

Republic of South Sudan

Laws of South Sudan

**CIVIL AVIATION AUTHORITY
APPROVED TRAINING ORGANISATIONS
REGULATIONS, 2026**

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REGULATIONS, 2026
ARRANGMENT OF REGULATIONS**

**CHAPTER I
PRELIMINARY PROVISIONS**

1. Title and Commencement
2. Purpose
3. Authority and Application
4. Interpretation

**CHAPTER II
CERTIFICATION OF TRAINING ORGANISATION AND CONTINUED VALIDITY
OF CERTIFICATE**

5. Requirements for Training Organizations (TO) Certification
6. Application for Issuance of an Approved Training Organization (ATO) Certificate and Training Specifications
7. Inspection of Training Organization and Issuance of Approved Training Organization Certificate
8. Evaluation and Checking
9. Validity of the ATO Certificate.
10. Renewal of the ATO Certificate.
11. Amendment of an ATO Certificate and Training Specifications
12. Oversight Exercised by the Authority
13. Variation, Suspension or Revocation of ATO Certificate
14. ATO Certificate Holder Responsibilities
15. Location of Principal Business Office
16. Satellite TOs.
17. Distance Learning
18. Changes Requiring Notice to the Authority
19. ATO Quality Management Manual
20. Training Manual and Procedures Manual
21. Safety Management Manual

**CHAPTER III
TRAINING FOR FLIGHT CREW LICENCES AND RATINGS**

22. Flight Crew Training Courses
23. Key Management Personnel Required for ATO
24. Training Program Approval
25. Training Aircraft
26. Synthetic Flight Trainers or Flight Simulators
27. Aerodrome and Sites.
28. Training Facilities and Equipment

CHAPTER IV

TRAINING FOR LICENCES AND RATINGS FOR AIRCRAFT MAINTENANCE ENGINEERS, AIR TRAFFIC CONTROLLERS AND FLIGHT OPERATIONS OFFICERS

29. Training Courses for Licenses and Ratings for Aircraft Maintenance Engineers, Air Traffic Controllers, Flight Operation Officers or Flight Dispatchers
30. Key Management Personnel Required for ATO
31. Training Program Approval
32. Training Facilities, Equipment and Material for Aircraft Maintenance Engineer Courses
33. Training Facilities, Equipment and Material for Air Traffic Controllers or Flight Radiotelephony Operator
34. Training Facilities, Equipment and Material for Flight Operations Officers

CHAPTER V

GENERAL PROVISIONS

35. Advertising Limitations
36. Requirements For Exemption
37. Issuance of an Exemption
38. Possession of the Licence, Certificate, Approval or Authorization
39. Drug And Alcohol Testing and Reporting
40. Inspection Of Licenses Certificates, Approvals and Authorisations
41. Change of Name
42. Change of Address.
43. Replacement of Licences, Certificates, Approval or Authorization.
44. Suspension, Variation or Revocation of a Licence, Certificate, Approval or Authorization.
45. Use And Retention of Licences, Certificates, Approvals, Authorization and Records.
46. Record Keeping.
47. Reports of Violation.
48. Enforcement of Directives
49. Aeronautical User Fees
50. Contravention of Regulations
51. Offenses and Penalties

SCHEDULE

FIRST SCHEDULE	Quality Management Manual
SECOND SCHEDULE	ATO Training Manual and Procedures Manual Contents
THIRD SCHEDULE	Distance Learning
FOURTH SCHEDULE	ATO Key Personnel Responsibilities and Qualifications
FIFTH SCHEDULE.	Offenses and Penalties.

CIVIL AVIATION AUTHORITY APPROVED TRAINING ORGANISATIONS REGULATIONS, 2026

In exercise of the powers conferred upon me under the provisions of section 99 of the South Sudan Civil Aviation Authority Act, 2012 (as amended) of the Ministry of Transport, I do hereby issue the following Regulations.

CHAPTER I PRELIMINARY PROVISIONS

1. Title and Commencement

These Regulations may be cited as the “**Approved Training Organisations Regulations, 2026**” and shall come into force on the date of its signature by the Minister.

2. Purpose

The purpose of this regulation is to provide for the legal framework to govern, regulate and monitor the approved training organizations.

3. Authority and Application

- (1) This Regulation is drafted in accordance with section 99 of the South Sudan Civil Aviation Authority act, 2012 as amended.
- (2) This Regulation shall apply to all persons:
 - (a) operating Approved Training Organisations (ATO) registered in the Republic of South Sudan;
 - (b) training Organizations (TOs) applying for issuance, of an Approved Training Organizations (ATO) Certificate in South Sudan
 - (c) operating approved training organization(s) registered in the Republic of South Sudan but conducting the operations from outside South Sudan; and
 - (d) training Organizations (TOs) applying for issuance, of an Approved Training Organizations (ATO) Certificate from South Sudan to conduct training operations outside the Republic of South Sudan.

4. Interpretation

In these Regulations, unless the context otherwise requires

“**Accountable Manager**” means the manager who has corporate authority for ensuring that all training commitments can be financed and carried out to the standard required by the Authority and any additional requirements defined by the approved training organization;

“**Adopted Competency Model**” means a group of competencies with their associated description and performance criteria adopted

from ICAO competency framework that an organization uses to develop competency-based training and assessment for a given role.

- “Aeroplane”** means a power-driven heavier-than-air aircraft, deriving its lift in flight chiefly from aerodynamic reactions on surfaces which remain fixed under given conditions of flight;
- “Aircraft Avionics”** means any electronic device including its electrical part for use in an aircraft, including radio, automatic flight control and instrument systems;
- “Aircraft”** means any machine that can derive support in the atmosphere from the reactions of the air, other than the reactions of the air against the earth’s surface;
- “Appropriate Airworthiness Requirements”** means a comprehensive and detailed airworthiness codes established, adopted or accepted by a contracting state for the class of aircraft, engine or propeller under consideration.
- “Approved Training”** means training conducted under special curricula and supervision approved by the Authority;
- “Approved Training Organization (ATO)”** means a training organization (TO) approved by the Authority and operating under the supervision of the Authority to perform training as specified in these Regulations,
- “ATS Surveillance Service”** means a service provided directly by means of an ATS surveillance system;
- “Authority”** means the South Sudan Civil Aviation Authority;
- “Baseline Civil Aviation Authority”** means the authority whose approval establishes the baseline for the alternative approval process of a foreign ATO.
- “Certify as Airworthy”** means to certify that an aircraft or parts thereof comply with current airworthiness requirements after maintenance has been performed on the aircraft or parts thereof;
- “Conformity”** means the state of meeting established criteria, standards, specifications and desired outcomes
- “Competency”** means a dimension of human performance that is used to reliably predict successful performance on the job. A competency is manifested and observed through behaviors that mobilize the relevant knowledge, skills and attitudes to carry out activities or tasks under specified conditions;

- “Competency-Based Training and Assessment”** means Training and assessment that are characterized by a performance orientation, emphasis on standards of performance and their measurement, and the development of training to the specified performance standards.
- “Competency Standard”** means a level of performance that is defined as acceptable when assessing whether or not competency has been achieved.
- “Competency Unit”** means a discrete function consisting of a number of competency elements;
- “Conditions”** means anything that may qualify a specific environment in which performance will be demonstrated
- “Distance Learning”** means a formalized method of learning remotely without being in regular face-to face contact with an instructor in a classroom.
- “Dual Instruction Time”** Flight time during which a person is receiving flight instruction from a properly authorized pilot on board the aircraft, or from a properly authorized remote pilot using the remote pilot station during a remotely piloted aircraft flight.
- “Equipment”** means portion of a system that performs a function that contributes to a system output;
- “Error”** means an action or inaction by an operational person that leads to deviations from organizational or the operational person’s intentions or expectations;
- “Evaluator”** means, in the context of an approved training organization (ATO) a person who is qualified, authorized and assigned to carry out specific assessment, checking, testing and/or auditing duties to determine that all required standards of performance have been satisfactorily achieved.
- “Flight Simulation Training Device (FSTD)”** means any one of the following three types of apparatus in which flight conditions are simulated on the ground.
- (a) A flight simulator, which provides an accurate representation of the flight deck of a particular aircraft type or an accurate representation of the remotely piloted aircraft system (RPAS) to the extent that the mechanical, electrical, electronic, etc. aircraft systems control functions, the normal

environment of flight crew members, and the performance and flight characteristics of that type of aircraft are realistically simulated;

- (b) A flight procedures trainer, which provides a realistic flight deck environment or realistic RPAS environment, and which simulates instrument responses, simple control functions of mechanical, electrical, electronic, etc. aircraft systems, and the performance and flight characteristics of aircraft of a particular class;
- (c) A basic instrument flight trainer, which is equipped with appropriate instruments, and which simulates the flight deck environment of an aircraft in flight or the RPAS environment in instrument flight conditions.

“Finding” A finding means a conclusion by the operator’s or by the civil aviation authorities audit personnel that demonstrates either non-compliance with a regulation or non-conformity with a specific standard.

“Foreign Approved Training Organization (FATO) means an approved training organization (ATO) located outside the Republic South Sudan or outside of the territory of the States of the East African Community -Civil Aviation Safety Oversight Agency (EAC-CASSOA).

“Foreign Training Organization (FTO)” means a training organization based outside the of Republic South Sudan seeking an approved training organization (ATO) certificate from South Sudan

“Hazard” means a condition or an object with the potential to cause injuries to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function.

“Head of Training” means the individual responsible for the organization’s activities, policies, practices and procedures while ensuring the continued maintenance of the training organization’s approval status.

“ICAO Competency Framework” means a selected group of competencies, developed by ICAO for a given aviation discipline, each competence has an associated description and observable behaviors.

- “Licensing Authority”** means the department within a civil aviation authority of a Contracting State that is responsible for the licensing of personnel.
- “Night”** means the hours between the end of evening civil twilight and the beginning of morning civil twilight where civil twilight ends in the evening when the center of the sun’s disc is 6 degrees below the horizon and begins in the morning when the Centre of the sun’s disc is 6 degrees below the horizon
- “Performance Criteria”** means statements used to assess whether the required levels of performance have been achieved for a competency where performance criterion consists of an observable behavior, condition or conditions and a competency standard;
- “Pilot Flying or PF”** means the pilot whose primary task is to control and manage the flight path and the secondary tasks are to perform non-flight path related actions such as radio communications, aircraft systems, other operational activities and to monitor other crewmembers;
- “Pilot Monitoring or PM”** means a pilot whose primary task is to monitor the flight path and its management by the PF and the secondary tasks are to perform non-flight path related actions such as radio communications, aircraft systems, other operational activities and to monitor other crew members;
- “Procedures Manual”** means a manual containing procedures, instructions and guidance for use by personnel of the approved training organization in the execution of their duties in meeting the requirements of the certificate;
- “Quality”** means the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs
- “Quality Assurance (QA)”** means all the planned and systematic actions necessary to provide adequate confidence that all training activities satisfy given standards and requirements, including the ones specified by in relevant manuals
- “Quality Audit”** means a systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives.

- “Quality Inspection”** means that part of quality management involving review of documents or observation of the ATO operational events or action, including student stage checks and skill tests, with the aim of verifying whether established policies, procedures and requirements are being fulfilled during the accomplishment of the event or action, and whether the required standard is being achieved.
- “Quality Management”** means a management approach focused on the means to achieve product or service quality objectives through the use of its four key components: quality planning; quality control; quality assurance; and quality improvement.
- “Quality Manager”** means the manager, acceptable to the Authority, responsible for the management of the quality system, monitoring function and requesting corrective actions;
- “Quality Manual”** means a document containing the relevant information pertaining to the training organization’s quality system
- “Quality System (QS)”** means the aggregate of all the organization’s activities, plans, policies, processes, procedures, resources, incentives and infrastructure working in unison towards a total quality management approach that underpins a commitment by all employees to achieve excellence in product and service delivery through the implementation of best practices in quality management
- “Quality of Training”** means the outcome of the training that meets stated or implied needs within the framework of defined standards
- “Small ATO”** means an approved training organization with capacity to train a maximum of 50 students at a time.
- “Small TO”** means a training organization with capacity anticipating to train a maximum of 50 students.
- “Safety Management System”** means a systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures, designed to manage risks, for training organizations whose activities directly impact upon the safe operation of aircraft.
- “Safety Manager”** means the person responsible for providing guidance and direction for the planning, implementation and operation of the training organization’s safety management system.
- “State Safety Programme or SSP”** means an integrated set of regulations and activities aimed at improving safety;

- “Satellite Approved Training Organization (SATO)”** means an approved training organization at a location other than primary location of the approved training organization;
- “Satellite Training Organization (STO)”** means a training organization at a location other than primary location of the training organization;
- “Testing”** means the comparison of the knowledge about a task or the skill to perform a task against an established set of criteria to determine that the knowledge or skill observed meets or exceeds, or does not meet, that criteria.
- “Threat”** means events or errors that occur beyond the influence of an operational person, increase operational complexity and must be managed to maintain the margin of safety;
- “Training Manual”** means a manual containing the training goals, objective, standards syllabi, and curriculum for each phase of the approved training course;
- “Training Programme”** means a program that consists of courses, courseware, facilities, flight training equipment, and personnel necessary to accomplish a specific training objective and may include a core curriculum and a specialty curriculum; and
- “Training Specifications”** means a document issued to an approved training organization certificate holder by the Authority that specifies training program requirements and authorizes the conduct of training, checking, and testing with any of the attendant limitations.

CHAPTER II

APPLICATION, CERTIFICATION, VALIDITY AND RENEWAL OF TRAINING ORGANISATION CERTIFICATE

5. Requirements for Training Organizations

- (1) A person, other than:
 - (a) an air operator certificate or approved maintenance organisation certificate holder conducting training of its own personnel under the Civil Aviation air operator certification and administration Regulation, and the Civil Aviation approved maintenance organisation Regulation, respectively; and

- (b) an operator with an approved training programme in its operations manual under the Civil Aviation operation of aircraft Regulation. Shall not hold or operate as:
 - (i) an aviation training organization without an approved Training Organization certificate and training specification; or
 - (ii) an approved Training Organization in violation of the Approved Training Organization certificate and training specification issued under this Section.
- (2) A person shall not conduct any training activity that leads to the issue of a licence, rating, certificate, authorization or approval required under the South Sudan Civil Aviation Personnel Licensing Regulations unless that person holds a licence certificate, approval or authorization granted by the Authority under this regulation.
- (3) The approval of a training organization by the Authority shall be dependent upon the applicant demonstrating compliance with the requirements of this regulation and relevant provisions in the Civil Aviation Safety Management Regulation.
- (4) A training organization that is exposed to safety risks related to active aircraft operations during the provision of its services shall establish and implement a Safety Management System in accordance with the Civil Aviation Safety Management Regulations.
- (5) A person shall not conduct training, testing or checking in synthetic trainers without, or in violation of, an ATO certificate and training specification required under this Regulation.
- (6) The Authority shall issue to a training organization (TO) that meets the requirements of these Regulations an approved training organizations (ATO) Certificate and training specification for providing courses that lead to issuance of a licence, rating, certificate authorization or approval required under the South Sudan Civil Aviation Personnel Licensing Regulations for:
 - (a) flight crew; or
 - (b) the following non-flight crew personnel
 - (i) aircraft maintenance engineers;
 - (ii) air traffic controllers;
 - (iii) flight operations officers (flight dispatchers)
- (7) A holder of an ATO certificate shall, at all times, display that certificate in a place within the training organisation that is normally accessible to the public and that is not obscured.

6. Application for Training Organizations (ATO) Certificate and Training Specification

- (1) An applicant for an ATO certificate and training specification, shall apply to the Authority at least 90 days before the beginning of any proposed training
- (2) An applicant for an ATO certificate shall submit an application a prescribed form as follows:
 - (a) The application forms
 - (b) Relevant manuals with detail as required by the first, second and third schedule to this regulation:
 - (i) Training manual
 - (ii) Procedures manual
 - (iii) Quality manual
 - (iv) Safety manual, and where applicable the safety management regulation
 - (v) Distance learning manual if applicable
 - (c) The profiles of the training organization key personnel management personnel and instructors;
 - (d) Documentation substantiating the applicant's legal existence
 - (e) Documentation substantiating the applicant's stake in the organization's facilities.
 - (f) Any other document or information that the Authority may require from time to time.
 - (g) a statement of compliance showing how the applicant meets all applicable requirements in accordance to this regulation and other Civil Aviation Regulations relevant to the training specifications.
- (3) Applicants, or holders of foreign-based training organizations shall meet all the requirements of this regulation.
- (4) Subject to sub- regulation (3). The Authority shall:
 - (a) conduct the foreign ATO approval activities in accordance with the applicable technical guidance material on the *alternative approach process*; and.
 - (b) where applicable, prior to establishing an alternative approval process align the approval requirements with the baseline (foreign) CAA regulations; or the approval requirements within the EAC region.

7. Inspection of Training Organization and Issuance of Approved Training Organization Certificate:

- (1) An applicant for an ATO certificate shall ensure that the facilities, records, personnel and equipment described in the application are:
 - (a) available for inspection and evaluation prior to approval; and

- (b) Operational at the location of the training organization prior to the issue of an Approved Training Organizations Certificate under this regulation.
- (2) The Authority may, at any time, inspect an ATO certificate holder's facilities, records, personnel and equipment to determine the ATO's ongoing compliance with this regulation.
- (3) The Authority shall conduct inspection to an ATO certificate holder at least once annually.
- (4) After the inspection referred to in sub-regulations (1) and (2), the inspected training organization shall be notified, in writing, of the deficiencies if any, identified during the inspection.
- (5) Inspection shall be conducted on both domestic and foreign TOs and ATOs.
- (6) The Authority may leverage the approval and surveillance system of the baseline CAA to supplement inspection of a foreign based TO, where there is a formal bilateral approval agreement between the Authority and that State's Licensing authority.
- (7) An inspection carried out pursuant to this regulation shall focus on:
 - (a) adequacy, and qualifications of staff;
 - (b) validity of instructors' licences, ratings, approvals, authorizations and logbooks as applicable;
 - (c) training tools and equipment: - aircraft, simulators, synthetic flight trainers.
 - (d) documents and maintenance records associated with the training equipment;
 - (e) qualification and approvals of training simulators and other synthetic trainer's;
 - (f) adequacy of training facilities for the courses being conducted or to be conducted and the number of students; - library, class rooms, workshops
 - (g) Training materials and other documentation related to the courses being sought by the applicant or courses approved by the Authority for the ATO certificate holder updating system and organization of the applicant for or ATO certificate holders training and operations manuals
 - (h) Implementation of the ATO's approved programmes and procedures
 - (i) training and assessment records;
 - (j) examinations: management and control system
 - (k) flight instruction including pre-flight briefing, actual flight debriefing for ATOs for flight crew training;
 - (l) instruction program for Aircraft maintenance engineers, Air traffic controllers and flight operations officers (flight dispatchers);
 - (m) quality assurance system; and
 - (n) the safety management system (*where* applicable)
- (8) training specifications as applicable, containing:

the type and level of training authorized;

- (a) the name and location of the ATO;
- (b) The reference of the ATO
- (c) The date of issue and period of validity of the certificate;
- (d) The authorized location(s) of operations; and
- (e) training course(s) as applicable:

(9) flight crew training organizations:

- (a) the rating, category, class and type of aircraft, or parts of the aircraft, that shall be used for training, testing and checking;
- (b) for each synthetic flight trainer that may be used for training, testing and checking, the make, model and series of aircraft being simulated, its qualification level and the identification number assigned by the Authority;
- (c) aircraft, or part of the aircraft, approved for the training, as appropriate;

(10) Aircraft maintenance engineers, Air traffic controllers and flight operations officers (flight dispatchers) training organizations:

- (a) training equipment applicable to the course approval is being sought for
- (b) for each synthetic trainer or simulator that may be used for training, testing and checking, the make, nature and level of training it is approved for, model and series of trainer, its qualification level and the identification number assigned by the Authority.
- (c) aircraft, or part of the aircraft, approved for specific training programs as appropriate; and
- (d) any other items the Authority may require or allow.

8. Evaluation and Checking

Where the Authority has authorized an ATO certificate holder to conduct the testing required for the issue of a licence or rating, the testing shall be conducted by only personnel authorized by the Authority or designated by the ATO in accordance with criteria described in the applicable technical guidance material approved by the Authority.

9. Validity of an ATO Certificate

- (1) An ATO certificate shall be valid for:
 - (a) 12 months from the date of initial issue; and
 - (b) 24 months from the date of renewal, unless:
 - (i) a shorter period is specified by the Authority; or
 - (ii) the Authority varies, suspends, revokes or otherwise terminates the certificate; or
 - (iii) the ATO surrenders it to the Authority.

10. Renewal of the ATO Certificate

- (1) An ATO certificate holder may apply for renewal of the certificate at least 60 days before the expiry date in order to ensure continuity of the training, provided the ATO meets the requirements of this Regulation.
- (2) The Authority shall inspect an ATO that applies for renewal to ensure that the ATO's operations are consistent with the approved terms and requirements of these regulations.
- (3) Any application for renewal of an ATO certificate made after the expiry of the certificate shall unless otherwise authorised by the Authority, be treated as a new application and the applicant shall comply with the procedure for issuance as provided in regulations (6) and (7).

11. Amendment of an ATO Certificate and Training Specifications

- (1) The Authority may amend an ATO certificate or the training specifications:
 - (a) on the Authority's own initiative, under the applicable legislation; or,
 - (b) Upon application by the certificate holder.
- (2) An application for amendment of an ATO certificate and training specifications shall be submitted to the Authority at least 90 days before the beginning of any proposed training which was not approved before.
- (3) An application for amendment of ATO certificate and training specifications shall contain the following information:
 - (a) statement showing that in accordance with the provisions of the Fourth Schedule to this Regulation:
 - (i) each approved management position meets the minimum qualification requirements in relation to the amendment being sought; or
 - (ii) the ATO has proposed action to ensure that the minimum qualification requirements are met
 - (b) a description of the proposed amendments to the training specifications requested by the applicant
 - (c) revision of the ATO's approved manuals that are affected by the intended amendment to reflect the ATO compliance with all the provisions of the first and second schedules to this Regulation, with focus on:
 - (i). the minimum qualifications and ratings for each instructor;
 - (ii). the training equipment and where applicable facilities appropriate for the delivery of training for the new courses.
 - (iii). qualifications of any other personnel to be used under the proposed amendment;
 - (iv). where applicable a description of any additional quality control measures proposed; and

- (v). An updated statement of compliance showing how the applicant has met all applicable requirements of this Regulation and other relevant Civil Aviation Regulations in relation to the amendment
- (4) An ATO shall not conduct training for courses other than those specified under the ATO certificate privileges unless the amendments have been approved by the Authority

12. Oversight Exercised by the Authority

- (1) The Authority shall conduct continued surveillance of the ATO's training delivery after approval to ensure that the ATO certificate holder is operating within the terms of its approval and as described in the approved training and procedures manual; This surveillance shall include:
 - (a) a review of the ATO's quality assurance (QA) system, its administrative, technical and training records and its operational activities.
 - (b) consideration of records held by the Authority including, practical tests and examination results, in addition to on-site inspections, audits and other surveillance activities
- (2) The main elements of the ATO activities that are subject to the Authority's oversight include, as applicable, the following:
 - (a) staff adequacy in terms of number and qualifications;
 - (b) validity of instructors' licences, certificates, ratings, authorizations and logbooks;
 - (c) appropriate and adequate facilities for the training and for the number of students;
 - (d) documentation process, including the review and update of the training and procedures manual, with particular emphasis on course documentation, including records of updates and training or operations manuals;
 - (e) training delivery in the classroom and in simulation devices and, if applicable, flight instruction or on- the-job training, including briefing and de-briefing;
 - (f) instructor training;
 - (g) Quality Assurance practices;
 - (h) safety management system (SMS) functionality;
 - (i) training, examination and assessment records;
 - (j) evaluation and checking;
 - (k) equipment serviceability;
 - (l) aircraft registration, associated documents and maintenance records; and
 - (m) training device qualification and approval
- (3) Where the Authority has approved a foreign training organization using alternative approval process described in regulation (7), the Authority may to a

certain extent consider the outcome of the surveillance system of the baseline CAA as applicable.

13. Variation, Suspension or Revocation of ATO Certificate

- (1) The Authority may vary, suspend or revoke an approved training organization certificate or the training specifications, when it is established that the ATO certificate holder:
 - (a) does not comply with or no longer meets the requirements of these Regulations; or
 - (b) the ATO is operating in violation of any applicable provision of these Regulations

14. ATO Certificate Holder Responsibilities

- (1) A holder of an ATO certificate shall:
 - (a) ensure that the facilities, equipment and working environment of the ATO are appropriate for the tasks to be performed;
 - (b) ensure that the organization has the necessary technical data, equipment, training devices and material to conduct the courses for which it is approved.
 - (c) not make a substantial change in key personnel, training specifications, location (physical address) facilities, equipment or material that have been approved for a particular training program, unless that change is approved by the Authority in advance;
 - (d) maintain the records required by this Regulation in facilities adequate for that purpose and approved by the Authority;
 - (e) establish and maintain a well described system for the completion, storage, retention and archiving of records regarding all operations of the organization; and
 - (f) Notify the Authority of any changes that may cause the ATO to deviate from the requirements of the ATO certificate and training specifications prior to implementation of such changes

15. Location of Principal Business Office

An applicant, or holder of an ATO certificate shall establish and maintain a principal business office that is physically located at the address shown on the certificate.

16. Satellite ATOs

- (1) A holder of an ATO certificate may conduct training in accordance with a training program approved by the Authority at a satellite ATO where:
 - (a) the facilities, equipment, personnel and course content of the satellite ATO meet the approved requirements of these regulations;
 - (b) the instructors at the satellite ATO are under the direct supervision of management personnel of the principal ATO; and

- (c) the ATO certificate holder's training specifications reflect the name and address of the satellite ATO and the approved training courses offered at the satellite ATO.
- (2) A training organisation located outside the Republic of South Sudan may apply for a South Sudan ATO certificate, to provide training leading to a license issued by the Authority provided the requirements of these regulations are met.
- (3) The Authority shall issue training specifications which describe the operations authorized.
- (4) An ATO may sub-contract certain activities to any other organizations subject to the approval of the Authority.
- (5) The ultimate responsibility for the training provided by the satellite ATO remains with the principal ATO.
- (6) The principal ATO and the satellite ATO will execute a written agreement defining the safety and quality related to the services to be provided.
- (7) The satellite ATO's safety related activities relevant to the agreement under sub-regulation (6) shall be included in the ATO's safety and quality assurance programmes.

17. Distance Learning

- (1) A training organization operator may apply for approval of distance learning for credit towards the completion of an approved core or speciality curriculum.
- (2) An ATO shall not conduct distance learning unless its distance learning training program has been approved by the Authority
- (3) The ATO certificate applicant or holder shall demonstrate that the distance learning program meets or exceeds the standards of performance anticipated through on-site classroom training.
- (4) A training organization that desires to conduct distance learning shall prepare and present to the Authority, for approval in accordance with the Third Schedule to this Regulation a manual of distance learning.
- (5) The distance learning specified in this regulation shall be limited to theoretical knowledge-based training only.
- (6) A training organization shall not conduct distance learning for any psychomotor (hands on practical) skills training module.
- (7) The Authority shall approve distance learning modules in phases through an initial approval process, followed by a trial period prior to issuing final approval at least:
 - (a) 1 months for partial distance learning programmes
 - (b) 2 months for 100% distance learning programme

18. Changes Requiring Notice to the Authority

- (1) A holder of an ATO shall not make and implement changes in its operations regarding any of the terms of approval without notification to and subsequent approval/acceptance by the Authority
- (2) An ATO that desires to make changes shall submit request for such changes within at least:
 - (a) 30 days for Management personnel,
 - (b) 60 days for training facilities;
 - (c) 30 days for training equipment;
 - (d) 90 days for training specifications/training programs; and
 - (e) 30 days for procedures
- (3) The application for change shall be in line with the applicable technical guidance material and will at least include:
 - (a) Elements of change
 - (b) Reasons for change
 - (c) Time of implementation of the intended change
 - (d) A statement clearly showing that the change will not compromise the operations of the organization.

19. Quality Management Manual

- (1) An applicant for ATO certificate shall prepare a Quality Management Manual in accordance with the first schedule to this regulation and submit to the Authority for Approval
- (2) The ATO certificate holder shall ensure that the quality management manual is amended as necessary to keep the information contained therein up-to-date and the amendments are submitted to the Authority for approval before implementation
- (3) Copies of all approved amendments to the quality management manual shall be furnished promptly to all organizations or persons to whom the manual has been issued after being approved by the Authority.
- (4) The approved training organization shall make available the approved quality management manual for the use and guidance of personnel concerned.

20. Training Manual and Procedure Manual

- (1) An applicant for an ATO certificate shall prepare a Training Manual and Procedures Manual in accordance with the Second Schedule to this Regulation and submit to the Authority for Approval.
- (2) An ATO certificate holder shall maintain an up-to-date Training Manual and Procedures Manual approved by the Authority.

- (3) The Training Manual and Procedures Manual under sub-Regulation (1) shall contain information and instructions to enable staff to perform their duties and to give guidance to students on how to comply with course requirements, as listed in the Training Manual and Procedures Manual.
- (4) An applicant or holder of ATO certificate may combine the Training Manual and Procedures Manual in one document.
- (5) The holder of an ATO certificate shall ensure that the Training Manual and Procedures Manual are amended as necessary to keep the information contained therein up-to-date and the amendments are submitted to the Authority for approval before implementation.
- (6) Copies of all amendments to the Training Manual and Procedures Manual shall be furnished promptly to all organizations or persons to whom the manual has been issued after being approved by the Authority.
- (7) The training organization shall make available the training manual and procedures manual for the use and guidance of personnel concerned.

21. Safety Management Manual

- (1) An applicant for an ATO certificate whose training operations involve live aircraft operation shall prepare and submit to the Authority a safety management manual.
- (2) A holder of an ATO certificate whose training operations involve live aircraft operation shall maintain an up-to-date safety management manual approved by the Authority.
- (3) The safety management manual referred to in sub- regulations (1) and (2) shall be prepared in accordance with the South Sudan Civil Aviation (Safety Management) Regulations.
- (4) Subject to sub- regulations (1) and (3), approval of a training organization by the Authority shall be dependent upon the applicant demonstrating compliance with the requirements contained in the South Sudan Civil Aviation Safety Management Regulation.
- (5) The holder of an ATO certificate shall ensure that the safety management manual is amended as necessary to keep the information contained therein up to date.
- (6) Copies of all amendments to the safety management manual shall be furnished promptly to all organizations or persons to whom the manual has been issued after being approved by the Authority.
- (7) The training organization shall make available the safety management manual for the use and guidance of personnel concerned.

CHAPTER III

TRAINING FOR FLIGHT CREW LICENCES AND RATINGS

22. Flight Crew Training Courses

- (1) The Authority may approve, as provided in the training specifications, the following courses of instruction to an applicant, or a holder of an ATO certificate, provided the applicant meets the requirements of the South Sudan Civil Aviation Personnel Licensing Regulations and this regulation, including meeting the requirements for:
 - (a) private pilot licence course;
 - (b) commercial pilot licence course;
 - (c) instrument rating course;
 - (d) instrument rating-multi-crew
 - (e) airline transport pilot licence course;
 - (f) multi-crew pilot licence course;
 - (g) flight engineer licence course;
 - (h) flight navigator licence course;
 - (i) flight instructor rating course;
 - (j) instructor course for additional type or class ratings;
 - (k) ground instructor course; and
 - (l) instructor course for synthetic flight training;
- (2) The Authority may authorize an ATO certificate holder to conduct complementary courses (courses that do not lead to issuance of a licence) in accordance with the procedure prescribed by the Authority in the applicable technical guidance material.

23. Key Management Personnel Required for ATO

- (1) An ATO certificate holder or applicant shall demonstrate to the Authority that an adequate number of qualified, competent staff are employed as follows:
 - (a) an accountable manager;
 - (b) head of quality management;
 - (c) head of training;
 - (d) head safety management;
 - (e) a chief flight instructor, as applicable;
 - (f) a chief ground instructor as applicable; and
 - (g) an adequate number of ground and flight instructors and any other instructors relevant to the courses provided.
- (2) An instructor for flight training shall hold an instructor rating or authorization in accordance with the applicable provision of the South Sudan Civil Aviation Personnel Licensing Regulation.
- (3) The TO shall ensure that all instructional personnel receive training appropriate to their assigned tasks and responsibilities in the training program established by the training organization; this training shall include:
 - (a) initial training;
 - (b) recurrent training at intervals prescribed in the South Sudan Civil Aviation Personnel Licensing Regulation;

- (c) update training relevant to the most recent technology and training methodologies appropriate to the competencies for which the students are being trained and examined; and
 - (d) training in knowledge and skills related to human performance
- (2) The training program for instructional personnel established by the ATO shall include training in knowledge and skills related to human performance.
 - (3) The responsibilities and qualifications of the management personnel employed in a TO shall be as specified in the Fourth Schedule to these Regulations.
 - (4) Notwithstanding the requirement in sub- regulation (1) the Authority may approve personnel to combine some key positions where the TO satisfactorily demonstrates to the Authority their ability to undertake the organizational and training activities under the direction of fewer management personnel without compromising the quality of operations considering the:
 - (a) Size and scope of TO operations;
 - (b) kind of training conducted; and
 - (c) number of students;
 - (5) Subject to sub- regulation (6), small and less complex TOs may combine some key positions where the TO demonstrates that the resulting position's roles and responsibilities shall not be adversely affected by such a decision
 - (6) A TO shall describe the duties and qualification of the personnel referred to in sub regulation (1) designated as responsible for planning, performing and supervising the training in accordance with the applicable technical guidance material and the fourth Schedule to these Regulations.
 - (7) Training organizations that employ the services of temporary employees, including subject matter experts shall have in place measures acceptable to the Authority to ensure that the temporary employees and subject matter experts don't elevate the risk of non-standardized delivery of training and of a decrease in the level of service provided by the TO, including:
 - (a) detailed, documented policies, processes and procedures that are easy to understand and uniformly applied;
 - (b) initial indoctrination training, to mitigating the risk. and
 - (c) refresher training is implemented on a scheduled basis for part-time or temporary instructional personnel prior to commencing their duties after a specified period of inactivity.

24. Training Program Approval

- (1) A person shall not conduct any training provided for under this part and the associated South Sudan Civil Aviation Personnel Licensing Regulations as amended unless such program has been approved by the Authority.
- (2) An applicant, or a holder of an ATO certificate, shall submit the training program(s) to the Authority for approval.
- (3) Each training program required by sub- regulations (1) and (2) shall bear the content and sequence of the training program acceptable to the Authority which shall include at least:

- (a) a breakdown of flying and theoretical knowledge instruction in either a week-by-week or phased presentation;
 - (b) a list of standard exercises and a curriculum summary, in particular synthetic flight training and theoretical knowledge instructions, phased in such a manner that students apply to flying exercises the knowledge gained on the ground;
 - (c) minimum aircraft and flight training equipment requirements for each proposed program;
 - (d) minimum instructor qualifications for each proposed program; and
 - (e) a program for initial training and recurrent training of each instructor employed to instruct in a proposed program.
- (4) competency-based training for flight crew shall be conducted within an approved training organization's facility.

25. Training Aircraft

- (1) An applicant for, an approved training organization certificate shall provide an adequate fleet of training aircraft for approval by the Authority in accordance with the courses of training for flight crew licences and ratings being sought.
- (2) A holder of an approved training organization certificate shall have and maintain an adequate fleet of training aircraft in accordance with the Authority approval appropriate to the approved courses.
- (3) The training aircraft provided under sub- regulations (1) and (2) shall be fitted with dual primary flight controls for use by the instructor and the student, and shall not have swing-over flight controls.
- (4) The fleet provided under sub- regulations (1) and (2) shall include:
 - (a) as appropriate to the courses of training, aeroplanes suitable for demonstrating stalling and spin avoidance;
 - (b) as appropriate to the courses of training, a helicopter suitable for auto-rotation demonstration; and
 - (c) Aircraft suitably equipped to simulate instrument meteorological conditions and suitably equipped for instrument flight training and testing.

26. Synthetic Flight Trainers or Flight Simulators

- (1) An applicant, or a holder of an ATO certificate providing synthetic flight training shall:
 - (a) have suitably equipped synthetic flight trainers appropriate to the number of students and organization of courses; and
 - (b) ensure that each synthetic flight trainer used for training, testing and checking is specifically qualified and approved by the Authority for:
 - (i) each manoeuvre and procedure for the make, model and series of aircraft, set of aircraft, or aircraft type simulated, as applicable; and
 - (ii) Each training program or training course for which the synthetic flight trainer is used, meets the requirements of this regulation.

- (2) A training organization shall not use synthetic training devices for training unless such synthetic trainers have been assessed and approved by the Authority to ensure that they are appropriate to the task(s) undertaken by the training organization

27. Aerodromes and Sites

- (1) An applicant, or a holder of, an ATO certificate for flight crew training shall demonstrate continuous use of each airport or sites for helicopter, whichever is applicable, training at which training flights originate and that the airport has an adequate runway and other necessary equipment.
- (2) A base aerodrome and any alternative base aerodrome at which flight training is to be conducted shall have at least the following facilities:
 - (a) at least 1 runway or take-off area that allows training aircraft to make a normal take-off or landing at the maximum take-off or maximum landing mass authorized, and touch down autorotation as appropriate:
 - (i) under calm wind of not more than 5 knots conditions and temperatures equal to the mean high temperature for the hottest month of the year in the operating area;
 - (ii) clearing all obstacles in the take-off flight path by at least 50 feet;
 - (iii) with the power plant operation and the landing gear, where applicable recommended by the manufacturer; and
 - (iv) with a smooth transition from lift-off to the best rate of climb speed without exceptional piloting skills or techniques.
 - (b) wind direction indicator that is visible at ground level from the ends of each runway;
 - (c) have adequate runway electrical lighting if used for night training;
 - (d) have a traffic direction indicator when:
 - (i) the airport does not have an operating control tower; and
 - (ii) traffic and wind advisories are not available;
 - (e) sites shall be available for:
 - (i) confined area operation training;
 - (ii) simulated engine off autorotation; and
 - (iii) sloping ground operation.

28. Training Facilities and Equipment

- (1) An applicant for, or a holder of, an ATO certificate for flight crew training shall demonstrate continuous use of each airport or sites for helicopter, whichever is applicable, training at which training flights originate and that the airport has an adequate runway and other necessary equipment.
- (2) A base aerodrome and any alternative base aerodrome at which flight training is to be conducted shall have at least the following facilities:
 - (a) at least 1 runway or take-off area that allows training aircraft to make a normal take-off or landing at the maximum take-off or maximum landing mass authorized, and touch down autorotation as appropriate:
 - (i) under calm wind of not more than 5 knots conditions and temperatures equal to the mean high temperature for the hottest month of the year in the operating area;
 - (ii) clearing all obstacles in the take-off flight path by at least 50 feet;

- (iii) with the power plant operation and the landing gear, where applicable recommended by the manufacturer; and
 - (iv) with a smooth transition from lift-off to the best rate of climb speed without exceptional piloting skills or techniques.
 - (b) wind direction indicator that is visible at ground level from the ends of each runway;
 - (c) have adequate runway electrical lighting if used for night training;
 - (d) have a traffic direction indicator when:
 - (i) the airport does not have an operating control tower; and
 - (ii) traffic and wind advisories are not available;
 - (e) sites shall be available for:
 - (i) confined area operation training;
 - (ii) simulated engine off autorotation; and
 - (iii) sloping ground operation.
- (3) An applicant for, or a holder of an ATO certificate shall, have facilities appropriate for the size and scope of intended operations, provided in an environment conducive to learning.
- (4) The minimum facilities shall be:
 - (a) general areas which consist of sufficient;
 - (i). office space for ATO managerial, administrative and training staff;
 - (ii). study and examination rooms;
 - (iii). reference/library facilities; and
 - (iv). storage areas, including secure areas for training and personnel records;
 - (b) for knowledge instructions, classroom areas which are suitably equipped to effectively deliver the theoretical elements of the training programme in accordance with the training and procedures manual; this includes:
 - (i) classroom;
 - (ii) suitable demonstration equipment;
 - (iii) a radio telephony training and testing facility;
 - (iv) a library; and
 - (v) an office for instructors.
 - (c) Where applicable, for distance learning, a description of the facilities and equipment appropriate to the distance learning program of the ATO:
 - (d) For practical training, training areas which are designed and equipped to ensure the attainment of end-state competencies. These facilities should include, whenever *applicable*
 - (i) an operation, planning and briefing room;
 - (ii) simulation and procedure trainer areas;
 - (iii) suitable parking areas for training aircraft;
 - (iv) workshop and aircraft hangar facilities; and
 - (v) parts, tools and material storage areas
- (5) A holder of an ATO certificate shall not make a substantial change in training facilities, equipment or material that have been approved for a particular training program unless such change is approved by the Authority in advance.
- (6) The ATO's principal place of business shall not be shared with or used by another TO.

- (7) Notwithstanding the provision of sub - regulation (4), a training organization that uses or intends to use facilities and equipment owned by other entities shall present to the Authority evidence of:
 - (a) standing agreements with the other institutions to lease facilities and equipment.
 - (b) A contingency plan in their quality manual for instances when training levels are such that the use of another institution's facilities and equipment is required to ensure integrity and quality of training.
- (8) Subject to sub- regulation (5), the training organization shall not start using the facilities or equipment of other entities without prior approval/acceptance by the Authority.

CHAPTER IV

TRAINING FOR LICENCES AND RATINGS FOR AIRCRAFT MAINTENANCE ENGINEERS, AIR TRAFFIC CONTROLLERS AND FLIGHT OPERATIONS OFFICERS/FLIGHT DISPATCHERS

29. Training Courses for Licenses and Ratings for Aircraft Maintenance Engineers, Air Traffic Controllers, Flight Operation Officers or Flight Dispatchers

- (1) The Authority may approve the following courses of instruction for an applicant, or holder of an ATO certificate, provided the applicant meets the requirements of this Regulation and the South Sudan Civil Aviation Personnel Licensing Regulations:
 - (a) aircraft maintenance engineers' licence courses;
 - (b) aircraft maintenance engineers type courses;
 - (c) air traffic controller licence course;
 - (d) air traffic controller ratings courses
 - (e) flight operation officer/dispatcher licence course;
 - (f) flight radiotelephony operator licence course
- (2) The Authority may authorize an ATO certificate holder to conduct complementary courses (courses that do not lead to issuance of a licence) in accordance with the procedure prescribed by the Authority in the applicable technical guidance material

30. Key Management Personnel Required for ATO

- (1) An ATO certificate applicant or holder shall demonstrate to the Authority that an adequate number of qualified and competent staff are employed as follows:
 - (a) an accountable manager;
 - (b) head of quality management;
 - (c) a head of training;
 - (d) course chief instructors; and
- (e) an adequate number of qualified and competent instructors and evaluators relevant to the courses provided or sought.

- (2) The instructors and evaluators referred to in sub-regulations (1) (e) shall meet the requirements of the Civil Aviation (Personnel Licensing) Regulations associated with the courses they teach as holders of appropriate licences, ratings, certificates, authorizations
- (3) The TO shall ensure that all instructional personnel receive training appropriate to their assigned tasks and responsibilities in the training program established by the training organization: This training shall include:
 - (a) Initial training;
 - (b) recurrent training at intervals prescribed in the civil Aviation (Personnel Licensing) Regulations;
 - (c) update training relevant to the most recent technology and training methodologies appropriate to the competencies for which the students are being trained and examined; and
 - (d) training in knowledge and skills related to human performance.
- (4) The TO shall provide a description of key personnel indicating how the TO ensures that the personnel have good interpersonal and communication skills, integrity, impartiality in carrying out tasks, tactful, good understanding of human nature and possess the ability to get along with other people.
- (5) The personnel specified in this Section shall submit their credentials to the Authority and shall be required to demonstrate that they have relevant qualifications and satisfactory experience related to the training proposed or conducted as appropriate in accordance with the Fourth Schedule to this Regulation.
- (6) Notwithstanding the requirement in sub- regulation (1) the Authority may approve personnel to combine some key positions where the TO satisfactorily demonstrates to the Authority their ability undertake the organizational and training activities effectively under the direction of fewer management personnel considering the:
 - (a) Size and scope of TO
 - (b) kind of training conducted;
 - (c) number of students
- (7) Subject to sub- regulation (5), small and less complex TOs may combine some key positions when it can be demonstrated the resulting position's roles and responsibilities shall not be adversely affected by such a decision
- (8) Training organizations that employ the services of temporary (part -time) employees shall have in place measures to ensure that the temporary employees don't elevate the risk of non-standardized delivery of training and of a decrease in the level of service provided by the TO, including:
 - (a) detailed, documented policies, processes and procedures that are easy to understand and uniformly applied;
 - (b) initial indoctrination training, to mitigating the risk; and Refresher training is implemented on a scheduled basis for part-time or temporary instructional personnel prior to commencing their duties after a specified period of inactivity.

31. Training Program Approval

- (1) A person shall not conduct any training provided for under this part and the associated South Sudan Civil Aviation Personnel Licensing Regulations unless such program has been approved by the Authority.
- (2) An applicant, or a holder of an approved training organization certificate shall:
 - (a) apply to the Authority for approval of the desired training program(s);
 - (b) ensure that each training program submitted to the Authority for approval meets the requirements as contain in South Sudan Civil Aviation Personnel Licensing Regulations;
 - (c) indicate in the application:
 - (i) courses which are part of the program; and
 - (ii) Requirements of the South Sudan Civil Aviation Personnel Licensing Regulations which may be satisfied.
 - (d) Where applicable for distance learning, clearly indicate, program for distance learning.
- (3) Where the Authority finds that the applicant's training programme does not meet the applicable requirements, it shall require the holder to make revision in the training programme.
- (4) Competency-based training for aircraft maintenance engineers, air traffic controllers and flight operation officers shall be conducted within an approved training organization facility.

32. Training Facilities, Equipment and Material for Aircraft Maintenance Engineer Courses

- (1) An applicant for, or a holder of an approved training organization (ATO) certificate that intends to conduct or conducts aircraft maintenance engineer courses shall have suitable facilities acceptable to the Authority, appropriate for the maximum number of students expected to be taught at any time and the ratings sought, as follows:
 - (a) an enclosed adequately equipped classroom;
 - (b) a well-equipped library;
 - (c) workshops, equipment, tools, adequate supply of materials, special tools and similar articles for the rating sought;
 - (d) adequate office facilities; and
 - (e) Secure storage facilities for examination materials and training records, electronic or manual.
- (2) An applicant for, or holder of an ATO certificate for aircraft maintenance engineer courses shall have and maintain;
 - (a) adequate instructional equipment appropriates to the category of training and the number of trainees anticipated or taught respectively; and
 - (b) Where applicable, for distance learning, adequate facilities and equipment appropriate to training organization's distance learning program
- (3) A holder of an ATO certificate shall not make any change in facilities, equipment or material that have been approved for a particular training program, unless such change is approved by the Authority in advance.

- (4) An applicant for, or holder of, an ATO certificate to conduct aircraft maintenance engineer courses shall ensure that the tools, materials, and instructional equipment required by sub- regulations (1) and (2) are in satisfactory working condition for instructional and practice purposes.
- (5) A training organization that uses or intends to use facilities or equipment owned by other entities shall present to the Authority evidence of:
 - (a) standing agreements with the other institutions to lease facilities and equipment; and
 - (b) A contingency plan in their quality manual for instances when training levels are such that the use of another institution's facilities and equipment is required to ensure integrity and quality of training.
- (6) Subject to sub- **regulation** (5), the training organization shall not start using the facilities or equipment of other entities without prior approval/acceptance by the Authority.
- (7) The provision of sub- **regulation** (5) shall not apply in the case of industrial training.

33. Training Facilities, Equipment and Material for Air Traffic Controllers or Flight Radiotelephony Operator

- (1) An applicant for, or holder of, an approved training organization (ATO) certificate to train air traffic controllers or flight radiotelephony operators shall have facilities appropriate and adequate for the maximum number of students expected to be taught at any time and the ratings sought, as follows:
 - (a) an enclosed adequately equipped classroom;
 - (b) well-equipped library;
 - (c) well-designed simulators appropriate for the rating(s) sought;
 - (d) adequate office space for instructors;
 - (e) control desk or console where applicable;
 - (f) ICAO approved syllabus for rating being sought; and
 - (g) Secure storage facilities for examination materials and training records, electronic or manual.
- (2) An applicant for, or a holder of, an ATO certificate with air traffic control or flight radiotelephony operator privileges shall maintain:
 - (a) adequate instructional equipment appropriate to the rating(s) sought or taught and the number of trainees anticipated or taught at a time respectively;
 - (b) Where applicable, for distance learning, adequate facilities and equipment appropriate to training organization's distance learning program
- (3) A holder of an ATO certificate to train air traffic controllers or flight radiotelephony operators shall not make any change in facilities, equipment, simulators or materials that have been approved for a particular training unless such change is approved by the Authority in advance.
- (4) An applicant for, or holder of, an ATO certificate to train air traffic controllers or flight radiotelephony operators shall ensure that the equipment, and

simulators required in regulations (1) and (2) are in satisfactory working condition for instructional and practice purposes.

- (5) A training organization that uses or intends to use facilities and equipment owned by other entities shall present to the Authority evidence of:
 - (a) standing agreements with the other institutions to use facilities and equipment;
 - (b) a contingency plan in their quality manual for instances when training levels are such that the use of another institution's facilities and equipment is required to ensure integrity and quality of training
- (6) Subject to sub- regulation (5), the training organization shall not start using the facilities or equipment of other entities without prior approval/acceptance by the Authority.
- (7) The provision of sub- regulation (6) shall not apply in the case of industrial training.

34. Training Facilities, Equipment and Material for Flight Operations Officers or Flight Dispatchers

- (1) An applicant for, or holder of an approved training organization (ATO) certificate to train flight operations officers shall have facilities, as determined by the Authority, appropriate for the maximum number of students expected to be taught at any time, as follows:
 - (a) Adequate enclosed classroom;
 - (b) Flight operations facilities, including:
 - (i) an operations room;
 - (ii) a flight planning room;
 - (iii) an office for the instructors;
 - (c) suitable demonstration equipment; ;
 - (d) suitable radio telephony training and testing facility for flight operations officer training only;
 - (e) a library; and
 - (f) secure storage facilities for examination materials and training records, electronic or manual.
- (2) An applicant for, or a holder of an ATO Certificate for flight operations officers/flight dispatcher course shall have and maintain:
 - (a) adequate instructional equipment appropriate for the number of trainees anticipated or taught at a time respectively; and
 - (b) Where applicable, for distance learning, adequate facilities and equipment appropriate to the training organization's distance learning program
- (3) A holder of an ATO certificate shall not make a substantial change in facilities, equipment or material that have been approved for a particular training program, unless that change is approved by the Authority in advance.
- (4) An applicant for, or holder of, an ATO certificate to train flight operations officers shall ensure that the equipment and materials, required by sub-regulation (1) and (2) are in satisfactory working condition for instructional and practice purposes.

- (5) A training organization that uses or intends to use facilities and equipment owned by other entities shall present to the Authority evidence of:
 - (a) Standing agreements with the other institutions to use facilities and equipment; and
 - (b) A contingency plan and equipment are required to ensure integrity and quality of training
- (6) Subject to sub- regulation (5), the training organization shall not start using the facilities or equipment of other entities without prior approval/acceptance by the Authority.
- (7) The provision of sub- regulation (6) shall not apply in the case of industrial training.

CHAPTER V
GENERAL PROVISIONS

35. Advertising Limitations

- (1) A training organization shall not:
 - (a) conduct or advertise to conduct any training, testing, or checking that is not approved by the Authority;
 - (b) make any statement relating to its ATO certification and training specifications that is false or designed to mislead any person contemplating enrolment in that TO;
 - (c) advertise that the TO is certified unless it clearly differentiates between courses that have been approved or authorized and those that have not been approved by the Authority under this regulation
- (2) An ATO whose certificate and training specifications have been varied, surrendered, suspended, revoked, or terminated shall promptly:
 - (a) remove all indications, including signs, wherever located, that the ATO was certified by the Authority; and
 - (b) Notify all advertising agents, and advertising media employed by the ATO to cease all advertising indicating that the ATO is certified by the Authority.

36. Requirements for Exemption

- (1) A person may apply to the Authority for exemption from any of the provisions of this regulation.
- (2) An application for exemption shall be submitted to the Authority and processed in a manner prescribed in the technical guidance material
- (3) The request for exemption shall contain the applicant's:
 - (a) name;
 - (b) physical address and mailing address;
 - (c) telephone number;
 - (d) fax number where available; and
 - (e) Email address where available.

- (f) The regulation(s) the exemption is sought from; and
 - (g) The duration for exemption
 - (h) the justification for exemption
- (4) The application for exemption shall be accompanied by a fee for technical evaluation, prescribed by the Authority in the applicable Aeronautical Information Circulars

37. Issuance of Exemption

- (1) The Authority may, upon consideration of the circumstances of a particular ATO, issue an exemption providing relief from specified provisions of this regulation provided that:
- (a) the Authority finds that the circumstances presented warrant the exemption; and
 - (b) a level of safety shall be maintained equal to that provided by the regulation from which the exemption is sought.
- (2) The exemption referred to in sub- regulation (1) may be terminated or amended at any time by the Authority in the interest of public safety.
- (3) A person or TO who receives an exemption shall have in place a means of notifying there TO management and responsible personnel performing functions subject to the exemption.
- (4) An exemption granted to a person or TO under this regulation shall not be shared or transferred for any reason.

38. Possession of the Licence, Certificate, Approval or Authorization

ATO certificate holder personnel holding of a licence, certificate, approval or authorisation issued by the Authority shall have the licence, certificate, approval or authorisation in his or her possession or at the work site when exercising the privileges of the licence, certificate, approval or authorisation during the execution of duties assigned to him or her by the ATO.

39. Drug and Alcohol Testing and Reporting

- (1) A person who performs any ATO function requiring the Authority's approval may be tested for drug or alcohol usage.
- (2) Where the Authority or any person authorised by the Authority wishes to test a person referred to in sub- regulation (1) for the percentage by weight of alcohol in the blood, or for the presence of narcotic drugs, marijuana, or depressant or stimulant drugs or substances in the body, and that person:
- (a) refuses to submit to the test; or
 - (b) Having submitted to the test, refuses to authorise the release of the test results, the Authority may suspend or revoke the Certificate of the approved training organization (ATO) that employs that person.
- (3) In determining whether to suspend or revoke the certificate of the ATO, the Authority shall consider all relevant factors, including:
- (a) whether the ATO had knowledge of the drug or alcohol use;
 - (b) whether the ATO encouraged the person to refuse the drug or alcohol test;

- (c) whether the ATO to any disciplinary action against the person who failed or refused the drug tests; or
 - (d) the position that person held in the ATO.
- (4) The Authority shall require the ATO to show the cause why that person should not be dismissed from the employment of the ATO.
 - (5) A person who is convicted, whether in or outside the Republic of South Sudan, for any offence relating to the growing, processing, manufacture, sale, disposition, possession, transportation, or importation of narcotic drugs, marijuana, or depressant or stimulant drugs or substances, shall be dismissed from the employment of the ATO.
 - (6) The Authority may suspend or revoke the certificate or approval of an ATO that refuses to dismiss from its employment a person convicted under sub-regulation (6).

40. Inspection of Licenses Certificates, Approvals and Authorisations

A person who holds a License, certificate or authorisation required by this regulation shall present it for inspection upon request from the Authority or any person authorised by the Authority.

41. Change of Name

- (1) A holder of a licence, certificate, approval or authorisation issued under this Regulation may apply to change the name on the licence, certificate, approval or authorisation
- (2) An application for change of name shall be accompanied a court order, or other legal document verifying the name change.
- (3) The Authority will upon verification of the legal documents change the certificate or authorisation and issue a replacement;
- (4) The Authority shall return to the holder the original documents referred to in sub- regulation (3) and retain copies thereof and return the replaced licence, certificate, approval or authorisation with the appropriate endorsement.
- (5) The ATO shall upon receipt of the package in sub- regulation (4), immediately surrender the old certificate or authorization to the Authority.
- (6) The Authority will within 15 days update the register or any other relevant publication regarding the change of the ATO's name.

42. Change of Address

- (1) A holder of an ATO licence, certificate, approval or authorisation issued under these Regulations may apply to the Authority for change of mailing address or physical address.
- (2) A holder of an ATO Certificate licence, approval or authorisation issued under this Section who wishes to change address shall apply to the Authority in a form and manner prescribed in the applicable technical guidance materials and in the case of:
 - (a) mailing address, notify the Authority upon the change; and
 - (b) physical address, submit to the Authority application for change at least 60 days before the proposed change:

- (3) Subject to sub- regulation (2) an applicant for change of physical address shall ensure compliance with the all the facility requirements specified in these regulations appropriate to ATO's the approved training program
- (4) The Authority shall after inspection of the applicant's proposed facility approve the change only where the applicant complies with all applicable provisions of this regulation.
- (5) An ATO Certificate holder shall not exercise the privileges of the certificate, approval or authorisation from the new physical address without prior approval of the location and facility by the Authority.

43. Replacement of Licenses, Certificates, and Approval or Authorization

A person may apply to the Authority in the form and manner prescribed by the Authority in the applicable technical guidance materials for replacement of documents issued under this Regulation where such documents are lost or destroyed.

44. Suspension, Variation or Revocation of a Licence, Certificate, Approval or Authorization

- (1) The Authority may, where it considers it to be in public interest, suspend provisionally, pending further investigation, any licence, certificate, approval, authorisation or such other document issued, granted or having effect under this Regulation.
- (2) The Authority may, upon the completion of an investigation which has shown sufficient ground to its satisfaction and where it considers it to be in public interest, revoke, suspend, or vary any licence, certificate, approval, exemption or such other document issued or granted under these regulations.
- (3) The Authority may, where it considers it to be in public interest, prevent any person or aircraft from flying.
- (4) A holder or any person having the possession or custody of any certificate, approval, authorization or such other documents which has been revoked, suspended or varied under these Regulations shall surrender it to the Authority within 14 days from the date of revocation, suspension or variation.
- (5) The breach of any condition subject to which any certificate, approval, authorization or any other document, has been granted or issued under this Regulation shall render the document invalid during the continuance of the breach.

45. Use and Retention of Licenses, Certificates, Approvals, Authorization and Records

- (1) A person shall not:
 - (a) use any licence, certificate, approval, authorization or such other document issued or required by or under this regulation which has been forged, altered, revoked, or suspended, or to which he is not entitled; or
 - (b) forge or alter any licence, certificate, approval, authorization or such other document issued or required by or under this regulation; or
 - (c) lend any certificate, approval, exemption or such other document issued or required by or under this regulation to such other person; or

- (d) make any false representation for the purpose of procuring for himself/herself or any other person the grant issue renewal or variation of any such licence, certificate, approval, or authorization or such other document.
- (2) During the period for which it is required under this regulation to be preserved, a person shall not mutilate, alter, render illegible or destroy any records, or any entry made therein, required by or under this regulation to be maintained, or knowingly make, or procure or assist in the making of, any false entry in any such record, or wilfully omit to make a material entry in such record.
- (3) All records required to be maintained by or under this regulation shall be recorded in a permanent and indelible material.
- (4) A person shall not purport to issue any licence, certificate, approval or authorization for the purpose of this regulation unless he or she is competent, qualified and authorised to do so under these regulations.
- (5) A person shall not issue any licence, certificate, approval or authorization of the kind referred to in sub- regulation (4) unless he or she has satisfied himself or herself that all statements in the licence, certificate, approval or authorization are correct, and that the applicant is qualified to hold that licence, certificate, approval or authorization.

46. Record Keeping

- (1) A holder of an ATO certificate shall keep accurate and complete training records as an essential tool for the ATO to ensure the continuity and consistency of its training.
- (2) A training organization shall develop and maintain a record-keeping system with at least the following characteristics:
 - (a) *Completeness:* The records kept by the TO shall be sufficient to provide documentary evidence of each training action and allow the reconstruction of the training history of each student or instructor in the TO
 - (b) *Integrity:* the TO shall maintain the integrity of records, ensuring that they are not removed or altered. A backup of the records is also necessary to ensure continuity in case of a major disaster.
 - (c) *Accessibility:* records of both instructional personnel and trainees shall be readily accessible
- (3) The qualifications required for training-personnel and trainees shall be recorded in the record - keeping system to ensure that they are monitored and current.
- (4) Each ATO shall also establish and implement rules for archiving personal employment and training records that are non-active.
- (5) A holder of an ATO certificate shall have a system to maintain and retain the following records for a minimum period of 10 years from the date of completion of training:
 - (a) details of training given to individual students;
 - (b) detailed and regular progress reports from instructors including assessments, regular progress tests and examinations; and

- (c) trainee information, including, names, course, certificates held, expiry dates of medical certificates and where applicable, ratings.
- (6) Records of qualifications and training of instructors and examiners shall be retrained for a minimum period of ten (10) years after the instructor or examiner ceases to perform a function for the training organization.
- (7) The format of the student training records shall be specified in the training manual.

47. Report of Violations

- (1) Any person who knows of a violation of the South Sudan Civil Aviation Act, or any amendment under the Act, or any rule, regulation, or order issued there under, shall report the violation to the Authority.
- (2) The Authority will determine the nature and type of any additional investigation or enforcement action that need be taken.

48. Enforcement of Directives

A person who fails to comply with any directives given to him by the Authority or by any authorised person under these Regulations shall be deemed for the purposes of these Regulations to have contravened that provision.

49. Aeronautical User Fees

- (1) The Authority shall publish in the Aeronautical Information Circular the fees to be charged in connection with the issue, validation, renewal, extension or variation of any licence, certificate, approval, authorization or such other document, including the issue of a copy thereof, or the undergoing of any examination, test, inspection or investigation or the grant of any permission required by, or for the purpose of this Regulation any orders, notices or proclamations made there under.
- (2) Upon an application being made in connection with which any fee is chargeable in accordance with the sub-regulation (1), the applicant shall be required, before the application is entertained, to pay the fee so chargeable.
- (3) where, after payment has been made, the application is withdrawn by the applicant or otherwise ceases to have effect or is rejected, the Authority shall not refund the payment made.

CHAPTER VI

OFFENCES AND PENALTIES

50. Contravention of Regulations

A person who contravenes any provision of these regulations may have his or her licence, certificate, approval, authorisation, exemption or such other document revoked or suspended.

51. Offenses and Penalties

- (1) When any provision of these regulations, orders, notices or proclamations made there under is contravened in relation to an aircraft, the operator of

that aircraft and the pilot-in-command, where the operator or, the pilot in command is not the person who contravened that provision he or she shall, without prejudice to the liability of any other person under this regulation for that contravention, be deemed for the purposes of the provisions of this Regulation to have contravened that provision unless he or she proves that the contravention occurred without his consent or connivance and that he exercised all due diligence to prevent the contravention.

- (2) Where it is proved that an act or omission of any person, which would otherwise have been a contravention by that person of a provision of this Regulation, orders, notices or proclamations made there under was due to any cause not avoidable by the exercise of reasonable care by that person, the act or omission shall be deemed not to be a contravention by that person of that provision.
- (3) A person who contravenes any provision of this Regulation, orders, notices or proclamations made there under not being a provision referred to in sub-regulation (8) shall, upon conviction, be liable to a fine, and in the case of a continuing contravention, each day of the contravention shall constitute a separate offence.
- (4) In case an ATO's training aircraft is involved in a contravention and the contravention is by the owner or ATO operator, the aircraft shall be subject to a lien for the penalty.
- (5) Any aircraft subject to alien for the purpose of sub- regulation (4) may be seized by and placed in the custody of the Authority and any other responsible authority.
- (6) The aircraft shall be released from custody upon:
 - (a) payment of the penalty or the amount agreed upon in compromise;
 - (b) deposit of a bond in such amount as the Authority may prescribe, conditioned upon payment of the penalty or the amount agreed upon in compromise; and
 - (c) receiving an order of the court to that effect.
- (7) The Authority and any person specifically authorized by name by him or she or any police officer not below the rank of inspector specifically authorized by name by the Minister, may compound offences under the fifth schedule to these Regulations by assessing the contravention and requiring the person reasonably suspected of having committed the offence to pay to the Authority a sum equivalent in South Sudanese Pounds of one hundred United States dollars to in the Fifth Schedule to these Regulations.
- (8) When any person contravenes any provision specified in the fifth schedule to these Regulations, upon conviction is liable to a fine not less than the equivalent in South Sudanese Pounds of one thousand United States Dollars or to imprisonment for a term of 12 months or to both.
- (9) Where any person is aggrieved by any order made under sub- regulation (7), he may appeal, within twenty (21) days of such order being made, in accordance with the South Sudan appeal procedure.

52. Aeronautical User Fees

- (1) The Authority shall publish in the Aeronautical Information Circular the fees to be charged in connection with the issue, validation, renewal, extension or variation of any licence, certificate, approval, authorization or such other document, including the issue of a copy thereof, or the undergoing of any examination, test, inspection or investigation or the grant of any permission required by, or for the purpose of this Regulation any orders, notices or proclamations made there under.
- (2) Upon an application being made in connection with which any fee is chargeable in accordance with the sub- regulation (1), the applicant shall be required, before the application is entertained, to pay the fee so chargeable.
- (3) where, after payment has been made, the application is withdrawn by the applicant or otherwise ceases to have effect or is rejected, the Authority shall not refund the payment made.

53. Drug and Alcohol Testing and Reporting

- (1) A person who performs any ATO function requiring the Authority's approval may be tested for drug or alcohol usage.
- (2) Where the Authority or any person authorised by the Authority wishes to test a person referred to in sub- regulation (1) for the percentage by weight of alcohol in the blood, or for the presence of narcotic drugs, marijuana, or depressant or stimulant drugs or substances in the body, and that person:
 - (a) refuses to submit to the test; or
 - (b) Having submitted to the test, refuses to authorise the release of the test results, the Authority may suspend or revoke the Certificate of the approved training organization (ATO) that employs that person.
- (3) In determining whether to suspend or revoke the certificate of the ATO, the Authority shall consider all relevant factors, including:
 - (a) whether the ATO had knowledge of the drug or alcohol use;
 - (b) whether the ATO encouraged the person to refuse the drug or alcohol test;
 - (c) whether the ATO to any disciplinary action again the person who failed or refused the drug tests; or
 - (d) the position that person held in the ATO.
- (4) The Authority shall require the ATO to show the cause why that person should not be dismissed from the employment of the ATO.
- (5) A person who is convicted, whether in or outside the Republic of South Sudan, for any offence relating to the growing, processing, manufacture, sale, disposition, possession, transportation, or importation of narcotic drugs, marijuana, or depressant or stimulant drugs or substances, shall be dismissed from the employment of the ATO.
- (6) The Authority may suspend or revoke the certificate or approval of an ATO that refuses to dismiss from its employment a person convicted under sub- regulation (6).

54. Suspension, Variation or Revocation of a Licence, Certificate, Approval or Authorization

- (1) The Authority may, where it considers it to be in public interest, suspend provisionally, pending further investigation, any licence, certificate, approval, authorisation or such other document issued, granted or having effect under this Regulation.
- (2) The Authority may, upon the completion of an investigation which has shown sufficient ground to its satisfaction and where it considers it to be in public interest, revoke, suspend, or vary any licence, certificate, approval, exemption or such other document issued or granted under these regulations.
- (3) The Authority may, where it considers it to be in public interest, prevent any person or aircraft from flying.
- (4) A holder or any person having the possession or custody of any certificate, approval, authorization or such other documents which has been revoked, suspended or varied under these Regulations shall surrender it to the Authority within 14 days from the date of revocation, suspension or variation.
- (5) The breach of any condition subject to which any certificate, approval, authorization or any other document, has been granted or issued under this Regulation shall render the document invalid during the continuance of the breach.

55. Use and Retention of Licenses, Certificates, Approvals, Authorization and Records

- (1) A person shall not:
 - (a) use any licence, certificate, approval, authorization or such other document issued or required by or under this regulation which has been forged, altered, revoked, or suspended, or to which he is not entitled; or
 - (b) forge or alter any licence, certificate, approval, authorization or such other document issued or required by or under these regulations; or
 - (c) lend any certificate, approval, exemption or such other document issued or required by or under this regulation to such other person; or
 - (d) make any false representation for the purpose of procuring for himself/herself or any other person the grant issue renewal or variation of any such licence, certificate, approval, or authorization or such other document.
- (2) During the period for which it is required under this regulation to be preserved, a person shall not mutilate, alter, render illegible or destroy any records, or any entry made therein, required by or under this regulation to be maintained, or knowingly make, or procure or assist in the making of, any false entry in any such record, or wilfully omit to make a material entry in such record.
- (3) All records required to be maintained by or under this regulation shall be recorded in a permanent and indelible material.
- (4) A person shall not purport to issue any licence, certificate, approval or authorization for the purpose of this regulation unless he or she is competent, qualified and authorised to do so under these regulations.

- (5) A person shall not issue any licence, certificate, approval or authorization of the kind referred to in sub- regulation (4) unless he or she has satisfied himself or herself that all statements in the licence, certificate, approval or authorization are correct, and that the applicant is qualified to hold that licence, certificate, approval or authorization.

FIRST SCHEDULE

APPROVED TRAINING ORGANIZATIONS: - QUALITY MANAGEMENT MANUAL CONTENTS

(Regulation 16)

The Quality Management Manual of an Approved Training Organisation shall be structured as follows:

1.0 GENERAL:

1.1 Preliminary:

This Regulation shall comprise at least:

- (a) Preamble relating to the use and applicability of the manual
- (b) Table of contents.
- (c) Amendment, revision and distribution of the manual:
 - (i) procedures for amendment;
 - (ii) record of amendments page;
 - (ii) distribution list; and
 - (iii) list of effective pages.
- (d) Glossary of definitions and significant terms, including a list of acronyms and/or abbreviations.
- (e) Description of the structure and layout of the manual, including:
 - (i) the various parts and sections, as well as their contents and use; and
 - (ii) the numbering system for headings and paragraphs.
- (g) Description of key personnel indicating how the ATO ensures that they have good interpersonal and communication skills, integrity, impartiality in carrying out tasks, tactful, good understanding of human nature and possess the ability to get along with other people
- (h) Organizational chart of the ATO's management.
 - (i) Corporate Commitment statement

2.0 QUALITY SYSTEM ELEMENTS:

The quality system of an ATO shall address the following elements:

- (a) determination of the organization's training policy and training and flight safety standards;
- (b) determination and establishment of assignment of responsibility, resources, organization and operational processes, which will make allowance for policy and training and flight safety standards;
- (c) follow up system to ensure that policy, training and flight safety standards are complied with;
- (d) registration and documentation of deviations from policy, training and flight safety standards together with necessary analysis, evaluations and correction of such deviations;

- (e) evaluation of experiences and trends concerning policy, training and flight safety standards;
- (f) a strategic review of policies and procedures which measures the ATO's current assumptions, objectives and plans by applying a relevance test matched to evolving trends in the industry or changes occurring within the ATO; and
- (g) an employee training plan that instils and promotes best practices in quality management efforts.

3.0 QUALITY MANAGEMENT SYSTEM

The ATO quality system should contain the following:

3.1 Purpose of a Quality System

The implementation and employment of a Quality System will enable the ATO to monitor compliance with the relevant parts of the Procedures Manual and the Training Manual, and any other standards as established by the ATO or the Authority, to ensure safe and efficient training.

3.2 Quality Policy and Strategy

- (a) The TO operator should describe his/her policies in regard to how the policies and strategies are:
 - i. formulated
 - ii. deployed;
 - iii. reviewed; and
 - iv. turned into plans and actions.
- (b) A formal written Quality Policy Statement should be established as a commitment by the Accountable Manager as to what the Quality System is intended to achieve.
- (c) The TO Quality Policy should reflect the achievement and continued compliance with relevant parts of the Procedures Manual and the Training Manual together with any additional standards specified by the TO or the Authority.
- (d) The Accountable Manager should have overall responsibility for the Quality System including the frequency, format and structure of the internal management evaluation activities,
- (e) Depending on the size and scope of the ATO the accountable manager and quality manager may interact in different ways and the accountable manager may delegate to a quality manager the responsibilities as described in 3.3 below.

3.3 The Requirement for A Quality Manager

3.3.1 Depending on the size and scope of the ATO:

- i. The Accountable manager may be the head of training; hence the quality manager is accountable to the head of training;
- ii. The accountable manager may be different from the head of training; hence the quality manager is directly accountable to the accountable manager.

3.3.2 The Quality Manager should have the primary role of verifying, by monitoring training activities, that the standards as established by the

TO and any additional requirements of the Authority are being carried out properly.

- 3.3.3 The quality manager should be responsible for ensuring that the quality system (QS) is properly:
 - i. Documented;
 - ii. Implemented;
 - iii. Maintained; and
 - iv. continuously reviewed and improved.
- 3.3.4 The quality manager should have unrestricted access to all parts of the training organization.
- 3.3.5 The quality manager should be responsible for ensuring that personnel training related to the Quality System is conducted.

4.0 QUALITY SYSTEM

- 4.1 A training organization operator should establish and maintain a Quality System that ensures compliance with the regulations and the adequacy of training activities conducted. The ATO will specify the basic structure of the Quality System applicable to all training activities conducted. The Quality System will be structured according to the size of the ATO and the complexity of the training to be monitored
- 4.2 **Scope:** The ATO quality System should address at least the following:
 - (a) Leadership
 - (b) Policy and Strategy
 - (c) Processes
 - (d) The relevant provisions of Civil Aviation (Personnel Licensing) Regulations and.
 - (e) Additional standards and training procedures as stated by the ATO
 - (f) The organizational structure of the ATO
 - (g) Responsibility for the development, establishment and management of the Quality System
 - (h) Documentation, including manuals, reports and records
 - (i) Quality Assurance Programme
 - (j) The required financial, material and human resources
 - (k) Training requirements
 - (l) Customer satisfaction
- 4.3 A QS is the aggregate of all the ATO's activities, plans, policies, processes, procedures, resources, incentives and infrastructure working in unison towards a total quality management approach. It requires an organizational construct complete with policies, processes, procedures and resources that underpins a commitment to achieve excellence in product and service delivery through the implementation of best practices in quality management.
- 4.4 An ATO that supports its QA plan with a well-designed, implemented and maintained QS structure should be able to easily and repeatedly achieve results that exceed both the requirements of the applicable national regulations and the expectations of the ATO's clients.

- 4.5 The basic attributes of an effective QS should include, but are not necessarily limited to:
- (a) managerial structure that facilitates and encourages clear and unencumbered access to the decision makers
 - (b) an overarching company commitment to achieving excellence in the delivery of training services, rather than meeting minimum requirements;
 - (c) quality policies, processes and procedures that are well-designed, consistently applied and subject to formalized review and refinement processes;
 - (d) an employee training plan that instils and promotes best practices in quality management efforts;
 - (e) an organizational risk profile and corresponding risk management plan, which together provide a comprehensive list of hazards that are tied to the ATO's activities and establish mitigating measures to effectively manage those risks which threaten the achievement of desired standards of performance; and
 - (f) a strategic review of policies and procedures which measures the ATO's current assumptions, objectives and plans by applying a relevance test matched to evolving trends in the industry or changes occurring within the ATO.

5.0 ORGANIZATIONAL RISK PROFILE

- 5.1 An organizational risk profile is an inventory of identified hazards and threats that present risks which are likely to prevent conformity with the required standards of performance. This "threat to quality" list is normally arrived at by first establishing a directory of those activities that routinely take place in order to deliver and administer a training programme. Once complete, the activity directory is then expanded to identify the hazards and threats associated with each individual activity. Some examples of routine ATO activities that should be examined during this process are:
- (a) selection and training of staff;
 - (b) training programme development, validation and review;
 - (c) development and maintenance of training courseware;
 - (d) administrative staff duties in support of the training programme, the instructors and evaluators, and the students;
 - (e) delivery of training;
 - (f) record keeping;
 - (g) assessment and examination processes; and
 - (h) client and Licensing Authority feedback.
- 5.2 The risks identified through this exercise should not be limited to just those which currently exist but the TO should also include those potential risks that could arise from a change to existing circumstances or conditions

6.0 RISK MANAGEMENT PLAN

- 6.1 The operator of a training organization should design a risk management plan to mitigate the identified risks, real or potential, which were derived from the organizational risk profile exercise. The plan's objective is not to eliminate risk

so much as it is to effectively manage risk by putting in place risk controlling measures.

- 6.2 A well-developed and implemented risk management plan will substantially aid in accurately scoping out the depth and frequency of planned QA-related activities.
- 6.3 The plan should be subject to the management review process outlined in paragraph 4.5 (f) of this schedule
- 6.4 The current risk management plan should be readily accessible to all employees so that it can be accurately followed and open to comment for improvement.

7.0 COHERENCE MATRIX

- 7.1 A training organization operator should develop a coherence matrix, sometimes known as a correspondence matrix, in addition to the TO's compliance efforts. It is a detailed, tabulated document that lists all the applicable regulatory requirements imposed on the ATO. Beside each listed provision there should be at least two descriptive elements that identify:
 - a. the existing processes that are designed to ensure continuous compliance with that specific regulatory rule or standard; and
 - b. the individual managerial position responsible for the effective implementation of each process.
- 7.2 The training organization's coherence matrix should indicate the most recently completed and next intended audits designed to validate the functionality of each of the identified processes. Any recent audit findings should be listed in the matrix or referred to as being documented in a separate "register of findings"
- 7.3 The coherence matrix is developed and managed by the quality manager and is subject to the management review process outlined in 4.5 (f) of these schedules
- 7.4 The existing coherence matrix should be readily accessible to all employees so that it can be accurately followed and open to comment for improvement.

8.0 CORRECTIVE AND PREVENTIVE ACTION REPORTS

- 8.1 QA plans should include a well-structured reporting system to ensure that suggestions by the TO personnel for both corrective and preventive actions are recorded and promptly addressed. Paragraph 11.2 (f) of this appendix identifies this as a necessary component of QA.
- 8.2 After an analysis of the reports submitted, the reporting system should specify who is required to rectify a discrepancy and/or non-conformity in each particular case and the procedure to be followed if corrective action is not completed within an appropriate timescale. Just as important, the reporting system should identify who is required to investigate and act upon any report identifying measures that could prevent a -non-conformity from occurring.
- 8.3 Corrective and preventive action reports should be able to be submitted anonymously, if individuals so choose, to maximize the opportunity for open and effective reporting.
- 8.4 The reporting system and its processes should be managed by the quality manager since corrective and preventive action reports, in this instance,

represent suggestions for improvement in conformity levels and deal with quality issues.

9.0 FEEDBACK SYSTEM

The quality system will include a feedback system to ensure that corrective actions are both identified and promptly addressed. The feedback system also specifies who is required to rectify discrepancies and non-compliance in each particular case, and the procedure to be followed if corrective action is not completed within an appropriate timescale.

10.0 QUALITY RELATED DOCUMENTATION

10.1 Relevant documentation includes the relevant part(s) of the Training and Procedures Manual, which may be included in a separate Quality Manual.

10.2 In addition, the relevant document also includes the following:

- (a) description of the ATO;
- (b) quality policy and strategy;
- (c) glossary;
- (d) organizational risk profile;
- (e) risk management plan;
- (f) coherence matrix;
- (g) procedures and reporting system for corrective and preventive actions;
- (h) specified training standards;
- (i) assignment of duties and responsibilities in relation to the QA or QS; and
- (j) training procedures related to the QS to ensure regulatory compliance.

10.3 The QA audit programme documentation should reflect:

- (a) the schedule of the monitoring process;
- (b) audit procedures;
- (c) reporting procedures;
- (d) procedures for follow-up and corrective actions;
- (e) the record-keeping system; and
- (f) document control.

11.0 QUALITY ASSURANCE (QA)

11.1 ATOs are required to establish and implement QA policies, processes and procedures acceptable to the Authority, which:

- (a) ensures that training and instructional practice comply with all relevant requirements of the Civil Aviation (Personnel Licensing) Regulations in force;
- (b) improve and stabilize the training process;
- (c) identify and avoid, or at least minimize, issues that lead to problems in the first place;
- (d) continuously verifies that standards are adhered to throughout the training process by introducing various checkpoints and controls;
- (e) introduces a system of audits to ensure that documented policies, processes and procedures are consistently followed.

11.2 The QA plan for a TO should encompass well-designed and documented policies, processes and procedures for at least the following activities:

- (a) monitoring of training services and process controls;
- (b) monitoring of assessment and testing methods;
- (c) monitoring of personnel qualifications and training;
- (d) monitoring of training devices and equipment qualification, calibration and functionality, as applicable;
- (e) conduct of internal and external audits;
- (f) development, implementation and monitoring of corrective and preventive actions and associated
- (g) reporting systems; and
- (h) utilize appropriate statistical analysis to identify and respond appropriately to trends.

12.0 QUALITY ASSURANCE PROGRAMME

- 12.1 The Quality Assurance Programme includes all planned and systematic actions necessary to provide confidence that all training is conducted in accordance with all applicable requirements, standards and procedures.
- 12.2 The Quality Assurance Programme describes:
- (a) Schedule of the monitoring process
 - (b) Audit procedures
 - (c) Reporting procedures
 - (d) Follow-up and corrective action procedures
 - (e) Recording System
 - (f) The training syllabus
 - (g) Document control
- 12.3 The Quality Assurance Programme of the TO shall identify the persons within the TO who have the experience, responsibility and authority to:
- (a) Perform quality inspections and audits as part of ongoing Quality Assurance
 - (b) Identify and record any concerns or findings, and the evidence necessary to substantiate such concerns or findings
 - (c) Initiate or recommend solutions to concerns or findings through designated reporting channels
 - (d) Verify the implementation of solutions within specific timescales
 - (e) Report directly to the Quality Manager.

13.0 QUALITY INSPECTIONS

- 13.1 The primary purpose of a quality inspection is to observe a particular event, action or document etc., in order to verify whether established training procedures and requirements are followed during the accomplishment of that event and whether the required standard is achieved.
- 13.2 Typical subject areas for quality inspections are:
- (a) actual training courses covered under this regulation
 - (b) Maintenance, if applicable
 - (c) Technical Standards
 - (d) Training Standards

14.0 QUALITY AUDITS

- 14.1 An audit is a systematic, and independent comparison of the way in which a training is being conducted against the way in which the published training procedures say it should be conducted.
- 14.2 Audits should include at least the following quality procedures and processes:
- (a) A description of the scope of the audit
 - (b) Planning and preparation
 - (c) Gathering and recording evidence; and
 - (d) Analysis of the evidence
- 14.3 The Training Organization's quality assurance audit programme documentation should reflect the following:
- (a) the schedule of the monitoring process;
 - (b) audit procedures;
 - (c) reporting procedures;
 - (d) procedures for follow-up and corrective actions;
 - (e) the record-keeping system; and
 - (f) document control.
 - (g) The quality assurance (QA) audit programme of the ATO should identify the persons within the organization who have the experience, responsibility and authority to:
 - (i) perform quality inspections and audits as part of ongoing QA;
 - (ii) identify and record concerns or findings and the evidence necessary to substantiate such concerns or findings;
 - (iii) initiate or recommend solutions to concerns or findings through designated reporting channels;
 - (iv) verify the implementation of solutions within specific and reasonable timescales; and
 - (v) report directly to the quality manager.
 - (h) The various techniques that make up an effective audit are:
 - (i) interviews or discussions with personnel
 - (ii) a review of published documents
 - (iii) the examination of an adequate sample of records
 - (iv) the witnessing of the activities which make up the training
 - (v) the preservation of documents and the recording of observations

15.0 AUDITORS

- 15.1 The ATO must decide, depending on the complexity of the training, whether to make use of a dedicated audit team or a single auditor. In any event, the auditor or audit team shall have relevant training and/or operational experience.
- 15.2 The responsibilities of the auditors will be clearly defined in the relevant documentation.

16.0 AUDITOR'S INDEPENDENCE

- 16.1 Auditors shall not have any day-to-day involvement in the area of the operation or maintenance activity which is to be audited. A TO may, in addition to using the services of full-time dedicated personnel belonging to a separate quality

department, undertake the monitoring of specific areas or activities by the use of part-time auditors.

- 16.2 A TO whose structure and size does not justify the establishment of full-time auditors may undertake the audit function by the use of part-time personnel from within its own organization or from an external source under the terms of an agreement acceptable to the Authority.
- 16.3 In all cases the TO will develop suitable procedures to ensure that persons directly responsible for the activities to be audited are not selected as part of the auditing team. Where external auditors are used, it is essential that any external specialist is familiar with the type of training conducted by the TO.
- 16.4 The QA audit programme of the ATO should identify the persons within the organization who have the experience, responsibility and authority to:
 - (a) perform quality inspections and audits as part of ongoing QA;
 - (b) identify and record concerns or findings and the evidence necessary to substantiate such concerns or findings;
 - (c) initiate or recommend solutions to concerns or findings through designated reporting channels;
 - (d) verify the implementation of solutions within specific and reasonable timescales; and
 - (e) report directly to the quality manager.

17.0 AUDIT SCOPE

ATOs are required to monitor compliance with the Training and Procedures' Manuals they have designed to ensure safe and efficient training. In doing so they should as a minimum, and where appropriate, monitor:

- (a) Organization
- (b) Plans and objectives
- (c) Training Procedures
- (d) Flight Safety
- (e) Manuals, Logs and Records
- (f) Flight and Duty Time limitations
- (g) Rest requirements and scheduling
- (h) Aircraft Maintenance and operations interface
- (i) Maintenance programmes and continued airworthiness
- (j) Maintenance accomplishment

18.0 AUDIT SCHEDULING:

- 18.1 A Quality Assurance Programme will include a defined audit schedule and a periodic review cycle. The schedule may be flexible, and allow unscheduled audits when negative trends are identified. Follow-up audits will be scheduled when necessary to verify that corrective action was carried out and that it was effective.
- 18.2 A TO will establish a schedule of audits to be completed during a specific calendar period. All aspects of the training are to be reviewed within a period of 12 months in accordance with the programme unless an extension to the audit period is accepted as explained below.

18.3 A TO may increase the frequency of their audits at their discretion but should not decrease the frequency without the acceptance of the Authority. It is considered unlikely that a period of greater than twenty-four (24) months would be acceptable for any audit topic.

19.0 When a TO defines the audit schedule, significant changes to the management, organization, training, or technologies shall be considered, as well as changes to the standards and requirements specified in paragraph 4.5(f) to this schedule.

20.0 MONITORING AND CORRECTIVE ACTION

20.1 The primary aim of monitoring within the Quality System is to investigate and judge its effectiveness, thereby ensuring that defined policies and training standards are complied with continuously. Monitoring activity is based upon:

- (a) quality inspections;
- (b) Quality audits; and
- (c) corrective and preventive reports and subsequent follow-up.

20.2 The TO shall establish and publish a quality procedure to monitor regulatory compliance on a continuing basis. The objective of this monitoring activity is eliminating the causes of unsatisfactory performance.

20.3 Any non-compliance identified shall be communicated to the manager responsible for taking corrective action or, if appropriate, the Accountable Manager. Such non-compliance shall be documented to support further investigation, to determine the cause, and to enable the development of recommendations of appropriate corrective action(s)

20.4 The Quality Assurance Programme shall include procedures to ensure that corrective and preventive actions are developed in response to findings. These quality procedures will allow for the monitoring of corrective actions to verify their effectiveness and that they have been completed. Organizational responsibility and accountability for the implementation of corrective action resides with the department finding was identified. The Accountable Manager will have the ultimate responsibility for ensuring, through the Quality Manager(s), that corrective action has re-established compliance with the standard required by the Authority and any additional requirements established by the TO.

20.5 TOs should, as part of its QS identify internal and external clients and monitor their satisfaction by measurement and analysis of feedback

21.0 CORRECTIVE ACTION

21.1 Subsequent to the quality inspection or audit, the TO will determine:

- a. The seriousness of any findings and any need for immediate corrective action
- b. The origin of the finding
- c. What corrective actions are required to ensure that the non-compliance does not recur
- d. A schedule for corrective action
- e. The identification of individuals or departments responsible for implementing corrective action

- f. Allocation of resources by the Accountable Manager, where appropriate
- 21.2 The Quality Manager will:
- (a) Verify that corrective action is taken by the manager responsible in response to any finding of non-compliance
 - (b) Verify that corrective action includes the elements outlined in paragraph (14) above
 - (c) Monitor the implementation and completion of corrective action
 - (d) Provide management with an independent assessment of corrective action, implementation and completion
 - (e) Evaluate the effectiveness of corrective action through the follow-up process

22.0 CONTINUOUS IMPROVEMENT

- 22.1 The quality manager should be responsible for the review and continuous improvement of the training organization's established quality system's policies, processes and procedures.
- 22.2 The quality manager relies the following tools, execute the continuous improvement process:
- (a) organizational risk profile;
 - (b) risk management plan;
 - (c) coherence matrix;
 - (d) corrective and preventive action reports; and
 - (e) inspection and audit reports.
- 22.3 These tools and processes should be interrelated to define the continuous improvement efforts of the TO. For example, any corrective or preventive action report could identify a deficiency or an opportunity for improvement.
- 22.4 The quality manager should ensure that the identified issues are addressed and corrective action effectively implemented. This should also apply to the issues identified during an inspection or audit
- 22.5 The effective implementation of change and the subsequent validation that the change did indeed result in the desired outcome are critical to the continuous improvement process. Simply introducing a well-meaning suggestion for improvement into the ATO without carefully managing that change could have undesirable consequences. It is therefore incumbent upon the quality manager to responsibly introduce, monitor and validate improvement efforts.
- 22.6 A simple but effective process to use in managing continuous improvement is known as the plan-do-check-act, or PDCA, approach, which is described below:
- (a) *Plan*. Map out the implementation of the recommended change, identifying at least:
 - (i) the people who will be affected by the change;
 - (ii) the required quality control measures necessary to mitigate risk; and
 - (iii) the desired outcome and its intended consequences.
 - (b) *Do*. Execute the implementation plan once all affected groups have accepted the proposal and understand their role in ensuring its success;

- (c) *Check.* Apply sufficient quality control “stage” checks throughout the implementation phase to ensure any unintended deviations in the execution are identified and addressed without delay; and
- (d) *Act.* Analyse the results and take appropriate action as necessary.

23.0 MANAGEMENT REVIEW AND ANALYSIS

- 23.1 A management evaluation is a comprehensive, systematic documented review by the management of the quality system, training policies, and procedures.
- 23.2 A management review and analysis consider:
 - (a) the results of quality inspections, audits and any other relevant indicators;
 - (b) the overall effectiveness of the management organization in achieving stated objectives;
 - (c) identification and corrects trends, and prevention, where possible, future non-conformities.
- 23.3 Conclusions and recommendations made as a result of review and analysis should be submitted in writing to the responsible manager for action.
- 23.4 The responsible manager is an individual who has the authority to resolve issues and take action. The Accountable Manager will decide upon the frequency, format, and structure of internal management evaluation activities.

24.0 RECORDING

- 24.1 Accurate, complete and readily accessible records documenting the result of the Quality Assurance Programme shall be maintained by the ATO. Records are essential to enabling a TO to analyse and determine the root causes of non-conformity, so that areas of non-compliance can be identified and subsequently addressed.
- 24.2 The following records shall be retained for a period of five (5) years:
 - (a) Audit schedules
 - (b) Quality inspection and audit reports
 - (c) Responses to findings
 - (d) Corrective action reports
 - (e) Follow-up and closure reports
 - (f) Management evaluation reports

25.0 QUALITY ASSURANCE RESPONSIBILITY FOR SATELLITE TOs:

- 25.1 An ATO may decide to subcontract certain training activities to external organizations, subject to the approval of the Authority
- 25.2 The ultimate responsibility for the training provided by the satellite ATO should remain with the ATO.
- 25.3 The ATO operator should ensure that a written agreement should exists between him/her and the satellite ATO clearly defining the training services to be provided and the level of quality to be assured.
- 25.4 The satellite ATO’s activities relevant to the agreement should be included in the ATO’s QA audit programme.

- 25.5 The ATO should ensure that the satellite ATO has the necessary authorization/approval when required and commands the resources and competence to undertake the task.
- 25.6 If the ATO requires the satellite ATO to conduct activity which exceeds the satellite TO's authorisation or approval, the ATO should take responsibility for ensuring that the satellite TO's quality assurance takes account of such additional requirements.

26.0 QUALITY SYSTEM TRAINING

- 26.1 Correct and thorough training is essential to optimise quality in every organization. In order to achieve significant outcomes of such training the ATO will ensure that its staff understands the objectives as laid down in the Quality Manual to a level relevant to their duties.
- 26.2 The staff, especially those responsible for managing the Quality System are to receive training covering:
- (a) An introduction to the concept of Quality System
 - (b) Quality management
 - (c) Concept of Quality Assurance
 - (d) Quality manuals
 - (e) Audit techniques
 - (f) Reporting and recording
 - (g) The way in which the Quality System will function in the TO
- 26.3 Time must be provided to train every individual involved in quality management and for briefing the remainder of the employees. The allocation of time and resources is to be governed by the size and complexity of the operation concerned.
- 26.4 ATOs with sufficient appropriately qualified staff should consider the possibility of providing in-house training. (d) Sources of Training Quality management courses are available from the various national or international institutions, and a TO may consider whether to rely on such institutions in training those personnel likely to be involved in the management of Quality Systems. Organizations with sufficient, appropriately-qualified staff may consider whether to carry out in-house training.

27.0 QUALITY SYSTEMS FOR SMALL TO

- 27.1 The requirement to establish and document a Quality System, and to employ a Quality Manager applies to all TOs.
- 27.2 Complex quality systems may be inappropriate for small TOs and the clerical effort required to draw up manuals and quality procedures for a complex system may stretch their resources. A TO will tailor its quality system to suit the size and complexity of its training and allocate resources accordingly.
- 27.3 Small ATOs may develop a Quality Assurance Programme that employs a checklist. The checklist must have a supporting schedule that requires completion of all checklist items within a specified timescale, together with a statement acknowledging completion of a periodic review by top management. An occasional independent overview of the checklist contents and achievement of the Quality Assurance should be undertaken.

- 27.4 The small TO may decide to use internal or external auditors or a combination of the two. In these circumstances, external specialists and or qualified organizations may perform the quality audits on behalf of the Quality Manager.
- 27.5 If the independent quality audit function is conducted by external auditors, the audit schedule will be described in the relevant documentation.
- 27.6 Whatever arrangements are made, the main TO retains the ultimate responsibility for the quality system and especially the completion and follow-up of corrective actions.

SECOND SCHEDULE

ATO TRAINING MANUAL AND PROCEDURES MANUAL CONTENTS

(Regulation 19)

A. Training Manual

The Training Manual for approved training courses shall include the following:

1.0 GENERAL:

- 1.1 Preamble relating to the use and applicability of the manual
- 1.2 Table of contents
 - Amendment, revision and distribution of the manual:
 - (a) procedures for amendment;
 - (b) record of amendments page;
 - (c) distribution list; and
 - (d) list of effective pages.
- 1.3 Glossary of definitions and significant terms, list of acronyms and/or abbreviations.
- 1.4 Description of the structure and layout of the manual, including:
 - (a) the various parts and sections, as well as their contents and use; and
 - (b) the numbering system for headings and paragraphs.
- 1.5 Description of the scope of training authorized under the ATO's terms of approval.
- 1.6 Description of key personnel indicating how the ATO ensures that they have good interpersonal and communication skills, integrity, impartiality in carrying out tasks, tactful, good understanding of human nature and possess the ability to get along with other people
- 1.7 Organizational chart of the ATO's management.
- 1.8 Qualifications, responsibilities and succession of command of management and key operational personnel, including but not limited to:
 - (a) accountable executive;

- (b) head of training;
- (c) instructional services manager; chief instructor or instructors for TOs conducting more than one course
- (d) quality manager;
- (e) maintenance manager, if applicable;
- (f) safety manager, if applicable;
- (g) course instructors; and
- (h) evaluators, including those with examiner functions

1.9 Policies dealing with:

- (a) the ATO's objectives, including ethics and values;
- (b) the selection of ATO personnel and the maintenance of their qualifications;
- (c) the training programme design and development, including:
 - (i) the need for programme validation and review and
 - (ii) where applicable, the outsourcing of training programme development to third-party providers.
- (d) the evaluation, selection and maintenance of training material and devices;
- (e) the maintenance of the training facilities and equipment; and
- (g) the development and maintenance of a culture focused on safety in the workplace, including, where applicable, implementation of a safety management system (SMS) governance model.

1.10 Corporate Commitment statement

2. Pilot Training:

The Training Manual for use at an ATO conducting approved training courses for pilots shall include the following:

- (a) The Training Plan:
 - (i) Aim of the course:

A statement of what the student is expected to do as a result of the training, the level of performance, and the training constraints to be observed;
 - (ii) Pre-entry requirements:
 - (aa) Minimum age;
 - (bb) educational requirements;
 - (cc) language requirements; and
 - (dd) medical requirements as applicable;
 - (iii) Requirements for crediting previous aviation knowledge, experience or other qualifications, including proof of from the claimed institutions before training begins.
- (b) Training Curricula including as applicable:
 - (i). the single engine flying curriculum
 - (ii). multi-engine flying curriculum;
 - (iii). synthetic flight training curriculum; and
 - (iv). theoretical knowledge training curriculum for flights;

- (iv) The time scale and scale in weeks;
 - (v) assessment and examinations; and
 - (vi) monitoring of the training process, including assessment and examination activities
- (c) For each curriculum: arrangements of the course and the integration of curricula time;
- (d) Training program:
The general arrangements of daily and weekly programs for flying, ground and synthetic flight training;
- (i). weather constraints;
 - (ii). program constraints in terms of maximum student training times (flying, theoretical knowledge, synthetic) e.g. per day or week or month;
 - (iii). restrictions in respect of duty periods for students;
 - (iv). duration of dual and solo flights at various stages;
 - (v). maximum flying hours in any day or night;
 - (vi). maximum number of training flights in any day or night; and
 - (vii). minimum rest period between duty period for students;
- (e) Training records:
- (i). Rules for security of records and documents;
 - (ii). attendance records;
 - (iii). the form of training records to be kept;
 - (iv). persons responsible for checking records and students' log books;
 - (v). the nature and frequency of records' checks;
 - (vi). standardisation of entries in training records; and
 - (vii). rules concerning log book entries;
- (f) Safety training:
- (i). Individual responsibilities;
 - (ii). essential exercises;
 - (iii). frequency of emergency drills;
 - (iv). frequency of dual checks at various stages and requirement before first solo day or night or navigation;
- (g) Checks and tests:
- (i). Flying: Progress checks and skill tests.
 - (ii). Knowledge: Progress tests and knowledge tests.
 - (iii). Authorization for test.
 - (iv). Rules concerning refresher training before retest.
 - (v). Test reports and records.
 - (vi). Procedures for test paper preparation, type of question and assessment, standard required for 'Pass'.
 - (vii). Procedure for question analysis and review and for raising replacement papers.
 - (viii). Test resit procedures.
- (h) Training effectiveness:
- (i). Individual responsibilities;
 - (ii). General Assessment;

- (iii). liaison between departments;
 - (iv). Identification of unsatisfactory progress individual students;
 - (v). actions to correct unsatisfactory progress;
 - (vi). procedure for changing instructors;
 - (vii). maximum number of instructor changes per student;
 - (viii). internal feedback system for detecting training deficiencies;
 - (ix). procedure for suspending a student from training; discipline; and
 - (x). reporting and documentation
- (i) Standards and level of performance at various stages:
- (i). Individual responsibilities.
 - (ii). Standardization - Standardization requirements and procedures.
 - (iii). Application of test criteria.
- (j) Briefing and air exercises:
- (i) Air exercise:
A detailed statement of the content specification of all the air exercises to be taught, arranged in the sequence to be flown with main and sub-titles;
 - (ii) Air exercise reference list:
An abbreviated list of the exercises referred to paragraph (i) giving only main and sub-titles for quick reference, and preferably in flip-card form to facilitate daily use by instructors;
 - (iii) Course structure – Phase of training:
A statement of how the course will be divided into phases, indication of how the air exercises referred to in paragraph (ii) will be divided between the phases and how they will be arranged to ensure that they are completed in the most suitable learning sequence and that essential emergency exercises are repeated at the correct frequency. Also, the curriculum hours for each phase and for groups of exercises within each phase shall be stated and when progress tests are to be conducted, etc.
 - (iv) Course structure integration of curricula:
The manner in which theoretical knowledge, synthetic flight training and flying training will be integrated so that as the flying training exercises are carried out students will be able to apply the knowledge gained from the associated theoretical knowledge instruction and synthetic flight training;
 - (v) Student progress:
The requirement for student progress including a brief but specific statement of what a student is expected to be able to do and the standard of proficiency the student must achieve before progressing from one phase of air exercise training to the next. Include minimum experience requirements in terms of hours, satisfactory exercise completion, as necessary before significant exercises, such as night flying;

Instructional methods:

The requirements, particularly in respect of pre- and post-flying briefing, adherence to curricula and training specifications and authorisation of solo flights;

(vi) Progress tests:

The instructions given to examining staff in respect of the conduct and document of all progress tests;

(k) Appendices:

Samples of ATO working documents including:

- (i). training Progress report forms,
- (ii). test progress report forms,
- (iii). skill test report forms,
- (iv). certificates of training
- (v). competence, etc. as required, issued by an ATO.
- (vi). any other templates applicable to the ATO operations.

(l) Synthetic flight training: Structure generally as in (b).

(m) Knowledge instruction: Structure generally as in (b) with a training specification and objectives for each subject. Individual lesson plans to include mention of the specific training aids available for use.

3. Training for Aircraft Maintenance Engineers, Air Traffic Controllers and Flight Operations Officers (Flight Dispatchers):

The Training Manual for use by an ATO conducting approved training courses other than pilots training shall include the following:

(a) **The Course Plan:**

- (i) The objectives and learning outcomes;
- (ii) Pre-entry requirements:
 - (bb) Minimum age;
 - (cc) educational requirements;
 - (dd) language requirements; and
 - (ee) medical requirements as applicable for training sought.
- (iii) A list showing each subject and the topics covered in the subject;
- (iv) A description of the examination or assessment methods and the examination or assessment criteria;
- (v) A description of:
 - (aa) methods in which training is conducted (for example: lecture, computer-based training, simulators or practical training); and
 - (bb) available equipment and data necessary for training.
- (vi) A description of the facilities including classroom, laboratory and workshop necessary to deliver the training;
- (vii) A list showing the prerequisites, if any, for each subject;
- (viii) Requirements for crediting previous aviation knowledge, experience or other qualifications, before the training commences;
- (ix) A statement showing the number of hours of training that are necessary for each topic and for the whole course.

- (x) The minimum and maximum student attendance requirements for each subject and description of the way in which students' attendance is checked and recorded
- (xi) A list showing the units of competency that must be completed for each course.

(b) Training:

- (i) Organisation of courses and course schedules
- (ii) Preparation of course material
- (iii) Preparation of classroom equipment
- (iv) Preparation of workshops, simulation media and equipment
- (v) Method of conducting knowledge and practical training
- (vi) Retention of Records of Training conducted
- (vii) Rules for security of records and documents; attendance records; the form of training records to be kept; persons responsible for checking records and students' log books; the nature and frequency of records' checks; and standardisation of entries in training records;
- (viii) Use of locations other than location for which the TO is approved
- (ix) Conduct of basic practical training

(c) Examinations:

- (i) Organisation and conduct of Examinations
- (ii) Security of Examination Materials
- (iii) Preparation of Examination Rooms
- (iv) Marking and record of Examinations
- (v) Storage and retention of Examination records
- (vi) Examination or assessment at satellite locations
- (vii) Preparation, Control and Issue of training course records
- (viii) Storage of course material and equipment
- (ix) Prevention, Investigation and reporting of examination or assessment misconduct.

(d) Certification

- (i) course transcript; and
- (ii) certificates

B. PROCEDURES MANUAL

The Procedures Manual for approved training courses shall include the following:

- (i) a list and description of all volumes in the procedure manual.
- (ii) a list of effective pages and revision pages
- (iii) corporate Commitment statement
- (iv) a list of Management Staff.
- (v) responsibilities and qualifications of Management staff.
- (vi) organisation Chart
- (vii) Description of selection procedure for TO key personnel showing how the TO that they have good interpersonal and communication skills, integrity, impartiality in carrying out tasks, tactful, good understanding of human nature and possess the ability to get along with other people.
- (viii) description of facilities, equipment and data
- (ix) type of approved training courses and the capability lists

- (x) amendment of Procedures Manual and Training Manual
- (xi) number of instructors
- (xii) notification Procedure to Authority.

2. Pilot Training:

- (i) a list and description of all volumes in the Procedures Manual;
- (ii) administration (function and management);
- (iii) schedules of responsibilities for all management and administrative staff;
- (iv) student discipline and disciplinary action.
- (v) approval/authorization of flights;
- (vi) preparation of flying programme (restriction of numbers of aircraft in poor weather);
- (vii) control of training aircraft;
- (viii) responsibilities of pilot-in-command;
- (ix) carriage of passengers;
- (x) aircraft documentation;
- (xii) retention of documents;
- (xii) flight crew qualification records,
 - (a) renewal of licences and medical certificates;
- (xv) flying duty period and flight time limitations for flying instructors;
- (xvi) flying duty period and flight time limitations for students;
- (xvii) rest periods for flying instructors;
- (xviii) rest periods for students;
- (xix) pilots' log books;
- (xx) flight planning; and
- (xxi) safety covering general: equipment, radio listening watch, hazards, accidents and incidents (including reports) and safety pilots.

(1) Aircraft Operating Information

- (a) aircraft Certification and operating limitations;
- (b) aircraft handling, including
 - (i) checklists;
 - (ii) performance limitations;
 - (iii) standard operating procedures,
 - (iv) aircraft maintenance procedures; and
 - (v) technical logs, in accordance with relevant requirements, etc.
- (c) instructions for aircraft loading and securing of load;
- (d) fueling procedures;
- (e) emergency procedures;
- (f) radio and radio navigation aids;
- (g) Minimum equipment list or MEL; and
- (h) Configuration deviation list CDL.

(2) Routes:

- (a) performance legislation, take-off, route, landing, etc.;
- (b) flight planning procedures including:

- (i) fuel and oil requirements
 - (ii) minimum safe altitudes;
 - (iii) planning for contingencies e.g. emergency diversion
 - (iv) navigation equipment loading (load sheets, mass, balance, limitations);
 - (c) weather minima for all instructional training flights during day, night, VFR and IFR operations;
 - (d) weather minima for all students at various stages of training); and
 - (e) training routes and practice areas.
- (3) Staff Training:**
- (a) appointments of persons responsible for standards or competence of flying staff;
 - (b) initial training;
 - (c) refresher training;
 - (d) standardization training;
 - (e) proficiency checks;
 - (f) upgrading training; and
 - (g) Staff standards evaluation.
- 3. Training for Aircraft Maintenance Engineers, Air Traffic Controllers and Flight Operations Officers (Flight Dispatchers):**
- (a) Training and Examination Procedures
 - (i) courses organization procedures;
 - (ii) the procedures used to develop or acquire documents for Training and Examinations;
 - (iii) the procedures used to prepare and use of equipment for theory and basic practical training;
 - (iv) the procedures for conducting knowledge and practical training;
 - (v) training record storage and retention procedures;
 - (vi) procedures for conducting examinations and practical skill assessments;
 - (vii) procedures for marking of examinations and recording the results;
 - (viii) procedures for storage of examination records;
 - (ix) the procedures for storage of course material and equipment used for instruction;
 - (x) procedures to prevent, investigate and report to Authority any examination or assessment misconduct.
 - (b) Appendices:
 - (i) samples of documents and forms used;
 - (ii) syllabus of each training course;
 - (c) Staff training:
 - i. Identification of persons or positions responsible for the maintenance of the standards and performance criteria of the training, and for ensuring the competency of personnel;

- ii. Details of the procedures to validate the qualifications and determine the competency of instructional personnel;
- iii. Details of the initial and recurrent training programmes for all personnel, including awareness training with respect to their responsibilities within the ATO's system governance processes; and
- iv. Procedures for proficiency checks and upgrade training.

THIRD SCHEDULE
MANUAL OF DISTANCE LEARNING
(Regulation 17)

A Training organization's Manual of distance learning shall at least contain the following

Note: *Approval of distance learning under these Regulations shall be limited to only theoretical knowledge training.*

1.0 GENERAL:

1.1 Preliminary:

This section shall comprise at least:

- (a) Preamble relating to the use and applicability of the manual
- (b) Table of contents.
- (c) Amendment, revision and distribution of the manual:
 - (i) procedures for amendment;
 - (ii) record of amendments page;
 - (iii) distribution list; and
 - (ii) list of effective pages.
- (d) Glossary of definitions and significant terms, including a list of acronyms and/or abbreviations.
- (e) Description of the curricula or part of the curricula undertaken by the TO under distance learning.
- (g). Description of key personnel, including the additional personnel directly responsible for the distance learning program, clearly stating their individual capabilities in regards to managing distance learning.
- (h). Organizational chart of the TO's management.
- (ii) Corporate Commitment statement

2.0 ELEMENTS OF DISTANCE LEARNING

2.1 Scope:

A description of the TO's scope for distance learning as follows:

- (a) List of courses or course modules delivered under distance learning

- (b) A clear breakdown of the modules in hours, days and weeks, including the ratio of on-site to distance learning
- (c) A description of the coordination of the learning to ensure consistence with the applied(practical) training modules
- (d) A description of the integration of the substitution of training previously conducted through an on-site classroom environment (where applicable)

Note: *Approval of distance learning programmes under these Regulations shall be limited to only cognitive (theoretical) training. Distance learning may cover up to 100% of the knowledge (cognitive skills) training objectives of the training curriculum*

2.2 Elements of Distance Learning

The basic elements of distance learning should include:

- (a) Specific detail outlining the curriculum module or elements(s) proposed to be conducted under distance learning
- (b) The training organizations implementation and evaluation plan
- (c) All training and study material, including clearly defined training objectives, phase tests, final examinations and the validation testing and methodology proposed for the verification of knowledge gained through approved distance learning modules:
 - (i) Each trainee that participates in approved curriculum/course of training that in cooperates distance learning must complete a validation examination in person and under the supervision of a qualified instructor or administrator prior to the commencement of any practical/skill training at the ATO.
 - (ii) Validation examinations are used to verify the knowledge objectives of distance learning modules and are in addition to any testing that may have been a part of the distance learning module.
 - (iii) Provision should be made in the quality manual for quality control of the distance learning effectiveness.
 - (iv) A description of the ratio of on-site to distance learning activity per module involving distance learning.
 - (v) Reference in the relevant ATO manuals and any other ATO documents where distance learning is integrated.

2.3 Training Media:

- (a) A description of the TO's training media used for distance learning for example paper media, video tape, computer-based training (CBT), CD, web-based training, virtual classroom e.t.c.
- (b) A description of the TO media used to ensure that it meets the requirements of the respective training objective.
- (c) A description of the process for validation of the training effectiveness

2.4 Implementation Plan:

A clear description of the implementation plan that includes the plan for start-up, validation, operation and maintenance of the standards for the specified training.

2.4.1 Start Up:

The TO should identify the knowledge and cognitive training objectives of the distance learning curriculum/course, the training objectives can be reduced to simple terms such as being able to:

- (a) Recall
- (b) Recognize
- (c) Comprehend
- (d) Apply; and identify the media used for the training and testing

2.4.2 Validation:

The TO should develop a distance learning validation strategy that addresses the effect of the training itself, and the learning accomplished by each trainee covering at least:

(a) Measurement of Effectiveness of The Training

- (i) validation method is to establish a performance baseline a measure the effectiveness of the training proposed, for example, average theoretical training hours a trainee spends, learning a certain subject, average pass/fail rates for knowledge training content, median scores, average pass/fail rates for practical tests, e.t c
- (ii) A performance baseline may be set by using existing baseline or by referring to another existing standard.

Note: *Validation depends on maintaining the currency of the knowledge training to be conducted by the TO.*

(b) Learning Accomplished by Each Trainee

- (i) The design of testing to determine that each trainee achieves the training objectives.
- (ii) Tracking for each individual's performance, including all test expected under each module.

(c) Validation of Module Objectives

- (i) Validation of the knowledge/cognitive training objectives through written tests;
- (ii) validation examinations are intended to authenticate effectiveness of approved distance learning modules.
- (iii) Validation of the distance learning modules should be designed to evaluate the technical systems knowledge and the cognitive skill (if appropriate) for example trainees' ability to list the items considered appropriate when accomplishing a take-off or

landing performance calculation is a measure of trainee technical knowledge/cognitive skill.

Note: Validation examinations should not be confused with written testing required under skill test standards (STS) They are therefore not a substitution for skill test standards

(d) Validation Exams

The procedures for Validation of examinations in regard to:

- (i) Collection of data to the trainee's performance for purposes of verifying training effectiveness;
- (ii) Identification of the specific questions taken and trainee responses to the validation examination; and
- (iii) Basis for determining that the distance learning lesson delivery is as effective as the on-site lesson delivery.

(e) Implementation of the Validation Examination

- (i) The procedure for ensuring integrity of the tests, including the questions and answers, and controlled access to the test results
- (ii) Measures by which the identity of a person doing examination and confirming the integrity of the answers;
- (iii) The minimum passing grade for all the distance learning validation examinations on each objective; (*minimum passing score should be achieved for each element or objective within the validation examination*)
- (iv) Procedures and action to be undertaken in the case of under performance
- (v) Protection of the environment in which distance learning examinations are undertaken
- (vi) Observation of distance learning examinations by a qualified instructor or examinations administrator.

(f) Integrity of Test Questions

- (i) The TO's question data bank, covering the training objectives, showing at least 5 questions for each element (sub-group of related content within a training module) of the learning objective;
- (ii) Mechanism for generation of test papers to ensure that no two sets are alike. This should not just refer to merely switching the order of answers to a particular question without changing the question itself;
- (iii) Procedure and frequency of review of test questions to ensure relevancy as well as incorporate new material or amendments to curriculum or learning objectives.
- (iv) The quality procedure to ensure currency, relevance, validity, comprehensiveness and reliability of the question bank

2.5 Operation and Maintenance

- 2.5.1 The operation and maintenance of a distance learning program entails the quality control procedures for collection, protection and analysis of data for tracking theoretical/cognitive skills training effectiveness, including the strategy for equipment upgrade, program update and program adjustments driven by the data and feedback from the trainers and trainees.
- 2.5.2. The TO should describe the procedure and mechanism for interaction both between trainees and authorized instructors and among trainees.
- (i) *While in the field:* - to ensure that a trainee has ready access to an authorized instructor during normal business hours to resolve learning challenges encountered during the distance learning training and existing.
 - (ii) *While at a centralised training location(on-site):*- before applied(practical) training, to ensure that trainee are convened in a proctored classroom setting with an authorized instructor to resolve any outstanding issues that may have arisen during the distance learning, to ensure standardization of training standards for trainees enrolled in the same curriculum/course.

FOURTH SCHEDULE

ATO KEY PERSONNEL RESPONSIBILITIES AND QUALIFICATIONS FOR TRAINING ORGANISATIONS

(Regulation 23 and 29)

PART A: GENERAL

1. Accountable Manager:

- (1) The Accountable Manager:
 - (a) Is the Chief Executive and corporate authority for ensuring that all training commitments are financed and carried out to the standard required by the Authority and any additional requirements defined by the aviation training organisation; and
 - (b) May delegate in writing to another person within the organization, the day-to-day management but not the overall approval management responsibility.
- (2) The Accountable Manager shall possess the following qualifications:
 - (a) A background in the management of training organizations
 - (b) Knowledge of the South Sudan Civil Aviation (Approved Training Organization) Regulations, the South Sudan civil Aviation (Personnel Licensing) Regulations and other materials published by the Authority that are applicable to the course(s) taught or sought by the TO; and
 - (c) A thorough understanding of the organization and training program of the TO.

2. Quality Manager:

Responsibilities:

- (a) The Quality Manager shall:
 - (i) have the primary role to verify, by monitoring activities in the field of training, that the standards required by the Authority, and any additional requirements as established by the TO are being carried out properly;
 - (ii) be responsible for ensuring that the Quality Assurance Programme is properly implemented, maintained and continuously reviewed and improved;
 - (iii) have direct access to all parts of the ATO's organization; and
 - (iv) in the case of small ATO's, the posts of the Safety Manager and the Quality manager may be combined.
 - (v) in the case that the posts of the Safety Manager and the Quality Manager are combined the quality audits shall be conducted by independent personnel.
- (b) The Quality Manager shall report directly to the Accountable Manager.

Qualifications:

- (a) The Quality Manager shall:
 - (i) be a technically qualified person in at least one field of the training to be conducted;
 - (ii) have at least two (2) years' experiences in the training to be conducted;
 - (iii) have successfully completed a training in quality management recognized by the Authority

3. Safety Manager:

Responsibilities:

- (a) The scope of the safety manager's duties shall include providing guidance and direction for the planning, implementation and operation of the training organization's safety management system.
- (b) The safety manager shall report directly to the Accountable Manager.

Qualifications:

The Safety Manager shall:

- (i) have undergone safety Management system Course or equivalent course recognised by the Authority;
- (ii) hold an aviation licence or have proven knowledge and experience in the aviation environment; and
- (iii) possess sound knowledge of safety management principles and practices; and

4. Head of Training:

Responsibility:

The Head of Training shall have overall responsibility for ensuring satisfactory integration practical training, and theoretical knowledge instruction, and for supervising the progress of individual students

Qualifications:

The Head of Training shall have:

- (1) a licence and ratings related to at least one of the training courses conducted or sought by the TO:
 - (i) at least three (3) years' experiences in training, as a trainer, preferably in aviation; and
 - (ii) provide evidence of management training and experience in training supervision.

PART B - FLIGHT CREW TRAINING

1. Chief Flight Instructor:

(a) *Responsibility:*

The Chief Flight Instructor shall be responsible for the supervision of flight and synthetic flight instructors and for the standardisation of all flight instruction and synthetic flight instruction;

(b) *Qualification:*

The Chief Flight Instructor shall:

- (a) hold the highest professional pilot licence related to the flying training courses conducted or sought by in the TO;
- (b) hold the rating(s) related to the flying training courses conducted or sought by the TO;
- (c) hold a flight instructor rating for at least one of the types of aircraft used or to be used for training by the TO;

2. Flight and Synthetic Flight Instructors Qualifications

(a) A Flight instructor shall hold:

- (i) a professional pilot licence and ratings related to the flying training courses conducted or sought by the TO;
- (ii) a flight instructor rating on the types of aircraft used for training by the ATO; and
- (iii) an instrument rating instructor endorsement where he or she is to conduct instrument rating training.

(b) A Synthetic flight instructor shall:

- (i) hold or have held a professional pilot licence; and
- (ii) Possess an authorization from the Authority for the synthetic training as provided in the South Sudan Civil Aviation (Personnel Licensing) Regulations.

3. Chief Ground Instructor

(a) Responsibility

The Chief Ground Instructor shall:
be responsible for the supervision of ground instructors and for the standardisation of all ground instruction;

(b) Qualification

In addition to fulfilling all the requirements for ground instructor licence as provided in the South Sudan Civil Aviation (Personnel Licensing) Regulations, the chief ground instructor shall have the level of knowledge commensurate with the level of training conducted or sought by the TO.

4. Ground Instructor's Qualification

A Ground Instructor shall:

- (a) fulfil all the requirements for ground instructor's licence as provided in the South Sudan Civil the Aviation (Personnel Licensing) Regulations commensurate with the level of training to be conducted or sought by the TO;
or
- (b) Be a subject matter expert or hold an academic qualification relevant to the support subjects of instruction as prescribed in the applicable technical guidance materials; and
- (c) subject to sub-paragraph (b):
 - (i) have received training in teaching and instructional techniques as required by the South Sudan Civil Aviation (Personnel Licensing) Regulations; or
 - (ii) hold at least a certificate in a teaching discipline from a recognized institution.

5. Flight Engineer Instructor's Qualification

A Flight Engineer Instructor shall:

- (a) hold a flight engineer licence and ratings related to the training courses conducted or to be conducted by the TO;
- (b) hold an instructor's endorsement in his licence from the Authority on the course to be conducted or to be conducted; and
- (c) hold an authorization in accordance with the South Sudan Civil Aviation (Personnel Licensing) Regulations if he is to conduct training in synthetic flight trainer.

PART C – REMOTELY PILOTED AIRCRAFT TRAINING

1. The Chief Remote Pilot Instructor

(a) Responsibility:

The Chief RPAS Instructor shall be responsible for the supervision of RPAS flight and synthetic RPAS instructors and for the standardisation of all RPAS instruction and synthetic RPAS instruction;

(b) Qualification:

The Chief RPAS Instructor shall:

- (a) hold a valid RPAS licence with the highest level of RPA category and type ratings related to the RPAS training courses conducted or sought by the TO;
- (b) hold a valid RPAS instructor rating;
- (c) have at least 1 years' experience in the RPAS operations; and
- (d) provide evidence of management training and experience in training supervision.

2. The Remote Pilot Instructor

The instructor should:

- (a) hold a valid remote pilot license with the category and type rating appropriate to the RPAS on which he or she is to conduct the training; and
- (b) hold a RPAS instructor rating, or undertake instruction techniques training appropriate to the RPA and RPAS he or she is to conduct training on.

PART D - AIRCRAFT MAINTENANCE ENGINEERING TRAINING

1. Chief Aircraft Maintenance Engineering Instructor:

(a) Responsibility

The Chief Aircraft Maintenance Engineering Instructor shall be responsible for the supervision of instructors and for the standardisation of all engineering instructions.

(b) Qualification

The chief aircraft maintenance engineer's licence shall:

- (i) hold or have held an AMEL with ratings related to the courses to be conducted by the ATO;
- (ii) have:
 - (aa) Received training in the teaching and instructional techniques provided in the applicable Civil Aviation (Personnel Licensing) Regulations; or
 - (bb) At least a certificate in a teaching discipline.
- (iii) provide evidence of management training and experience in training supervision.

2. Aircraft Maintenance Engineering Instructor Qualification

An Aircraft Maintenance Engineering Instructor shall:

- (a) hold:
 - (i) or have held an AMEL with ratings related to the courses to be conducted by the ATO; or
 - (ii) an academic qualification relevant to the support subject(s) of instruction as prescribed in the applicable technical guidance materials; and
- (b) have:
 - (i) hold at least a certificate in a teaching discipline; or

- (ii) receive training in teaching and instructional techniques as provided by the Civil Aviation (Personnel Licensing) Regulations;

PART E - AIR TRAFFIC CONTROL TRAINING

1. Air Traffic Control Chief Instructor

(a) Responsibility:

The Air Traffic Control Chief Instructor shall be responsible for the supervision of the instructors and for the standardisation of all theoretical and simulator instructions.

(b) Qualification:

The air traffic control instructor shall:

- (i) hold all the air traffic control ratings related to the ATC courses conducted; and
- (ii) have at least 2 years' experience in a training supervisory role;

(c) have:

- (i) received training in teaching and instructional techniques as provided by the Civil Aviation (Personnel Licensing) Regulations; or
- (ii) at least a certificate in a teaching discipline.

2. Air Traffic Control Instructor Qualification:

An Air Traffic Control Instructor shall:

(a) hold:

- (i) an air traffic control licence with ratings related to the ATC courses to be conducted by the ATO; or
- (ii) an academic qualification relevant to the support subjects of instruction such as Mathematics, geography as prescribed in the applicable technical guidance materials; and

(b) have:

- (i) received training in teaching and instructional techniques as provided by the civil Aviation Personnel Licensing Regulations; or
- (ii) at least a certificate in a teaching discipline.

PART F - FLIGHT OPERATIONS OFFICER (FOO) TRAINING

1. Flight Operations Chief Instructor:

(a) Responsibility

The Chief Instructor shall be responsible for the supervision of the instructors and for the standardisation of all theoretical and practical instructions

(b) Qualification:

The Chief Flight Operations Officer instructor shall:

- (i) hold or have held:
 - (a)** a Flight Operations Officer's Licence with at least two (2) years' experiences in training; or

(b) an Airline Transport Pilot Licence with at least two (2) years' experiences in training.

(ii) provide evidence of management training and experience in training supervision;

2. Flight Operations Instructor:

The Flight operations Instructor shall:

(a) Hold or have held:

- (i) a flight operation officers' licence; or
- (ii) an airline transport pilot licence; or
- (iii) hold an academic qualification relevant to the support subjects of instruction as prescribed in the applicable technical guidance materials; and

(b) have:

- (i) received training in teaching and instructional techniques as provided by the Civil Aviation Personnel Licensing Regulation; or
- (ii) hold at least a certificate in a teaching discipline


**FIFTH SCHEDULE
OFFENCES AND PENALTIES
(Regulation 51)**

Regulation Number	Regulation Title	Penalties
5	Requirements for an ATO Certificate	A
13	ATO Certificate holder responsibilities	A
19	ATO Quality management manual	A
28	Training facilities and equipment for flight crew training	B
32	Training facilities, equipment and material for aircraft maintenance engineer course	B
33	Training facilities, equipment and material for air traffic controllers or flight radiotelephony operator.	B
34	Training facilities, equipment and material for flight operations officers	B

35	Advertising limitations	B
40	Inspection of licences, certificate, approvals or authorization	A
45	Use and retention of licences, certificates, approvals Authorizations and records.	B
48	Enforcement of directives	A

Issued under my hand in Juba on this ^{1^h}12..... day of the month of Feb..... in Year 2026.

12 02
2026



Hon Rizik Zakaria Hassan
Minister of Transport
Republic of South Sudan - Juba