

**DIRECTORATE GENERAL OF CIVIL AVIATION**  
**Annual Report**

**2015**



“Nations that have the habit of seeking a comfortable living without working hard or learning are bound to lose first their dignity, then their identity, and then their freedom.”

*H. Otatinski*





## PREFACE OF THE MINISTER

Air transport plays a crucial role in promoting the socio-economic welfare of nations, by building cultural and commercial bridges across countries. In our ever-present awareness of how important aviation is for the development of our country, we brought into action a liberal system that would allow for further development of the industry in a competitive environment, within the scope of the Regional Aviation Policy initiated in 2003. The outcomes of the steps taken made Turkey a country that has set an example in terms of the developments and the success achieved in aviation.

Our journey, which initially began with our goal of “having every Turkish citizen board an airplane at least once in a lifetime” quickly found success, which, today, ranks our country among the world’s best in terms of the number of passengers carried, air traffic, flight network and several other civil aviation related matters. While the average annual growth rate of aviation throughout the world is 5 percent, the industry has shown a growth of 15 percent in Turkey for the past 13 years.

The total number of passengers carried in our domestic and international lines reached 182 million in 2015. The number of wide-body aircraft included in the fleets of our airline operators increased from 422 to 489 in one year. The number of countries, with which an Air Transportation Agreement is signed, reached 165; while the number of international destinations increased to 261. Our airline became the world’s largest airline by the number of countries served; and our airports became the largest airports in Europe by the number of passengers served. As a result of the developments after 2003, the ranking of our civil aviation among ICAO

member countries continued its rise up to 11th place from its former 30th place.

In addition to its industrial growth, our civil aviation gained important achievements in terms of flight safety and aviation security as well. Particularly, the contribution of the Directorate General of Civil Aviation, which regulates and supervises the civil aviation industry, with its regulatory and legislative studies carried out regarding the implementation of international rules, was undeniably critical to the achievement of this success. The audits carried out by the ICAO have shown that the security compliance rate of the Turkish civil aviation industry has increased up to 93 percent.

Thanks to Turkey’s achievements in the field of civil aviation, Turkey is now a candidate for ICAO Council membership in 2016. Moreover, in view of the stable growth of our aviation industry, backed by giant projects such as the 3rd Airport to be built in Istanbul, the EU has requested to sign a comprehensive aviation agreement. All of these developments are of utmost importance, not only for our aviation industry, but also for our country.

This annual report, wherein we share with you the point that our civil aviation industry has reached today, as well as the activities carried out within the scope of regulation and supervision of the industry, will also give you important information on the future projections of our civil aviation industry. I would like to congratulate everyone involved in these activities and wish the DGCA and the entire industry all the best and success in the future.

**Binali YILDIRIM**

*Minister of Transport, Maritime Affairs  
and Communication*





## STATEMENT OF THE DIRECTOR GENERAL

authorized to establish rules for the civil aviation industry, to carry out auditing activities and to implement the required sanctions in accordance with the deficiencies determined, our Directorate General has had yet another year of success. 2015 was a year, during which we worked more, and carried our civil aviation industry to a better level in terms of flight safety and aviation security.

The Safety Management System started to create an aviation culture, upon which the entire industry is built, leading to constant quality consciousness through on-spot inspections. The safety-performance criteria that we developed enabled the industry to control itself on a continual basis and to report accordingly, in line with measurable goals. Measuring studies were initiated in order to establish national goals that would serve as

the basis for Safety-Performance Indicators in various fields. An example to the activities carried out within this context is decreasing our SAFA assessment point to 0.34 in 2015 -which is lower than the average of EU member countries- from its level of 0,40 in 2014.

Last year was also important for introducing several new implementations, in addition to our regulatory and supervisory activities. Some of the prominent enhancements in 2015 were: authorizing foreign maintenance companies; issuance of the balloon flight procedure and incentive circular to promote country-wide balloon operations; establishing aircraft tracking system for aircraft operated by sight; ensuring that airline ticket prices were directly displayed to consumers; standardizing cabin and cockpit audits;



Initiating alcohol and psychoactive substance audits for flight personnel; auditing air traffic units with on-spot emergency scenarios; facilitating air travels for disabled passengers; completing national legislation on the production and certification of airplanes and parts; removal of terminal entrance points; certification of X-Ray operators; and initiating the Recognized School project in collaboration with the Ministry of National Education in order to meet the demand for qualified aircraft mechanics/technicians.

Moreover, Turkey's role among international civil aviation organizations was further strengthened. Our country was re-elected to the Vice Presidency of the European Civil Aviation Conference (ECAC), and to the Presidency of EUROCONTROL. Other important indicators pointing to the rise in Turkey's position and reputation within the global aviation system included: signing of a cooperation agreement on training du-

ring ICAO President's visit to our country;

hosting ECAC Special Meeting of Directors General of Civil Aviation; organizing ICAN Air Services Negotiation Event with a record number of participants from 95 countries. Last year was also a year of significant accomplishment in terms of the works carried out regarding our candidacy for the ICAO Council membership in 2016.

Further to the activities, projects and accomplishments that I briefly described above, the progress made in terms of industrial growth and corporate development is also presented in detail in the following sections of this 2015 annual report. I would like to thank my colleagues and members of the industry, who made these activities possible with their contributions.

Sincerely,

**Bilal EKŞİ**

*Director General of Civil Aviation*

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# 01

OVERVIEW





## A-MISSION and VISION

### MISSION

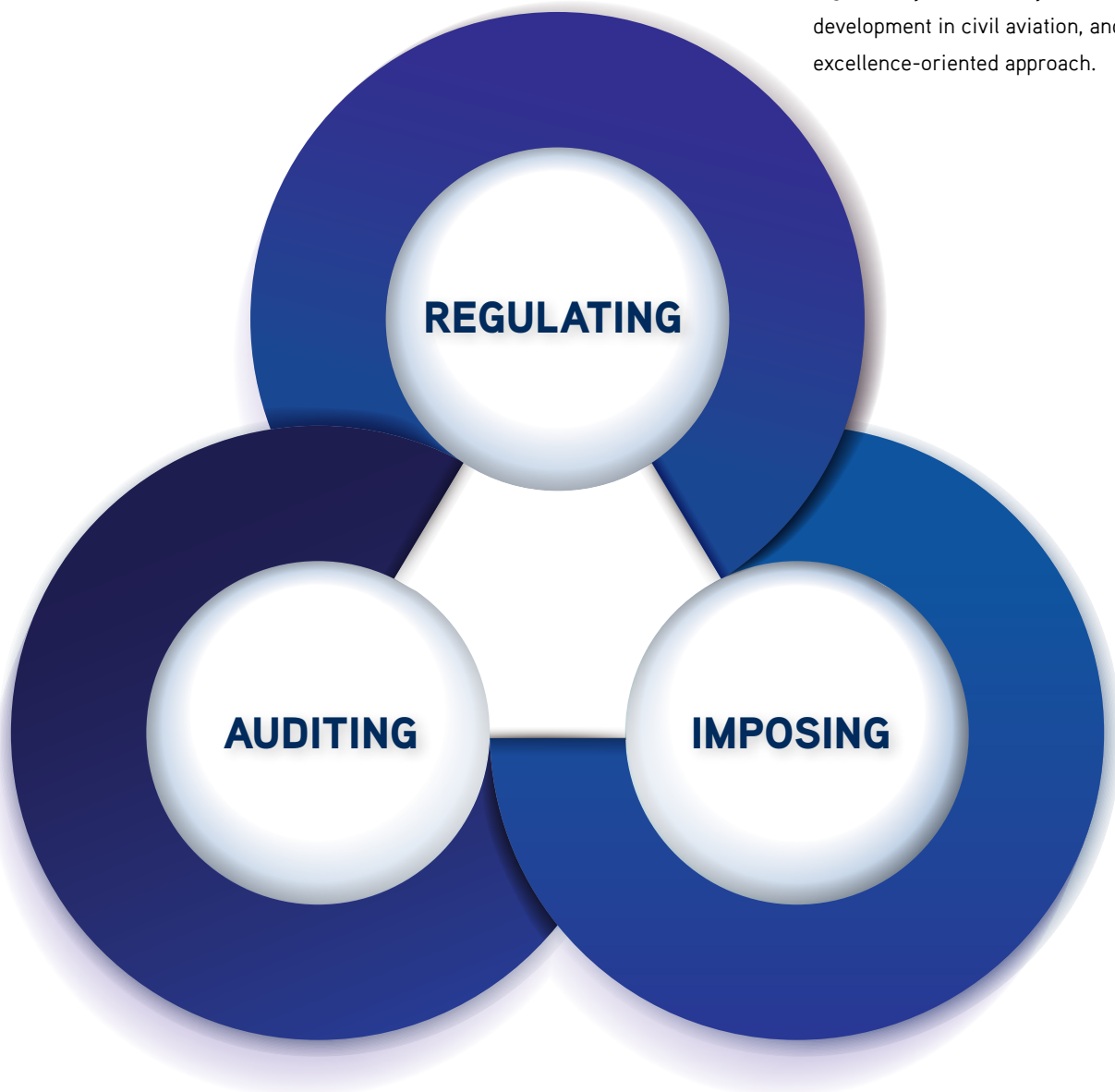
To ensure reliability and sustainable development of Turkish Civil Aviation.

### VISION

To establish a strong, independent and participatory corporate structure and to achieve a globally efficient and reputable position in the field of civil aviation.

### OUR QUALITY POLICY

To provide efficient and reputable civil aviation management services, which are open to all stakeholders, which are participatory and committed to ethical principles, and which are geared towards further enhancing the system on a continuous basis; through our commitment to the principle of ensuring flight safety and security and sustainable development in civil aviation, and an excellence-oriented approach.





## B- POWERS, DUTIES AND RESPONSIBILITIES

The powers, duties and responsibilities of the Directorate General of Civil Aviation, a public entity with private budget established under the auspices of the Ministry of Transport, Maritime Affairs and Communication, are regulated under Law No:5431 on the Organization and Duties of Directorate General of Civil Aviation, as published in the Official Gazette No:25997 of November 18, 2005.

The powers, duties and responsibilities of the DGCA are outlined below.

- ◉ To determine the principles that would ensure the establishment and further development of civil aviation activities and the related technical, economic, and social developments, in line with public interest and national security purposes; to follow up implementation of these principles; and to audit the same.
  - ◉ To designate airworthiness terms of commercial aircrafts that operate in the airspace of Turkey; to issue relevant documentation and to register aircraft; to audit licenses of flight crew in accordance with the legislation.
  - ◉ To determine the licensing terms of personnel, who work in Turkish civil aviation industry, as required by their specialization; to issue such licenses and to register such personnel.
  - ◉ To regulate the terms and conditions for the permissions to be granted for Turkish real or legal persons, who seek to perform air transportation activities in or out of the country, and for foreign real or legal persons, who seek to perform transportation activities in the country; and to audit their activities.
  - ◉ To regulate and audit air navigation of commercial aircraft, as well as traffic communication services in Turkey's airspace in line with public safety, by consulting with related institutions and to take the required precautions in this regard.
- ◉ To set the technical qualities and operating conditions of the airports in terms of air navigation safety, and to inspect the implementations in this regard.
- ◉ To follow up the developments in the field of international civil aviation, to take measures in order to incorporate these developments to the civil aviation activities carried out in Turkey; to ensure that civil aviation plans are prepared; and to collaborate with other international organizations for the implementation of these plans.
- ◉ To collaborate with relevant organizations in air search and rescue operations carried out in Turkish airspace; to investigate civil aviation accidents and to take the required measures as per the results of such investigations.
- ◉ To lay down and regulate the establishment and working principles of civil aviation training organizations.
- ◉ To take legal action against real and legal persons acting in violation of the legislations and rules, under which the civil aviation activities are regulated.
- ◉ To follow the implementation of international bilateral and multilateral agreements regarding air transportation, to participate in the works carried out in this regard.



## C- INFORMATION ABOUT THE AUTHORITY

### 1- PHYSICAL STRUCTURE

Our Directorate General is stationed at the Additional Service Building of the Ministry of Transport, Maritime Affairs and Communication, located at the address: GMK Bulvarı 128/A, Ankara, Turkey.

Our building covers an area of approximately 10,000 m<sup>2</sup>. The details of the physical space that is utilized as of today are given in the table below.

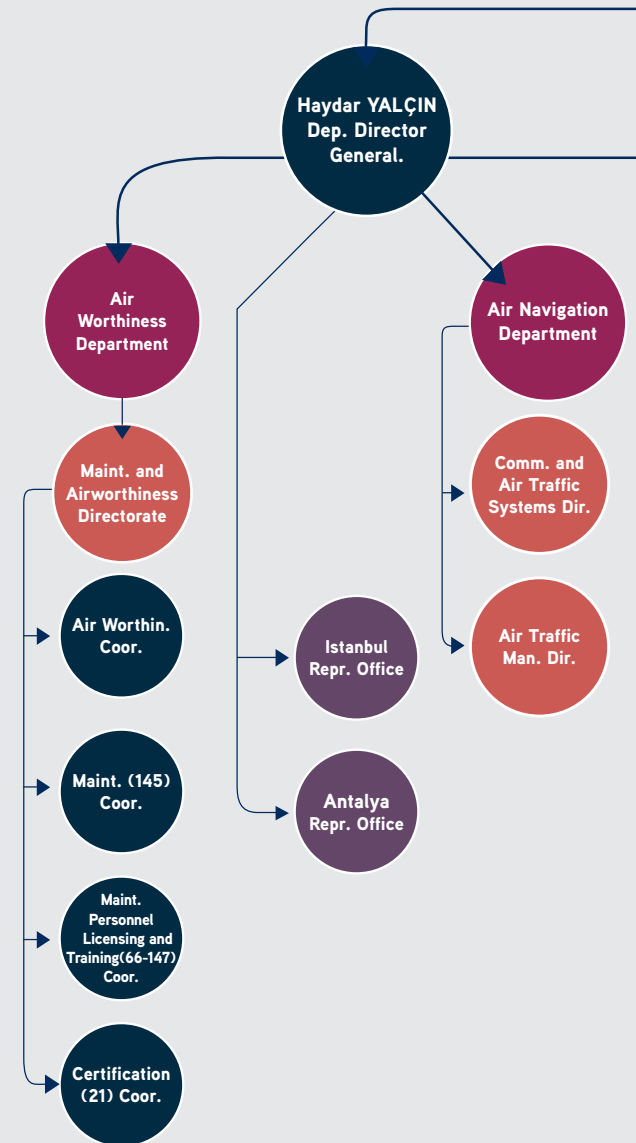
Floor	Description	Rooms
-2nd Floor	Dining Hall and Archives	6
-1st Floor	Prayer Room and Archives	3
Ground Floor	Archive + Security + Cleaning + Service Vehicle + Union and Private Secretary Archives	12
Mezzanine Floor	Licensing Division + Exam and Meeting Rooms	8
1st Floor	Offices of Deputy Ministers and Director General + Rulemaking and Training Department + Legal Department	7
2nd Floor	Flight Operations Department and Archive	17
3rd Floor	Air Navigation Department + Airworthiness Department and Archive	20
4th Floor	Aerodromes Department + Aviation Security Department + Air Transport Department	20
5th Floor	Strategy Development Department + Support Services Directorate + IT Division+ Human Resources Directorate and Archive	22
6th Floor	SAFA Coordination Office+ Occurrence Reporting Coor	3

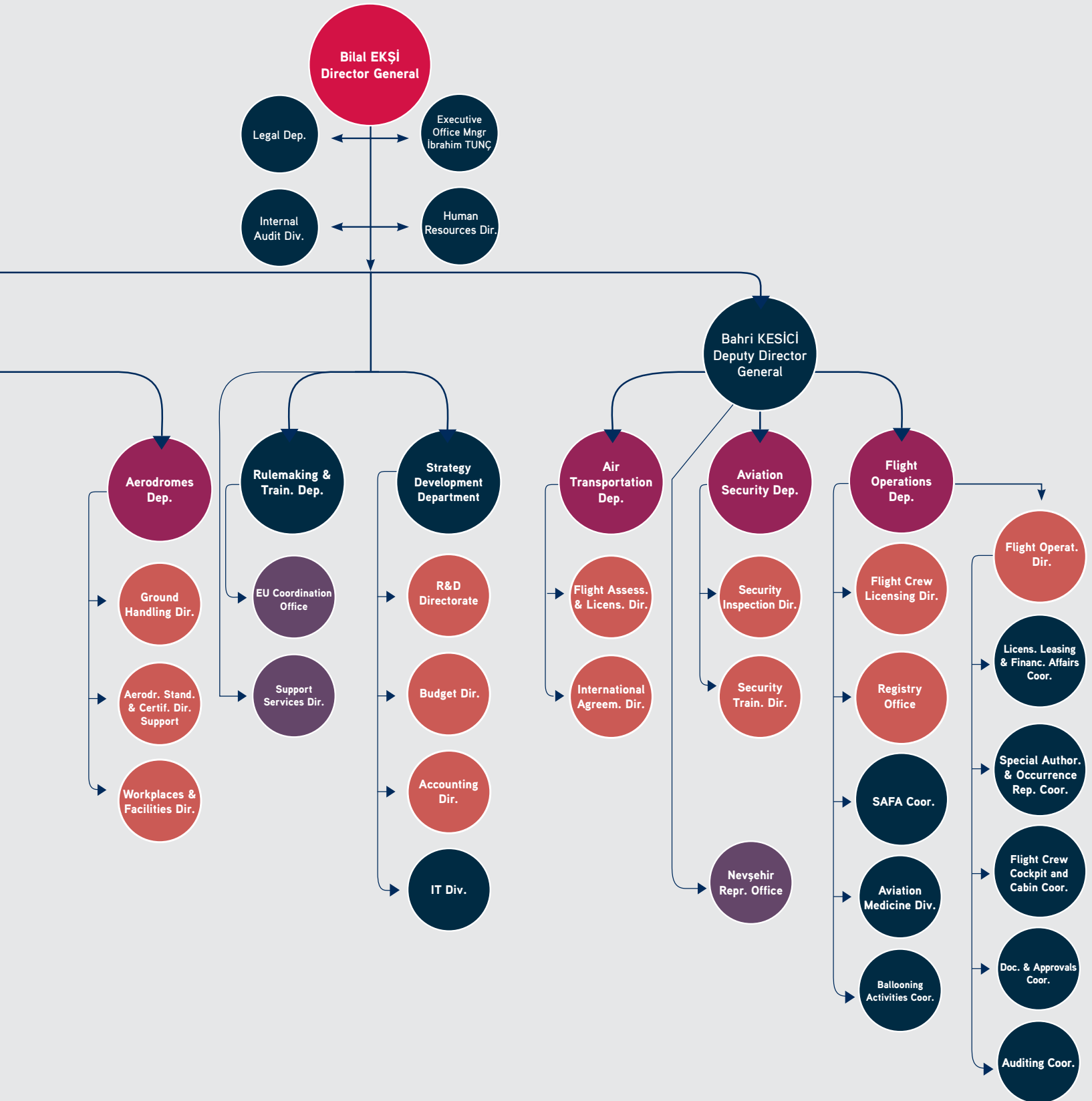
Our Istanbul Representation Office serves at Atatürk Airport, our Antalya Representation Office serves at Antalya Airport and our Nevşehir Representation Office serves at the campus of Kapadokya Vocational School of Higher Education.

Type of Vehicle	Qty
Passenger Car	5
Station Wagon	1
Pick-up	2
<b>TOTAL</b>	<b>8</b>

Type of Equipment	Qty
Desktop Personal Computer	329
Laptop Computer	379
Printer	172
Photocopier	70
Fax Machine	95
Printing Machine	2
Projection Machine	15
Telephone	256
Tablet	65

### 2- ORGANIZATIONAL CHART





### 3- INFORMATION AND TECHNOLOGY SOURCES

Reflecting up-to-date information technology to our work is our number one priority in order to ensure that the activities carried out by our Directorate General are executed in an appropriate and uninterrupted manner in line with today's conditions. For this reason, the aim of the investments made during the recent years is to prepare and make publicly available, the required infrastructure in order to make sure that information technologies are reflected to our work and that our directorate general achieves its vision and mission. In this context, a significant portion of the investment projects executed since 2008 were works that involved infrastructural requirements and in particular, information technology development.

The existing networks and systems utilized by our Directorate General, and information about these systems are specified below.

On 33 virtual servers running on VMware Virtualization Technologies;

1-) Web ([www.shgm.gov.tr](http://www.shgm.gov.tr)),

2-) Automation System and Modules;

- ① Purchasing Module
- ① Archive Module
- ① Business Processes Definition Module
- ① Organization Authorization and Follow Up Module
- ① Aircraft Personnel Authorization and Follow Up Module
- ① Aircraft Operations Module
- Permits, Agreements Module
- ① Aviation Incidents Monitoring Module
- ① Auditing Modules (Findings Pool, SAFA-SANA, etc.)
- ① Documentation and Information Management System Module
- ① e-signature and Mobile Signature Modules
- ① SMS Modules
  - Balloon Management Module
  - Pilot Exam Reservation Module

- Financial Management Module
- In-House Personnel Management Module
- Passenger Complaints Module
- Cryptologist Logging Module
- Training Management and Follow Up Module
- Reporting Tool Cognos. (Business Intelligence Module)

3-) Exchange Server 2007

- ① 100 Mb Internet Data Line (Metro- Fiber)
- ① Pilot Exam Room Network System
- ① Intranet AFTN System (aviation telecommunication network - the system currently used for permit operations)

Information about the technical infrastructure of these networks and systems is provided below;

- ① UTP (CAT6) Cabling and Channel Top UTP Plug. Ministry's Battery Supported UPS + Generator (1)
- ① 20 Switches (for network distribution to the rooms)
- ① 2 Firewalls (for preventing access for forbidden sites and external attacks)





- ⦿ 1 Cisco Router + Switch AFTN (aviation telecommunication network)
- ⦿ 1 Cisco Router + Switch, Ministry of Finance (SAY)
- ⦿ 1 12 TeraSun Storage+ Networker
- ⦿ 2 Backbone Switches

**INTERNET ACCESS INFRASTRUCTURE**

- ⦿ Fiber optical Metro Internet 100 Mb/PS
- ⦿ Fiber optical Metro Internet 5 Mb/PS
- ⦿ 400 person distribution with 1000 Mbit Cabling Infrastructure
- ⦿ 101 Mobile Data Lines for Internet access anywhere

- ⦿ 11 Mobile Voice Lines
- ⦿ 6 ADSL subscriptions
- ⦿ Closed Circuit Aviation Network System
- ⦿ Ministry of Finance SAY 2000 and HYS subscriptions
- ⦿ Cable TV subscriptions

**TELEPHONE ACCESS INFRASTRUCTURE**

- ⦿ AlcatelOmni PCX Digital Switchboard (currently capable of serving 400 subscribers)
- ⦿ 310 Active DDI Telephone Line subscriptions

- ⦿ 15 Analogue Lines
- ⦿ A total of 325 subscriptions
- ⦿ D Dos Attack Prevention System
- ⦿ Cyber Threat Prevention System subscription
- ⦿ Dedicated Security Service subscription
- ⦿ Site subscription
- ⦿ Arınç subscription
- ⦿ Infare Market Observation subscription
- ⦿ 25 air conditioners with varying levels of power

## 4- HUMAN RESOURCES

As of 2015, our Directorate General has a total of 272 employed positions; 133 of which are officers employed under the Public Servants Law No:657; 111 are contracted personnel employed under administrative employment contracts; and 28 are contracted personnel employed under Article 4/B of Law No:657.

POSITIONS	EMPLOYED POSITIONS
Employed under Law No:657	133
Contracted under Article 4/B	28
Contracted under administrative employment contracts	111
<b>TOTAL</b>	<b>272</b>

The numbers of personnel recruited in 2015 in line with personnel needs of our Directorate General and their employment types are given in the table below:

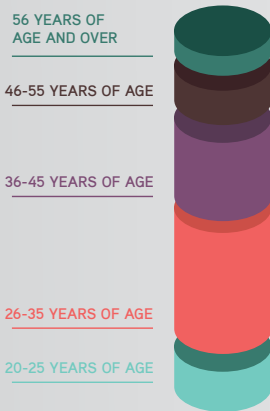
2015	Employed under Law No:657	15
	Contracted under Article 4/B	28
	Contracted under adm. employ. contracts	7
	<b>TOTAL</b>	<b>50</b>

### Data on Employed Personnel

Data pertaining to 272 staff members, who were actively employed in 2015 (as of the end of December) are given below.

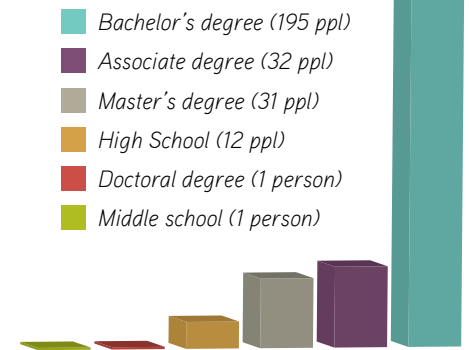
### Age Distribution of Personnel

20-25	26-35	36-45	46-55	56-	TOPLAM
34	131	64	32	11	272



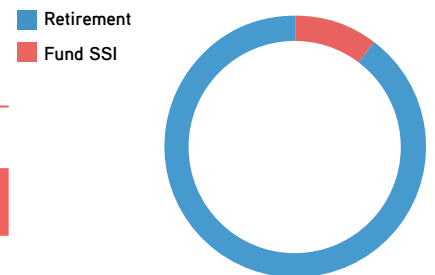
### Distribution of Personnel by their Education Level

	Middle School	High School	Associate Degree	Bachelor's Degree	Master's Degree	Doctoral Degree	TOTAL
Employed under Law No:657	1	4	29	87	11	1	133
Contracted under Article 4/B	-	7	3	14	4	-	28
Contracted under adm. employment contracts	-	1	-	94	16	-	111
<b>Total</b>	<b>1</b>	<b>12</b>	<b>32</b>	<b>195</b>	<b>31</b>	<b>1</b>	<b>272</b>



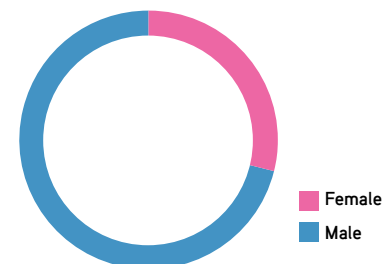
### Distribution of Personnel by their Social Security Status

Retirement Fund	SSI	TOTAL
244	28	272



### Distribution of Personnel by Gender

Female	Male	TOTAL
79	193	272



## 5- SERVICES PROVIDED

Our Directorate General comprises the headquarters and Istanbul, Antalya and Nevşehir representation offices, which operate directly under the auspices of the headquarters. The Main Service Units, Auxiliary Service Units and Counselling Units that operate under our Directorate General and their fields of activity are listed below.

### Main Service Units

#### Airworthiness Department

- ⦿ To regulate the principles regarding airworthiness authorizations, to grant permissions and to carry out inspections in this regard.
- ⦿ To set the airworthiness standards in relation to aircraft and equipment thereof, to issue certificated, and to inspect the same.
- ⦿ To authorize and to inspect businesses that manufacture aircraft and equipment in our country.
- ⦿ To regulate license-related matters for maintenance, repair, design and manufacturing activities, to issue relevant documentation.
- ⦿ To set the standards for competency trainings, to authorize the training organizations, and to inspect the same.
- ⦿ To validate certificates of airworthiness issued by another country or organization.
- ⦿ To inspect that whether any aircraft registered in our country is airworthy.
- ⦿ To determine the principles for certification of personnel, who must to obtain certificates of competence.
- ⦿ To determine the working principles of relevant training organizations, to authorize and inspect the same.
- ⦿ To determine the organizations, which will carry out exams with respect to the certificate of competence.

#### Flight Operations Department

- ⦿ To set and supervise rules for organizations that use the airspace.
- ⦿ To perform registration, renewal and cancellation procedures for aircraft to be operated.
- ⦿ To audit flight crew; to perform relevant licensing, renewal and cancellation procedures.
- ⦿ To authorize and audit flight training organizations, and to ensure their development.
- ⦿ To determine health standards for flight crew, to authorize and audit relevant organizations.
- ⦿ To audit foreign operators within the framework of SAFA.

#### Air Transport Department

- ⦿ To ensure that flight operations are carried out in line with related regulations, and to audit the same.
- ⦿ To inspect flight timetables and services of foreign operators serving Turkey, and to authorize the same.
- ⦿ To grant flight permits to all civil aircraft flying over Turkey.
- ⦿ To evaluate the line requests of air carriers.
- ⦿ To make air transportation agreements and to supervise whether their provisions are complied with.
- ⦿ To evaluate data and trends regarding aircraft movements, passengers, cargo and postal traffic.

- ⦿ To make and supervise arrangements regarding international rules on passenger rights.
- ⦿ To make SLOT allocations at airports with intensive traffic, to perform relevant regulatory and monitoring procedures.
- ⦿ To supervise the fee structure for the purpose of providing a competitive air transportation environment.

### Air Navigation Department

- ⦿ To carry out actions for arrangement of airspace, and determination of prohibited zones and restricted areas.
- ⦿ To carry out regulatory and supervisory activities for the purpose of conducting air traffic management services.
- ⦿ To review and evaluate air incidents, and to take the required measures.
- ⦿ To publish NOTAM and Aeronautical Information Publication in relation to the airspace capacity.
- ⦿ To carry out national and international studies with respect to air traffic management.
- ⦿ To ensure the frequency coordination for aeronautical communications.
- ⦿ To coordinate the works in relation to the aviation meteorology, and to ensure that they are implemented.
- ⦿ To determine the principles for granting licenses to personnel involved in air traffic management services, and to grant such licenses.
- ⦿ To determine the training principles of training organizations to provide training for air traffic personnel.

### Aerodromes Department

- ⦿ To determine the criteria for site selection for runways to be built, to inspect the relevant practices.

- ⦿ To determine the operating principles for the existing fields and facilities, and to inspect the relevant practices.
- ⦿ To determine the principles for certification of airports, and to inspect the relevant practices.
- ⦿ To prepare obstacle plans for airports, to provide opinions with respect to the development plans to be prepared.
- ⦿ To determine the principles for use of civil airports for any other purposes, to ensure cooperation.
- ⦿ To carry out the arrangements in relation to authorization of the service providers serving airports, to conduct inspections in this regard.
- ⦿ To ensure that international standards are implemented at airport facilities, and to monitor the same.

### Aviation Security Department

- ⦿ To take the required measures to prevent interventions and threats that endanger civil aviation security.
- ⦿ To take, monitor and inspect the required actions and measures in order to ensure implementation of security standards.
- ⦿ To ensure that aviation security trainings are provided, and to monitor the implementation of the same.
- ⦿ To establish regulations regarding disorderly passenger carriage, and to inspect the relevant practices.
- ⦿ To establish regulations regarding carriage of hazardous materials, and to inspect the relevant practices.
- ⦿ To determine the procedures and principles for access to airports, to print and distribute entrance cards for access to airports.
- ⦿ To conduct regulatory and supervisory

activities with respect to security-related matters for air cargo carriage.

### Rulemaking and Training Department

- ⦿ To determine the need for regulations in the field of civil aviation, to prepare such regulations, to monitor and revise the same.
- ⦿ To prepare the required regulations in respect of the matters covered by its duties and responsibilities, and to ensure coordination in this regard.
- ⦿ To determine the training policy of the Directorate General and the industry, and to determine the need in this regard.
- ⦿ To determine the training programs needed, and to ensure that such programs are kept up-to-date.
- ⦿ To study and analyze the effects of industry-specific regulations.
- ⦿ To monitor the competitive effect of national and international regulations on the industry.
- ⦿ To enhance compliance, implementation level and efficiency of the regulations.

### Counselling Units

#### Strategy Development Department

- ⦿ To determine medium and long term strategies and policies, and to set goals.
- ⦿ To develop performance and quality criteria for matters that fall under the duties of the Directorate General.
- ⦿ To prepare the organization's budget, to monitor and review the activities' compliance to the budget.
- ⦿ To collect, analyze and interpret service and performance data, and to prepare reports in this regard.

- ⦿ To make the required preparations in order to increase the efficiency and productivity of internal auditing mechanisms.
- ⦿ To review external factors, to analyze the effectiveness and level of satisfaction of both the capacity and the services.
- ⦿ To perform services related to management information systems.
- ⦿ To collect, analyze, evaluate data, to make forecasts and to publish their results.

### Legal Department

- ⦿ To prepare regulations in matters that fall within the organization's sphere of duty, to give opinions on relevant drafts and other legal matters.
- ⦿ To take measures for safeguarding the interests of the organization and preventing any conflicts, to assist in the realization of agreements and contracts.
- ⦿ To prepare the necessary information in judicial and administrative cases; to represent the organization in legal proceedings to which the organization is a party; to follow up and coordinate any actions in this regard.
- ⦿ To review inspection and inquiry forms issued for personnel; to perform the related procedures.

## Auxiliary Service Units

### Human Resources Directorate

- ⦿ To work on the manpower policy and planning and to provide proposals in this regard.
- ⦿ To conduct appointment, transfer, registry, promotion, remuneration, retirement procedures and similar personnel affairs.
- ⦿ To prepare, implement and evaluate the training plan of the Directorate General.

### Support Services Directorate

- ⦿ To conduct all administrative and financial services including construction, purchasing, leasing, maintenance-repair, archiving, health, etc.
- ⦿ To keep records of movables and immovables. To plan and execute civil defence and mobilization services.



## 6- MANAGEMENT AND INTERNAL CONTROL SYSTEM

The Directorate General of Civil Aviation is a public entity with private budget established under the auspices of the Ministry of Transport, Maritime Affairs and Communication.

The Director General is the most senior executive of the Directorate General and is assigned under a joint decree. The Director General has the duty of, and is authorized for managing the Directorate General in accordance with legislative provisions, international civil aviation rules and standards, government program, as well as policies and strategies determined by the Council of Ministers; and is responsible to the Minister in this regard.

The management services at the Directorate General are executed through the Director General, Deputy Directors General, Head of the Strategy Development Department, 1st Legal Counsellor, Heads of Departments and officers holding Directorship position. Of the duties that are not subject to the provisions of Law No:2451 of April 23, 1981, those to be employed as permanent staff of degrees 1-4 are appointed by the Minister upon proposal of the Director General, and assignments for all other positions are made by the Director General. However, the Minister and the Director General may delegate such authority to designated junior staff members. In order to be appointment as Director General, Deputy Director General, Head of Department and Director, the conditions of being a graduate of institutions of higher education rendering an education of at least four years, or of an institution

of higher education abroad, the equivalence of which has been acknowledged, or of a military academy or police academy rendering education of at least four years, and furthermore, having sufficient command of foreign language and aviation experience are sought in addition to the conditions stipulated in the Civil Servants' Act No:657.

The Director General and Directorate General's executives of any level are entitled to delegate their authorities partially to their direct reports, provided that the limits of such delegation are explicitly specified in writing. Such delegation of authority shall be announced to the concerned parties by suitable means. The Directorate General's executives of any level are responsible to their superiors for conducting their duties in accordance with the regulations, strategic plans and programs, performance criteria and service quality standards.

The Strategy Development Department is responsible for coordinating strategic planning, performance based budgeting, management information systems and preliminary financial control functions in accordance with Law No:5431 on the Organization and Duties of the Directorate General of Civil Aviation and Law No:5018 on Public Financial Management and Control.

## 7- INTERNAL AUDIT DIVISION

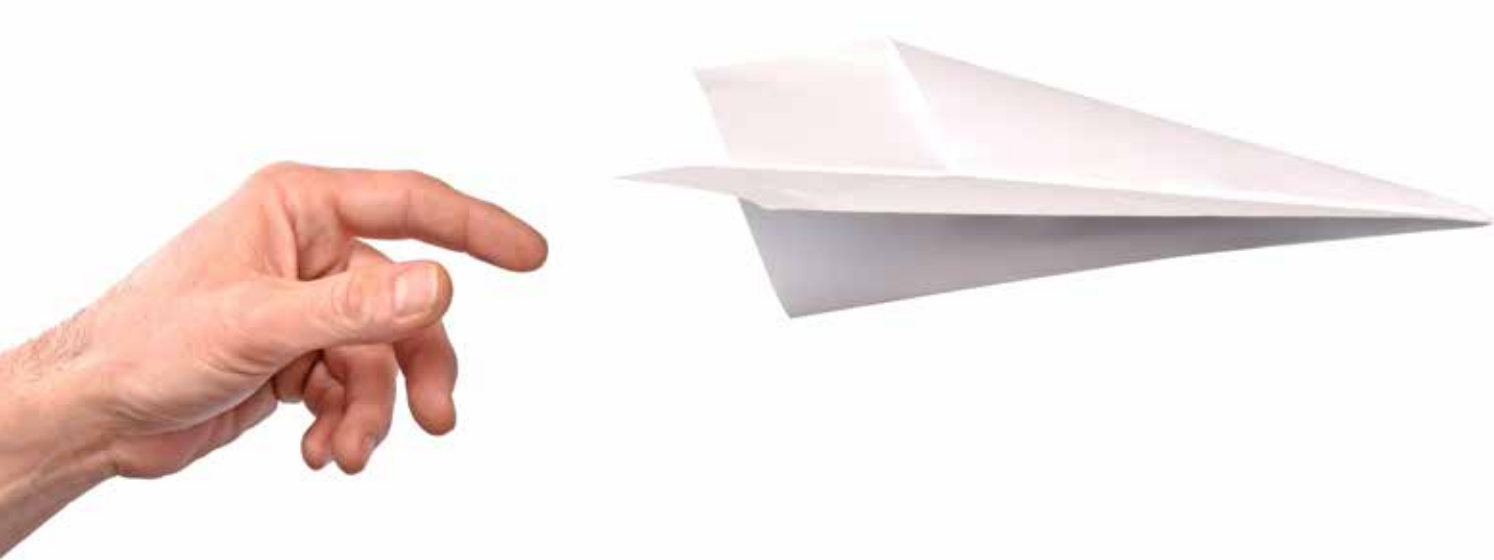
As of the end of 2015, an internal auditor is employed by our Directorate General. The internal auditing activities, which were initiated in line with the Internal Auditing Program for 2015, are described below.

### Auditing activities for 2015

Audited Unit	Subject Matter of Audition	Report Date	Number of Findings	Number of Proposals
All Spending Units	Domestic and International Travel Allowance Process	25.06.2015	15	35



Within the scope of the “Corporate Risk Management System” titled counselling activity programmed for 2015, Corporate Risk Management training was provided for 27 personnel on December 23-24, 2015. Following completion of this training program, an information memorandum covering what needs to be done to establish a Corporate Risk Management System was prepared and was shared with the Strategy Development Department. Some of the important non-auditing and non-counselling activities undertaken by the Internal Auditing Unit in 2015 are as follows:



- ⦿ DGCA Internal Auditing Directive entered into force upon Approval of the Authority,
- ⦿ The 2015 Internal Auditing Program and the Internal Auditing Plan for the period of 2015-2017 entered into force upon approval of the Senior Executive.
- ⦿ DGCA Internal Auditing Activity Report for 2014 was prepared and was sent to the Internal Auditing Coordination Board.
- ⦿ Within the scope of the preparations made for the Internal Auditing Plan for 2016-2018 and the 2016 Internal Auditing Program; the DGCA’s auditing environment was updated, the processes and activities of the auditing environment were subjected to risk evaluation on the basis of the information obtained through discussions with related units; and subsequently, the audit spheres were determined. 95 activities and processes were included in the updated auditing environment, and 56 audit spheres with moderate and high risks were determined among these activities and processes. 2 audit spheres, which were determined to be of the highest risk, were included in the 2016 auditing program.
- ⦿ The Internal Audit Plan for 2016-2018 and the 2016 Internal Auditing Program were prepared and entered into force upon approval of the Senior Executive.
- ⦿ Seminars and meetings were organized to increase knowledge and awareness of DGCA employees on Internal Auditing activities. In this context, 86 personnel were informed about Internal Auditing in 2015.
- ⦿ A presentation on “Auditing and Communication Skills for Technical Auditors” was provided for 33 Technical Auditors employed by the DGCA.
- ⦿ Training activities provided during 2015 were as follows: “Public
  - Public Internal Auditors Training Program” organized by the Internal Auditing Coordination Board on April 5-9 2015,
  - “Introduction to the Performance Audit Guide and Outcomes of the Pilot Performance Audit Implementation” titled seminar organized by the Internal Auditing Coordination Board on June 1-5, 2015,
  - “Problem Solving Techniques” training organized by the DGCA on December 19-20, 2015.





## D- MISCELLANEOUS

### 1- INDUSTRIAL ANALYSIS

The air transportation industry is a developing sector in line with the capacity increase backed by the global technological advancements, and the resulting increase in the number of passengers carried. According to International Air Transport Association (IATA) figures, international airline passenger demand [revenue passenger kilometres / (RPKs)] increased 6.5 percent compared to the previous year. This figure not only reflects the highest level achieved since the global economic crisis of 2010, but it is also above the average growth rate of 5.5 percent of the last decade. The number of passengers increased despite worsening global economic conditions in 2015 compared to the previous year, thanks to the growing demand for air transport and the availability of inexpensive flight tickets.

Turkey's airline industry has developed significantly due to its position and connections with countries, which are foreseen to progress the most in the coming years in terms of passenger and flight traffic in the developing Middle East Region.

The stability gained, the measures taken, and the liberalization policies applied in the aviation industry as of 2003 have led to the industry's further growth, which in turn, made the industry an important actor for our country's economic development and wealth.

Development of air transportation expands international trade, enables easier and faster travelling, and boosts tourism. Moreover, a modern and strong aviation system also supports realization of Turkey's goals within the scope of the EU harmonization process.

The growth performance of Turkey's aviation industry is three times that of the world average. While the global industry has seen an average growth rate of 5% in the last two years, Turkey's rate of growth over the same period was 15%. The number of people employed by Turkey's aviation industry increased from its level of approximately 65 thousand people in 2003, to over 187 thousand as of the end of 2014. The industry's total turnover has increased 12 times in the last two years, and reached from 2.2 billion dollars to a level of 26.6 billion dollars.

The airline industry continues its growing trend in line with the increase in the number of aircraft and passengers.

The number of active airports in Turkey increased from 26 in 2003, to 55 in 2015. The number of passengers travelling on domestic routes increased 9-folds to 97.5 million in 2015; and the total number of air transport

passengers reached 181.4 million by the end of 2015, a 5-fold increase.

The total number of aircraft increased from 162 in 2003 to 489 as of the end of 2015; while seat capacity increased from 27,599 to 90,259 and cargo capacity increased from 302,737 kilograms to 1,759,600 kilograms.

Taking into account the importance that air transport bears for the future of our country, our Ministry took deep-rooted steps to open aviation activities to the private sector and competition, with the aim of further developing the industry. Backed by the driving force of competition, our civil aviation industry underwent immense development and transformation, and is now the focal point of the global aviation industry with its success story.

The growth in the industry was further accelerated by decreasing travel costs, improving physical conditions, modernizing airports and building world-class new airports, all of which were done within the framework of the policies developed in accordance with the civil aviation regulations prepared by our Ministry. As a result of the progress made in developing our international flight network, Turkey is now among the countries that offer the most extensive flight network. Thanks to expanding of the international flight network, several regions of the world are now accessible by air transport.

The capacity-related problems encountered at Atatürk and Sabiha Gökçen Airports are targeted to be overcome with the third airport, which is currently in the process of construction, in support of the increasing number of international passengers. Moreover, the anticipation of a decrease in ticket prices will enable production of services that will address wider audiences, and in particular, will support the increase in the number of passengers.

Cross flights and low cost flights between airports located in central provinces such as Istanbul, Ankara and Izmir and other airports located in Eastern, South-eastern and Black Sea Regions of Turkey, which were performed within the scope of the regional air transportation activities implemented by our Ministry since 2003, significantly improved our domestic operations. The support provided for regional air transport services expanded the utilization of air transportation, which offers a faster and more comfortable travelling opportunity.

Turkey's geographical position is an advantage for our country in becoming an effective voice in the global air transport network.

## SIZE OF THE INDUSTRY- 2014-2015

Air Transportation Companies	2014	2015
Airlines	13	13
Air Taxi Companies	50	49
General Aviation Companies	65	72
Balloon Companies	25	25
<b>TOTAL</b>	<b>153</b>	<b>159</b>

Maintenance and Training Companies	2014	2015
Maintenance Organization	61	75
Flight Training Organization	29	30
Type Rating-Training Organization	14	15
<b>TOTAL</b>	<b>104</b>	<b>120</b>

Aerodromes	2014	2015
Domestic-International Lines	25	39
Domestic Lines	28	16
<b>TOTAL</b>	<b>53</b>	<b>55</b>

Ground Handling Companies	2014	2015
A Class	3	3
B Class	16	16
C Class	28	27
<b>TOTAL</b>	<b>47</b>	<b>46</b>



### SIZE OF THE INDUSTRY - 2014-2015 (continued)

Aircraft	2014	2015
Airlines	422	489
Air Taxi	212	219
General Aviation	322	336
Balloon	213	241
Aerial Agriculture	62	62
<b>TOTAL</b>	<b>1.231</b>	<b>1.347</b>

Business Jets	111	114
---------------	-----	-----

Number of Terminals Operated by Private Sector	2014	2015
Domestic-International Lines	9	5
Domestic Lines	7	5
International Lines	4	5
General Aviation - Cargo	5	7
<b>TOTAL*</b>	<b>25</b>	<b>22</b>

(\* )Includes private terminal operators operating airports.

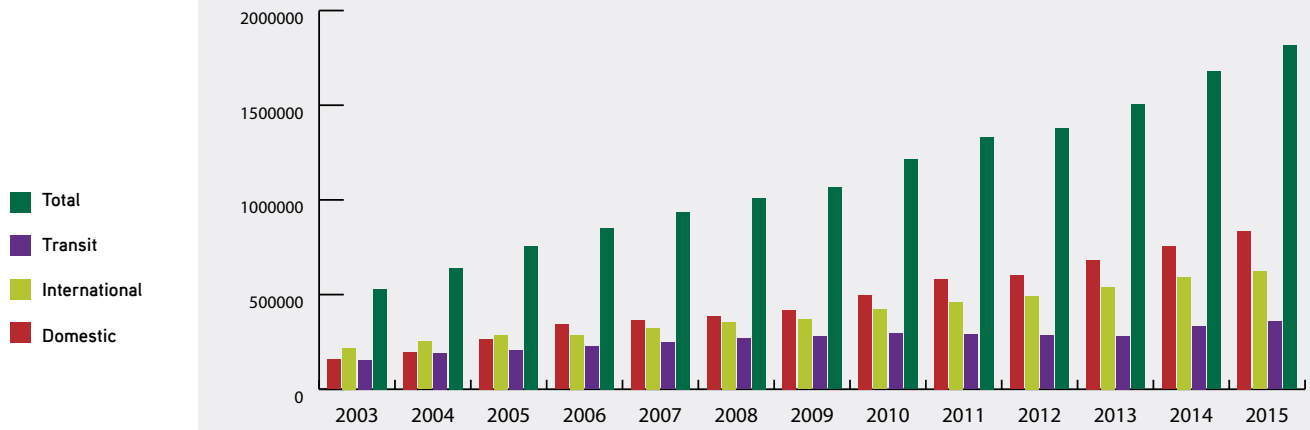
Heliports	2014	2015
Number of Heliports	69	71



	Airline			Air Taxi	General Aviation	Balloon	Aerial Agriculture	TOTAL	Business Jets
	Number of Aircraft	Seat Capacity	Cargo Capacity (Kg)						
2003	162	27.599	302.737	131	162	34	137	626	
2004	202	34.403	471.734	129	173	36	130	670	32
2005	240	39.903	649.562	157	181	36	123	737	30
2006	259	42.335	873.539	192	189	43	127	810	38
2007	250	40.185	962.539	243	192	44	78	807	40
2008	270	43.524	1.093.096	245	196	57	63	831	50
2009	297	47.972	1.121.108	251	213	67	60	888	55
2010	349	56.638	1.118.933	253	226	97	59	984	68
2011	346	55.662	1.136.866	259	241	108	69	1.023	74
2012	370	65.208	1.264.513	267	243	167	60	1.107	75
2013	385	66.639	1.639.130	214	283	203	58	1.143	98
2014	422	76.297	1.349.875	212	322	213	62	1.231	106
2015	489	90.259	1.759.600	219	336	241	62	1.347	111
									114



### AIRCRAFT TRAFFIC

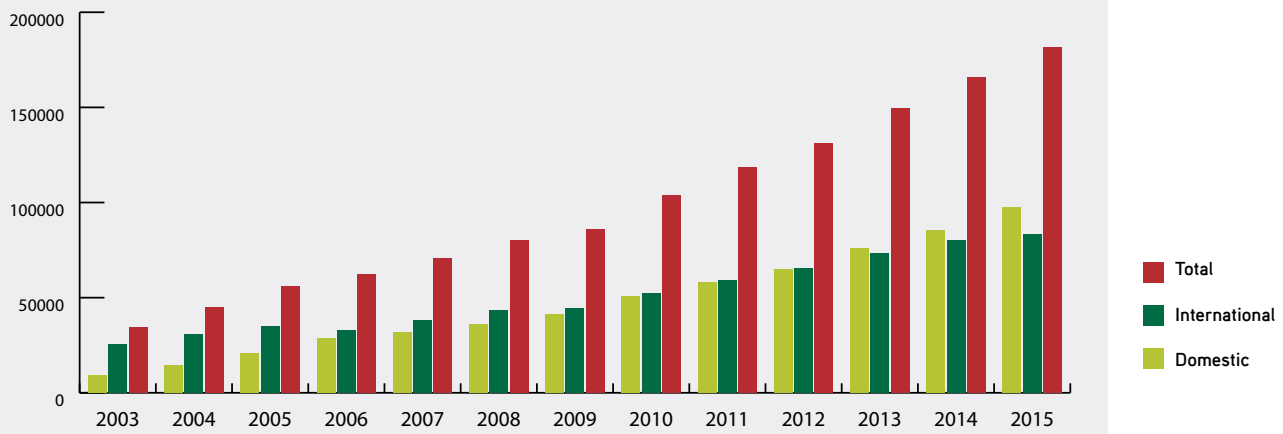


Years	Domestic Lines	International Lines	Transit	Total
2003	156.582	218.405	154.218	529.205
2004	196.207	253.286	191.056	640.549
2005	265.113	286.867	206.003	757.983
2006	341.262	286.139	224.774	852.175
2007	365.117	323.471	247.099	935.747
2008	385.764	356.001	268.328	1.010.093
2009	419.422	369.047	277.584	1.066.053
2010	496.865	420.596	294.934	1.212.395
2011	581.271	460.218	290.346	1.331.835
2012	600.818	492.229	283.439	1.376.486
2013	682.685	541.110	281.178	1.504.973
2014	754.259	591.695	333.017	1.678.971
2015	835.677	620.764	358.654	1.815.095





### PASSENGER TRAFFIC



Years	Domestic	International	Toplam
2003	9.147	25.296	34.443
2004	14.460	30.596	45.057
2005	20.529	35.042	56.119
2006	28.774	32.880	62.271
2007	31.949	38.347	70.715
2008	35.832	43.605	79.887
2009	41.226	44.281	86.001
2010	50.575	52.224	103.536
2011	58.258	59.362	118.292
2012	64.721	65.630	131.029
2013	76.148	73.281	149.429
2014	85.416	80.304	165.720
2015	97.486	83.870	181.356



**CARGO CARRIED (Cargo, Mail and Luggage) (Tons)**

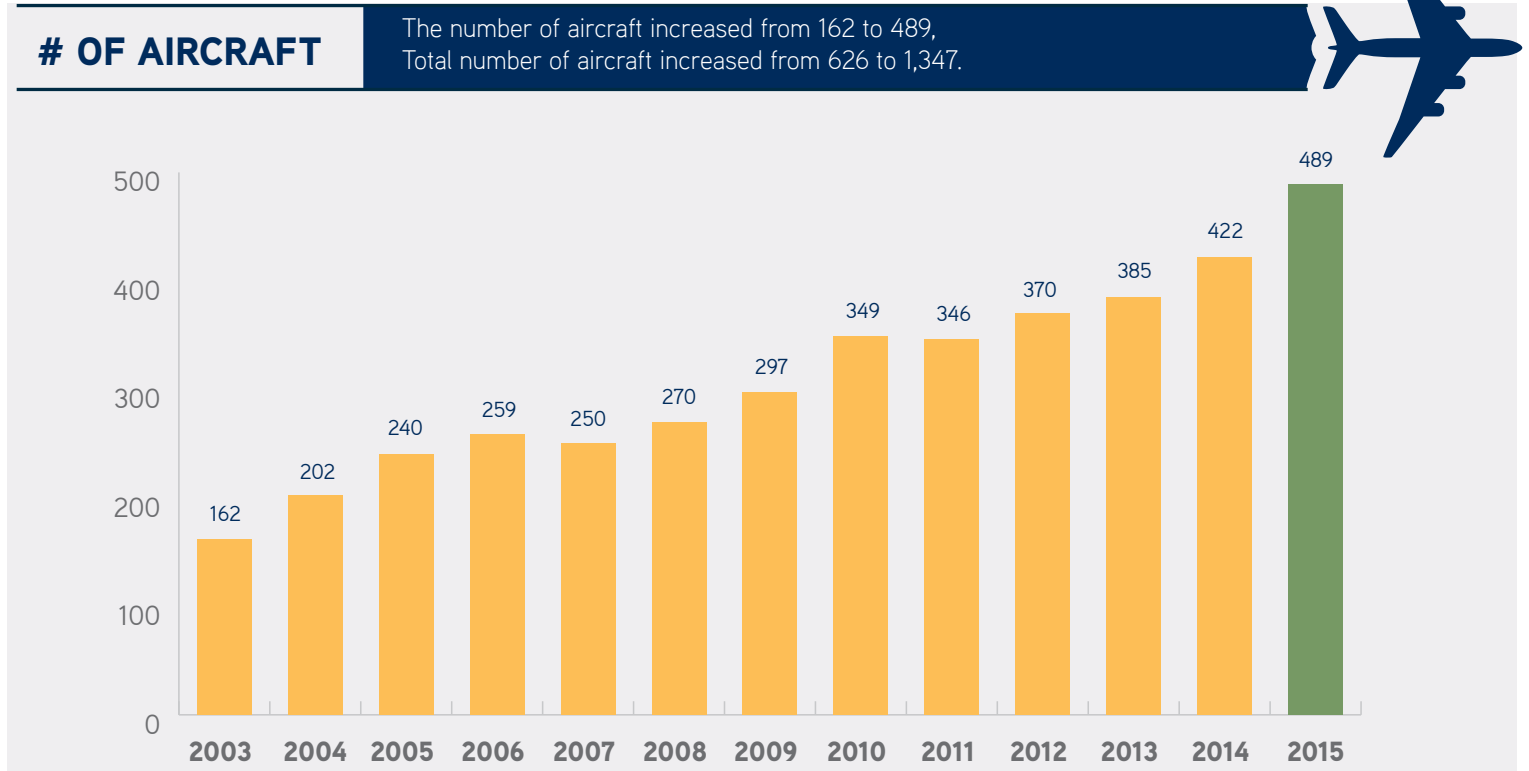


Years	Domestic Lines	International Lines	Total
2003	188.979	775.101	964.080
2004	262.790	901.559	1.164.349
2005	324.597	979.644	1.304.241
2006	389.206	971.344	1.360.550
2007	414.294	1.131.890	1.546.184
2008	424.555	1.219.459	1.644.014
2009	484.833	1.241.512	1.726.345
2010	554.710	1.466.366	2.021.076
2011	617.835	1.631.639	2.249.474
2012	633.076	1.616.057	2.249.133
2013	744.028	1.851.289	2.595.317
2014	810.858	2.082.142	2.893.000
2015	886.941	2.174.010	3.060.951



## Airline Companies' Aircraft Fleet Statistics

There are 13 airline companies operating in Turkey's civil aviation industry in the field of passenger and cargo carriage. The number of aircraft owned by airline companies increased 15.88% to 489 in 2015, compared to 422 in 2014. 464 of these are passenger aircraft, and 25 are cargo aircraft. The total seat capacity of passenger aircraft of our airline fleet is 90,259; and the total freight capacity of all cargo aircraft is 1,759,600kg.

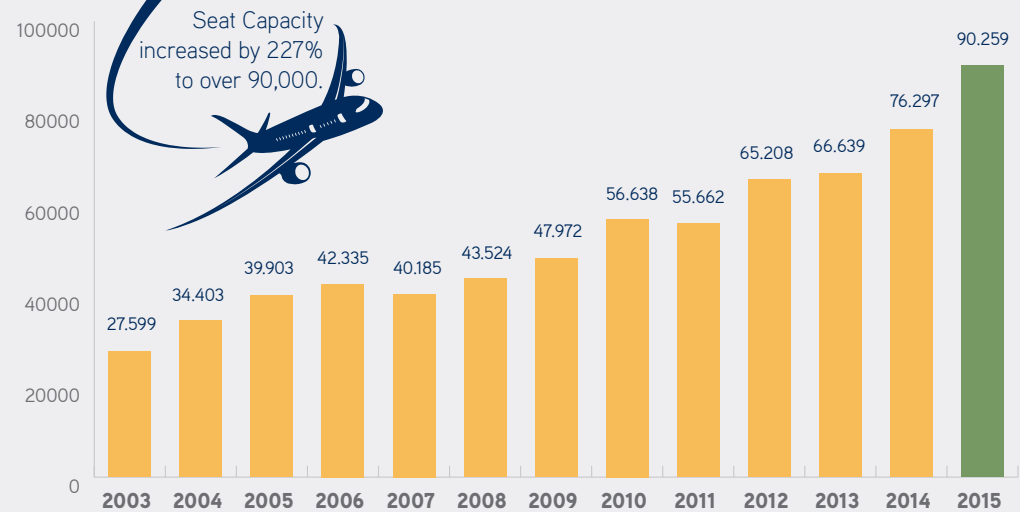


NUMBER OF AIRCRAFT OWNED BY AIRLINE COMPANIES	2014	2015
THY A.O.	231	266
GÜNEŞ EKSPRES HAVACILIK A.Ş.	53	54
PEGASUS HAVA TAŞIMACILIK A.Ş.	46	58
ONUR AIR TAŞIMACILIK A.Ş.	21	28
MNG HAVA YOLLARI VE TAŞIMACILIK A.Ş.	7	7
ATLASJET HAVACILIK A.Ş.	18	20
HÜRKUŞ HAVA YOLU TAŞIMACILIK VE TİCARET A.Ş.	8	8
ULS HAVAYOLLARI KARGO TAŞIMACILIK A.Ş.	3	3
TURİSTİK HAVA TAŞIMACILIK A.Ş.	10	10
ACT HAVA YOLLARI A.Ş.	4	7
IHY İZMİR HAVA YOLLARI A.Ş.	6	7
TAILWIND HAVAYOLLARI A.Ş.	7	7
BORAJET HAVACILIK TAŞIMACILIK UÇAK BAKIM ONARIM TİC. A.Ş.	8	14
<b>TOTAL</b>	<b>422</b>	<b>489</b>

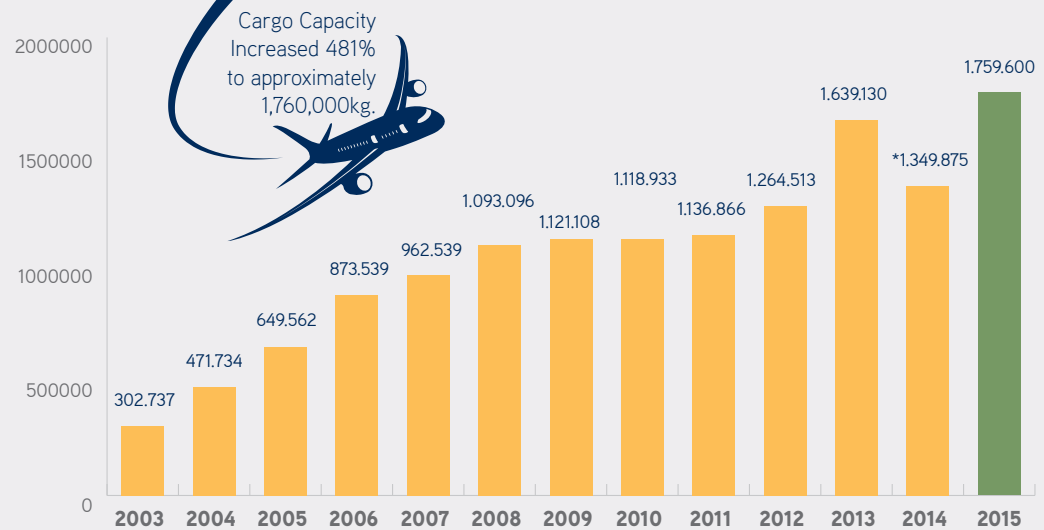
AIRLINE COMPANIES	PASSENGER AIRCRAFT	SEAT CAP.	CARGO	FREIGHT CAP.	TOTAL AIRCRAFT
THY A.O.	258	50.983	8	490.000	266
GÜNEŞ EKSPRES HAVACILIK A.Ş.	54	10.167			54
PEGASUS HAVA TAŞIMACILIK A.Ş.	58	10.827			58
ONUR AIR TAŞIMACILIK A.Ş.	28	7.137			28
MNG HAVA YOLLARI VE TAŞIMACILIK A.Ş.			7	353.000	7
ATLASJET HAVACILIK A.Ş.	20	3.954			20
HÜRKUŞ HAVA YOLU TAŞIMACILIK VE TİCARET A.Ş.	8	1.440			8
ULS HAVAYOLLARI KARGO TAŞIMACILIK A.Ş.			3	121.575	3
TURİSTİK HAVA TAŞIMACILIK A.Ş.	10	1.890			10
ACT HAVA YOLLARI A.Ş.			7	795.025	7
IHY İZMİR HAVA YOLLARI A.Ş.	7	1.302			7
TAILWIND HAVAYOLLARI A.Ş.	7	1.218			7
BORAJET HAVACILIK TAŞIMACILIK UÇAK BAKIM ONARIM TİC. A.Ş.	14	1.341			14
<b>TOTAL</b>	<b>464</b>	<b>90.259</b>	<b>25</b>	<b>1.759.600</b>	<b>489</b>



**SEAT CAPACITY**



**CARGO**



(\* ) 5 (five) cargo aircrafts were removed from the company's fleet.



THY A.O.	TYPE OF AIRCRAFT	QUANTITY	CARGO CAP.	TOT. CARGO	
	A310-304F	2	38.000	76.000	
	A330-200F	6	69.000	414.000	
	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	
	A319-100	14	144	2.016	
	A320	28	159	4.452	
	A320	1	168	168	
	A321	56	194	10.864	
	A330	45	250	11.250	
	A340	5	271	1.355	
	B737-800	5	155	775	
	B737-800	62	165	10.230	
	B737-800	1	189	189	
	B737-700	3	150	450	
	B737-900ER	15	151	2.265	
B777-300ER	23	303	6.969		

*Number of Passenger Aircraft: 258*  
*Total Seat Capacity: 50.983*  
*Number of Cargo Aircraft: 8*  
*Total Cargo Capacity: 490.000*

PEGASUS HAVA TAŞ. A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	
	B737-800	49	189	9.261	
	A320-200	9	174	1.566	

*Number of Passenger Aircraft: 58*  
*Total Seat Capacity: 10.827*

GÜNEŞ EKSPRES HAVACILIK A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	
	B737-800	53	189	10.017	
	B737-700	1	150	150	

*Number of Passenger Aircraft: 54*  
*Total Seat Capacity: 10.167*

ONUR AIR TAŞ. A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	
	A321-200	3	219	657	
	A321-231	4	210	840	
	A321-100	2	220	440	
	A320-200	9	180	1.620	
	A330	10	358	3.580	

*Number of Passenger Aircraft: 28*  
*Total Seat Capacity: 7.317*

ATLASJET HAVACILIK A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	<i>Number of Passenger Aircraft: 20</i> <i>Total Seat Capacity: 3.954</i>
	A319-100	1	144	144	
	A321-200	13	210	2.730	
	A320-200	6	180	1.080	

BORAJET HAVACILIK TAŞIMACILIK UÇAK BAKIM ONARIM TİC. A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	<i>Number of Passenger Aircraft: 14</i> <i>Total Seat Capacity: 1.341</i>
	GLB. EXP. BD-700-1A10	1	14	14	
	HAWKER 900XP	1	9	9	
	EMBRAER 190	7	104	728	
	EMBRAER ERJ 195/195 AR	5	118	590	

TURİSTİK HAVA TAŞ. A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	<i>Number of Passenger Aircraft: 10</i> <i>Total Seat Capacity: 1.890</i>
	B737-800	10	189	1.890	

HÜRKUŞ HAVA YOLU TAŞ. VE TİCARET A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	<i>Number of Passenger Aircraft: 8</i> <i>Total Seat Capacity: 1.440</i>
	A320-200	8	180	1.440	

İHY İZMİR HAVA YOLLARI A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	<i>Number of Passenger Aircraft: 7</i> <i>Total Seat Capacity: 1.302</i>
	B737-800	7	186	1.302	

TAILWIND HAVAYOLLARI A.Ş.	TYPE OF AIRCRAFT	QUANTITY	SEAT CAP.	TOT. SEATS	<i>Number of Passenger Aircraft: 7</i> <i>Total Seat Capacity: 1.218</i>
	B737-400	5	168	840	
	B737-800	2	189	378	

ACT HAVA YOLLARI A.Ş.	TYPE OF AIRCRAFT	QUANTITY	CARGO CAP.	TOT. CARGO	<i>Number of Cargo Aircraft: 7</i> <i>Total Cargo Capacity: 795.025 kg</i>
	B747-400	7	113.575	795.025	

MNG HAVA YOLLARI VE TAŞIMACILIK A.Ş.	TYPE OF AIRCRAFT	QUANTITY	CARGO CAP.	TOT. CARGO	<i>Number of Cargo Aircraft: 7</i> <i>Total Cargo Capacity: 353.000 kg</i>
	A300-C4-605R	4	47.250	189.000	
	A300B4-600R	2	47.000	94.000	
	A330-200F	1	70.000	70.000	

ULS HAVAYOLLARI KARGO TAŞ. A.Ş.	TYPE OF AIRCRAFT	QUANTITY	CARGO CAP.	TOT. CARGO	<i>Number of Cargo Aircraft: 3</i> <i>Total Cargo Capacity: 121.575 kg</i>
	A310-300	3	40.525	121.575	

GENERAL TOTAL	
<i>Number of Licensed Airline Operators:</i>	13
<i>Total Number of Aircraft:</i>	489
<i>Seat Capacity:</i>	90.259
<i>Cargo Capacity:</i>	1.759.600 kg

## OVERVIEW OF AIRCRAFT OF LICENSED AIRLINE OPERATORS

### AIRLINE OPERATORS TYPE OF PASSENGER AIRCRAFT

TYPE	QUANTITY	SEAT CAPACITY	TOTAL SEATS
A319-100	15	144	2.160
A320	28	159	4.452
A320	1	168	168
A320-200	23	180	4.140
A320-200	9	174	1.566
A321	56	194	10.864
A321-100	2	220	440
A321-200	3	219	657
A321-200	13	210	2.730
A321-231	4	210	840
A330	45	250	11.250
A330	10	358	3.580
A340	5	271	1.355
B737-400	5	168	840
B737-700	4	150	600
B737-800	5	155	775
B737-800	62	165	10.230
B737-800	115	189	21.735
B737-800	7	186	1.302
B737-900ER	15	151	2.265
B777-300ER	23	303	6.969
EMBRAER 190	7	104	728
EMBRAER ERJ 195/195 AR	5	118	590
GLB. EXP. BD-700-1A10	1	14	14
HAWKER 900XP	1	9	9
<b>TOTAL</b>	<b>464</b>		<b>90.259</b>

### AIRLINE OPERATORS TYPE OF CARGO AIRCRAFT

TYPE	QTY	CARGO CAPACITY (KG)	TOTAL CARGO
A300B4-600R	2	47.000	94.000
A300-C4-605R	4	47.250	189.000
A310-300	3	40.525	121.575
A310-304F	2	38.000	76.000
A330-200F	6	69.000	414.000
A330-200F	1	70.000	70.000
B747-400	7	113.575	795.025
<b>TOTAL</b>	<b>25</b>		<b>1.759.600</b>

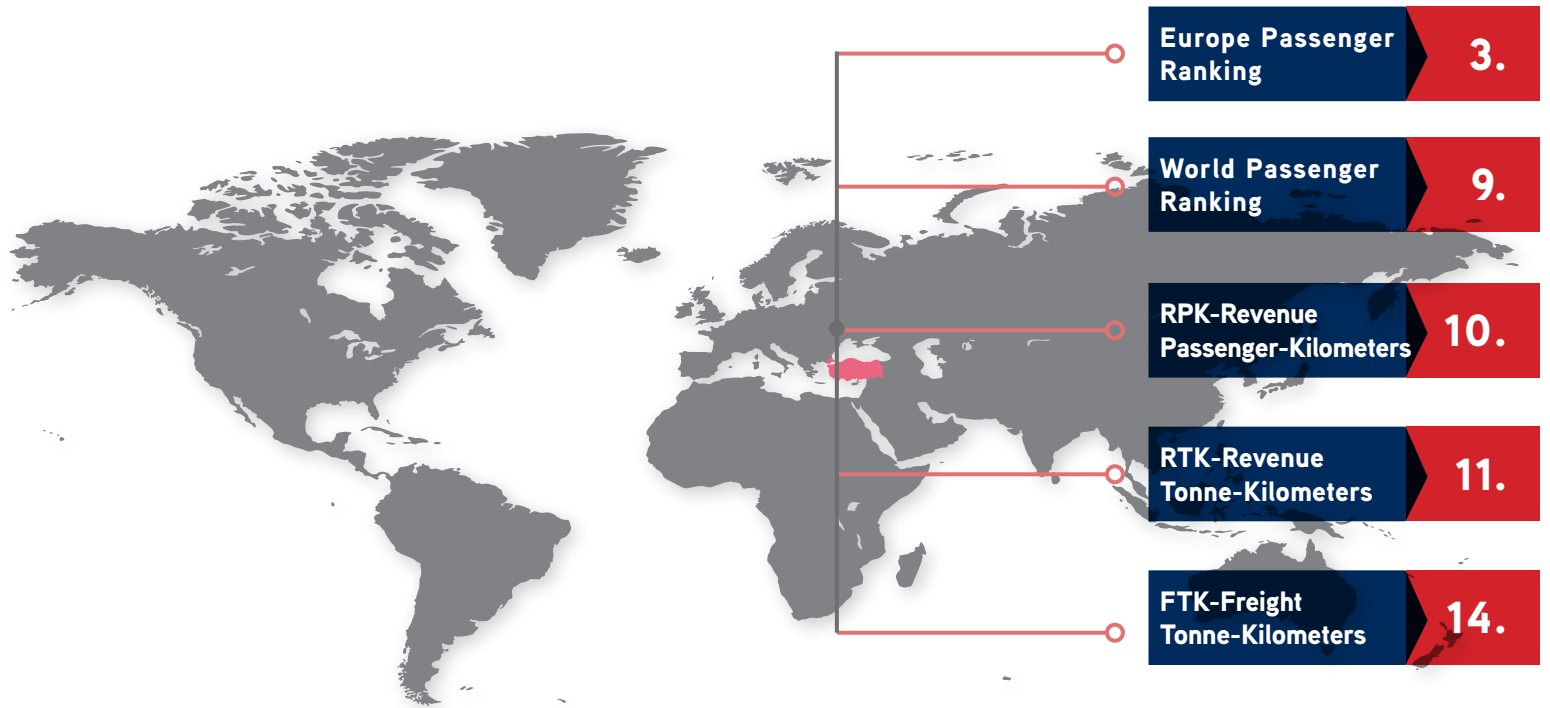
## EMPLOYMENT AND TURNOVER OF THE AVIATION INDUSTRY

Turkey's aviation industry has shown rapid development as the number of airline companies operating in the industry increased following legal regulations that were brought into force after 2003. This improvement continues today with intensified infrastructure and fleet investments, increasing number of connections, and price regulations for flight tickets. Turkey's aviation industry has shown a growth of 15% in 2003-2015, while the average annual growth rate of the aviation industry throughout the world was 5% for the same period. The number of people employed by Turkey's aviation industry increased from its level of approximately 65 thousand people in 2003, to over 187 thousand as of the end of 2014. The industry's total turnover has increased 12 times in the last two years, and reached from 2.2 billion dollars to a level of 26.6 billion dollars.

YEARS	No. of Personnel	Turnover
2003	65.000	2,2 Billion \$
2013	180.570	23,8 Billion \$
2014	187.459	26,6 Billion \$
2015	THE EXACT FIGURE WILL BE KNOWN BY THE END OF MAY 2016.	



## TURKEY'S PLACE IN GLOBAL AIR TRANSPORTATION INDUSTRY



**According to ICAO's annual report;**

Turkey ranks 10th worldwide by RPK (Revenue Passenger-Kilometers), 11th by RTK (Revenue Tonne-Kilometers), and 14th by FTK (Freight Tonne-Kilometers).

**Furthermore;**

Turkey ranks 3rd in Europe, and 9th in the world by the number of passengers.

## Airport Passenger Traffic

According to the 2015 traffic report published by Airports Council International (ACI),

While the passenger traffic in Europe’s Group 1 airports comprising those that serve more than 25 million passengers per year increased 5.2% on average, Istanbul Atatürk airport has seen the second highest increase in passenger traffic with a rise of 9.1%. It was also foreseen in this report that Atatürk Airport will take the number one spot within two years, with such a rapid growth.

As for Group 2 airports; Sabiha Gökçen ranked first in Europe in terms of the increase in the number of passengers with 19.7%; while Izmir Adnan Menderes Airport of the same group ranked as the fifth in Europe, with 12.1% increase.

GROUP 1		GROUP 2	
AERODROME	INCREASE (%)	AERODROME	INCREASE (%)
Madrid Barajas Airport	12,00%	İstanbul Sabiha Gökçen Airport	19,70%
İstanbul Atatürk Airport	9,10%	Atina Elefterios Venizelos Airport	19,10%
Amsterdam Schiphol Airport	6,00%	Dublin Airport	15,30%
Londra Gatwick Airport	5,70%	Londra Stansted Airport	12,80%
Barselona Airport	5,70%	İzmir Adnan Menderes Airport	12,10%

## Comprehensive Aviation Agreement with the European Union

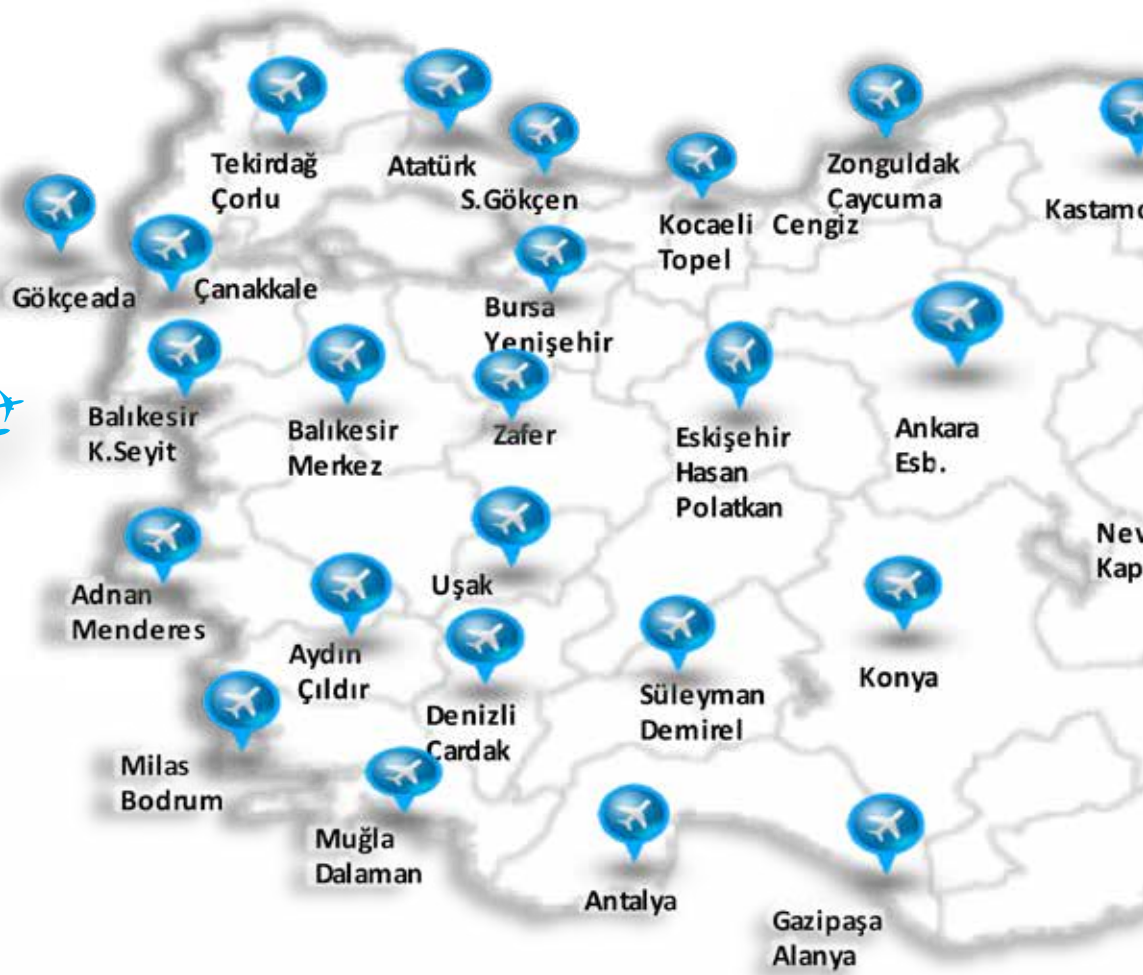
EU’s Aviation Strategy Document designates Turkey as EU’s biggest partner in aviation and proposes signing of a “Comprehensive Aviation Agreement” between Turkey and the EU in order to further enhance aviation relations.

According to a Eurocontrol study, Turkey ranks

1<sup>st</sup> among countries, which will see the highest increase in the number of flight services to Europe during 2014-2021; with an estimated annual growth rate of over 6 percent in aviation. Signing of this agreement, in addition to the developments in aviation and the high growth rate, will lead to a frequency increase in air transport and will bring significant success not only in aviation, but in other areas as well.

# SIZE OF THE INDUSTRY

DOMESTIC FLIGHTS  
AIRLINES FROM 7 BASES  
TO 55 DESTINATIONS



**489**  
Aircraft



**90.259**  
Seats



**1.759.**

# LEAVENOPPLACE



Havayolu Halkın Yolu...



**600**  
Cargo



**187.459**  
Personnel

**26,6 Milyar \$**  
Industry Turnover



**UNFLOWN**

## FLIGHT DETAILS

As of the end of 2015, the number of passengers served on domestic lines increased 14.1% compared to the same period of the previous year and reached 97 million 486 thousand. The number of passengers served on international lines increased 4.4% and reached 83 million 870 thousand. The total number of passengers increased 9.4% and reached 181 million 356 thousand.

### FLIGHT DETAILS OF DOMESTIC LINES

While 26 destinations were served from 2 bases in 2003; the number of bases reached 7 and the number of destinations served reached 55 as of 2015. The bases and the destinations served are shown below.

	2003	2013	2014	2015
BASE	2	7	7	7
DESTINATION	26	52	53	55

BASES	
1	ANKARA ESENBOĞA AIRPORT
2	İSTANBUL ATATÜRK AIRPORT
3	İSTANBUL SABİHA GÖKÇEN AIRPORT
4	İZMİR ADNAN MENDERES AIRPORT
5	ANTALYA AIRPORT
6	ADANA AIRPORT
7	TRABZON AIRPORT



### DESTINATIONS

Adana Airport	İstanbul Sabiha Gökçen Airport
Adıyaman Airport	İzmir Adnan Menderes Airport
Ağrı Ahmed-i Hani Airport	Kahramanmaraş Airport
Amasya Merzifon Airport	Kapadokya Airport
Ankara Esenboğa Airport	Kars Harakani Airport
Antalya Gazipaşa-Alanya Airport	Kastamonu Airport
Antalya Airport	Kayseri Airport
Aydın Çıldır Airport	Kocaeli Cengiz Topel Airport
Balıkesir Koca Seyit Airport	Konya Airport
Balıkesir Merkez Airport	Malatya Airport
Batman Airport	Mardin Airport
Bingöl Airport	Muğla Dalaman Airport
Bursa Yenişehir Airport	Muğla Milas - Bodrum Airport
Çanakkale Gökçeada Airport	Muş Airport
Çanakkale Airport	Ordu Giresun Airport
Denizli Çardak Airport	Samsun Çarşamba Airport
Diyarbakır Airport	Siirt Airport
Elazığ Airport	Sinop Airport
Erzincan Airport	Sivas Nuri Demirağ Airport
Erzurum Airport	Şanlıurfa Gap Airport
Eskişehir Hasan Polatkan Airport	Şırnak Şerafettin Elçi Airport
Gaziantep Airport	Tekirdağ Çorlu Airport
Hakkari Yüksekova Selahaddin Eyyubi Airport	Tokat Airport
Hatay Airport	Trabzon Airport
İğdır Airport	Uşak Airport
Isparta Süleyman Demirel Airport	Van Ferit Melen Airport
İstanbul Atatürk Airport	Zafer Airport
	Zonguldak Çaycuma Airport

## FLIGHT DETAILS OF INTERNATIONAL LINES

While 60 international destinations were served in 2003, the number of international destinations served increased to 261 destinations in 112 countries by the end of 2015.

The countries served are listed below.

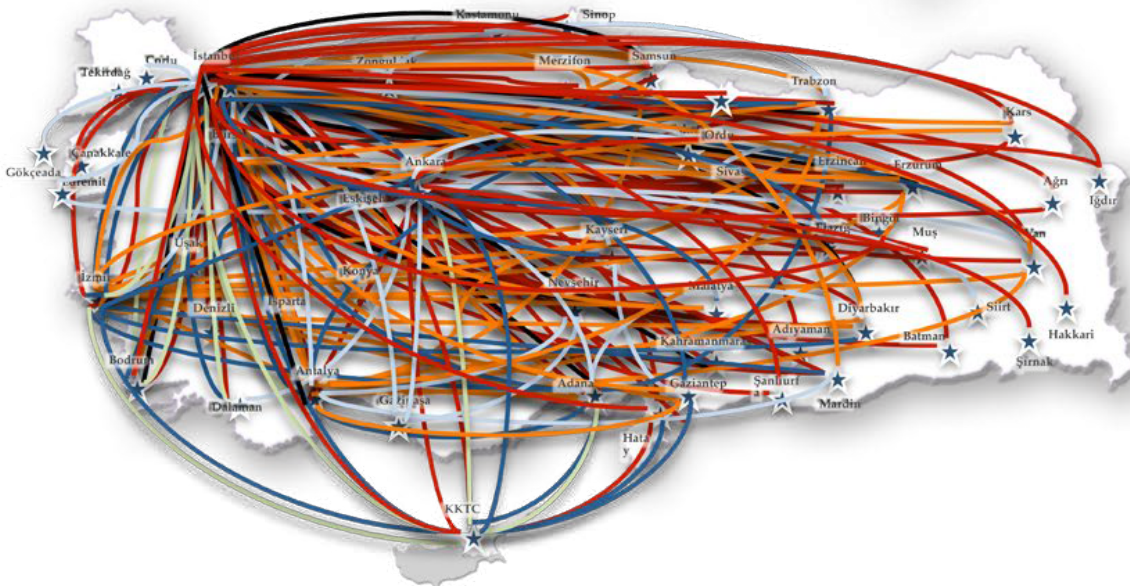
COUNTRY	
1	USA
2	Afghanistan
3	Germany
4	Argentina
5	Albania
6	Austria
7	Azerbaijan
8	UAE
9	Bahrain
10	Belarus
11	Belgium
12	Bangladesh
13	Benin
14	United Kingdom
15	Bosnia Herzegovina
16	Brazil
17	Bulgaria
18	Burkina Faso
19	Algeria
20	Djibouti
21	Chad
22	Czech Republic
23	China
24	Denmark
25	Indonesia
26	Eritrea
27	Estonia
28	Ethiopia
29	Morocco
30	Ivory Coast
31	Philippines
32	Finland
33	France
34	Gabon
35	Ghana
36	South Africa
37	South Korea
38	Georgia
39	Croatia
40	India
41	Netherlands
42	Hong Kong
43	Iraq
44	Iran
45	Ireland
46	Spain
47	Israel
48	Sweden
49	Switzerland
50	Italy
51	Japan
52	Cameroon
53	Canada
54	Montenegro
55	Qatar
56	Kazakhstan
57	Kenya
58	Kyrgyzstan
59	Congo
60	Kosovo
61	Kuwait
62	North Cyprus
63	Latvia
64	Libya
65	Lithuania
66	Lebanon
67	Luxembourg
68	Hungary
69	Madagascar
70	Macedonia
71	Maldives
72	Malaysia
73	Mali
74	Malta
75	Mauritius
76	Egypt
77	Mongolia
78	Moldova
79	Mauritania
80	Mozambique
81	Nepal
82	Niger
83	Nigeria
84	Norway
85	Uzbekistan
86	Pakistan
87	Poland
88	Portugal
89	Romania
90	Rwanda
91	Russia
92	Senegal
93	Serbia
94	Singapore
95	Slovenia
96	Somali
97	Sri Lanka
98	Sudan
99	Saudi Arabia
100	Tajikistan
101	Tanzania
102	Thailand
103	Taiwan
104	Tunis
105	Turkmenistan
106	Uganda
107	Ukraine
108	Oman
109	Jordan
110	Vietnam
111	Yemen
112	Greece

**DOMESTIC  
DESTINATIONS**

**IN 2003**  
**2 BASES**  
**26 DESTINATIONS**



**TODAY**  
**7 BASES**  
**55 DESTINATIONS**

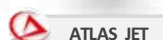
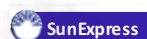


**INTERNATIONAL  
DESTINATIONS**

IN **2003**  
**60** DESTINATIONS



**TODAY**  
**261**  
DESTINATIONS



## BALLOON ACTIVITIES

25 licensed companies located in Nevşehir have a total of 241 balloons in their fleets.

In 2014, the total number of passengers carried in 26,708 flights was 420,000. In 2015, the number of flights performed reached 27,800 and the total number of passengers carried increased to 499,000.

The number of licensed balloon pilots was 203 in 2014 and 202 in 2015.

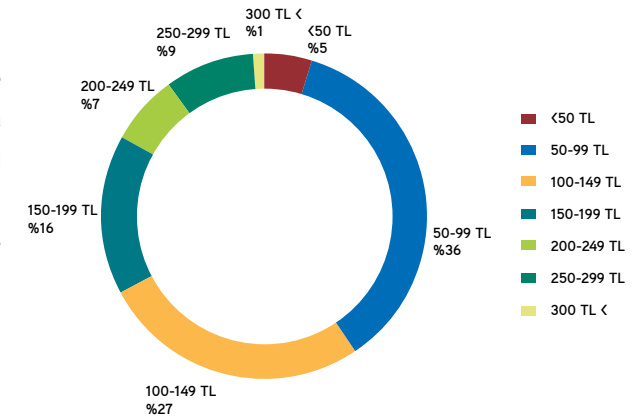
The goals to initiate enroute audits for balloon operations, to obtain control pilot training from manufacturers, to perform psychoactive substance screenings for balloon pilots, and to reduce the ratio of violations determined through the GPS analysis program by 25% were achieved during 2015.

“Balloon Flights Incentive Circular” was published with the aim of expanding balloon flight operations in other regions of Turkey in addition to the Kapadokya region.

Due to the heavy flight schedule around Kapadokya and the inability to increase capacity in view of flight safety concerns, our target is to spread balloon flights throughout the country. From this perspective, balloon operators will be granted a time period of 3 years to expand their flight operators in other regions, where balloon flights are promoted, and other balloon operators will not be granted flight permits for the same region during this period of time.

## DISTRIBUTION OF TICKETS SOLD FOR DOMESTIC FLIGHTS BY PRICE RANGE

The largest part (36%) of the tickets sold for domestic flights in Turkey comprises tickets within a price range of TL50-TL99. The share of tickets within a price range of TL100-TL149 in all tickets is 27%, and the share of tickets within a price range of TL150-TL199 in all tickets is 16%. The distribution of tickets according to price ranges is shown on the graphic.



## GROUND HANDLING COMPANIES

The Number of Licensed Companies		2014	2015
Total Number of Licensed Companies	A Class*	3	3
	B Class*	17	16
	C Class*	27	27
	<b>TOTAL</b>	<b>47</b>	<b>46</b>

The Number of Operating Licenses Granted		2014	2015
Number of Operating Licenses	A Class*	17	11
	B Class*	13	11
	C Class*	35	7
	<b>TOTAL</b>	<b>65</b>	<b>29</b>

The Number of Preliminary Permits Granted		2014	2015
Preliminary Permits Granted	A Class*	17	8
	B Class*	18	5
	C Class*	20	14
	<b>TOTAL</b>	<b>55</b>	<b>27</b>

- Ⓞ **\*Class A operating license;** Companies, which are organized in at least three airports open for international traffic and which are authorized to provide ground handling services for air carriers
- Ⓞ **\*Class B operating license;** Companies, which are authorized to provide individual ground handling

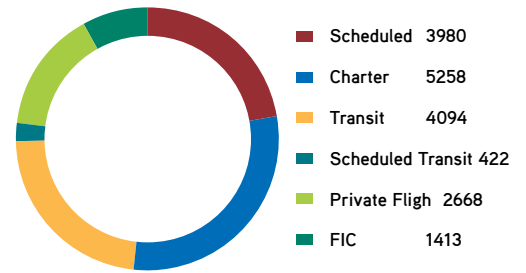
services for air carriers that perform all or part of ground handling services for themselves

- Ⓞ **\*Class C operating license;** Companies, which are authorized to perform representation, oversight and management, private aircraft security and inspection services, catering services and flight operation services

THE NUMBER OF LICENSES GRANTED	2014	2015
Non-Sanitary Establishment Licenses	29	37
Sanitary Establishment Licenses	330	244
Terminal Operating Licenses	4	3

## FLIGHT PERMITS

All civil flight permit requests concerning utilization of Turkish airspace and airports are evaluated within the framework of existing national and international regulations for granting flight permits. In this context, the number and distribution of permits granted in 2015 are shown below:

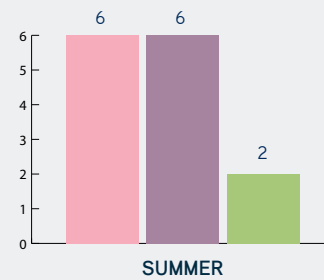
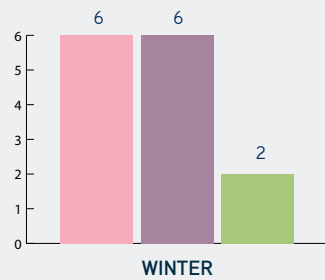


### A. NUMBER OF OPERATORS GRANTED PERMITS FOR SCHEDULED FLIGHTS

The number of seasonal permits granted to domestic and foreign airline operators for scheduled flights are shown below

#### DOMESTIC AIRLINE OPERATORS

	Domestic Lines - Passenger	International Lines - Passenger	International Lines - Cargo
Winter	6	6	2
Summer	6	6	2

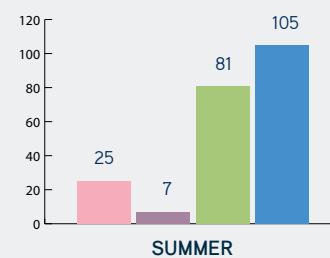
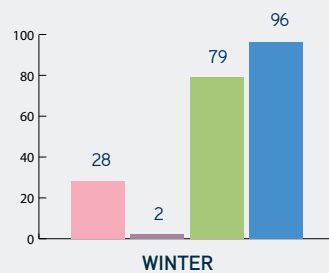


#### NEW ADDITIONAL LINES

	2015 Winter		2015 Summer	
	Applications	Frequency	Applications	Frequency
Total Number of Applications	355	1399	831	3211
Accepted	231	908	575	2016
New Lines	43	251	259	980

#### FOREIGN AIRLINE OPERATORS

	Cargo Transit	Cargo Landing	Passenger Transit	Passenger Landing
Winter	28	2	79	96
Summer	25	7	81	105

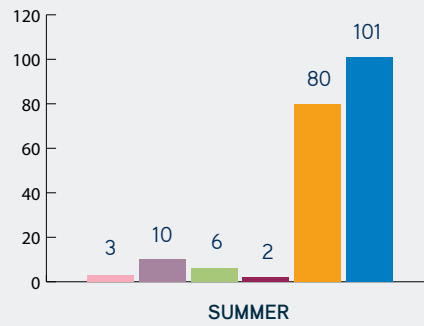
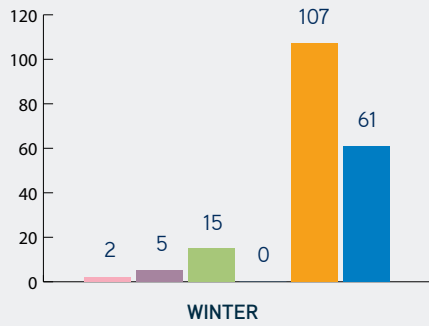




## B. NUMBER OF COMPANIES GRANTED PERMITS FOR CHARTER FLIGHTS

The number of seasonal permits granted for chartered flights are shown below

	Domestic Cargo	Domestic Touristic	Foreign Cargo Transit	Foreign Cargo Landing	Foreign Touristic Transit	Foreign Touristic Landing
Kış	2	5	15	0	107	61
Yaz	3	10	6	2	80	101



## C. SCHEDULED FLIGHTS AND SEASONAL CHARTER FLIGHTS

- ⦿ 897 flight permit numbers were issued for charter flights served to our airports, leading to issuance of 5,258 flight permits, together with additions made to the same permits.
- ⦿ 4,060 flight permit numbers were issued for air carries performing transit flights using our airspace. Approximately 4,645 flight permits were granted in total, together with changes and additions made to these permits.
- ⦿ 677 flight permit numbers were issued for flights performed under diplomatic clearance using our airports or airspace. The changes and additional requests relating to these permits were also approved.
- ⦿ A total of 12,844 insurance applications, 14,038 registration applications and 1,864 company applications received from airline companies were assessed.



## 2- INDUSTRIAL INSPECTIONS

Being in charge of rulemaking, inspecting and imposing sanctions in the field of civil aviation in Turkey, our Directorate General continues to execute aviation activities as the leader of the region, without compromising from safety and security, in line with international standards and in an environmentally-conscious manner.

As of the end of 2015, a total of 4,407 inspections were carried out. 399 of these were SAFA inspections, 90 were SANA inspections and 3,918 were other inspections.

SAFA: Safety Assessment of Foreign Aircraft: Safety audit performed on Foreign Registered Aircraft

SANA: Safety Assessment of National Aircraft: Safety audit performed on National Registered Aircraft



The audits carried out by the ICAO has shown that the security compliance rate of the Turkish civil aviation industry has increased up to 93 percent

### AVIATION INDUSTRY INSPECTION STATISTICS

TYPE OF INSPECTION	NUMBER
Airworthiness Inspection	381
Maintenance Organization (SHY/JAR-145) Inspection	147
Maintenance Responsibility (SHY-M) Inspection	74
Maintenance Training Organization Inspection (SHY 147)	27
FTO Inspection	81
TRTO Inspection	41
Special Authorization Inspection	148
Dispatch Organization Inspection	9
Commercial Air Transport (AOC) Inspection	58
SAFA Inspection	399
SANA Inspection	90
SACA Inspections	2.541
Hospital Inspections	19
Airport Inspections (SHY-14)	45
Ground Handling Services Providers Inspections	0
- Based on Airport	38
- Based on Service Type	149
Heliport Inspections	47
Non-Sanitary Establishment Inspections	21
Sanitary Establishment Inspections	4
Airports Inspected for Security	15
Navigation Inspections	73
<b>TOTAL</b>	<b>4.407</b>

Aiming to enhance the effectiveness of inspections in support of flight safety rather than increasing the number of inspections; our goal is to create an industry that is capable of auditing itself and performing performance-based audits within its organization.

The International Civil Aviation Organization (ICAO) has been periodically auditing member states within the scope of the Universal Security Audit Program (USAP) for the purpose of measuring the civil aviation authorities' capability/capacity to regulate and supervise aviation security operations.

The audit reports prepared under the "First Cycle ICAO Audit" process for our Directorate General at national level; and also for Esenboğa Airport at airport level were finalized. The final report prepared by ICAO and sent to the DGCA indicates that the level of lack of effective implementation of critical elements is 6.37 percent, and the compliance rate is 93.63 percent.

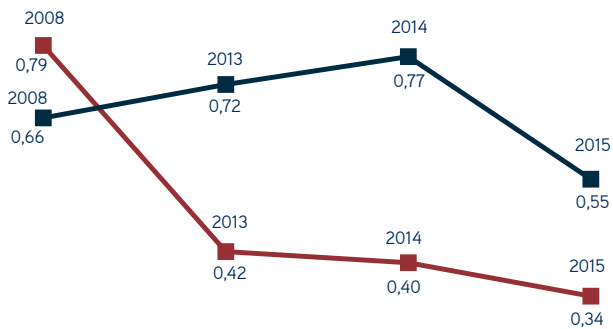
Continuing its efforts to further enhance the safety and security in the aviation industry and ensuring full compliance with all relevant international criteria, our Directorate General has successfully completed ICAO audit procedures.

ICAO audits are performed with participation of auditors employed by ICAO as well as experts from member countries. Our expert, who has successfully completed the training required to participate in these audits as an expert of a member country, participated in 2 audits organized in Tajikistan and Austria, as ICAO auditor.

### 2008-2015 SAFA Findings Scores

Through effective and intensive inspections, Turkey has achieved a SAFA score of 0.34, which is a better score than the average score of 0.55 of European Union member countries as of October 2015.

The security Assessment score of Turkish registered aircraft is 21% better than that of EU registered aircraft.



	2008	2013	2014	2015
EU	0,66	0,72	0,77	0,55
TURKEY	0,79	0,42	0,40	0,34



### 3- LEGISLATIVE WORKS

Legislative works are also underway at full speed for the purpose of ensuring that international standards are implemented at the highest level within the framework of the needs and the anticipations of the developing aviation industry.

In this context, 70 legislative instruments were published regarding civil aviation in 2015 including 5 regulations, 29 instructions, 35 circulars and 1 directive.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Laws			1										
Decree of the Council of Ministers				0								1	
Regulations		1	2	7	6	2	1	3	5	9	14	5	5
Instructions	6	1	6	2	4	1	12	12	14	19	25	24	29
Circulars			1	1	8	9	9	5	10	17	14	31	35
Directives									1	1	2		1
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>10</b>	<b>10</b>	<b>18</b>	<b>12</b>	<b>22</b>	<b>20</b>	<b>31</b>	<b>46</b>	<b>55</b>	<b>61</b>	<b>70</b>

#### Legislative Instruments



REGULATIONS	
SHY-SMS	Regulation on Safety Management Systems for Civil Aviation
SHY-YDK	Regulation on Civil Aviation Companies Authorized Inspection Organizations
SHY-21	Airworthiness and Environmental Certification for Aircraft and Related Products, Parts and Equipment
SHY-RAMP	Regulation on Safety Assessments Performed on Domestic and Foreign Aircraft
	Regulation on the Procedures and Principles regarding Obligations of Air Carriers



INSTRUCTIONS	
SHT-66	Instructions regarding Aircraft Maintenance Personnel Licenses and Annexes Thereof
SHT-66L-HS	Instructions on Language Competency and Service Provider Authorization
SHT-HÇG	Instructions regarding Aeronautical Studies and Shielding to be Conducted at Airports
SHT-DENETİM	Instructions regarding the Code of Practice for Inspection of Civil Aviation Operators
SHT-OLAY	Instructions regarding Reporting Civil Aviation Safety Incidents
SHT/SMS-HAD	Instructions regarding Implementation of the Safety Management system at Airports
SHT-SMS	Instructions regarding Implementation of the Safety Management system at Commercial Air carriers, Flight Training and Maintenance Organizations
SHT-17.2	Instructions regarding Civil Aviation Security Training and Certification
SHT-1J	Instructions regarding Principles for Licensing of Glider Pilots (Annexes)
SHT-BALON-SLOT	Slot Implementation Instructions for Nevşehir Kapadokya Balloon Airspace Hot Air Balloons
SHT-İMZA	Directive on Signing Authorities of the Directorate General of Civil Aviation
SHT-ENGELSİZ	Instructions regarding the Manual for Disabled Passengers and Passengers with Restricted Mobility
SHT-HEK	Instructions regarding Aerodromes Handbook
SHT-33B	Instructions regarding Code of Practice for Terminal Operators
SHT-BPU	Instructions regarding Determination and Short Term Prolongation of Aircraft Maintenance Program Intervals
SHT-MD	Instructions regarding Continuous Airworthiness of Aircraft Not Covered under the Scope of SHY-M
SHT-FTL	Instructions regarding Flight and Duty Time Limitations and Resting Requirements
SHT-17.6	Instructions regarding Air Cargo and Mail Security
SHT-6AF	Instructions regarding Financial and Monetary Audits of Commercial Air Carriers
SHT-BALON	Instructions regarding Commercial Aviation Activities Performed Using Balloons
SHT-147	Instructions regarding Aircraft Maintenance Training Organizations
	Information Security Directive
SHT-ATSEP	Instructions regarding Exams for Air Traffic Safety Electronics Personnel
	Internal Audit Directive
SHT-AS	Instructions regarding Certification of Amateur-Built Aircraft
SHT-ÇHHA	Instructions regarding Licensing of Very Light Motorized Aircraft Pilots
SHT-M	Instructions regarding Continuous Airworthiness and Maintenance Responsibility
SHT-İMZA	Directive on Signing Authorities of the Directorate General of Civil Aviation
SHT-EĞİTİM/HAD	Department of Aerodromes Training Instructions







<b>CIRCULARS</b>	
UOD- 2015/10	Quality and Flight Safety in Trainings Provided in UEOs
HGD-2015/1	Corporate Cyber Incidents Response Centre
UOD-2015/13	Team Transfers
UED-2015/12	Risk-Performance Assessments of Design and Production Companies
HUD-2015/4	Circular on Promoting Izmir International Flights
UOD-2015/12	Circular on Promoting Balloon Flights
UOD-2015/11	Access to Passenger Information in the Event of a Crisis
UOD-2015/11	ACAS II Version 7.1
UED-2015/11	Cooperation with Foreign Maintenance Companies
UOD-2015/9	Authorization of Executive Personnel in Charge of Team Planning
UED-2015/10	Risk-Performance Assessments of Maintenance and Training Organizations
UED-2015/8	Risk-Performance Assessments of Continuous Airworthiness Management Organizations
UED-2015/9	Manufacturing Companies' SFI Report
UED-2015/7	Risk-Performance Assessments of Maintenance Companies
UED-2015/5	Service Procurement from Foreign Maintenance Companies
HUD-2015/3	Circular on Code of Practice for Passenger Rights
HDS-2015/1	Procedures of Application for Aircraft Requiring Permits
HUD-2015/2	Circular on Airline Ticket Prices, Reservation, Purchasing and Promotion Activities
UOD-2014/5	Remote Training Circular
UOD-2015/7	Circular on Annual Reports of General Aviation Companies
UED-2015/4	ACAM Inspections
GM-2015/1	Circular on Form-4 Document Approval Procedures
HUD-2015/1	Circular on Promoting Ankara International Flights
UOD-2015/6	Circular on Maintaining At Least Two Persons in the Cockpit
UOD-2015/5	Circular on Evaluation of Control Pilots
UOD-2015/4	Carriage of Lithium Metal Batteries Onboard Passenger Aircraft
GM-2015/1	Circular on Form-4 Document Approval Procedures
UED-2015/3	School Status Granted Under SHY-147
SDED-2015/2	Student Apprenticeships in the Field of Civil Aviation
UED-2015/2	Circular on Maintenance Companies' SFI Report
HAD-2015/1	Circular on Air Park Applications
UOD-2015/3	Circular on Notifying Pilots Applying for TRTO about Their Status within the Process
UOD-2015/2	Circular on Balloon Flights to be Performed in Areas Outside of Kapadokya Balloon Airspace
UOD – 2015/1	Circular on Procedures for Performing Flights with an Additional Person in Very Light Aircraft
HAD-2015/1	Circular on Air Park Applications
<b>DIRECTIVE</b>	
	Equivalence Table for Trainings that Must be Provided on Airport and Heliport Standards and Safety

## 4- INTERNATIONAL RELATIONS

In today's civil aviation industry, where advanced technologies are utilized in an environment of intense competition and rapid changes; Turkey has gained the leading position among world countries in terms of having the most extensive flight network; and ranks among Europe's top countries in terms of growth rate of passenger and aircraft traffic.

### INTERNATIONAL ORGANIZATIONS, WHICH TURKEY IS A MEMBER OF, AND OUR DUTIES

Turkey is a part of several joint efforts at both international and regional level. Turkey continued to undertake active duty in various international organizations in 2015, and has become an effective voice in the global civil aviation industry.

Name of Organization	Date and Place of Incorporation	Date and Place of Incorporation Purpose of Establishment	Remarks	Our Duties
 ICAO (International Civil Aviation Organization)	1944 Montreal	To ensure development and sustainability of international civil aviation throughout the world in a secure and regulated manner	Turkey became a member of the organization, which currently has 191 members, in 1945	
 ECAC (European Civil Aviation Conference)	1955 France	To prepare regulations in the field of aviation safety and to conduct safety audits in member countries	With 44 member countries, the organization is a regional (Europe) group of the ICAO.	Vice Presidency
 ICAO Europe and North Atlantic Regional Aviation Safety Group	1947 - Paris	To monitor safety-related decisions taken by the ICAO in terms of their implementation in the European Region	The organization has 57 members.	Vice Presidency
 EUROCONTROL (European Organization for the Safety of Air Navigation)	1960 Brussels	To promote air traffic management and safety in Europe	In this organization, which has 40 member countries, Turkey undertakes the Vice Presidency of the Safety Regulations Committee, and the Presidency of the Provisional Council Coordination Committee	Vice Presidency, Presidency
 D8 Civil Aviation Committee	2007 Istanbul	To promote coordination and collaboration among civil aviation authorities of D8 countries	A commission established under the D8 countries organization.	Vice Presidency
 JAA -TO (Joint Aviation Authorities - Training Organization)	1955 France	To provide the training required in order to ensure aviation safety in Europe	A sub-organization of the ECAC, this organization has 44 member countries, which are also members of the ECAC.	Board Membership, Vice Presidency

Turkey currently undertakes the following duties and continues to execute these duties in an efficient manner: Vice Presidency of ICAO European and North Atlantic Regional Aviation Safety Group, established for the purpose of monitoring safety-related decisions taken by the ICAO in terms of their implementation in the European Region; Vice Presidency of ECAC (European Civil Aviation Conference), established for the purpose of preparing regulations in the field of aviation safety and conducting safety audits in member countries; Presidency of the Provisional Council Coordination Committee of EUROCONTROL, established for the purpose of promoting air traffic management and safety in Europe; Vice Presidency of D8 Civil Aviation Committee; Board Membership and Vice Presidency of JAA -TO (Joint Aviation Authorities - Training Organization), established for the purpose of providing the training required in order to ensure aviation safety in Europe.



## ORGANIZATIONS, WITH WHICH TURKEY HAS ONGOING RELATIONS



Name of Organization	Date and Place of Incorporation	Date, Place and Purpose of Establishment	Remarks
EASA (European Aviation Safety Agency)	2002 Cologne	To oversee the creation and implementation of regulations concerning all types of aircraft, flights, manufacturing and auditing activities in order to ensure flight and ground security	A civil aviation agency formed by EU member countries
IATA (International Air Transport Association)	1945 Montreal	To provide safe, secure and economical air transportation	An international trade organization formed by member airline companies and ground handling service providers.
ACI (Airports Council International)	1991	To represent airports' interests with governments and international organizations, to develop standards, policies and recommended practices for airports, and to provide information and training opportunities to raise the standards around the world.	The DGCA and ACI signed a protocol for enhancing cooperation.

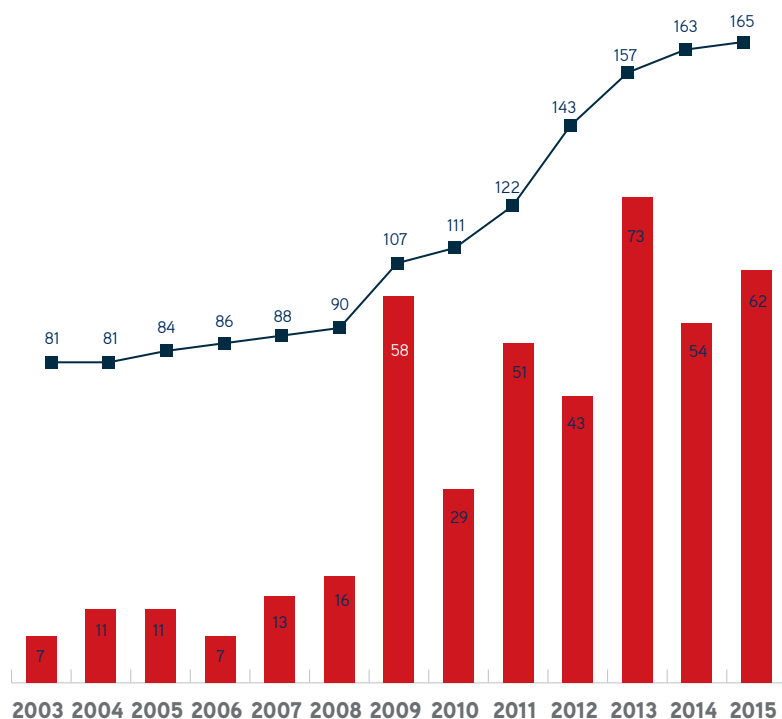
## AIR SERVICES AGREEMENTS and CIVIL AVIATION NEGOTIATIONS

As a result of the bilateral and multilateral agreements signed in the recent years, the number of countries, with which Turkey has signed an Air Services Agreement has increased 103.7% from 81 in 2003, to 165 in 2015.

62 negotiations were held in 2015, and the number of bilateral agreements signed by Turkey since 2003 increased to 435. These agreements resulted in expansion of our international flight network to cover 261 destinations in 112 countries.

Reviewing and renewal of Air Services Agreements, which allow for conducting flight services among countries pave the way for our airline companies to expand their services to cover more countries.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Number of Countries with which an Air Transport Agreement Signed	81	81	84	86	88	90	107	111	112	143	157	163	165
Bilateral Negotiations	7	11	11	7	13	16	58	29	51	43	73	54	62



### Negotiations held in 2015

DATE	PLACE OF NEGOTIATION	COUNTRY
21.01.2015	ISTANBUL	LIBERIA
20.02.2015	ANKARA	ECUADOR
27.03.2015	ANKARA	TAJIKISTAN
31.03.2015	ATHENS	GREECE
02.04.2015	ANKARA	IRAQ
22.04.2015	BELGRADE	SERBIA
22.04.2015	ANKARA	VIETNAM
02.06.2015	NORTH NICOSIA	NORTH CYPRUS
10.06.2015	CEBU	PHILIPPINES
07.10.2015	İSTANBUL	IRAN
19-23.10.2015	ANTALYA (ICAN2015)	THE BAHAMAS
19-23.10.2015	ANTALYA (ICAN2015)	BAHRAIN
19-23.10.2015	ANTALYA (ICAN2015)	ALBANIA
19-23.10.2015	ANTALYA (ICAN2015)	BELGIUM
19-23.10.2015	ANTALYA (ICAN2015)	UNITED ARAB EMIRATES
19-23.10.2015	ANTALYA (ICAN2015)	BRAZIL
19-23.10.2015	ANTALYA (ICAN2015)	BRUNEI DARUSSELAM
19-23.10.2015	ANTALYA (ICAN2015)	BURKINA FASO
19-23.10.2015	ANTALYA (ICAN2015)	CHAD
19-23.10.2015	ANTALYA (ICAN2015)	DENMARK
19-23.10.2015	ANTALYA (ICAN2015)	ETHIOPIA
19-23.10.2015	ANTALYA (ICAN2015)	REPUBLIC OF IVORY COAST
19-23.10.2015	ANTALYA (ICAN2015)	FINLAND
19-23.10.2015	ANTALYA (ICAN2015)	GUINEA
19-23.10.2015	ANTALYA (ICAN2015)	GUINEA-BISSAU
19-23.10.2015	ANTALYA (ICAN2015)	SOUTH AFRICA
19-23.10.2015	ANTALYA (ICAN2015)	HONG KONG
19-23.10.2015	ANTALYA (ICAN2015)	IRAQ
19-23.10.2015	ANTALYA (ICAN2015)	UNITED KINGDOM
19-23.10.2015	ANTALYA (ICAN2015)	SWITZERLAND
19-23.10.2015	ANTALYA (ICAN2015)	CAMEROON

19-23.10.2015	ANTALYA (ICAN2015)	QATAR
19-23.10.2015	ANTALYA (ICAN2015)	KENYA
19-23.10.2015	ANTALYA (ICAN2015)	COSOVO
19-23.10.2015	ANTALYA (ICAN2015)	KUWAIT
19-23.10.2015	ANTALYA (ICAN2015)	LIBERIA
19-23.10.2015	ANTALYA (ICAN2015)	LIBYA
19-23.10.2015	ANTALYA (ICAN2015)	MALAYSIA
19-23.10.2015	ANTALYA (ICAN2015)	MONGOLIA
19-23.10.2015	ANTALYA (ICAN2015)	MOLDOVA
19-23.10.2015	ANTALYA (ICAN2015)	NEPAL
19-23.10.2015	ANTALYA (ICAN2015)	NIGER
19-23.10.2015	ANTALYA (ICAN2015)	NIGERIA
19-23.10.2015	ANTALYA (ICAN2015)	PAKISTAN
19-23.10.2015	ANTALYA (ICAN2015)	RUSSIA
19-23.10.2015	ANTALYA (ICAN2015)	SENEGAL
19-23.10.2015	ANTALYA (ICAN2015)	SEYCHELLES
19-23.10.2015	ANTALYA (ICAN2015)	SERBIA
19-23.10.2015	ANTALYA (ICAN2015)	SIERRA LEONE
19-23.10.2015	ANTALYA (ICAN2015)	SINGAPORE
19-23.10.2015	ANTALYA (ICAN2015)	SRI LANKA
19-23.10.2015	ANTALYA (ICAN2015)	SAUDI ARABIA
19-23.10.2015	ANTALYA (ICAN2015)	TOGO
19-23.10.2015	ANTALYA (ICAN2015)	OMAN
19-23.10.2015	ANTALYA (ICAN2015)	UGANDA
19-23.10.2015	ANTALYA (ICAN2015)	VIETNAM
19-23.10.2015	ANTALYA (ICAN2015)	NEW ZEALAND
19-23.10.2015	ANTALYA (ICAN2015)	GREECE
19-23.10.2015	ANTALYA (ICAN2015)	ZAMBIA
19-23.10.2015	ANTALYA (ICAN2015)	ZIMBABWE
19-23.10.2015	ANTALYA (ICAN2015)	MAURITIUS
19-23.10.2015	ANTALYA (ICAN2015)	EU COMMITTEE

### Countries with which Turkey has signed an Air Services Agreement

COUNTRY		
USA	CHAD	SOUTH KOREA
AFGHANISTAN	CZECH REPUBLIC	SOUTH SUDAN
GERMANY	CHINA	GEORGIA
ANGOLA	DENMARK	CROATIA
ANTIGUA AND BARBUDA	DEM. REP. OF CONGO	INDIA
ARGENTINA	DOMINICAN REPUBLIC	NETHERLANDS
ALBANIA	ECUADOR	HONDURAS
AUSTRALIA	EQUATOR GUINEA	HONG KONG
AUSTRIA	EL SALVADOR	IRAQ
AZERBAIJAN	INDONESIA	UNITED KINGDOM
UAE	ERITREA	IRAN
THE BAHAMAS	ESTONIA	IRELAND
BAHRAIN	ETHIOPIA	SPAIN
BANGLADESH	MOROCCO	ISRAEL
BELARUS	FIJI	SWEDEN
BELGIUM	IVORY COAST	SWITZERLAND
BELIZE	PHILIPPINES	ITALY
BENIN	FINLAND	ICELAND
BOSNIA HERZEGOVINA	FRANCE	JAMAICA
BOTSWANA	GABON	JAPAN
BRAZIL	GAMBIA	CAMBODIA
BRUNEI	GANA	CAMEROON
BULGARIA	GUINEA	CANADA
BURKINA FASO	GUINEA-BISSAU	MONTENEGRO
BURUNDI	GUATEMALA	QATAR
ALGERIA	GUYANA	KAZAKHSTAN
CIBUTI	REP. OF SOUTH AFRICA	KENYA

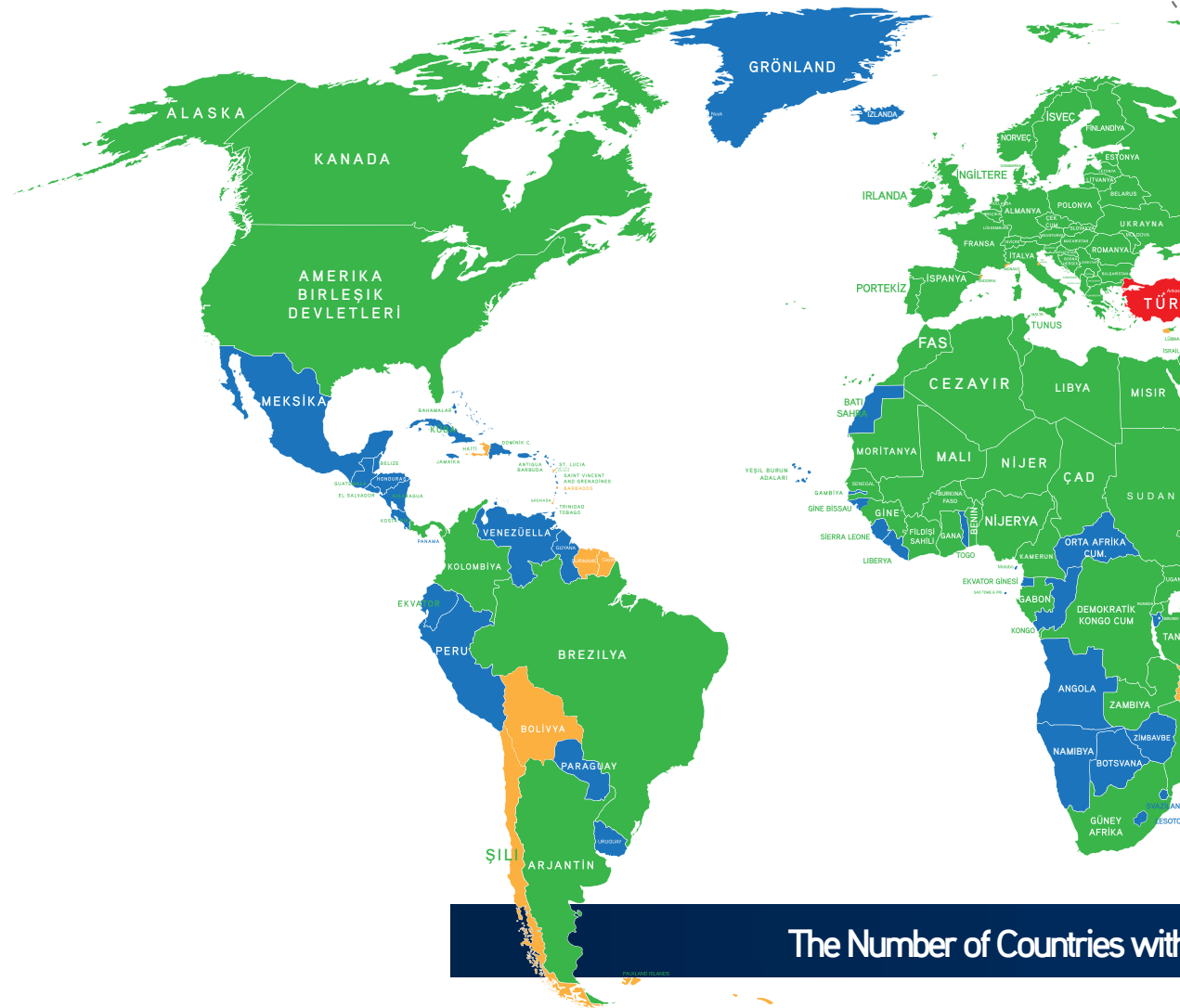
KYRGYZSTAN
TRNC
COLOMBIA
COMOROS
CONGO
COSOVO
COSTA RICA
KUWAIT
CUBA
LAOS
LESOTHO
LATVIA
LIBERIA
LIBYA
LITHUANIA
LEBANON
LUXEMBOURG
HUNGARY
MADAGASCAR
MACEDONIA
MALDIVES
MALAYSIA
MALI
MALTA
MEXICO
EGYPT
MONGOLIA
MOLDOVA
MAURITANIA

MYANMAR
NAMIBIA
NEPAL
NICARAGUA
NIGER
NIGERIA
NORWAY
CENTRAL AFRICAN REPUBLIC
UZBEKISTAN
PAKISTAN
PANAMA
PARAGUAY
PERU
POLAND
PORTUGAL
ROMANIA
RWANDA
RUSSIA
S. ARABIA
SAINT LUCIA
SAINT VINCENT AND GRENADINES
SAO TOME & PRI.
SENEGAL
SERBIA
SIERRA LEONE
SINGAPORE
SLOVAKIA
SLOVENIA

SOMALIA
SRI LANKA
SUDAN
SYRIA
SWAZILAND
SEYCHELLES
TAJIKISTAN
TANZANIA
THAILAND
TOGO
TRINIDAD TOBAGO
TUNISIA
TURKMENISTAN
UGANDA
UKRAINE
OMAN
URUGUAY
JORDAN
VENEZUELA
VIETNAM
YEMEN
NEW ZEALAND
GREEN CAPE ISLANDS
GREECE
ZAMBIA
ZIMBABWE

**COUNTRIES  
WITH  
AGREEMENT**

IN 2003  
**81 COUNTRIES**



The Number of Countries with

**LEAVE NO COUNTRY**



## 2016 ICAO Council Elections

Despite being one of the founding members of ICAO, Turkey did not have the opportunity to serve on the ICAO Council, which is the top decision making organ of the ICAO after 1950, and is now a candidate for the elections to be held in 2016 to become one of the 36 countries represented in the Council.

Council membership is of importance in many aspects, including playing an effective role in international organizations and enhancing the competitive power of the industry by shaping the future of civil aviation.







### **Presidency of EUROCONTROL Provisional Council**

Gaining an increasing importance in international civil aviation organizations in line with the recent developments in its civil aviation industry, Turkey will undertake the Presidency of EUROCONTROL Provisional Council, which is EUROCONTROL's most important decision making organ in the nature of Plenary Sessions.

Council Presidency is of utmost importance for having a stronger voice, and more power to have influence over the decisions taken by EUROCONTROL. Turkey will execute the duty of Council Presidency until the end of 2017.

Provisional Council (PC) meetings of EUROCONTROL, which has 41 members comprising European countries, are of a Plenary Session nature, wherein decisions are taken. The organization has two more divisions, wherein strategic decisions are formed, preliminary decisions are determined and monitored, namely, the Provisional Council Coordinating Committee (PCC) and the Provisional Council President's Bureau (PCB). Turkey also undertakes the presidency of these two divisions.

### **Vice Presidency of ECAC (European Civil Aviation Conference)**

Our Director General was re-elected for the second time, as the Vice President of the European Civil Aviation Conference (ECAC) in the recent Plenary Session of ECAC held in Strasbourg on July 1, 2015. Holding a strong position in the decision making mechanisms of one of the most important organizations that regulate European civil aviation, Turkey will be executing this duty for a period of three years.

In the Plenary Session, the 60th anniversary of the establishment of ECAC in 1955 for the purpose of promoting the continued development of a safe, efficient and sustainable air transport system in Europe was celebrated with participation of Directors General of 44 ECAC Member States, representatives of ICAO Member States, IATA, ACI and many other international and regional aviation organizations.

## ICAN2015

ICAN2015 event was organized by our Directorate General in Antalya on October 19-23, 2015.

The 8th International Civil Aviation Organization (ICAO) Air Services Negotiation Event organized this year with participation of 95 countries, was the largest of its kind to date, in terms of the number of attendees. Turkey held bilateral negotiations with 52 countries and signed bilateral aviation agreements with 36 of these countries during this event.

As a result of revisions made on the existing agreements to increase frequency and add new flight points, Turkey secured the right to have over 300 additional flights per week and more than 25 new flight destinations. The contribution of the obtained additional flight rights to the national economy is estimated to be approximately 600 million dollars.

Approximately 600 bilateral air services negotiations were held among other ICAO member countries participating in the conference. The revised and re-signed agreements allowed countries to expand their international flight networks with the addition of new flight routes.

Attended by civil aviation authorities of 95 countries, 8 international organizations and 60 companies, this event provided an opportunity for domestic and international companies to hold several business meetings. Tourism organizations were also invited to this year's event, which contributed immensely to promotion of Turkey in the international arena. In this context, member countries were informed about the existing potential and market opportunities, offered by Turkey's civil aviation industry, within the framework of Turkey's candidacy for ICAO Council membership in 2016.



## TURKEY - ICAO The First Official Bilateral Cooperation

Secretary General of the UN International Civil Aviation Organization (ICAO) has paid an official visit to Turkey on February 16-22, 2015. Turkey is one of the founding members of ICAO. This was the first-ever official ICAO visit at Secretary General level since Turkey's membership in 1945.

The issues addressed during the visit included further development of Turkey-ICAO relations, and Turkey's candidacy for ICAO Council membership in 2016. A Memorandum of Understanding aiming to enhance collaboration between Turkey and ICAO was also signed.

This Memorandum of Understanding is the first official cooperation agreement signed between Turkey and ICAO and covers areas including ensuring close cooperation between the parties on civil aviation training; establishment of a program, through which developing ICAO member states will be provided 20 training fellowships in Turkey every year; secondment of ICAO Secretariat with at least 2 experts from Turkey every year; participation of aviation experts of our Directorate General in ICAO audits either as observers or auditors; contribution of Turkey to the "Comprehensive Regional Implementation Plan for Aviation Safety in Africa" and the "Voluntary Human Resources Development Fund for the Civil Aviation Sector in Africa".

## Civil Aviation Training Cooperation Agreement Signed Between Turkey and ICAO

ECAC's (European Civil Aviation Conference) Meeting of Directors General of Civil Aviation was held in Bodrum on August 27-31, 2015. During this meeting, a cooperation agreement on civil aviation training was signed between Turkey and ICAO.

The 64th Meeting of Directors General of Civil Aviation of ECAC, which Turkey is a member of, was hosted by our Directorate General and organized in Bodrum on August 27-31, 2015

During this meeting, which was attended by Directors General of Civil Aviation and senior level representatives of 41 countries, a cooperation agreement on the subject matter of training of civil aviation personnel was signed. The agreements signed aim to promote cooperation on training activities in order to ensure that ICAO standards are implemented at the highest level both in Turkey and also in the region as well.



## 5- TRAINING ACTIVITIES, CONFERENCES AND MEETINGS

The training activities, conferences and meetings organized/participated in by our Directorate General in 2015 are as follows.



- ① SHY-M Workshop, organized at our Directorate General on January 5,
- ① Seminar on Enhancing Executive Effectiveness in the Public Sector, organized at TODAIE on January 5-9,
- ① Certification Meeting, organized at our Directorate General on January 06,
- ① Cooperation meeting with US Federal Aviation Administration (FAA), organized at our Directorate General on January 06,
- ① Directorate General of Migration Management, Obligations of Carriers meeting, organized on January 07,
- ① IATA Secure Cargo Project Meeting held on January 07-08,
- ① IHA meeting organized at our Directorate General on January 08,
- ① Meeting of the Board of Experts on Training, Research, and Control (EADUK), organized on January 13,
- ① Ministry of Customs and Trade, Secure Cargo Project Meeting, organized on January 14,
- ① THY A.O. Secure Cargo Project Meeting, organized on January 16,
- ① Meeting of the Sub Working Group of the Board of Experts on Training, Research, and Control (EADUK), organized on January 19,
- ① ICAO Auditor's Training organized at our Directorate General on January 20,
- ① Technical Seminar on Aviation Security, organized on January 21
- ① Meeting on Determination of the Number of ETD Equipment, organized at the State Airports Authority on January 22,
- ① Eurocontrol Support Project Meeting, organized at our Directorate General on January 22,
- ① Optimized Maintenance Program Meeting held with Boeing and Pegasus, at our Directorate General on January 22,
- ① NATO Civil Aviation Planning Group's Meeting, organized on January 26-30,
- ① Certification Meeting, organized at our Directorate General on January 28,
- ① EASA Working Arrangement Meeting, organized at our Directorate General on January 30,
- ① Meeting on Evaluation of Unsafe Flight Zones, organized on January 30,
- ① In-situ observation of personnel training provided by Military Service Provider at Izmir Air Technical Command on February 03,

- ⦿ Airline Maintenance & Engineering Training Ltd. ICAO Safety Management Systems Training on February 4-6,
- ⦿ Meeting on Ankara TMA, organized at our Directorate General on February 05,
- ⦿ Twinning Project TR 11 IB TR 01 Authority Requirements And Its Impact On Management System / Part-1 Training, organized on February 9-13,
- ⦿ Twinning Project TR 11 IB TR 01 European Avsec System And Legal Framework Training, organized on February 9-13,
- ⦿ THY Air Transport Economics Training, organized on February 9-13,
- ⦿ ICAO USAP CMA Aviation Security Auditor Training, organized on February 9-17,
- ⦿ Meeting on amending horizontal limits for Gölcük restricted zone, organized at the Turkish General Staff on February 10,
- ⦿ Participation to Pakistan YDIK Meeting, organized in Islamabad on February 16-18,
- ⦿ Twinning Project TR 11 IB TR 01 Inspector Qualification For Airworthiness, FCL, OPS, and Aerodrome Inspectors Training, organized on February 16-20,
- ⦿ Participation to the Working Group meeting for revision of European Air Traffic Management (ATM) Master plan, held in Belgium on February 23,
- ⦿ PANS-OPS Oversight Training Meeting, organized at our Directorate General on February 23,
- ⦿ Twinning Project TR 11 IB TR 01 PANS-OPS Oversight Training, organized on February 23-27,
- ⦿ Meeting to provide information on the new AIP and HUD Training Instructions for representation and oversight companies, organized at our Directorate General on February 24
- ⦿ Participation to ICAO Air Transport Regulation Panel, organized in Paris on February 25,
- ⦿ Airline Maintenance & Engineering Training Ltd Part-21 Training, organized on February 25,
- ⦿ D-8 Civil Aviation Procedure Design (PANS-OPS) Procedure Design (PANS-OPS) Familiarization Workshop, organized in Iran on February 26,
- ⦿ Airline Maintenance & Engineering Training Ltd Auditing Techniques Training, organized on February 26,
- ⦿ Participation to the workshop on “Enhancing Flight Safety for IFR/VFR Traffic over Open Seas”, organized in Belgium on March 02-03,
- ⦿ Twinning Project TR 11 IB TR 01 Auditing Techniques Training, organized on March 2-6,
- ⦿ Meeting of the Ankara Aviation Executive Board, organized at our Directorate General on March 05,
- ⦿ Participation to the Permanent Committee Working Group (CN-SG/4) meeting, held in Brussels on March 09,
- ⦿ EUROCONTROL LEX- PERF (SES Performance Scheme) training, organized on March 9-11,
- ⦿ Twinning Project TR 11 IB TR 01 Part-66 Training, organized on March 9-13,
- ⦿ Seminar on Enhancing Executive Effectiveness in the Public Sector, organized at TODAIE on March 9-13,
- ⦿ JAA TO SAFA Initial Training, organized on March 9-13,
- ⦿ ICAO Air Cargo and Mail Security Training, organized on March 9-13,
- ⦿ SAA - Singapore Aviation Academy Flight Operations Inspector training, organized on March 9-20,
- ⦿ Meeting regarding Afghanistan's Request for Assistance in the Field of Aviation, organized at the Ministry of Foreign Affairs, on March 11,
- ⦿ Participation (as a speaker) to the Hezarfen Aviation Days event, organized at Eskişehir Osmangazi University on March 13-14,
- ⦿ Twinning Project TR 11 IB TR 01 EC 2042/2003 – PART 145/M-SMS Training, organized on March 16-20,
- ⦿ Twinning Project TR 11 IB TR 01 Auditing Techniques Training, organized on March 16-20,
- ⦿ Informative Meeting for ECTL Representatives, organized at our Directorate General on March 17,
- ⦿ Participation to the 38th session of the Provisional Council Coordination Committee, organized in Brussels (Belgium) on March 17,
- ⦿ Twinning Project TR 11 IB TR 01 Hr System Including Job Description Training, organized on March 17-20,
- ⦿ Participation to the ATSEP On-the-Job (Navigation) Training, organized at the State Airports Authority, on March 18 - April 30,
- ⦿ Participation to the State Acton Plan Meeting, organized in Warsaw on March 18,
- ⦿ Participation to the seminar organized by Necmettin Erbakan University's Aviation and Space Sciences Faculty within the scope of the Civil Aviation Training Seminars Program in Konya, on March 20,
- ⦿ JAA TO SAFA Recurrent Training, organized on March 23-24,

- ⦿ Twinning Project TR 11 IB TR 01 EC 2042/2003 - PART-M Training, organized on March 23-27,
- ⦿ Meeting to provide information on the new AIP and HUD Training Instructions, organized in Ankara on March 24,
- ⦿ Certification Meeting held at Anadolu University, on March 24,
- ⦿ Presentation on Internal Audit and Allowances, delivered at our Directorate General, on March 26,
- ⦿ Meeting on Preparation of AST Reports (2014), held at our Directorate General, on March 27,
- ⦿ JAA TO Aero-Medical Requirements Meeting, held on March 30-April 1,
- ⦿ SHY-147 Organizations Type Training Meeting, held at our Directorate General, on March 31,
- ⦿ Meeting with the Consultant Company for the Technical Assistance Project of Directorate General of Civil Aviation's Training Centre, organized in Ankara on April 01,
- ⦿ Meeting for evaluation of the Directorate General's findings of the Airport inspections, held on April 02,
- ⦿ Participation to the FPL Workshop, organized in Istanbul THY Training Building on April 03,
- ⦿ Seminar on Enhancing Executive Effectiveness in the Public Sector, organized at TODAIE on April 6-10,
- ⦿ Participation to the 50th Session of EUROCONTROL Safety Regulation Committee (SC/50), held in Belgium on April 07,
- ⦿ Isparta Süleyman Demirel Airport Obstacle Meeting, held at the State Airports Authority, on April 08
- ⦿ Informative Meeting on European Union Projects, organized at our Directorate General on April 10,
- ⦿ Participation to the EUROCONTROL ANSC LEX-SOCH (Safety Oversight of Changes in ATM/ANS) Meeting, held on April 12 in Luxembourg,
- ⦿ Ministry of Finance, Movable Property Registration and Management System, Surplus Movable Property Application, Expense Management System, Purchasing Process Application, organized on April 13-17,
- ⦿ Meeting on Civil-Military Cooperation in ICAO European and North Atlantic Regional Office, held in Paris on April 14,
- ⦿ Participation to the Informative Meeting on IPA 1 Projects, organized at the Ministry of EU Affairs (Ankara) on April 14,
- ⦿ European Union 2015 Progress Report Meeting held in Ankara on April 15,
- ⦿ Participation to the SHY/SHT - 147 Revision Workshop, organized in Istanbul on April 17,
- ⦿ Visit of Ireland Civil Aviation Training Academy (DIATA) to our Directorate General on April 20,
- ⦿ Participation to EUROCONTROL Radio Frequency Function Group (RAFT) Meeting, held in Brussels (Belgium) on April 20,
- ⦿ Orientation Training organized at our Directorate General on April 20-22,
- ⦿ UAV Workshop, organized at our Directorate General on April 24,
- ⦿ Participation to the Global Market Based Measures MRV meeting, organized in Japan on April 24,
- ⦿ Participation to the 28th IATA Ground Handling Services Conference, organized in Istanbul on April 26-28,
- ⦿ Aeromedical Medicine Refreshment Course, organized at Eskişehir Aeromedical Research And Training Centre (USAEM) on April 27-30,
- ⦿ Participation to the Preliminary Meeting of the 6th Sub Committee, organized at the Ministry of EU Affairs on April 28,
- ⦿ Aerodrome Safety Working Group Meeting, organized at our Directorate General on April 30,
- ⦿ Ground Handling Services Workshop (companies holding Class A operating licenses), organized at our Directorate General on April 30,
- ⦿ HANKOK Meeting, organized at our Directorate General on April 30,
- ⦿ Meeting on Approach Criteria for Airport Zones, held in Konya on April 30,
- ⦿ Participation to the IATA Ground Handling Services Seminar, organized in Istanbul on April 30,
- ⦿ Participation to the seminar on CNS Systems and Obstacle Criteria organized at Erzincan University on May 04,
- ⦿ Airline Maintenance & Engineering Training Ltd CRM Training, organized on May 8-9,
- ⦿ Basic Training for Potential Officers of Ankara University, organized on May 11-June 6,
- ⦿ Meeting on AIP GEN 1.2 and Insurances, held at our Directorate General on May 13-14,
- ⦿ Onur Airlines (Istanbul) Monitoring Advisory Committee meeting held on May 15,
- ⦿ SAA - Singapore Aviation Academy Aviation Leaders Programme in Public Policy Training, organized on May 18-29,



- ⦿ Participation to the 43th EUROCONTROL Council Session (PC/43), held in Brussels on May 20,
- ⦿ Meeting with the Communications Specialist of the Technical Assistance Team, held in Istanbul on May 20, within the scope of the Training Centre Project,
- ⦿ Meeting on Airport ground handling services entry-representation, management, oversight services, organized at Istanbul Ticaret University on May 21,
- ⦿ EMBRAER- Borajet Meeting held in Ankara on May 21,
- ⦿ Traseca Closing meeting held in Tiflis on May 21,
- ⦿ Meeting on Airport ground handling services, entry-representation, management, oversight services organized at Çorum Hitit University on May 25,
- ⦿ Meteorology Meeting, organized at our Directorate General on May 26,
- ⦿ FUA (Flexible Use of Airspace) Workshop Training, held at our Directorate General on May 27,
- ⦿ Meeting on Airport Obstacle Plans, held in Erzincan on May 29,
- ⦿ KARGE Consultancy Organization 5018, 4734 SK Legislation Training organized on May 29-June 2,
- ⦿ Participation to the fifth meeting of the Permanent Committee Working Group (CN-SG), held in Belgium on May 31,
- ⦿ Meeting on Airport Obstacle Plans, held in Erzincan on May 29,
- ⦿ Aeromedical Medicine Refreshment Course, organized at Eskişehir Aeromedical Research And Training Centre (USAEM) on June 01-04,
- ⦿ Seminar on Enhancing Executive Effectiveness in the Public Sector, organized at TODAIE on June 8-12,
- ⦿ JAA TO Air Crew Commission Regulations (EU) 1178/2011 and 290/2012 (new FCL)
- ⦿ Training, organized on June 9-11,
- ⦿ Orientation Training organized at our Directorate General on June 10,
- ⦿ Participation to the Agency Consultancy Board (AAB/12) session held in Brussels on June 11,
- ⦿ SHY-M Workshop, organized at our Directorate General on June 11,
- ⦿ Meeting on training requirements, held with a member of the Technical Training Assistance Team in Ankara on June 12,
- ⦿ Preparatory Training for Potential Officers, organized at our Directorate General on June 15-July 13,
- ⦿ Risk Assessment Tool Meeting (RAT Workshop), organized at our Directorate General on June 16,
- ⦿ Preparatory Training for Potential Officers, organized at our Directorate General on June 17-18,
- ⦿ Meteorology Meeting, organized at our Directorate General on June 22,

- ① Training on the EU Law, organized by Amsterdam University, Faculty of Law on June 22-July 7,
- ① Meeting on Training Requirements, held in Ankara with participation of the Airworthiness Department, the Aviation Security Department and the Technical Assistance Team on June 25,
- ① Training Building monthly meeting held on June 25,
- ① Behaviour Determination Training, organized in Ankara on June 30 - July 2,
- ① Meeting of the Aviation Department, held at the Directorate General of State Meteorological Services on July 2,
- ① Private Security Workshop, organized in Ankara on July 2-3,
- ① Meeting on the HSD, HUD and Training Needs Analysis, held in Ankara on July 3,
- ① Meeting on Analysis of Meteorological Data, held in Nevşehir on July 8,
- ① Meeting on the UOD, HAD and Training Needs Analysis, held in Ankara on July 10,
- ① Orientation Training organized for our new employees on July 10,
- ① SAA - Singapore Aviation Academy Civil Aviation Management Programme training, organized on July 13-24,
- ① Informative Meeting on the DFS ATCO Question Bank, held on July 14,
- ① The 6th European Aviation Safety Plan Meeting, held in Cologne, Germany on July 17,
- ① National Civil Aviation Security Program Seminar, organized in Ankara on July 20
- ① ACI - Airports Council International ACI/ ICAO Aerodrome Certification Training, organized on July 20-24,
- ① Meeting on the Twinning Project, held with participation of the European Commission, the EU Delegation, France and Romania Civil Aviation Authorities in Brussels on July 22,
- ① Meeting in Istanbul with airlines, ground handling service providers and terminal operators for coordination of the ICAN2015 event, held on July 24,
- ① Workshop on the Exam for Certification of Screening Personnel, held in Ankara on July 24
- ① HEM (Aviation Training Centre) Hazardous Substances Course organized on July 27-31,
- ① Cargo Security Training, organized in Istanbul on July 28,
- ① SAA - Singapore Aviation Academy Emergency Management Workshop Training, organized on July 4 - August 4,
- ① Examination of the Meteorological studies of Atatürk Airport Air Traffic Control Tower, organized in Erzurum on July 31
- ① Aerodrome Certification Course, organized in Dublin, Ireland on July 31,
- ① ICAO CAEP Steering Group Meeting, held on July 31,
- ① ICAN 2015 Preparation and Coordination Meeting, held at our Directorate General on August 5,
- ① Meeting on the Draft Instructions for Very Light Aircraft, held at our Directorate General on August 5,
- ① Orientation Training organized at our Directorate General on August 5-7,
- ① Meeting with Catering Companies, organized at our Directorate General on August 7,





- ⦿ JAA TO CS-29 Large Rotorcraft Certification Training, held on August 10-13,
- ⦿ National Auditor's Training, organized at Ankara Esenboğa Airport on August 10-14,
- ⦿ Meteorology Meeting held at Directorate General of THY on August 11,
- ⦿ Atatürk Airport ECAC Evaluation Meeting held at Istanbul Atatürk Airport on August 12,
- ⦿ Meeting with Sponsoring Companies and Organizations of ICAN 2015 held at our Directorate General, on August 12,
- ⦿ IATA Civil Aviation Management meeting, held on August 17-21,
- ⦿ Risk Assessment Meeting, organized at our Directorate General on August 19,
- ⦿ NDT Board Meeting, held in Ankara on August 19,
- ⦿ Tactical UAV Meeting, held at the Headquarters of Turkish Navy Forces on August 20,
- ⦿ UAV Meeting, organized at our Directorate General on August 20,
- ⦿ 1st Meeting of the Steering Committee for the Training Centre, held in Ankara on August 21,
- ⦿ MEB- SHGM SHY-147 Curriculum Meeting held at our Directorate General on August 24,
- ⦿ Informative Meeting on the Training Centre Project, held in Istanbul on August 24,
- ⦿ National Auditor's Training, organized at Ankara Esenboğa Airport on August 24-28,
- ⦿ Evaluation of Istanbul 3rd Airport in terms of Meteorological Services, held at the State Airports Authority on August 26,
- ⦿ Informative Seminar on the Training Instructions, organized at our Directorate General on August 31,
- ⦿ SHY/SHT- 147 Revision Meeting, held in Istanbul on September 8,
- ⦿ Training on Controlling Mobile Records, organized at our Directorate General on September 8,
- ⦿ Ministry of EU Affairs Services Project Workshop organized in Ankara on September 9-10,
- ⦿ FMG21 Meeting held in Paris on September 9-11,
- ⦿ SHY/SHT- 147 Revision Workshop, organized in Ankara on September 10,
- ⦿ EYS User Training organized at our Directorate General on September 11,
- ⦿ ISO 14001 Training organized at TSI on September 14-18,
- ⦿ ASM Training organized in cooperation with TSA-SHGM in Kapadokya on September 14-18,
- ⦿ 7th Meeting of the Civil Aviation Committee, held in Ankara on September 15,
- ⦿ SHY-M Working Group Meeting, held in Istanbul on September 15,
- ⦿ Meteorological Coordination Meeting organized at our Directorate General on September 16,
- ⦿ Hazardous Substances Meeting held in Ankara on September 29,
- ⦿ TAG ADR Meeting, held in Cologne on September 29,
- ⦿ Meeting on Unmanned Aerial Vehicles, held at our Directorate General on September 30,
- ⦿ Rescue and Fire Simulation Training organized in Erzincan on September 30,
- ⦿ EADUK (Board of Experts on Training, Research, and Control) Meeting organized in Ankara on October 2,
- ⦿ Basic EU Training organized at Atatum of Ankara University's Cebeci Campus on October 5-11,
- ⦿ Twinning Project Review Meeting, held in Ankara on October 6,
- ⦿ Meeting on the Issues Encountered at Atatürk Airport and Istanbul TMA, held at the Directorate General of THY on October 6,
- ⦿ Training on Introduction to Safety Management System, organized at our Directorate General on October 7,
- ⦿ General Training on ICAO Annexes, organized at our Directorate General on October 8,



- ① Meeting on the Training Needs Analysis for the Accident Investigation and Examination Board, held in Ankara on October 15,
- ① Meeting on the Training Needs Analysis for the Ministry of Transport, Maritime Affairs and Communications, held in Ankara on October 15,
- ① SHT-147 Workshop, organized in Istanbul on October 15,
- ① Civil Aviation Negotiations between Somali and Somaliland, organized at Ankara Çukurambar Holiday Inn Hotel on October 15,
- ① Certification Meeting, held at Sabiha Gökçen Airport on October 15,
- ① 39th EUROCONTROL Provisional Council Coordination Meeting (PCC/39) held in Belgium on October 19,
- ① ICAN 2015 Meeting, organized in Antalya on October 19-23,
- ① Public Expenditures and Accounting Information systems Training, organized at the Ministry of Finance on October 19-23,
- ① SHT-147 Workshop, organized in Ankara on October 20,
- ① Visit to the Training Centre of the State Airports Authority, October 22,
- ① 13th Meeting of EUROCONTROL Agency Advisory Board (AAB), held in Belgium on September 26,
- ① Training Workshop, organized at our Directorate General on October 31,
- ① Training on Legislation for Utilization of EU Funds and Project Management, organized in Ankara on November 4-5,
- ① Regional Workshop on EU Acquis in the Field of Aviation Security Training, organized by the European Commission on November 4-5,
- ① Training Centre Team Collaboration Workshop, organized in Ankara on November 5-6,
- ① AFA-Atlantic Flight Academy Diamond/DA42 Recurrent (Ground) Training, organized on November 11-13,
- ① Training Centre Steering Committee's 1st Meeting organized in Ankara on November 16,
- ① JAA TO Regulatory Auditing Techniques Training, organized at Ankara İlci Hotel on November 16-19,
- ① SHY-66/147 Conference, held at Istanbul Arel University on November 23,
- ① European Commission Regional Workshop on EU- OPS and EASA-OPS Training, organized on November 23-24,
- ① AFAD Civil Defene Experts' In-Service-Training, organized on November 23-27,
- ① Meeting with the FIC unit of the State Airports Authority about the changes made to AIP GEN 1.1 and GEN 1.2, on November 27,
- ① EU Policy Evaluation Meeting, held at our Directorate General on November 30,
- ① Participation to the AIM On-the-Job Training at the State Airports Authority, on November 30,
- ① Annex4 Aviation Maps Meeting, held in Ankara on December 1,
- ① EADUK Meeting, held in Ankara on December 4,
- ① Civil Aviation Commission Training Working Group Meeting, held in Istanbul on December 4,
- ① Use of AFTN, at the State Airports Authority on December 4,
- ① Airworthiness Training Course, organized in Ankara on December 7,
- ① Safety Management Systems (SMS) Basic Course, organized in Ankara on December 8,
- ① PC44 Meeting held in Brussels on December 8-9,
- ① ACI Airport Exchange Conference, held in Istanbul in December 9,
- ① Aerodrome Auditing and Compliance Training, organized in Ankara on December 11,
- ① Safety Oversight of Changes in ATM/ANS, organized in Luxembourg on December 14,
- ① Seminar on Introduction to the Safety Management System and SAFA, organized in Izmir on December 18,
- ① Monitoring Advisory Meeting, held in Istanbul in December 21,
- ① Meeting on Indication of FIR on Maps, held at the General Command of Mapping in Ankara on December 22,
- ① SHY-145 Workshop, organized on December 22,
- ① Sabiha Gökçen Airport Meeting, held in Istanbul in December 23,
- ① Participation to the Corporate Risk Management Meeting, held on December 23-24,
- ① Adana Aviation Workshop, organized at our Directorate General on December 28,
- ① Sectoral Opinion Meeting regarding the EU Comprehensive Agreement, held in Ankara on December 30,



## 6- EXAMS and LICENSING ACTIVITIES

### ATSEP (Air Traffic Safety Electronics Personnel) Exams

Personnel, who document that he/she fulfils the conditions set forth in the Regulation on Exams, Certification, Licensing and Authorization of Air Traffic Safety Electronics Personnel (SHY-ATSEP); who are subjected to a basic training program are first granted assistant ATSEP license upon application of the related training organization or air navigation service provider. Personnel, who then successfully pass the exam to be organized by our Directorate general, are granted ATSEP license.

- ① ATSEP Degree Renewal Exams for Navigation, Communications and Oversight were held in Antalya Airport on December 31, 2015.
- ② ATSEP Degree Renewal Exams for Navigation, Communications and Oversight were organized in Antalya Airport on August 31, 2015, for a period of one week.
- ③ ATSEP Degree Renewal Exams for Navigation, Communications and Oversight were organized in the Exam Room of the DGCA on September 7, 2015, for a period of two weeks.
- ④ ATSEP Degree Renewal Exams for Navigation, Communications and Oversight were organized in Istanbul Atatürk Airport on August 24, 2015, for a period of one week.

### Air Traffic Controller (ATCO) Exams

1. ATCO license exam was organized in the Exam Room of the DGCA on April 17, 2015.
2. ATCO license exams were organized in the Exam Room of the DGCA on August 6-7, 2015.
3. ATCO license exam was organized in the Exam Room of the DGCA on November 17, 2015.

## Exams for Screening Personnel (TPSS)

Exams for Screening Personnel are carried out by our Directorate General through the computer-based exam system at the designated exam centres. In 2015, 6,998 personnel took the TPSS Exam within the framework of the SHT-17.2 Instruction on Aviation Security Training and Certification.

Furthermore;

- ⦿ 1861 Technician Licenses were processed.
- ⦿ 800 Flight Crew Certificates were processed. 4 Flight Operation Specialist exams were held.
- ⦿ 11 ATPL exams were held.
- ⦿ 12 English Language Proficiency exams were held.
- ⦿ 34 PPL exams were held.
- ⦿ 12 PPL&CPL exams (BALLOON) were held.
- ⦿ Exam for Assistant Aviation Specialists to be employed under administrative employment contracts was held at THK University on March 21.
- ⦿ Interviewing of Engineers to be employed by our Directorate General under administrative employment contracts was held on June 25.
- ⦿ Preparatory Training Exam was held at our Directorate General on July 13
- ⦿ Pilot (Aircraft-Rotorcraft) Interviews were held at our Directorate General on August 6
- ⦿ Aircraft Control and Maintenance Technician Interviews were held at our Directorate General on August 7.
- ⦿ 24 senior executives in charge of security were approved within the framework of SHT-17.3 Instructions for Aviation Companies on Security Organization and Management.

Within the framework of the authorization activities;

- ⦿ 82 Organizations were granted Continuous Airworthiness Authorization (SHY-M),
- ⦿ 87 Aircraft Maintenance Organizations were authorized (SHY- 145),
- ⦿ 3 SHT-NDT Training Organizations, 3 SHT-TEDARİK Organizations were authorized,
- ⦿ 8 Aircraft Maintenance Personnel Training Organizations were authorized (SHY-147),
- ⦿ 2 Recognized School Authorizations were granted,
- ⦿ 2 Service Provider Authorizations were granted,
- ⦿ 6 Aircraft Manufacturing Organizations (SHY-21) were authorized.
- ⦿ 3 temporary operating licenses were granted within the scope of the Airport Ground Handling Services Regulation.
- ⦿ Within the scope of the Aviation Instructions No: SHT-150.11 on the Duties, Authorities and Responsibilities of Air Cargo Agencies, certificates of 8 Air Cargo Agencies were renewed, and 13 cargo agencies were issued certificates for the first time.
- ⦿ Within the scope of ICAO Annex-17, ECAC Document 30 and the National Civil Aviation Security Program (MSHGP), security plans of 16 airlines/air taxi companies were approved.
- ⦿ Within the scope of Instruction No. SHT-17.2 on Aviation Security Training and Certification, 5 Training Organizations were authorized.
- ⦿ Aviation Health Unit issued 6 new AMC Authorization Certificates, renewed 6 AMC Authorization Certificates; issued 13 new AME Authorization Certificates, renewed 10 AME Authorization Certificates; and issued 1347 new Health Certificates.
- ⦿ 6 health organizations were authorized as Aviation Medical Centres.
- ⦿ 13 physicians with aero-medical medicine training were authorized as aero-medical physicians at the Aviation Medical Centre; the authorization of 1 aero-medical physician was suspended, and the previously suspended authorization of 1 aero-medical physician was released.

Within the scope of registration procedures;

- ⦿ 234 Registry Reservations were made, 1 administrative fine was imposed,
- ⦿ 83 requests for issuance of Temporary Registration (Ferry-Flight) Certificates were processed,
- ⦿ 172 requests for issuance of First Entry Registry Certificates were processed,
- ⦿ Requests for Renewal of Registry Certificates;
  - 121 Registry Certificates were processed for changing owner and/or operator,
  - 16 Registry Certificates were processed for changing MTOW-aircraft type,
  - 30 Registry Certificates were processed for changing commercial name/address,
  - 13 Registry Certificates were processed for amendment/renewal requests,
- ⦿ 52 Turkish aircraft registries were processed for removal of aircraft from registry,
- ⦿ 41 letters for aircraft, for which a Mobilization,
- ⦿ 9 Mobilization Order letters were sent,
- ⦿ 1 request for justification prior to imposing of administrative fine was processed,
- ⦿ 32 flight opening-prohibition letters were processed,
- ⦿ 97 aircraft sale contracts were evaluated,
- ⦿ 13 requests for Aircraft Remove or Keep Reports were processed,
- ⦿ 16 applications were processed for returning the documents,
- ⦿ 66 incomplete application notification letters were issued,
- ⦿ 56 internal correspondence-feedback request letters were written,
- ⦿ 23 external correspondence requesting information were processed,
- ⦿ 75 financial leasing contracts were evaluated,
- ⦿ 40 letters from the Customs Office were evaluated
- ⦿ 3 (Internal correspondence) for refunding service



## 7- INDUSTRIAL AND CORPORATE PROJECTS

### Twining Project

The Opening Meeting of the EU Twining Project aiming to strengthen the administrative and corporate structure of our Directorate General was held on April 24, 2014. The project, which was suspended on April 6, 2015 for the purpose of reviewing its targets will recommence on February 6, 2016, with more concrete and implementation-oriented targets.

The Opening Meeting -the starting point of the project's execution process- was attended by representatives of Central Finance and Tender Divisions, EU Turkey Delegation, Civil Aviation Authorities of France and Romania as well as representatives of the Embassies in Turkey. Preparing the legislation, which must be laid down by 2016 within the scope of the EU Harmonization Process for Legislation Development, is one of the most important topics of the project.

In addition to Legislation Development efforts, works under the following 6 topics will be carried out simultaneously: "Corporate Development of the DGCA", "Air Navigation Services", "Reducing Audit Findings", "EASA Legislation and Aviation Safety", "Creating an Emission Trading Scheme and Environment Unit".

The project, which also aims to determine job descriptions for the human resources system and carry out works for preparing training programs in order to improve corporate and administrative structure of the DGCA into one that complies with the international aviation regulations in the highest level, is planned to be completed in 2016. All trainings, which were planned for the year 2015 under this project were provided.

### Secure Cargo Project

This project is one of the most important projects currently in the process of execution between the International Air Transport Association (IATA) and Turkey.

The harmonization of airports and national legislations with the EU, and realization of the "Secure Cargo" project; will eliminate the need for subjecting the products manufactured in Turkey to security scans at airports during transportation.

This will allow faster cargo transportation, and significant savings in terms of time and money.

### Single Point Security Project

The works regarding a Single Point Security Application, which will eliminate the need for re-screening transit passengers travelling from Turkey to Europe, are currently underway.

In this context, the country audits are completed. Airport audits will be carried out in 2016 and subsequently, negotiations will be initiated with the EU commission for mutual recognition.

### Project for Removal of Terminal Entrance Checkpoints

Pursuant to the decision of the National Civil Aviation Security Board (MSHGK), Ankara Esenboğa, Izmir Adnan Menderes and Antalya Airports have been selected for pilot application of this project.

The pilot application at Izmir Adnan Menderes Airport was initiated on July 1, 2015; and has been running smoothly to date.



EADUK inspections were carried out at Antalya Airport on October 12-14, 2015 and at Ankara Esenboğa Airport on December 29, 2015. The checkpoints located at terminal entrances will be removed following implementation of the arrangements identified in the final inspection report.

### **Aircraft Tracking and VFR Route Planning Project**

The Aircraft Tracking System (HATS) was put into practice by our Directorate General. This system is regarded as a new milestone for the civil aviation industry. A circular was published to announce that the Aircraft Tracking System application will commence as of October 1, 2015. This system aims to track all aircraft (including rotorcraft, training aircraft, and watercraft) flying by sight over Turkish airspace, and to enhance flight safety.

The circular sets forth that, in order to facilitate tracking of all VFR-flying (visual flight rules) fixed-wing and rotary-wing aircraft, to enhance flight safety and to access past flight data when required; all aircraft performing VFR flight must be equipped with an Aircraft Tracking System. The circular lays down the minimum standards for the aircraft Tracking Systems; and requires that the tracking devices to be installed in aircraft are capable of recording data such as registry sign, position, speed, altitude, heading, flight time range, and real time date and time.

In the event that the aircraft is de-energized, the device will be capable of signalling for at least 6 hours using its built-in battery, and also, transferring flight data to the company's data storage system by utilizing the GSM infrastructure. The device will be capable of storing position information in the event that GSM communication becomes unavailable during flight.

Aircraft tracking system will not only be installed in aircraft with Turkish registration, it will also be installed in aircraft leased from abroad to perform VFR flight over Turkish airspace. A compliance approval will be obtained from the aircraft design company to indicate that this device does not obstruct airworthiness. Furthermore, the SAR values of the device will be of a range that does not harm human health, as determined by the World Health Organization.

The total flight time and maintenance duration checks made during the airworthiness inspections carried out by our Directorate General will now be based on the flight times provided by this data system. Moreover, the consistency of the flight schedules and the data recorded will also be checked by means of this system.

In this context, safe VFR routes will be determined for aircraft performing VFR flights in our airspace. Çorlu-Çanakkale route is the first one to be determined for this application.

## Obstacle-Free Airport Project

The aim of this project is to provide the required airport service facilities for disabled passengers and to ensure that the needs of disabled passengers are met at no extra cost to them, allowing disabled passengers to be able to travel under equal conditions with all other passengers.

Within the framework of this project, 22 new Obstacle-Free Airport Organization certificates were issued, which increased the total number of organizations holding this certificate to 75. The list of organizations that became eligible to receive this title during the year is given below.



**obstacle-free  
Airport**

Number of organizations holding the title "Obstacle-Free Airport Organizations"		
2013	2014	2015
23	53	75

NAME OF ORGANIZATION	AIRPORT, WHERE THE ORGANIZATION IS LOCATED
Havaalanları Yer Hizmetleri A.Ş. (Havaş)	Zafer Airport
Directorate General of State Airports Authority	Şanlıurfa GAP Airport
Directorate General of State Airports Authority	Kars Airport
Directorate General of State Airports Authority	Balıkesir Koca Seyit Airport
Directorate General of State Airports Authority	Mardin Airport
Directorate General of State Airports Authority	Kastamonu Airport
Çelebi Hava Servisi A.Ş.	Ankara Esenboga, Airport
Directorate General of State Airports Authority	Bingöl Airport
Directorate General of State Airports Authority	Adıyaman Airport
Directorate General of State Airports Authority	İğdır Airport
Havaalanları Yer Hizmetleri A.Ş.	Gazipaşa Airport
Çelebi Hava Servisi A.Ş.	Bodrum Airport
Havaalanları Yer Hizmetleri A.Ş.	Konya Airport
Çelebi Hava Servisi A.Ş.	Dalaman Airport
Havaalanları Yer Hizmetleri A.Ş.	Gaziantep Airport
Havaalanları Yer Hizmetleri A.Ş.	Trabzon Airport
Çelebi Hava Servisi A.Ş.	Gaziantep Airport
Havaalanları Yer Hizmetleri A.Ş.	Kayseri Airport
Havaalanları Yer Hizmetleri A.Ş.	Elazığ Airport
Havaalanları Yer Hizmetleri A.Ş.	Milas Bodrum Airport
TAV Milas-Bodrum Terminal İşletmeciliği A.Ş.	Milas-Bodrum Airport
TAV Ege Terminal Yatırım Yapım ve İşletme A.Ş.	Adnan Menderes Airport



## Green Airport Project

This project is regarded as an important initiative for promoting environment-friendly implementations at airports in Turkey. The aim of the project is to eliminate the damage which is caused by, or which may potentially be caused by organizations operating at airports, to the environment and human health.

A protocol has been signed between our Directorate General and Turkish Standards Institution (TSI) for the purpose of implementing the Green Airport Project under more favourable conditions, checking relevant applications on a more frequent basis, ensuring that aviation companies are more environment-conscious, and that the quality standard is met. In this context, companies wishing to obtain a 'Green Company' Certificate from our Directorate General, will need to apply to the TSI after fulfilling the requirements of the Code of Practice for the Green Airport Project and document such fulfilment, and then apply to our Directorate General as the final step.

23 new certificates were issued and 9 certificates were renewed for companies that fulfil the criteria set forth for protecting the ecosystem in 2015. Thus, the number of companies holding a 'Green Company' certificate reached 97 in 2015.

Companies, for which a 'Green Company' certificate was issued for the first time in 2015

NAME OF ORGANIZATION	AIRPORT, WHERE THE ORGANIZATION IS LOCATED
HAVAŞ Havaalanları Yer Hizmetleri A.Ş	Ankara Esenboğa
HAVAŞ Havaalanları Yer Hizmetleri A.Ş	İstanbul Atatürk
THY Opet Havacılık Yakıtları A.Ş	İstanbul Sabiha Gökçen Airport
THY Opet Havacılık Yakıtları A.Ş	Kayseri Erkilet Airport
THY Opet Havacılık Yakıtları A.Ş	Elazığ Airport
THY Opet Havacılık Yakıtları A.Ş	Hatay Airport
THY Opet Havacılık Yakıtları A.Ş	Konya Airport
THY Opet Havacılık Yakıtları A.Ş	Malatya Erhaç Airport
THY Opet Havacılık Yakıtları A.Ş	Sivas Nuri Demirağ Airport
THY Opet Havacılık Yakıtları A.Ş	Adıyaman Airport
THY Opet Havacılık Yakıtları A.Ş	Ağrı Ahmed-i Hani Airport
THY Opet Havacılık Yakıtları A.Ş	Amasya Merzifon Airport
THY Opet Havacılık Yakıtları A.Ş	Batman Airport
THY Opet Havacılık Yakıtları A.Ş	Kahramanmaraş Airport
THY Opet Havacılık Yakıtları A.Ş	Denizli Çardak Airport
THY Opet Havacılık Yakıtları A.Ş	Sinop Airport
THY Opet Havacılık Yakıtları A.Ş	Muş Airport
THY Opet Havacılık Yakıtları A.Ş	Bingöl Airport
THY Opet Havacılık Yakıtları A.Ş	Kastamonu Airport
THY Opet Havacılık Yakıtları A.Ş	Şırnak Şerafettin Elçi Airport
THY Opet Havacılık Yakıtları A.Ş	Şanlıurfa GAP Airport
THY Opet Havacılık Yakıtları A.Ş	Erzincan Airport
THY Opet Havacılık Yakıtları A.Ş	Iğdır Airport



Companies, the 'Green Company' certificate of which were renewed in 2015

NAME OF ORGANIZATION	AIRPORT, WHERE THE ORGANIZATION IS LOCATED
State Airports Authority, Directorate of Elazığ Airport	Elazığ Airport
State Airports Authority, Directorate of Malatya Airport	Malatya Erhaç Airport
State Airports Authority, Directorate of Kahramanmaraş Airport	Kahramanmaraş Airport
HAVAŞ Havaalanları Yer Hizmetleri A.Ş	Antalya Airport
HAVAŞ Havaalanları Yer Hizmetleri A.Ş	Adana Airport
HAVAŞ Havaalanları Yer Hizmetleri A.Ş	Adnan Menderes Airport
HAVAŞ Havaalanları Yer Hizmetleri A.Ş	Muğla Milas Bodrum Airport
HAVAŞ Havaalanları Yer Hizmetleri A.Ş	Muğla Dalaman Airport
TAV Esenboğa Yatırım Yapım İşletme A.Ş	Ankara Esenboga Airport

### Technician Training Program with the Ministry of National Education

The 'Recognized School' project was put into practice in close collaboration with the Ministry of National Education, in order to meet the demand for aircraft technicians.

In this context, procedures were initiated for signing a protocol to identify 11 Aircraft Maintenance Technician High Schools as project schools that raise certified technicians, and thus, to accelerate the students' licensing process.

2 of these high schools were authorized as 'recognized schools'.

### Cooperation with Foreign Maintenance Companies

The Circular on Cooperation with Foreign Maintenance Companies, which allows for collaboration with foreign maintenance companies, was published for the purpose of meeting line maintenance needs of foreign air carriers and enhancing capabilities of SHY-145 maintenance companies and technicians.

### Cabin and Cockpit Inspections

The Instructions on "En Route Inspection and Evaluation of Turkish Registered Aircraft and Pilots", which sets forth the inspection forms to ensure standardization of en route flight inspections for aircraft registered to the registry maintained as per the Turkish Civil Aviation Law and which regulates the general principles and procedures for the inspections, entered into force following its publication on November 14, 2014. This allowed for standardization of cabin and cockpit inspections in 2015.

## Training Centre Project

- ⦿ The Directorate General of Civil Aviation Training Centre will be built in Istanbul within the scope of the EU-funded project titled “Strengthening the Institutional Capacity of Turkish Civil Aviation in the Field of Safety and Security Training”.
- ⦿ The aim of this project is to provide aviation training that is on par with international standards to the DGCA personnel, employees of the aviation industry, and aviation personnel of other countries in the region. Trainers capable of providing training on 200 different subjects will be raised. Scholarships will also be provided at the training centre, in collaboration with the ICAO.
- ⦿ The EU supports this project due to the fact that citizens of Middle Eastern, African and Asian countries are able to travel conveniently to Turkey. The overall project cost is approximately EUR 15,800,000 and the EU contribution is EUR 13,555,000.
- ⦿ The project is executed in the form of four separate tenders; namely, technical assistance, construction, supervision and supply.
- ⦿ The technical assistance project was initiated on March 31, 2015, and will continue until March 31, 2017.
- ⦿ The tender procedures for Controllershship, Construction and Supply projects are completed.
- ⦿ The awarded contractor company is planned to start working in 2016.

## Evaluation of Passenger Complaints

6245 applications were made to our Directorate General in 2015. The distribution of applications by their sources is given in the tables below.

APPLICATIONS RECEIVED BY OUR DIRECTORATE GENERAL IN 2015	
SOURCE	QUANTITY
Mail	155
Online Form	1146
Opinion Reporting Form	194
Bimer/ Information Acquisition	559
Telephone	4191
<b>TOTAL</b>	<b>6245</b>

DISTRIBUTION OF APPLICATIONS RECEIVED IN 2015 VIA MAIL AND ONLINE FORMS BY SUBJECT		
SUBJECT MATTER	ATC UNFAVORABLE	DGCA FAVORABLE
Denial of boarding aircraft	212	69
Cancellation of flight	483	340
Delay in flight	539	254
Reseating to upper class / lower class	1	1
<b>TOTAL</b>	<b>1235</b>	<b>664</b>

ATC: Air Transportation Company

As per the May 23, 2014 dated Circular No: 36738619-622/674 on Code of Evaluation and Practice for Passenger Rights, passengers wishing to file an application via Information Acquisition/BIMER, Opinion Reporting Form and telephone are informed both verbally and in writing to apply to our Directorate General by means of a petition or an online form describing the situation, after they file their complaint to the relevant air transportation company. Furthermore, applications also allow for elimination of spontaneous disruptions (granting of service rights) or problems encountered at airports.

1235 applications out of the total 1301 received via mail and online forms within the procedures and principles laid down by the relevant legislation, were those that fell under the scope of SHY-YOLCU. As shown in the table above, 664 of these applications were found to have been evaluated as unfavourable by air transportation companies despite the fact that the passengers were right in their complaints. These applications were finalized in favour of the passengers.

### Corporate Proposal Project

Our Directorate General has initiated the Corporate Proposal Project, with the aim of enhancing the effectiveness of its works, and creating a participatory structure that is capable of constantly updating itself for the future.

The project commenced on January 1, 2015 and is currently underway. As of the end of 2015, 136 proposals out of a total of 166 were accepted. 32 of the accepted proposals were put into practice.

### Parliamentary Questions

Parliamentary questions addressed to the Minister regarding subject matters that fall within the field of activity of our Directorate General, within the scope of the supervision function of the Grand National Assembly of Turkey, were answered in a complete manner, in due time.

IN WRITING	VERBAL	TOTAL
59	6	65



## 8- OTHER ACTIVITIES

### Cooperation Protocol Signed Between the DGCA and the UDI

A new cooperation protocol has been signed between our Directorate General and the Undersecretariat for Defence Industry (UDI) regarding certification of aircraft and parts thereof.

The new protocol allowed for expanding the previous protocol signed in 2011 within the scope of the Hürkuş Project, to cover other projects including the regional passenger aircraft project and the authentic helicopter project, in order to reflect the specialized infrastructure of the UDI and the military experiences gained, to the civil arena.

The aim of the protocol is to provide a platform for jointly running certification related works including specialist exchanges, meeting training and infrastructural needs, and performing tests and inspections. The close collaboration between the two organizations will contribute immensely to expediting and enhancing the effectiveness of the certification process for aircraft and aircraft parts.

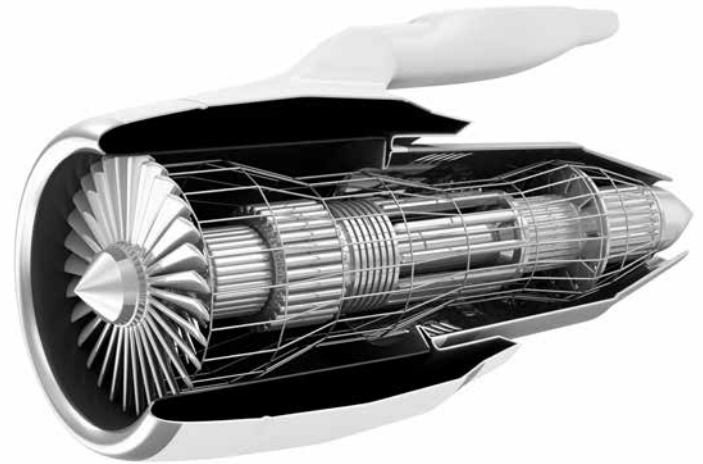
### Cooperation Protocol for Certification of Aircraft and Aircraft Parts

A cooperation protocol has been signed between our Directorate General (DGCA) and the Turkish Standards Institution (TSI) regarding the testing and inspection procedures to be carried out during the process of certification of aircraft and aircraft parts.

Aircraft and aircraft parts manufactured by local companies will be tested as required, and evaluated in terms of their compliance with international standards, as per the protocol signed on November 9, 2015. In this context, airworthiness tests and inspections of the technologies to be produced for the national airplane will be carried out under the cooperation of the two organizations.

The cooperation protocol covers testing and inspection procedures that must be followed by organizations working in the field of aircraft airworthiness, oversight procedures, utilization of testing centres, formulation of national standards and sharing of experiences.

Testing centres will be built within the TSI to carry out relevant activities in line with the national civil aviation legislation and the international conventions, which Turkey is a party of. The protocol also covers matters such as provision of the required training, creation of a specialist's pool, and establishment of the information technologies systems required for performing relevant procedures in an electronic environment. The two organizations will prepare an "Implementation Directive" within the next six months, to determine the road map and the methods to be followed.



## Cooperation Protocol Signed Between the DGCA and the CHE

Pursuant to provisions of subparagraphs (y) and (t) of paragraph one of article 4, and subparagraph (c) of paragraph one of article 12/A of Law No:5431 on the Organization and Duties of the Directorate General of Civil Aviation, our Directorate General has signed a cooperation protocol with the Council of Higher Education (CHE) on November 7, 2012. This protocol foresees that the apprenticeship opportunities, which civil aviation companies are obliged to provide under the Vocational Training Law No: 3308, are distributed among universities by our Directorate General. In this context, 2341 students were placed as apprentices in 2013; 2323 students were placed as apprentices in 2014; and 3556 students were placed as apprentices in 2015.

The Commission's main activities are in the following fields:

- ① Establishing higher education departments in line with the needs that arise in the fields of activity of the DGCA.
- ② Preparing educational publications that meet the needs of the civil aviation industry and the requirements of the related legislation, and to ensure inclusion of these publications in the higher education curriculum.
- ③ Establishing working groups and research centres for the purpose of conducting sectoral analysis to further develop the civil aviation industry and achieve national goals, as well as determining problems and creating solution proposals.
- ④ Providing in-service training programs to aid the development of employees of the DGCA and the sector, and encouraging participation to master's and doctoral programs.
- ⑤ Evaluating data obtained from various studies at periodic intervals to be determined by the parties and preparing analytical reports

Furthermore, as a result of the studies carried out by the Civil Aviation Commission, which was established under the protocol for the purpose of standardizing apprenticeship applications; "Student Apprenticeship Forms" were created under the topics "Civil Aviation Transportation Operations", "Cabin Services" and "Maintenance Services".

In order to increase the effectiveness and the productivity of apprenticeships in civil aviation, Aviation Apprenticeship Software (HSY) was developed under the protocol. Placements for apprenticeship quotas reserved by civil aviation companies for higher education students are made using HSY software.



## Works Carried out in 2015 regarding the Quality Management System

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- ⦿ Our Directorate General obtained ISO 9001: 2008 Quality Management System Certificate issued by the TSI on December 26, 2013. Following completion of the 1st Observation Audit on December 22-23, 2014; and the 2nd Observation Audit on December 02-03, 2015, TSI revalidated our existing certificate.
- ⦿ Two Internal Audits were carried out in 2015 for the purpose of ensuring that the QMS is utilized in a more effective manner. The first Internal Audit was held on April 14-June 03, 2015, and the second one was held on October 07-26, 2015. The audits were attended by 10 certified personnel.

In 2015, our units;

Revised 288 documents including 1 Quality Manual, 3 Procedures, 5 Service Standards, 18 Job Descriptions, 155 processes, 62 forms and 44 internal and external documents lists.

Cancelled 22 documents including 1 Job Description, 13 processes and 8 forms.

Issued 181 documents for the first time including 1 Procedure, 1 Service Standard, 3 Job Descriptions, 39 processes, 135 forms and 2 internal and external documents lists.



## Logistics Sector Award

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Our Directorate General (DGCA) was awarded the jury's special award in the Logistics Awards, due to its contributions to the sector with its "Secure Cargo Project".

The 2015 Logistics Awards were held on November 19, 2015 at Istanbul Fair Centre. The awards given included the best air, land, sea and railroad carrier operators and executives, as well as the best projects that supported the logistics sector.

The Secure Cargo Project, which covers uninterrupted flow of cargo between the sender, the airline, the cargo agency and the destination, aims to expedite the cargo sending process,

reduce relevant costs and increase cargo security. This project is currently being implemented in 11 countries throughout the world. The DGCA joined the project with a protocol signed with the IATA. IATA anticipates that the project will be expanded to cover all operations within a time period of 5 years. Executed in cooperation with the Ministry of Customs and Trade, the Directorate General of Security, UTİKAD, TOSHİD and THY; the project is believed to contribute significantly to the development of air cargo operations, and Turkey's goal to become a logistics base.

## 9- PUBLICATIONS OF 2015

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### **RAMP SERVICES**

This publication is intended to be used as a guideline in trainings regarding the “Ramp” handling services procedures provided at airports.

The publication includes information on various applications, which may vary from one airline carrier to another.

### **BALLOON PILOTING TEXTBOOK**

This textbook provides information on topics including general information, flight performance and planning, human performance and limits, meteorology, navigation, fuel use, flight principles, first aid, communication and emergency procedures. The Ballooning Textbook is believed to be a valuable source for balloon pilots, and also, for raising new balloon pilots.

### **ECONOMIC REGULATIONS OF AIR TRANSPORT: THEORY AND IMPLEMENTATION IN TURKEY**

This book addresses the economic regulations in the air transport market, their potential effects on airline management, as well as passenger rights and competition law.

This book is believed to be a valuable source for anyone involved in the sector, and in particular, for aviation operators.

The full text of the book titled ‘Economic Regulations of Air Transport: Theory and Implementation in Turkey’ may be accessed from our web site, free of charge. Feel free to use the book in your projects and studies, provided that you make a reference to the authors of relevant sections.

### **FREIGHT CONTROL AND COMMUNICATION SERVICES**

This book is intended to be used as a guideline in trainings regarding procedures of “Freight Control and Communication” handling services provided at airports.

The applications described in this book for information purposes, may vary depending on the airline carrier or the ground handling services provider.

### **CNS SERVICE REQUIREMENTS MANUAL**

CNS Service Requirements Manual aims to determine the basic principles for ensuring safe, efficient and effective execution of CNS technical services provided in Turkish airspace and airports in line with national and international requirements; and to establish a uniform and transparent approach to be followed in audits performed by the DGCA.



## **GUIDANCE ON MANAGEMENT OF BUILDING RESTRICTED AREAS**

Includes Turkish translation of the “European Guidance Material on Managing Building Restricted Areas” document published by the International Civil Aviation Organization, the “Regulation on Communication, Navigation, Observance Systems Obstacle Criteria” document, and the circular on “Construction Criteria around the Airports”.

## **EUROCONTROL SPECIFICATION FOR THE APPLICATION OF THE FLEXIBLE USE OF AIRSPACE (FUA)**

Turkish translation of the document “EUROCONTROL Specification for the Application of the Flexible Use of Airspace”, published by European Organization for the Safety of Air Navigation (EUROCONTROL).

## **AIRSPACE MANAGEMENT HANDBOOK**

Turkish translation of the document “Airspace Management Handbook”, published by European Organization for the Safety of Air Navigation (EUROCONTROL).

## **CARGO SERVICES**

Covers the procedures of Cargo handling services, which is a type of ground handling services.

## **AIRCRAFT MAINTENANCE PERSONNEL LICENSING LEGISLATION**

Covers the licensing legislation for aircraft maintenance personnel.

## **TURKEY HELIPORT GUIDE**

Includes technical information on heliports operated in Turkey.



# O2

PURPOSE AND OBJECTIVES





## A- PURPOSE AND OBJECTIVES OF THE AUTHORITY

### **Goal 1. To Enhance Reputation at International Level in the Global Civil Aviation Industry.**

#### **Objective 1.1. To Take on Effective Roles in International Organizations.**

Strategy 1. To ensure standardization in businesses and procedures.

Strategy 2. To take part in the management, committees and commissions of international organizations.

Strategy 3. To participate in meetings in an effective manner.

Strategy 4. To contribute to the meetings by expressing opinions.

Strategy 5. To ensure continuity of participation to working groups.

Strategy 6. To take part in international auditing activities.

#### **Objective 1.2. To Play an Effective Role in, and to Make Contributions to International Regulations.**

Strategy 1. To support doctoral and undergraduate theses on subjects concerning the industry.

Strategy 2. To cooperate with foreign representative offices.

Strategy 3. To ensure continuity in working groups in terms of the participating persons

#### **Objective 1.3. To Organize International Events that are of a Continuous Nature.**

Strategy 1. To contribute to events such as aviation panels, congresses, seminars, symposiums, fairs, etc.

Strategy 2. To collaborate with universities and academic institutions.

Strategy 3. To participate in events and

projects involving information technologies and technological innovations.

### **Goal 2. To Generate Measures and Policies in Order to Ensure Sustainable Development of Civil Aviation.**

#### **Objective 2.1. To Prepare Future Projections and to Take the Required Measures.**

Strategy 1. To realize policies on the basis of projections.

Strategy 2. To utilize the master plan as guidance.

Strategy 3. To comply with the Ministry's projections

#### **Objective 2.2. To Grow in Parallel to the Sector.**

Strategy 1. To increase personnel number and quality.

Strategy 2. To utilize the skills of experienced retired personnel within the organization.

#### **Objective 2.3. To Determine Policies that Support the Aviation Industry.**

Strategy 1. To determine incentive policies based on expectations of the industry.

#### **Objective 2.4. To Enhance Legislative Effectiveness.**

Strategy 1. To establish a system that will keep the legislation alive

Strategy 2. To increase the power to impose sanctions.

Strategy 3. To prepare the legislation in accordance with up-to-date principles that are on par with national and international norms.

Strategy 4. To ensure that the industry and the organization's personnel are aware of and informed about the related legislation.

**Goal 3. To Maintain a Top Level of Flight Safety and Aviation Security.**

**Objective 3-1. To Enhance the Effectiveness of Audits.**

Strategy 1. To conduct audits through qualified personnel.

Strategy 2. To strengthen the representative offices for implementing in-situ audits.

Strategy 3. To promote personnel training.

Strategy 4. To promote personnel experience.

Strategy 5. To boost compliance of reference documents used for audits.

Strategy 6. To actively utilize information and communication technologies for auditing.

Strategy 7. To cooperate with international organizations.

Strategy 8. To conduct audits in accordance with international standards.

Strategy 9. To effectively follow up with the findings.

**Objective 3.2. To Enhance the Industrial Quality and Safety Culture through Effective Implementations.**

Strategy 1. To conduct audits through qualified personnel.

Strategy 2. To conduct root-cause analysis for audit findings and to make the required adjustments.

Strategy 3. To remedy deficiencies as per the results of the GAP analysis.

Strategy 4. To monitor the trends in the sector and to make the required adjustments.

Strategy 5. To prepare regulations regarding new international implementation standards.

Strategy 6. To promote joint action in the industry regarding quality.

Strategy 7. To increase industrial awareness.

Strategy 8. To cooperate with external stakeholders

**Goal 4. To Ensure Institutionalization**

**Objective 4.1. To Maintain a Balance between Employee Personal Rights and Wages.**

Strategy 1. To eliminate status differences among personnel.

Strategy 2. To implement strategic human resources approaches.

Strategy 3. To receive consulting services in the field of human resources.

**Objective 4.2. To Enhance the Personnel's Sense of Belonging to the Organization.**

Strategy 1. To enhance in-house communication.

Strategy 2. To increase solidarity among personnel.

Strategy 3. To strengthen the organization's reputation among external stakeholders.

Strategy 4. To develop a corporate culture.

Strategy 5. To promote socializing opportunities.

**Objective 4.3. To Establish a Process and Risk Management System.**

Strategy 1. To ensure standardization in businesses and organizations.

Strategy 2. To receive professional consulting services.

Strategy 3. To raise human resources for process management.

Strategy 4. To utilize technological advancements.

Strategy 5. To enhance the quality management system.





## B- PRINCIPAL POLICIES AND PRIORITIES

The first aviation operations in Turkey started in two hangars and a small aerodrome, being the then facility, in Sefaköy near today's Atatürk Airport, in 1912. The foundations of the Turkish Civil Aviation were laid in line with Atatürk's quote "THE FUTURE IS IN THE SKIES", one of many that shaped the future of our country, through establishment of the Turkish Aircraft Community in 1925, which was later named as Turkish Aeronautical Association.

Civil Aviation Transportation activities were started by means of a small sized fleet covering 5 aircraft in 1933 under the name of "Turkish Air Mails". "State Airlines Operation Authority", which was founded under the auspices of the Ministry of National Defence at the 10th anniversary of our Republic, was commissioned to establish civil airlines, and to carry out transportation activities in Turkey. In line with the rapid development of the Global Civil Aviation and the significant technological progress, the "Civil Aviation

Department", which was founded under the auspices of the Ministry of Transport in 1954 in order to protect our national interests and to carry out and supervise our international relations on a regular basis, was reorganized as the "Directorate General of Civil Aviation" in 1987 in accordance with the current conditions. The Directorate General of Civil Aviation, the Main Service Division of the Ministry of Transport until November 18, 2005, became a private budget entity upon entry into force of the Law No. 5431 on Organization and Duties of the Directorate General of Civil Aviation, on the mentioned date.

Aiming to closely follow the global developments and to satisfy today's necessities in the field of aviation, a field that requires utilization of the highest technology, Turkey is a member of several international

organizations Turkey became a party to the "Convention on International Civil Aviation- the Chicago Convention", which constitutes the basis of International Civil Aviation, in 1945 and became one of the founding members of the International Civil Aviation Organization-ICAO.

Moreover, Turkey is a member of the European Civil Aviation Conference-ECAC, which sets forth international civil aviation rules and requirements; as well as EUROCONTROL and Joint Aviation Authorities-JAA, which are both established under the auspices of ECAC. Today, the aviation operations performed in our country are carried out in accordance with the Turkish Civil Aviation Act No.2920 as well as the Regulations and Aviation Instructions issued under this Act according to national and international legislations.

Within the general framework outlined above, the principal policies and priorities are as follows;

- ◉ To ensure institutionalization,
- ◉ Within the scope of Turkish Aviation legislation and international civil aviation regulations, to set forth and implement all measures and policies required for sustainable growth of Turkish Civil Aviation, and to evaluate relevant results,
- ◉ To plan the services to be provided within the scope of the Development Plan, the Mid-Term Program and the Mid-Term Financial Plan; to realize plans and projects by implementing effective, economical and reliable procedures that seek to maintain a social balance.
- ◉ To ensure nation-wide flight safety and aviation security.

# 03

ACTIVITIES





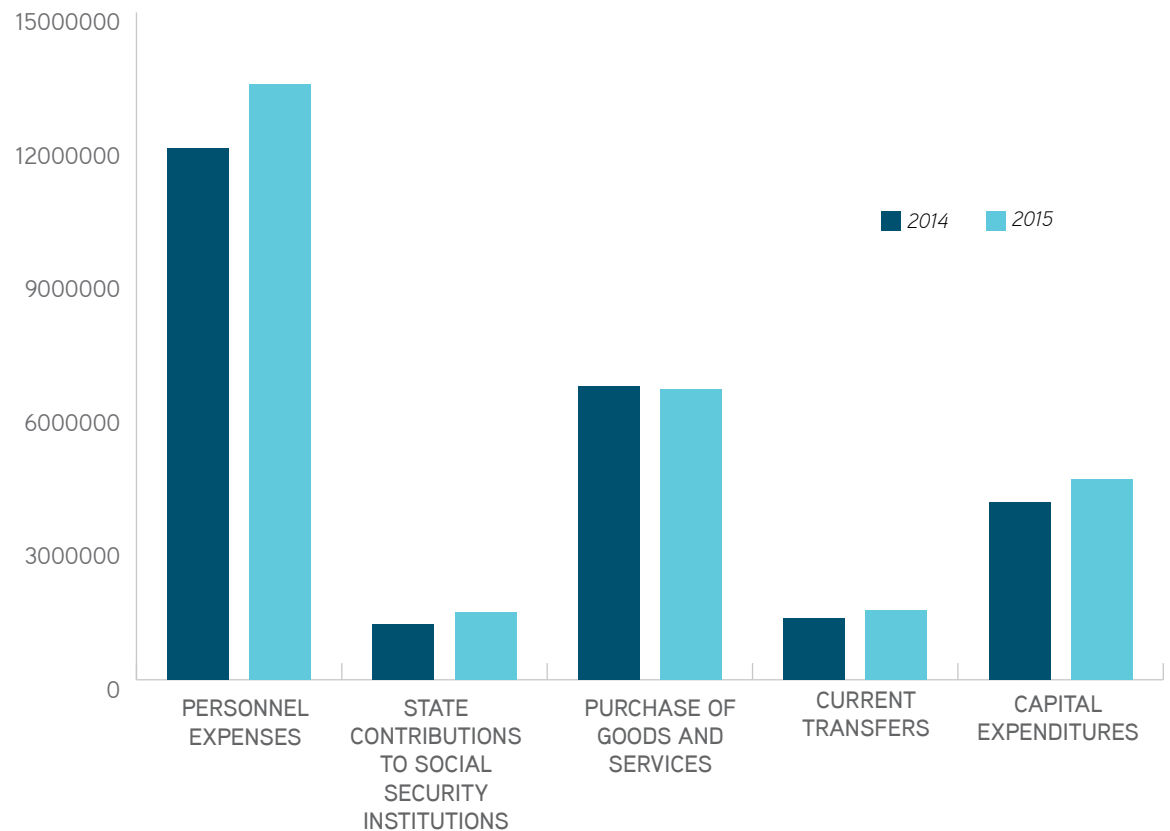




## A- FINANCIAL STATEMENTS

### 1- COMPARISON OF 2014-2015 FISCAL YEAR BUDGET ALLOCATIONS

ECONOMIC CODE	DESCRIPTION	2014 NET BUDGET ALLOCATION	2015 NET BUDGET ALLOCATION	INCREASE-DECREASE (%)
01	PERSONNEL EXPENSES	11.954.000	13.388.000	12,0%
02	STATE CONTRIBUTIONS TO SOCIAL SECURITY INSTITUTIONS	1.237.000	1.517.000	22,6%
03	PURCHASE OF GOODS AND SERVICES	6.603.000	6.539.000	-1,0%
05	CURRENT TRANSFERS	1.380.000	1.562.000	13,2%
06	CAPITAL EXPENDITURES	4.000.000	4.500.000	12,5%
	TOTAL	25.174.000	27.506.000	9,3%

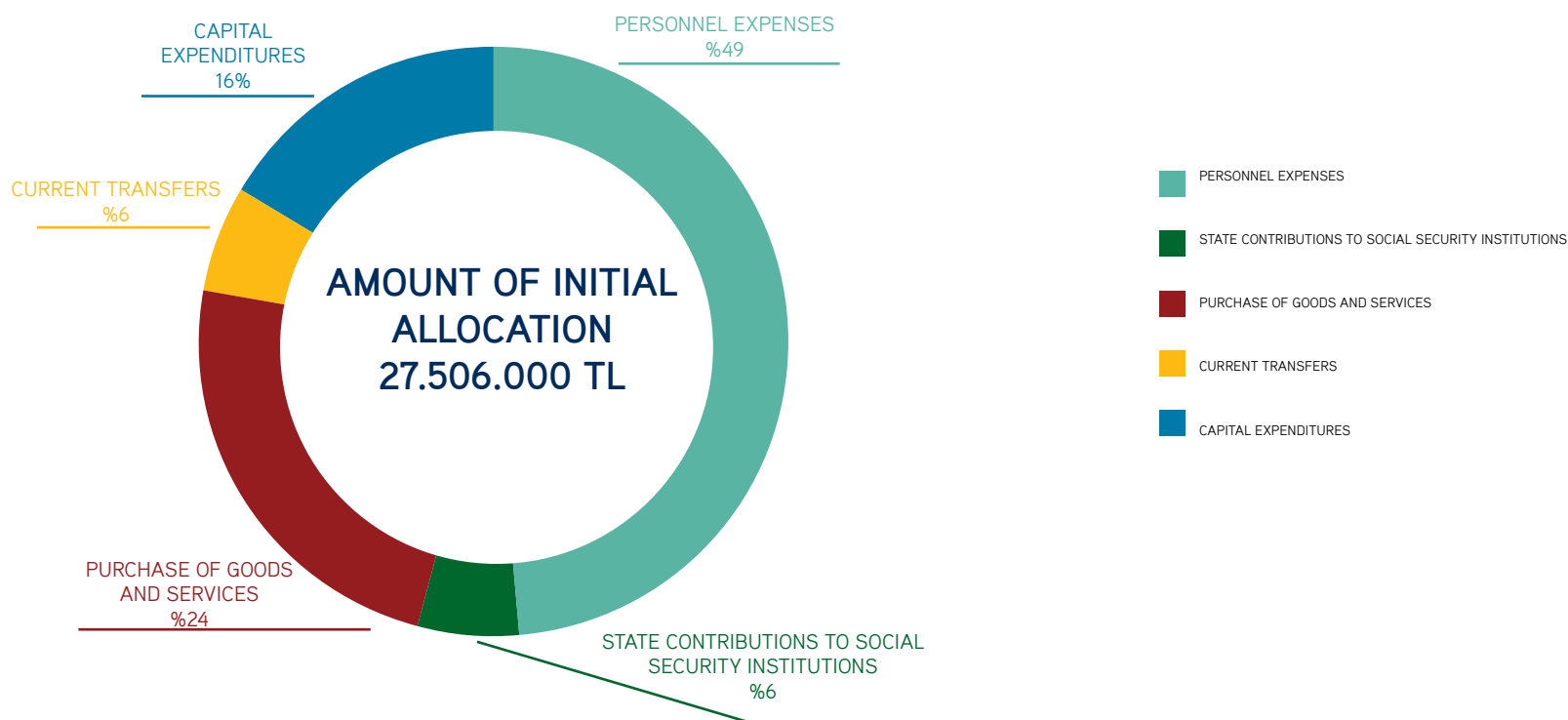


## 2- APPLICATION RESULTS OF THE 2015 FISCAL YEAR BUDGET

### DISTRIBUTION OF ALLOCATIONS OF THE 2015 FISCAL YEAR BUDGET BY ECONOMIC CODES

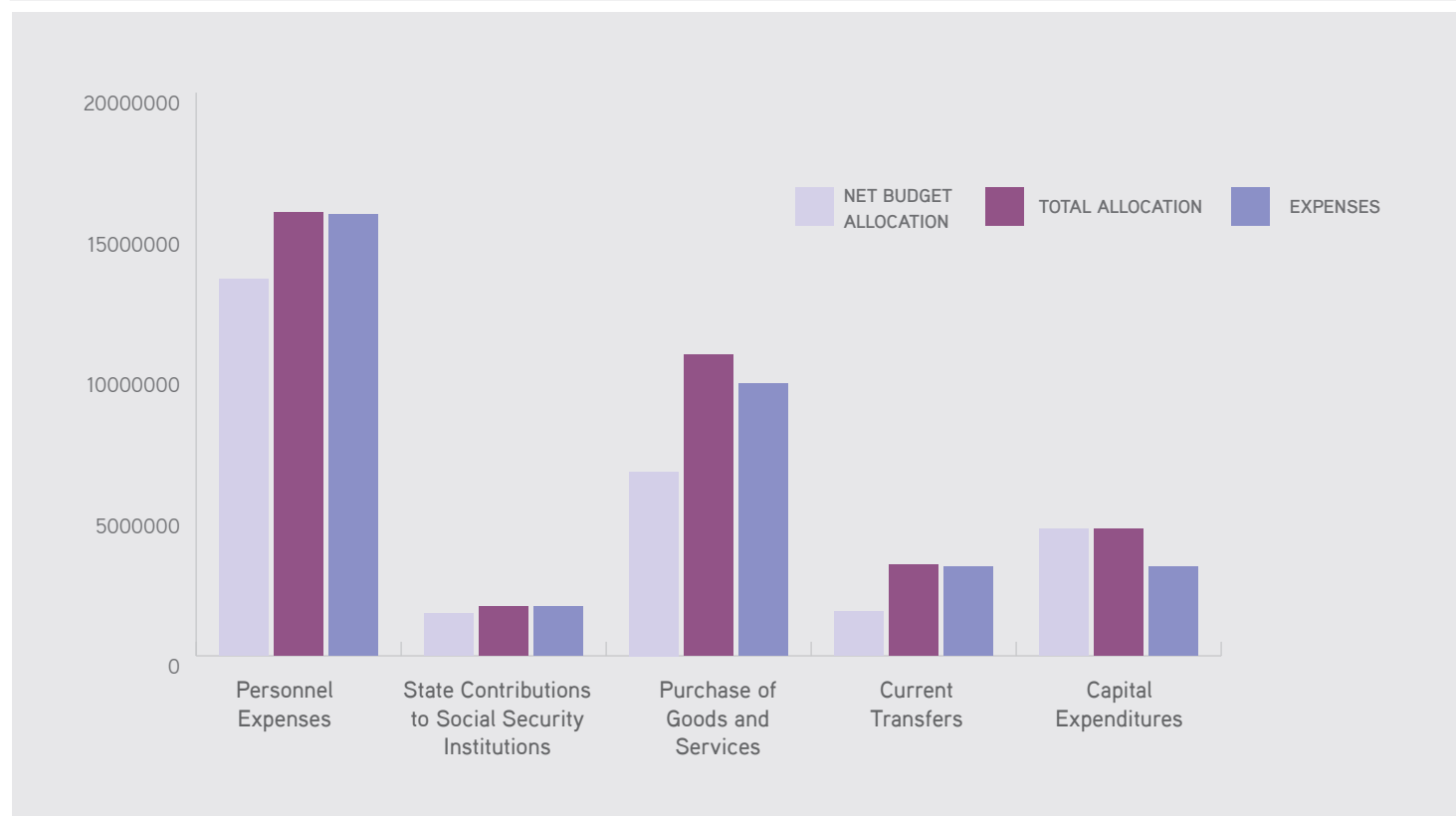
The distribution of allocations for expense items of our Directorate General's budget for 2015 by Level 1 economic codes is presented in the graphic below.

ECONOMIC CODE	DESCRIPTION	2015 NET BUDGET ALLOCATION
01	PERSONNEL EXPENSES	13.388.000
02	STATE CONTRIBUTIONS TO SOCIAL SECURITY INSTITUTIONS	1.517.000
03	PURCHASE OF GOODS AND SERVICES	6.539.000
05	CURRENT TRANSFERS	1.562.000
06	CAPITAL EXPENDITURES	4.500.000
TOTAL		27.506.000



### 3- BUDGET REALIZATION FOR 2015

DESCRIPTION	NET BUDGET ALLOCATION	TRANSFER		ADDITION	TOTAL ALLOCATION	EXPENSES	BALANCE	REALIZATION PERCENT (%)
		ADDITION	SUBTRACTION					
Personnel Expenses	13.388.000	3.738	3.738	2.369.655	15.757.655	15.663.220	94.435	99,40%
State Contributions to Social Security Institutions	1.517.000			237.015	1.754.015	1.742.931	11.084	99,37%
Purchase of Goods and Services	6.539.000	11.800	11.800	4.158.500	10.697.500	9.657.159	1.040.341	90,27%
Current Transfers	1.562.000			1.680.000	3.242.000	3.174.634	67.366	97,92%
Capital Expenditures	4.500.000			0	4.500.000	3.148.995	1.351.005	69,98%
<b>TOTAL</b>	<b>27.506.000</b>	<b>15.538</b>	<b>15.538</b>	<b>8.445.170</b>	<b>35.951.170</b>	<b>33.386.939</b>	<b>2.564.231</b>	<b>92,87%</b>

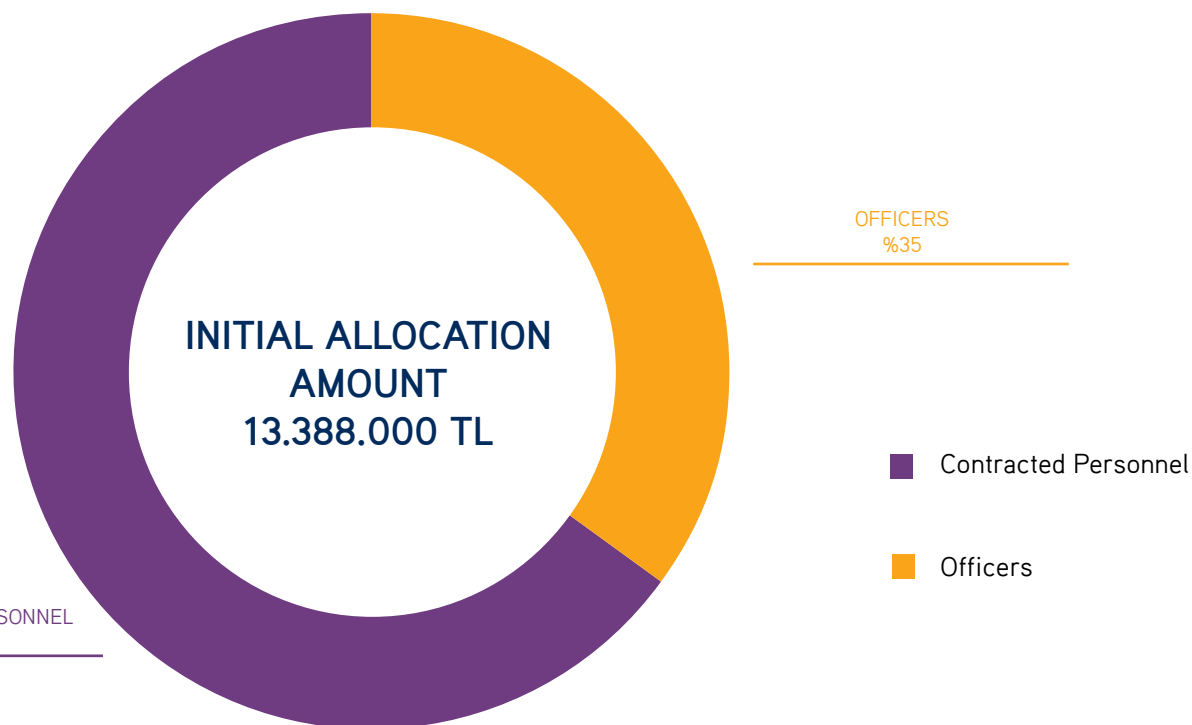


## 4- BUDGET REALIZATION BY TYPES OF EXPENSES

### PERSONNEL EXPENSES

The Initial Allocation for Personnel Expenses allocated in 2015 as per the Budget Law was TL13,388,000. 65% of the initial allocation was set aside for Contracted Personnel, and 35% was set aside for Officers. Due to new hirings within the year, an allocation of TL579,665 was added to budget item "01.1 Officers", and an allocation of TL1,789,990 was added to budget item "01.2 Contracted Personnel" As a result of the actual allocation movements, the Total Allocation realized was TL15,757,655. An amount of TL15,663,220, which corresponds to 99.4% of the total allocation, was spent within the year.

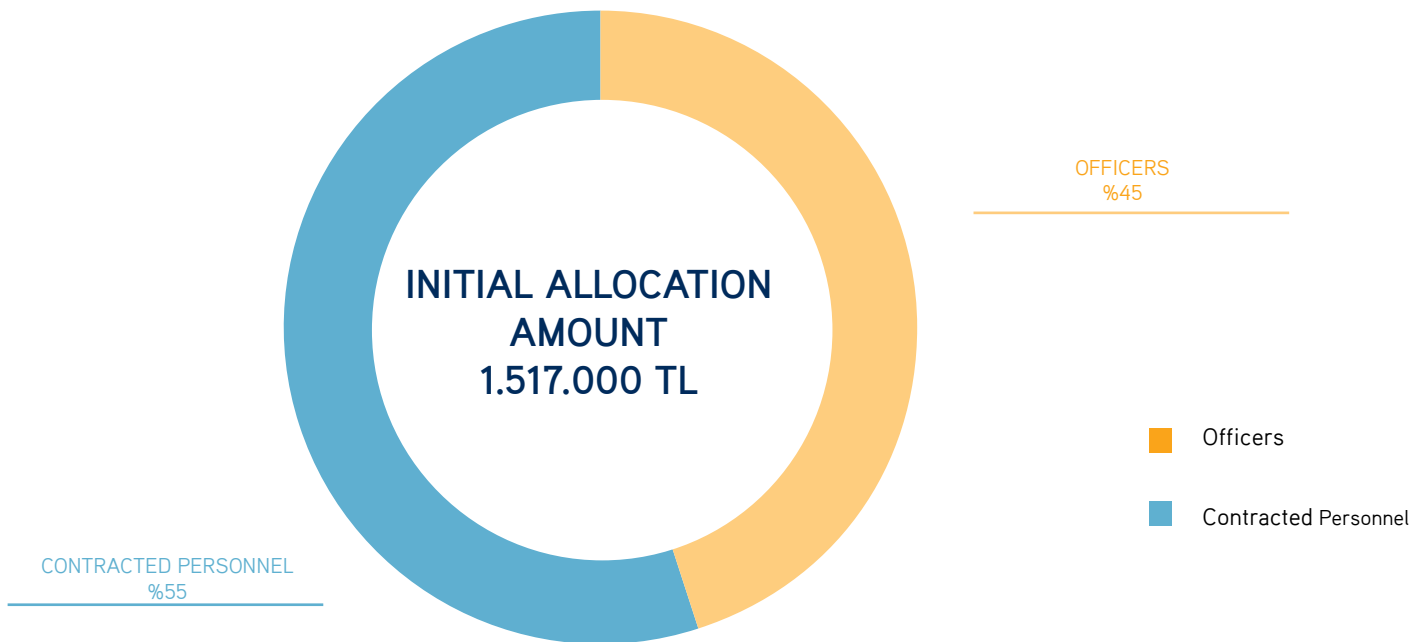
DESCRIPTION	NET BUDGET ALLOCATION	TRANSFER		ADDITION	TOTAL ALLOCATION	EXPENSES	BALANCE	REALIZATION PERCENT (%)
		ADDITION	SUBTRACTION					
Officers	4.698.000		3.738	579.665	5.273.927	5.179.509	94.418	98,21%
Contracted Personnel	8.690.000	3.738		1.789.990	10.483.728	10.483.711	17	100,00%
<b>TOTAL</b>	<b>13.388.000</b>	<b>3.738</b>	<b>3.738</b>	<b>2.369.655</b>	<b>15.757.655</b>	<b>15.663.220</b>	<b>94.435</b>	<b>99,40%</b>



## STATE CONTRIBUTIONS TO SOCIAL SECURITY INSTITUTIONS

55% of the amount allocated for State Contributions to Social Security Institutions in 2015 was budgeted for Contracted Personnel, and 45% was budgeted for Officers. The initial allocation amount of TL 1,517,000 for the budget item “State Contributions to Social Security Institutions” in 2015 was realized as TL1,754,015, with the addition of an allocation of TL 237,015 during the year. An amount of TL 1,742,931, which corresponds to 99.37% of the total allocated amount, was spent.

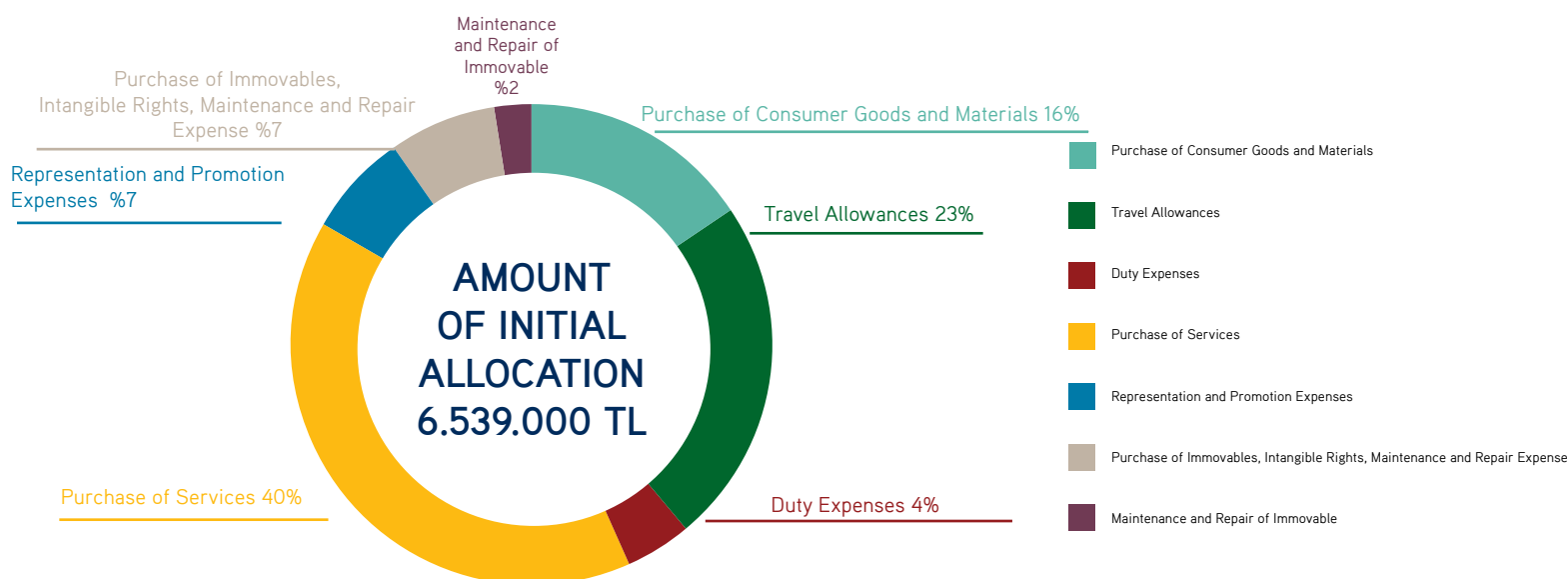
DESCRIPTION	NET BUDGET ALLOCATION	TRANSFER		ADDITION	TOTAL ALLOCATION	EXPENSES	BALANCE	REALIZATION PERCENT (%)
		ADDITION	SUBTRACTION					
Officers	686.000	0	0	77.065	763.065	752.003	11.062	98,55%
Contracted Personnel	831.000	0	0	159.950	990.950	990.928	22	100,00%
<b>TOTAL</b>	<b>1.517.000</b>	<b>0</b>	<b>0</b>	<b>237.015</b>	<b>1.754.015</b>	<b>1.742.931</b>	<b>11.084</b>	<b>99,37%</b>



## PURCHASE OF GOODS AND SERVICES

The Initial Allocation amount budgeted in our Directorate General’s 2015 Fiscal Year Budget for the item “Purchase of Goods and Services” was TL6,539,000. As a result of the allocation movements realized during the year, the total amount of the allocation reached TL10,697,500. In 2015, the amount spent under the budget item “Purchase of Goods and Services” was TL9,657,158, which corresponds to 90.27% of the allocated amount.

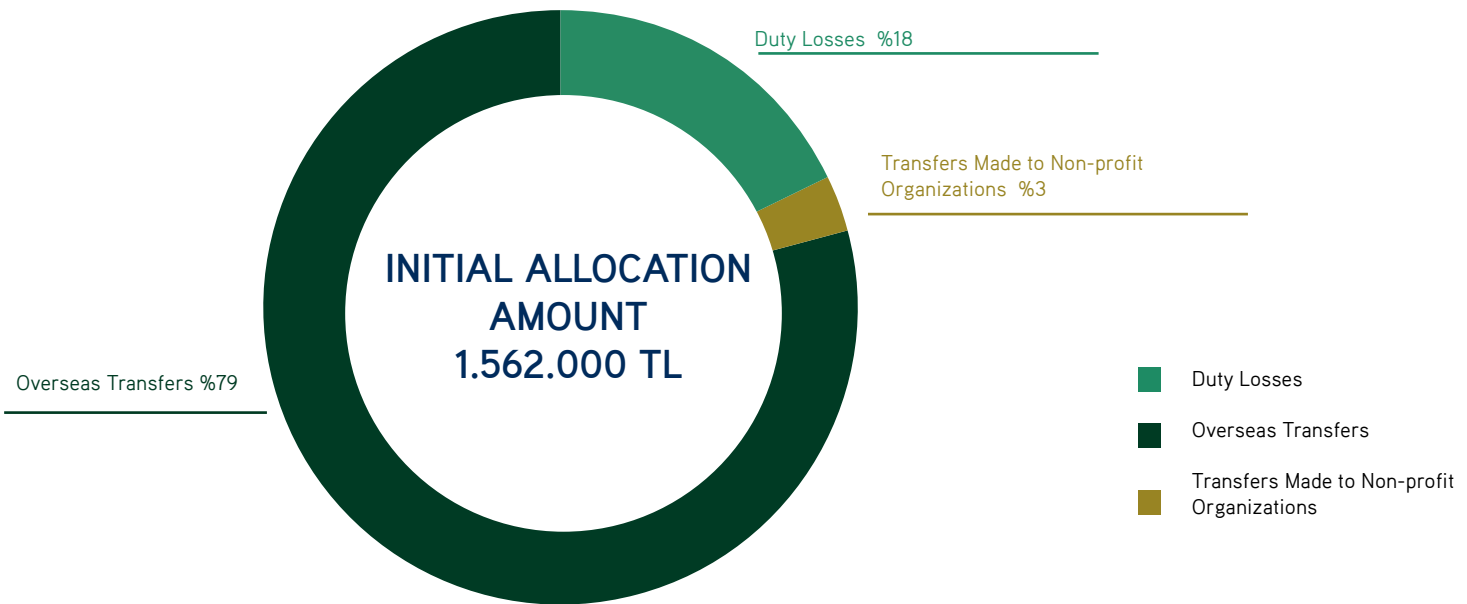
DESCRIPTION	NET BUDGET ALLOCATION	TRANSFER		ADDITION	TOTAL ALLOCATION	EXPENSES	BALANCE	REALIZATION PERCENT (%)
		ADDITION	SUBTRACTION					
Purchase of Consumer Goods and Materials	1.022.000	7.600	4.200	232.000	1.257.400	1.083.675	173.725	86,18%
Travel Allowances	1.533.000			1.612.000	3.145.000	2.999.561	145.439	95,38%
Duty Expenses	282.000				282.000	43.858	238.142	15,55%
Purchase of Services	2.614.000			1.905.500	4.519.500	4.258.015	261.485	94,21%
Representation and Promotion Expenses	465.000				465.000	424.372	40.628	91,26%
Purchase of Im-movables, Intangible Rights, Maintenance and Repair Expenses	468.000	4.200	7.600	409.000	873.600	723.902	149.698	82,86%
Maintenance and Repair of Immovables	155.000				155.000	123.775	31.225	79,85%
<b>TOTAL</b>	<b>6.539.000</b>	<b>11.800</b>	<b>11.800</b>	<b>4.158.500</b>	<b>10.697.500</b>	<b>9.657.158</b>	<b>1.040.342</b>	<b>90,27%</b>



## CURRENT TRANSFERS

The Initial Allowance foreseen for the spending item "Current Transfers" in 2015 was TL1,562,000. As a result of the additional allocation made during the year, the total amount of the allocation reached TL3,242,000. The total amount spent under this item as of the end of year was TL3,174,633, corresponding to 97.92% of the total allocation.

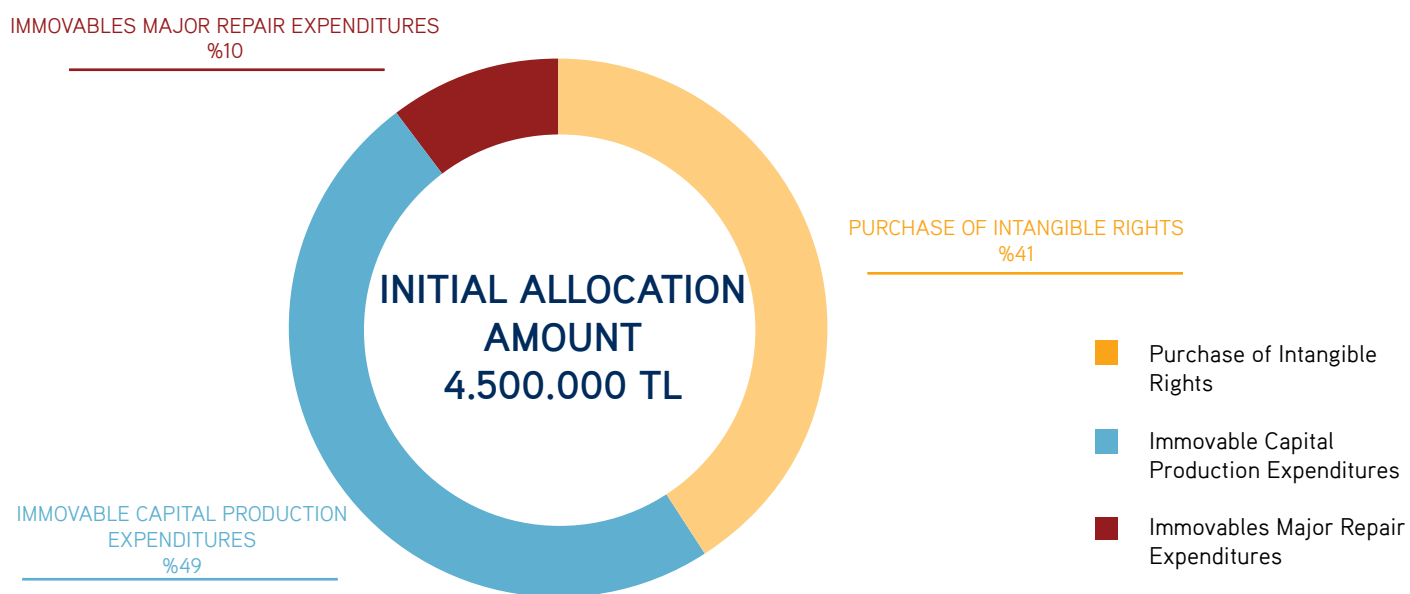
DESCRIPTION	NET BUDGET ALLOCATION	TRANSFER		ADDITION	TOTAL ALLOCATION	EXPENSES	BALANCE	REALIZATION PERCENT (%)
		ADDITION	SUBTRACTION					
Duty Losses	278.000	0	0	0	278.000	238.467	39.533	85,78%
Transfers Made to Non-profit Organizations	50.000	0	0	0	50.000	49.920	80	99,84%
Overseas Transfers	1.234.000	0	0	1.680.000	2.914.000	2.886.246	27.754	99,05%
<b>TOTAL</b>	<b>1.562.000</b>	<b>0</b>	<b>0</b>	<b>1.680.000</b>	<b>3.242.000</b>	<b>3.174.633</b>	<b>67.367</b>	<b>97,92%</b>





## CAPITAL EXPENSES

DESCRIPTION	NET BUDGET ALLOCATION	TRANSFER		ADDITION	TOTAL ALLOCATION	EXPENSES	BALANCE	REALIZATION PERCENT (%)
		ADDITION	SUBTRACTION					
Purchase of Intangible Rights	1.844.000			0	1.844.000	1.557.912	286.088	84,5%
Immovable Capital Production Expenditures	2.200.000	0	0	0	2.200.000	1.316.457	883.543	59,8%
Immovables Major Repair Expenditures	456.000			0	456.000	274.625	181.375	60,2%
<b>TOTAL</b>	<b>4.500.000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4.500.000</b>	<b>3.148.994</b>	<b>1.351.006</b>	<b>70,0%</b>



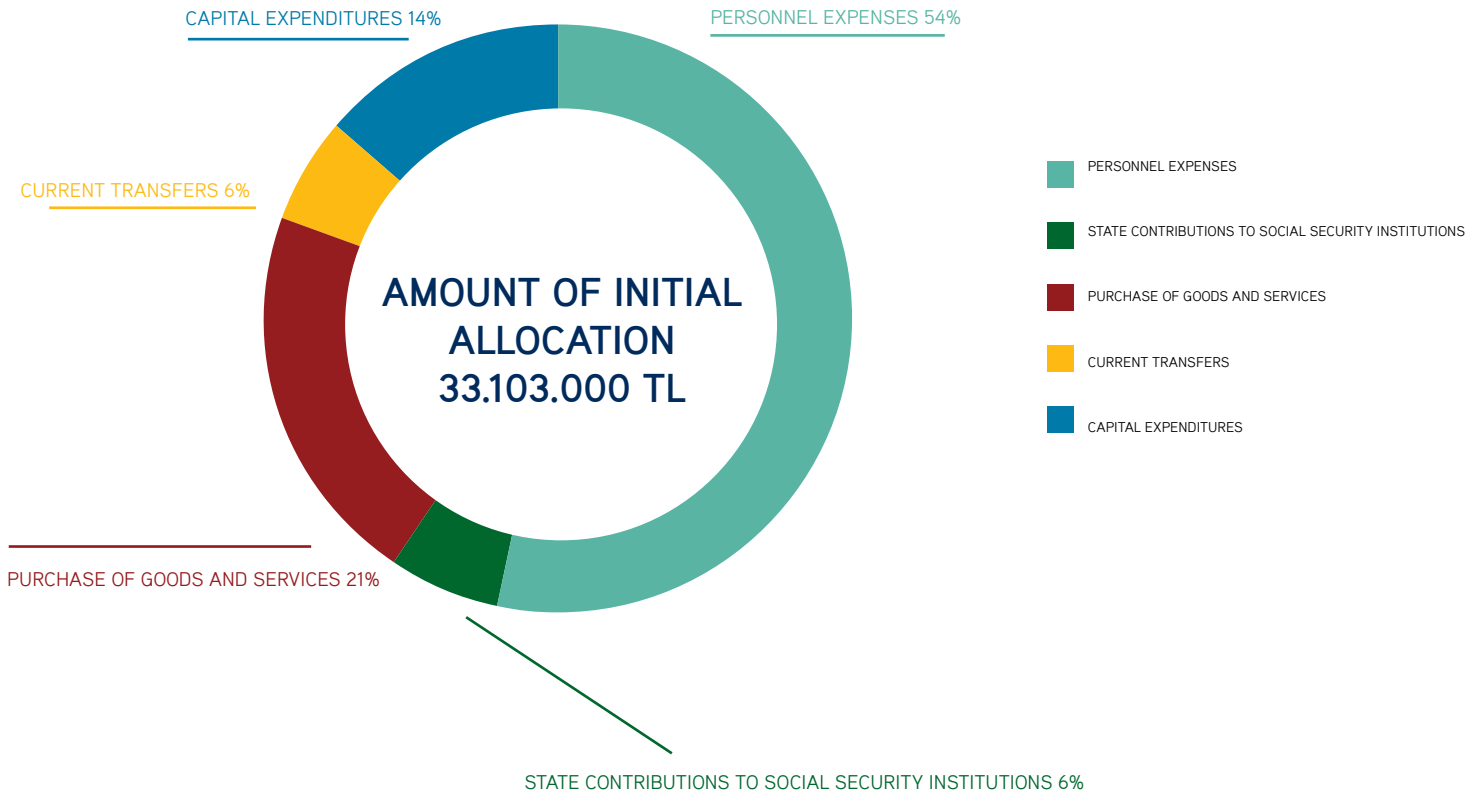
INVESTMENT PROJECT	INITIAL ALLOWANCE	EXPENSES	REALIZATION (%)
Computer Software	1.844.000	1.557.912	84,5%
Training Building Construction	2.200.000	1.316.457	59,8%
Maintenance and Repair	456.000	274.625	60,2%
<b>TOTAL</b>	<b>4.500.000</b>	<b>3.148.994</b>	<b>70,0%</b>

The following projects were among the items, for which an allocation was made in our Directorate General's Investment Program for 2015: "Computer Software Purchase Project" worth TL1,844,000; "DGCA Training Centre EU Commission File Preparation" project worth TL2,200,000; and "Major Repair of Immovables" project worth TL 456,000.

## 5- BUDGET ALLOCATIONS FOR 2016 FISCAL YEAR

The total allocation of our Directorate General for 2016 has been determined as TL33,103,000. The distribution of the total amount of initial allocation by expenditure types is presented below.

CODE	DESCRIPTION	2016 NET BUDGET ALLOCATION
01	PERSONNEL EXPENSES	17.733.000
02	STATE CONTRIBUTIONS TO SOCIAL SECURITY INSTITUTIONS	2.036.000
03	PURCHASE OF GOODS AND SERVICES	6.984.000
05	CURRENT TRANSFERS	1.850.000
06	CAPITAL EXPENDITURES	4.500.000
<b>TOTAL</b>		<b>33.103.000</b>



## 6- COMPARISON OF 2015-2016 FISCAL YEAR BUDGET ALLOCATIONS

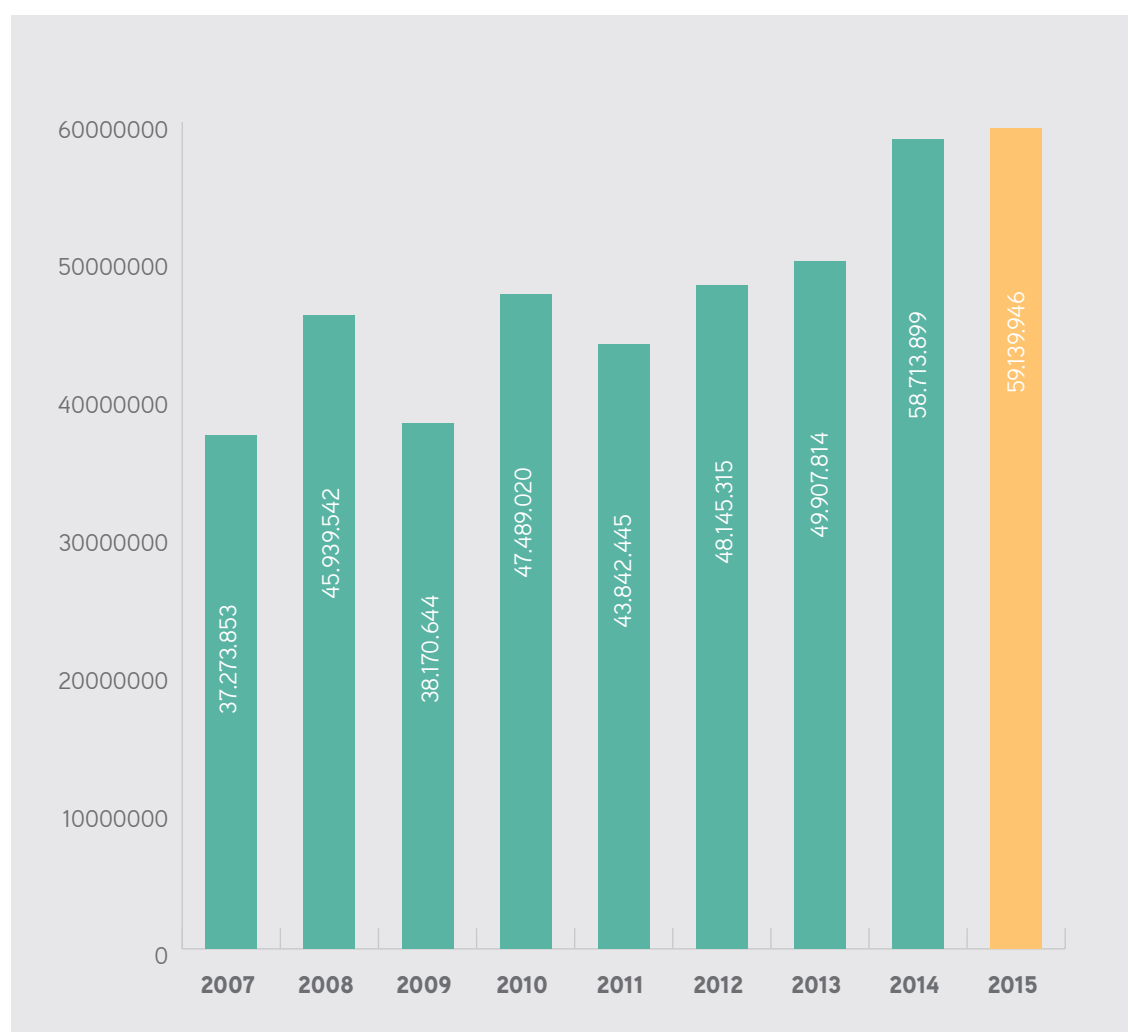
The Draft Budget for 2016 foresees a 20.35% increase compared to 2015.

CODE	DESCRIPTION	2015 NET BUDGET ALLOCATION	2016 NET BUDGET ALLOCATION	Increase- Decrease (%)
01	PERSONNEL EXPENSES	13.388.000	17.733.000	32,45%
02	STATE CONTRIBUTIONS TO SOCIAL SECURITY INSTITUTIONS	1.517.000	2.036.000	34,21%
03	PURCHASE OF GOODS AND SERVICES	6.539.000	6.984.000	6,81%
05	CURRENT TRANSFERS	1.562.000	1.850.000	18,44%
06	CAPITAL EXPENDITURES	4.500.000	4.500.000	0,00%
<b>TOTAL</b>		<b>27.506.000</b>	<b>33.103.000</b>	<b>20,35%</b>



## 7- BUDGET INCOME REALIZATION FOR 2007-2015

YEARS	INCOME	INCREASE/DECREASE COMPARED TO PREVIOUS YEAR
2007	37.273.853	-
2008	45.939.542	23,25%
2009	38.170.644	-16,91%
2010	47.489.020	24,41%
2011	43.842.445	-7,68%
2012	48.145.315	9,81%
2013	49.907.814	3,66%
2014	58.713.899	17,64%
2015	59.139.946	0,72%





## B- PERFORMANCE MONITORING

### Performance Indicator Results Form

Performance Goal	Performance indicator	Remarks	Targeted Indicator Level	Year-End Realization Level	Realization Status
1		To take part in the management, committees and commissions of international organizations, international auditing activities, to ensure continuity of participation to working groups, express opinions, to ensure standardization in international businesses and procedures.			
	1	REPRESENTATION IN MANAGEMENT OF INTERNATIONAL ORGANIZATIONS/Quantity	5,00	2,00	Reasonable
	2	REPRESENTATION IN COMMITTEES/ COMMISSIONS OF INTERNATIONAL ORGANIZATIONS/Quantity	7,00	14,00	Successful
	3	REGIONAL COOPERATION AGREEMENTS/Quantity	7,00	3,00	Reasonable
	4	REGIONAL COOPERATION MEETINGS ORGANIZED /Quantity	7,00	2,00	Reasonable
	5	PARTICIPATED INTERNATIONAL AUDITING ACTIVITIES/Quantity	30,00	28,00	Successful
	8	ACTIVITIES FOR INFORMING FOREIGN REPRESENTATION OFFICES/Quantity	3,00	1,00	Reasonable
	9	TASK FORCE MEMBERSHIPS/Quantity	14,00	6,00	Reasonable
	10	PRESENTATIONS DELIVERED IN INTERNATIONAL PANELS AND CONFERENCES /Quantity	3,00	6,00	Successful
2		To contribute to events such as aviation panels, congresses, seminars, symposiums, fairs, etc., to participate in events and projects involving information technologies and technological innovations, To collaborate with universities and academic institutions.			
	6	COOPERATION PROTOCOLS SIGNED WITH UNIVERSITIES AND RESEARCH INSTITUTIONS /Quantity	4,00	1,00	Reasonable
	7	PROJECTS JOINTLY EXECUTED WITH UNIVERSITIES /Quantity	3,00	2,00	Successful
	11	TOTAL NUMBER OF PARTICIPANTS FOR ALL EVENTS /Quantity	700,00	2.760,00	Successful
	12	MEMBERS IN SCIENCE AND REGULATORY BOARDS	7,00	2,00	Reasonable
	13	EU PROJECT PROPOSALS/Quantity	3,00	1,00	Reasonable
	14	EVENTS ORGANIZED/PARTICIPATED IN/ Quantity	7,00	51,00	Successful

Performance Goal	Performance Indicator	Remarks	Targeted Indicator Level	Year-End Realization Level	Realization Status
3		To prepare future projections, to take the required measures and to determine policies accordingly.			
	15	STATUS OF FUTURE PROJECTION STUDIES/Percentage	100,00	50,00	Reasonable
	16	NUMBER OF REGULATIONS IN SUPPORT OF THE AVIATION INDUSTRY /Quantity	1,00	1,00	Successful
	17	WORKSHOPS ORGANIZED FOR RAISING QUALIFIED WORK FORCE/Quantity	1,00	1,00	Successful
	18	REPORTS PREPARED ON POTENTIAL DEVELOPMENT AREAS OF THE INDUSTRY /Quantity	1,00	1,00	Successful
4		To monitor the civil aviation industry in the most effective manner possible, to prepare follow up reports, and to enhance personnel quality and quantity.			
	19	STATUS OF INDUSTRY FOLLOW UP REPORT PREPARATIONS/Percent	100,00	100,00	Successful
	20	STATUS OF ORGANIZING JOINT INDUSTRIAL MEETINGS	100,00	100,00	Successful
	21	INCREASE IN THE NUMBER OF DGCA PERSONNEL /Quantity	240,00	272,00	Successful
	22	STATUS OF LEGISLATION CHANGES TO ENHANCE PERSONNEL CONTINUITY/Percentage	100,00	50,00	Reasonable
	23	PERSONNEL TURNOVER/Percentage	5,00	7,00	Successful
5		To determine the need for regulations in the field of civil aviation and to present effective proposals.			
	24	STATUS OF LEGISLATION PROPOSALS AS PER REQUIREMENTS /Percent	100,00	100,00	Successful
6		To revise the existing regulations in accordance with up-to-date and valid principles of national and international standards, to create new regulations that meet the needs at the highest level.			
	25	REVISED AND PREPARED REGULATIONS/Quantity	10,00	70,00	Successful
	26	INCREASE IN AUDITING MAN-HOUR/Percentage	10,00	30,00	Successful
	27	DECREASE IN INTERNATIONAL AUDIT FINDINGS/Percentage	10,00	15,00	Successful
7		To carry out auditing activities in compliance with international implementation standards			
	28	TECHNICAL TRAINING RECEIVED PER AUDITING PERSONNEL /Quantity	2,00	21,00	Successful
	29	REPRESENTATIVE OFFICES TO BE ENHANCED /Quantity	4,00	1,00	Reasonable
	30	TATUS OF REVISION OF GUIDING IMPLEMENTATION DOCUMENTS /Percentage	50,00	100,00	Successful
	31	AUDITOR CHANGE IMPLEMENTATIONS/Quantity	30,00	9,00	Reasonable
	32	AUDITING SOFTWARE DEVELOPMENT STATUS/Percentage	100,00	100,00	Successful
	33	AGREEMENTS SIGNED WITH EXPERIENCED AUDITORS	15,00	2,00	Reasonable
	34	STATUS OF FINDINGS POOL ANALYSIS REPORTS/ Quantity	2,00	20,00	Successful

Performance Goal	Performance indicator	Remarks	Targeted Indicator Level	Year-End Realization Level	Realization Status
8		To enhance the industrial quality and safety culture through effective implementations and reporting systems.			
	35	GAP ANALYSIS STATUS/Percentage	100,00	100,00	Successful
	36	STATUS OF ELIMINATION OF DEFICIENCIES DETERMINED BY THE GAP ANALYSIS /Percentage	70,00	100,00	Successful
	37	INDUSTRIAL TREND MONITORING REPORTS/Quantity	1,00	2,00	Successful
	38	STATUS OF ESTABLISHING AN EFFECTIVE SAFETY REPORTING SYSTEM /Percentage	100,00	100,00	Successful
	39	NUMBER OF PUBLICATIONS/Quantity	30,00	14,00	Reasonable
9		To enhance strategic management, human resources, organizational structure, technological infrastructure and corporate culture.			
	40	STATUS OF PREPARATION OF TRAINING PROGRAMS/Percentage	100,00	100,00	Successful
	41	STATUS OF UPDATING OF THE JOB DESCRIPTIONS DOCUMENT/Percentage	100,00	100,00	Successful
	42	STATUS OF PROPOSAL FOR UPDATING OF THE ORGANIZATION'S LAW/ Percentage	100,00	100,00	Successful
	43	NUMBER OF APPLIED TRAINING ON DEVELOPING CORPORATE CULTURE/Quantity	1,00	6,00	Successful
	44	NUMBER OF SOCIAL ACTIVITIES ORGANIZED/Quantity	2,00	2,00	Successful
	45	NUMBER OF MEETINGS HELD FOR THE PERSONNEL/Quantity	2,00	14,00	Successful
	46	ESTABLISHMENT AND MONITORING OF THE RISK MANAGEMENT SYSTEM/Percentage	15,00	15,00	Successful
	47	TRANSFERRING BUSINESS PROCESSES TO ELECTRONIC ENVIRONMENT AND FOLLOW UP OF THE SAME/Percentage	15,00	15,00	Successful
	48	STATUS OF ACTIVATION OF THE AUTOMATION SYSTEM/Percentage	20,00	20,00	Successful
	49	NUMBER OF PROCESS AND RISK MANAGEMENT TRAININGS RECEIVED/Quantity	1,00	1,00	Successful
	50	IMPROVEMENT IN PROCESS PERFORMANCE METRICS/Percentage	5,00	46,00	Successful
	51	ERP SYSTEM ESTABLISHMENT STATUS/Percentage	100,00	100,00	Successful
	52	To create capacity for safety and security training needs of Turkish Civil Aviation/Percentage	25,00	25,00	Successful

**ANNEX:2 Performance Indicator Realizations Monitoring Form**

Year/Period		2015												Realization Status			
Name of Authority		40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION															
Performance Goal		1/To take part in the management of international organizations															
ROW NO.	Indicator Name	Targeted Level	Year-End Realization Level	Realization												Realization Status	
				January	February	March	April	May	June	July	August	September	October	November	December		
1	REPRESENTATION IN MANAGEMENT OF INTERNATIONAL ORGANIZATIONS/Quantity	5,00	5,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	Reasonable
2	REPRESENTATION IN MANAGEMENT OF INTERNATIONAL ORGANIZATIONS/Quantity	7,00	7,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	14,00	Successful
3	REGIONAL COOPERATION AGREEMENTS /Quantity	7,00	7,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3,00	Reasonable
4	REGIONAL COOPERATION MEETINGS ORGANIZED/Quantity	7,00	7,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	Reasonable
5	PARTICIPATED INTERNATIONAL AUDITING ACTIVITIES /Quantity	30,00	30,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	28,00	Successful
6	ACTIVITIES FOR INFORMING FOREIGN REPRESENTATION OFFICES/Quantity	3,00	3,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Reasonable
7	ACTIVITIES FOR INFORMING FOREIGN REPRESENTATION OFFICES/Quantity	14,00	14,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	6,00	Reasonable
8	PRESENTATIONS DELIVERED IN INTERNATIONAL PANELS AND CONFERENCES/Quantity	3,00	3,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	6,00	Successful



### ANNEX:2 Performance Indicator Realizations Monitoring Form

Year/Period		2015																
Name of Authority		40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION																
Performance Goal		2/To contribute to events such as aviation panels, congresses, seminars, symposiums, fairs, to participate in events and projects involving information technologies and technological innovations, to collaborate with universities and academic institutions.																
ROW NO.	Indicator Name	Targeted Level	Year-End Realization Level	Realization												Realization Status		
				January	February	March	April	May	June	July	August	September	October	November	December			
1	COOPERATION PROTOCOLS SIGNED WITH UNIVERSITIES AND RESEARCH INSTITUTIONS/Quantity	4,00	4,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Reasonable
2	PROJECTS JOINTLY EXECUTED WITH UNIVERSITIES/Quantity	3,00	3,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	Successful
3	TOTAL NUMBER OF PARTICIPANTS FOR ALL EVENTS/Quantity	700,00	700,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,760,00	Successful
4	MEMBERS IN SCIENCE AND REGULATORY BOARDS /Quantity	7,00	7,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	Reasonable
5	EU PROJECT PROPOSALS / Quantity	3,00	3,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Reasonable
6	EVENTS ORGANIZED/ PARTICIPATED IN/ Quantity	7,00	7,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	51,00	Successful

**ANNEX:2 Performance Indicator Realizations Monitoring Form**

Year/Period	2015
Name of Authority	40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION
Performance Goal	3/ To prepare future projections, to take the required measures and to determine policies accordingly.

ROW NO.	Indicator Name	Targeted Level	Year-End Realization Level	Realization												Realization Status		
				January	February	March	April	May	June	July	August	September	October	November	December			
1	STATUS OF FUTURE PROJECTION STUDIES/ Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	50,00	Reasonable
2	NUMBER OF REGULATIONS IN SUPPORT OF THE AVIATION INDUSTRY/Quantity	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Successful
3	WORKSHOPS ORGANIZED FOR RAISING QUALIFIED WORKFORCE/ Quantity	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Successful
4	REPORTS PREPARED ON POTENTIAL DEVELOPMENT AREAS OF THE INDUSTRY / Quantity	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Successful

**ANNEX:2 Performance Indicator Realizations Monitoring Form**

Year/Period 2015

Name of Authority 40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION

Performance Goal 4/To monitor the civil aviation industry in the most effective manner possible, to prepare follow up reports, and to enhance personnel quality and quantity.

ROW NO.	Indicator Name	Targeted Level	Year-End Realization Level	Realization												Realization Status		
				January	February	March	April	May	June	July	August	September	October	November	December			
1	STATUS OF INDUSTRY FOLLOW UP REPORT PREPARATIONS	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
2	STATUS OF ORGANIZING JOINT INDUSTRIAL MEETINGS/ Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
3	INCREASE IN THE NUMBER OF DGCA PERSONNEL /Quantity	240,00	240,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	272,00	Successful	
4	STATUS OF LEGISLATION CHANGES TO ENHANCE PERSONNEL CONTINUITY/ Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	50,00	Reasonable	
5	PERSONNEL TURNOVER RATE/ Percentage	5,00	5,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	7,00	Successful	

**ANNEX:2 Performance Indicator Realizations Monitoring**

Year/Period 2015

Name of Authority 40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION

Performance Goal 5/To determine the need for regulations in the field of civil aviation and to present effective proposals.

ROW NO.	Indicator Name	Targeted Level	Year-End Realization Level	Realization												Realization Status		
				January	February	March	April	May	June	July	August	September	October	November	December			
1	STATUS OF LEGISLATION PROPOSALS AS PER REQUIREMENTS/Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful

**ANNEX:2 Performance Indicator Realizations Monitoring Form**

Year/Period	2015
Name of Authority	40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION
Performance Goal	6/To revise the existing regulations in accordance with up-to-date and valid principles of national and international standards, to create new regulations that meet the needs at the highest level.

ROW NO.	Indicator Name	Targeted Indicator Level	Year-End Realization Level	Realization												Realization Status	
				January	February	March	April	May	June	July	August	September	October	November	December		
1	REVISED AND PREPARED REGULATIONS/Quantity	10,00	10,00	3,00	5,00	5,00	6,00	4,00	1,00	8,00	4,00	10,00	9,00	9,00	9,00	6,00	Successful
2	INCREASE IN AUDITING MAN-HOUR/ Percentage	10,00	10,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	30,00	Successful
3	DECREASE IN INTERNATIONAL AUDIT FINDINGS /Percentage	10,00	10,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	15,00	Successful	

### ANNEX:2 Performance Indicator Realizations Monitoring Form

Year/Period	2015
Name of Authority	40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION
Performance Goal	7/To carry out auditing activities in compliance with international implementation standards in the most effective manner possible.

ROW NO.	Indicator Name	Targeted Indicator Level	Year-End Realization Level	Realization												Realization Status		
				January	February	March	April	May	June	July	August	September	October	November	December			
1	TECHNICAL TRAINING RECEIVED PER AUDITING PERSONNEL/Quantity	2,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	21,00	Successful
2	REPRESENTATIVE OFFICES TO BE ENHANCED /Quantity	4,00	4,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Reasonable
3	STATUS OF REVISION OF GUIDING IMPLEMENTATION DOCUMENTS /Percentage	50,00	50,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
4	AUDITOR CHANGE IMPLEMENTATIONS/Quantity	30,00	30,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	9,00	Reasonable
5	AUDITING SOFTWARE DEVELOPMENT STATUS/Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
6	AGREEMENTS SIGNED WITH EXPERIENCED AUDITORS/Quantity	15,00	15,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	Reasonable
7	STATUS OF FINDINGS POOL ANALYSIS REPORTS/Quantity	2,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	20,00	Successful

**ANNEX:2 Performance Indicator Realizations Monitoring Form**

Year/Period	2015
Name of Authority	40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION
Performance Goal	8/ To enhance the industrial quality and safety culture through effective implementations and reporting systems.

ROW NO.	Indicator Name	Targeted Level	Year-End Realization Level	Realization												Realization Status			
				January	February	March	April	May	June	July	August	September	October	November	December				
1	GAP ANALYSIS STATUS /Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
2	STATUS OF ELIMINATION OF DEFICIENCIES DETERMINED BY THE GAP ANALYSIS /Percentage	70,00	70,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
3	INDUSTRIAL TREND MONITORING REPORTS/Quantity	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	100,00	Successful
4	STATUS OF ESTABLISHING AN EFFECTIVE SAFETY REPORTING SYSTEM /Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
5	NUMBER OF PUBLICATIONS/Quantity	30,00	30,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	14,00	100,00	Reasonable

### ANNEX:2 Performance Indicator Realizations Monitoring Form

Year/Period	2015
Name of Authority	40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION
Performance Goal	To enhance strategic management, human resources, organizational structure, to enhance technological infrastructure and corporate culture.

ROW NO.	Indicator Name	Targeted Indicator Level	Year-End Realization Level	Realization												Realization Status			
				January	February	March	April	May	June	July	August	September	October	November	December				
1	STATUS OF PREPARATION OF TRAINING PROGRAMS/ Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
2	STATUS OF UPDATING OF THE JOB DESCRIPTIONS DOCUMENT/Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
3	STATUS OF PROPOSAL FOR UPDATING OF THE ORGANIZATION'S LAW / Percentage	100,00	100,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100,00	Successful
4	NUMBER OF APPLIED TRAINING ON DEVELOPING CORPORATE CULTURE/Quantity	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	6,00	Successful
5	NUMBER OF SOCIAL ACTIVITIES ORGANIZED/Quantity	2,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	2,00	Successful
6	NUMBER OF MEETINGS HELD FOR THE PERSONNEL/Quantity	2,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	14,00	14,00	Successful
7	ESTABLISHMENT AND MONITORING OF THE RISK MANAGEMENT SYSTEM/ Percentage	15,00	15,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	15,00	Successful

**ANNEX:2 Performance Indicator Realizations Monitoring Form**

Year/Period		2015																				
Name of Authority		40.49 - DIRECTORATE GENERAL OF CIVIL AVIATION																				
Performance Goal		To enhance strategic management, human resources, organizational structure, to enhance technological infrastructure and corporate culture.																				
8	TRANSFERRING BUSINESS PROCESSES TO ELECTRONIC ENVIRONMENT AND FOLLOW UP OF THE SAME/Percentage	15,00	15,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	15,00	Successful
9	STATUS OF ACTIVATION OF THE AUTOMATION SYSTEM/ Percentage	20,00	20,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	20,00	Successful
10	NUMBER OF PROCESS AND RISK MANAGEMENT TRAININGS RECEIVED/Quantity	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	Successful
11	IMPROVEMENT IN PROCESS PERFORMANCE METRICS/ Percentage	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	46	Successful
12	ERP SYSTEM ESTABLISHMENT STATUS /Percentage	100	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	Successful
13	TO CREATE CAPACITY FOR SAFETY AND SECURITY TRAINING NEEDS OF TURKISH CIVIL AVIATION/Percentage	25	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25	Successful





# 04

CORPORATE ABILITY AND CAPACITY



## A- SWOT ANALYSIS

Refers to an analysis technique. SWOT is the acronym for Strengths, Weaknesses, Opportunities, and Threats. It is generally used for determining the organization's internal and external priorities before setting the strategic approach and preferences, when preparing long term plans and associated action plans.

Techniques such as brain storming are used in an environment where key staff members gather together to define internal and external obstacles and supporting forces. Strengths and weaknesses define internal favourable and unfavourable factors (resources, skills, knowledge, existing strategy, personnel, technology utilized, etc.). Opportunities and threats define external favourable and unfavourable factors (government, customer structure, political, technological, social trends, etc.)

### Strengths - Priority Analysis Results

- ⦿ Having a valid and strong vision
- ⦿ Having senior level executives with a vision
- ⦿ Pursuing activities that comply with business ethics
- ⦿ Following rules and laws as a corporation
- ⦿ Notifying all relevant organizations about regulations at the same time, with the same content
- ⦿ Having a structure that is capable of rapidly adapting to changes
- ⦿ Having employees' with expertise, skills and experience that are appropriate for their positions
- ⦿ Placing importance on training and development of employees
- ⦿ Following global developments
- ⦿ Having a safety and security culture
- ⦿ Providing services in a rapid manner
- ⦿ Knowing the requirements and anticipations of stakeholders
- ⦿ Exchanging opinions with stakeholders on a regular basis
- ⦿ Seeking the stakeholders' opinions before implementing a regulation
- ⦿ Reflecting the stakeholders' suggestions to the applications
- ⦿ Efforts to provide solutions to complaints and problems
- ⦿ Placing emphasize on cooperation with stakeholders
- ⦿ Having technological capabilities
- ⦿ Effective use of technology
- ⦿ Determining training standards of training institutions
- ⦿ Having a legislation that is capable of regulating aviation activities
- ⦿ Having a national legislation that complies with international rules

## Weaknesses - Priority Analysis Results

- ⦿ Insufficient personnel quantity
- ⦿ Failure of employees to take initiative
- ⦿ Failure to organize international events that are of a continuous nature
- ⦿ Failure to grow in parallel to the sector
- ⦿ Failure to prepare future projections and take the required measures
- ⦿ Lack of activities that support further development of the aviation industry
- ⦿ Lack of sufficient and up-to-date training programs organized for stakeholders
- ⦿ Failure to include explicit and understandable rules and suggestions in relevant regulations
- ⦿ Poor employee engagement
- ⦿ Lack of sense of corporate belonging
- ⦿ Lack of promotion
- ⦿ Poor corporate memory

## Opportunities - Priority Analysis Results

- ⦿ The tourism potential of Turkey
- ⦿ Increase in national income level
- ⦿ Effects of technological advancements
- ⦿ Agreements with the European Union and other countries
- ⦿ Regional events and collaboration
- ⦿ Turkey's geopolitical position
- ⦿ Increase in service quality due to competition

- ⦿ Being periodically inspected by organizations, of which it is a member
- ⦿ Being a rule maker organization
- ⦿ Influence of political developments
- ⦿ Demographic structure
- ⦿ Efforts to integrate transportation modes

## Threats - Priority Analysis Results

- ⦿ Fluctuations that may arise within the industry
- ⦿ Political Developments
- ⦿ Decreasing effectiveness in international relations
- ⦿ Economic crisis
- ⦿ Competition and the status of stakeholders
- ⦿ Lack of cooperation among organizations
- ⦿ Gaps caused by opportunities and/or legal regulations
- ⦿ The risk of unfavourable effects of transportation modes such as high speed trains, on the demand for air transportation
- ⦿ Limited qualified human resources of the industry

## B- EVALUATION

The dynamism of a country's economy is directly related to the status of its leading industries, including the aviation industry, and the power of these industries to renew themselves. The advancement of the aviation industry is closely related to technological, socio-economic and cultural developments.

Our Directorate General's efforts to establish and implement sound and realistic policies that follow global developments resulted in significant advancements in our fields of activity during 2015.

2015 was a successful year, during which our goals to provide economical, rapid, high quality

and comfortable air transport services without compromising safety and security, and to attain a level of industrial development so as meet the society's ever increasing and changing anticipations at the highest level within the framework of the purpose, goals and strategies of our strategic plan for 2013-2017, were achieved.

Being the authority in charge of rulemaking, inspecting and imposing sanctions in line with the deficiencies determined in inspections in the field of civil aviation in Turkey, our Directorate General has carried its existing services to a higher level compared to the previous year, in line with its goal of achieving sustainable growth.



**ANNEXES**

## INTERNAL CONTROL DECLARATION OF ASSURANCE

In my capacity as the senior manager;

I hereby declare that the information contained in this report is reliable, full and accurate.

I hereby declare that, the resources allocated under the budget for the activities explained in this report have been used according to the planned purposes and in line with the good

financial management policies, and that the internal control system has provided adequate assurance as to the legality and the regularity of transactions.

Such assurance is based on the information and assessments that I have as senior manager, on internal controls, internal auditor reports as well as reports of the Court of Accounts.

I hereby declare that I am not aware of any issue that has not been reported here and that may impair the interests of the authority.

ANKARA,  
FEBRUARY 26, 2016



**Bilal EKŞİ**  
Genel Müdür

## DECLARATION OF FINANCIAL SERVICES DIVISION MANAGER

In my capacity as the manager of the financial services unit;

I hereby declare that; in this administration, the activities are carried out in line with financial management and control legislation and other relevant legislation; that internal control processes have been operated and monitored to ensure that public resources are used effectively, economically and efficiently; and that opinions and suggestions for taking necessary precautions have been reported to the senior manager in a timely manner.

I hereby confirm that the information contained in the "III/A-Financial Statements" titled section of the 2015 Annual Report of our Authority is reliable, full and accurate.

ANKARA,  
FEBRUARY 26, 2016

  
**Faruk SUBAŐI**  
Strateji  
GeliŐtirme Daire  
BaŐkanı

