TWINNING PROJECT FICHE

Strengthening the Aviation Oversight Standards of the Egyptian Civil Aviation Authority

Under the
Support to the EU-Egypt Association Agreement Programme (SAAP)
Ministry of International Cooperation-Egypt

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List of Acronyms

AA	Association Agreement
AP	Action Plan
BC	Beneficiary Country
EASA	European Aviation Safety Agency
EC	European Commission
ECAA	Egyptian Civil Aviation Authority
ENP	European Neighbourhood Policy
ENP AP	European Neighbourhood Policy Action Plan
EU	European Union
EUD	European Union Delegation
GoE	Government of Egypt
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
ISO	International Standardization Organization
IT	Information Technology
MoCA	Ministry of Civil Aviation
MoU	Memorandum of Understanding
MS	Member State
MTE	Medium Term Expert
OVI	Objectively Verifiable Indicator
PAO	Programme Administration Office
PL	Project Leader
PPM	Policy & Procedures Manual
QA	Quality Assurance
RTA	Resident Twinning Adviser
SAAP	Support to the Association Agreement Programme
SOP	Standard Operating Procedure
SOV	Source of Verification
STE	Short Term Expert
SSP	State Safety Programme
TA	Technical Assistance
ToR	Terms of Reference

TWINNING PROJECT FICHE

1 BASIC INFORMATION

1.1 **PROGRAMME:** Support to the Implementation of the Action Plan and Association Agreement Programme,

1.2 **TWINNING NUMBER:** EG/14/ENP-AP/TP/27

1.3 **TITLE:** Strengthening the Aviation Oversight Standards of the Egyptian Civil Aviation Authority

1.4 **SECTOR:** Transport/Aviation

1.5 BENEFICIARY COUNTRY: Egypt

2 OBJECTIVES

2.1 OVERALL OBJECTIVE

To contribute to the national endeavours to strengthening the international aviation standards in Egypt through legislative approximation and improvement of the institutional and the technical competences to be in line with European Union (EU) Acquis and EU policy of creating Common Aviation Area Agreement with the ENP countries.

2.2 PROJECT PURPOSE

To improve the national legal framework, organizational structure and technical capacity of the Egyptian Civil Aviation Authority (ECAA) to act as the single and independent authority in accordance with the EU Acquis and international best practices.. Further, through the full implementation of the State Safety Programme (SSP), to improve the capacity of the aviation industry to carry out the obligations from the international standards.

2.3 CONTRIBUTION TO THE ASSOCIATION AGREEMENT/ ACTION PLAN AND NATIONAL PLAN

EU-Egypt bilateral relations have recently developed almost exclusively through the financial cooperation provided by the European Neighbourhood Policy. After the Association Agreement (AA) had been put in force on June 1st, 2004 EU-Egypt relations entered into a new and more intense phase, through which the Barcelona process is now addressing a much wider spectrum of fields.

Based on respect for democratic principles and fundamental human rights, the AA aims at furthering regional integration, with a view to creating an area of shared prosperity, as well as providing a framework for political dialogue and closer economic, social and cultural relations between the two parties. Economic cooperation includes the liberalization of trade in goods and services, as well as capital movement. It also proposes the completion of a Free Trade Area by 2015 (2018 for a very limited number of industrial goods). In addition, the AA aims at supporting Egypt's economic and political reform efforts through approximating the laws, regulations and standards applied in Egypt to those of the EU.

After the EU-Egypt Association Agreement (AA) had been entered in force on June 2004 EU-Egypt relations entered into a new and more intense phase, through which the Barcelona process is now addressing a much wider spectrum of fields.

Within the framework of this fruitful cooperation, the EU has allocated four consecutive financial envelops totalling €72 million for the support to the implementation of the AA and the European Neighbourhood Policy Action Plan (ENP AP). The aim is to contribute to Egypt's endeavour to reform the legislative framework, to streamline competences, and to build the institutional capacity of public administrations. These targets are to be achieved through different instruments among which the Institutional Twinning Instrument and Technical Assistance (TA). The Programme Administration Office (PAO) affiliated to the Ministry of International Cooperation is the mandated body to oversee the implementation of these projects.

In the civil aviation sector, EU-Egypt cooperation is guided by article 51 of the AA. This article includes:

- *The restructuring and modernization of road, port and airport infrastructures linked to the main trans-European lines of communication of common interest.*
- *The establishment and enforcement of operating standards comparable to those prevailing in the Community.*
- *The upgrading of technical equipment for road/rail transport, container traffic and transhipment.*
- *The improvement of management of airports, railways and air traffic control, including Co-operation between the relevant national bodies.*
- *The improvement of navigation aids.*

While the AA serves as the legal basis of bilateral cooperation, the ENP AP has sets out a comprehensive set of priorities and has detailed a set of strategic reform actions. In the ENP AP, it was agreed to deploy for the following actions in article 2.3 Transport, energy and environment:

- *Implement the existing national aviation policy including as regards the development of the airports and further reinforce administrative capacity (including the foreseen separation of regulatory and management functions of the Egyptian Civil Aviation Authority ECAA).*
- *Explore the possibility of extending to all airports open competition in ground handling services.*
- *Assess the possibility of extending to all airports the liberalization of charter flights and examine the specific situation of Cairo airport.*
- *Negotiate a horizontal aviation agreement with the EC.*
- *Exchange of information on the possibility of developing a Euro-Mediterranean Aviation agreement.*
- *Enhance administrative and technical capacity to fully implement jointly agreed the Joint Aviation Authorities (JAA) standards. Explore possibilities to involve Egypt in the work of the European Aviation Safety Agency (EASA) and for involvement in the Single European Sky.*
- *Co-operate on aviation security matters (common rules to combat international terrorism) in accordance with international conventions to which Egypt and the EU Member States are party.*
- *Explore the possibilities of cooperation in establishing a Safety Management System Programmer.*

3   DESCRIPTION

3.1   BACKGROUND AND JUSTIFICATION

3.1.1 General Background

The Support to the EU-Egypt Association Agreement Programme (SAAP) was launched by the European Commission (EC) to support the Egyptian administrations in implementing the AA and the ENP, and assist the GoE's in upgrading the public administration capacity in line with EU and international best practice. The SAAP focuses on three core areas:

  i.   Trade and economic liberalization;
 ii.   Improvement of the legislative and regulatory framework; and
iii.   Institutional strengthening and reform in the private sector as well as public administration.

This project will contribute to the SAAP three core areas mentioned above.

The SAAP makes available to the Egyptian Government institution's the expertise of the European Member States so as to harmonize their institutional and administrative framework and to create a competitive climate for economic growth, with the help of the EU Acquis. The instrument of institutional twinning gives particular importance as it is perceived to be an efficient and appropriate vehicle for technical expertise and knowledge transfer for the achievement of institutional strengthening and legislative harmonization.

  ➢ The harmonization of the international aviation safety standards, EU and international best practices and in accordance with the requirements of the ICAO and the European Common Aviation Area Agreement to contribute to trade and economic liberalization.
  ➢ This will bring more efficient and safety air transport, better management of the aviation sector, which in turn will contribute to the increasing number of the passengers and tourism industry.
  ➢ The approximation of the Egyptian Civil Aviation regulatory framework to the EU *Acquis* and the Common Aviation Area Agreement will reduce barriers and also contribute to trade of tourism and economic liberalization.

The Ministry of Civil Aviation and the Egyptian Civil Aviation Authority (ECAA), as the beneficiary administration of this potential Twinning project will endeavour to apply European best practices regarding the implementation of the Aviation Safety Standards (including State Safety Program and implementing SMS), contribute to institutional reform, modernize of the Egyptian Aviation Sector and improve the business climate for investment in the aviation sector and tourism.

3.1.2   Justification
This project aims at reducing the safety risk and *increasing capacity* through improved international aviation safety standards, which will create a more stable environment for the aviation sector in Egypt, improve the business climate for investment in this sector and contribute to achieving the Strategy of Sustainable Tourism Development as a key objective of the GoE. At the same time, the improved aviation safety standards and more efficient

delivery of aviation services will increase the competitiveness of domestic and international aviation markets. This will also increase - confidence in the quality of the Egyptian aviation regulatory body.

Although Egypt is a major tourist destination for the EU and other foreign citizenship, improving aviation safety standards will increase the number of tourists from the EU and other countries to fly safety to the tourist destinations in Egypt. Therefore, it is necessary to provide the competent safety, aviation standards from the Civil Aviation Authorities, Airports and Air Navigation Service Providers to the consumers (Airlines, passengers and cargo) with evidence demonstrating the safety and security standards.

GDP in Egypt has been growing over the last decade, but growth has substantially declined in 2011
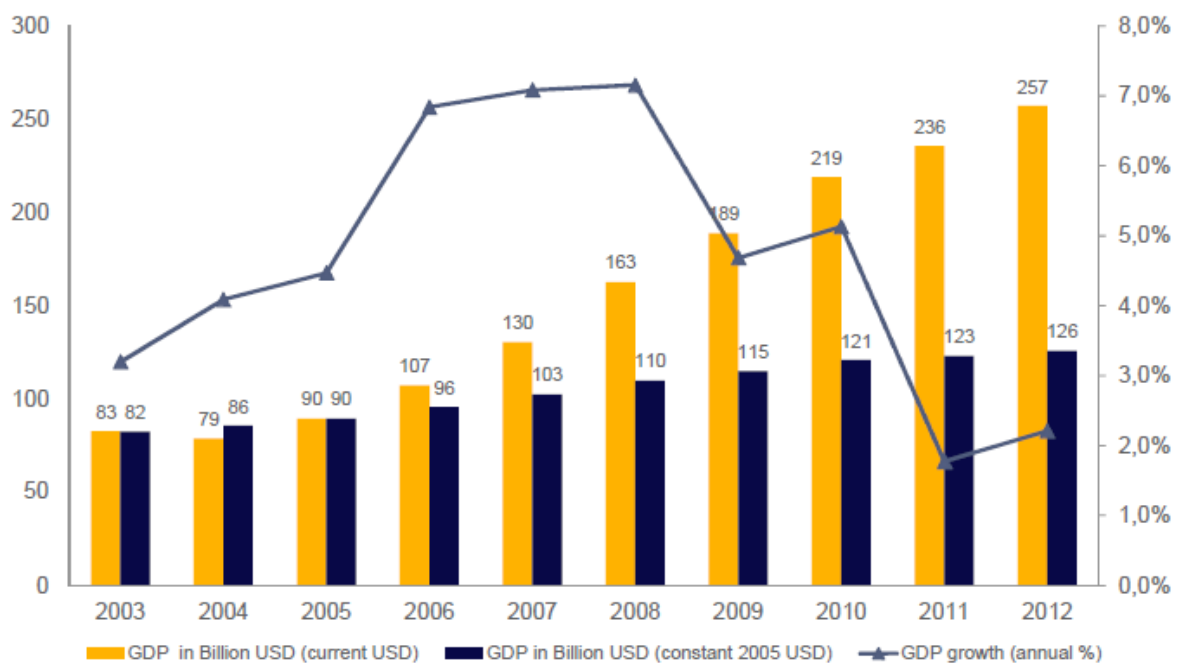
Source: World Bank

The service sector is the largest sector of the Egyptian economy, accounting for 48% of the GDP

Egyptian GDP by Sector

- 11%
- 15%
- 37%
- 37%

Agriculture ■ Industry ■ Services (excl. Tourism) ■ Tourism
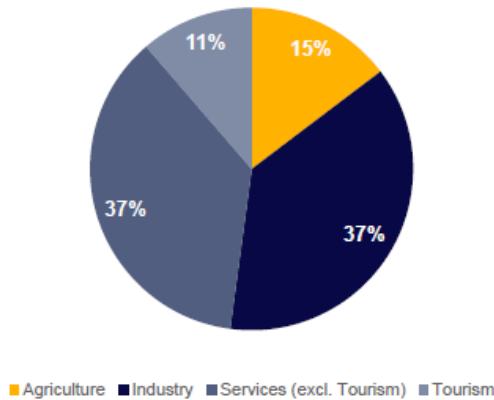
Tourism as key sector in Egypt is representing:

- 11% of Egypt's GDP
- 40% of the total Egypt's non-commodity exports
- 19% of Egypt's foreign currency revenues
- One of seven workers is directly or indirectly employed by the tourism sector

But it is struggling with substantial problems:

- Tourist arrivals to Egypt have substantially declined by 30% from approx. 13.5 Million in 2010 to approx. 9 Million in 2011
- Although slight recovery took place, figures in 2012 and 2013 are far below the levels of prior to 2011
- As a result, the Egyptian civil aviation sector, is facing strong declines in passenger numbers

Source: CIA World Factbook, Egypt SIS, LH Consulting Research

The Civil Aviation Sector is a driver for Economic Growth in Egypt .Tourism being a large sector of the Egyptian economy has been heavily suffering during the last three years. Tourism as a key sector in Egypt is linked with the Aviation.It is an important source of direct and indirect revenue for the civil aviation in particular for EgyptAir. GDP growth and (foregin) investment in Egypt have been significantly reduced during the last three years.

The civil aviation sector is dominated by the Government owned entities, which allows for aligning all entities under one strategic umbrella. Egypt has a well established national carrier, bundling many core and non core business activities of an aviation group. Also, airport and ANS infrastructure in general and Cairo Airport being continuously further developed to fulfill its role as an international hub.

GDP impact is driven by a mutual relationship between economy and aviation sector (airline) in the first step. See table below.
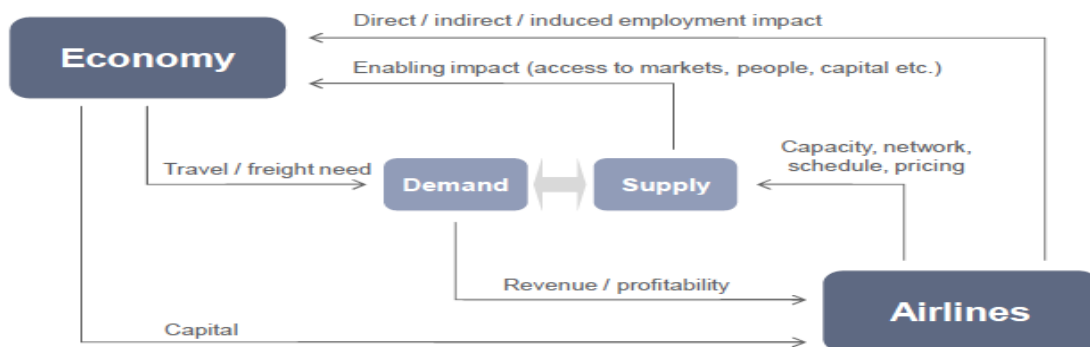
The Civil Aviation Sector has a significant socio-economic impact supporting GDP growth directly and indirectly and is presented below:

Direct impact
- Creates jobs (industry average is 60 to 80 FTE per aircraft)
- Generates payroll
- Increases government revenues from local taxes
- Produces airport rental fees
  - Landing and parking fees
  - Gate and hangar space rental
- Increases supplier revenues
  - Fuel & maintenance
  - Catering & ground handling services

Indirect social impact
- Increases expenditures (e.g. trade, restaurants, hotels, local transportation, etc..)
- Facilitates business, import / export, government affairs and VFR travel
- Jobs & demand for skilled workers
- Creates publicity for the region
- Link to key world economies

GDP impact of up to 3% in a national economy

Typical effects can be categorized in four groups and can be quantified to estimate the overall effect for the national economy:

Direct	Indirect
Contribution (GDP, employment, etc.) that is directly attributable to aviation: • Airline • Airports • Air Navigation Service Provider • Civil Aviation Authority • Ground Services • Maintenance	Contribution from outside the aviation sector, but part of the overall supply chain: • Business located in the vicinity of airports (e.g shipping companies, hotels, etc.) • Providers of goods and services to aviation companies and airports
Induced	Enabled
Contributing simulated throughout the spending of those employed (directly or indirectly) by the industry: • Retail • Restaurants • Etc.	Contribution from the tourism industry, which benefits of aviation as a major source of inbound tourist: • Benefits from the global connectivity created by aviation; e.g. a company locates its HQ in a city, due to its attractive air connections

Positive effects from the Twinning project are not limited to GDP impacts, but further socio-economic development is stimulated by the civil aviation industry.
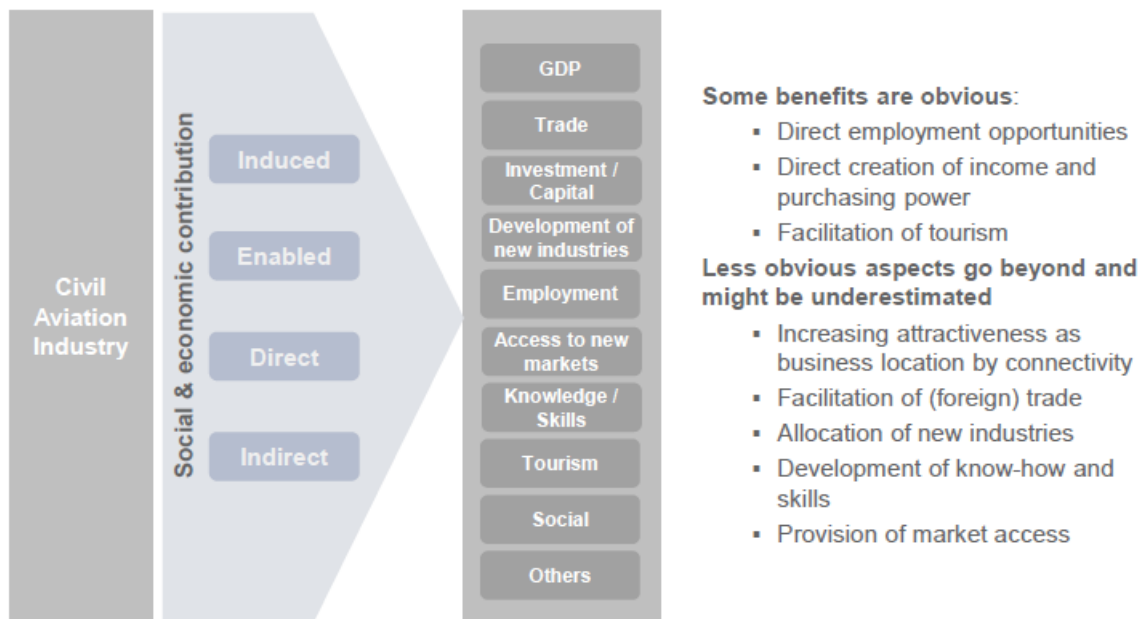
Demonstrating *implementation of the State Safety Program and implementing Safety Management System* are dependent upon effective coordination at the national level. Best practices in the EU and elsewhere mandates a Civil Aviation Authority and aviation industry for this task.

Aviation security is important to the GoE, and an improvement in this area is a major objective in its strategy of sustainable aviation sector development.

A projected legal result of this twinning project will establish ECAA *as a single authority* responsible for the coordination and implementation of all safety standards in the Aviation sector in Egypt and the application of the SSP measures against the introduction and spread of implementation of Safety Management System in all industries. Achieving this will require the establishment of a legal basis for ECAA as a financially and functionally independent regulatory body. This will be addressed under Component A. This component will also address issues relating to Egypt's access to the aviation market in relation to regulatory compliance and the concerns pertaining to quality and traceability. In this respect, harmonizing the Egyptian regulatory framework with the EU *Acquis* and international norms remains a necessity.

Institutional and administrative reform of ECAA as envisaged under Component B will enable it to act effectively as an ECAA and to increase its efficiency and effectiveness, not only in carrying out quarantine inspections safety controls but also in managing national surveillance and coordinating the application and enforcement of safety standards. Also, component B will address assistance to the private sector (industry) through dissemination of best practices and support for effective implementation of the international and European safety standards.

The *technical training* planned under Component C will strengthen the capacity of ECAA in carrying out the functions and responsibilities of the restructured ECAA in accordance with international and European best practices. It will also improve the capacity of the industry providing services to the aviation sector as the training centre, service providers and the research institutes, which will improve the effectiveness of the overall safety system.

The development of an integrated *Internet-Intranet enabled information and communication Technology* (ICT) under Component D will support this and enable ECAA to deliver *e-safety and regulatory information and services* to all stakeholders, including all aviation industry. It will also allow ECAA to develop a website with all relevant information on the implementation of legal, organizational, security and safety standards, tariffs, economic regulation and rapid alert system to report potential risks to stakeholders and more effectively coordinate all safety activities in the Egyptian aviation sector.

3.2   LINKED ACTIVITIES

3.2.1 EUROMED Aviation II[1]

Promotes the emergence of a Euro-Mediterranean Common Aviation Area, and supports an open and secure aviation market in the Mediterranean Partner Countries with a view to further integrating it into the EU.
Beneficiary's countries:
Algeria, **Egypt**, Israel, Jordan, Lebanon, Libya, Morocco, occupied Palestinian territory, Syria, Tunisia
Timeframe:
2012-2014
Budget:
€4 million (Main contract €2 million; Project for the set-up and running of the Mediterranean Aviation Safety Cell (MASC) €2 million)
Objectives
The aim of the project is to support partner countries in the implementation of the Regional Road Map and Country Road Maps towards the implementation of a Euro-Mediterranean Common Aviation Area (EMCAA) with a view to further integrating the aviation market of the Mediterranean partner countries with that of the EU. The main contract of the project, which involves all Mediterranean partner countries, focuses on the approximation of the entire EU aviation acquis. As a first step, it targets the signature of additional comprehensive air service agreements with ENPI South countries, following the examples of Morocco, Jordan and Israel. It also seeks to enhance cooperation among the partner countries themselves so as to come to a full common aviation area involving the EU and all Mediterranean partner countries.
The second contract i.e. the project for the set-up and running of the Mediterranean Aviation Safety Cell (MASC), implemented by the European Aviation Safety Agency (EASA), involves Morocco, Tunisia, Israel, Jordan and Lebanon and seeks to set-up a Mediterranean

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[1] http://www.euromedtransport.eu/En/working-group-braviation_19_9_59

Aviation Safety Cell (MASC) to enhance and coordinate cooperation in aviation safety with the Mediterranean countries.

The main contract under EuroMed Aviation II supports the implementation of the adopted Road Map towards the implementation of the Euro-Mediterranean Common Aviation Area (EMCAA) through regulatory approximation towards the EU aviation acquis in the area of market access, by further promoting liberalisation of the air transport market and the gradual removal of competition distortive measures; in the field of Air Traffic Management (ATM), it seeks to enhance the participation of beneficiaries into the Single European Sky initiative, supporting current regional initiatives and participation of beneficiaries, and cooperating with Eurocontrol to ensure the proper implementation of the three pan-European functions. In the area of safety and security, the project works to enhance security awareness and implementation of effective measures, and for countries not participating in the Mediterranean Aviation Safety Cell (MASC), it seeks to further promote the EU safety acquis and standards.

The project continues to deliver the technical assistance initiated under the previous phase EuroMed Aviation I project, but more directed towards the actions of the road map and most specifically enhanced regional cooperation in the field of safety and air traffic management with the EU.

3.2.2 EUROPEAN AVIATION SAFETY AGENCY - EASA

Title of the project: ***Promoting participation of ENP countries in the work of the European Aviation Safety Agency***

Location(s) of the action: Algeria, Belarus, Egypt, Libya, Palestine and Syria.
Total duration of the action (*months*): 24 months
Amount of requested EU contribution: *EUR 418.8000*

Overall objective

To promote awareness and involvement of ENP countries in the work of EASA in the interest of aviation safety.
Final beneficiaries: Algeria, Belarus, **Egypt,** Libya, Palestine and Syria

EASA, promoted this new Twinning project in selected ENP countries during a joint activities being implemented in Algeria, Belarus, Egypt, Libya, Palestine and Syria.

In the course of these activities the present project will focus on strengthening relations with ENP countries that are least developed. The objective will be to raise awareness in these countries on the institutional and technical reform and establish a common ground for networking and future cooperation. Increased cooperation between ECAA and neighbouring aviation authorities will contribute to improve aviation safety in the region.

The target group is the relevant national authorities and their expert staff involved in safety-related activities of the aeronautical authorities of the beneficiary countries. The desired profiles for activities are typically managers and senior experts at central level and in the domains of airworthiness, aircraft operations, air crew licensing, air traffic management, aerodromes, international cooperation and safety data management, having education and experience in their subject matter and some prior knowledge of the EU regulatory environment.

The implementation of the project by EASA will allow furthering integrating the ENP countries into the work of the EU Agencies, in line with the joint communication "Delivering on a new European Neighborhood Policy" whereby the EU should further enhance its support for the participation of ENP partner countries in EU programmes and agencies. This project with EASA is a case in point, and will provide beneficiary countries with access to a range of services and tools now provided only to EU Member States. The action will consist of identifying the needs of the beneficiary countries, raising awareness of beneficiaries about the European aviation safety system, the provision of specific training, and participation to EASA events and conferences. The actions of the project will be implemented in: ENP region, Europe and third countries (if required).

EASA will conduct awareness raising and needs assessment activities as part of the project's inception phase, informing the beneficiaries about the range of Agency activities and assessing possibilities for cooperation. Specific activities will include desk research during the initial phase in order to identify the countries having an interest in the action and discussions with beneficiaries. Detailed needs will then be confirmed through country visits.

3.3   RESULTS

The expected results are as follows:

3.3.1   Component A: Legal Reform to the national legislation to harmonize it with ICAO and EU rules.

1. The primary legislation, forming the legal basis for ECAA to act as a single authority, financially and functionally independent, is approved and is in line with ICAO and EU Acquis.

2. The regulatory framework for the application of standards in the area of economic regulation (tariffs and regulatory service fees...etc) are harmonized with the ICAO and EU *Acquis*.

3. The Safety Committee for monitoring the application of State Safety Programme (SSP) is created.

4. A working agreement between ECAA and EASA has been developed and endorsed in order to establish cooperation between them

5. A set of integrated regulations that comply with ICAO, EU Legislation , (such us Regulation (EC) No 216/2008, No. 290/2012, amending Regulation (EU) No 1178/2011, No.965/2012, No 1035/2011, No 1034/2011, No.691/2010, No 139/2014, No 748/2012, No 2042/2003, No 376/2014 and No.996/2010 and EASA basic Regulation and Implementing Rules).

6.   EASA best practices and soft law and ICAO SARPs aiming at enhancing national safety regulations, procedures and processes within ECAA has been udopted and implemented.

3.3.2   Component B: Institutional & Administrative Reform

1.   The Egyptian SSP has been established in compliance with ICAO to support the implementation of SMS with service providers and to establish Egyptian ALoS requirements;

2.   ECAA is restructured as a single authority with the responsibility for applying national safety oversight procedures in accordance with ICAO Standards, EU Legislation and EASA best practices.

3.   ECAA strategic and operational plan is developed.

4.   ECAA's management, operational and administrative capacities are strengthened.

5.   ECAA operational manual setting out the Standard Operating Procedures for inspection and certification is prepared in conformity with the international and the above mentioned EU rules and EASA soft law.

6.   An action plan to work with the industry to disseminate best practices and self-checks is developed

Component C: Technical Training

1.   ECAA has undertaken and documented relevant training modules, including syllabuses, bylaws, policy & procedures manual (PPM) and inspector's handbook, which supports the effective implementation of SSP phases and are created in light of EASA requirements;

2.   ECAA has updated its overall training plan and introduced modern capacity building methodologies like Train-the-Trainer or on-the-Job-Training to the ECAA inspectors;

3.   The technical capacity of managers, inspectors, and administrative staff is strengthened to meet the safety requirements and other international and EASA best practices.

4.   ECAA has enhanced the role of the QMS department in assuring the implementation of ECAA's internal evaluation programme.

3.3.3   Component D: Information and Communication Technology

1.   ECAA has upgraded its IT facility that maximise technology utilities.
2.   ECAA has created a strong database that encompasses all related information and reflects transparent information and procedures spread to the public.
3.   An integrated Internet-enabled system based on an interactive web portal linking ECAA headquarters, regional directorates, aerodromes, ANS providers, Airlines and international organizations. Software for safety database is developed and integrated within the ECAA network.

3.4 ACTIVITIES

The activities below are indicative and *inter-alia* the following activities:

3.4.1 Component A: Legal Reform

A1. Preparing a baseline study to identify regulatory gap analysis between ECAA and EU Acquis.

A2. Based on the results of the gap analysis study, preparing an action plan to approximate the Egyptian regulations with the appropriate EU rules establishing SSP and SMS requirements (Regulation (EC) No 216/2008, No. 290/2012, amending Regulation (EU) No 1178/2011, No.965/2012, No 1035/2011, No 1034/2011, No.691/2010, No 139/2014, No 748/2012, No 2042/2003, No 376/2014 and No.996/2010)

A3. Draw up a working agreement between ECAA and EASA in order to establish cooperation between them.

A4. Providing support for amending or drafting new primary legislation that creates a clear legal basis for ECAA to act as single authority, financially and functionally independent.

A5. Advocating the new legislation and regulations in Safety and Security with other rule making bodies.

A6. Providing support to draft a new regulation to be approved by Ministry of Civil Aviation for Economic regulation covering the charging rights of oversight activities performed by the ECAA (e.g. certification of civil aviation service providers, licensing, route charging, passenger taxes, designation of security entities, safety committee board).

A7. Providing support to draft a new regulation on tariffs and fees or amending the current regulation.

3.4.2 Component B: Institutional and Administrative Reform

B1. To establish the Egyptian SSP in compliance with ICAO compatible elements to support a realistic implementation of SMS by the Service Providers and to establish ALoS as per Egyptian requirements.

B2. To establish coordination with other institutions in the Egyptian aviation sector in order to coordinate the implementation of the SSP.

B3. To support the full implementing of the SSP and creating relationship between SSP and Egyptian state safety oversight function.

B4. To support the preparation of organisational restructuring plan as a single authority, in consultation with relevant stakeholders in the aviation sector, in line with EU best practices and supporting ECAA in implementing the plan.

B5. To support the creation and development of National Security regulations.

B6. To support the preparation of a quality policy document and a five-year strategic plan to guide current ECAA operations and development for the future implementation of Total Quality Management (TQM).

B7. Supporting the enhancement of the Safety and Quality Assurance department in ECAA for auditing purposes.

B8. Arranging four international study visits in order to learn from the European Union best practices.

B9. To support the update of ECAA operational SOP manual in line with EU best practices.
B10. To support the alignment of ECAA organization based on revised job descriptions and responsibilities with performance benchmarks.
B11. Drawing up a new fee structure based on the real costs of ECAA regulatory services.
B12. To organise awareness raising workshops with the civil aviation providers to disseminate best practices in relation to SSP and SMS.

3.4.3 Component C: Technical Training

C1. Carrying out training-needs assessment in the areas highlighting the topics of Safety and Security.
C2. Supporting the ECAA in developing and implementing a National Aviation Safety Training Programme and accordingly performing in accordance with ICAO standards, EU legislation and EASA best practices.
C3. Supporting the ECAA in developing and implementing a National Aviation Security Training Programme and accordingly performing in accordance with ICAO standards, EU legislation and EASA best practices.
C4. Supporting ECAA in implementing a National Training Programme focusing on the alignment of oversight inspector skill level in all ECAA Central Administration areas to be in accordance with ICAO standards, EU Legislation and EASA best practices.
C5. On the job training for 5 inspectors from ECAA in a respective EU civil aviation authority in order to get intensive peer-to-peer training programme.

3.4.4 Component D: Information and Communication Technology (ICT)

D1. Preparing the specifications for the ECAA interactive web portal, necessary equipment, software licences, databases, and training requirement for the operation of the system.

3.5 MEANS/INPUT FROM THE PARTNER MEMBER STATE ADMINISTRATION

The implementation of activities mentioned above requires specialized medium and short term experts within each component.

3.5.1 Project Leader

The **Project Leader (PL)** will be responsible for the overall planning and implementation of the thrust of the MS inputs in this twinning project. The PL is expected to devote a minimum of 3 days per month to the project progress, in addition to one visit to the beneficiary country (BC) every 3 months. In cooperation with the BC Project Leader, she/he will be responsible for the organisation of the project's steering committee, which includes the RTA and representatives of the Programme Administration Office (PAO) and EU Delegation.

Profile:
The PL should be a **high-ranking** civil servant commensurate with the requirements of an operational dialogue at political level, long-term civil servant in a respective MS

administration with at least 15 years experience in the field of aviation. **He/she should come from the implementing organization holding the project leadership and should be fully integrated in the MS administration**. The designated PL should be involved in implementing aviation strategies, policies and regulations. A graduate MBA Aviation or a related aviation sector degree, and preferably to possess at least 10 years of management experience in the aviation administration of an MS.

Management Capacity
- At least 10 years of professional experience specifically related to management of aviation bodies;
- Proven knowledge of ICAO regulations, and of the EU/EASA system;
- International experience of technical assistance programmes and proven knowledge of EU procedures;
- Experience in negotiations at the ministerial and intra-EU levels;
- Work experience in the ENP region will be advantageous;
- Working level of the English language.

Previous Project Management Experience
- Knowledge of EU legislation and operational activities related to the various components of the project;
- Knowledge of capacity building and strengthening of Civil Aviation Administration;
- Experience gained in similar international projects is highly desired.

Tasks:
- The overall direction of the Project in cooperation with the BC Project Leader;
- The achievement of the mandatory results with the BC Project Leader;
- Oversee project implementation;
- Mediate in the events of the conflict;
- Oversee financial management of the project;
- Supervise the Resident Twinning Adviser (RTA) job;
- Prepared with the assistance of the RTA interim quarterly and final reports;
- Moderate the Project Steering Committee meetings.

3.5.2 Resident Twinning Adviser (secondment 24 months)
Profile:

The RTA is in essence a civil servant working for an awarded administration or a mandated body applying for the Twinning. The designated RTA must come from the MS Administration or mandated body applying for the twinning. Exceptionally he could be a public temporary employee provided that the conditions listed in par 5.4.5 of the Twinning Manual are fulfilled. He/she should be a graduate in MBA Aviation, or a related aviation sector, and should have at least 10 years of experience (with at least 5 years at a senior managerial level).

Technical Expertise
- At least 5 years of professional experience specifically related to management of aviation bodies;

- Proven knowledge of ICAO regulations, and of the EU/EASA system;
- International experience of technical assistance programmes and proven knowledge of EU procedures;
- Fluency in English;
- Previous experience in EU project and managing multi-disciplinary and multinational team will be an asset;
- Previous experience in international projects will be an asset;
- She/he must have a working level of the English language.

Previous Project Management Experience
- Experience within a European aviation regulatory body is an asset;
- At least 10 years experience/involvement in the reform and development of EU aviation organizations, namely in implementation of European Civil Aviation Area Agreement;
- Experience of enforcement of EU aviation *Acquis*.

Tasks:

- S/He will be in charge of coordination of all the Project activities.

- The key responsibility of the resident twinning advisor is to ensure that the programme meets its declared specific and overall objectives as well as delivers the results expected.

- A pool of Short Term experts mobilised by the Consultant on *ad-hoc* basis, covering all Legal and Technical areas of the Project based on demand-driven. This pool should cover at least the following technical areas:
  - Legislation, aviation law, institutional issues
  - Airworthiness
  - Flight operations
  - Personnel Licensing
  - Security
  - Air Traffic Control / Air Traffic Management
  - Airports
  - Environment
  - Economic regulation
  - Liaise with the ECAA and RTA counterpart;
  - Manage day-to-day operations;
  - Manage the short-term experts (STEs);
  - Monitor project implementation and achievement of project objectives;
  - Draft interim quarterly reports and final reports to be submitted to the PLs;
  - Maintain close contact with the PAO and the EU Delegation;
  - Prepare terms of reference (ToRs) for all MTE and STE missions.

3.5.3 Resident Twinning Advisor Assistant and language Assistant

In the implementation of his/her daily tasks, the RTA will be supported by an assistant and a language Assistant, of Egyptian nationality, who will be hired by the Twinning project for the entire period of the action. (24 months). Please refer to twinning manual (article 5.9). The RTA assistant and the language Assistant will be hired under the format of a service contract.

3.5.4 Experts profile in Component B: Institutional and Administrative Reform

Profile:
The MTE should be a graduate in aviation, legal, economics, or a related discipline. She/he should have at least 5 years of experience in a governmental aviation administration of an EU MS. She/he must be fluent in written and spoken English language.

Specific professional experience:
Minimum Requirements:
- Previous experience in providing TA to national aviation services (preferably in EU-funded projects);
- Experience in implementation of new methodological and organisational solutions;
- Substantial experience in management in general and managing organisational change processes in particular.

Tasks:
- Advise to ECAA and stakeholders on institutional and administrative restructuring;
- Advise on the preparation of MoUs with other institutions;
- Advise ECAA and other stakeholders on the operational management, including the preparation of SOPs for ECAA setting out inspection and certification;
- Work with the RTA and other experts to implement foreseen activities;
- Assist the RTA in managing the STEs and in drafting ToRs for each STE assignments;
- Submit mission reports to the RTA.

3.5.5 Experts profile in Component C: Technical Training

Specific professional experience:
Minimum Requirements:
- The MTE should be a graduate in aviation or a related disciplines;
- At least 5 years of experience in a governmental aviation administration of an MS;
- Previous experience in providing TA to national aviation services (preferably in EU-funded projects);
- She/he must have working level of the English language.

Tasks:
- Advise on and provide ECAA and other stakeholders with training in national surveillance systems;
- Advise on and provide ECAA with training in relation to component C activities;
- Submit mission reports to the RTA;
- Work with the RTA and the other experts to implement project activities;
- Assist the RTA in managing the STEs and in drafting ToRs for each STE assignment;
- Submit mission reports to the RTA.

3.5.6 Experts profile in Component D: Information and Communication Technology

Specific professional experience:

Minimum Requirements:
- At least 5 years of experience in a governmental aviation administration of an MS;
- Previous experience in providing IT solutions to national aviation services;
- She/he must have a working level of the English language.

Tasks:
- Support to develop a TOR for the ICT system of ECAA to cope with the aviation institutions and/or the Ministry of Aviation mandated in the MS;
- Carrying out a software-and-equipment-needs assessment and a staff-training-needs assessment;
- Submit mission reports to the RTA.

3.5.7 Short-Term Experts profile

The contribution of each short term expert to project activities must be specified in the Twinning work plan.

Profile:
STEs should be graduates in aviation or a related discipline, with demonstrable expertise in the specific field in which they will be assigned in the project.

Tasks:
The tasks of STEs will also be set out in the MS proposal during the drafting of the work plan. The RTA and MTEs will draft ToRs for each STE assignment as part of the project implementation.

4 INSTITUTIONAL FRAMEWORK

INTRODUCTION

Civil Aviation Authority in Egypt

The Ministry of Egypt Civil Aviation (MoCA) supervises all the affairs related to civil aviation in the Arab Republic of Egypt and issues the decrees that are necessary for the implementation of this Law 028 issue on 1981 reissued No. 136 in 2010 promulgating the civil aviation law. Hereunder is the organisational structure of MoCA.

The Egyptian Civil Aviation Authority (ECAA)

The ECAA regulates and oversees all aviation activities. The functions of the ECAA are laid out in the civil Aviation Law No. 28/1981 and its amendments in 2010. The legal framework complies with ICAO standard and recommended practices SARPs as a minimum. ECAA has the administrative capacity as a competent authority to carry out enforcement actions and impose penalties for any contravention of, or failure to comply with the provision of Egyptian Civil Aviation Requirements (ECARs).

Strategy of ECAA:

ECAA strategy is to be in line with the International Civil Aviation Organization (ICAO) standards and recommended practices, as a minimum, for the safe and orderly development of Egyptian civil aviation. ECAA ongoing mission is to foster a civil aviation system that consistently and uniformly operates at peak efficiency and provides optimum safety, security and sustainability.

ECAA Strategic Objectives:

- Safety – Enhance Egyptian civil aviation safety
- Security – Enhance Egyptian civil aviation security
- Environmental Protection and Sustainable Development of Air Transport – Foster harmonized and economically viable development of Egyptian civil aviation that does not unduly harm the environment

Based on such a broad spectrum of competencies, ECAA holds the following responsibilities:

1- Establishment and implementation of the rules, regulations and procedures for safe and efficient aviation system:
   a) Personnel licensing:
   - Type Certification Board members
   - Air Trafic Control certificats

b) Procedures for obtaining and renewing:
- Operating certificates (AOC and Operating License)
- Airworthiness certificates
- Airport certificates
c) Implementation of safety oversight procedures via means of surveillance, inspections and safety audits.

2- Carrying out enforcement actions to all certified stakeholders where necessary.

3- Monitoring international development in IT related industry with a view to improving the State's aviation system performance.

4- Maintaining a system of aviation records, including licenses and certificates, infractions, and reported accidents and incidents. Although ECAA produces the Mandatory Occurrences Reports (MOR) for accident and incidents but further improvement still requested to encourage the Voluntary Reporting System (VRS) under Egyptian Advisory Circular (EAC) 0022.

5- Draw-up and amend the Egyptian Civil Aviation Regulations and preparing ECAA advisory circulars.

6- Empowering inspectors to access aerodromes to inspect any aircraft, relevant documents or as aerodrome itself. A large number ECAA staff are not authorized to exercise some or all of these powers, including flight operations inspectors, airworthiness surveyors, air traffic management and aerodrome inspectors.

7- Imposing penalties for contravention of, or failure to comply with a provision of the civil aviation laws, regulations, directives, or conditions issued, given, made or imposed under, or enforced by virtue of the Egyptian Civil Aviation Regulations or Directives in accordance with Aviation Law 28/1981 and amendment 136/2010

8- Conducting of analyses of safety trends, including accident/incident data, and service difficulty reports.

9- Promoting safety through the dissemination of specific safety materials, conducting safety seminars and training programmes designed to encourage a greater commitment to high aviation safety standards and a better understanding of the need to comply with aviation safety requirements.

4.1.1 Human Resources and Training
ECAA has prepared five years training plan, conducted annually according the budget. But, training is organized on an *ad-hoc* basis, depending on the resources and training programs provided by the ICAO, EU or other donors. ECAA have a person responsible for planning and organizing the training for its staff.

5 BUDGET

The total budget for the twinning project is € 1.1million

6 IMPLEMENTATION ARRANGEMENTS

6.1 Implementing Agency Responsible For Tendering, Contracting and Accounting:

The PAO is in charge of the coordination of all the activities and administrative management of the Support to the Association Agreement Programme (SAAP). The PAO will be the responsible institution for the management of this twinning project. It will manage the contracts and payments of this project.

Contact person at the PAO:
Name: Mr. Hassan Mostafa
Title: Project Manager
Address: 9 Abdul Kadar Hamza St., Garden City, Cairo, Egypt.
Tel: +202 27 92 34 38
Fax: +202 27 92 05 83
E-mail: hassan.mostafa@ee-aa.net

6.2   MAIN COUNTERPART IN THE BENEFICIARY COUNTRY

The Egyptian Civil Aviation Authority
Address: Cairo airport avenue, Egypt.

The BC Project Leader is:
Name: General, Mahmoud Taha Al-Zanaty
Tel: + 202 22 67 7617
Fax: + 202 22 68 8232
E-mail ecaa@civilavaiation.gov.eg

The RTA Counterpart is:
Name: Mr. Magdi Kamal EL-Dine Riyad
Title: Manager of Aviation Safety Administration
Tel: + 202 22 67 7617
Fax: + 202 22 68 8232
E-mail: ecaa@civilavaiation.gov.eg

6.3   CONTRACTS

The BC will make available for the project team a smart office and equipment (including computers, internet access, telephone, fax, photocopier, etc.) for the RTA, RTA Assistants, MTEs and STEs within ECAA premises and close to the BC Project Leader.

7   INDICATIVE IMPLEMENTATION SCHEDULE

7.1 Launching of the call for proposals: **10 September 2014**

7.2 Start of project activities: **17 January 2015**

7.3 Project completion: **16 January 2017**

7.4 Duration of the execution period: **24 months (excluding 3 months closure)**

8   SUSTAINABILITY

Sufficient commitment exists to ensure that the required resources (financial, staff) are mobilised in the twinning project. Also, sufficient political will exists to create the best

possible conditions for drafting and adoption of the relevant legislation. This will help ensure the sustainability of the results.

It is expected that the twinning project will work closely with ECAA PL, in cooperation with the management and staff of ECAA and the other beneficiaries to ensure that ECAA and the other beneficiaries have a clear sense of ownership of the project. This will help ensure the sustainability of the results.

The establishment of a legal basis for ECAA with responsibility as a single authority for effective coordination of the application of aviation safety will strengthen the sustainability of the project outcomes. The administrative restructuring of ECAA will also contribute to sustainability.

The Ministry of Civil Aviation is expected to increase the operational budget of ECAA, where necessary, to cover for the future maintenance and operating costs of the ICT system. This will ensure the sustainability of the ICT system. ECAA is also expected to have sufficient funds, finance the increase in staff necessitated by the outcome of this project. This in turn ensures the sustainability of these outcomes.

9   CROSS-CUTTING ISSUES

Implementation of the project will have no adverse effect on the environment. On the contrary, adoption of EU standards will promote better environmental protection in aviation in line with ICAO Annex 16.

The project will seek to ensure that there is equal treatment accorded to male and female staff in ECAA and the other stakeholders participating in the project activities and training programmes.

The main criteria for staff recruitment will be appropriate qualifications and experience in similar projects, not social gender or age. Both men and women will have equal opportunities and salaries.

10   CONDITIONALITY AND SEQUENCING

10.1 CONDITIONALITY

It is crucial to the success of the twinning project that ECAA and other beneficiaries and stakeholders be committed to implementing the recommendations agreed upon with the project team. It is recognized that the project implementation will result in some changes in the structure, functions and procedures of ECAA and other stakeholders, and that some of these changes may be difficult to manage. These changes are, however, necessary to achieve the targeted results, purpose and overall objective of the project.

It is important that ECAA and other beneficiaries and stakeholders recognize that the changes resulting from the twinning project itself are part of a process of continuing improvement toward increasing the operational efficiency and effectiveness of the Egyptian Civil Aviation

system in line with international norms and best practices. This process is also important for the development of the tourism sector in Egypt.

Finally, it is also important that individual staff members at all levels understand that it is their responsibility to ensure the quality of their work. In this regard, the GoE needs to ensure that the staff salary structure is commensurate with the qualifications and skills required of the staff and industry rates.

10.2 SEQUENCING

The completion date for each activity is proposed in the logframe matrix and in the indicative implementation chart (Annexes 1 and 2). Some activities are dependent upon the completion of other activities in the same component or in another component. For example, it is necessary that the drafting of a regulation creating a legal basis for ECAA under Activity A1 be completed before the plan for restructuring ECAA under Activity B1. The same applies to Activity B2. Also, it is imperative and a preconditioned requirement that ECAA deploys necessary finances to carry out the ICT tender.

11 LIST OF ANNEXES TO THE PROJECT FICHE

Annex 1: Logical Framework Matrix
Annex 2: Indicative Implementation Schedule (Detailed implementation chart)

ANNEX 1   LOGICAL FRAMEWORK MATRIX

	Intervention Logic	OVI	SOV	Assumptions
Overall Objective	To contribute to the national endeavours to strengthening the international aviation standards in Egypt through legislative approximation and improvement of the institutional and the technical competences to be in line with European Union (EU) Acquis and EU policy of creating Common Aviation Area Agreement with the ENP countries.	• Increased access to EU markets. • Increase number of flights from and to EU and other destinations • The ICAO CMA online framework (Level of Effective Implementation of ICAO SARPS) and SAFA results for Egyptian airlines	• Ministry of Civil Aviation • Eurostat • ICAO • IATA	• Political will to adopt project reforms. • Stability and safety conditions in Egypt during implementation of the action.
Purpose	Improved legal framework, organizational structure and technical capacity for the Egyptian Civil Aviation Authority (ECAA) to act as the single and independent authority in accordance with the EU Acquis and international best practices shall be established. Further, through the full implementation of the State Safety Programme (SSP), the capacity of the aviation industry to carry out international and European standards shall be achieved.	• The draft law was proposed and advocated by ECAA and is approved by MoCA and other law makers. • Independence of ECAA was achieved and accepted by GoE cabinet. • SSP was successfully adopted and ratified by GoE cabinet. • Safety in Egypt	• Copy of new draft law document. • Written approval of ECAA and MoCA. • Copy of SSP documentation. • Endorsement of ICAO on the implemented SSP. • Positive reports of ICAO audit missions.	**Assumptions** • Proactive cooperation by ECAA. • Supported by Minister of Civil aviation. • Actively supported by Twinning PLs. • No delay in adopting regulations. **Risks** • Delay in adopting new or amended regulations. • GoE or MoCA or

	Intervention Logic	OVI	SOV	Assumptions
		complies with ICAO and EU Acquis and international best practices		parliament does not support the establishment of the ECAA as an affiliate to the MoCA.
Results	**Component A: Legal Reform** 1. The primary legislation, forming the legal basis for ECAA to act as a single authority financially and functionally independent, is approved and is in line with EU Acquis	• Legislation and regulations drafted in line with EU Acquis and ICAO accepted by ECAA as being in compliance with the Egyptian legal framework. • Completion date: end of month 6 (Completion of A1enables completion of Activity B1 & B2 by the end of month 9).	• Copy of the approved legislation and regulations.	**Assumptions** • Proactive cooperation by ECAA. • Prompt response from legal department in MoCA • Support by Minister of Civil aviation. • Active support by Twinning PLs. • No delay in adopting regulations.
	2. The regulatory framework for the application of applicable standards in the area of economic regulation (tariffs and regulatory service fees etc.) is harmonized with the ICAO and EU *Acquis*.	• Legislation and regulations drafted in line with EU Acquis and accepted by ECAA as being in compliance with the Egyptian legal framework. • Completion date is end of month 6.	• Copy of the approved legislation and regulations.	**Risks** • Delay in adopting new or amended regulations. • Reluctance and delay from GoE , MoCA or parliament in adopting new legislation.

	Intervention Logic	OVI	SOV	Assumptions
	3. The Safety Committee for monitoring the application of State Safety Programme (SSP) is created.	• The safety committee structure is established and in operation. • Completion: End of month 9	• Copy of the approved legislation and regulations.	
	4. A Memorandum of Understanding (MoU) between ECAA and EASA has been developed and endorsed in order to establish cooperation between them, on the bases of International Agreement between EU and Egypt.	• An approved working agreement between the two organisations. • Number of EASA regulation assessed and transposed. • Completion: End of month 9	Copy of counter signed MoU.	
	5. A set of integrated regulations that comply with ICAO, EU Legislation and EASA best practices aiming at enhancing safety regulations, procedures and processes within ECAA has been undertaken	• ECAA approved the implementation regulations prepared by project team. • Completion: End of month 10	• **Copy of ECAA approval.** • **Copy of implementation regulation.**	
	6. EASA best practices and soft law and ICAO SARPs aiming at enhancing national safety regulations, procedures and processes within ECAA has been undertaken.	• Number of EU aviation safety regulation adopted by ECAA • Completion: End of month 10	• **Copy of ECAA approval.** • **Copy of implementation regulation.**	

	Intervention Logic	OVI	SOV	Assumptions
	Component B: Institutional & Administrative Reform 1. The Egyptian SSP has been established in compliance with ICAO, to support a realistic implementation of SMS with service providers and to establish Egyptian ALoS requirements.	• Plan for the support activities is completed and established • Approval of plan by ECAA Management and other Aviation institutions. • ALoS requirements are created as per EASA standards. • Completion: End of month 9	• Copy of plan. • Copy of approved document by other aviation institutions. • Copy of approved ALoS document.	**Assumptions** • Proactive engagement by ECAA and other aviation institutions. • Activity A1 is timely completed as scheduled. • Other institutions wish to cooperate. • Engagement by ECAA in adoption of business plan. • ECAA has resources, staff and equipped QA Department.
	2. ECAA is restructured as a single authority with the responsibility for applying national safety oversight procedures in accordance with ICAO standards, EU legislation and EASA best practices.	• Restructuring plan is completed. • Completion: End of month 12.	• Copy of regulation that empowers ECAA to act as a single authority.	• ECAA management available to participate. **Risks** • Dependent on completion of Activity A1.
	3. ECAA strategic and operational plan is developed.	• Strategic and operational plan are realistic and approved by ECAA. • Completion: End of month 22.	• Copy of strategic and operational plan.	• A delay in A1 will delay completion of these results. • Lack of cooperation and engagement by other institutions.
	4. ECAA's management, operational and administrative capacities are strengthened.	• Relevance of training modules to management and ECAA work force. • Appraisals of ECAA	• Copy of training modules and list of participants. • Copy of ICAO audit report.	• Resources and means are not available in ECAA to set up QA.

		Intervention Logic	OVI	SOV	Assumptions
			work force are enhanced. • ICAO audit report shows less management findings, staff numbers increased, training days increased, salaries raised in line with industry • Completion: End of month 16		
		5. ECAA operational manual setting out the Standard Operating Procedures for inspection and certification is prepared in conformity with the international and EASA standards.	• SOP is updated as per EASA standards. • ECAA adopt the SOP • Level of inspectors satisfaction versus the SOP • Completion: End of month 6	• Copy of SOP and associated checklist. • Copy of questionnaire filled by the inspectors.	
		6. An action plan to work with the industry/private sector to disseminate best practices and self-checks is developed.	• Action plan agreed between ECAA and industry/private sector. • Agreement of the self-check methodology between the ECAA and	•Copy of action plan. •Copy of Methodology agreement	

	Intervention Logic	OVI	SOV	Assumptions
		the industry/private sector. • Completion: End of month 7		
	Component C: Technical Training 1. ECAA has undertaken and documented relevant training modules, including syllabuses, bylaws, policy & procedures manual (PPM) and inspector's handbook, which supports the effective implementation of SSP phases and are created in light of EASA requirements.	• OJT and organisation of the workshops and seminars according the task and request of the beneficiaries. • 1st end of month 8 • 2nd end of month 16 • 3rd end of month 24 • Acceptance of training materials of ECAA.	• Copies of training materials. • Copy of documents and presentations. • Evaluation reports.	**Assumptions** • The selection of participants is made swiftly and on clear criteria ensuring transparency of the process**.** • ECAA and other stakeholder staff will be available to attend workshops.
	2. ECAA has updated its overall training plan and introduced modern capacity building methodologies like Train-the-Trainer or On-the-Job-Training to the ECAA inspectors.	• OJT and organisation of the workshops and seminars according the task and request of the beneficiaries . • Start date Month 3, completion date is month 20	• Copies of training materials. • Copy of documents Presentations. • Evaluation reports. •	• ECAA staff will be available to participate in training. **Risks**
	3. The technical capacity of managers, inspectors, and administrative staff is strengthened to meet the safety requirements and other international and EASA best practices.	• OJT and workshop for 5/10 persons plus an internship programme. • Start date Month 3,	• Copies of training materials. • Copy of documents and presentations.	• ECAA staff is not available to participate in training; • Equipment is inadequate.

	Intervention Logic	OVI	SOV	Assumptions
		completion date is month 20	• Evaluation reports.	
	4. ECAA has enhanced the role of the QMS department in assuring the implementation of ECAA's internal evaluation programme.	• QMS manual updated and documented. • Implementation plan is approved. • Completion: End of month 22	• Copy of QMS manual. • Copy of implementation plan.	
Component D: Information and Communication Technology (ICT)				
	1. ECAA has upgraded its web portal facility that maximise technology utilities to include e.g. Egyptian regulations, safety related information, effective electronic reporting systems (Mandatory Occurrence Reporting MOR, Voluntary Reports, safety bulletins, reviews etc.)	• Updated web portal architecture is approved by ECAA. • Negotiated agreement between ECAA and the industry on the rights and rules to disseminate information on the web. • Completion by end of month 2.	• Web architecture report and design document. • Copy of negotiated agreement signed.	**Assumptions** • Proactive engagement by ECAA and other aviation institutions. • ECAA has resources, staff and equipped IT department. • ECAA management available to participate. **Risks** • Lack of cooperation and engagement by other stakeholders. • Resources and means are insufficient in ECAA IT department.
	2. ECAA has created a strong database that encompasses all related information and reflects transparent information and procedures spread to the public.	• Safety culture guidelines are disseminated to ECAA work force, • Completion: by end of month 16.	• Copy of safety culture guidelines materials.	

Intervention Logic	OVI	SOV	Assumptions
3. An integrated Internet-enabled system based on an interactive web portal linking ECAA headquarters, regional directorates, aerodromes, ANS providers, Airlines and international organizations. Software for safety database is developed and integrated within ECAA network.	• Database developed based on Member State experience and recommendations. • Database architecture approved and integrated by ECAA. • Completion: by end of month 16.	• Copy of database design and forms.	• Insufficient financial resources are provided by ECAA for the procurement and implementation of web facility.

	List of Activities	Means	Cost	Pre-condition
Activities	**Component A: Legal Reform** A1. Preparing a baseline study to identify regulatory gap analysis between ECAA and EU Acquis; A2. Based on the results of the gap analysis study, preparing an action plan to approximate the Egyptian regulations; A3. Draw up a MoU between ECAA and EASA to enable ECAA to establish cooperation between them, on the bases of International Agreement between EU and Egypt. A4. Providing support for amending or drafting new primary legislation that creates a clear legal basis for ECAA to act as single authority, financially and functionally independent. A5. Advocating the new legislation and regulations in Safety and Security with other rule making bodies. A6. Providing support in drafting a new legislation for Economic regulation covering the charging rights of oversight activities performed by the ECAA (e.g. certification of Civil Aviation Service Providers, Licensing, Route charging, Passenger taxes, designation of Security entities, Safety Committee board). A7. Providing support in Drafting a new regulation on tariffs and fees or amending the current regulation.	<u>Personnel means:</u> • Member State: ✓ PL ✓ RTA ✓ STEs • ECAA project team: ✓ PL counterpart ✓ RTA counterpart component coordinators ✓ Beneficiary team • Steering Committee members • Stakeholders <u>Physical means:</u> Office equipments	Total cost for this action is € 1. 1 million	✓ Political stability. ✓ Willingness of Beneficiary Administration and local stakeholders to actively participate in the project. ✓ Divergent local interest and political directions are not blocking cooperation. ✓ ECAA allocate financial resources to the support the implementation of activities especially in component 4.

		List of Activities	Means	Cost	Pre-condition
		Component B: Institutional and Administrative Reform	Personnel means:		
	B1.	To establish the Egyptian SSP in compliance with ICAO compatible elements to support a realistic implementation of SMS by the Service Providers and to establish ALoS as per Egyptian requirements;			
	B2.	To establish coordination with other institutions in the Egyptian aviation sector in order to coordinate the implementation of the SSP;	Same as comp. A		
	B3.	To support the full implementing of the SSP and creating relationship between SSP and Egyptian state safety oversight function vis-à-vis EU Acquis	Physical means:		
	B4.	To support the preparation of organisational restructuring plan as a single authority, in consultation with relevant stakeholders in the aviation sector, in line with EU best practices and supporting ECAA in implementing the plan.	✓ Office equipments ✓ Training venue ✓ Transportation means		
	B5.	To support the creation and development of National Security regulations.			
	B6.	To support the preparation of a quality policy document and a five-year strategic plan to guide current ECAA operations and development for the future implementation of Total Quality Management (TQM);			
	B7.	Supporting the enhancement of the Safety and Quality Assurance department in ECAA for auditing purposes.			
	B8.	Arranging four international study visits in order to learn from the European Union best practices.			
	B9.	To support the update of ECAA operational SOP manual in line with EU best practices;			
	B10.	To support the alignment of ECAA organization based on revised job descriptions and responsibilities with performance benchmarks;			
	B11.	To support drawing up a new fee structure based on the real			

List of Activities	Means	Cost	Pre-condition
costs of ECAA regulatory services. B12. To organise awareness raising workshops with the civil aviation providers to disseminate best practices in relation to SSP;			
Component C: Technical Training C1. Carrying out training-needs assessment in the areas highlighting the topics of Safety and Security; C2. Supporting the ECAA in developing and implementing a National Aviation Safety Training Programme and accordingly performing in accordance with ICAO standards, EU legislation and EASA best practices. C3. Supporting the ECAA in developing and implementing a National Aviation Security Training Programme and accordingly performing in accordance with ICAO standards, EU legislation and EASA best practices. C4. Supporting ECAA in implementing a National Training Programme focusing on the alignment of oversight inspector skill level in all ECAA Central Administration areas to be in accordance with ICAO standards, EU Legislation and EASA best practices. C5. On the job training for 5 inspectors from ECAA in a respective EU civil aviation authority in order to get intensive peer-to-peer training programme.	<u>Personnel means:</u> Same as comp. A <u>Physical means:</u> ✓ Office equipments ✓ Training venue ✓ Transportation means		

	List of Activities	Means	Cost	Pre-condition
	Component D: Information and Communication Technology (ICT) D1. Preparing the specifications for the ECAA interactive web portal, necessary equipment, software licences, databases, and training requirement for the operation of the system.	Personnel means: Same as comp. A Physical means: ✓ Office equipments ✓ Training venue ✓ Transportation means		✓ It is imperative and a preconditioned requirement that ECAA deploys necessary finances to carry out the ICT tender

Year							Year 1												Year 2					
Month (24 months)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Kick off Meeting	x																							
Steering Committee meetings				x			x			x			x			x			x			X		x
Monthly Meetings		x	x	x	x	x	x	x	x	x	x	x	x	X	x	x	x	X	x	x	x	X	x	x
Wrap up meeting																								x
Component A Legal Reform																								
A1.							x	x	x															
A2.										x	x													
A3.								x		x														
A4.										x	x	x												
A5.									x	x	x			X	x	x	x		x	x	x			x
A6.								x		x	x	x	x	X	x	x	x	X			x	X	x	x
A7.										x														
Component B Institutional & Administrative Reform																								
B1.											x	x	x	X	x	x	x	X	x	x	x	X	x	x
B2.										x	x		x											
B3.			x	x	x	x	x	x	x	x	x	x	x	X	x	x	x	X	x		x	X	x	x
B4.										x	x	x	x	X	x	x	x	X						
B5.											x	x	x	X		x	x	X		x		X		x
B6.												x	x	X		x	x	X			x	X	x	
B7.															x	x	x	X						
B8.				x						x						x						X		
B9.											x			X	x				x	x				
B10.									x	x	x	x		X	x	x	x							
B11.										x	x	x						X				X	x	
B12.										x	x	x	x	X	x	x	x	X	x	x	x	X	x	X
Component C Technical Training																								
C1.								x	x	x	x	x			x	x							x	X
C2.										x	x					x	x	X					x	X
C3.								x	x	x						x	x						x	X

Year	Year 1												Year 2											
Month (24 months)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
C4.											x	x		x	x		x	X		x	x		x	X
C5.											x			x		x								
Component D ICT																								
D1.										x	x	x	x	x	x	x	x	X						
Closing ceremony																								X

Note: x denotes completion date.