
SUBJECT: CERTIFICATION OF AN AIR OPERATOR

Date: 18/08/2009

1. PURPOSE

- A. This Technical Circular describes the process of applying for and obtaining an Air Operator Certificate (AOC) to conduct commercial air transport operations under Civil Aviation Regulations (CV-CARs). The certification process may appear to be a complex undertaking, particularly to a “first-time” operator. This TC provides basic information applicable to the certification process. This TC does not describe the process for obtaining an AOC when the AOC applicant proposes to conduct maintenance under the equivalent system of maintenance referenced in Part 9 of the CV-CAR.
- B. Because there are a variety of acceptable methods for preparing manuals, including training manuals, a detailed discussion of acceptable methods for preparing these documents is not in this TC. Operators will be briefed in as much detail as necessary regarding the preparation of manuals and other required documents during meetings with AAC personnel. The information in this TC and the reading material referenced in this TC will assist the operator in completing the process with minimal delays and complications.

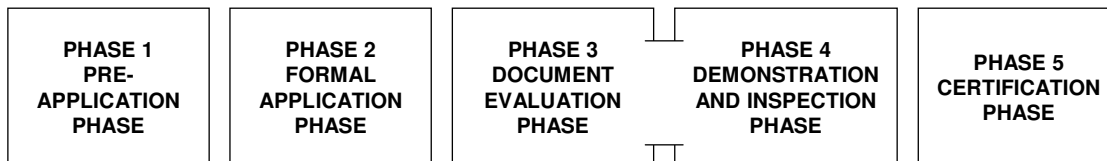
2. RELATED REGULATIONS

- C. Regulatory Decree Number 2/2001, Cabo Verde Civil Aviation Regulations (CV-CARs) Parts 1, 2, 4, 5, 6, 7, 8, 9, 10

3. BACKGROUND

- A. To conduct Commercial Air Transport Operations under Cabo Verde Regulations, an operator must be a citizen as defined in Cabo Verde Aviation Law. The AAC recognises the responsibility of Commercial Air Transport Operators to provide air transportation with the highest degree of safety possible in the public interest. The certification process is designed to ensure that prospective AOC holders understand and are capable of fulfilling this duty. When satisfactorily completed, the certification process should ensure that the operator is able to comply with the Cabo Verde Aviation Law, AAC regulations, and the international standards pertaining to the operation of aircraft as published in relevant ANNEXES to the convention on international civil aviation.
- B. There are five phases in the air operator certification process. Each phase is described in sufficient detail to provide a general understanding of the entire certification process. (See appendix 6 for a detailed flow chart of the entire certification process). The five phases are:

- (1) Pre-application
 - (2) Formal Application
 - (3) Document Evaluation
 - (4) Demonstration and Inspection
 - (5) Certification
- C. In some cases, the guidance and suggested sequence of events in this TC may not be entirely appropriate. In such situations, the AAC and the operator should proceed in a manner that considers existing conditions and circumstances. The operator, however, should not expect to be certificated until the AAC is assured that the Cabo Verde aviation law and its Civil Aviation Regulations will be complied with in an appropriate and continuing manner.



4. 5. PRE-APPLICATION PHASE

- A. As far in advance as possible of an anticipated start of operations, a prospective operator should contact the nearest AAC Office and inform the AAC of its intent to apply for an AOC. The prospective operator will be invited to meet briefly with AAC personnel. During this initial meeting, only basic information and general certification requirements will be discussed. If the prospective operator intends to proceed with certification, AAC Form 30-001 - Prospective Operators Pre-assessment Statement (POPS) will be furnished. A sample of this form with instructions for completing it is in Appendix 1. The POPS should be completed, signed by the prospective operator, and returned to the AAC Office.
- B. AAC personnel will review the POPS. If the information is incomplete or erroneous, the POPS will be returned to the prospective operator with the reasons for its return noted in Section 2. If the information is complete and acceptable, the AAC will determine which AAC office will be assigned to the certification project and schedule a pre-application meeting with the prospective operator and the selected AAC certification team members.
- C. The AAC office will designate one certification team member as the Project Manager (PM). The PM is the official AAC spokesperson throughout the certification project.
- D. The purpose of the pre-application meeting is to confirm the information on the POPS and to provide critical certification information to the applicant. It is recommended that the operator's key management and staff attend these pre-application meetings and be prepared to discuss in general terms the plans and specific aspects of the proposed operation. Many problems can be avoided by discussing all aspects of the proposed operation and the specific requirements, which must be met to be certificated as an air operator.
- E. It is important to establish good working relationships and clear understandings between the AAC and the operator's representatives. The AAC recognises that a wide range of capabilities and expertise exists among operators. This background experience will be considered by the AAC and adjusted to during these initial meetings.

- F. To help promote understanding throughout the certification process, an application information package will be provided during the pre-application meeting. The application information package includes the following:
- (1) The certification job aid that will be used by AAC inspectors during the certification project.
 - (2) A schedule of events which must be completed and submitted with the formal application.
 - (3) An example set of Operations Specifications (OpsSpecs).
 - (4) Other publications or documents the PM believes will be useful to the operator.
- G. CV-CAR 9.A.125 (a) (1) and (2) specifies that an application for an AOC shall be made in a form and manner acceptable to the Authority; and, containing any information the Authority requires the applicant to submit. It is important to understand the minimum documentation necessary to be considered acceptable for a formal application. Formal application must be made on either a form provided by the Authority or by letter [see Appendix 2.] requesting certification as an air operator. The accountable manager must sign the form or letter. If a letter is submitted, it should include a statement that the letter serves as formal application for an Air Operator Certificate. It should also contain the full and official name of the applicant. The letter shall contain the physical location address of the applicant's intended primary operating location. The applicant's mailing address shall be included in the formal application letter if different than its letterhead. The letter shall also include the full name and address of the applicant's designated agent. Additionally, the letter will confirm the identity of key management personnel such as the Accountable Manager, Director of Operations, Chief Pilot, Director of Safety, Director of Maintenance, Quality Manager, as applicable. Certain documents must be submitted with the formal application. These documents (attachments) are briefly described in paragraphs 5h through 5q and will be discussed in detail during the pre-application meeting.
- H. Draft Operations Specifications Attachment. This attachment describes the applicant's intended authorisations, limitations, provisions, and privileges specific to the operator's operations.
- I. Air Operator Certification Job Aid and Schedule of Events Attachment. The schedule of events [see Appendix 3] is a key document that lists items, activities, programs, and aircraft and/or facility acquisitions that must be accomplished or made ready for the AAC's inspection before certification. It should include dates when the crewmembers will start company indoctrination procedures. In addition, the schedule of events should include dates when maintenance personnel training will start; when maintenance facilities will be ready for the AAC's inspection; when each of the required manuals will be available for evaluation; when aircraft will be ready for inspection; when terminal facilities will be ready for inspection; when emergency evacuation demonstrations; ditching demonstrations, and demonstration flights are planned to be performed, and the date of the proposed assessment of Chief Training and Checking Officer and other approved persons. These estimated dates must be logical in terms of sequence. For example, the estimated date for crewmember basic company procedures indoctrination ground training to begin should be after the date that sections of the company manuals pertinent to crewmember performance will be completed and submitted. Reasonable time for the AAC to review, inspect, and approves each item or event should also be provided when approval is required before beginning a subsequent event or item. Failure to accomplish an item or event in a satisfactory manner or in accordance with the schedule of events could delay the certification. If at any time during the certification process the operator finds it necessary to revise the schedule of events, the PM should be notified as soon as practical.

- J. Company General Manuals Attachment. These manuals, which may be issued in separate parts for specific users, contain information about the operator's general policies, duties and responsibilities of personnel, operational control policy, and procedures. These are commonly referred to as the Operations Manual and the Maintenance Control Manual. CV-CARs require these manuals to include instructions and information necessary to permit flight, ground, and contract personnel to perform their duties and responsibilities with a high degree of safety. CV-CAR Part 9, including the Implementing Standards (IS) prescribes the content of these manuals. The entire manual system, as required by sub-parts 9.C and 9.D of the CV-CARs, shall be completely developed at the time of formal application.
- K. Training and Checking Manuals. It is recognised that aircraft acquisition, facility arrangements, and certain training program elements may not be fully developed at the time of formal application. The company initial training curriculum portion of the Training Manual (completed to the extent possible) must be attached to the formal application letter or form. Initial training curricula must include at least the following curricula segments:
- (1) Company Procedures Indoctrination Training (CV-CARs 8.J.145 and 9.B.245)
 - (2) Initial Emergency Equipment Drills Training (CV-CAR 8.J.165)
 - (3) Initial Aircraft Ground Training (CV-CAR 8.J.170)
 - (4) Initial Aircraft Flight Training (CV-CAR 8.J.175)
- L. Management Structure and Qualification Attachment.
- (1) CV-CARs establish basic management positions and the implementing standards establish minimum qualifications for air operators proposing to conduct scheduled or charter commercial air transportation operations. It may be possible to obtain a deviation from these required basic management positions and qualifications, depending on the complexity of the planned operation. Individuals assigned to the required management positions are expected to have a thorough knowledge of the operator's company manuals, operating provisions, the CV-CARs and the planned operations relevant to the position. This attachment must contain resumes of the qualifications, licenses (including license numbers), ratings, and aviation experience for each of the following positions, or their equivalent:
 - (a) Accountable Manager (Chief Executive Officer or General Manager)
 - (b) Director of Operations, or Senior Officer of Flying Operations
 - (c) Chief Pilot
 - (d) Director of Safety, or Chief Flight Safety and Accident Prevention
 - (e) Quality Manager
 - (f) Director of Maintenance
 - (2) If a deviation from the management requirements is anticipated, it should be noted in the formal application letter. The actual request for deviation, however, must be made in a separate petition, which presents specific justification. This request for a deviation should be made to the AAC as soon as practical to enable the individual who will hold the position to be involved early in the certification process.
- M. Documents of Purchase, Leases, Contracts, and/or Letters of Intent Attachments. These attachments should provide evidence that the operator is in the process of actively procuring aircraft, facilities, and services appropriate to the type of operation proposed. If formal contracts are not completed letters or other documents showing preliminary agreements or intent will suffice until such date as determined by the Authority. Examples of the types of

equipment, facilities, and services that should be addressed in these documents are as follows:

- (1) Aircraft
- (2) Station facilities and services
- (3) Weather gathering facilities and services
- (4) Communications facilities and services
- (5) Maintenance facilities and services
- (6) Maintenance contractual arrangements
- (7) Aeronautical charts and related publications
- (8) Aerodrome analysis and obstruction data
- (9) Contract training and training facilities

N. Initial Statement of Compliance. This attachment should be a complete listing of all CV-CARs applicable to the proposed operation. Pertinent subparts and each relevant section of the regulation should be identified and accompanied by a brief description, or preferably a specific reference, to a manual or other document. The brief description or reference must describe the method of compliance for each regulation listed. If the precise method of compliance has not been developed at the time of formal application, an indication of the date that this information will be provided will suffice, if the date provided is reasonable, and acceptable to the Authority. The following examples are samples of how relevant sections of CV-CARs should be presented in a Statement of Compliance.

EXAMPLE 1.

Statement of Compliance - method of compliance ***not developed*** at time of formal application.
CV-CAR: 9.C.195 Aeronautical Data Control System.
This system is currently under development and will be submitted for approval on (date).

EXAMPLE 2

Statement of Compliance - method of compliance ***fully developed - preferred presentation***
CV-CAR: 9.C.1110 De-icing and Anti-icing Programme.
Flight Operations Manual (FOM) p. 129, para. 243;
Maintenance Control Manual (MCM) p. 45, para. 12.5.

EXAMPLE 3

Statement of Compliance - method of compliance **fully developed - acceptable presentation.**

CV-CAR: 8.E.195 Reporting mechanical irregularities.

The air operator instructs the pilot in command (PIC) on the requirements for and methods of completing the technical log of the aeroplane. The PIC is required to review the technical log before each flight and to ascertain the airworthiness status of the aeroplane by checking each previous log entry. The MCM instructs maintenance personnel on the requirement to record discrepancies discovered during pre-flight checks and other types of checks.

- O. Financial Economic and Legal Matters Assessment. This attachment should consist of written evidence that the applicant has undergone, is undergoing, or is scheduled to undergo a financial, economic, and legal matters assessment.
- P. List of Aircraft. This attachment should consist of a list of aircraft, (by make, model, and series) that the applicant intends to operate.
- Q. List of Designated Destination and Alternate Aerodromes. This attachment is required if the applicant is applying for scheduled domestic or scheduled international operations.
- R. A thorough understanding of pertinent regulations and advisory materials is critical to the success of the entire certification process. The operator and key management personnel must understand which regulations apply to the intended operation. A sample list of CV-CARs as they apply to various kinds and types of operations is in Appendix 4.
- S. During the pre-application phase and throughout the certification process, the operator will have to prepare documents and manuals for the AAC's evaluation and approval or acceptance. The operator is encouraged to informally co-ordinate drafts of these documents with the CPM and other inspectors assigned to the certification project. Time spent on informal co-ordination can significantly reduce the workload for the operator and the inspectors once the formal application is submitted. The inspectors will give advice and guidance; however, the actual development of acceptable documents and manuals is always the responsibility of the operator.

5. FORMAL APPLICATION PHASE

- A. It is recommended that the formal application is submitted at least 90 days before revenue operations are expected to begin, although the application should be submitted to the AAC Authority as far in advance of the proposed start-up date as possible.
- B. The AAC will review the application to determine that it contains the required information and attachments. If there are omissions or errors, the formal application and all attachments will be returned with a letter outlining the reasons for its return. If the operator has a good understanding of the requirements, the formal application should be of sufficient quality to allow any omission, deficiency, or open question to be resolved during the formal application meeting.
- C. The operator's key management personnel should attend the formal application meeting. The purpose of the meeting is to discuss the formal application and resolve omissions, deficiencies, or answer questions from either party. For example, this meeting may be used to resolve questions concerning the applicant's package or scheduling date conflicts, or to

ensure the applicant understands the certification process. This meeting should also be used to reinforce open communication and working relationships.

- D. If the formal application meeting is successful, the operator is provided with a letter acknowledging receipt and acceptance of the package. The AAC's acceptance of a formal application does not constitute approval or acceptance of individual attachments. These documents will be evaluated thoroughly during subsequent phases of the certification process. If, the formal application is not accepted, it will be returned with a written explanation of the reasons for its return.

6. DOCUMENT EVALUATION PHASE

- A. After the formal application has been accepted, inspectors will begin a thorough evaluation of all the manuals and documents that are required by regulation to be submitted to the AAC. The AAC Authority will endeavour to complete these evaluations in accordance with the operator's schedule of events. If a manual or document is incomplete or deficient, or if non-compliance with the regulations or safe operating practices is detected, the manual or document will be returned for corrective action. If the manuals and documents are satisfactory, they will be approved or accepted, as required by CV-CARs. Approvals may be indicated by letter as appropriate, or by approval of Operations Specifications (OpsSpecs). Acceptance of information that does not require formal approval will be indicated by letter or by the lack of the AAC's objection to the information.

- B. The complexity of the information which must be addressed in the operator's manuals and other documents depends on the complexity of the planned operation. The following list provides examples of information that must be provided by the operator and evaluated by the AAC during this phase:

- (1) Management personnel resumes outlining proposed management qualifications and civil aviation compliance histories.
- (2) Operations Manual (may be in one or more parts).
- (3) Maintenance Control Manual (may be in one or more parts). Includes the Approved Maintenance Organisations (AMO) Maintenance Procedures Manual (MPM).
- (4) Aircraft maintenance programs and supporting manuals such as Maintenance Review Board (MRB) and Corrosion Prevention Control Program (CPCP).
- (5) Mass and balance procedures/program.
- (6) Training Program Manual.
- (7) Approved Aircraft Flight Manual.
- (8) Aircraft Operations Manual.
- (9) Minimum Equipment List (MEL) and MEL Management Program
- (10) Configuration Deviation List (CDL).
- (11) Cockpit checklist.
- (12) Passenger briefing cards.
- (13) Noise and emission plan (if applicable).
- (14) Airport Runway Analysis
- (15) Deviation requests.
- (16) Dangerous Goods.
- (17) Cabin Attendant Manual.
- (18) Dispatch/flight following/flight locating procedures.
- (19) Draft Operations Specifications (operations and airworthiness).
- (20) Maintenance Reliability Program (optional).
- (21) Plan for Demonstration Flights.
- (22) Emergency evacuation demonstration plan.

- (23) Ditching demonstration plan.
- (24) Fully completed Statement of Compliance.

C. The fully completed Statement of Compliance is the final evolution of the Initial Statement of Compliance that was submitted with the formal application. The fully completed Statement of Compliance ensures each applicable regulatory requirement has been adequately addressed in the appropriate manuals, programs, and/or procedures.

7. DEMONSTRATION AND INSPECTION PHASE

A. CV-CARs require an operator to demonstrate its ability to comply with regulations and safe operating practices before beginning actual revenue operations. These demonstrations include actual performance of activities and/or operations while being observed by AAC inspectors. This includes on-site evaluations of aircraft maintenance equipment and support facilities. During these demonstrations and inspections, the AAC evaluates the effectiveness of the policies, methods, procedures, and instructions as described in the operator's manuals and other documents. Emphasis is placed on the operator's management effectiveness during this phase. Deficiencies will be brought to the attention of the operator and corrective action must be taken before a certificate is issued.

B. Although the document evaluation and the demonstration and inspection phases have been discussed separately in this TC, these phases overlap, or are accomplished simultaneously in actual practice. The following list provides examples of the types of items, equipment, facilities, and activities evaluated during the demonstration and inspection phase.

- (1) Conduct of training programs (classroom, simulators, aircraft, flight and ground personnel training).
- (2) Crewmember and Flight Operations Officer testing and certification.
- (3) Station facilities (equipment, procedures, personnel, fuelling/Defuelling, de-icing, technical data).
- (4) Recordkeeping procedures (documentation of training, flight and duty times, flight papers).
- (5) Flight control (Flight Supervision and Monitoring system or Flight Following system)
- (6) Maintenance and inspection programs (procedures, record keeping).
- (7) Aircraft (conformity inspection, aircraft maintenance records, etc.).
- (8) MELs and CDLs (compliance with operating and maintenance procedures, etc., if applicable).
- (9) Mass and balance program (procedures, accuracy, and document control).
- (10) Passenger emergency evacuation demonstration (aborted takeoff demonstration and ditching demonstration).
- (11) Demonstration Flights. Includes full-scale simulation of revenue operations to demonstrate the ability to operate independently, safely, and in compliance with all applicable CV-CARs.

C. c. The Demonstration and Inspection Phase outline under paragraph 8a. through 8b. is only applicable to the certification of an air operator.

NOTE: An applicant for an air operator certificate (AOC) may concurrently seek AAC approval of its maintenance organisation. The applicant needs to co-ordinate the progress of both certification projects. Both certification projects must be in the Demonstration and Inspection Phase at the same time. This is because the Demonstration Flights cited under CV-CAR 9.B330 (a) require the applicant to demonstrate to the AAC all proposed flight and ground operations. The applicant therefore will also be expected to demonstrate use of its Approved Maintenance Organisation to

ensure that procedures in the Maintenance Control Manual (MCM) and Maintenance Procedures Manual (MPM) are in agreement.

8. CERTIFICATION PHASE

- A. After the document compliance and the demonstration and inspection phases have been completed satisfactorily, the AAC will prepare an Air Operator Certificate and approve the OpsSpecs. The OpsSpecs contain authorisations, limitations, and provisions specific to an operator's operation. The operator must acknowledge receipt of these documents.
- B. The certificate holder is responsible for continued compliance with CV-CARs and the authorisations, limitations, and provisions of its certificate and OpsSpecs. As a certificate holder's operation changes, the OpsSpecs will be amended accordingly. The process for amending OpsSpecs is similar to the certification process. In some cases it may be a less complex procedure depending on the subject of the amendment. The AAC is responsible for conducting periodic inspections of the certificate holder's operation to ensure continued compliance with the CV-CARs and safe operating practices.

9. EXPLANATION OF APPENDIXES IN THIS TECHNICAL CIRCULAR

- A. Appendix 1 provides instructions on how Model AAC Form 30-001: Prospective Operator's Pre-Assessment Statement (POPS) should be completed. Section 1, items 1 through 11, should be completed and signed by the applicant and returned to the appropriate AAC office. Sections 2 and 3 are reserved for AAC use.
- B. Appendix 2 provides a sample formal application letter.
- C. Appendix 3 provides a certification job aid and schedule of events.
- D. Appendix 4 provides a list of applicable model regulations.
- E. Appendix 5 provides definitions of terms as they are used in the certification process.
- F. Appendix 6 provides a detailed flow chart of the entire certification process.

Director
Civil Aviation (State)

APPENDIX 1. INSTRUCTIONS FOR COMPLETING AAC FORM 30-001 PROSPECTIVE OPERATOR'S PRE-ASSESSMENT STATEMENT (POPS). THIS MODEL FORM IS TO BE COMPLETED BY AN AIR OPERATOR OR MAINTENANCE ORGANISATION APPLICANT.

SECTION 1A. All applicants shall complete this section.

1. Enter the company's official name and mailing address. Include any other business name if different from the company name).
2. This address shall be the physical location where primary operating activities are based. It is where the offices of management required by regulation are located. If the address is the same as item 1, enter "same." Include secondary business addresses of operation and identify the type of operation conducted.
3. Enter the estimated date when operations or services will begin.
4. This information will be used to assign a company identification number. You may indicate up to three, three-letter identifiers, such as ABC, XYZ, etc. If all choices have been assigned to other operators or maintenance organisations, a randomly selected number will be assigned.
5. Enter the names, titles, and telephone numbers of management personnel required by CV-CAR 9.B.210.

NOTE: Management personnel qualification requirements are specified in CV-CAR Part 9 Implementing Standards (IS) 9.B.210.

SECTION 1B. All applicants shall complete this section, as appropriate.

6. Indicate if the air operator intends to perform maintenance as an Approved Maintenance Organisation (AMO) or intends to contract out all or part of its maintenance, or perform its own maintenance using an equivalent system.
7. The proposed type of operation shall be indicated. Check as many boxes as apply.
8. The proposed type of maintenance organisation and ratings shall be indicated. Check as many boxes as apply.

SECTION 1C. Air Operators shall complete Blocks 9, 10.

9. Aircraft Data is to be provided here. Indicate number and types of aircraft by make, model, series, and number of passenger seats or cargo payload capacity. For foreign registered aircraft, provide a copy of the lease agreement.
10. Indicate geographic areas of intended operation and proposed route structure.

SECTION 1D. All applicants shall complete this section.

11. Show any information that would assist AAC personnel in understanding the type and scope of operation or services to be performed by the applicant. If an air operator intends to arrange for maintenance and inspections of its aircraft and/or associated equipment identify the approved maintenance organisation selected and a list of the maintenance or inspections it proposes to perform. Also provide all written contracts with this form, if applicable.

12. Identify the type of aircraft and/or simulators.

For AOC's identify the type of aircraft and/or simulators intended to be used.
For AMO's, identify the type of aircraft by make and model. In addition identify the type of training that the Quality Assurance staff, certifying staff and maintenance personnel will receive based on the ratings requested.

13. The Prospective Operator Pre-assessment Statement (POPS) denotes an intent to seek AAC certification as an air operator or approved maintenance organisation. It must be signed as follows:

Type of Organisation	Authorised Signature
-----	-----
Individual	Owner
Partnership	At least one partner
Company, corporation, association, etc.	At least one authorised officer

The Accountable Manager must sign the POPS Form. If the POPS Form is signed by another individual which is not the Accountable Manager the accountable manager must submit with the POPS Form a letter addressing his/her authority to do so.

SECTIONS 2 and 3. For AAC Use.

FIGURE 1. AAC FORM 30-001 PROSPECTIVE OPERATOR'S PRE-ASSESSMENT STATEMENT (POPS) ----- (BACK PAGE)

Section 1D. To be completed by all applicants		
11. Additional information that provides a better understanding of the proposed operation or business (Attach additional sheets, if necessary)		
12. Proposed Training (Aircraft and/or Simulator)		
13. The statement and information contained on this form denotes an intent to apply for a AAC certificate.		
Type of Organisation:		
Signature	Date (day/month/year)	Name and Title
Section 2. To be completed by the AAC Official		
Received by (Name and Office):		Date received (day/month/year)
Date forwarded to Director Civil Aviation (DCA) (day/month/year):	For: <input type="checkbox"/> Action <input type="checkbox"/> Information only	
Remarks:		
Section 3. To be completed by the Office of the Director Civil Aviation		
Received by:	Pre-application Number:	
Date (day/month/year):	Assigned Certification Number:	
Local office assigned responsibility:	Date forwarded to local office: (day/month/year)	
Remarks:		

30-001 POPS

APPENDIX 2. SAMPLE FORMAL APPLICATION LETTER

(Name of Applicant)
(Appropriate Address)

[Date]
Civil Aviation Authority
Attn: (Name), Manager
(Appropriate Address)

Dear (Name):

This letter serves as formal application for a Civil Aviation Authority (AAC) air operator certificate. (Name of Applicant), initially intends to certificate and operate as a [scheduled or non-scheduled passenger, freight, or mixed passenger and freight] commercial air transport operation under Parts 8 and 9 of the Model Civil Aviation Regulations (CV-CARs). We intend to use (Number and Type) aeroplane(s) between (location) and (location). We have enclosed a copy of [(our report of) or (our filing with) (identify the STATE agency)] for a Financial Economic and Legal Matters assessment.

Our company will have its principal base of operations and corporate offices located at (appropriate address). Our maintenance base (if company intends to conduct maintenance under its AOC) will be located at (appropriate address) (if the company intends to apply under separate cover for an approved maintenance organisation, so state here). A copy of our contract with (name of maintenance organisation) is enclosed. Our management personnel are as follows:

President and Accountable Manager – Mr. Rolland Malev
Director of Operations and Dispatch – Mr. Peter Berman
Director of Maintenance – Mr. Lee Wing
Quality Manager – Mr. William Jackson
Chief Pilot – Mr. Nathan Moskowitz
Director of Training – Ms. Brenda Hoff
Director of Safety – Mr. Bruno Luccasi

Also enclosed is the revised Schedule-of-Events and Initial Statement of Compliance which was agreed to at our last meeting with your representatives. We have retained the services of Mr. Anwar Hussun (appropriate address) as our designated agent.
Sincerely,

Rolland Malev
President
Enclosures

APPENDIX 3. JOB AIDS
AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)

OFFICIAL NAME OF COMPANY				LOCATION ADDRESS																		
MAILING ADDRESS (if different from location)				PRE-CERTIFICATION NUMBER:																		
				Inspector Initial	Date Received/ Accomplish ed	Date Returned for Changes	Referenc e															
AAC REFERENC E	OPS Insp.	AIR Insp.	AVI Insp.																			
I. PRE-APPLICATION PHASE																						
A. Initial Orientation: Inspector: 1. Certification Technical Circular provided to applicant. 2. Prospective Operator's Pre-assessment Statement (POPS) a. Forwarded to Director AAC																						
B. Certification Team Designated (at least one operations, one maintenance, and one avionics inspector) <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 35%; text-align: center;">Name</th> <th style="width: 35%; text-align: center;">Speciality</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;">PM</td> <td>_____</td> <td>_____</td> </tr> <tr> <td></td> <td>_____</td> <td>_____</td> </tr> <tr> <td></td> <td>_____</td> <td>_____</td> </tr> <tr> <td></td> <td>_____</td> <td>_____</td> </tr> </tbody> </table>					Name	Speciality	PM	_____	_____		_____	_____		_____	_____		_____	_____				
	Name	Speciality																				
PM	_____	_____																				
	_____	_____																				
	_____	_____																				
	_____	_____																				
C. Conduct Pre-application Meeting 1. Verify POPS Information 2. Overview of Certification Process 3. Provide Certification Package Containing: a. Certification Job Aid b. Schedule of events c. Model Operations Specifications d. Other Applicable Publications and Documents 4. Explain Formal Application Submissions																						
Remarks:																						

**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)**

AAC REFEREN CE	II. FORMAL APPLICATION PHASE	Inspector Initial	Date Received/ Accomplis hed	Date Returned for Changes	Referen ce
	A. Review Applicant's Submission				
	1. Formal Application Letter/Form				
	a. Full and Official name (Legal)				
	b. Mailing Address				
	c. Primary Operating Location (Principal Operations/ Maintenance Base)				
	d. Name and address of applicants designated agent				
	e. Key Management Personnel Names				
	2. Formal Application Attachments				
	a. Schedule of events				
	b. Initial compliance statement				
	c. Company general manuals				
	i. Operations Manual.				
	ii. Maintenance Control Manual				
	iii Aircraft Maintenance Program				
	d. Initial new hire training curricula (Crewmembers & Flt/Ops/Officers) Company Procedures Indoctrination Emergency Equip Drills Training Initial Flight and Ground Training				
	e. Management and Key Staff qualifications/resumes				
	f. Documents of purchase/ contract(s)/lease(s)/letters of intent				
	B. Evaluation of AAC Resources Based on Schedule of Events				
REMARKS:					

	<p>C. Formal Application Meeting</p> <ol style="list-style-type: none"> 1. Schedule of events Date:_____Time:_____ 2. Discuss each Submission 3. Resolve Discrepancies/Open Items 4. Review Certification Process 5. Review Impact if Schedule of Events are not met 				
	<p>D. Issue Letter Accepting/Rejecting Application</p>				
<p>REMARKS:</p>					

**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)**

AAC REFEREN CE	III. DOCUMENT EVALUATION PHASE	Inspector Initial	Date Received/ Accomplis hed	Date Returned for Changes	Referen ce
REMARKS:					
	A. Evaluate Applicable Training Programs 1. Training Curricula				
	a. Company Procedures Indoctrination				
	b. Emergency Equipment Drills Training				
	c. Ground Training (Handling/Service/De-icing)				
	d. Flight Training				
	e. Recurrent Training				
	f. Transition/Upgrade Training				
	g. Differences Training				
	h. Security				
	i. Dangerous Goods				
	j. Check Airmen/Flight Instructor				
	k. Crew Resource Management				
	2. Flt/Ops/Officer Training				
REMARKS:					
	B. Evaluate Management Qualifications				
	1. Accountable Manager				
	2. Director of Operations				
	3. Director of Maintenance				
	4. Quality Manager/s				
	a. Quality Manager for Operations (if applicable)				
	b. Quality Manager for Maintenance (if applicable)				
	5. Chief Pilot				
	6. Director of Safety				
	8. Request for Deviation Letter (If Applicable)				
	9. Other				

REMARKS:

**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)**

AAC REFEREN CE	III. DOCUMENT EVALUATION PHASE (CONTINUED)	Inspector Initial	Date Received/ Accomplis hed	Date Returned for Changes	Referen ce
	C. Evaluate Operator's Manual System				
	1. Completed Operations Manual				
	a. Emergency exit plan				
	b. Carry-on Baggage plan				
	2. Completed Maintenance Control Manual				
	3. AAC Approved Aeroplane Flight Manual				
	4. Aircraft Checklists				
	a. Normal				
	b. Abnormal				
	c. Emergency				
	5. Cabin Attendant Manual				
	6. Flight Supervision and Monitoring/Flight Following				
	7. Station/Facility Operations				
	8. Company Emergency Manual				
	9. Aerodrome Data & En Route Manual (Charts and Plates)				
	10. Aerodrome/Runway Analysis (Performance)				
	11. Minimum Equipment List				
	a. (MEL Management Program)				
	12. Configuration Deviation List				
	13. Maintenance Technical Manuals:				
	14. Fuelling/Refuelling/Defuelling				
	15. Ground Servicing Manual				
	16. Mass and Balance Control Program				
	17. Dangerous Goods				
	18. Security				
	19. Reliability Program				
	20. Completed Continuous Airworthiness Maintenance Program				
	21. Emergency Plan/Notification				
	22. Passenger Briefing Cards				

Remarks:

**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)**

AAC REFEREN CE	III. DOCUMENT EVALUATION PHASE (CONTINUED)	Inspector Initial	Date Received/ Accomplis hed	Date Returned for Changes	Referen ce
	D. Other Evaluations				
	1. Aircraft Lease				
	2. Maintenance Contracts/Agreements				
	3. Servicing Contracts/Agreements				
	4. Exemption/Deviation Requests/Justification				
	5. Plan for Emergency Evacuation Demonstration				
	6. Plan for Demonstration Flight				
	8. Final Compliance Statement				
	9. Initiate Operations Specifications				
	10. Training Contracts				
	11. De-icing/Anti Icing				
	12. Exit Row Seating				

Remarks:

**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)**

AAC REFEREN CE	IV. DEMONSTRATION & INSPECTION PHASE	Inspector Initial	Date Received/ Accomplis hed	Date Returned for Changes	Referen ce
	A. Evaluate Operator Conducting Training				
	1. Training Facilities				
	2. Training Schedules:				
	3. Flight Crewmember Training Evaluation				
	a. Company Procedures Indoctrination				
	b. Emergency Equip. Drills Training				
	c. Ground Training				
	d. Flight Training				
	e. Differences Training				
	4. Check Airmen/Instructor				
	5. Cabin Crew				
	a. Company Procedures Indoctrination				
	b. Emergency Equip. Drills Training				
	c. Ground Training				
	6. Crew Resource Management				
	7. Flight Supervision and Monitoring/Flight Following				
	8. Dangerous Goods Training				
	a. Crewmembers				
	b. Ground personnel				
	9. Security Training				
	10. Maintenance Training				
	a. Director of Maintenance				
	b. Quality Manager				
	c. Quality system Personnel				

Remarks:

**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)**

AAC REFEREN CE	IV. DEMONSTRATION & INSPECTION PHASE (CONTINUED)	Inspector Initial	Date Received/ Accomplis hed	Date Returned for Changes	Referen ce
	B. Testing/Certification				
	1. Pilots				
	2. Flight Engineers				
	3. Flt/Ops/Officers				
	4. Cabin Attendants				
	C. Aircraft Conformity Inspection				
	D. Main Operations Base				
	E. Main Maintenance Base				
	F. Station/Facilities (Operations)				
	G. Station/Facilities (Maintenance)				
	H. Flight Supervision and Monitoring/Flight Following				
	I. Recordkeeping Locations				
	1. Crewmember				
	a. Training				
	b. Flight & rest Times				
	c. Qualification				
	2. Maintenance				
	a. Aircraft Records				
	b. Maintenance Personnel Training				
	i Director of Maintenance				
	ii Quality Manager and staff				
	iii Contract Employees				
	J. Flight/Trip Records				
	K. Emergency Evacuation Demonstration				
	L. Ditching Demonstration				
	M. Demonstration Flight Evaluation				
	N. Proof of Cabo Verde Economic Authority				
Remarks:					

**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART 8 AND 9)**

AAC REFEREN CE	V. CERTIFICATION PHASE	Inspector Initial	Date Received/ Accomplis hed	Date Returned for Changes	Referen ce
	A. Approve Operations Specifications				
	B. Present Certificate & Operations Specifications				
Remarks:					
	C. Prepare Certification Report				
	1. Assemble Report				
	a. Formal Application Letter				
	b. Final Compliance Statement				
	c. Copy of Operations Specifications				
	d. Copy of Certificate				
	e. Summary of Difficulties				
	2. Distribute Report				
Remarks:					
	D. Develop Post Certification Surveillance Program				
	1. Within Geographic Area				
	2. Outside Geographic Area				
Remarks:					

APPENDIX 4. MODEL CIVIL AVIATION REGULATIONS (CV-CARs)

SECTION 1 - APPLICABLE PARTS OF CV-CARs

- Part 01 General Policies, Procedures, and Definitions
- Part 02 Personnel Licensing and Implementing Standard
- Part 04 Aircraft Registration and Marking
- Part 05 Airworthiness and Implementing Standard
- Part 06 Approved Maintenance Organisation and Implementing Standard
- Part 07 Instruments and Equipment and Implementing Standard
- Part 08 Operations and Implementing Standard
- Part 09 Air Operator Certification and Administration and Implementing Standard
- Part 10 Foreign Air Operators

SECTION 2 - OTHER Cabo Verde REGULATIONS THAT MAY BE APPLICABLE TO CERTIFICATION AS AN AOC

States may reference additional publications applicable to a certification of an air operator.

SECTION 3 - APPLICABLE INTERNATIONAL RULES AND DOCUMENTS INTERNATIONAL/OVERSEAS OPERATIONS ICAO ANNEXES

- Annex 1 to the ICAO conventionPersonnel Licensing
- Annex 2 to the ICAO Convention ... Rules of the Air
- Annex 6 to the ICAO Convention ... Operation of Aircraft
- Annex 8 to the ICAO Convention ... Airworthiness of Aircraft
- Annex 11 to the ICAO Convention ... Air Traffic Services
- Annex 10 to the ICAO Convention ... Telecommunications
- Annex 12 to the ICAO Convention ... Search and Rescue

OTHER ICAO DOCUMENTS

- Circular 253-AN/151 Human Factors Digest No. 12 Human Factors in Aircraft Maintenance and Inspection
- Document 4444-RAC/501 - Rules of the Air and Air Traffic Service
- Document 7030 - Regional Supplementary
- Document 8168-OPS - Aircraft Operations
- Document 8335-AN/879 - Manual of Procedures for Operations Inspection, Certification and Continued Surveillance
- Document 9284-AN/905 Technical Instructions for the Safe Transport of Dangerous Goods by Air
- Document 9365-AN/910 All Weather Operations
- Document 9376-AN/914 - Preparation of an Operations Manual
- Document 9379-AN/916 Manual and Procedures for Establishment and Management of a States Personnel Licensing system
- Document 9389-AN/919 - Manual of Procedures for Airworthiness Organisation
- Document 9642-AN/941 Continuous Airworthiness Manual

APPENDIX 5. DEFINITIONS

The following appendix defines terms used in this Technical Circular and/or the certification process.

“Designated Agent.” The person upon whom service of all notices and processes and all orders, decisions, and requirements of the Civil Aviation Authority shall be made.

“Certificate holding office” means the AAC Office, which has responsibility for administering the certificate and is charged with the overall inspection of the certificate holder’s operations.

“Commercial Air Transport” means an aircraft operation involving the transport of passengers, cargo, or mail for remuneration or hire.

“Scheduled operation” means an aircraft operation conducted by a commercial air transport operator for which the certificate holder or its representative offers in advance the departure location, departure time, and arrival location.

“Charter operation” means operations for which the departure time, departure location and arrival locations are specifically negotiated with the operator’s customer or the customer’s representative.

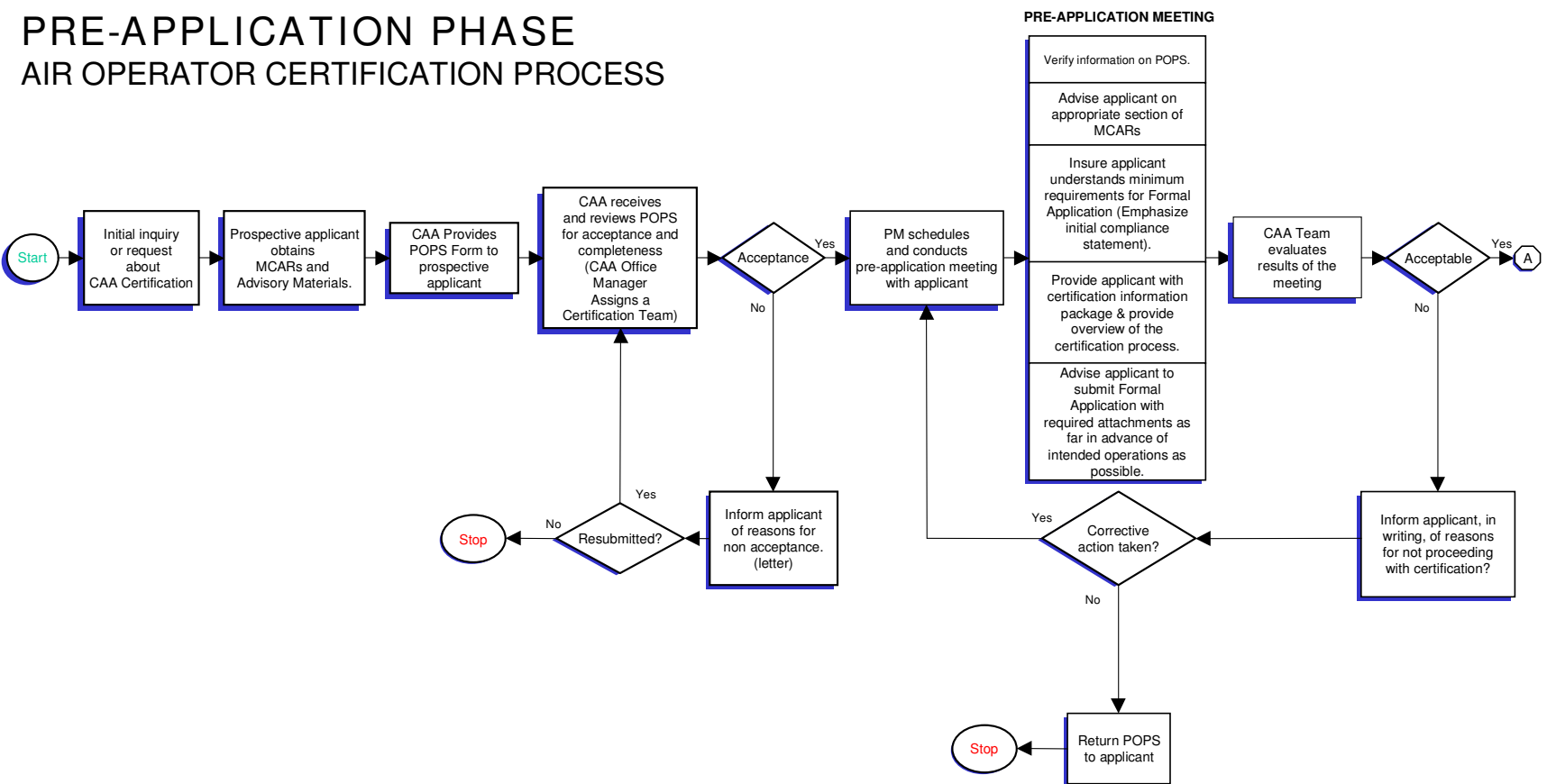
“Passenger carrying operation” any aircraft operation carrying any person other than a crewmember, company employee, authorised government representative, or person accompanying a shipment.

“Principal base of operations” means the primary operating location of a certificate holder as designated by the AAC.

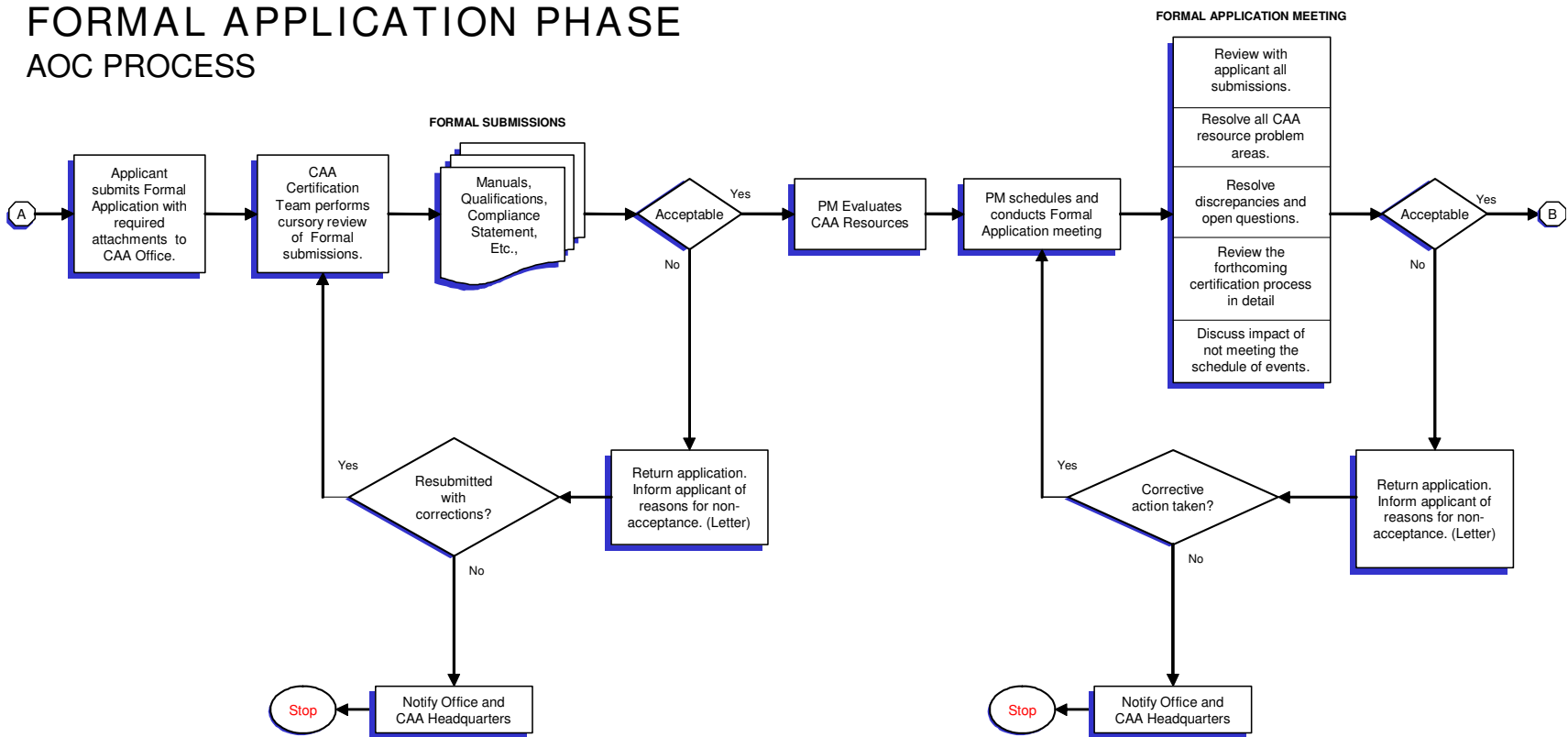
**APPENDIX 6 -
CERTIFICATION
PROCESS FLOW
CHART.
Page 1 of 5**

The flow charts on the following pages are representative of the Air Operator Certification Process. This chart also represents the process for the approval of an Approved Maintenance Organisation.

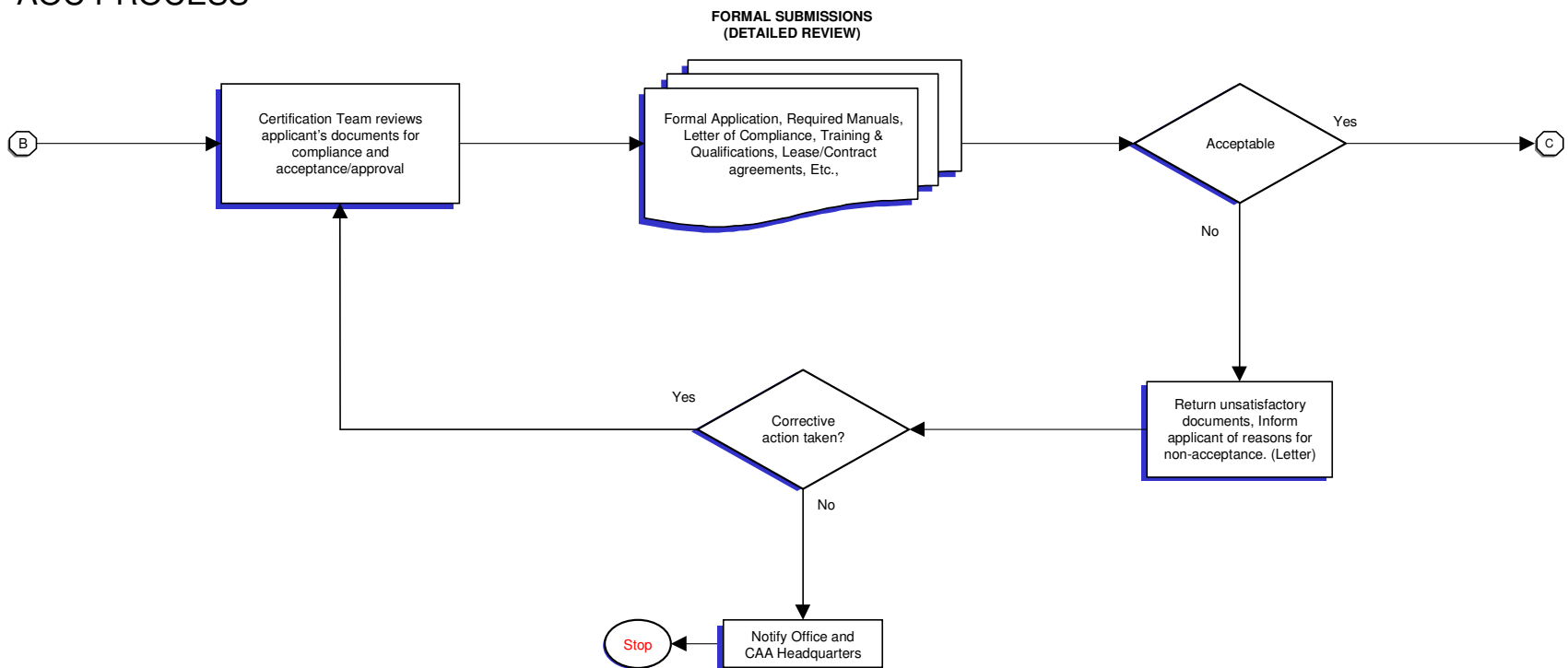
**PRE-APPLICATION PHASE
AIR OPERATOR CERTIFICATION PROCESS**



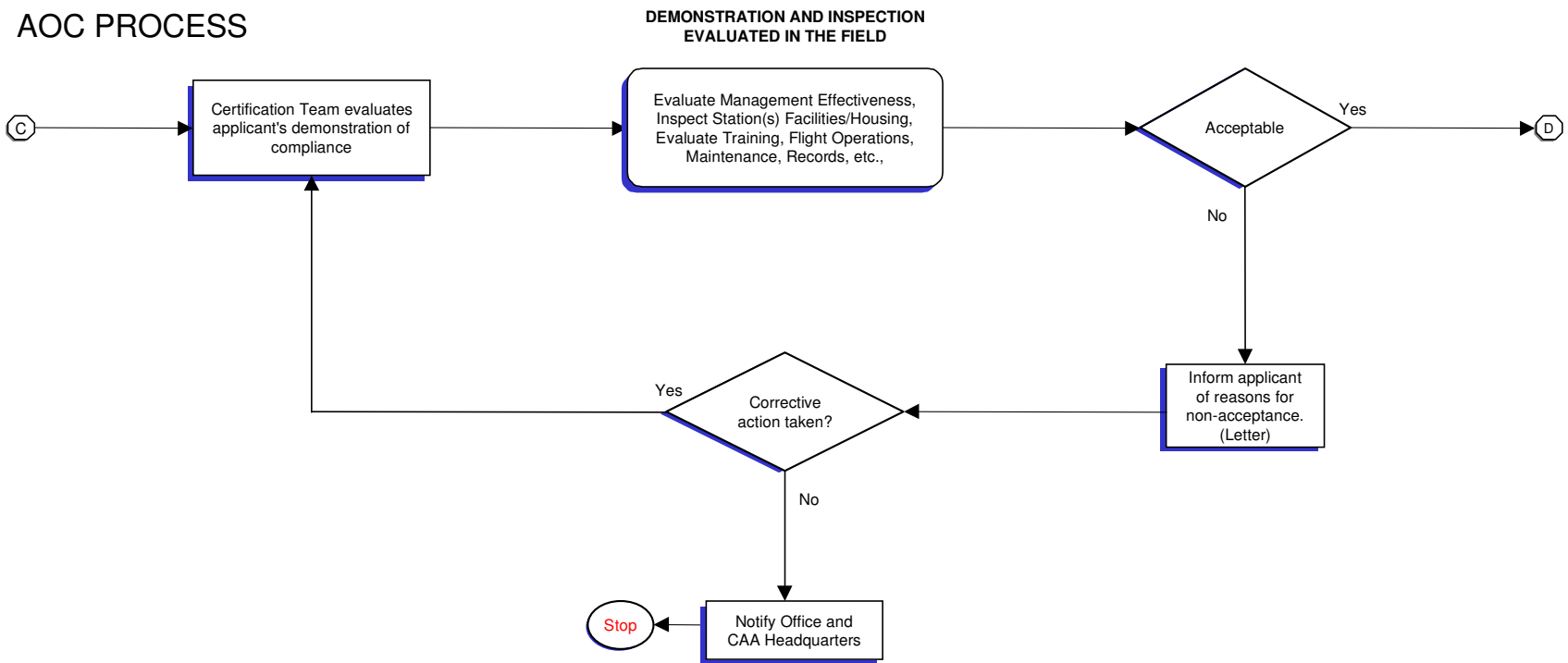
FORMAL APPLICATION PHASE AOC PROCESS



DOCUMENT COMPLIANCE PHASE AOC PROCESS



DEMONSTRATION AND INSPECTION PHASE AOC PROCESS



CERTIFICATION PHASE AOC PROCESS

