



Twining Fiche

Project title: Supporting the Armenian Civil Aviation in the field of safety standards

Beneficiary administration: Civil Aviation Committee of the Republic of Armenia

Twining Reference: AM 23 NDICI TR 01 25

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EU funded project

TWINNING TOOL

Acronyms

AMO	Approved Maintenance Organisation
AWD	Airworthiness Department
BC	Beneficiary Country
CAAA	Common Aviation Area Agreement
CAC	Civil Aviation Committee
CAMO	Continuing Airworthiness Management Organisation
CAW	Continuing Airworthiness
CEPA	Comprehensive Enhanced Partnership Agreement
EASA	European Aviation Safety Agency
EUD	Delegation of the European Union
FOD	Flight Operations department
GoA	Government of Armenia
ICAO	International Civil Aviation Organization
MS	Member State
NDICI	Neighbourhood, Development and International Cooperation Instrument
OPS	Flight Operations
PL	Project Leader
PQ	Protocol Questions (from ICAO USOAP)
QMS	Quality Management System
RTA	Resident Twinning Adviser
SARPs	Standards and Recommended Practices (of ICAO)
SDG	Sustainable Development Goals
SMS	Safety Management System
USOAP	Universal Safety Oversight Audit Programme (of ICAO)

1. Basic Information

1.1 Programme: Annual Action Plan in favour of the Republic of Armenia 2023. Reform and CEPA implementation facility, financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe) NDICI-GEO-NEAR/2023/ACT-62369. Direct management.

1.2 Twinning Sector: TRANSPORT (TR)

1.3 EU funded budget: 1,5 M€

1.4 Sustainable Development Goals (SDGs):

Sustainable transport is mainstreamed across several SDGs, especially those related to food security, health, energy, economic growth, infrastructure, and human settlements. This project contributes thus mainly to SDG no 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation and to SDG no 11 Make cities and human settlements inclusive, safe, resilient and sustainable.

2. Objectives

2.1 Overall Objective: the overall objective is to contribute to improving the safety of the civil aviation in Armenia

2.2 Specific objective: the specific objective is to enhance the organisational and technical knowledge and skills of the CAC staff to effectively implement the national aviation requirements conform to international standards,

2.3 Strategic documents

The EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA), signed in November 2017, fully entered into force in March 2021 provides a framework for Armenia and the EU to work together to strengthen democracy, rule of law, and includes legislative approximation in important sectors. The overall aim is to enhance regulatory environment in Armenia and provide exchange of best practices between the EU and Armenia. It also provides a framework to strengthen economic cooperation, services to citizens social and sustainable development.

One important element of the CEPA Agreement is the transport sector (articles 36 to 41 and annex I), which state that should ensured the development of a sustainable national transport policy covering all modes of transport, in particular with a view to ensuring environmentally friendly, efficient, safe and secure transport systems and promoting the integration of transport-related considerations into other policy areas.

In compliance with CEPA, on 15 November 2021, the EU and Armenia signed a Common Aviation Area Agreement, where both sides engage in a process that shall lead to Armenia's full inclusion in the EU's aviation market. To this end, Armenia committed to implement the EU's aviation acquis. Immediate benefits of this Agreement include aviation safety, new air transport opportunities, more direct connections and economic benefits to both sides. It also foresees that all limitations

and restrictions on flights between Armenia and the EU will be removed.

The EU-Armenia Partnership agenda has set civil aviation as a priority. The EU is committed to assisting the Armenian authorities in implementing the Common Aviation Area Agreement (ratified in 2023), has regular contacts with the appropriate authorities on safety and security matters and, took good note of ICAO's decision to lift the Significant Safety Concern raised during the USOAP audit performed in January/February 2024.

For the period 2021-27, the EU defines its cooperation priority areas and specific objectives for most Neighbourhood partner countries and regions in multi-annual indicative programmes. These strategic documents are prepared in an inclusive dialogue and consultation with partner countries, EU Member States, civil society, women and youth organisations, local authorities, private sector and other donors. They contain indicative financial allocations, objectives, results and indicators.

Armenia is also one of EASA's Pan-European Partners (PANEP). This is a community of non-EASA European countries with which EASA cooperates on the implementation of the EU aviation safety rules - in the framework of comprehensive aviation agreements already concluded with the EU. Working arrangement and technical cooperation are part of this partnership.

The Governmental Programme 2021-2026 foresees legal and safety compliance with the standards of international aviation organisations, negotiations with large foreign airline companies for joint air carriage, increase air traffic flow, improve quality of services to passengers and improve infrastructures.

3. Description

3.1 Background and justification:

The Armenian aviation system is a key element for the development of the country and its contribution has shown essential at different levels.

In terms of connection, local operators serve to link this landlocked state with foreign countries as well as with remote areas within its borders. During last years a new scheduled commercial service has been launched -and its frequencies increased- from the capital, Yerevan, to the city of Kapan, a flight of half an hour instead of a trip by road multiple times that duration.

In addition, a year ago, Armenia is covered by a regular local cargo airline, which positively affect diverse sectors of the economy.

Tourism is also a clear beneficiary of aviation services, with as an example the vigorous hot air balloon's operator which has turned in one of the main attractions of the country, also due to the organisation of one of the most colourful and recognised annual air shows of the region, "Discover Armenia from the sky".

Recreative aviation is another sector who had evidenced an incipient growth, with the incorporation of new light aircraft and opening of new airfields, representing an activity with immense potential, as it used to be the basis for the formation of future generations of skilled professionals.

Meanwhile, local commercial airlines initiated a moderate renovation of its fleet, preparing for an eventual removal of restrictions, a measure who will trigger the long-awaited expansion of their operations into Europe.

Conscious of this situation, and in order to ensure the development of this strategic industry and unveil its full potential, CAC has immersed in a long road to improvement, which has been speeded up by the signature of Common Aviation Area Agreement with the EU, which is providing a full legal and regulatory framework to act as foundation for its launch.

During all this process, CAC has repeatedly proven its major efforts and strong involvement to effectively implement the national aviation requirements transposed after the implementation of the mentioned CAAA, which -as result- has strengthening its organisational capacity.

With this vision, CAC has initiated an intense recruitment programme -especially of part time inspectors- to complement the current teams of Flight Operations (FOD) and Airworthiness (AIR) departments.

This new stage certainly requires external assistance to consolidate the growths expectations, mainly in the application of existing requirements as well as on the development of the last remaining procedures, a task in charge of department's staff for which EASA and EU technical assistance project to CEPA implementation has provided efficient inputs.

Then, in order that CAC continue with the strengthening of its regulatory oversight functions, and after completion of previous assistance projects, it is considered that twinning with appropriate European Civil Aviation Authorities will successfully deliver the objectives of this plan.

The Ministry of Territorial Administration and Infrastructure is the institution under which aegis the CAC stands.

The CAC is an authorized body of the State administration in charge of the management of the civil aviation. It carries out the control of aviation services and aviation infrastructures operating in the Republic of Armenia, advises and offers advice on the policy in the field of aviation. It implements civil aviation and non-military state aviation activities, prepares and submits to the Government of the Republic of Armenia, procedures for air transport policy, domestic and international air traffic rights and international agreements related to these rights (aviation law -not official translation is in Annex 1). The Law on Aviation dated 2007 and regularly amended is the main national legal act into force.

The CAC organisation chart can be found in Annex 2 of the present Twinning Fiche. The CAC is composed currently of 70 staff members but is not fully staffed (see details in Annex 3). The CAC management and staff are qualified and highly motivated. The CAC disposes of highly developed set of standards and procedures. However workload due to lack of administrative capacity (especially inspectors) sometimes jeopardise efficient time management. Organisation skills in general may be improved and enhanced, as well as the use of software.

3.2 Ongoing reforms:

The strategic efforts of the CAC are directed towards harmonising the EU Regulations listed in the CAAA and its Annex II, which is composed of 68 rules applicable to civil aviation. As result of a proper implementation, CAC will improve its own certification and oversight capabilities, closing all the findings observed during the audits completed by European Commission in year 2020 and by ICAO in year 2024, reaching to the key goal envisioned by this authority, as it is to be removed from the EU Air Safety List.

To this end, major progress was evidenced since the launch of first EASA/CAC Bilateral Project and its continuation with the support of a resident expert hired by the EU funded project “Support to CEPA Implementation, Monitoring and Communication”, mainly on the transposition of rules into the Armenian legal framework, development of procedures, delivery of theoretical and practical (on-the-job) training of inspectors and improvement of certification and oversight techniques.

At this point, the Twinning will be useful to reinforce the auditing and organisational skills, especially from the areas of Flight Operations and Airworthiness, essential in the process of certification and surveillance of Armenian operators, as well in the ongoing process to implement the corrective actions drafted for the findings unveiled by USOAP audit and those still open from EC visit who lead to be included on Air Safety List.

The EU assessment is ongoing and it is foreseen that it is completed at the end of 2025. It is difficult to predict the results and this is the reason why a component has been included for the implementation of corrective actions. If Armenia is removed from the Air Safety List, there will still be needs in terms of the ICAO findings, the specific needs will be determined at the beginning of this project.

3.3 Linked activities:

A previous Twinning project has been implemented from 2011 to 2013, entitled “Strengthening the capacity of the Armenian General Department of Civil Aviation in the Integration and Enforcement of Joint Aviation requirements and EU Aviation Safety Regulations”.

The European Aviation Safety Agency (EASA) has implemented in 2022 and 2023, a 24- month a technical assistance project entitled “EU support on strengthening safety oversight of Civil Aviation Committee in Armenia in OPS and CAW domains” through a framework contract (ENI/2021/424-115).

The EU funded project “Support to CEPA Monitoring, Implementation and Communication (ENI/2023/442-873) has provided a long-term expert from February 2024 to mid-January 2025. This assignment was focusing on CAW, audit plans and QMS.

The EU also supports Armenia via the regional Eastern Partnership programme managed by the EASA, which started on 1 April 2023 and will last until November 2026. The project focuses on improving the level of regulatory harmonisation with the EU aviation acquis and effective implementation of the EU-Armenia CAAA.

The CAC participated in October 2024 in Moldova to a TAIEX workshop entitled “ Risk Assessment of mental and physical fitness of aviation personnel” as of EU regulations 1178/2011, 2015/340 and 965/2012.

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

This sector has a very large number of adopted and harmonised EU regulations. However, it should focus at this stage on the CAAA Annex II “Rules applicable to civil aviation”, which contains measures which shall be complied with in accordance with the mentioned Agreement.

The acquis related to activities expected to be developed on this Twinning project are contained on Section B. "Aviation Safety" of the Agreement, and are listed below,

- Regulation (EU) 965/2012 Air operations
- Regulation (EU) 1178/2011 Air crew
- Regulation (EU) 748/2012 Initial airworthiness
- Regulation (EU) 1321/2014 Continuing airworthiness
- Regulation (EU) 2015/640 Additional airworthiness specifications

3.5 Components and results per component

Component 1: Legal, institutional and administrative set up is reinforced

Result 1: The national civil aviation legal framework developed in line with ICAO standards and EU legislation

Result 1.1: The national legislation is revised and compliance is ensured with EU directives and regulations as of the CAAA

Result 1.2: the National Civil Aviation Security Programme is revised in accordance with the latest amendments

Result 1.3: Support is provided to contribute to the full functionality of the Quality Management System and the effective implementation and operation of the Safety Management System (SMS).

Result 1.4: the capacity of the CAC staff in performing its duties is strengthened

Component 2: Implementation of corrective actions

Result 2: Corrective actions are developed and implemented to ensure compliance with EU and ICAO standards.

Result 2.1: Support is provided for the corrective actions related to Flight Operations domain to be developed and implemented

Result 2.2: Support is provided for the corrective actions related to Airworthiness domain to be implemented

Component 3: Enhancement of certification and surveillance skills at OPS and AIR department

Result 3: The competences of Flight Operations and Airworthiness inspectors are fully developed and demonstrated

Result 3.1: Flight Operations Department Inspection Manual is corrected and completed, including the incorporation of procedures for competence assessment of inspector's team and developing of audit plan based on risk oversight principles

Result 3.2: the competencies of FOD inspectors during performance of its duties are strengthened and aligned with the written procedures as confirmed by the evaluation of its outcomes

Result 3.3: Support is provided for the requirements of the recently transposed rules on Initial and Additional Airworthiness to be fully implemented, including the evaluation of repairs and modifications in compliance with Part 21 and the fulfilment with the specifications of Part 26

Result 3.4: the competencies of AWD inspectors during performance of its duties are strengthened and aligned with the written procedures as confirmed by the evaluation of its outcomes

Component 4: Management of Innovation

Result 4: The competences of the CAC in the field of innovation are enhanced and projects promoted

Result 4.1: the digitalisation processes in aviation and air traffic management are reviewed and modernisation in view of available new technologies and automated system is studied.

Result 4.2: new trends in air mobility vertical take-off and landing (VTOL) aircraft , UAS (unmanned aircraft system), drones etc. are examined and put into the perspective of new rules and operations.

3.6 Means/input from the EU Member State Partner Administration(s):

The project will be implemented in the form of a Twinning between the Beneficiary Country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage the implementation of project activities, Component Leaders (CL) and a pool of short-term experts within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all areas included in the project description.

The RTA will be supported by a full-time project assistant performing general project duties, handling administrative arrangements for conferences, training, seminars, etc.

Proposals submitted by Member States shall be concise and focused on the strategy and methodology and an indicative timetable underpinning this; the administrative model suggested the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member States entities. Proposals shall be detailed enough to respond adequately to the Twinning Fiche but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potentially designated Component Leaders-(CLs).

The Twinning project will be implemented by close cooperation between the partners aiming to achieve the results in a sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plan every 6 months, keeping in

mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely interlinked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the PL:

The Project Leader is expected to be a high-ranking officer or equivalent from a MS State institution or authority with a sufficient rank to ensure an operational dialogue at political level.

The Project Leader will be responsible for the overall planning and implementation of the thrust of the MS inputs in this twinning project. In cooperation with the Armenian PL, she/he will be responsible for the organisation of the project's Steering Committee (SC), which includes the Resident Twinning Advisor (RTA) and representatives of the Deputy Minister's Mher Grigoryan Office (in charge of CEPA coordination) and of the EU Delegation.

Basic Skill Requirements:

- Bachelor degree in engineering or equivalent professional experience of 8 years in the field of Civil Aviation
- Minimum 3 years of specific experience, at a senior management level, in civil aviation
- Knowledge of EU/EASA and ICAO regulations
- Very good spoken and written English (at least level C1)
- Computer literacy

Assets:

- Experience in EU funded project management and/or institution building and/or peer exchange

Tasks to be completed:

- To supervise and coordinate the overall project preparation
- To supervise, guide and monitor project implementation towards the timely achievement of the project results
- To liaise with the Beneficiary Counterpart (BC) administration at the political level
- To ensure timely availability of the expertise
- To prepare the project progress report with the support of the RTA
- To co-chair the project steering committees
- To ensure backstopping and financial management.

3.6.2 Profile and tasks of the RTA:

The Resident Twinning Adviser will be based in Yerevan (Armenia) to provide full-time input and advice to the project for its entire duration. S/he will be in charge of the day-to-day project implementation and coordination of project activities according to a predetermined work plan and liaise with the CAC counterpart in Armenia. S/he should co-ordinate the project and have a certain level of understanding of all the components.

Basic skill requirements

- Bachelor degree in engineering or equivalent professional experience of 8 years in the aviation sector
- Minimum 3 years of specific experience in an aviation authority/mandated body in the EU MS.
- Very good spoken and written English (at least level C1)
- Proven knowledge of EU/EASA and ICAO regulations

Assets:

- Experience in project and team management

Tasks:

- To coordinate and assure project implementation and implementation of all project activities
- To prepare the initial and subsequent work plans and project progress reports, together with the PL
- To assure the coherence and continuity of the successive inputs and the on-going progress
- To coordinate the activities of all team members in line with the work plan
- To assess continuously project progress to assure its timely implementation.
- To prepare material for regular monitoring and reporting
- To liaise with MS and Beneficiary Country (BC) PLs and maintain regular contact with the BC RTA
- To provide technical advice, support and assistance to the Beneficiary institution in the areas specified in the work plan
- To liaise with the EU Delegation Project Manager
- To liaise with other relevant institutions in Armenia and with other relevant projects.

3.6.3 Profile and tasks of Component Leaders:

The Component Leaders will work in close cooperation with the RTA and the Beneficiary administration in order to meet the mandatory results. Their main task is to plan and coordinate activities under their respective areas of responsibility in collaboration with the partner institutions.

Basic skill requirements

- Bachelor degree in relevant discipline or equivalent professional experience of 8 years in a sector relevant to the component of the twinning for which the candidate is proposed
- Minimum 3 years of professional experience at an operational level in relevant EU MS civil aviation or mandated body in a field relevant to the component for which the candidate is proposed
- Very good spoken and written English (at least level C1).

Assets:

- Experience in capacity building and/or institutional building and/or peer-to-peer exchanges

Tasks:

- To provide component coordination, guidance and monitoring in close cooperation with the BC component leader, RTA and RTA counterpart
- Continually monitor the achievement of objectives related to their component and comparing actual progress with the specified benchmarks and timeframe.
- Support the RTA in preparing the interim, quarterly and final reports related to their component
- To provide practical expertise and technical advice, as well as coaching to the relevant staff in the Beneficiary administration for the execution of activities relevant to their project components
- To analyse policies and practices in the thematic area relevant to the respective component
- To support the drafting of action plans, training plans, studies
- To prepare and conduct training programs, to facilitate stakeholders' dialog
- To support the BC counterparts drafting technical documents relevant to their component's results
- To suggest improvements of relevant procedures and systems.

3.6.4 Profile and tasks of other short-term experts:

The STEs should be identified by the Project Leader/RTA and will be agreed with the Beneficiary Administration during the negotiation phase of the Twinning contract and work plan and following these indicative (but not exclusive) areas: Legislation, Airworthiness, Flight Operations, Personnel Licensing, Security, Air Traffic, Management, Maintenance, IT...

Basic Skill Requirements:

- University degree or equivalent professional experience of 8 years
- At least 3 years of professional experience in a respective field related to the purpose of the mission foreseen in the work plan
- Very good spoken and written English (at least level C1).

Assets:

- Experience in delivering capacity building activities
- Experience in providing inputs to policy/regulatory documents, methodological guides and/or handbooks
- International experience.

Tasks:

- To provide advice, expertise and/or coaching to the relevant staff of the Beneficiary administration for the execution of specified project activities
- To plan and deliver capacity building activities (workshops, study tours, trainings)
- To suggest improvements of relevant procedures and systems including suggestions to the revision of regulatory framework
- To provide support in drafting action plans and roadmaps
- To report on the results of the missions
- To liaise with RTA and BC counterparts.

4. Budget

Maximum Budget available for the Grant: 1,5 M€

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting

The Delegation of the European Union to Armenia (EUD) in Yerevan. The EUD will work in close cooperation with the Beneficiary, DPMO and the MS.

Address: 21 Frik street, AM Yerevan 0002

DELEGATION-ARMENIA-CALLS-FOR-PROPOSAL@eeas.europa.eu

The person in charge of the project at the EUD are:

Ms Maria-Sonia LOPEZ LOPEZ

Transport Cooperation Officer

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5.2 Institutional framework

The Beneficiary Administration is the Civil Aviation Committee of the Republic of Armenia (CAC).

Other beneficiaries include the Deputy Prime Minister's Office, as CEPA coordinator and the Ministry of Territorial Administration and Infrastructure, which play an important role in coordination and implementing aviation safety and could benefit from the provided support and training.

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Ms. Milena KARAPETYAN, Head of the Legal Department

Civil Aviation Committee, Zvartnots Airport 0042 Yerevan, Armenia

e-mail: milena.karapetyan@gdca.am

5.3.2 PL counterpart

Mr. Mihran KHACHATRYAN, Chairman of the Civil Aviation Committee

e-mail: mihran.khachatryan@gdca.am,

5.3.3 RTA counterpart

Stepan PAYASLYAN, Deputy Chairman of the Civil Aviation Committee

e-mail: stepan.payaslyan@gdca.am,

6. Duration of the project

Execution period of the project shall be 27 months. The implementation period of the Action will last 24 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. Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The management of the CAA will be strongly supported by the Twinning project. The support will bring practical results regarding the organisation, the implementation of the CAAA, the closing of protocols, the adoption of quality regulations and procedures in the field of safety. The transfer of skills and knowledge related to the implementation of the European regulations and directives in the field of aviation will raise the quality of the staff job and contribute to acquire and retain sufficient human resources after the twinning ends to satisfy long-term sustainability. The reinforcement of the inspection and audit skills in OPS and AW will significantly contribute to sustainability and safety.

The project will contribute to fulfilling the requirements imposed by the annexes of the CAAA in terms of EU regulations.

The project will also contribute towards removing Armenia from the EU Safety List, improving the exercise of the regulatory function of the CAA, thus increasing the level of safety and contributing to economic development.

9. Crosscutting issues

The overall objective of this project is to support the Republic of Armenia in reinforcing civil aviation safety.

Equal opportunity in the project will be assured in accordance with EU standards and equal opportunity policies. Equal treatment of women and men will be observed in the

project staffing, implementation and management. In particular, attention to the equality principle will be given to the selection of personnel for training and capacity building activities.

The activities under this Twinning Project are aimed to improve the national aviation system, which indirectly supports the development of a more environmentally friendly transport network and ensures environmental protection. Furthermore, the principle of implementation of this partnership project will minimise paper use during project implementation (paperless work).

Relevant project information and all communication and visibility materials must be updated and approved by the EU Delegation through the EU's project communication database 'EU DIGITOOL'. All visibility and communication material will be kept up to date throughout the lifetime of the project. **The use of the 'EU DIGITOOL' approval system is a mandatory requirement.**

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.

As it can be expected from a project spanning over 2 years, some activities will be interdependent. It will be the responsibility of the RTA to ensure their consistency and to ensure that BC human resources will not be burdened by the project to the point they would be prevented from performing their normal activities.

11. Indicators for performance measurement

The overall objective is to contribute to improving the safety of the civil aviation in Armenia, while the specific objective is to enhance the organisational and technical knowledge and skills of the CAC staff to effectively implement the national aviation requirements conform to international standards,

Overall, Twinning performance measurement will be based on the quality and timeliness of expert inputs (reports, mappings, training manuals, presentations etc.) provided as well as beneficiary satisfaction with the collaboration in response to the expressed needs for human resource and institutional capacity development.

Indicators by sub-results

Component and Result	Sub-results	Indicators
Component 1: Legal, institutional and administrative set up is reinforced Result 1: The national civil aviation legal framework developed in line with ICAO standards and EU legislation	Result 1.1: the national legislation is revised and compliance is ensured with EU directives and regulations as of the CAAA	Compliance with international and EU standards checked Baseline: To be determined at the beginning of the project Target: 100% of EU directives and regulations as of the CAAA approximated
	Result 1.2: the National Civil Aviation Security Programme revised in accordance with the latest amendments	Baseline: 0 Target: Yes
	Result 1.3: Support is provided to contribute to the full functionality of the Quality Management System and the effective implementation and operation of the Safety Management System (SMS).	Baseline: 0 Target: Yes
	Result 1.4: the capacity of the CAC staff in performing its duties is strengthened	Number of people trained Baseline: 0 Target: 80% of the technical and management staff of CAC at the beginning of the project
Component 2: Implementation of corrective actions Result 2: Corrective actions are developed and are implemented to ensure compliance with EU and ICAO standards	Result 2.1: Support is provided for the corrective actions related to Flight Operations domain to be developed and implemented	Number of corrective actions implemented Baseline: To be determined at the beginning of the project Target: To be defined at the beginning of the project
	Result 2.2: Support is provided for the corrective actions related to Airworthiness domain to be implemented	Number of corrective actions implemented Baseline: To be determined at the beginning of the project

		Target: To be defined at the beginning of the project
Result 3: the competences of Flight Operations and Airworthiness inspectors are fully developed and demonstrated	Result 3.1: Flight Operations Department Inspection Manual is corrected and completed, including the incorporation of procedures for competence assessment of inspector's team and developing of audit plan based on risk oversight principles	Baseline: 0 Target: 2 procedures, 1 manual
	Result 3.2: the competencies of FOD inspectors during performance of its duties are strengthened and aligned with the written procedures as confirmed by the evaluation of its outcomes	Number of inspectors evaluated Baseline: 0 Target: 5
	Result 3.3: Support is provided for the requirements of the recently transposed rules on Initial and Additional Airworthiness to be fully implemented, including the evaluation of repairs and modifications in compliance with Part 21 and the fulfilment with the specifications of Part 26	Baseline: 0 Target: 2 rules
	Result 3.4: the competencies of AWD inspectors during performance of its duties are strengthened and aligned with the written procedures as confirmed by the evaluation of its outcomes	Number of inspectors trained and evaluated Baseline: 0 Target: 5
Component 4: Management of Innovation Result 4: the competences of the CAC in the field of innovation are enhanced and projects promoted	Result 4.1: the digitalisation processes in aviation and air traffic management are reviewed and modernisation in view of available new technologies and automated system is studied.	Baseline: 0 Target: 1 study and innovation recommendations
	Result 4.2: new trends in air mobility including vertical take-off and landing (VTOL) aircraft), UAS (unmanned aircraft system), drones etc. are examined and put into the perspective of new rules and operations	Baseline: 0 Target: 1 study on new trends in air mobility (vertical take-off and landing (VTOL) aircraft) 1 specifications for air mobility drafted

The Simplified Logical framework (as of template C1a) is attached in Annex 4.

12. Facilities available

The Beneficiary commits itself to deliver the following facilities:

- Adequately equipped office space for the RTA and the RTA's assistant for the entire duration of the secondment.

- Supply of the office room including access to internet, computer, printer, photocopier, telephone.
- Adequate conditions for the short-term experts to perform their work while on mission.
- Suitable venues for the meetings and training sessions that will be held under the project.

The Beneficiary will also guarantee the availability of staff who will be involved during the twinning project implementation.

Full coordination and transparency is expected among all key players involved.

ANNEX TO PROJECT FICHE

1. The Simplified Logical framework matrix as per Annex C1a
2. Aviation Law
3. CAC organisation Chart
4. CAC staffing

