **1.1.1 Public Policy Assessment and EU Policy Framework**

A key milestone of the political and economic reconstruction process in Somalia was the endorsement of a New Deal Compact jointly by Somalia and the international community in Brussels in 2013, which provides a new political, security and developmental architecture, guided by the New Deal principles for fragile states agreed in Busan in 2011. The Compact aims to frame relations between Somalia, its people and the international community. The priorities of the Compact are set out within the five Peace and State-Building Goals (PSGs) on

---

<sup>[1]</sup> Composed of elders, members of business community, women, etc.

inclusive politics, security, rule of law, economic foundations as well as revenue generation and service delivery.

The EU and international donors align their support to the policy framework and priorities articulated in the Compact. The EU-Somalia NIP 2014-2020 was drawn up on the basis of these and includes the following three focal sectors: i) state-building and peace-building; ii) food security and building resilience; and iii) education.

The EU engages in Somalia through a comprehensive approach, which involves development, support to the political process, stabilisation and security (including through Common Security and Defence Policy (CSDP) missions). Humanitarian assistance is provided according to needs and in respect of the humanitarian principles.

### **1.1.2 Stakeholder analysis**

Owing to the specific nature of this project, a classic development stakeholder analysis is of limited application. Direct stakeholders are stipulated in the Standard Operating Procedures (SOPs). They include staff of the EU (the Directorate General for International Development and Cooperation (DEVCO), the European External Action Service (EEAS), ECHO, EU Special Representative, CSDP missions), EU Member States, other like-minded donors, international organisations and other partners contributing towards the implementation of aid programmes and the Compact in Somalia.

EU Flight services are free of charge. A framework authorisation is delivered upstream to eligible users on the basis of a strict prioritisation system as outlined in the SOPs. Currently there is an average occupancy rate of 90%, out of which 81% are EU and EU Member States staff or staff from international agencies implementing EU and Member States funded programmes. The remaining 19% are staff working for international agencies with other sources of funding.

The EU engagement in Somalia continues to expand from a mainly developmental, to an increasingly political engagement with a wide range of different actors. Under the Comprehensive Approach in Somalia, the EU Delegation and CSDP missions cooperate and share various resources/assets, information and intelligence. Some of the shared resources have cost implications whereas others have none. The use of EU Flight has cost implications and it is for this reason cost-sharing mechanisms are – under the existing contract - in place or are being pursued. In the new service contract for EU flight, the option of direct ticketing with these organisations based on the usage of flights will be put in place.

### **1.1.3 Priority areas for support/problem analysis**

The EU has provided air services to support staff working on EU-funded and other international aid projects in Somalia since 1990. These services were initially provided through the ECHO budget, but have been taken over by EDF funds in 2006. The decision at the time was made on the grounds that most of the implementing partners were rather development than humanitarian NGOs. EU Flight services have been implemented by Air Traffic, a Kenyan-based operator since 2006 (selected through international tender procedures).

Air travel to and within Somalia is fundamental for the implementation of development and humanitarian aid projects and other aspects relevant for the implementation of the Compact.

EU Flight is critical as, due to the fragile security situation in Somalia, most donors, international organisations/agencies and NGO partners continue to operate mainly from Nairobi and frequently need to travel to different destinations in Somalia. Moreover, there are no ICAO-compliant commercial air operators serving Somalia from Nairobi. Overland transport is not recommended in Somalia due to security considerations.

Presently there are three commercial carriers, DAALO Airlines, Africa Express, and Jubba Airlines, operating to and within Somalia. All companies have a poor reputation for reliability and integrity and are not in compliance with internationally agreed standards and recommended practices. International aid agencies and diplomatic personnel are therefore prohibited from using their services on safety and insurance grounds. In addition, East African Safari Express Airlines (Fly Sax) currently operates between Nairobi-Hargeisa and Nairobi-Mogadishu. The airline has not yet passed the International Air Transport Association (IATA's) Operational Safety Audit (IOSA) audit<sup>1</sup>.

EU Flight currently operates scheduled flights from Nairobi to Mogadishu, Hargeisa and Garowe as well as some ad hoc flights on request to the newly liberated areas in South-Central Somalia. It also has one operational hub in Hargeisa serving Somaliland and Puntland. There is an ongoing discussion to move the hub from Hargeisa to Mogadishu and open up more regular routes to South Central Somalia in line with the increased engagement of the EU and Member States in the newly liberated areas. The Aviation Sector Study which was conducted in November 2014 also suggests the inclusion of some other less served destinations in the EU Flight schedule.

The provision of EU air services is coherent with the overall context of the EU's intervention in Somalia and there would be a significant impact on the outcomes of EU and international support if the service were to be dropped or scaled back.

The ultimate aim though will be to phase out EU Flight eventually. However, the future of EU Flight is linked to the situation in Somalia. As the political situation in the country stabilises, commercial services will become more viable. Political stability should encourage the development of a functioning Civil Aviation Authority and the emergence of acceptably safe air services to and within Somalia. As a general rule, EU Flight should be withdrawn or reduced when suitable commercial airlines introduce services to the main towns in Somalia.

Whilst theoretically some economies of scale might be achieved if other humanitarian agency flight operations were combined (in particular the United Nations Humanitarian Air Service (UNHAS)), this would be difficult in reality as these have their own priorities and there is little prospect of joint operations in the near future. In this respect, EU internal cooperation possibilities, in particular between DEVCO, EEAS and ECHO should be assessed and an EU internal coordination for air services could be set up with support at headquarter level. This would ensure more cost-efficient (through cost-sharing arrangements or direct ticketing) and effective flight operations, in particular it would allow for joint procurement, combine specific technical capacities and ensuring joint monitoring including enhanced coherence and

---

<sup>1</sup> The IATA Operational Safety Audit (IOSA) programme is an internationally recognised and accepted evaluation system designed to assess the operational management and control systems of an airline. The companies are included in the IOSA registry for a period of two years following an audit carried out by an organisation accredited by IATA.

consistency in complying with International Aviation Standards and recommended practices such as safety requirements with its own field coordination platform. In this context, it is to be noted that the EU has two separate air operations from Nairobi, i.e. EU Flight to Somalia managed by the EU Delegation and ECHO Flight to several destinations in Africa managed by DG ECHO.

## 2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Restrictions of movement due to insecurity, notably as a result of the ongoing conflict within Somalia: parties to conflict are equipped with Rocket Propelled Grenades (RPGs) and Surface-to-Air-Missiles (SAMs), which pose an obvious threat to aircrafts, especially while landing, taking off, and stationary on the tarmac.	South Central Somali, including Mogadishu - H North Somalia – M	Airstrips in Somalia are secured by the federal and state governments as well as by The African Union Mission in Somalia (AMISOM). This risk is additionally mitigated by a network of local correspondents equipped with radio communications, including the United Nations Department for Safety and Security (UNDSS), at each location served by EU Flight and intelligence information provided by the EU offices in Somalia.
Operational risks: runway incursions due to lack of perimeter fences, poor runway surfaces/worn out tarmac, inadequate, weather conditions (extreme cross-winds and dust), fuel shortages.	M	Airport conditions will be assessed in advance by air service provider together with the EU Delegation. The service provider will need to have a contingency plan in place for handling fuel shortages in Somalia. In the medium and longer-term, authorities will need to strengthen capacities for aviation risk reduction and response.
Increased bureaucratic impediments by Somali federal and regional/local authorities, e.g. ad hoc introduction/increase of taxes not only for commercial, but also humanitarian operators	M	This risk has, for the time being, to be mitigated on an ad hoc basis (intervention of EU Delegation with the relevant authorities). In the longer-term, PFM support to establish a harmonised revenue generating mechanism across Somalia should mitigate this risk.
Security and safety on board	L	All flights use international standard procedures for airport security and baggage security checks. Passengers are approved centrally by the EU Delegation and tickets are checked against the flight manifests.
Lack of Air Traffic Control (ATC) facilities based within Somalia, poor navigational aids and approach/departure procedures	L	The risk is mitigated through equipping all EU dedicated flights with Traffic Collision Avoidance System (TCAS) as a way to

		<p>minimise the risk of a mid-air accident or incident. ICAO<sup>2</sup> has however, established a temporary ATC facility providing en-route and approach control within Somali airspace, which is based within the UN headquarters in Nairobi. There is no radar coverage within the country and all flights are handled on a procedural basis. In the longer term, there are plans to establish an ATC centre within Somalia although there is currently disagreement between the three regional governments<sup>3</sup> as to where this should be based.</p>
<b>Assumptions</b>		
<p>The Somalia authorities will continue to enhance capacity and efficiency of the airspace, aerodromes and airport terminal areas in line with ICAO safety standards.</p> <p>The security situation allows flight operations at least in parts of Somalia.</p> <p>The temporary ATC facility continues to operate until a joint agreement is reached by the three regions as to where the ATC centre will be based.</p>		

### 3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

#### 3.1 Lessons learnt

This action fiche is informed by an Aviation Sector Study for Somalia which was carried out in November 2014. The objective of the study was to provide the EU Delegation with the necessary information to decide whether EU Flight is the most cost-effective way to provide reliable and secure flight operations for persons and cargo in support of the implementation of the Compact. The evolving nature of EU engagement in Somalia and the new actors using this service have been taken into account.

The main conclusion of the study was that EU Flight is integral to the success of the EU and other donors' development cooperation. It adds essential flight capacity in a situation in which there are few alternatives and where other options are either unsafe (commercial airlines operating to and within Somalia), subject to a booking system in which EU and EU-funded project staff have relatively low priority or very expensive and sometimes unreliable due to last minutes changes of the flight schedule (UNHAS, United Nations Support Office for AMISOM (UNSOA)).

As mentioned earlier, EU Flight should be withdrawn as and when suitable commercial services that meet recognised global safety standards are available. As these will most likely concentrate to fly on commercially viable routes between the main cities, there may still be a need for EU Flight though to continue with a focus on more internal operations to less served

<sup>2</sup> ICAO has set up the Civil Aviation Caretaker Authority for Somalia (CACAS) in 1996, based in Nairobi with a mandate in Somalia, for collection of overflight charges and control of the Somali airspace. ICAO has designated Mogadishu for the relocation of CACAS. However there is an ongoing dispute between Mogadishu and Hargeisa on this re-location which has not been resolved to date.

<sup>3</sup> Federal Government, Somaliland and Puntland

secondary destinations within Somalia, also depending on access and destinations served by other flight operators.

### **3.2 Complementarity, synergy and donor coordination**

UNHAS has been active in Somalia since 1997. This service is donor funded, but with progressive cost-recovery from its users. For Somalia, approx. 60% of its costs (currently around USD 24 million per year) are recovered this way. Currently, UNHAS charges passengers USD 1,000 for a return flight Nairobi – Mogadishu. However, in the recent past UNHAS has encountered financial gaps, which may result into a full cost recovery for the implementing partners and UN agencies that can be even more costly. In principle, bookings work on 'first come, first served' basis. Preference though is given to UN staff and organisations working for UN funded projects. UNHAS serves altogether eight main locations in Somalia, some of them identical with EU Flight destinations. EU and UNHAS flight schedules are complementary as same destinations are in principle served on different days.

The World Food Programme (WFP) (in charge of UNHAS) holds regular Working Group meetings on risk reduction for operations in Somalia airspace. Participants include ICAO, the US Air Force, WFP, UNHAS, UNSOA, the International Committee of the Red Cross (ICRC), EU Delegation, ECHO and operators. The group plays a critical role in defining airspace restrictions between civil and military air traffic, drafts guidance documents including communication protocol.

UNSOA (United Nations Support Office for AMISOM) provides scheduled flights between Nairobi and Mogadishu and within Somalia, primarily as logistical support to military and peace-keeping operations. Its flight schedule is thus dependent on the pattern of UN and AMISOM engagement. UNSOA flights are available to EU and EU-funded project staff and are provided free of charge. EU staff are included in the lowest priority category and thus it is often not clear until the day of departure whether they will be allowed on the flight. Moreover, given UNSOA's mandate, development and humanitarian staff prefer not to travel with UNSOA flights.

ECHO Flight manages its flight destinations to different African destinations from Nairobi (Democratic Republic of Congo, Kenya, Mali, Central Africa; and South Sudan under consideration). The Office of the ECHO Flight Coordinator for this regional operation is located within the ECHO Office in Nairobi. At headquarter level, ECHO has established an operational transport and logistics platform which is managed by the ECHO Emergency Response Unit (ECHO.B.1). Under this platform, ECHO is managing two framework contracts, one for air transport services and one for transport of cargo. Under the air transport services framework contract ECHO has contracted DAC Aviation, a Kenya-registered company which is part of a Canadian group, to implement their flight services

A number of international NGOs and organisations (e.g. ICRC, Mission Aviation Fellowship/Pactec) provide their own flight services to Somalia. These do not operate to any fixed schedule and are normally not available to other humanitarian or development aid project staff on a regular basis.



### **3.3 Cross-cutting issues**

Not applicable.

## **4 DESCRIPTION OF THE ACTION**

### **4.1 Objectives/results**

The overall objective in line with the New Deal Compact is to contribute to fostering the resilience of Somali people and institutions and restoring the Somali people's trust in the state and its ability to protect and serve their basic needs.

The programme purpose is to provide air transport services to and within Somalia to support the continuation of EU cooperation and engagement.

#### **Result 1**

Reliable, effective, cost-efficient, regular and safe air transport services are provided to and within Somalia.

### **4.2 Main activities**

#### **Activities for Result 1**

- a. Flight coverage to and within Somalia, including increased flight coverage of South Central, particularly the newly liberated areas;
- b. Information on EU flight operations, including safety measure in place;
- c. Smooth functioning of ground operations, including adequate flight booking system;
- d. Aviation safety audit on the selected EU Flight operator is conducted on an annual basis to ensure technical compliance with international safety regulations and standards, notably ICAO Standards and Recommended Practices (SARPs);
- e. Adoption of security provisions to dynamics in Somalia based on security advice and intelligence reports.

In addition to above activities, the EU Delegation will aim at promoting internal coordination for air services within the EU family, also in view of elaborating an exit strategy for EU Flight operations. The Delegation will also continue to pursue cost-sharing mechanisms (see point 5.5).

### **4.3 Intervention logic**

EU Flight plays a critical role in implementing EU cooperation in Somalia. It provides additional flight capacities to various destinations within Somalia, including less serviced destinations. It also allows the EU and Member States to directly engage with the authorities and civil society in the newly liberated areas (South-Central) by tasking ad hoc flights.

Currently, EU Flight contracts three dedicated aircrafts, with the option of additional aircrafts to be deployed on an ad hoc basis. The service is facilitated with a main ground station in Nairobi and satellite bases in Hargeisa, Mogadishu and Garowe. For this new action, the same intervention logic and method will apply, however, destinations and satellite bases may be adapted in line with evolving needs.

## **5 IMPLEMENTATION**

### **5.1 Financing agreement**

Somalia became a signatory of the Cotonou Agreement in September 2013, but the EU continues to hold the role of National Authorising Officer (NAO) on behalf of the Somali people, as entrusted by the ACP-EC Council. In order to implement this action, financing conditions will be signed as referred to in Article 17 of Annex IV to the Cotonou Agreement.

### **5.2 Indicative implementation period**

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the Financing Conditions.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) No 2015/322.

### **5.3 Implementation modalities for Budget Support**

N/A

### **5.4 Implementation modalities**

**5.4.1 Result 1** Reliable, effective, cost-efficient, regular and safe air transport services are provided to and within Somalia.

#### **5.4.1. Procurement of services (direct management)**

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
EU Flight services	Services	1	3 <sup>rd</sup> quarter 2015

The service tender for flight services may be concluded with a suspensive clause in order to be able to ensure the continuation of EU Flight services.

Under the existing contract, the EU has signed a Service-level Agreement (SLA) with EUCAP Nestor (contribution EUR 55 000 per month). So far a debit note has been issued and payment made amounting to EUR 412 500.

In the new contract, it can be envisaged to do direct ticketing (in line with the usage of flight) hence the SLA will not be applicable. The service provider would be responsible for reservation, ticketing and invoicing. The total amount invoiced to these institutions will then be deducted from the monthly invoice sent to the EU Delegation.

The contractor will implement the Communication and Visibility actions under the service contract.

## 5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

## 5.6 Indicative budget

	<b>EU contribution (amount in EUR)</b>	<b>Indicative third party contribution, in currency identified</b>
5.4.1 Reliable, effective, cost-efficient, regular and safe air transport services are provided to and within Somalia.		
5.4.1. Procurement of services (direct management)	15 000 000	To be determined
5.11 Communication and visibility	250 000	n/a
5.9 & 5.10 Evaluation/Audits	150 000	n/a
Contingencies	300 000	n/a
Totals	15 700 000	

As the nature of the EU engagement in Somalia has expanded, there are a wider range of actors, notably EU Member States political and CSDP missions are using the EU flights service. Currently cost-sharing arrangements are in place or are being pursued (see point

1.1.2). However, for the new service contract for EU Flight, the preferred option would be to invoice these organisations directly based on the usage of flights ('ticket-based'). The total amount invoiced to these institutions will then be deducted from the monthly invoice sent to the Delegation.

## **5.7 Organisational set-up and responsibilities**

The implementation of the EU Flight operations will be managed by the EU Flight Coordinator who is part of the EU Somalia Delegation. He will be responsible for the day-to-day management of the project and will be the main contact point within the EU Delegation for the flight operator and users and will ensure the implementation of the SOPs in consultation with the management.

Regular meetings will be held with the service provider to discuss operational and contractual issues. Specific meetings on security and safety of the operation will be convened with the Delegation's security management team.

In addition, annual user groups meetings will be organized. These meetings serve as a feedback mechanism on the quality of service provided and relevance of EU Flight destinations.

The service provider will be responsible for providing an all-inclusive flight service, including handling of reservations and ticketing. In addition to the provision of aircraft and the flight hours required, this service will cover all aircraft operating requirements i.e. flight crew, full insurance cover, fuel, navigational charges, aircraft parking charges, over flight charges, landing fees, aircraft maintenance, including the provision of aircraft engineer(s) at outstations, as required. Security control including oversight of security provided at the airports/airfields used will be the responsibility of the service provider.

Suitable staff, facilities and equipment to operate the bases at Nairobi, Hargeisa, Garowe and Mogadishu will also have to be provided by the service provider. These include aircraft passenger and cargo handling (including check-in), flight reservations, and ticketing/cargo service for users in accordance with the European Commission SOPs. To this end, the Contractor shall closely coordinate with the EU Delegation for all aspects of the operation.

## **5.8 Performance monitoring and reporting**

The main task of the EU Flight Coordinator is to facilitate the smooth functioning of EU Flight operations, notably through the scheduling of aircrafts and monitoring the situation in the field. He is also responsible for the monitoring and controlling of the contractual obligations of the EU Flight operator, including the execution of flights, flight hours, relevant financial aspects as well as air safety standards, the verification of costs incurred, (including cost-effectiveness considerations), security evacuations, cancellation of flights for security reasons, dealing with complaints from customers and any other issue having a considerable impact on the well-functioning of the operation. He liaises closely with the EU Field offices.

Copies of the flight manifests (passenger, cargo and pouches) and a summary of the flight hours flown must be made available to the EU Delegation on a daily basis. An operating report will have to be provided on a monthly basis (before the 10<sup>th</sup> day of the following month) which will need to include copies of all documentation for reportable safety incidents,

flight delays or similar occurrences. The EU Delegation will verify that the data shown in the monthly reports corresponds with all invoices submitted to the Delegation.

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 aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

## **5.9 Evaluation**

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

The evaluation reports may be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, one contract for evaluation services shall be concluded at the end of the service contract.

## **5.10 Audit**

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 for one or several contracts or agreements.

Indicatively, one contract for audit services shall be concluded at the end of the service contract.

## **5.11 Communication and visibility**

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. However, the visibility of EU Flight needs to be balanced against any possible security risk to the users.

This action shall contain communication and visibility measures, which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

## APPENDIX - INDICATIVE LOGFRAME MATRIX

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
<b>Overall objective: Impact</b>	The overall objective in line with the New Deal Compact is to contribute to fostering the resilience of Somali people and institutions and restoring the Somali people's trust in the state and its ability to protect and serve their basic needs	New Deal Compact sector indicators	Effective delivery of aid and development support to the Somali people. (2014-2016)	Facilitate access to Somalia including the newly liberated areas	New Deal Compact Monitoring & Evaluation mechanism	Somalia continues to enjoy political stability Security situation allows implementation of EU funded interventions
<b>Specific objective(s): Outcome(s)</b>	The project purpose is to provide reliable, effective, cost-efficient, regular and safe air transport services to and within Somalia to support the continuation of EU cooperation and engagement	Compliance with the flight schedule  Priority profile breakdown  Security incidents	Servicing the flight schedule (2014)  Strict adherence of SOPs (2014) Operations to airports/fields that are secure (2014)	Servicing of a new flight schedule (2016) Strict adherence of SOPs (2016) Operations to airports/fields that are secure and the newly liberated areas and Erigavo (2016)	Customer satisfaction survey Monthly reports Audit reports SOPs	No major incident (direct attack on EU aircraft, loss of personnel or passengers)
<b>Outputs</b>	Flight coverage to and within Somalia including the newly liberated areas; Flexibility of the flight schedules; Access to information on EU flight operations; Smooth functioning of ground operations; Technical compliance with international safety regulations and standards; Adoption of security provisions to dynamics in Somalia based on security advice and intelligence reports.	Occupancy rates  Unit cost per routing	90% occupancy rate (2014). Cost of flight hours + ground services divided by average number of passengers/freight (2014)	Improve on previous years occupancy rate (2016) By increasing the above rate the unit cost should reduce (2016)	Monthly operation reports Audit report SOPs including flight schedule	Local security risks are managed through the local correspondent network

