TWINNING LIGHT FICHE

Project title: Support for participation in the ECAA – European common aviation area

Beneficiary administration: Civil Aviation Agency

Twinning Reference: MK 15 IPA TR 01 19 TWL

Publication notice reference: EuropeAid/164473/DD/ACT/MK

EU funded project

TWINNING INSTRUMENT
1. Basic information


For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement

1.2 Twinning Sector: Transport

1.3 EU funded budget: 250,000 EUR

2. Objectives

2.1. Overall Objective(s):
The overall objective of this programme is to support the sustainable development of civil aviation in the Republic of North Macedonia in accordance with the international standards and EU acquis in the field of aviation.

2.2. Specific objective:
The specific objective is to strengthen the international aviation standards in the Republic of North Macedonia through legislative approximation and improve the institutional capacity and technical competences of the Civil Aviation Agency of the Republic of North Macedonia in line with the EU Acquis in the field of aviation and the EU policy of creating a European Common Aviation Area.

2.3. Contribution to National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

2.3.1. Link with Council Decision 2008/212/EC of 18 February 2008 on the principles, priorities and conditions contained in the Accession Partnership with the Republic of North Macedonia

The Council Decision 2008/212/EC of 18 February 2008 on the principles, priorities and conditions contained in the Accession Partnership with the Republic of North Macedonia and repealing Decision 2006/57/EC emphasizes the importance for implementation of the commitments taken under the first transitional phase of the European Common Aviation Area Agreement including the implementation of the relevant aviation legislation, as well as strengthening the administrative capacity of the civil aviation authority.
As part of its obligations under this Agreement the Republic of North Macedonia will implement EU aviation legislation in a broad range of areas. This project will provide the necessary support and facilitate country's implementation of this body of EU legislation.

2.3.2. **Link with Public Administration Reform Strategy 2018-2022**

The goals and objectives, and the measures determined in each of the priority areas defined in the Public Reform Strategy 2018-2022 will contribute to substantial improvement and development of the situation with regard to the legal framework, the organizational setup and capacities of the institutions, as well as the human resource capacities in the public administration.

This project contributes to the following results foreseen to be achieved with the PRS 2018-2022:
- Built structures and administration capacities prepared for the negotiation process with the EU
- New and retained professional and competent administrative officers and
- Quality services delivered to citizens and businesses.

2.3.3. **Link with the National Transport Strategy 2018-2030 of the Republic of North Macedonia**

The Ministry of Transport and Communications is in charge of devising and implementing the national transport policy, national strategies and action plans. The National Transport Strategy, 2018-2030, foresees the implementation of necessary reforms in the sector through strengthening the EU integration and promoting transport safety.

Furthermore, the National Transport Strategy of the Republic of North Macedonia 2018-2030 places the maintenance of high levels of safety of the aircraft and airports in the national airspace and development of efficient air transport fully integrated in the EU transport network as one of the main objectives in the field of air transport, and emphasizes the importance of improving education in the field of transport, which is in line with the purpose of this project.

2.3.4. **Link with the National Strategy for Development of Aviation in the Republic of North Macedonia**

This project is directly related to the National Strategy for Development of Aviation in the Republic of North Macedonia for the period 2013-2018, which states the harmonization and application of EU acquis as an ongoing activity of the Ministry of Transport and Communications of the Republic of North Macedonia and the Civil Aviation Agency in order to be integrated into the Single European Market. One of the grounds for development of air transport mentioned in this Strategy is the safety and mitigation of risk in the civil aviation and one of the pillars of the concept of aviation safety is the education and training of aviation personnel.

Since one of the main objectives in the field of transport is full harmonization with EU requirements, the realization of this project will enable faster integration of the Republic of North Macedonia into the EU in the area of civil aviation.
2.3.5. **Link with the White Paper-Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system**

This roadmap was adopted in March 2011 and it sets out a visionary and challenging set of objectives for the transport sector that aims at creating a sustainable, resource efficient, and competitive Single Transport Area, with integrated transport systems of candidate countries. This project will contribute to the established fact that it is crucial for the Republic of North Macedonia to link its actions to EU policy objectives.

2.3.6. **Link with the Aviation Strategy for Europe**

One of the three key priorities that the Commission has identified within the Aviation Strategy for Europe is tapping into growth markets, by improving services, market access and investment opportunities with third countries, whilst guaranteeing a level playing field. In that sense, this project is closely linked to raising the competitiveness of the EU aviation industry, having in mind that in order to achieve this, it is essential that market access is based on a regulatory framework which promotes EU values and standards.

2.3.7. **Link with the Stabilisation and Association Agreement (SAA) with the EU is the framework for relations with the EU**

One of the aims of the agreement is to support the efforts of the Republic of North Macedonia to develop its economic and international cooperation, also through the approximation of its legislation to that of the Community.


One of the specific objectives that the financial assistance under IPA II pursues is strengthening the ability of the beneficiaries to fulfil the obligations stemming from Union membership by supporting progressive alignment with, implementation and adoption of, the Union acquis. Furthermore, the IPA II Regulation states that financial assistance shall, among other, mainly address the following policy areas: reforms in preparation for EU membership and related institution-and capacity-building and education, promotion of gender equality, and human resources development.

This project will contribute to achieving progress in building up and strengthening good governance and the administrative, institutional and absorption capacities at the level of a regulating authority in the field of civil aviation, including adequate human resources, needed to adopt and enforce the acquis-related legislation.

2.3.9. **Links with the IPA II Indicative Strategy Paper for the Republic of North Macedonia (2014-2020) of the European Commission**

The Strategy Paper sets out the priorities for EU financial assistance for the period 2014-2020 to support the Republic of North Macedonia on its path to EU accession. The overall objectives of IPA II assistance in the sector of transport are to support the development of a more modern, safer and more environment friendly transport network, support the alignment of the transport legislation with the EU acquis and its implementation and benefit the
country's socio-economic development. The results to be achieved with this project include strengthened administrative capacity and development of necessary institutional structures for implementation and enforcement of national legislation on transport and alignment with EU transport acquis thus corresponding to the main objectives of IPA II assistance for this sector.

### 3. Description

#### 3.1. Background and justification:

The Civil Aviation Agency of the Republic of North Macedonia is a regulatory body, politically, financially and functionally independent from other state, public or private entity, in charge of the following tasks: implementation of the regulations in the aviation field, participation in preparation of the draft Acts in the field of the aviation; enacting the by-laws specified under the Aviation Act, approval of the AIP, issuance (and extension, renewal, modification, suspension and revocation) of licenses, certificates and approvals, registration of aircraft, aircraft search and rescue organization and coordination).

The Civil Aviation Regulations are issued at three levels, i.e. the Government, the Ministry and the CAA (the regulations on oversight are enacted by the Ministry).

The Aviation Act establishes the roles and competencies of the public entities responsible at different levels for the regulation and oversight in the aviation field (CAA, Ministry of Transport, Government, Accident / Serious Incident Investigation Committee).

Chapter 1 of the Aviation Act refers to general provisions: more in detail, Article 2-a contains a list of matters regulated by EU Regulations and Directives, according to Annex I of ECAA Agreement, whereas Article 3 provides the legal basis for enacting the by-laws and adopting the EU rules.

In June 2006 the EU and the countries of South East Europe signed an agreement on the establishment of a **European Common Aviation Area (ECAA)**, which entered into force on 1 December 2017. The ECAA will amount to a full extension of the EU-internal air transport market to the Western Balkans. It entails the complete liberalization of cross-border traffic among signatories, an adoption of the aviation-related acquis and comprehensive sector restructuring at the national level. This Agreement is a commitment by all ECAA Partners to align their aviation legislation with EU acquis. It allows full participation in one of the key areas of the single market and provides an example and an incentive for further economic integration of partner countries with the European Union. It contributes to the realisation of the European Union's air transport policy, which encapsulates the objective of negotiating comprehensive air transport agreements with key partner countries. This should trigger rapid traffic growth and act as an important catalyst for broader regional integration.

The eight South-East European partners agreed to the full application of the European Community’s aviation law (Community acquis). Once ECAA partners fully implement the EC’s aviation acquis, ECAA airlines will have open access to the enlarged European single market in aviation. The ECAA agreement will therefore create new market opportunities due to an integrated aviation market of 36 countries and more than 500 million people. At the
same time, the agreement will lead to equally high standards in term of safety and security across Europe, through the uniform application of rules.

As a party to the ECAA Agreement the Republic of North Macedonia has to comply with EU Aviation Acquis. In February 2012 the European Commission’s Directorate General for Transport and Energy (DG TREN) through a group of independent aviation experts from different EU Member States conducted ECAA assessment of the air transport sector in the Republic of North Macedonia. According to the report due progress has been achieved by the Republic of North Macedonia towards addressing all the ECAA legislations required for Phase 1 completion, in particular in the field of operation of air services (market access and traffic rights liberalization) and of consumer protection (air carrier liability). However, it is noted that further transposition of all the ECAA provisions is needed.

In December 2015 a TAIEX funded expert mission on assessment of the compliance of the national regulations with the EU Acquis in the field of aviation was carried out in the CAA.

According to the expert mission report, all the regulations referred to in the Annex I to ECAA Agreement, parts A, B, C, D, F have now been adopted into the national legislation; however, the national regulations transposing the EU Regulations have not been updated according to the amendments issued after 2008. In this respect, it has to be noted that ECAA agreement does not provide the Republic of North Macedonia with a legal basis for the adoption of EU regulations issued after 2008. However, an amendment to Aviation Act was made that allows the Republic of North Macedonia to adopt the new EU Regulations issued after 2008.

Therefore, it was recommended that further cooperation and assistance for the completion of the legislative framework in compliance with the new EU Regulations and Directives adopted after 2008, is deemed necessary. Moreover, due to the reduced level of certain aviation activities, at a proper stage of the approximation process it was recommended that CAA-MK should take into account arrangements for on-the-job training to be provided by other Authorities from EU Member States, with suitable experience in the relevant fields.

Regarding airworthiness it was established that there is limited knowledge available in production and initial airworthiness. The limited size of the national industry does not allow to build up proper experience for the CAA personnel. Therefore, support is needed especially for: general aviation regulation, difference training between past and current Continuing Airworthiness regulation, developing new regulations to be implemented for drones, On the Job Training on how to determine initial airworthiness and for initial AMO approval.

In the field of Flight Operations and Licensing it was concluded that the alignment of crew licenses to the European standard is demanding the higher priority due to the fact that several pilots are working outside Republic of North Macedonia. The limited size of the national industry does not allow to build up proper experience for the CAA-MK personnel.

It was concluded that training is needed in the following areas:
- transition to Reg. 1178/11 and support for development of procedures
- On the Job Training for initial approval and oversight of Approved Training Organization
-new regulations for Aeromedical Center, On the Job Training and support for implementing Part-MED (Medical Requirements for Aircrew) procedures
-difference training on the new AIR-OPS
-support for development of new Flight Inspector Handbook
-OJT for specific approvals (i.e. special approvals) that had never been issued
-full training on special features of helicopter operations.

In the field of aviation security, it was concluded that the lack of proper On the Job Training with regard to oversight of regulated entities and to operation of security equipment needs to be addressed.

In the field of aviation economic regulation needs were established regarding training on EU legislation for the Single European Sky and Regulation 452/2014, On the Job Training and exchange of experience with other European Authorities on financial oversight of operators.

Regarding occurrence reporting and incident investigation, it was concluded that the system in place appear to be well established. Nevertheless, the limited number of occurrences does not allow to build up proper experience for the CAA-MK personnel.

Therefore, training is needed about the implementation of new European legislation regarding investigation (Reg.996/2010) and occurrence reporting (Reg.376/2014), as well as support in the implementation of ECCAIRS 5, and OJT in severity classification, analysis and investigation of occurrences.

In July 2018 a **TAIEX funded expert mission on practical aspects on implementing rules for aerodrome safety** was carried out at the CAA of the Republic of North Macedonia. The mission identified the need for development of procedures related to certification, aeronautical study and risk assessment acceptance, risk-based oversight and compliance monitoring in relation to Commission Regulation (EU) No 139/2014 laying down requirements and administrative procedures related to aerodromes.

**The International Civil Aviation Organization’s Universal Safety Oversight Audit Programme audit of the civil aviation system of the Republic of North Macedonia** conducted in 2009 generated an overall Effective Implementation of 53.63 per cent for the eight critical elements (CEs) of the State’s safety oversight system.

During the two-phase International Civil Aviation Organization Coordinated Validation Mission conducted in the Republic of North Macedonia from 14 to 22 September and then from 10 to 14 October 2016, the International Civil Aviation Organization Coordinated Validation Mission teams reviewed the progress made by the State in addressing 370 not-satisfactory Protocol Questions in the areas of primary aviation legislation and associated civil aviation regulations, civil aviation organizational structure, personnel licencing activities, aircraft operations, airworthiness of civil aircraft, aerodromes, air navigation services and accident and serious incident investigations. The review resulted in an updated Effective Implementation of 79.62 per cent.
The CEs with the lowest EIs after the ICVM are:

a) CE-8, Resolution of safety concerns, at 51.11 per cent;
b) CE-4, Technical personnel qualification and training, at 74.07 per cent; and
c) CE-5, Technical guidance, tools and provision of safety-critical information, at 77.78 per cent.

Therefore, technical assistance is being sought from the IPA for enabling CAA to develop further its regulatory oversight functions. It is considered that twinning with an appropriate European Civil Aviation Authority will successfully deliver the objectives of this project.

3.2. Ongoing reforms:

The strategic efforts of the Civil Aviation Agency are directed towards transposing and implementing the EU Regulations in order to complete the phases of the Protocol V of the ECAA Agreement. These efforts are in line with the specific objective of IPA II to strengthen the ability of the Republic of North Macedonia to fulfil the obligations stemming from Union membership by supporting progressive alignment with, implementation and adoption of the Union acquis.

In that regard the CAA actively continues to undertake reforms in order to meet its strategic objective. The State State Safety Programme has been developed by the CAA and it is under final review in consultation with the responsible legislative entities. Moreover, the CAA’s Safety Management Manual is in the final phase of preparation and a Safety Committee has started its activities with involvement of all aviation stakeholders. The internal control process at the CAA is undergoing improvements, i.e. harmonization of the internal control checklists with the new EU Regulations.

The aviation legal system is currently undergoing reforms which consist of amendment of national regulations in order to transpose the latest EU Regulations in the national system. The amendment has already been performed for the regulations in the field of airworthiness and air navigation and the current activities are focused on personnel licencing, flight operations and airports.

New Regulation for drone operation has been enacted and its implementation includes creation of a local web base for drone management by the CAA. Each drone which is registered at the CAA’s drone register has a registration mark with QR code and its own web profile and the activity of each drone operating on the territory of the Republic of North Macedonia can be monitored in real-time through the interactive drone-map, supported by an application developed by the CAA.

3.3 Linked activities:

Project title: THE CARDS 2007-2008 PROJECT
Donor: EU - CARDS
Duration: 2007-2008
Description: Under the CARDS Programme launched by DG ENLARG, “CARDS 2007-2008” Project was conducted. Its overall objective was to identify all convergences related to the “Acquis” and to develop Convergences Plans (CP) which contained all the key elements needed for the WB civil aviation administrations (CAA) to be part of the EASA system.
Project title: THE EASA-IPA I PROJECT 2009-2010  
**Donor:** EU - IPA  
**Duration:** 2009-2010  
**Description:** This project followed the aforementioned CARDS Project, with the objective to implement the Convergence plans and associated road maps for each WB.

Project title: THE EASA – IPA II PROJECT 2012-2014  
**Donor:** EU-IPA  
**Duration:** 2012-2014  
**Description:** The EASA IPA II project was designed as a clear continuation of the related preceding projects. Based on the recommendations from the CPs, a series of workshops, training sessions, consultancy and technical support missions were organised. These were the basis to design activities at the outset of the project with the objective to support Western Balkan countries in their efforts to meet their accession commitments with regards to aviation safety.

**Donor:** EU- IPA  
**Duration:** 2015-2017  
**Description:** The overall objective of this project aims to further support the beneficiary countries to fulfil their international obligations in the domain of aviation safety and to foster deeper the knowledge of the specificities of the EU’s aviation safety system stemming from the ECAA and the working arrangements signed by EASA and respective civil aviation administrations to enable easier integration into EU system. The project also aims to ensure that the beneficiary countries with the potential risk of significant aviation safety concerns will increase their capacity to close their findings.

Project title: TAIEX workshops and expert mission  
**Donor:** TAIEX  
**Duration:** 2015-2018  
**Description:** In the period from 2015 until 2018 nine workshops were co-organized by the CAA under the TAIEX instrument in the following subjects: aviation security, flight operations, investigation of civil aviation accidents and incidents, airworthiness, airport charges and charging scheme for ANS, access to the ground handling market at Community airports and air passenger rights, as well as an expert mission on assessment of the compliance of the national regulations with the EU acquis in the field of aviation. The objective of the workshops was to present the main aspects of the EU Regulations in the above-mentioned fields to the employees of the CAA, as well as other state stakeholders concerned with their implementation. Furthermore, one study visit was organized in order to familiarize the CAA employees and the representatives of the association of people with disabilities with the functioning of the National Enforcement Body for protection of air passenger rights.

**Donor:** EU- IPA  
**Duration:** 2015-2017  
**Description:** The overall objective of this project aims to further support the beneficiary countries to fulfil their international obligations in the domain of aviation safety and to foster
deeper the knowledge of the specificities of the EU’s aviation safety system stemming from the ECAA and the working arrangements signed by EASA and respective civil aviation administrations to enable easier integration into EU system. The project also aims to ensure that the beneficiary countries with the potential risk of significant aviation safety concerns will increase their capacity to close their findings.

Project title: ISIS II
Donor: EU
Duration: 2010
Description: The ISIS Programme (Implementation of Single European Sky In South East Europe) is an initiative funded by the European Commission (DG MOVE) and developed in the framework of the extension of the Trans-European networks to South East Europe, as well as in support to the European Common Aviation Area (ECAA) Agreement.

The European Commission officially initiated the ISIS Programme activities in January 2010. The support to the extension of the Single European Sky (SES) concept and regulations to the neighbouring States of the European Union (EU) is an integral part of the EU air transport policy that will contribute to reinforce the partnership between EU and the countries of South East Europe.

The ISIS Programme fosters the implementation of the SES legislation with a view to reaching regulatory alignment as required by the ECAA Agreement in the specific field of air traffic management. Hence, the ISIS Programme aims essentially to provide the appropriate understanding of the SES legislation, to facilitate its transposition into national legal orders, and to establish well functioning administrative structures.

Project title: Support for SES Compliance-European Bank for Reconstruction and Development
Donor: EBRD
Duration: 2015-2017
Description: The Civil Aviation Agency of the Republic of North Macedonia (CAA) intends to establish a SES compliant regulatory and organisational framework and to comply with Phase 1 of the ECAA agreement, additionally already transposed SES regulations, national regulatory requirements, SES II regulations even if they are not fully applicable now and prepare for the future evolution of SES regulations, not only with regard to the transposition but also related to the oversight and supervision which CAA is required to perform under the regulations.

The establishment and compliance of all prerequisites hereinafter referred to as Support to the Civil Aviation Agency of the Republic of North Macedonia - SES Compliance project will be performed in several steps and CAA commissioned APAC to provide assistance.

3.4 List of applicable Union acquis/standards/norms:

- Commission Regulation (EU) No 748/2012 of 3 August 2012 laying down implementing rules for the airworthiness and environmental certification of aircraft and related products, parts and appliances, as well as for the certification of design and production organisations Text with EEA relevance, with all the additional amendmens as well as with relevant AMC&GM
• Commission Regulation (EU) No 1321/2014 of 26 November 2014 on the continuing airworthiness of aircraft and aeronautical products, parts and appliances, and on the approval of organisations and personnel involved in these tasks, with all the additional amendments as well as with relevant AMC&GM
• Commission Regulation (EU) No 1178/2011 of 3 November 2011 laying down technical requirements and administrative procedures related to civil aviation aircrew pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council Text with EEA relevance, with all the additional amendments as well as with relevant AMC&GM
• Commission Regulation (EU) No 965/2012 of 5 October 2012 laying down technical requirements and administrative procedures related to air operations pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council, with all the additional amendments as well as with relevant AMC&GM
• Commission Regulation (EU) No 139/2014 of 12 February 2014 laying down requirements and administrative procedures related to aerodromes pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council, with all the additional amendments as well as with relevant AMC&GM

3.5. Results per component

The results to be achieved by the project are as follows:

Component 1

Mandatory Result 1: The regulatory framework for the application of the applicable standards in the area of flight operations, airworthiness, personnel licencing and aerodromes is harmonized with International Civil Aviation Organization and EU acquis.

In the context of Mandatory Result 1 the following indicative sub-results will be achieved:

- Full analysis prepared for revision and development of by-laws and
- Introducing new or revision of the existing legal provisions in the by-laws related to flight operations, airworthiness, personnel licencing and aerodromes.

The measurable indicators in relation with Mandatory Result 1 are:

- Analysis of the current situation regarding the need for development/revision of the existing by-laws conducted; national by-laws revised and/or developed and produced in the national language and accepted by the CAA of the Republic of North Macedonia as being in compliance with the international and European and national legal frameworks.

Component 2

Mandatory Result 2: The operational capacity of the CAA for implementation of EU Regulations in the field of airworthiness, personnel licencing, flight operations and aerodromes strengthened by developing relevant working procedures and guidance materials.

In the context of Mandatory Result 2 the following indicative sub-results will be achieved:
The measurable indicators in relation with Mandatory Result 2 are:
- At least one Manual with working procedures and guidance materials developed, for each of the following areas Flight Operations, Airworthiness, Personnel Licencing and Airports.

Component 3

Mandatory Result 3: The technical capacity of managers, inspectors and administrative staff is strengthened to meet the ICAO and EU safety requirements

In the context of Mandatory Result 3 the following indicative sub-results will be achieved:
- Organized OJT for the employees of the beneficiary;
- Organized study visit for the employees of the beneficiary and
- Improvement of the inspector’s qualification system.

The measurable indicators in relation with Mandatory Result 3 are:
- Organized OJT for at least 10 employees according to the request of the beneficiary;
- Organized at least one study visit for at least 5 employees at the MS administration in the area covered by EU Regulation 748/2012, EU Regulation 1321/2014, EU Regulation 1178/2011, EU Regulation 965/2012 or EU Regulation 139/2014 and
- Qualitative review and verification of the inspectors’ qualification and implementation.

3.6 Expected activities

The Twinning project should not be a one-way technical assistance from a Member State to a Beneficiary Country. The Twinning project shall be implemented as a joint project in which each partner takes on responsibilities. The selected MS shall transfer the requested hands-on public sector expertise to a Beneficiary Country, support into introducing and sharing EU wide best practices in connection with Community legislation.

The Twinning assistance will be provided in the form of know-how transfer, and could be delivered through the activities that will indicatorily include:

Component 1

Mandatory Result 1: The regulatory framework for the application of the applicable standards in the area of airworthiness, personnel licencing, flight operations and aerodromes is harmonized with ICAO and EU acquis.

Activity 1.1. Preparing a baseline study to identify regulatory gap analysis between CAA regulations and EU Acquis
In the scope of this activity, a comprehensive analysis of existing regulatory framework related to airworthiness, personnel licencing, flight operations and aerodromes needs to be done in order to define to which extent the relevant EU Regulations and ICAO SARPs are currently implemented. The analysis needs to determine which requirements of the EU regulations and relevant ICAO SARPs are already met and has to show direction for further development. The analysis will be based on the detailed examination of all by-laws previously adopted on the above-mentioned subjects.

**Activity 1.2 Providing support for revision and drafting new by-laws based on EU Regulation 748/2012, EU Regulation 1321/2014, EU Regulation 1178/2011, EU Regulation 965/2012, EU Regulation 139/2014 with all the additional amendmens and associated Acceptable Means of compliance and Guidance Materials, Certification Specifications and relevant ICAO SARPs if the subject-matter is not covered by the above-mentioned EU acquis**

In the scope of this activity consultations will be held between the experts from a respective CAA and the experts from the Division of International-Legal Affairs in order to revise and/or draft the by-laws, determine the priority of implementation of the provisions contained in the above-mentioned regulations and clarify any unclear issues regarding the transposition of the by-laws.

**Component 2**

**Mandatory Result 2:** The operational capacity of the CAA for implementation of EU Regulations in the field of airworthiness, personnel licencing, flight operations and aerodromes strengthened by development of relevant working procedures and guidance materials

**Activity 2.1 Analysis of the existing procedures and guidance materials in the field of airworthiness, personnel licencing, flight operations and aerodromes**

The analysis will be conducted on the basis of the existing documentation in the CAA and a series of interviews and meetings with the representatives of CAA in order to determine what was achieved through previous work and what is needed to upgrade the procedures and guidance materials in the field of airworthiness, personnel licencing, flight operations and aerodromes.

**Activity 2.2. Updating the manuals for airworthiness, personnel licencing, flight operations and aerodromes with the relevant procedures and guidance materials in accordance with EU Regulation 748/2012, EU Regulation 1321/2014, EU Regulation 1178/2011, EU Regulation 965/2012 and EU Regulation 139/2014 with all the additional amendmens as well as with relevant AMC&GM**

Through this activity, changes will be introduced in the existing documents in order to widen the current scope of work and the impact they will have on the provision of services in the field of flight operations, airworthiness, personnel licencing and aerodromes in accordance with the EU Regulations.
Component 3

Mandatory Result 3: The technical capacity of managers, inspectors and administrative staff is strengthened to meet the ICAO and EU safety requirements

Activity 3.1 On the job training for at least 10 inspectors from CAA in a respective EU civil aviation authority in order to get intensive peer-to-peer training programme

On the job training which will include conducting joint inspections with senior inspectors from a respective EU authority will be organized within the areas of airworthiness, flight operations, aviation medicine, occurrence reporting and aerodromes.

Checklists with items to be covered during the inspections will be established in agreement with the employees of the CAA prior to conducting the OJT. Training evaluation report will be prepared on the basis of evaluation forms filled in by participants at the end of the training sessions, so as to determine the successfulness of the trainings conducted and the benefits gained by the involved CAA staff.

Activity 3.2 Arrangement of at least one study visit in a respective EU civil aviation authority

In the scope of this activity at least five employees working in the field of personnel licencing, airworthiness, flight operations or aerodromes will take part in intensive learning at a respective EU CAA. They will meet the professionals from the relevant Department and have the opportunity to get a better view and a broader understanding of the processes within the EU CAA, exchange information and expertise in areas of common interest whilst strengthening their capacity to perform effectively. The study visit will help the participants to consider the approaches followed within the European Union and provide them better and up-to-date information concerning the relevant issues in the field of aviation.

Activity 3.3 Benchmarking of inspectors’ qualifications to comply with EU standards for aviation inspectors

The benchmarking involves comparing and analysing the level of the inspectors’ qualifications against an identified standard or benchmark which should also include qualifications or occupational standards.

The education and aviation specific training of relevant inspectors will be verified, analysed and compared with the qualification criteria of recognized EU CAAs. The proper implementation of CAA procedures, guidance material and handbooks will be reviewed using either real examples or selected case studies in order to determine the integration and acceptance of the relevant CAA standards.

The results of the benchmarking will provide objective recommendations and improvement of qualifications. This will help to increase national and global recognition of the inspectors’ qualifications and the CAA.

3.7. Means/ Input from the Member State Partner Administration:

The project will be implemented in the form of a Twinning Light Contract between the Beneficiary country and an EU Member State. The Twinning Light Project is envisaged to provide exchange of experience and know-how with a MS Institution with good practice in the stated project activities. The Twinning Partner shall provide an adequate team of experts – including a Project Leader and Short-Term Experts (STEs) with suitable knowledge to carry out the activities described.
The interested Member State institution shall include in its proposal the CV of the designated Project Leader and the CVs of the proposed STE profiles (experience, education) available in the administration for implementing the activities for each of the mandatory results/outputs.

The MS Partner Administration should demonstrate experience in delivery of services in the relevant project fields mentioned above. This experience should be described in the proposal.

Standard twinning procedures are to be used.

All experts mobilised under this contract must be proficient in English, have excellent communication and analytical skills, be proficient in report drafting and have excellent team working abilities.

3.7.1. Profile and tasks of the Project Leader

The Member State organisation will provide a Project Leader, who will be expected to devote a minimum of 3 days per month to the project in his home administration. In addition, he will coordinate, from the Member State side, the Project Steering Committee (PSC), which will meet in Republic of North Macedonia on a quarterly basis. The PL is expected to devote maximum of 3 working days over 3 missions.

Requirements:
- University level education or equivalent professional experience of 8 years in the relevant field
- At least 3 years of specific experience in the field of civil aviation
- Working level of English language
- Computer literacy
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual 5.3.2.
- Experience in project management
- Thorough understanding of the subject-matter of the areas covered by the project

The main tasks of the Member State Project Leader are:
- Support and coordination of all activities in the Beneficiary Country
- Overseeing and co-managing the implementation of the project with the Project Leader from the Beneficiary Country
- Organization of visibility events (kick-off and final event)
- Participation in Steering Committee meetings
- Project reporting
- Ensuring backstopping and financial management of the project in the MS

3.7.2 Profile and tasks of the short-term experts

Tasks of short-term experts

Terms of Reference for short-term experts will be elaborated by the Project Leader at the work plan preparation stage.
Profile of short-term expertise

General qualifications and skills:
- University degree or relevant professional background in the relevant field of minimum 8 years
- At least 3 years of specific experience in the field of civil aviation
- Experience of transposing related EU regulations into national practice would be an asset
- Sound knowledge of relevant EU legislative, institutional and regulatory requirements related to the various components of this project
- Very good command of English (oral and written)
- Very good communication skills
- Good writing and presentation skills
- Good training and facilitation skills
- Excellent computer skills (Word, Excel, Power Point)

Tasks of the STEs:
- Carrying out comprehensive analysis of existing regulatory framework related to airworthiness, personnel licencing, flight operations and aerodromes
- Providing support for revision and drafting new by-laws based on EU Regulation 748/2012, EU Regulation 1321/2014, EU Regulation 1178/2011, EU Regulation 965/2012, EU Regulation 139/2014 with all the additional amendmens and associated Acceptable Means of compliance and Guidance Materials, Certification Specifications and relevant ICAO SARPs
- Carrying out analysis of the existing procedures and guidance materials in the field of airworthiness, personnel licencing, flight operations and aerodromes
- Updating the manuals for airworthiness, personnel licencing, flight operations and aerodromes with the relevant procedures and guidance materials in accordance with EU Regulation 748/2012, EU Regulation 1321/2014, EU Regulation 1178/2011, EU Regulation 965/2012 and EU Regulation 139/2014 with all the additional amendmens as well as with relevant AMC&GM
- Benchmarking of inspectors’ qualifications

The number of short-term experts and their required qualifications should be identified by the Project Leader in the course of project implementation. The short-term experts are expected to have qualifications and skills as detailed here-after respectively covering the following areas of civil aviation:
- Airworthiness
- Flight Operations
• Flight Crew Licencing and other Personnel Licencing
• Aerodromes
• Legal

4. Budget

The project will be implemented through a Twinning Contract estimated at maximum 250,000 EUR

<table>
<thead>
<tr>
<th>Twinning Contract</th>
<th>Total (EUR)</th>
<th>IPA contribution</th>
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<tbody>
<tr>
<td></td>
<td>250,000</td>
<td>EUR</td>
</tr>
<tr>
<td></td>
<td>250,000</td>
<td>% 100</td>
</tr>
</tbody>
</table>

Provisions for visibility costs and expenditure verification costs and translation costs should be included in the budget.

In addition to the IPA budget as a rule, the BC institution should cover the non-eligible costs as per Twinning manual (Annex A7, Article 4; Article 14.9 of General Conditions).

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting

The Delegation of European Union will act as a Contracting Authority for the project, which will be responsible for all aspects for the project's tendering, contracting and payments.

The contact person on behalf of the EU Delegation is:

Manuela Manolis
Programme Manager
Delegation of European Union
Sv. Kiril I Metodij 52b, 1000 Skopje
Tel: +389 2 3248 500
Fax: +389 2 3248 501
E-mail:

5.2. Institutional framework

Key beneficiary – Civil Aviation Agency

The main beneficiary of the project is the Civil Aviation Agency, which is organized as an aviation authority of the Republic of North Macedonia and its organizational structure provides efficient and timely execution of the safety regulatory functions described in ICAO Annex 19 and Doc 9734 (Safety Oversight System), as well as the other functions related to security
oversight, economic oversight, traffic rights etc. Its mission is regulation of the air transport activities of the Republic of North Macedonia to ensure safe, regular, efficient, economically and ecologically sustainable national civil aviation that will be in accordance with the international standards and harmonized and integrated into the European Union, in the interest of all participating entities and particularly in the interest of passenger safety. Its vision is to achieve safe and efficient operation of air services entirely integrated into the European transport network, contributing to the sustainable development of the Republic of North Macedonia.

The functions of the CAA are executed by the following Divisions:

- **Division of International-Legal Affairs**, which is in charge of executing a part of the main regulatory functions related to regulation of safety, security, economic aspects of air transport etc. The regulation is a prescriptive activity of the CAA with the purpose of creating the legal framework to be applied by the aviation industry and includes drafting and enacting national regulations in order to achieve harmonization with the international and European aviation standards and regulations, as well as participation in the procedure for concluding international agreements.

- **Division of Safety of Air Transport and Air Navigation**, which is in charge of executing the main regulatory functions related to safety of air transport and air navigation. The main regulatory functions of this Division include certification, oversight and enforcement measures related to aircraft operators, organizations engaged in aircraft manufacturing, design and maintenance, registration of aircraft, air navigation service providers and licencing of aviation personnel.

- **Division of Safety of Airports, Search and Rescue**, which is in charge of execution of the main regulatory functions related to safety of airports and airport services. The main regulatory functions of this Division include certification, oversight and enforcement measures related to airport infrastructure operators, airport service providers, as well as organization of search and rescue of aircraft and investigation of aviation incidents.

- **Division of Financial Affairs and Economic Oversight**, which is in charge of executing functions related to the financial operation of the CAA, as well the economic oversight of airlines, airports and air navigation service providers.

The following organizational units function outside the Divisions:

- **Cabinet of the Director General**, which is in charge of internal audit, human resources and support to the activities of the Director General and

- **Section of Aviation Security**, which is in charge of executing functions related to security oversight of airlines, airports and air navigation service providers.

The CAA is a member of the following international organizations, requiring operation under certain standards and recommended practices and meeting the specific commitments relating to all aspects of operations: the International Civil Aviation Organization (ICAO) whose purpose is to foster cooperation among nations; the European Civil Aviation Conference (ECAC), an intergovernmental organization established for promotion of continuous development of safe, effective and sustainable air traffic system in Europe and the European Organization for the Safety of Air Navigation (EUROCONTROL), whose mission is to harmonize and integrate air navigation services in Europe. Furthermore the Civil Aviation Agency of the Republic of Macedonia has signed a Working Arrangement with the European Aviation Safety Agency (EASA), the European Union Authority for aviation safety, whose aim is to ensure the highest common level of safety protection for EU citizens within the EU.
and worldwide, to ensure the highest common level of environmental protection, to avoid duplication in the regulatory and certification processes among Member States and to facilitate the creation of an internal EU aviation market.

**Benefiting of the project results**

The results of the Twinning Light Project inter alia will contribute towards promotion of aviation safety, reducing the safety risk and increasing capacity through improved international aviation safety standards. This will lead to creation of a more stable environment for the aviation sector in the country and more efficient delivery of aviation services which will increase the competitiveness of the aviation market. This will also increase the confidence in the CAA as a regulatory body. The following entities will be impacted by the project results:

- Airlines
- Aviation personnel
- ANSP

**5.3 Main counterpart in the Beneficiary administration**

The TPL counterpart will be a public servant of the Beneficiary administration and will be actively involved in the management and coordination of the project.

**5.3.1 Beneficiary Country counterpart and contact person will be:**

Mr. Tomislav Tuntev  
Director General  
Civil Aviation Agency  
Dame Gruev 1  
1000 Skopje  
Republic of North Macedonia

**5.3.2 BC Project Leader will be:**

Mrs. Maja Vaskova-Kjulavkovska  
Training and Translation Advisor  
Civil Aviation Agency  
Dame Gruev 1  
1000 Skopje  
Republic of North Macedonia

**6. Duration of the project**

The overall execution period of the Twinning project is 11 months. The implementation period of the Action will last 8 months. The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action.
7. Sustainability

This project will contribute to strengthening the professional profile of the participants involved through sharing or transfer of skills and knowledge related to the implementation of the European regulations and directives in the field of aviation. The expected impact on the participants is that they will increase their knowledge, improve their skills and transfer their newly learned practices to their workplace, thus raising the level of quality of their jobs. The valuable contribution of this project will be the provision of competent and trained personnel, with greater dedication and motivation, equipped for performing of its duties in accordance with the technical and technological development of aviation and the changes in European regulations.

The project will also contribute towards improved exercising of the regulatory function of the CAA of the Republic of Macedonia. This is raising the levels of aviation safety. At the national level the project will contribute to the faster integration of the Republic of North Macedonia in the European Union, due to the fact that it will enable successful fulfillment of the requirements imposed by the EU Regulations stated in the Annex of the European Common Area Agreement by providing the familiarization of the employees of the CAA with the key aspects of the EU aviation legislation.

The main information regarding the project (its objectives, participants, activities carried out, results achieved) will be presented during the whole project life-cycle on the participating organizations' web sites.

8. Crosscutting issues

Cross cutting issues have to be systematically addressed during the project lifetime. All forms of discrimination will be banned in accordance with applicable legislation.

8.1 Equal Opportunity (gender mainstreaming)

The project will promote participation of women in beneficiary organisations and will identify the effects/impacts/opportunities on and for women. The team of experts involved in the project must possess relevant skills to ensure effective mainstreaming of gender equality and minorities inclusion/participation.

8.2 Environment

The new and upgraded legislation on Civil Aviation must take in consideration all the requirements of the Commission Regulation laying down implementing rules for the airworthiness and environmental certification of aircraft and related products, parts and appliances, as well as for the certification of design and production organisations. Furthermore, the environmental protection requirements will be based in the legislative acts laid down in the Chicago Convention.

8.3 Minorities

As described above, the activities will ensure the participation of women and youth and minorities. The CAA will mainstream issues related to the participation of women, youth and minorities in all relevant training and capacity building programmes and ensure that such issues are considered when working on establishing legal frameworks and regulations for civil aviation. Opportunities for gender and
minority balancing will be addressed in the training activities by ensuring availability for training and certifying technical staff.

8.4. Communication and publicity
All requirements to ensure the visibility of EU financing will be fulfilled in accordance with Regulation (EC). N. 718/20071.

9. Conditionality and sequencing

9.1 Conditionality

- Appointment of counterpart personnel by the beneficiary before the launch of the call of proposal and guaranteeing the continuity of the appointed and trained staff;
- Participation by the beneficiary in the selection process as per EU regulations;
- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiaries.

9.2 Sequencing
1. Approval of the Twinning project fiche;
2. Successful completion of a Twinning selection process;
3. Signature of the Twinning contract;
4. Commencement of the twinning partnership;
5. End of the implementation period;
6. Submission of the final report.

10. Indicators for performance measurement

See section 3.5

11. Facilities available

The project will be located in the premises of the Civil Aviation Agency. The Civil Aviation Agency will ensure appropriate support and basic equipment for the work of the experts. The Beneficiary administration shall make available, free of charge, appropriate venues for all activities performed in the Beneficiary country. This includes administrative support, office space, computers, telephone and fax and other necessary facilities. This contribution should also include logistical support for various training activities, including selection of trainees (in consultation with the MS/Mandatory body experts), as well as providing the MS/Mandatory body experts with the documents and information necessary for project implementation. For Project interventions the CAA shall provide the MS experts with all the necessary support throughout the period of their intervention.

1 See Article 62 and 63 of Regulation(EC) N. 718/2007
ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Organogram of the Civil Aviation Agency
ANNEX 1

Logical framework matrix in standard format

<table>
<thead>
<tr>
<th>Support for the participation of the Republic of North Macedonia in the European Common Aviation Area</th>
<th>Programme name and number</th>
<th>TBD</th>
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</thead>
<tbody>
<tr>
<td><strong>Civil Aviation Agency</strong></td>
<td>Contracting period expires:</td>
<td>TBD</td>
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<tr>
<td></td>
<td>Disbursement period expires:</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Total budget: € 250 000,00 €</td>
<td>IPA financing: 100%</td>
</tr>
<tr>
<td><strong>Overall objective</strong></td>
<td><strong>Objectively Verifiable Indicators</strong></td>
<td><strong>Sources of Verification</strong></td>
</tr>
<tr>
<td>Support the sustainable development of civil aviation in the Republic of North Macedonia in accordance with the international standards and EU acquis in the field of aviation</td>
<td>• Achieved progress of the Republic of North Macedonia for the completion of the safety requirements of phase one of the ECAA Agreement related to personnel licencing, airworthiness, flight operations or aerodromes</td>
<td>• EU Progress Report for the Republic of North Macedonia</td>
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<td></td>
<td></td>
<td>• ECAA Assessment report</td>
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<td></td>
<td>• ICAO CMA online framework (Level of Effective Implementation of ICAO SARPs)</td>
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<tr>
<td></td>
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<td>• Project final report</td>
</tr>
<tr>
<td>Project purpose</td>
<td>Objectively Verifiable Indicators</td>
<td>Sources of Verification</td>
</tr>
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<td>----------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| To strengthen the international aviation standards in the Republic of North Macedonia through legislative approximation and improve the institutional capacity and technical competences of the Civil Aviation Agency of the Republic of North Macedonia in line with the EU Acquis in the field of aviation and the EU policy of creating a European Common Aviation Area. | • Relevant by-laws revised or drafted based on  
  o EU Regulation 748/2012  
  o EU Regulation 1321/2014  
  o EU Regulation 1178/2011  
  o EU Regulation 965/2012  
  o EU Regulation 139/2014 with all the amendments and relevant AMC&GM | • Copy of new revised or drafted by-laws signed by the Director General  
  • Project progress reports | • Legal & regulatory change impacts project  
  • External stakeholders have substantial remarks to the new revised or drafted by-laws  
  • Changes in senior management | • Commitment and support of the CAA management and Ministry of Transport.  
  • Organizational, technical and infrastructural capacities necessary for implementation of the Twinning light project in place.  
  • Human resources for the implementation of the Twinning light project in place and available.  
  • Capability and active role of relevant stakeholders to implement project results into |
<table>
<thead>
<tr>
<th>· Technical documentation (manual with working procedures and guidance materials) developed in line with</th>
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<tr>
<td>o EU Regulation 748/2012,</td>
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<tr>
<td>o EU Regulation 1321/2014,</td>
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<td>o EU Regulation 1178/2011,</td>
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<tr>
<td>o EU Regulation 965/2012,</td>
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<tr>
<td>o EU Regulation 139/2014 with all the amendments and relevant AMC&amp;GM</td>
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<tr>
<td>· At least 10 employees of the CAA trained for the implementation of the EU Regulations in the field of flight operations, airworthiness, personnel licensing and aviation medicine, occurrence reporting and aerodromes</td>
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<tr>
<td>· Copy of updated manuals</td>
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<tr>
<td>· Staffing level due to employee turnover</td>
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<tr>
<td>· English translation of technical documentation in place before the project start.</td>
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<tr>
<td>· Cultural differences impede the process of training</td>
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<tr>
<td>· Training fails to provide the employees with the skills and knowledge they need for implementation of the EU Regulations</td>
</tr>
<tr>
<td>· List of participants</td>
</tr>
<tr>
<td>· Training material</td>
</tr>
<tr>
<td>· Training evaluation and feedback report</td>
</tr>
<tr>
<td>· Training certificates</td>
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<tr>
<td>Results</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. The regulatory framework for the application of the applicable</td>
</tr>
<tr>
<td>standards in the area of flight operations, airworthiness and</td>
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<tr>
<td>personnel licencing is harmonized with ICAO and EU acquis.</td>
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<tr>
<td>2. The operational capacity of the CAA for implementation of EU</td>
</tr>
<tr>
<td>Regulations in the field of airworthiness, personnel licencing,</td>
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<tr>
<td>flight operations and aerodromes strengthened by development of</td>
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<tr>
<td>relevant</td>
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<td></td>
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<tr>
<td>working procedures and guidance materials</td>
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<tr>
<td>------------------------------------------</td>
</tr>
<tr>
<td>o Aerodromes</td>
</tr>
<tr>
<td>o Airworthiness, and</td>
</tr>
<tr>
<td>o Personnel Licencing</td>
</tr>
<tr>
<td>o Aerodromes</td>
</tr>
</tbody>
</table>

3. The technical capacity of managers, inspectors and administrative staff is strengthened to meet the ICAO and EU safety requirements

- Organized OJT for at least 10 employees according to the request of the beneficiary
- At least one study visits for at least 5 employees at the MS administration
- Qualitative review and verification of the inspectors qualification and implementation
- List of participants in trainings
- Training material
- Training evaluation and feedback report
- Training certificates
- Copy of checklist with items covered during the training signed by the trainer and the trainee
- Readiness of the staff to attend the OJT and study visits
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Specification of costs</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| 1.1 Preparing a baseline study to identify regulatory gap analysis between CAA and EU Acquis. | • Legal analysis  
• MS resources:  
  o Legal experts | | • Availability of relevant information on the regulatory framework in the field of aviation in the Republic of North Macedonia |
| 1.2 Providing support to draft new by-laws based on  
  • EU Regulation 748/2012,  
  • EU Regulation 1321/2014,  
  • EU Regulation 1178/2011  
  • EU Regulation 965/2012 and  
  • EU Regulation 139/2014 | • Drafting of by-laws  
• MS resources:  
  o Certification experts  
  o Airworthiness experts  
  o Personnel licensing experts  
  o Flight operations experts  
  o Aerodrome Experts | | • Readiness of CAA employees to actively support the process of drafting of by-laws |
| 2.1 Analysis of the existing procedures and guidance materials in the field of personnel licencing, aviation medicine, airworthiness, flight operations and aerodromes | • Analysis of documents  
• MS resources:  
  o Certification experts  
  o Airworthiness experts | | • Available English translation of procedures and guidance materials of the CAA |
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Specification of costs</th>
<th>Assumptions</th>
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</thead>
<tbody>
<tr>
<td>2.2 Updating the manuals for flight operations, personnel licencing,</td>
<td>o Personnel licensing experts</td>
<td></td>
<td>• Active support, cooperation and engagement by the CAA management and employees</td>
</tr>
<tr>
<td>aviation medicine, airworthiness and aerodromes with the relevant</td>
<td>o Aerodrome experts</td>
<td></td>
<td></td>
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<tr>
<td>procedures and guidance materials in accordance with</td>
<td>o Flight operations experts</td>
<td></td>
<td></td>
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<tr>
<td>• EU Regulation 748/2012,</td>
<td>• Development of procedures and guidance materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• EU Regulation 1321/2014,</td>
<td>• MS ressources:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• EU Regulation 1178/2011</td>
<td>o Certification experts</td>
<td></td>
<td></td>
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<tr>
<td>• EU Regulation 965/2012 and</td>
<td>o Airworthiness experts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• EU Regulation 139/2014 with all the amendments and relevant AMC&amp;GM</td>
<td>o Personnel licensing experts</td>
<td></td>
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<tr>
<td>3.1 On the job training for 10 inspectors from MCAA in a respective EU</td>
<td>• Participation of inspectors in joint</td>
<td></td>
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<tr>
<td>civil aviation</td>
<td>inspections with the counterparts of</td>
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<td>Activities</td>
<td>Means</td>
<td>Specification of costs</td>
<td>Assumptions</td>
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</tbody>
</table>
| 3.2 Arrangement of at least one international study visit for at least 5 employees of the CAA | an MS administration | - MS resources:  
  - Airworthiness experts  
  - Flight operations experts  
  - Aviation medicine experts  
  - Occurrence reporting experts  
  - Aerodrome experts  

- Detailed familiarization of the employees with the working activities, processes and procedures of their counterparts in the authority | ensuring transparency of the process.  
- The inspectors are available to attend the training and/or study visit  
- Ability of the CAA staff to absorb the trainings provided and ability to independently accomplish the tasks in the future. | | |
| 3.3 Benchmarking of inspectors’ qualifications to satisfy EU standards for aviation inspectors in the three area of | Qualitative review and verification of the inspectors qualification and implementation | | |
| Flight Operations, | | | |
| Airworthiness  
Flight Operations  
Aviation Medicine  
Occurrence Reporting  
Aerodromes | | | |
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Specification of costs</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Airworthiness,</td>
<td>• MS resources:</td>
<td></td>
<td></td>
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<tr>
<td>o Personnel Licensing</td>
<td>o Flight operations experts</td>
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<td>o Aerodromes.</td>
<td>o Airworthiness experts</td>
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<td></td>
<td>o Personnel licensing experts</td>
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<td>o Aerodromes experts</td>
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<tr>
<td>Preconditions:</td>
<td>English translation of relevant</td>
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<td></td>
<td>CAA procedures</td>
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</tbody>
</table>
ANNEX 2

Organisational structure chart

ORGANIZATIONAL STRUCTURE OF THE CIVIL AVIATION AGENCY

Management

Director General

Cabinet of the Director General

Section of Legal Affairs, Human Resources, Requests and Suggestions

Section of Quality Control

Section of Support to the Director General

Division of Safety of Air Transport and Air Navigation

Department of Flight Operations

Department of Airworthiness and Registry

Department of Licencing

Department of Air Navigation

Compartment of Aviation Medicine

Division of Safety of Airports, Search and Rescue

Department of Airports and Airport Services

Department of Air Navigation

Department of Organization of Search and Rescue of Aircraft and Investigation of Incidents and Specific

Division of International-Legal Affairs

Section of Aviation Security

Department of Air Law and International Affairs

Section of International Communications, Flight Approvals, Translations and Library

Division of Financial Affairs and Economic Oversight

Department of Financial-Material Affairs

Section of Economic Oversight, Planning and Development

Section of Public Procurements and Maintenance

Compartment of General Affairs