Based on Article 14 and Article 17 of the Law on Aviation ("Official Gazette of the Republic of Macedonia" No. 14/2024, 224/2024, and 3/2025) and Article 17 of the Law on Public Sector Employees ("Official Gazette of the Republic of Macedonia" No. 27/14, 199/14, 27/16, 35/18, and 198/18, and "Official Gazette of the Republic of North Macedonia" No. 143/19, 14/20, and 208/24), the Management Board of the Civil Aviation Agency, at its 101 session held on _____ year, adopted the

BOOK OF RULES
ON THE INTERNAL ORGANIZATION OF THE
CIVIL AVIATION AGENCY
(consolidated text)*

*The consolidated text of the Book of Rules on the Internal Organization of the Civil Aviation Agency is for internal use and contains: the Book of Rules on the Internal Organization of the Civil Aviation Agency (No. 02-164/2 of February 17, 2025) and the Book of Rules amending and supplementing the Book of Rules on the Internal Organization of the Civil Aviation Agency (No. 02-655/2 of April 21, 2026).

1. GENERAL PROVISIONS

Article 1

This Book of Rules regulates the internal organization of the Civil Aviation Agency, the types, number, and titles of the organizational units, their scope of work, responsibility, and mutual relations, the methods and forms of management, as well as a graphical representation of the internal organization (organizational chart).

Article 2

(1) The internal organization of the Civil Aviation Agency (hereinafter referred to as the Agency) is structured in accordance with the competences established by the Law on Aviation, the Law on Obligations and Property-Legal Relations in Air Transport, and other legal and sublegal regulations.
(2) The internal organization within the Agency is based on the principles of:

- Legality, expertise, efficiency, and economy in the execution of work and tasks;
- Orientation towards the users of the Agency's services;
- Independence and responsibility in the execution of work tasks;
- Uniformity and hierarchical structure of organizational units;

- Delegation of authority, and
- Coordination between organizational units.

2. TYPE, NUMBER, AND TITLE OF ORGANIZATIONAL UNITS

Article 3

(1) Depending on the type, volume, complexity, interdependence, and other characteristics of the work and tasks, the type and level of professional qualifications, and other conditions required for their execution, the following types of organizational units are established within the Agency:

- Division,
- Departments,
- Sections, and

(2) When structuring the organizational forms referred to in paragraph (1) of this Article, competences shall not overlap.

Article 4

(1) For the purpose of fulfilling legal competences, unifying multiple interconnected functions, organizing, monitoring, and coordinating operations, as well as executing normative-legal, professional-administrative, supervisory tasks, human resources management, development and coordination tasks, professional-analytical, administrative, information-communication, operational, material, financial, information-technological, and other tasks, the following organizational units are established within the Agency:

1. Support Sector
   1.1 Department for Legal Affairs and Human Resources
   1.1.a Department for Information Technologies
   1.1.b Department for Training and Education
   1.2 Department for Financial Affairs
   1.3 Department for Public Procurement
   1.4 Section for General Affairs

2. Flight Operations Safety Division
2.1 Flight Operations Department
2.2 Airworthiness and Registry Department
2.3 Licensing Department

- Aviation Medicine Section

3. Aerodromes and Air Navigation Division
3.1 Aerodrome Services and Infrastructure Department
3.2 Air Navigation Department
3.3 Security Department

(2) The following independent organizational units are established within the Agency, outside of the organizational units referred to in paragraph (1):

1. Office of the Director;
2. International Affairs Department;

3. International Standards and Regulation Department; and
4. SQS and Compliance Monitoring Department.

(3) The existence of special (independent) positions is envisaged within the Agency, outside of the organizational units referred to in paragraphs (1) and (2):

- Advisors to the Director – (5) executors, and
- Internal Auditor – (1) executor.

3. SCOPE OF WORK OF THE ORGANIZATIONAL UNITS

Article 5

The SUPPORT DIVISION executes the work and tasks within its scope of work through the Department for Legal Affairs and Human Resources, the Department for International Affairs and Regulation with the Flight Approval Department, the Department for Financial Affairs, the Department for Public Procurement, and the Section for General Affairs.

The Department for Legal Affairs and Human Resources performs the following work and tasks:

- execution of normative-legal tasks and ensuring the application of national regulations affecting the operations of the Agency, ensuring the uniform application of laws and other regulations within the Agency, and providing legal
- providing legal support to the operations of the organizational units of the Agency, concluding contracts, protocols, memorandums, and similar acts at the national level that do not contain an international element, and keeping records of the same;
- preparing the Functional Analysis of the Agency, as well as the methodological, organizational, and technical preparation of acts on internal organization and systematization of workplaces within the Agency, and preparing requests for the entry, modification (deletion/supplementation) of data in the Catalog of Workplaces in the Public Sector;
- preparing the Annual Employment Plan and Reports on the implementation of employment plans;
- implementing procedures related to selection and employment through public or internal announcements, agreements on transfer (takeover), deployment of employees, termination of employment, and implementing the employee performance evaluation procedure;
- participating in the preparation of the Strategic Plan of the Agency in the field of human resources, the Agency's Work Program, and the Agency's Work Report;
- drafting procedures within the competence of the department, as well as monitoring and maintaining the human resources management information system;
- providing professional, technical, and organizational support to the Management Board of the Agency;

- issuing inspector authorizations based on reports confirming the fulfillment of requirements for conducting supervision by aviation inspectors;
- organizing professional development and training for employees in domestic and foreign training centers and organizations through the implementation of the Agency's Training Plan;
- analyzing the training needs of Agency employees, preparing the Annual Training Program, the budget for the implementation of the annual training program, and curricula for the selection of trainers, as well as coordinating and monitoring the implementation process of the Annual Training Program, evaluating trainings regarding the practical application of acquired knowledge, and keeping records;
- participating in the selection of external organizations for the development of training programs and the execution of training;
- preparing documentation related to official travel and employee training, keeping employee records covering human resources management, and updating data and documents in the electronic library and on the Agency's website
- Handling complaints and proposals, maintaining a registry (logbook) of data related to the handling of complaints and proposals, and submitting reports in accordance with the Law on Complaints and Proposals;
- Implementing the provisions of the Collective Agreement and drafting acts/documents arising from it;
- Providing organizational and technical support in procedures for submitting public information and delivering reports in accordance with the Law on Free Access to Public Information;
- Performing tasks in accordance with the Law on Occupational Health and Safety;
- Professional, administrative, and technical tasks in the field of archival operations, as well as the preparation of materials, documents, records, and reports related to archival operations;
- Ensuring the uniform application of laws and other regulations in the field of archival operations;
- Maintaining an electronic archive, as well as collecting, transferring, and organizing documents and data;
- Opening incoming mail and logging it into registries and internal logbooks, distributing it to organizational units, logging outgoing acts, archiving them, ensuring timely dispatch, and managing seals and stamps; and
- Performing other tasks in accordance with applicable regulations.

Information Technology Department

The Information Technology Department performs the following tasks and duties:

- Ensuring conditions for central connectivity by connecting users to the Agency's IT system and ensuring the continuous availability and functionality of network systems;

- Designing, installing, maintaining, and developing IT systems through the design and implementation of new system solutions, maintaining and upgrading existing information systems, and continuously monitoring new technologies for their application;
- Managing IT resources by overseeing hardware, software, and infrastructure resources, as well as planning the replacement and upgrade of outdated equipment.
- Protecting data integrity by preventing unauthorized use, deletion, or loss of data, and implementing security policies and protocols;
- Improving the Agency's operations by proposing and implementing IT solutions for process optimization, as well as analyzing and drafting system performance reports;
- Providing technical support by updating data and documents in the electronic library, and administrating and updating the Agency's website;
- Network connectivity and maintenance by managing network connections, coordinating server units, regularly ensuring secure and timely data backups, and implementing organizational and technical activities to enhance the system;
- Conducting training by organizing training sessions for employees regarding the use of IT systems and providing education to raise cyber-security awareness;
- Introducing new technologies by researching opportunities for implementing Cloud solutions and deploying automated tools for process management;
- Monitoring and reporting through the continuous monitoring of systems to identify potential issues and preparing monthly and annual system performance reports; and
- Performing other tasks and undertaking activities in the field of information technology in accordance with applicable regulations.

Training and Education Department

The Training and Education Department performs the following tasks and duties:

- Collecting and analyzing data, and preparing project documents and comprehensive project documentation;
- Organizing education, training, and workshops for aviation entities and other interested parties;
- Organizing and conducting standardization training for Agency personnel and aviation safety/security training;
- Organizing and conducting standardization training for aviation inspectors, examiners, and instructors.
- Conducting internal testing/examinations, keeping records of participants, and issuing appropriate certificates for completed education;
- Promoting aviation culture and aviation safety, as well as preparing and publishing informative printed materials, web content, and social media content;

- Developing and planning specific projects, providing proposals during the drafting of project documents, and monitoring the implementation of project documents;
- Identifying opportunities and potential for participating in external projects and initiating them, i.e., ensuring the Agency's participation in them;
- Coordinating, applying, implementing, assessing, and evaluating external projects in which the Agency participates as a contractor/service provider;
- Preparing reports on the realization of the strategic plan and operational work plans, and conducting analysis on efficiency and effectiveness following the implementation of project documents;
- Analyzing statistical data and the requirements that the Agency must fulfill, and drafting strategic plans for its development;
- Analyzing the needs for organizing development projects, preparing annual programs for planned projects, and budgeting for the execution of annual project programs;
- Analyzing the achievement of goals and tasks within project documents, as well as coordinating and monitoring the implementation process of specific projects.

Financial Affairs Department

The Financial Affairs Department performs the following tasks and duties:

- Monitoring and applying legal regulations in the field of financial operations and financial management and control (FMC), and drafting plans for establishing financial management and control;
- Preparing reports on realized programs, projects, and contracts, as well as reports on activities related to the establishment and development of financial management and control;
- Monitoring the execution of public procurement contracts, implementing financial control, participating in the preparation and monitoring of the Annual Financial Plan, preparing the Annual Final Statement (Annual Account) and Annual Financial Report, preparing information and reports on the realization of the Annual Financial Plan, and verifying the availability of planned Agency funds before commitments are undertaken.
- Performing accounting records of receivables and liabilities, paying obligations, monitoring foreign currency and MKD (denar) bank accounts, tracking funds transfers, and calculating and paying salaries;
- Coordinating the accounting registration of fixed assets and small inventory, as well as calculating depreciation and revaluation in accordance with legal regulations;
- Coordinating and participating in the process of determining passenger ticket fees and monitoring their realization;

- Participating in defining the components for calculating the value of service units (en-route charges) and the components for calculating the Agency's share of the fee collected by EUROCONTROL;
- Organizing procedures for collecting information and statistical data required for analyzing and monitoring situations and putting forward initiatives;
- Participating in maintaining relations with EUROCONTROL on all matters relating to the calculation and collection of revenue from EUROCONTROL for en-route services provided (ETNA), and participating in the work of the EUROCONTROL Expanded Committee for Route Charges;
- Monitoring and controlling cash operations, liquidating (verifying/clearing) financial documents, invoicing receivables, performing financial postings, handling material accounting activities, and preparing and participating in the Agency's asset inventory activities;
- Calculating and paying taxes, and recording transaction entries for incoming and outgoing funds on MKD or foreign currency accounts based on bank statements;
- Applying tax laws, rulebooks, and guidelines, and ensuring the timely submission of tax returns;
- Participating in initiating policies and procedures for planning the Annual Financial Plan in accordance with legal regulations;
- Participating in defining the strategic goals of the Agency and drafting the strategic plans and programs of the Agency; and
- Conducting supervision over the enforcement of aviation regulations within their competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report.
- Participating in the drafting of regulations within its area of competence; and
- Performing other tasks in accordance with applicable regulations.

Public Procurement Department

The Public Procurement Department performs the following tasks and duties:

- Monitoring and applying legal regulations in the field of public procurement, drafting internal public procurement procedures, and monitoring and assessing public procurement needs;
- Preparing the Draft Annual Public Procurement Plan for goods, services, and works, including its amendments and supplements, executing the Public Procurement Plan, and preparing draft decisions on the need for public procurement, public procurement contracts, and other supporting documentation;
- Drafting tender documentation in cooperation with subject-matter experts, maintaining a Registry of Public Procurement Procedures, and submitting data to the Public Procurement Bureau;

- Participating in Public Procurement Committees and providing full logistical support for the implementation of public procurement procedures, as well as monitoring the execution of concluded contracts in cooperation with the financial organizational unit;
- Implementing public procurement procedures and monitoring the execution of concluded public procurement contracts to which the Law on Public Procurement does not apply;
- Coordinating with other organizational units regarding the procurement of goods, services, and works, as well as procurements exempted from the Law on Public Procurement;
- Cooperating and coordinating with competent institutions on matters related to public procurement; and
- Performing other tasks in accordance with applicable regulations.

General Affairs Section

The General Affairs Section performs the following tasks and duties:

- Organizing and coordinating work within the Section, monitoring, applying, and participating in the drafting of regulations within its scope of operation;
- Organizing and controlling the timely delivery of mail to competent institutions outside the Agency, overseeing tasks related to receiving, recording, and directing visitors to the Agency, and handling phone calls through the Agency's central switchboard;
- Ensuring the implementation of security measures in the business facilities and property of the Agency, and overseeing the maintenance of hygiene within the Agency's business premises.
- Overseeing the execution of technical tasks for minor repairs and maintenance of the Agency's business facilities;
- Providing transport services for the official needs of the Agency;
- Duplicating and printing materials;
- Routine maintenance of equipment, devices, apparatuses, inventory, and electrotechnical devices and installations, and performing tasks in the field of occupational safety and fire protection;
- Performing repairs as needed on all equipment and installations within the Agency;
- Receiving orders for the Agency's needs and initiating procurement procedures for parts required for the maintenance of inventory and equipment;
- Exercising direct control over the manner in which official vehicles are used;
- Providing catering services for the needs of the Agency; and
- Performing other general and common tasks in accordance with applicable regulations.

Article 6

The **FLIGHT OPERATIONS SAFETY SECTOR** performs the tasks and duties within its scope of work through the Flight Operations Department, the Airworthiness and Registry Department, and the Licensing Department with the Aviation Medicine Section.

Flight Operations Department

The Flight Operations Department performs the following tasks and duties:

- **Conducting administrative procedures** within its assigned authorizations regarding certificates, consents, and approvals related to flight operations;
- **Conducting administrative procedures** within its assigned authorizations for organizations and school training centers for flight, parachute, and cabin crew, and conducting administrative procedures for the approval of training programs for organizations and training centers for flight, parachute, and cabin crew;
- **Conducting administrative procedures** within its assigned authorizations regarding certificates, consents, and approvals related to the safe transport of dangerous goods by air and their acceptance, dispatch, preparation (classifying, packing, marking, and labeling), transport, and submission for transport by air;
- **Conducting administrative procedures** within its assigned authorizations for organizations and school training centers for dangerous goods in air transport, and conducting administrative procedures for the approval of training programs for organizations and training centers for the transport of dangerous goods by air;
- **Conducting supervision over the enforcement of aviation regulations** within its competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report;
- **Maintaining registries of air operators**, authorized entities participating in the transport of dangerous goods by air, training organizations for flight, parachute, and cabin crew, and training organizations for the transport of dangerous goods by air;
- **Participating in inter-departmental working groups** within the Agency, as well as in other state administration bodies or other state authorities;
- **Participating in the approval of the AIP (Aeronautical Information Publication)** within the scope of flight operations;
- **Participating in the drafting of regulations** within its area of competence;
- **Regularly updating the ICAO USOAP (Universal Safety Oversight Audit Programme)** within the scope of flight operations;
- **Updating data and documents** within its competence in the electronic library and on the Agency's website;
- **Participating in the work of international organizations** in areas related to flight operations and the transport of dangerous goods by air, and working with foreign delegations; and

- **Performing other tasks** in accordance with applicable regulations.

Airworthiness and Registry Department

The Airworthiness and Registry Department performs the following tasks and duties:

- **Conducting administrative procedures** within its assigned authorizations regarding certificates, consents, and approvals related to aircraft airworthiness;
- **Maintaining the Aircraft Register** and the Records of Aircraft;
- **Entering registered aircraft** into the ICAO electronic database;
- **Conducting procedures for the validation/recognition** of Type Certificates and cooperating with EASA;
- **Coordinating with EASA** on all matters within the scope of the Department's operations;
- **Conducting administrative procedures** within its assigned authorizations for organizations and school training centers for aviation technical personnel, and conducting administrative procedures for the approval of training programs for organizations and training centers for aviation technical personnel.
- **Conducting supervision over the enforcement of aviation regulations** within its competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report;
- **Regularly updating the ICAO USOAP** (Universal Safety Oversight Audit Programme) within the scope of airworthiness;
- **Updating data and documents** within its competence in the electronic library and on the Agency's website;
- **Determining and verifying the conditions** for issuing a permit for a technical flight, and issuing a technical flight permit;
- **Participating in the drafting of regulations** within its area of competence;
- **Participating in the procedure for responding to ICAO State Letters** and for the approval of the AIP (Aeronautical Information Publication);
- **Participating in the work of international organizations** in areas related to airworthiness, and working with foreign delegations; and
- **Performing other tasks** in accordance with applicable regulations.

Licensing Department

The Licensing Department performs the following tasks and duties:

- **Conducting administrative procedures** for the issuance, renewal, revalidation, recognition/validation, and amendment of:

    - licenses, ratings, and/or certificates of professional competence for aviation personnel;
    - Crew Member Certificates (CMC);
- **Conducting routine and special (ad hoc) audits** and inspections;
- **Conducting examinations for aviation personnel** and maintaining an examination question bank;
- **Conducting the procedure for the approval of organizations** for aviation personnel English language proficiency assessment;
- **Issuing certificates of validity** for aviation personnel licenses;
- **Maintaining records of issued licenses and certificates** for aviation personnel, Crew Member Certificates (CMC), as well as aviation experts authorized to conduct routine and special audits/inspections;
- **Conducting procedures for the acceptance/approval** of foreign training centers, flight simulation training devices (FSTD), and examiners;
- **Participating in the work of international organizations** in areas related to licensing, and working with foreign delegations Updating the ICAO USOAP (Universal Safety Oversight Audit Programme) within the scope of personnel licensing;
- **Updating the EASA SIS Database** (Standardisation Information System);
- **Organizing seminars for instructors and examiners**, as well as other necessary training for aviation personnel;
- **Participating in the drafting of regulations** within its area of competence;
- **Updating data and documents** within its competence in the electronic library and on the Agency's website; and
- **Performing other tasks** in accordance with applicable regulations.

Aviation Medicine Section

The Aviation Medicine Section performs the following tasks and duties:

- **Conducting administrative procedures** within its assigned authorizations regarding the issuance, revalidation, recognition/validation, and amendment of certificates related to aviation medicine;
- **Conducting supervision over the enforcement of aviation regulations** within its competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report;
- **Participating in the work of international organizations** in areas related to aviation medicine, and working with foreign delegations;
- **Participating in the drafting of regulations** within its area of competence;

- **Updating data and documents** within its competence in the electronic library and on the Agency's website; and
- **Performing other tasks** in accordance with applicable regulations

Article 7

The **AIRPORTS AND AIR NAVIGATION SECTOR** performs the tasks and duties within its scope of work through the Aerodrome Services and Infrastructure Department, the Air Navigation Department, and the Aviation Security Department.

Aerodrome Services and Infrastructure Department

The Aerodrome Services and Infrastructure Department performs the following tasks and duties:

- **Conducting administrative procedures** within its assigned authorizations regarding airports, aerodromes, airfields/landing terrains, aerodrome services, as well as organizations and training centers for other professional personnel;
- **Conducting supervision over the enforcement of aviation regulations** within its competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report;
- **Participating in the work** of the National Facilitation Committee;
- **Issuing construction approvals** within aerodrome zones and approving terrains for the temporary use of helicopters;
- **Performing routine monitoring and assessment** of safety levels, verifying compliance with safety regulation conditions and aerodrome service regulation conditions, and responding to requests within the "e-urbanizam" electronic system;
- **Cooperating with international organizations and institutions** aimed at advancing safety standards in aviation safety, and working with foreign delegations;
- **Issuing approvals with construction conditions** for facilities and plans from an air traffic safety perspective, as well as issuing data, information, and opinions for the preparation of urban planning documentation;
- **Updating the ICAO USOAP** (Universal Safety Oversight Audit Programme) within the scope of aerodrome services and aerodrome infrastructure, and participating in the procedure for responding to ICAO State Letters and approving the AIP (Aeronautical Information Publication);
- **Documenting evidence of compliance** with applicable safety regulation requirements and identified non-compliances;
- **Maintaining a register** of airports, aerodromes, and obstacles, as well as records of airfields/landing terrains;
- **Participating in the drafting of regulations** within its area of competence;

- **Updating data and documents** within its competence in the electronic library and on the Agency's website; and
- **Performing other tasks** in accordance with applicable regulations.

Air Navigation Department

The Air Navigation Department performs the following tasks and duties:

- **Conducting administrative procedures** within its assigned authorizations regarding the provision of air navigation services, as well as organizations and training centers for air navigation service personnel, and conducting administrative procedures for the approval of training programs for organizations and training centers for air navigation service personnel;
- **Conducting supervision over the enforcement of aviation regulations** within its competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report;
- **Performing continuous oversight** of the operations of the Rescue Coordination Center (RCC) and the Civil-Military Committee;
- **Approving every new copy and every new edition** of the Aeronautical Information Publication (AIP), as well as standard and non-standard flight procedures;
- **Regularly updating the ICAO USOAP** (Universal Safety Oversight Audit Programme) within the scope of air navigation;
- **Performing routine monitoring and assessment** of safety levels and verifying compliance with safety regulation conditions;
- **Cooperating with international organizations and institutions** aimed at advancing safety standards in aviation safety;
- **Documenting evidence of compliance** with applicable safety regulation requirements and identified non-compliances of the air navigation service provider;
- **Classifying new systems or changes to the systems** of the air navigation service provider;
- **Approving the implementation of major changes** in the system of the air navigation service provider, approving procedures for the implementation of minor changes in the system of the air navigation service provider, and archiving the related documentation;
- **Participating in the drafting of regulations** within its area of competence;
- **Ensuring that data and documents** within its competence are kept up to date in the electronic library and on the Agency's website; and
- **Performing other tasks** in accordance with applicable regulations.

Aviation Security Department

The Aviation Security Department performs the following tasks and duties:

- **Participating in administrative procedures** for the issuance, renewal, and amendment of certificates for airports, air carriers, air navigation service providers, regulated agents, and known consignors of in-flight supplies;
- **Issuing approvals** for programs, manuals, and similar documents, and keeping records of the issued approvals;
- **Conducting supervision over the enforcement of aviation regulations** within its competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report;
- **Conducting administrative procedures** within its assigned authorizations for organizations and centers providing aviation security training, and conducting administrative procedures for the approval of training programs for organizations and centers providing aviation security training;
- **Drafting the Annual Plan** for the implementation of quality control measures and the Annual Report on the execution of the plan;
- **Participating in the drafting of regulations** within its area of competence;
- **Participating in the work of international organizations** in areas related to aviation security, and working with foreign delegations;
- **Coordinating the ICAO USAP** (Universal Security Audit Programme) and monitoring the closure of audit findings;
- **Participating in the procedure** for responding to ICAO and ECAC State Letters;
- **Organizing, administering, and participating in the work** of the National Aviation Security Committee; and
- **Performing other tasks** in accordance with applicable regulations.

Article 7-a

Independent organizational units shall be established within the Agency, with the following scope of work:

01. Office of the Director (Director's Cabinet)

The Office of the Director performs the following tasks and duties:

- Handling correspondence with domestic and international institutions for the needs of the Agency and the Director;
- Professional administrative and organizational-technical preparation of the work and meetings of the Director of the Agency;
- Organizing protocol receptions for domestic or foreign delegations at the Agency, managing transport, and procuring hospitality/catering services;

- Providing regular and timely public information regarding the work of the Agency;
- Preparing and publishing publications related to the work of the Agency;
- Preparing and organizing official travel for the Director and the employees of the Agency; and
- Performing other tasks in accordance with applicable regulations.

02. International Affairs Department

The International Affairs Department performs the following tasks and duties:

- Drafting opinions regarding international agreements, protocols, memoranda, or working arrangements;
- Participating in the procedure for concluding international agreements, protocols, memoranda, or working arrangements, and overseeing the implementation of obligations arising from them;
- Maintaining records of adopted and published international agreements, memoranda, and protocols in the field of aviation within a Collection of International Agreements and ensuring its regular update, as well as keeping records of concluded memoranda of cooperation with other aviation authorities;
- Providing legal opinions regarding the application of international agreements during flight approval procedures;
- Cooperating and handling correspondence with international aviation organizations and institutions;
- Processing, organizing, systematizing, and updating materials received from ICAO, ECAC, EASA, EUROCONTROL, and other international institutions;
- Coordinating the procedure for ICAO State Letters or letters from other international organizations, and preparing responses to them following consultations with other sectors within the Agency;
- Preparing approvals for EUROCONTROL;
- Preparing materials for meetings of international organizations and institutions in which the Director of the Agency participates, analyzing them, and coordinating with other sectors to determine the official position on those materials;
- Maintaining and updating records of nominated representatives from the Agency to international organizations, bodies, groups, and committees, Administering and conducting English language proficiency tests for aviation personnel;
- Providing English translation services (to and from English) for acts, regulations, memoranda, and other documents and correspondence;
- Preparing flight schedules, issuing flight approvals, and granting designations to domestic air carriers upon verification of compliance with established conditions;

- Maintaining records of submitted documentation and issued flight approvals;
- Communicating with air carriers, general aviation representatives, air traffic control, and respective aerodrome services regarding flight approvals;
- Updating data and documents within its competence in the electronic library and on the Agency's website;
- Managing the library and issuing library materials upon request by employees;
- Conducting supervision over the enforcement of aviation regulations concerning passenger rights protection based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report; and
- Performing other tasks in accordance with applicable regulations."

03. International Standards and Regulation Department

The International Standards and Regulation Department performs the following tasks and duties:

- Monitoring and studying international aviation standards and regulations;
- Transposing international aviation standards into national legislation by drafting regulations (Regulatory/Normative Activity);
- Conducting the adoption procedure for aviation regulations before competent authorities;
- Maintaining records of transposed standards and regulations, and maintaining records of adopted aviation regulations within the Collection of Aviation Regulations, ensuring its regular update;
- Handling proposals for adopting amendments and processing submitted amendments to international aviation standards and regulations, and delivering responses to international organizations, Determining and submitting differences from the standards of the Chicago Convention and its Annexes to ICAO
- Updating the legal portion of the ICAO USOAP (Universal Safety Oversight Audit Programme);
- Updating data and documents within its competence in the electronic library and on the Agency's website;
- Participating in the work of international organizations during the process of drafting international standards and regulations, and working with foreign delegations;
- Conducting supervision over the enforcement of aviation regulations concerning passenger rights protection based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report; and
- Performing other tasks in accordance with applicable regulations."

04. SQS and Compliance Monitoring Department

The SQS (Safety and Quality System) and Compliance Monitoring Department performs the following tasks and duties:

- Participating in the safety risk management process;
- Adopting a quality assurance program and ensuring its implementation;
- Taking measures to ensure the enforcement of aviation regulations;
- Monitoring the implementation of agreed corrective and preventive actions, defining the Agency's Safety Management System (SMS), and ensuring its implementation;
- Participating in the process of issuing credentials/authorizations to aviation inspectors;
- Participating in the acceptance process for external experts;
- Participating in the creation, monitoring, implementation, and improvement of the State Safety Programme (SSP) for aviation and in establishing a safety management system;
- Regularly reporting to the Director on matters of significance to quality, participating in the implementation and advancement of the Agency's safety system, and collecting and statistically processing data and reports on air traffic safety indicators;
- Maintaining a database of events related to air traffic safety (occurrence reporting database), conducting procedures, and drafting acts/documents for cases assigned to its scope of work
- Monitoring the implementation of agreed corrective and preventive measures, tracking the execution of accepted recommendations, and participating in updating the Agency's internal manuals and procedures related to the department's scope of work;
- Participating in the preparation of periodic reports on the state of air traffic safety;
- Participating in and monitoring the implementation of obligations arising from the State Safety Programme (SSP) for aviation that fall under the competence of the Agency;
- Monitoring and assessing EU legislation, international standards, and recommended practices (SARPs), and proposing and participating in the harmonization of national regulations with international rules within the department's scope of work;
- Monitoring and assessing the application of national regulations, and proposing and participating in amendments to and drafting of national regulations within the department's scope of work;
- Maintaining a database of non-compliance findings and quality system records, and tracking the implementation of agreed corrective and preventive actions;
- Performing tasks related to the reporting and analysis of safety occurrences in civil aviation, documenting and archiving relevant records on aircraft accidents, serious incidents, and safety occurrences, and notifying other sectors and departments about measures and recommendations;

- Archiving safety information received from the independent body for the investigation of accidents and serious incidents, as well as from foreign investigative authorities, and distributing it to the intended entities and to the Agency's subject-matter experts in the relevant field;
- Cooperating with the Committee for the Investigation of Aviation Accidents and Serious Incidents (KINSIV) and participating in the work of the Regional Advisory Search and Rescue Committee (RASARAC);
- Collecting information for trend analysis and generating them into ECCAIRS (European Coordination Centre for Accident and Incident Reporting Systems) reports;
- Participating in the drafting of regulations within its area of competence, and participating in the approval of the AIP (Aeronautical Information Publication) and the procedure for responding to ICAO State Letters; and
- Conducting supervision over the enforcement of aviation regulations within its competence based on an issued inspector authorization, issuing decisions and taking measures within the rights and obligations established by the Aviation Law and the bylaws adopted on the basis thereof, and drafting the Annual Inspection Program and the Annual Inspection Report;
- Participating in the drafting of regulations within its area of competence; and
- Performing other tasks in accordance with applicable regulations.

Article 7-b

Independent positions, structured outside the organizational units, shall be established within the Agency as follows:

- Advisors to the Director, who perform tasks and duties requiring specific expertise and knowledge, which involve: providing opinions to the Director on the most complex issues within their field of expertise corresponding to their work experience; monitoring and harmonizing acts within their scope of operation; participating in the drafting of strategic plans, programs, and work reports; proposing policies on matters of principle; and providing opinions and guidance to all employees within the organizational units regarding the area for which they are responsible.
- Internal Auditor, who monitors and applies changes in legislation within the field of internal audit and performs an assessment of the entity's operational compliance with laws, bylaws, and internal acts; evaluates the internal control system and provides an opinion on its effectiveness and efficiency; prepares strategic and annual internal audit plans based on risk identification and assessment, and provides expert advice to management on risk mitigation; conducts individual internal audits in accordance with the adopted plans, drafts audit reports, and provides recommendations for operational improvement and the advancement of work procedures; monitors the implementation of given recommendations and measures taken by management, and prepares an annual report on internal audit activities; maintains records of audit activities and ensures the appropriate retention of documentation; participates in the drafting of procedures, guidelines, and other internal acts within the field of internal audit, as well as in the preparation of the internal audit charter; informs the Director of any conflict of interest during the execution of audit activities, as well as of irregularities or suspicions of fraud or corruption that may result in

criminal, misdemeanor, or disciplinary proceedings; and conducts performance audits by assessing economy, efficiency, and effectiveness, audits of internal control systems, financial audits, IT audits, and compliance (regularity) audits to assess whether operations are in compliance with laws and bylaws, while also monitoring the application of internal policies and procedures.

4. METHOD OF WORK AND MANAGEMENT OF ORGANIZATIONAL UNITS

Article 8

Employees are obliged to perform their official duties conscientiously, professionally, efficiently, impartially, properly, and timely, in accordance with the Constitution and the laws of the Republic of North Macedonia. Within the scope of the provided work guidelines, they shall base their opinions and proposals on scientific and professional findings, as well as on their own insights.

Article 9

(1) The Sectors within the Agency shall be managed by Heads of Sectors, who shall be accountable to the Director for their work.

(2) The Departments within the Agency shall be managed by Heads of Departments, who shall be accountable to the Heads of Sectors for their work.

(3) The Sections shall be managed by Heads of Sections, who shall be accountable to the Heads of Sectors for their work.

(4) The Office of the Director (Cabinet) and the Departments that exist and operate outside the established sectors under the Director shall be managed by a Head of Cabinet and a Head of Department, respectively, and they shall be accountable to the Director for their work.

(5) The Advisors to the Director shall be accountable to the Director for their work.

Article 10

Employees may provide data, opinions, and reports on matters within the competence of the Agency only with the prior consent of the Director or an authorized managerial official.

Article 11

If a draft, i.e., a proposal of a regulation or any other type of material contains matters that fall under the competence of multiple organizational structures, multiple organizational units shall participate within the scope of their respective competences in preparing or providing expert opinions and proposals, while the final text shall be prepared by the organizational unit under whose primary competence the subject matter falls

Article 12

The Director may, as necessary, establish a Board (Collegium) as an expert body to provide support and expert opinions in the execution of tasks within the competence of the Agency.

The work of the Board shall be managed by the Director or another managerial employee authorized by the Director. Board sessions shall be convened by the Director as necessary, and may be attended by employees who participated in the preparation of the specific material under consideration.

Article 13

Working meetings with all employees of the Agency shall be held as necessary.

5. TRANSITIONAL AND FINAL PROVISIONS

Article 14

Upon the entry into force of this Rulebook, the Rulebook on the Internal Organization of the Civil Aviation Agency (No. 02-1267/2 of September 19, 2019, No. 02-878/2 of September 28, 2020, and No. 02-1333/11 of November 07, 2023) shall cease to be valid.

Article 15

This Rulebook shall enter into force on the day of its adoption and shall apply upon obtaining approval from the Ministry of Public Administration.

President of the Management Board

of the Civil Aviation Agency

Raim Bajrami