



TwinningLightFiche¹

Project title: Strengthening the capacities of the Ministry of Interior for conducting air operations

Beneficiary administration: Ministry of Interior of the Republic of North Macedonia

Twinning Reference: MK 21 IPA JH 03 25 TWL

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EU funded project

TWINNINGTOOL

Acronyms and Abbreviations

AB206A	Agusta Bell 206A Jet Ranger (Helicopter model)
AB206B	Agusta Bell 206B Jet Ranger (Helicopter model)
AB212	Agusta Bell 212 (Helicopter model)
BC	Beneficiary Country (the country receiving assistance)
CA	Civil Aviation (referring to Civil Aviation Authority)
CMS	Compliance Monitoring System
EASA	European Union Aviation Safety Agency
EC	European Commission
ECAA	European Common Aviation Area
ECD	European Union Delegation
ENI	European Neighborhood Instrument
EU	European Union
EU Regulations	Referring to the European Union Regulations (general term)
EU Regulation (EU) 2021/1529	A specific regulation of the European Union related to IPA III
FI	Flight Instructor (Certified professional responsible for training new pilots)
IPA	Instrument for Pre-Accession Assistance
IPA III	Instrument for Pre-Accession Assistance (Third Phase)
MAP	Ministry of the Interior of the Republic of North Macedonia (Helicopter registration)
Mi -171	Mil Mi-171 (Helicopter model)
MS	Member State (in the context of the Twinning project)
MoI	Ministry of Interior of the Republic of North Macedonia
SAA	Stabilization and Association Agreement
SERA	Standardized European Rules of the Air (A regulation related to air operations)
SOP	Standard Operating Procedures
SMS	Safety Management System
Race Directive 2000/43/EC	The European Union's directive against discrimination based on race or ethnic origin
Ohrid Framework Agreement	A peace agreement signed in 2001 promoting interethnic peace and coexistence in North Macedonia

1. Project Background

Subject: Project Overview

- 1.1 **Programme:** *EU Integration Facility; Annual action plan in favor of North Macedonia for 2021; CRIS IPA III/2021/ 043-662; OPSYS ACT-61151 (direct management)*
- 1.2 **Twinning Sector:** Justice and Home Affairs
- 1.3 **EU funded budget:** 250,000.00 EUR
- 1.4 Sustainable Development Goals (SDGs): SDG 16 Peace, Justice and Strong Institutions,

2. Project Objectives

2.1 Overall Objective(s):

The overall objective of this project is strengthening the institutional and administrative capacities of the Ministry of Interior for conducting air operations by implementing EASA and national aviation regulations.

2.2 Specific objective:

The specific objective is to improve the Aviation Units Department within the Ministry of Interior for conducting air operations in accordance with international standards, ensuring enhanced safety, efficiency and effectiveness in supporting law enforcement activities.

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:

Strategic Plan of the Ministry of Interior of the Republic of North Macedonia

The Ministry of Interior, within the framework of the strategic planning process, has developed the Strategic Plan of the Ministry of Interior 2024-2026, which is a comprehensive and developmental document with measures and activities grouped into programs and sub-programs, through which the strategic priorities and goals of the ministry will be achieved. In that direction, the Ministry will continue to implement activities with increased transparency and inclusiveness in the creation of policies. In addition, in the coming period, the ministry will focus on improving the efficiency and effectiveness of operations, with the aim of strengthening the rule of law through an indiscriminate fight against organized crime, corruption, illegal migration, terrorism and cyber threat.

They are aimed at realizing the strategic priorities and goals of the ministry, and thus towards achieving the strategic priorities and goals of the Government of the Republic of North Macedonia for 2024-2028.

One of the sub-programmes within this document is related to strengthening the capacities of the Public Security Bureau in the area of specialized police services including the Aviation Units Department.

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.

The European Common Aviation Area agreement (ECAA Agreement)

The ECAA Agreement is a multilateral agreement signed on 9 June 2006. It entered into force on 1 December 2017. This is an important step towards a closer and deeper integration of all the countries in the Western Balkan region into the European aviation area that will further enhance growth, connectivity and competitiveness for all of us.

The aim of this aviation agreement is the creation of a European Common Aviation Area (ECAA), integrating the EU's neighbors in South-East Europe in the EU's internal aviation market, which consists of EU Member States as well as Norway and Iceland. The ECAA agreement, by creating a single aviation market, should deliver substantial economic benefits for air travelers and the aviation industry, covering 36 countries and more than 500 million people. At the same time, the agreement guarantees that the same high standards in term of safety and security across Europe, through the uniform application of rules.

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 neighborly 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 safety 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 Aviation Units Department under the Ministry of Interior of the Republic of North Macedonia, is responsible for conducting air operations in support of law enforcement activities. However, there is a need to enhance the safety, efficiency, and compliance of their operations by aligning the national regulations with the EU and international aviation regulations and best practices in this area.

The Aviation Units Department traces its origins back to 1969 when it was established as a Helicopter Unit within the framework of Yugoslavia. Initially conceived as a modest unit, its primary focus was on helicopter operations to support various activities across the country.

The police complex in the village of Idrizovo, which is 11 kilometers southeast of the Macedonian capital Skopje, was chosen to house the future police helicopter unit. Macedonia's Milicija (Militia - the local name for the police forces) helicopter unit was officially established on November 27, 1969. It became truly operational in 1970 when an Agusta-Bell AB206A Jet Ranger I was acquired from Italy. A Bell 212 (s/n 30884, ex YU-HPB, Z3-HHB, now MAP-7751) was added before the end of the decade, by which time the original JetRanger had been lost in a take-off accident and replaced by AB206B Jet Ranger II (s/n 8365, ex YU-HBD, Z3-HHA, now MAP-7750). In Year 2000 Bell 412EP (s/n 36260, ex N9026S, Z3-HHC, now MAP-7752) was added to the inventory. In the late 2008, 4 Mi-171 helicopters were added to the unit.

Between June 2011 and February 2012, the Ministry of Interior reorganized its aviation assets. An Aviation Units Department was established with two subordinated units: the Idrizovo-based Helicopter Unit for Police Purposes operating single examples of the AB206B, AB212 and Bell 412EP, and the Petrovec-based Helicopter Unit for Special Purposes operating the Mi-171 Helicopters. These developments marked a pivotal shift in the department's capabilities, allowing it to cater to a diverse range of operational needs.

However, despite these advancements, the department faced challenges in adhering to national, civil, and international regulations. The evolving landscape of aviation posed hurdles, and the department struggled to keep pace with the rapidly changing regulatory environment. Efforts were made sporadically in the past to address these issues, but tangible results remained elusive.

Several factors contributed to this situation, including the department's small structure and organization, as well as a lack of human resources and expertise. These limitations hindered its ability to adapt and thrive in the dynamic aviation sector.

In 2011, helicopters were transferred from the Civil Aviation Authority register to the Ministry of Interior Helicopter Register. This shift resulted in the Department's team assuming control over all operations, including the issuance of new regulations, flight crew licensing, training, etc. Consequently, compliance with the updated civil aviation regulations became notably more challenging.

Despite these challenges, the Aviation Units Department has emerged as a leading force in the aviation sector of North Macedonia. It plays a crucial role as a strategic asset within the Ministry of Interior and actively participates in civil operations. Given that there are no other civil helicopter operators, the department, along with its helicopters and personnel, fulfills the majority of the country's helicopter requirements. These include but are not limited to Search and Rescue operations, Medical Flights, Helicopter Firefighting Activities, and providing support to other government institutions.

The department's team demonstrates a keen awareness of the risks inherent in aviation operations, given the prevailing regulatory and authority constraints.

Moving forward, addressing these limitations will be critical for the department's continued growth and success. By overcoming these challenges, the Aviation Units Department aims to further solidify its position as a key player in the aviation landscape of North Macedonia and beyond.

Over the past two years, significant strides have been made in reforming the Aviation Units Department, transitioning it towards adherence to Civil Aviation Authority regulations. The enactment of a new Aviation Law by the Assembly of the Republic of North Macedonia in early 2024 marked a pivotal moment, facilitating the relocation of Police Helicopters back to the Civil Aviation Register.

It is anticipated that in the near future all helicopters will be seamlessly integrated into the Civil Aviation Register.

Yet, this shift represents just one facet of a broader reform agenda. The Department's commitment extends beyond mere registration, encompassing operational practices, maintenance standards, and airworthiness protocols. Actions have been initiated to harmonize flying operations with Civil Aviation Regulations, commencing with the conversion of crew licenses.

Every pilot has dutifully exchanged their Ministry of Interior-issued Flight Crew Licenses for those issued by the Civil Aviation Agency (CAA), signifying a commitment to elevated standards and compliance. Similarly, technicians entrusted with the maintenance of helicopters are undergoing a parallel transition. By the culmination of 2024, all technician licenses are slated for replacement, transitioning from Ministry of Interior issuance to that of the Civil Aviation Agency.

The Aviation Units Department currently lacks comprehensive operational manuals and standard operating procedures that are in line with Civil Aviation Regulations and European Union Aviation Safety Agency (EASA) regulations. This poses challenges in terms of maintaining consistent safety standards, ensuring effective coordination, and maximizing operational efficiency.

By implementing EASA aviation regulations and developing operational manuals and standard operating procedures, the Aviation Units Department within the Ministry of Interior, will be able to improve their operational capabilities and align with international standards. This will lead to enhanced safety, efficiency, and effectiveness in conducting air operations in support of law enforcement activities.

The implementation of EASA aviation regulations will involve adherence to and adoption of relevant Union acquis and standards. This includes regulations related to aircraft certification, airworthiness, flight operations, and air traffic management, among others.

At the moment, The Aviation Units Department is developing some of the most necessary documentation that follows the above-mentioned EU regulations, but because the lack of human resources and the expertise in the sector, this process lingers.

3.2 Ongoing reforms:

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.

Over the past two years, the Aviation Units Department has been undergoing significant reforms to align with Civil Aviation Authority regulations.

The enactment of a new Aviation Law in early 2024 facilitated the return of Police Helicopters to the Civil Aviation Register, with one already transitioned and more to follow. Beyond registration, the Department is overhauling operational practices and maintenance standards. All pilots have converted to Civil Aviation Authority-issued licenses, and technicians are following suit by the end of 2025. These reforms signify a commitment to modernization and safety within the department.

The Project will support ongoing sector reforms in the aviation domain in North Macedonia. It will contribute to the implementation of the specific objectives outlined in the IPA III and ENI Regulations, with a focus on improving the operational capabilities and safety standards of Aviation Units Department the Ministry of Interior.

The project will also align with the broader efforts of the Republic of North Macedonia to enhance the aviation sector, ensuring compliance with international standards and promoting safer air operations.

3.3 Linked activities:

Currently, there is limited assistance available in the area of aviation safety and law enforcement in North Macedonia and as a result, there are no linked activities in the context of this project.

The Project will complement and build upon any existing EU activities in the aviation sector, ensuring synergies and avoiding duplication of efforts.

3.4 List of applicable Union acquis/standards/norms:

- EASA Basic Regulation (EU) 2018/1139,
- Continuing airworthiness IR:(EU) No. 1321/2014,
- Aircrew IR:(EU) No.1178/2011,
- Air Operations IR:(EU) No 965/2012,
- SERA IR:(EU) No 923/2012.

3.5 Components and results per component

The project is structured in 2 (two) components.

The following key results and sub-results are expected to be realized:

Component 1: Strengthening the strategic and operative capacities of the Aviation Units Department

Mandatory Result 1: EASA regulations¹ and national aviation regulations effectively mapped and assessed, a

Expected sub-results:

- 1.1 Comprehensive mapping and assessment of existing organizational regulations and practices against EASA regulations and national aviation regulations completed, including identification of discrepancies including the recommendations for areas for improvement;
- 1.2 Personnel from the Aviation Units Department trained, ensuring comprehensive understanding and awareness of EASA regulations and national regulations;
- 1.3 Detailed gap analysis conducted, and an action plan developed outlining necessary steps and timelines for aligning organizational requirements with EASA/national standards.

Component 2: Development of legislative framework and capacity building for Aviation Units Department personnel

¹ <https://www.easa.europa.eu/en/regulations>

Mandatory Result 2: Enhanced Operational Manuals and SOPs developed to support effective aviation operations, in line with EASA regulations and national standards and capacity building activities organized

Expected Sub-Results:

- 2.1 Comprehensive manuals and SOPs that align with EASA regulations and national regulations and reflect best practices for safe operations developed;
- 2.2 Compliance Monitoring and Safety Management System developed in order to improve safety across operations;
- 2.3 Training sessions and workshops conducted for all personnel working in the Aviation Units Department conducted for the newly developed SOPs and operational manuals;
- 2.4 Flight Instructors and Type Rating Instructors certified by an Approved Training Organisation (ATO) to support self-sustainability and regulatory compliance and operational training for all personnel organized.

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 will be delivered through the activities as follows:

Component 1: Strengthening the strategic and operative capacities of the Aviation Units Department

Mandatory Result 1: EASA regulations and national aviation regulations effectively mapped and assessed,

Activity 1.1: Development of a detailed analysis and assessment of the current situation in the Aviation Units Department

In the scope of this activity an analysis of the current operational procedures in place conducted within the police aviation units and areas identified that require improvement or updating. Procedures will be reviewed for their compliance with EASA regulations and national regulations, focusing on operational safety, communication between flight crews, mission preparation, response to in-flight emergencies, flight crew licensing, flight operations, and safety management systems. Necessary revisions will be implemented to standardize procedures across all operational units.

Activity 1.2: Training on EASA and national regulations

In the scope of this activity, specialized training sessions to the personnel employed within the Aviation Units Department will be delivered to ensure comprehensive understanding and

awareness of EASA and national regulations. Trainings will cover key areas such as safety management systems (SMS), airworthiness, flight operations, aircrew requirements, and flight operations. Participants will be evaluated through assessments to confirm their knowledge of regulatory compliance and safety procedures.

Activity 1.3: Preparation of Gap Analysis of Current Operational Procedures

In the scope of this activity a GAP Analysis will be prepared for identifying possible gaps between the Aviation Units Department's current operational procedures and EASA regulations and national aviation regulations in order to ensure compliance with EU standards and best practices.

Component 2: Development of legislative framework and capacity building for Aviation Units Department personnel

Mandatory Result 2: Operational Manuals and SOPs developed to support effective aviation operations, in line with EASA regulations and national standards and capacity building activities organised

Activity 2.1: Preparation of Operational Manuals and Standard Operating Procedures (SOPs)

In the scope of this activity, tailored operational manuals and Standard Operating Procedures (SOPs) will be prepared for the needs of the Aviation Units Department. These documents will ensure standardization in aircrew duties, aircraft maintenance, emergency response procedures, and flight safety protocols, ensuring international compatibility with EASA and ICAO standards.

Activity 2.2: Development of Compliance Monitoring and Safety Management System

In the scope of this activity, a compliance monitoring system and a safety management framework will be designed and put into operation for the Aviation Units Department in order to ensure continuous adherence to EASA regulations and to proactively address non-compliance or safety incidents.

Activity 2.3: Capacity Building for the Aviation Units Department personnel

In the scope of this activity, training sessions and workshops will be conducted for all personnel working in the Aviation Units Department in order to familiarize the personnel with the newly developed SOPs and operational manuals, ensuring the practical application of these standards in real-life operations.

Activity 2.4: Conducting ATO Specialized Training for Flight Instructor (FI) and Type Rating Instructor (TRI)

In the scope of this activity, an ATO Specialized Training for Flight Instructor (FI) and Type Rating Instructor (TRI) will be conducted in order to develop in-house training capabilities and ensure the department's sustainability in pilot training and qualification.

3.7 Means/input from the EU Member State Partner Administration:

The project will be implemented in the form of a twinning light contract between the Beneficiary country and an EU Member State. The twinning light project is envisaged to provide exchange of experience and know-how with a MS Institution with good practice in the stated project activities. The twinning partner shall provide an adequate team of experts – including a project leader and 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.

Twinning procedures are to be used in line with Twinning manual.

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

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.

4. Budget

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

Twinning Contract	Total (EUR)	IPA contribution	
	250,000	EUR	%
		250,000	100

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting, and accounting:

The Delegation of European Union in the Republic of North Macedonia will act as a Contracting Authority for the project, which will be responsible for all aspects for the project (selection, contracting and payments).

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

The contact person on behalf of the EU Delegation is:

Ms Danica Stoshevska
 Programme Manager
 Delegation of European Union
 Sv. Kiril I Metodij 52b, 1000 Skopje
 North Macedonia

5.2 Institutional framework

The Beneficiary administration, the Aviation Units Department under the Ministry of Interior of the Republic of North Macedonia, will be responsible for the overall coordination and implementation of the project activities. They will collaborate with relevant stakeholders, including the EU Member State Partner Administration, to ensure effective project management and coordination.

5.3 Counterparts in the Beneficiary administration

5.3.1 Project Manager or Coordinator:

Maja Cvetkovska

Head of Sector for IPA and community programmes

Department for European Union and International cooperation

Ministry of Interior

str.Dimce Mircev 9

1000 Skopje

5.3.2 BC Project Leader:

BC Project Leader will be appointed before the project start.

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 project 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 area 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

To ensure the sustainability of the project results, the Aviation Units Department will develop a strategy for the long-term maintenance and implementation of the adopted EASA regulations, operational manuals, and standard operating procedures. This strategy will include provisions for regular updates, training of new staff, and the establishment of a monitoring and evaluation system to track compliance and effectiveness.

The project will also support the Aviation Units Department in strengthening their institutional capacity to handle future regulatory changes and advancements in the aviation sector.

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.

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.

9. 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 in line with Twinning manual.;
- Organization, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiaries;
- Use and application of project outputs.

10. Indicators for performance measurement

Component 1: Strengthening the strategic and operative capacities of the Aviation Units Department

Mandatory Result 1: EASA/national aviation regulations effectively mapped and assessed,

Indicators of Achievement:

- Detailed Analysis and Assessment of the current situation in the Aviation Units Department prepared
- Number of Personnel from the Aviation Units Department trained on EASA and national regulations
- Detailed gap analysis of the current state of existing regulations and legislation, with the aim to compare them to EASA standards, in order to develop an action plan

Component 2: Development of legislative framework and capacity building for Aviation Units Department personnel

Mandatory Result: Operational Manuals and Standard Operating Procedures (SOPs) developed to support effective aviation operations, in line with EASA and national standards and capacity building activities organized

Indicators of Achievement:

- Tailored Operational Manuals and Standard Operating Procedures (SOPs) prepared;
- A compliance monitoring system and a safety management framework designed and put into operation.
- Number of Personnel from the Aviation Units Department trained on the newly developed SOPs and operational manuals

- ATO Specialized Training for Flight Instructor (FI) and Type Rating Instructor (TRI) conducted.

11. Facilities available

- **Office Space:** The beneficiary administration will provide dedicated office space within the Aviation Units Department within the Ministry of Interior for the project team and experts to carry out their work, as well as facilities available for training, seminars, conferences. This office space will be equipped with essential facilities such as desks, chairs, computers, internet connectivity, and telecommunication infrastructure.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix per AnnexC1b

Annex C1b: Simplified Logical Framework

Level of Intervention Logic	Description	Indicators	Sources of Verification	Risks	Assumptions
Overall Objective	Strengthening the institutional and administrative capacities of the Ministry of Interior for conducting air operations by implementing EASA and national aviation regulations.	<ul style="list-style-type: none"> - Number of EASA regulations implemented - Number of operational manuals and SOPs developed - Compliance rate with EASA regulations - Safety records of the Ministry of Interior Aviation Units Department 	<ul style="list-style-type: none"> - Internal project reports - EASA audit reports - Safety assessment reports - Compliance check reports 	<ul style="list-style-type: none"> - Risk of resistance to change from department personnel - Risk of insufficient resources allocated to the project - Risk of delays in obtaining EASA approvals or guidance 	The Ministry of Interior of the Republic of North Macedonia is committed to implement the EASA and national aviation regulations.
Specific Project	to improve the Aviation Units Department within the Ministry of	- Number of trained	- Training completion	- Risk of resistance to new procedures and	The beneficiary country continuously

Objective(s)	<p>Interior for conducting air operations in accordance with international standards, ensuring enhanced safety, efficiency, and effectiveness in supporting law enforcement activities</p>	<p>aviation personnel</p> <ul style="list-style-type: none"> - Improvement in response time for air operations - Reduction in aviation-related incidents and accidents - Enhanced coordination with other law enforcement agencies 	<p>records</p> <ul style="list-style-type: none"> - Response time data - Incident and accident reports - Coordination meeting minutes 	<p>protocols - Risk of inadequate training resources</p> <ul style="list-style-type: none"> - Risk of coordination challenges with other agencies 	<p>supports and STEs in the implementation of project activities</p> <p>Commitment and support of the Ministry of Interior</p> <p>Organizational, technical and infrastructural capacities necessary for implementation of the Twinning light project in place and available</p> <p>Human resources for implementation of the Twinning light project in place and available</p> <p>Capability and active role of relevant stakeholders to implement project results into practice</p>
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Mandatory results/ outputs by components	<p>Component 1: Strengthening the strategic and operative capacities of the Aviation Units Department</p> <p>Mandatory Result 1:</p> <p>EASA/national aviation regulations effectively mapped and assessed</p>				
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	<p>Sub-result 1.1</p> <p>Comprehensive mapping and assessment of existing organizational regulations and practices against EASA and national aviation regulations completed, including identification of discrepancies and areas for improvement</p> <p>Sub-result 1.2</p> <p>Personnel from the Aviation Units Department trained, ensuring comprehensive understanding and awareness of EASA and national regulations</p> <p>Sub-result 1.3</p> <p>Detailed gap analysis conducted, and an action plan developed outlining necessary steps and timelines for aligning organizational requirements with</p>	<p>Mandatory Result 1</p> <p>Sub-result 1.1:</p> <p>Indicators:</p> <p>1.1.1.Detailed Analysis and Assessment of the current situation in the Aviation Units Department prepared;</p> <p>Sub-result 1.2:</p> <p>Indicators:</p> <p>1.2.1.Number of Personnel from the Aviation Units Department trained on EASA and national regulations</p> <p>Sub-result 1.3:</p> <p>Indicators:</p> <p>1.3.1. Detailed gap analysis prepared, and an action plan</p>	<p>Copies of the prepared detailed analysis and assessment</p> <p>List of participants</p> <p>Copies of the prepared gap analysis and action plan</p>	<p>Lack of commitment of Aviation Unit Department</p> <p>Insufficient human and technical resources for daily work with the Twinning Partner</p>	<p>Availability of sufficient relevant information</p> <p>Active participation of the Aviation Units Department employees in the process of preparation of the detailed analysis and assessment</p>
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	<p>EASA/national standards.</p> <p>Component 2: Development of legislative framework and capacity building for Aviation Units</p> <p>Department personnel</p> <p>Mandatory result 2:</p> <p>Operational Manuals and Standard Operating Procedures (SOPs) developed to support effective aviation operations, in line with EASA and national standards and capacity building activities organised</p> <p>Sub-result 2.1</p> <p>Comprehensive manuals and SOPs that align with EASA and national regulations and reflect best practices for safe operations developed</p> <p>Sub-result 2.2</p> <p>Compliance Monitoring and Safety</p>	<p>developed</p> <p>Mandatory result 2</p> <p>Sub-result 2.1</p> <p>Indicators:</p> <p>2.1.1. Tailored Operational Manuals and Standard Operating Procedures (SOPs) prepared</p> <p>Sub-result 2.2</p> <p>Indicators:</p> <p>2.2.1. A compliance monitoring system and a safety management framework designed and put into operation</p> <p>Sub-result 2.3</p> <p>Indicators:</p> <p>2.3.1 Number of</p>	<p>Copies of the prepared Operational Manuals and SOPs</p> <p>Developed Compliance Monitoring and Safety Management System</p>		
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	<p>Management System with monitoring tools and safety frameworks for daily use developed</p> <p>Sub-result 2.3</p> <p>Training sessions and workshops conducted for all personnel working in the Aviation Units Department conducted for the newly developed SOPs and operational manuals</p> <p>Sub-result 2.4</p> <p>Flight Instructors and Type Rating Instructors certified by an Approved Training Organisation (ATO)</p>	<p>Personnel from the Aviation Units Department trained on the newly developed SOPs and operational manuals</p> <p>Sub-result 2.4</p> <p>Indicators:</p> <p>ATO Specialized Training for Flight Instructor (FI) and Type Rating Instructor (TRI) conducted.</p>	<p>List of participants</p> <p>List of participants</p> <p>Certificates</p>		
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Activities	<p>Activity 1.1: Development of a detailed analysis and assessment of the current situation in the Aviation Units Department</p> <p>Activity 1.2: Training on EASA and national regulations</p> <p>Activity 1.3: Preparation of Gap Analysis of Current Operational Procedures</p> <p>Activity 2.1: Preparation of Operational Manuals and Standard Operating Procedures (SOPs)</p> <p>Activity 2.2: Development of Compliance Monitoring and Safety</p>		<p>Final Twinning light Report</p> <p>Documentation produced under the project (Detail Analysis report, Assessment report, Gap Analysis, Standard Operating Procedures, Operational Manuals,)</p> <p>Documentation regarding the Development of Compliance Monitoring and Safety Management System</p> <p>List of participants on trainings</p>	<p>Lack of commitment of Aviation Unit Department</p> <p>Insufficient human and technical resources for daily work with the Twinning Partner</p>	<p>Availability of sufficient relevant information</p> <p>Active participation of the Aviation Units Department employees in the process of preparation of the detailed analysis and assessment</p>
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	<p>Management System</p> <p>Activity 2.3: Capacity Building for the Aviation Units</p> <p>Department personnel</p> <p>Activity 2.4: Conducting ATO Specialized Training for Flight Instructor (FI) and Type Rating Instructor (TRI)</p>				
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