



## Twinning Light Fiche

**Project title:** Supporting the Civil Aviation Agency in the field of aviation safety and security

**Final Beneficiary administration:** Civil Aviation Agency, Republic of North Macedonia

**Twinning Reference:** MK 21 IPA TR 01 23 TWL

**Publication notice reference:** EuropeAid/178176/DD/ACT/MK

**EU funded project**

***TWINNING INSTRUMENT***

### Acronyms and abbreviations

AMC	Acceptable Means of Compliance
ANS	Air Navigation Services
AP	Accession Partnership
ATM	Air Traffic Management
BC	Beneficiary Country
BCPL	Beneficiary Country Project Leader
CA	Contracting Authority
CAs	Competent Authorities
CAA NM	Civil Aviation Agency of the Republic of North Macedonia
CS	Certification Specifications
DEU	Delegation of European Union
EC	European Community
ECAA	European Common Aviation Area
EU	European Union
GM	Guidance Material
ICAO	International Civil Aviation Organisation
ICAO SARPs	ICAO Standard
IPA	Instrument for Pre-accession Assistance
MANCP	Multi Annual National Control Plan
MS	Member State
MSPL	Member State Project Leader
MSs TW	Member States Twinning
NAP	National Action Plan
NPAA	National Programme for the Adoption of the Acquis
PL	Project Leader
PSC	Project Steering Committee
SAA	Stabilization and Association Agreement
SARPs	Standards and Recommended Practices
SES	Single European Sky
STE	Short term Expert
TAIB	Transition Assistance and Institution Building

## **1. Basic Information**

1.1. **Programme:** Action 03 - EU Integration Facility; Annual Action Plan in favor of North Macedonia for 2021; CTIS/OPSYS no 043-662/3 (direct management)

1.2. **Twinning Sector:** Transport

1.3. **EU funded budget:** EUR 250 000

1.4 **Sustainable Development Goals (SDGs):**

SDG 16 Peace, Justice and Strong Institutions,

SDG 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

## **2. Objectives**

### **2.1. Overall Objective(s):**

The overall objective is to contribute to improving safety and security of civil aviation in North Macedonia in compliance with the European regulatory framework.

### **2.2. Specific objective:**

The specific objective is to support the Civil Aviation Agency of North Macedonia (CAA NM) in developing and implementing the national civil aviation legal framework, by enhancing the capacity for conducting safety and security oversight of civil aviation.

### **2.3. The elements targeted in strategic documents**

The implementation of the project will contribute to the realization of the priorities and objectives defined in the following documents:

#### ***Government Working Program 2020-2024***

In light with the demonstration of its commitment for progress on its European path, the Government Working Program for the period 2020-2024 foresees activities for faster integration of the country in the European Union. Some of the major development priorities include acceleration of EU integrations by efficient and effective use of IPA funding. After the end of the COVID-19 crisis the Government plans to introduce new destinations, increase the number of flights and passengers and improve the level of safety. These developments fully support the

fulfilment of the project's specific objectives related to legislative approximation and improvement of the institutional capacity of the CAA NM.

### ***National Transport Strategy of the Republic of North Macedonia 2018-2030***

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 in accordance with the National Programme for the Adoption of the Acquis.

Furthermore, one of the general objectives of the National Transport Strategy of the Republic of North Macedonia 2018-2030 is the establishment of reliable and safe transport system. This includes full application of the European Community's aviation law by the Macedonian civil aviation authorities towards aiming to have open access to the enlarged European single aviation market, which is in line with the purpose of this project.

### ***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***

In relation to Council Decision 2008/212/EC of 18th February 2008 on the principles, priorities and conditions contained in the Accession partnership with the Republic of North Macedonia, on 6 February 2018 the EC issued a Communication emphasizing the credible enlargement perspective for an enhanced EU Enlargement with the Western Balkans. It places importance on implementation of the obligations stemming from the Stabilization and Association Agreement, which remains at the core of the relationship between the EU and the Republic of North Macedonia until the country's accession to the EU, as well as other sectorial agreements which will support preparations for meeting the requirements of EU membership. It also indicates that full use should be made of the significant technical assistance available in particular institutions building support through the Technical Assistance and Information Exchange Instrument.

### ***Stabilization and Association Agreement (SAA)***

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.

### ***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 creation 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.

### ***SSMS – Sustainable and Smart Mobility Strategy (DG MOVE)***

This strategy lays the foundation for how the EU transport system can achieve its green and digital transformation and become more resilient to future crises. Having in mind that transport has been one of the sectors hit hardest by the COVID-19 pandemic, the strategy aims at ensuring its resilience. One way to achieve this is by stepping up the transport safety and security across all modes. By focusing on developing the capacity for raising the level of aviation safety and security, this project is closely connected to the objectives of the Sustainable and Smart Mobility Strategy.

### ***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.

### ***Regulation (EU) No 231/2014 of the European Parliament and of the Council of 11 March 2014 establishing an Instrument for Pre-Accession Assistance (IPA II)***

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.

### ***IPA II Indicative Strategy Paper for the Republic of Macedonia (2014-2020) of the European Commission***

The Strategy Paper sets out the priorities for EU financial assistance to support the Republic of 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.

### ***Regulation (EU) 2021/1529 of the European Parliament and of the Council of 15 September 2021 establishing the Instrument for Pre-Accession assistance (IPA III)***

One of the specific objectives that the financial assistance under IPA III pursues is strengthening the ability of the beneficiaries to fulfil the obligations stemming from Union membership by supporting the shaping of the rules, standards, policies and practices of the beneficiaries in alignment with those of the Union and to reinforce regional cooperation, reconciliation and good neighbourly relations, as well as people-to-people contacts and strategic communication. Furthermore, one of the key thematic priorities of the IPA III Regulation is promoting smart, sustainable, inclusive and safe transport.

This project will contribute to achieving progress in transition towards accession in the air transport domain drawing on the experience of the Member States. In line with the provisions of the Regulation (EU) 2021/1529 such cooperation will focus particularly on the sharing of experience that was acquired by the Member States during their own reform processes.

### **3. Description**

#### **3.1. Background and justification**

The CAA NM 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 NM (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 NM, 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 realization 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 European Common Aviation Area Joint Committee issued the Decision No 1/2019 of 31 July 2019 replacing Annex I to the ECAA Agreement on the rules

applicable to civil aviation. The Annex to the Decision replaces Annex I to the ECAA Agreement as from 1 September 2019. The EU acquis applicable to the project are also a part of the new Annex. 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 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.

Therefore, technical assistance is being sought from the IPA for enabling CAA NM 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 CAA NM 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.

With regards to the developments related to national legislation, a TAIEX expert mission for development of a new Aviation Act was held in February 2020. Subsequently a proposal for a new Aviation Act has been submitted to the Ministry of Transport and Communications and it is expected to be adopted in the beginning of 2023. This action allowed for improved legal grounds for harmonization of the EU acquis related to civil aviation with the national legislation.

The aviation legal system is currently undergoing reforms which consist of amendment of national regulations in order to transpose the latest EU Regulations and their amendments in the national system.

In the field of air navigation and aviation security the by-laws transposing the SES Regulations have been drafted, but revision is needed in accordance with the latest amendment of the EU Regulations related to this field. Moreover, the relevant procedures for their implementation have to be updated in accordance with the latest amendments of the regulations.

In the field of occurrence reporting, there is a need to develop the relevant procedures for implementation of Regulation (EU) No 376/2014 which sets a new framework to encourage and protect safety reporting by aviation professionals. This will contribute to improvement of aviation safety by ensuring that relevant safety information is reported, collected, stored, protected, exchanged, disseminated, and analyzed.

A TAIEX expert mission was held in October 2022 resulting in drafting the relevant by-laws transposing Commission Implementing Regulation (EU) 2019/947 and Commission Delegated

Regulation (EU) 2019/945 and introducing for the first time the EU Regulations in this area in the Macedonian national legislation. In the following period the CAA NM is faced with the obligation to develop the relevant procedures for the implementation of the by-laws in practice.

The State Safety Programme was adopted on 20.04.2021 and its being successfully implemented as a management system for the regulation and administration of safety by the state. The internal capacities of the CAA NM have been strengthened by the Integrated Management System Manual, setting the grounds for the implementation of the quality management principles in accordance with the latest developments in aviation. The internal compliance function was introduced and several audits covering the domains of aerodromes and ATM/ANS have been conducted. The internal obligations for organizational compliance is driven by all internal company documentation, manuals and procedures in all aviation domains. The internal auditor is required to head up this independent process for performing gap analysis of the organization's documentation systems and processes. A part of an effective organization system is also the understanding of the fundamental causal reasons for the identified discrepancies. Therefore, the capacities for this function need to be strengthened by providing opportunities for learning from CAAs with more experience in this area.

The training and qualifications of inspectors in the field of flight operations, personnel licensing, airworthiness and aerodromes have been revised and harmonized in accordance with the EU Regulations. There is a need for detailed familiarization with the requirements and harmonization of the training and qualifications in the fields of ATM/ANS and aviation security.

The CAA NM is an active member of the EU Ramp Inspection Programme (SAFA), based on the Commission Regulation (EU) No 965/2012 of 5 October 2012. In each participating state, aircraft of operators under the safety oversight of another Member State or of a third country can be subject to a ramp inspection, chiefly concerned with the aircraft documents and manuals, flight crew licenses, the apparent condition of the aircraft and the presence and condition of mandatory cabin safety equipment. The applicable requirements for these inspections are the ICAO international standards for aircraft used by third country operators, the relevant EU requirements for aircraft used by operators under the regulatory oversight of another Member State; manufacturers' standards when checking the technical condition of the aircraft; and published national standards that are declared applicable to all operators flying to that State. In the forthcoming period there is a need for strengthening the capacities of the inspectors performing ramp inspections through exchanges with senior ramp inspectors from an EU Member States.

### **3.3 Linked activities:**

The below listed projects are complementing, and not overlapping the activities programmed under this Twinning Fiche:<sup>1</sup>

#### **1. EASA IPA 5 – EU support on transposition and implementation of the EU Aviation Acquis 2020-2023**

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<sup>1</sup> The reference numbers are listed as registered in the Central Donor Assistance Database available at <http://cdad.sep.gov.mk/EN/search.aspx>.



The overall objective of this project is to increase IPA beneficiaries' compliance with the EU aviation acquis and specifically to increase their capability for its transposition.

The project is open to provide support in all aviation safety domains where transposition and implementation capabilities can be improved. This will be achieved by providing workshops, training, on-site support etc., aimed to address specific country and regional needs.

## **2.TAIEX workshops, study visits and expert missions**

From 2015-2022 workshops, study visits and expert missions were co-organized by the CAA NM 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 expert missions on assessment of the compliance of the national regulations with the EU acquis in the field of aviation and transposition of EU Regulations in the field of unmanned aircraft systems. The objective of the TAIEX activities was to present the main aspects of the EU Regulations in the above-mentioned fields to the employees of the CAA NM, as well as other state stakeholders concerned with their implementation.

## **3. Twinning Light project "Support for participation in the ECAA – European Common Aviation Area" (MK 15 IPA TR 01 19 TWL)**

This project was implemented by the Croatian Civil Aviation Agency and the CAA NM as a twinning partner. It was aimed 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. The project started on November 1, 2019 and it lasted 8+3 months. The project was successfully implemented and all mandatory results and outputs were achieved:

- The regulatory framework for the application of the applicable standards in the area of flight operations, airworthiness, personnel licencing and aerodromes was harmonized with ICAO SARPs and EU acquis;
- The operational capacity of the CAA NM for implementation of EU Regulations in the field of airworthiness, personnel licencing, flight operations and aerodromes was strengthened by developing relevant working procedures and guidance materials;
- The technical capacity of managers, inspectors and administrative staff was strengthened to meet the ICAO and EU safety requirements.

## **4. Public Administration Reform**

CAA NM was subject to Functional Review, financed by IPA for PAR. The implementation of the recommendations from this functional review are about to be implemented with the support of the ongoing project IPA funded project “Support to state reorganization”, in the Ministry of Information Society and Administration (MIOA). The Public Administration Reform (PAR) is a continuous process of reorganization of public sector institutions and improvement of their administrative capacity, and is also one of the key priorities anticipated under the Accession

Partnership and an important prerequisite for European integration of the Republic of North Macedonia.

### **3.4 List of applicable *Union acquis*/standards/norms:**

This sector has a large number of adopted and harmonized regulations with EU legislation. However, this Twinning project will be focused on the new package of legislation, as follows:

#### **1. ATM**

- Regulation (EU) 2017/373 of 1 March 2017 laying down common requirements for providers of air traffic management/air navigation services and other air traffic management network functions and their oversight, repealing Regulation (EC) No 482/2008, Implementing Regulations (EU) No 1034/2011, (EU) No 1035/2011 and (EU) 2016/1377 and amending Regulation (EU) No 677/2011
- Commission Implementing Regulation (EU) 2020/469 of 14 February 2020 amending Regulation (EU) No 923/2012, Regulation (EU) No 139/2014 and Regulation (EU) 2017/373 as regards requirements for air traffic management/air navigation services, design of airspace structures and data quality, runway safety and repealing Regulation (EC) No 73/2010
- Commission Implementing Regulation (EU) 2021/665 of 22 April 2021 amending Implementing Regulation (EU) 2017/373 as regards requirements for providers of air traffic management/air navigation services and other air traffic management network functions in the U-space airspace designated in controlled airspace.
- Commission Implementing Regulation (EU) 2021/1338 amending Implementing Regulation (EU) 2017/373 as regards reporting requirements and reporting channels between organizations, and requirements for meteorological services.
- Commission Implementing Regulation (EU) 2022/938 of 26 July 2022 amending Implementing Regulation (EU) 2017/373 as regards the requirements for aeronautical data catalogue and aeronautical information publication.
- Commission Implementing Regulation (EU) 2016/2120 of 2 December 2016 amending Regulation (EC) No 1033/2006 as regards the provisions referred to in Article 3(1)
- Commission Implementing Regulation (EU) 2018/139 of 29 January 2018 amending Regulation (EC) No 1033/2006 as regards references to ICAO provisions
- Council Regulation (EU) 2021/2085 of 19 November 2021 establishing the Joint Undertakings under Horizon Europe and repealing Regulations (EC) No 219/2007, (EU)

No 557/2014, (EU) No 558/2014, (EU) No 559/2014, (EU) No 560/2014, (EU) No 561/2014 and (EU) No 642/2014

- Commission Implementing Regulation (EU) 2019/1170 of 8 July 2019 amending and correcting Regulation (EC) No 29/2009 laying down requirements on data link services for the single European sky.
- Commission Implementing Regulation (EU) 2020/208 of 14 February 2020 amending Regulation (EC) No 29/2009 laying down requirements on data link services for the single European sky
- Commission Implementing Regulation (EU) 2016/2345 of 14 December 2016 amending Regulation (EC) No 262/2009 and Implementing Regulation (EU) No 1079/2012 as regards references to ICAO provisions
- Commission Implementing Regulation (EU) 2020/587 of 29 April 2020 amending Implementing Regulation (EU) No 1206/2011 laying down requirements on aircraft identification for surveillance for the single European sky and Implementing Regulation (EU) No 1207/2011 laying down requirements for the performance and the interoperability of surveillance for the single European sky
- Commission Implementing Regulation (EU) 2017/386 of 6 March 2017 amending Implementing Regulation (EU) No 1207/2011 laying down requirements for the performance and the interoperability of surveillance for the single European sky
- Commission Implementing Regulation (EU) 2017/2160 of 20 November 2017 amending Implementing Regulation (EU) No 1079/2012 as regards certain references to ICAO provisions.
- Commission Implementing Regulation (EU) 2021/116 of 1 February 2021 on the establishment of the Common Project One supporting the implementation of the European Air Traffic Management Master Plan provided for in Regulation (EC) No 550/2004 of the European Parliament and of the Council, amending Commission Implementing Regulation (EU) No 409/2013 and repealing Commission Implementing Regulation (EU) No 716/2014 (Text with EEA relevance)

## **2. Airworthiness**

- Commission Implementing Regulation (EU) 2019/1384 of 24 July 2019 amending Regulations (EU) No 965/2012 and (EU) No 1321/2014 as regards the use of aircraft listed on an air operator certificate for non-commercial operations and specialized operations, the establishment of operational requirements for the conduct of maintenance check flights, the establishment of rules on non-commercial operations with reduced cabin crew on board and introducing editorial updates concerning air operations requirements

- Commission Implementing Regulation (EU) 2020/270 of 25 February 2020 amending Regulation (EU) No 1321/2014 as regards transitional measures for organizations involved in the continuing airworthiness for general aviation and continuing airworthiness management and correcting that Regulation
- Commission Implementing Regulation (EU) 2020/1159 of 5 August 2020 amending Regulations (EU) No 1321/2014 and (EU) No 2015/640 as regards the introduction of new additional airworthiness requirements
- Commission Implementing Regulation (EU) 2021/700 of 26 March 2021 amending and correcting Regulation (EU) No 1321/2014 as regards the maintenance data and the installation of certain aircraft components during maintenance
- Commission Implementing Regulation (EU) 2021/1963 of 8 November 2021 amending Regulation (EU) No 1321/2014 as regards safety management systems in maintenance organizations and correcting that Regulation
- Commission Implementing Regulation (EU) 2022/410 of 10 March 2022 amending Regulation (EU) No 1321/2014 as regards the continuing airworthiness management in a single air carrier business grouping (Text with EEA relevance)
- Commission Implementing Regulation (EU) 2022/1360 of 28 July 2022 amending Regulation (EU) No 1321/2014 as regards the implementation of more proportionate requirements for aircraft used for sport and recreational aviation

### **3. Unmanned Aircraft Systems**

- Commission Implementing Regulation (EU) 2019/947 of 24 May 2019 on the rules and procedures for the operation of unmanned aircraft
- Commission Delegated Regulation (EU) 2019/945 of 12 March 2019 on unmanned aircraft systems and on third-country operators of unmanned aircraft systems Commission Implementing Regulation (EU) 2020/639 of 12 May 2020 amending Implementing Regulation (EU) 2019/947 as regards standard scenarios for operations executed in or beyond the visual line of sight

### **4. Occurrence reporting**

- Regulation (EU) No 376/2014 of the European Parliament and of the Council of 3 April 2014 on the reporting, analysis and follow-up of occurrences in civil aviation, amending Regulation (EU) No 996/2010 of the European Parliament and of the Council and repealing Directive 2003/42/EC of the European Parliament and of the Council and Commission Regulations (EC) No 1321/2007 and (EC) No 1330/2007

## **5. Aviation Security**

- Commission Implementing Regulation (EU) 2019/413 of 14 March 2019 amending Implementing Regulation (EU) 2015/1998 as regards third countries recognized as applying security standards equivalent to the common basic standards on civil aviation security
- Commission Implementing Regulation (EU) 2019/1583 of 25 September 2019 amending Implementing Regulation (EU) 2015/1998 laying down detailed measures for the implementation of the common basic standards on aviation security, as regards cybersecurity measures
- Commission Implementing Regulation (EU) 2020/111 of 13 January 2020 amending Implementing Regulation (EU) 2015/1998 as regards the approval of civil aviation security equipment as well as third countries recognized as applying security standards equivalent to the common basic standards on civil aviation security
- Commission Implementing Regulation (EU) 2020/910 of 30 June 2020 amending Implementing Regulations (EU) 2015/1998, (EU) 2019/103 and (EU) 2019/1583 as regards the re-designation of airlines, operators and entities providing security controls for cargo and mail arriving from third countries, as well as the postponement of certain regulatory requirements in the area of cybersecurity, background check, explosive detection systems equipment standards, and explosive trace detection equipment, because of the COVID-19 pandemic
- Commission Implementing Regulation (EU) 2021/255 of 18 February 2021 amending Implementing Regulation (EU) 2015/1998 laying down detailed measures for the implementation of the common basic standards on aviation security
- Commission Implementing Regulation (EU) 2022/421 of 14 March 2022 amending Implementing Regulation (EU) 2015/1998 laying down detailed measures for the implementation of the common basic standards on aviation security
- Commission Implementing Regulation (EU) 2022/1174 of 7 July 2022 amending Implementing Regulation (EU) 2015/1998 as regards certain detailed measures for the implementation of the common basic standards on aviation security

## **6. SAFA Inspection**

- 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 (OJ L 296, 25.10.2012, p. 1).

### **3.5 Components and results per component**

The project is structured in 3 (three) components due to complex regulatory framework and institutional structure of aviation system in the country.

The following key results and sub-results are expected to be realized aiming to harmonize the legislation and strengthen institutional capacity of the CAA NM.

#### **Component 1: Policy and legal framework development**

##### **Mandatory Result 1: National civil aviation legal framework developed in line with ICAO SARPs and EU legislation**

###### **Expected sub-results:**

- By-laws based on SES Regulations from ATM Chapter from the Annex I of the ECAA Agreement revised with their amendments, AMC, GM and CS accepted by CAA NM as being in compliance with the Macedonian legal framework;
- AVSEC by-law and National Civil Aviation Security Programme revised in accordance with the latest amendments, AMC and GM of Regulation (EC) No 300/2008 and Commission Implementing Regulation (EU) 2015/1998 and the latest amendments of ICAO Annex 17 and ECAC Doc 30.

#### **Component 2: Capacity for conducting safety and security oversight**

##### **Mandatory Result 2: Capacity for conducting safety and security oversight of civil aviation enhanced in line with ICAO SARPs and EU legislation**

###### **Expected sub-results:**

- Procedures for implementation of Commission Implementing Regulation (EU) 2017/373 revised and forms and checklists developed and procedures, forms and checklists for implementation of Commission Regulation (EU) 2015/340 revised;
- Procedures, forms and checklists in accordance with the amendments of EU Regulation 1321/2014 starting from amendments introduced with EU Regulation 2019/1384 developed;
- Procedures, forms and check lists for implementation of EU Regulation 2019/947 and EU Regulation 2019/945 developed;

-Procedures for implementation of EU Regulation 376/2014 developed and Aviation Safety Procedures Manual revised;

-Procedure for assessment of the level of threat in the field of civil aviation security revised and National Contingency Plan revised.

### **Component 3: Management system and human capital development**

#### **Mandatory Result 3: CAA NM's management system improved and human capital strengthened in line with ICAO SARPs and EU legislation**

##### **Expected sub-results:**

- Joint audit/inspection for on-the-job training conducted with at least 10 employees (inspectors) on matters related to ATM, Flight Operations , SAFA and at least 5 employees trained in aviation security, legal affairs, compliance and training management;

- Qualitative review performed and verification of the inspectors' qualification and training in the field of ATM/ANS and aviation security conducted and recommendations for enhancing the internal compliance monitoring function in accordance with the Management System requirements of the EU Regulations in the field of civil aviation provided.

### **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 indicatively include:

### **Component 1: Policy and legal framework development**

#### **Mandatory Result 1: National civil aviation legal framework in line with ICAO SARPs and EU legislation developed**

##### **Activity 1.1: Providing support for the revision of the by-laws based on SES Regulations from ATM Chapter from the Annex I of the ECAA Agreement and their amendments, AMC, GM and CS**

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 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.

**Activity 1.2: Providing support for the revision of the AVSEC by-law and the National Civil Aviation Security Programme in accordance with the latest amendments, AMC and GM of Regulation (EC) No 300/2008 and Commission Implementing Regulation (EU) 2015/1998 and the latest amendments of ICAO Annex 17 and ECAC Doc 30**

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 and the Aviation Security Department in order to revise the AVSEC by-law and the National Civil Aviation Security Programme in accordance with the latest amendments of the relevant EU Regulations and ICAO and ECAC documents.

**Component 2: Capacity for conducting safety and security oversight**

**Mandatory Result 2: Capacity for conducting safety and security oversight of civil aviation in line with ICAO SARPs and EU legislation enhanced**

**Activity 2.1 Overview and revision of the developed procedures for implementation of Commission Implementing Regulation (EU) 2017/373 and development of the relevant forms and checklists and overview and revision of the developed procedures, forms and checklists for implementation of Commission Regulation (EU) 2015/340**

In the scope of this activity, experts from an EU Member State CAA will assist in the revision of the developed procedures for implementation of Commission Implementing Regulation (EU) 2017/373 as well as the developed procedures, forms and checklists for implementation of Commission Regulation (EU) 2015/340 and provide recommendations for their improvements. Together with the employees of the ANS Department they will draft the relevant forms and checklist supporting the implementation of procedures based on the Commission Implementing Regulation (EU) 2017/373.

**Activity 2.2. Development of procedures, forms and checklists in accordance with the amendments of EU Regulation 1321/2014 introduced with EU Regulations 2019/1384, 2020/270, 2020/1159, 2021/700 and 2021/1963**

In the scope of this activity, experts from an EU Member State CAA will assist the employees of the Airworthiness Department in developing procedures, forms and checklists in accordance with the amendments of EU Regulation 1321/2014 starting from amendments introduced with EU Regulation 2019/1384.

**Activity 2.3: Development of procedures, forms and check lists for implementation of EU Regulation 2019/947 and EU Regulation 2019/945**

In the scope of this activity, experts from an EU Member State CAA will assist the employees of the Personnel Flight Operations Department in developing procedures, forms and checklists for implementation of implementation of EU Regulation 2019/947 and EU Regulation 2019/94.



#### **Activity 2.4: Development of procedures for implementation of EU Regulation 376/2014 and revision of the Aviation Safety Procedures Manual**

In the scope of this activity, experts from an EU Member State CAA will assist the employees of the Personnel SAR Department in developing procedures, forms and checklists for implementation of EU Regulation 376/2014 and revising the Aviation Safety Procedures Manual.

#### **Activity 2.5: Overview and revision of the procedure for assessment of the level of threat in the field of civil aviation security and the National Contingency Plan**

In the scope of this activity, experts from an EU Member State CAA will assist the employees of Aviation Security Department in revision of the procedure for assessment of the level of threat in the field of civil aviation security.

### **Component 3: Management system and human capital development**

#### **Mandatory Result 3: CAA NM's management system improved and human capital strengthened in line with ICAO SARPs and EU legislation**

##### **Activity 3.1 On the job training for at least 10 inspectors from CAA NM in order to get intensive peer-to-peer training programme and arrangement of study visit for at least 5 employees from CAA NM in a respective EU civil aviation authority**

Four times five-day on the job trainings will be based on conducting joint inspections with senior inspectors from a respective EU authority as described below:

In the field of ATM/ANS employees from the CAA NM will participate in inspections related to conducting oversight in accordance with Commission Implementing Regulation (EU) 2017/373 and attend OJT in relation to the implementation of the Regulation (EU) 2015/340.

In the field of Flight Operations inspectors from CAA NM will participate in inspections for operation of UAS.

In the field of SAFA employees will participate in SAFA exchange programme.

In the field of occurrence reporting employees will participate in OJT in severity classification, analysis and investigation of occurrences.

Checklists with items to be covered during the inspections will be established in agreement with the employees of the CAA NM 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 NM staff.

In the scope of this activity employees of the Aviation Security Department, employees responsible for Compliance and Training Management and employee of the International and

Legal Affairs Division will spend five days of intensive learning at a respective EU CAA. They will meet the professionals from the relevant Departments and have the opportunity to get a better view and a broader understanding of 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 3.2 Benchmarking of inspectors' qualifications and training in the field of ATM/ANS and aviation security to satisfy EU standards for aviation inspectors and enhancing the compliance management system in accordance with the management system requirements of the EU Regulations in the field of civil aviation**

The benchmarking involves comparing and analyzing the level of the inspectors' qualifications against an identified standard or benchmark which may include qualifications or occupational standards.

The education and aviation specific training of inspectors of the ATM/ANS and Aviation Security Departments will be verified, analyzed and compared with the qualification criteria of recognized EU CAAs. The proper implementation of CAA NM 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 NM standards.

This benchmarking will inform about possible qualification development through objective recommendations on the improvement of qualification. This will help to increase national and global recognition of the inspectors' qualification(s) and the CAA NM.

The activity related to enhancement of the compliance management system will contribute to strengthening the compliance management system of the CAA NM, with a focus on the safety risk process, definition of safety performance indicators and developing a hazard log.

### **3.7 Means/input from the EU Member State Partner Administration(s)\*:**

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 component leaders 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, component leaders 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 mobilized 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. The Twinning Light project will be implemented by close co-operation among the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed with the Twinning-Light partners when drafting the initial work plan and successive rolling work plan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning Light partner. The components are closely inter-linked and need to be sequenced accordingly.

### 3.7.1 Profile and tasks of the PL:

Qualification and skills:

- University level education in an area relevant to the project or equivalent professional experience of 8 years
- At least 3 years of specific experience in the field of civil aviation
- Experience in project coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.
- Computer literacy.

The main tasks of the Member State Project Leader are:

- Conceive, supervise and coordinate the overall Twinning project;
- Coordinate and monitor the overall implementation of the project including coordination and direction of the MS Twinning partner;
- Coordinate MS experts' work and availability;
- Permanent contacts with the main counterpart in the BC;
- Ensure the backstopping functions and financial management;
- Guarantee from the MS administrative side, the successful implementation of the Project's Work Plan; participate in meetings of the Project Steering Committee with the BC PL;

### 3.7.2 Profile and tasks of the CL (Component Leaders):

*Qualifications and skills*

- University degree in an area relevant to the project or equivalent professional experience of 8 years;
- At least 3 years of specific experience in MS administration in the field of expertise relevant to the component responsible for;
- Experience in project coordination in international and/or EU funded project will be considered as an asset;

- Fluency in written and spoken English.

### 3.7.3 Profile and tasks of the STEs (Short Term Experts):

#### *Qualification and skills*

Short Term Experts shall comply with the following minimum requirements:

- Have a university degree in an area relevant to the project, or equivalent professional experience of 8 years;
- At least 3 years of working experience in areas relevant to their specific assignment;
- Be fluent in English, both oral and written.
- Good skills in reporting and communication.

#### *Tasks:*

The Short-Term experts will:

- Prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with Project activities;
- Provide practical expertise/advice to relevant staff for execution of different tasks related to the project;
- Assist in key tasks, e.g. in the field of revision of by-laws and development and revision of procedures
- Preparation and reporting work, before and after missions to the Beneficiary country;
- Address cross-cutting issues.

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
- ATM/ANS
- Aviation Security
- SAFA inspection
- Legal Affairs
- Authority Requirements (management system, training and qualifications)

#### 4. Budget

Twinning Contract	Total (EUR)	IPA Community contribution		National Public contribution	
		EUR	%	EUR	%
	250 000	250 000	100	/	/

#### 5. Implementation Arrangements

- 5.1 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.

Mr. Steffen Hudolin  
Head of Cooperation  
Delegation of European Union  
Sv. Kiril I Metodij 52b, 1000 Skopje  
Republic of North Macedonia

The contact person on behalf of the EU Delegation is:

Ms. Manuela Manolis  
Programme Manager  
Delegation of European Union  
Sv. Kiril I Metodij 52b, 1000 Skopje  
Republic of North Macedonia

#### 5.2 Institutional framework

The beneficiary institution of this project is the CAA NM.

The main beneficiary of the project is the CAA NM, 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 NM are executed by the following Divisions:

Director General's Support Office, established for direct execution of activities for support of the Director General.

Internal Auditor, responsible for execution, organizing and coordinating the functioning of internal audit, establishing conflict of interest in performing job responsibilities, establishing irregularities and/or frauds which may result in criminal, infringement or discipline action etc. in accordance with the legal responsibilities.

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

Administrative and General Affairs Division, which is in charge for performing normative-legal and professional-administrative affairs, ensuring that the responsibilities of the Agency resulting from the Law on free access to public information, Law on preventing corruption, Law on complaints and suggestions, Law on prevention of conflict of interest and other national regulations are met and ensuring the design, installation, maintenance and development of the information system in the Agency, organizing and providing general and common affairs and other activities in accordance with the applicable regulations.

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

Aerodromes and Air Navigation Division, which is in charge of execution of the main regulatory functions related to safety of aerodromes, aerodrome services and air navigation. The main regulatory functions of this Division include certification, oversight and enforcement measures related to aerodrome infrastructure, aerodrome operators, air navigation service providers as well as organization of search and rescue of aircraft and investigation of aviation incidents.

International-Legal Affairs Division, 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 NM 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. This division is also responsible for protection of passenger rights in relation to long delays, cancellations or denied boarding and other rights from the ratified international agreements, as well as issuing of flight approvals and traffic rights to airlines.

Air Transport Division which is in charge of executing the main regulatory functions related to safety of air transport. 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, airworthiness and its continuous oversight and licensing of aviation personnel.

The CAA NM 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 CAA NM 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.

### **5.3 Counterparts in the Beneficiary administration:**

The PL 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 Professional Development Advisor  
Civil Aviation Agency  
Dame Gruev 1  
1000 Skopje  
Republic of North Macedonia

Each component will have an appointed Component Leader with organizational responsibilities within the scope of the project activities foreseen under the relevant component.

## **6. Duration of the project**

The overall execution period of the Twinning contract is **13 months**.

The implementation period of the Action will last **10 months**, taking into account the comprehensive set of activities envisaged within the project and the necessity for their realization in order to achieve substantial progress in the field of aviation safety and security. 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 work place, 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 NM. 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 NM 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**

### **Equal opportunities and gender mainstreaming:**

The country has put in place the legal framework to ensure gender equality through the adoption of the Law on equal opportunities for women and men and the Law on prevention of and protection from discrimination.

Equal opportunity principles and practices in ensuring equal gender participation in the Project will be guaranteed. The competent institutions involved in the project execution will observe equal opportunity of women and men in the human resources development and capacity building activities. The beneficiary will ensure equal access of men and women to the project activities and results and all other forms of discrimination will be eliminated.



Another important opportunity to enhance the equal opportunities between men and women is provided through Gender Responsible Budget concept. In 2012, the country adopted a Strategy for Gender Responsible Budgeting. Accordingly, the Ministry of Finance amended the budget instructions in view of introducing gender budget analysis and is continuously implementing different gender budget initiatives. The Project is expected to further support this process.

#### **Minorities and vulnerable groups:**

All sector activities will support the Ohrid Framework Agreement and “Race directive” 2000 (2000/43/EC of 29 June 2000), in particular local governance and local economic development, in accordance with the principles of subsidiarity and participatory development, as well as social cohesion and good inter-community relations, based on the principles of mutual tolerance. The implementation of the Ohrid Framework Agreement has an important impact on employment (incl. vocational training, working conditions, social protection etc.) and is also a crucial aspect of the acquis.

Simultaneously, equal representation of minorities and vulnerable groups will be the guaranteed principle. The institutions involved in the execution of the activities will observe equal opportunity for all citizens regardless of their ethnic, religious background or other type of social risk they face, in the sphere of human resources development.

#### **Engagement with civil society:**

This Twinning Fiche will involve civil society, academia, think tanks and other stakeholders when needed.

#### **Environment and climate change:**

The activities under this Twinning Fiche are aimed to improve the national aviation system, which indirectly supports the development of a more environmentally friendly transport network and ensures environmental protection.

### **10. Conditionality and sequencing**

The implementation of this project requires the full commitment and participation of the senior management of the final beneficiary institution. In addition to providing the twinning partner with adequate staff and other resources to operate effectively, the senior management must be actively involved in the development and implementation of the policies and institutional change required to deliver the project results.

#### 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;
- Allocation of working space and facilities by the final beneficiary within the premises of the final beneficiaries before contract signature;
- 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;
- Use and application of project outputs.

## **11. Indicators for performance measurement**

### **Component 1: Policy and legal framework development**

#### **Mandatory Result 1: Developed national civil aviation legal framework in line with ICAO SARPs and EU legislation**

##### **Indicators of achievement:**

-Draft text of the by-laws based on SES Regulations from ATM Chapter from the Annex I of the ECAA Agreement and their amendments prepared and approved.

-Draft text of the revised AVSEC by-law and the National Civil Aviation Security Programme in accordance with the latest amendments of ICAO Annex 17 and ECAC Doc 30 prepared and approved.

### **Component 2: Capacity for conducting safety and security oversight**

#### **Mandatory Result 2: Enhanced capacity for conducting safety and security oversight of civil aviation in line with ICAO SARPs and EU legislation**

##### **Indicators of achievement:**

-Number of procedures for implementation of Commission Implementing Regulation (EU) 2017/373 revised and number of forms and checklists developed.

-Number of procedures, forms and checklists for implementation of Commission Regulation (EU) 2015/340 revised and developed.

-Number of procedures, forms and checklists in accordance with the amendments of EU Regulation 1321/2014 starting from amendments introduced with EU Regulation 2019/1384 developed.

-Number of procedures, forms and check lists for implementation of EU Regulation 2019/947 and EU Regulation 2019/945 developed.

-Number of procedures for implementation of EU Regulation 376/2014 developed.

-Draft text of revised procedure for assessment of the level of threat in the field of civil aviation prepared and approved.

-Draft text of revised National Contingency Plan prepared and approved.

### **Component 3: Management system and human capital development**

#### **Mandatory Result 3: Improved management system and strengthened human capital of the CAA NM in line with ICAO SARPs and EU legislation**

##### **Indicators of achievement:**

- Number of employees trained.
- Number of employees that attended a study visit.
- Qualitative review and verification of the inspectors' qualification and training in the field of ATM/ANS and aviation security prepared and approved.
- Text with recommendations for improvement of the management system prepared.

#### **12. Facilities available**

The project will be located in the premises of the CAA NM. The CAA NM 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 NM shall provide the MS experts with all the necessary support throughout the period of their intervention.

#### **ANNEXES TO PROJECT FICHE**

1. Simplified Logical Framework
2. Organizational structure

## ANNEX I - Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
<b>Overall objective</b>	To contribute to improving safety and security of civil aviation in North Macedonia in compliance with the European regulatory framework.	Achieved progress of the Republic of North Macedonia for the completion of the safety and security requirements of the ECAA Agreement.	<ul style="list-style-type: none"> <li>• EC Progress Report for the Republic of Macedonia</li> <li>• ECAA Assessment report</li> <li>• ICAO CMA online framework (Level of Effective Implementation of ICAO SARPs)</li> <li>• Project final report</li> </ul>	Lack of commitment from the managers/high level decision-making of the beneficiary institutions and relevant personnel to participate in the activities of the project;	Government maintains its efforts to adopt the Union acquis and to pave the way for final EU accession;
<b>Specific objective</b>	To support the CAA NM in developing and implementing the national civil aviation legal framework, enhancing the capacity for conducting safety and security oversight of civil aviation, improving the management system and strengthening the human capital in line with ICAO SARPs and EU legislation	<p>1) Relevant by-laws revised based on:</p> <ul style="list-style-type: none"> <li>• SES Regulations from ATM Chapter from the Annex I of the ECAA Agreement and their amendments, AMC, GM and CS accepted by CAA NM as being in compliance with the Macedonian legal framework</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress report</li> <li>• Copies of the revised by-laws</li> <li>• Copies of the developed and revised procedures, checklists and forms</li> <li>• List of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Non-optimal distribution of STE resources per domains</li> <li>• Legal &amp; regulatory changes impacting project</li> <li>• External stakeholders have substantial remarks to the new revised or drafted bylaws</li> </ul>	<ul style="list-style-type: none"> <li>• The beneficiary country continuously supports and STEs in the implementation of project activities</li> <li>• Commitment and support of the MCAA management</li> <li>• Organizational, technical and</li> </ul>

		<ul style="list-style-type: none"> <li>• AVSEC by-law and the National Civil Aviation Security Programme in accordance with the latest amendments, AMC and GM of Regulation (EC) No 300/2008 and Commission Implementing Regulation (EU) 2015/1998 and the latest amendments of ICAO Annex 17 and ECAC Doc 30</li> </ul> <p>2) Technical documentation (working procedures, checklists and forms) revised and developed in line with</p> <ul style="list-style-type: none"> <li>• Regulation (EU) 2017/373, Commission Regulation (EU) 2015/340, amendments of EU Regulation 1321/2014 starting from amendments introduced with EU Regulation 2019/1384, EU Regulation 2019/947, EU Regulation 2019/945, EU Regulation 376/2014.</li> <li>• Revised procedure for assessment of the level of threat in the field of civil aviation security and revised National Contingency Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Training material</li> <li>• Training evaluation and feedback report</li> <li>• Training certificates</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in NM CAA senior Management</li> <li>• Fluctuation of NM CAA staff involved in the project</li> <li>• NM CAA staff unavailable to provide support to MS STEs and to participate in project activities</li> <li>• OJT provided to limited number of employees only</li> <li>• NM CAA trained staff leave its workplace shortly after the project end</li> </ul>	<p>infrastructural capacities necessary for implementation of the Twinning light project in place.</p> <ul style="list-style-type: none"> <li>• Human resources for the implementation of the Twinning light project in place and available.</li> <li>• Capability and active role of relevant stakeholders to implement project results into practice</li> <li>• English translation of technical documentation in place before the project start.</li> </ul>
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		3) NM CAA staff trained for the implementation of EU Regulations Regulation (EU) 2017/373, Commission Regulation (EU) 2015/340, EU Regulation 2019/947, EU Regulation 2019/945, EU Regulation 376/2014, EU Regulation 965/2012 and Regulation (EC) No 300/2008.			
<b>Component 1: Policy and legal framework development</b>					
<b>Mandatory Result 1:</b>	National civil aviation legal framework developed in line with ICAO SARPs and EU legislation				
<b>Sub-result 1.1:</b>	By-laws revised, based on SES Regulations from ATM Chapter from the Annex I of the ECAA Agreement and their amendments accepted by CAA NM as being in compliance with the Macedonian legal framework	Relevant by-laws revised based on SES Regulations from ATM Chapter from the Annex I of the ECAA Agreement and their amendments, AMC, GM and CS accepted by CAA NM as being in compliance with the Macedonian legal framework produced in national language and accepted by the CAA of the Republic of North Macedonia as being in compliance with the national legal framework	•Copies of the revised by-laws	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>• Status and corresponding cross-reference list of national legislation versus EU aquis/Annex I to the ECAA and</li> <li>• ICAO standards (Annexes to the Chicago Convention)</li> </ul>

					<ul style="list-style-type: none"> <li>•Availability of sufficient relevant information</li> <li>•Active participation of the CAA employees in the process of drafting the by-laws</li> </ul>
<b>Sub-result 1.2:</b>	AVSEC by-law and National Civil Aviation Security Programme revised in accordance with the latest amendments of ICAO Annex 17 and ECAC Doc 30 and the latest amendments of Regulation (EC) No 300/2008 and Commission Implementing Regulation (EU) 2015/1998	AVSEC by-law and National Civil Aviation Security Programme in accordance with the latest amendments, AMC and GM of Regulation (EC) No 300/2008 and Commission Implementing Regulation (EU) 2015/1998 and the latest amendments of ICAO Annex 17 and ECAC Doc 30 revised and accepted by CAA NM as being in compliance with the Macedonian legal framework	•Copies of the revised AVSEC by-law and the National Civil Aviation Security Programme	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>•Status and corresponding cross-reference list of national legislation versus EU aquis/Annex I to the ECAC and ICAO standards (Annexes to the Chicago Convention)</li> <li>•Availability of sufficient relevant information</li> <li>•Active participation of the CAA employees in the process of drafting the by-laws;</li> </ul>
<b>Component 2: Capacity for conducting safety and security oversight</b>					
<b>Mandatory Result 2:</b>	Capacity for conducting safety and security oversight of civil aviation in line with ICAO SARPs and EU legislation enhanced				

<b>Sub-result 2.1:</b>	Procedures for implementation of Commission Implementing Regulation (EU) 2017/373 revised and forms and checklists developed and procedures, forms and checklists for implementation of Commission Regulation (EU) 2015/340 revised;	ATM/ANS Manual updated with revised procedures for implementation of Commission Implementing Regulation (EU) 2017/373 and developed forms and checklists accepted by CAA NM and number of revised procedures, forms and checklists for implementation of Commission Regulation (EU) 2015/340 accepted by CAA NM	•Copies of the developed and revised procedures, checklists and forms	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>•English translation of working procedures and guidance material in place before project start</li> <li>•Availability of inspectors in the field of ATM/ANS</li> <li>•The working procedures are used by the CAA employees</li> </ul>
<b>Sub-result 2.2:</b>	Procedures, forms and checklists in accordance with the amendments of EU Regulation 1321/2014 starting from amendments introduced with EU Regulation 2019/1384 developed	Number of procedures, forms and checklists in accordance with the amendments of EU Regulation 1321/2014 starting from amendments introduced with EU Regulation 2019/1384 accepted by NM CAA.	•Copies of the developed procedures, checklists and forms	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>•English translation of working procedures and guidance material in place before project start</li> <li>•Availability of inspectors in the field of airworthiness</li> <li>•The working procedures are used by the CAA employees</li> </ul>
<b>Sub-result 2.3:</b>	Procedures, forms and check lists for implementation of EU Regulation 2019/947 and EU Regulation 2019/945 developed	Number of procedures, forms and check lists for implementation of EU Regulation 2019/947 and EU Regulation 2019/945 accepted by NM CAA.	-Copies of the developed procedures, checklists and forms	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical</li> </ul>	<ul style="list-style-type: none"> <li>•English translation of working procedures and guidance material in place before project start</li> </ul>



				resources for daily work with Twinning partner	<ul style="list-style-type: none"> <li>•Availability of inspectors in the field of flight operations</li> <li>•The working procedures are used by the CAA employees</li> </ul>
<b>Sub-result 2.4:</b>	Procedures for implementation of EU Regulation 376/2014 and revised Aviation Safety Procedures Manual developed	Number of for implementation of EU Regulation 376/2014 developed and accepted by NM CAA	<p>Copies of the developed procedures, checklists and forms</p> <ul style="list-style-type: none"> <li>•Copy of the Aviation Safety Procedures Manual</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>•English translation of working procedures and guidance material in place before project start</li> <li>•Availability of inspectors in the field of occurrence reporting</li> <li>•The working procedures are used by the CAA employees</li> </ul>
<b>Sub-result 2.5:</b>	Procedure for assessment of the level of threat in the field of civil aviation security and revised National Contingency Plan revised	Procedure for assessment of the level of threat in the field of civil aviation security and National Contingency Plan developed and accepted by NM CAA.	•Copies of the revised procedure and the National Contingency Plan	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>•English translation of working procedures and guidance material in place before project start</li> <li>•Availability of inspectors in the field of aviation security</li> <li>•The working procedures are used by the CAA employees</li> </ul>

Component 3: Management system and human capital development					
<b>Mandatory Result 3:</b>	Improved management system and strengthened human capital of the CAA NM in line with ICAO SARPs and EU legislation				

<b>Sub-result 3.1</b>	Organized OJT for 10 employees and a study visit for at least 5 employees according to the request of the beneficiary.	At least 10 employees trained in the field of ATM/ANS, UAS, occurrence reporting, SAFA, aviation security, training and compliance management and legal affairs	-List of participants -Training material -Training evaluation and feedback report -Training certificates	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>• The selection of participants is made based on clear criteria ensuring transparency of the process.</li> <li>• The inspectors are available to attend the training and/or study visit</li> <li>• Ability of the MCAA staff to absorb the trainings provided and ability to independently accomplish the tasks in the future.</li> <li>• The inspectors who attended the OJT and/or study visit are available</li> </ul>
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<b>Sub-result 3.2</b>	<p>Qualitative review performed and verification of the inspectors' qualification and training in the field of ATM/ANS and aviation security conducted and recommendations for enhancing the internal compliance monitoring function in accordance with the Management System requirements of the EU Regulations in the field of civil aviation provided.</p>	<p>Recommendations for the qualitative review and verification of the inspectors' qualification and training in the field of ATM/ANS and aviation security provided and accepted by CAA NM.</p> <p>The Integrated Management System Manual updated and accepted by CAA NM.</p>	<p>-Copy of a document with recommendations</p> <p>-Copy of the updated Management System Manual</p>	<ul style="list-style-type: none"> <li>• Lack of commitment of CAA NM employees</li> <li>• Insufficient human and technical resources for daily work with Twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>•National documents describing the inspectors' qualification and training are available.</li> </ul>
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## ANNEX II.Organisational structure chart

### ORGANIZATIONAL STRUCTURE OF CAA NM

