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Project title: Supporting Civil Aviation Regulatory Commission in the reinforcement of aviation security in Jordan

Beneficiary administration: Civil Aviation Regulatory Commission (CARC), The Hashemite Kingdom of Jordan

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EU funded project

TWINNING TOOL

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Acronyms

Acronym	Meaning
API	Advanced Passenger Information
ASPD	Airports Security & Protection Directorate
BPCGO	Best Practices for National Auditors – Cargo
BPNA	Best Practices for National Auditors
CAA	Civil Aviation Authority
CARC	Civil Aviation Regulatory Commission
CASE	Civil Aviation Security in Africa and the Arabian Peninsula Project
CASP-MID	Cooperative Aviation Security Programme – Middle East
EASA	European Union Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Conference
EDD	Explosive Detection Dogs
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
EU	European Union
EU DG HOME	European Union Commission's Directorate-General for Migration and Home Affairs
EU DG MOVE	European Union Commission's Directorate-General for Mobility and Transport
ICAO	International Civil Aviation Organization
MANPADS	Man-Portable Air-Defence System
NATFP	National Air Transport Facilitation Programme
NCASC	National Civil Aviation Security Committee
NCASP	National Civil Aviation Security Program
NCASTP	National Civil Aviation Security Training Program
NQCP	National Quality Control Program
PAO	Programme Administration Office
PL	Project Leader

RTA	Resident Twinning Advisor
RTAP	Regional Transport Action Plan for the Mediterranean Region
SAAP	Support to the Association Agreement Programme
SARPs	Standard and Recommended Practices
SOPs	Standard Operating Procedures
STE	Short Term Expert
USAP	ICAO Universal Security Audit Programme

1. Basic Information

1.1 Programme

Measures Supporting the Implementation of the Partnership Priorities in Jordan – ENI/2017/040-561

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement¹ on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014² and Annex IV of the ACP-EU Partnership Agreement³, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁴. Those persons and goods are therefore eligible under this call.

1.2 Twining Sector

Transport

1.3 EU funded budget

The maximum budget is EUR 1,900,000

1.4 Sustainable Development Goals (SDGs)

This twinning program will contribute to address the following Sustainable Development Goals:

- Peace, Justice and Strong Institutions ; and
- Industry, Innovation and Infrastructure.

¹ Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

² Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

³ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

⁴ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

2. Objectives

2.1 Overall objectives

The overall objective is to support further alignment between the aviation security regime in Jordan and the European Union aviation security provisions, in line with the EU-Jordan Partnership Priorities and the objectives of the Euro-Mediterranean Aviation Agreement.

2.2 Specific objectives

The specific objective is to enhance civil aviation security in Jordan by improving the national organizational structure and technical capacities of the Jordanian stakeholders in accordance with applicable ICAO SARPs, EU aviation security legislation, and relevant best practices.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The EU and The Hashemite Kingdom of Jordan have been in cooperation since 2002 when the first Support to the Association Agreement Programme (SAAP) was adopted. This protocol was aimed at improving the institutional capacities of the Jordanian administration. A second support programme to the Association Agreement was concluded in 2005. The EU-Jordan European Neighbourhood Policy (ENP) Action Plan (AP) was implemented for a five-year period. The AP defined a list of priorities covering a number of key areas for specific action, and the six priorities of this AP included transport. In 2010, AP was renewed resulting in an “Advanced Status”.

In the context of this cooperation in the area of transport, in December 2010, the Euro Mediterranean Aviation Agreement between Jordan and the EU aimed at developing a common approach in the aviation sector. One of the objectives of the agreement is regulatory convergence, ensuring that all the operators (airlines, airports, navigation providers) are subjected to similar rules and apply the highest standards, notably in the field of aviation safety, air transport management, and aviation security.

Jordan is also part of the Regional Transport Action Plan for the Mediterranean Region (RTAP) for 2014-2020. This plan is elaborated with and for the Mediterranean Partners from the EU southern neighbourhood. The EU supports the implementation of the RTAP via the relevant mobilization of the European Neighbourhood Instrument (ENI), in particular the Neighbourhood Investment Facility (NIF) (possibly combined with the

Connecting Europe Facility-CEF5), as well as with bilateral and regional instruments (e.g. TAIEX, Twinning, and Technical Assistance projects).

Civil aviation is in the scope of the RTAP and two specific objectives have been identified for aviation security: “to align regulatory provisions and supervisory mechanisms on security to the EU acquis” and “to ensure implementation of these provisions and mechanisms by the relevant operators and the appropriate authority, or by an independent aviation security validator.”⁵

3. Description

3.1 Background and justification

Jordan’s aviation sector is well developed when compared to other countries of the region. The Jordanian aviation activities are concentrated on the two international airports: Queen Alia International Airport in Amman and King Hussein International Airport in Aqaba. The international passenger traffic is around 8.66 million passengers per year⁶ and in terms of cargo, the international cargo traffic represents 108 000 metric⁷ tons. There are four national airlines with international services and 47 foreign airlines are serving the country. The sector was affected by the COVID-19 pandemic and, even if both airports have resumed commercial flights in September after a few months’ closure, current passenger and aircraft traffic remains low compared to previous years.

In prospect, the air transport sector in Jordan faces several challenges, mainly linked to the growth of the country’s economy and of regional and international traffic, which is projected to pick up again in a post-COVID scenario. To support this growth, and considering the increasing level of terrorist threat in the region in the past years, meeting international security and safety standards is of key importance. Securing aviation operations is a common priority for the Jordanian authorities and the European Union, considering the number of direct aviation connections between the two territories. As such, the EU and Jordan agreed to take forward joint work on aviation security at the EU-Jordan CT/Enhanced Security workshop of 15 March 2016, and included it among the EU-Jordan Partnership Priorities, adopted on 19 December 2016 and extended in 12 December 2018, as part of their security and counter-terrorism cooperation.

At the national level, the aviation appropriate authority is the Civil Aviation Regulatory Commission (CARC). In the field of aviation security, CARC remains the appropriate authority, but several other stakeholders are involved in implementing aviation security

⁵ Regional Transport action plan for the Mediterranean region (RTAP) 2014 – 2020 – March 2015

⁶ ICAO States today - Jordan

⁷ ICAO States today - Jordan

measures. Airports are responsible for coordinating the implementation of security controls. The Jordan Armed Forces Airports Security & Protection Directorate (ASPD) is responsible for implementing security measures on passengers, staff, and baggage. The equipment required for the implementation of these measures is provided by the airport. ASPD has its own military processes and requirements and a close coordination and cooperation with CARC is required.

Part of this twinning project has its origin in the joint note sent by the European Commission's Directorate General For Migration and Home Affairs (DG HOME), Directorate General For Mobility and Transport (DG MOVE), and Directorate General for International Cooperation and Development (DG DEVCO), after their mission held in Jordan from 7 to 10 October 2019⁸. The purpose of that exploratory mission was to take note of the improvement made by the Jordan authorities in terms of air transport policy. Considering that aviation security remains an important concern for both Jordan and the European Union, the note highlights the need for an enhancement of the quality control regime by ensuring that the necessary institutional and methodological frameworks are in place. It also mentions the need to strengthen national training methodologies and frameworks for involved entities and a sustainable train-the-trainer programme at the relevant training and academic institutions. Last, the note specified the need to improve skills on emerging threats.

The note reminds that progress can only be achieved by cooperation. In that context, it is recalled that several mechanisms could be considered for cooperation, including “an upcoming twinning project on aviation security”.

Finally, this twinning project must be conducted in coordination with other activities or program implemented in Jordan, including the Euro Med Transport Aviation Project (ETAP), managed by the European Union Aviation Safety Agency (EASA).

3.2 Ongoing reforms

A long term aviation workplan has been initiated by the Hashemite Kingdom of Jordan. CARC was established on 1 August 2007 following the adoption of a new Civil Aviation Law, replacing the Civil Aviation Authority⁹. According to this legislation, CARC has financial and administrative independence.

⁸ Note to the acting Director of airports about “Follow up of the exploratory mission on capacity building in civil aviation in Jordan held on 7-10 October 2019”, Brussels, 29/11/2019

⁹ article 68 of the civil aviation law number 41 of year 2007 and its amendments

The civil aviation law, published in 2007, describes the main tasks and responsibilities at CARC level. According to Article 7 of the law¹⁰, CARC's tasks include, but are not limited to the following:

- Regulating all affairs pertaining to civil aviation including safety, security, economic regulation, and environment.
- Carrying out all contractual obligations on behalf of the government with investors and licensing operators in the aviation sector in accordance with the civil aviation legislation.
- Executing the policy of the civil aviation sector prepared by the Ministry of Transport and endorsed by the Council of Ministers.
- Executing the government's environment protection policy regarding noise and emissions, sky and land use in accordance with international laws, agreements, and protocols.
- Executing the national program of aviation security prepared by the Ministry of Transport and endorsed by the Council of Ministers.
- Developing civil aviation technically and economically to secure its safety, security, quality, and well order, and conduct research and studies in this regard.
- Issuing the regulations and setting standards for air navigation in accordance with international laws and regulations.
- Supervising and regulating the air transport sector in the Kingdom while protecting consumer rights.
- Supervising the performance of the operators, their activities, and their adherence to laws, rules, and regulations established in the civil aviation sector.

One of the CARC directorates is dedicated to aviation security and facilitation. The directorate is structured as follows:

- The Director of Civil Aviation Security and Facilitation advises on the development and implementation of aviation security measures and inspects security procedures to ensure that they are appropriate. He is responsible for all CARC activities related to aviation security, including the exchange of urgent threat information with the Jordanian authorities, airports, air carriers, and foreign civil aviation authorities.

¹⁰ article 7 of the civil aviation law number 41 of year 2007 and its amendments

- The manager of the enforcement and monitoring section is responsible for verifying compliance of implemented measures with the National Civil Aviation Security Programme. The manager organizes security audits, tests, surveys, and inspections to be conducted on a regular basis and monitors the rapid and effective rectification of any deficiencies. Responsibilities for this position cover quality control missions as well as the effective and efficient implementation of the National Civil Aviation Security Programme.
- The manager of the aviation security standards section is tasked with the preparation of a compatible legislation that allows the state to supervise the inspection on passenger baggage and other security measures on the ground or during the flight, as well as any security measures implemented by the military or the airport management. The manager works in close cooperation with the various security agencies responsible for the implementation of the national civil aviation security programme, such as military, police, customs and immigration, postal, airports, and air operator representatives.

This section is also responsible for assessing the level of threat directed against civil aviation in Jordan. It supervises the implementation of national civil aviation security programmes and the aviation security standards established.

- The manager for the facilitation section is responsible for establishing and updating the NATFP in line with the latest international developments of Annex 9 of the Chicago Convention and national developments in coordination with all civil aviation operators and relevant agencies or institutions.

Today, the same person is managing the security standards section and the facilitation section.

CARC is still a new entity which is continuously looking to improve its governance and organization. Since its creation, significant improvements have been achieved.

The ongoing activities in the field of aviation security are in line with an in-depth review and update of the National Civil Aviation Security Programme in January 2018. In an annex to the document, the National Civil Aviation Security Quality Control Programme, the National Civil Aviation Security Training Programme, the JCARC Regulation Part 109 for regulated agents, and the certification guidance have introduced new requirements on relevant stakeholders. These requirements are sometimes difficult to implement due to national organisation, lack of resources or documentation. This twinning project is a way to assist CARC in these challenges.

3.3 Linked activities

Two main assistance plans were conducted in Jordan with relevance to aviation security. The first one was provided by the International Civil Aviation Organization (ICAO) through the Cooperative Aviation Security Programme – Middle East (CASP-MID). The second assistance programme was performed by the European Union – European Civil Aviation Conference (ECAC) CASE project.

ICAO Cooperative Aviation Security Programme– Middle East (CASP-MID)

The Cooperative Aviation Security Programme – Middle East (CASP-MID) was launched by ICAO in January 2013 with the objective of helping ICAO participating States improve their aviation security programmes and create a standing structure for cooperation and coordination in the region. CASP-MID allows for the development of a tailor-made approach to assistance and training, adapted to the specific needs of States.

Under the umbrella of this program, States have developed specific work plans, including the review of their regulatory framework, the development of a threat and risk assessment process, and the reinforcement of regulatory oversight activities. ICAO is also providing targeted support to States through training of the appropriate aviation security personnel for rectifying deficiencies identified through the ICAO Universal Security Audit Programme (USAP) audits.

In the context of the CASP-MID program, ICAO organised a risk management workshop in 2019 together with the Jordanian Authorities. The duration of the workshop was four days. It was designed for aviation security management personnel and focused on risk management as it applies to protecting civil aviation against acts of unlawful interference.

During this workshop, ICAO presented its guidance material incorporated in the ICAO Global Risk Context Statement, which provides recommendations on how to apply risk management methodology through the identification and evaluation of threats, consequences, and vulnerabilities.

EU-ECAC CASE Project

The EU-funded and ECAC-implemented Civil Aviation Security in Africa and the Arabian Peninsula Project (CASE) was launched in early 2016, initially for a duration of four years, and is now in its second phase. The project is supporting beneficiary countries to mitigate threats against civil aviation and to improve levels of compliance with international requirements, with a strong focus on quality control measures. The four main objectives of the project are:

- Improving quality control applied to aviation security in Partner States,

- Enhancing Partner States' capacity to actually meet the Standards and Recommended Practices of ICAO Annex 17,
- Fostering a security culture in those States,
- Reviewing and adjusting their national aviation security regulations and procedures.

The activities organised under this project mainly consist of specialised workshops and trainings, delivered by experts appointed by the respective Appropriate Authorities of ECAC Member States.

The Jordanian authorities benefited from many activities organised under the CASE Project, either through workshops taking place in Jordan or by having experts attend trainings and workshops organised by ECAC in different countries. The following workshops and training were attended by CARC representatives:

- Workshop on Threats to civil aviation □ Amman 2016
- Workshop on Security in airport design □ Jeddah 2018
- Workshop on Cargo & Mail Security □ Tunis 2018
- Workshop on Insider threat □ Dublin 2018
- Workshop on Explosive detection dogs □ Paris 2019
- Workshop on Risk management □ Bahrain 2019
- Workshop on Behaviour Detection □ Marrakech 2019
- Workshop on Innovation & Cyber Security □ Marrakech 2020
- Training on Best Practices for National Auditors (BPNA1) – Amman 2018
- Course about Best Practices for National Auditors (BPNA2) – Amman 2018
- Course about Best Practices for National Auditors (Cargo) – Amman 2019

The review of the past assistance programmes and activities indicates that the Jordanian authorities have already benefited from several training courses, focusing on improving auditors' skills, on the identification of new threats, as well as on the management of cargo security measures. Knowledge transfer remains however a challenge within CARC and this twinning project will have to set in place measures for its mitigation, such as training of trainers and others.

3.4 List of applicable Union acquis / Standards / Norms

The twinning project responds to the following domestic legislations:

- Civil aviation law (Law N°41 of year 2007) and its amendments

- National civil aviation security programme and below appendices (version issued in January 2018)
 - National Civil Aviation Security Quality Control Programme
 - National Civil Aviation Security Training Programme
 - JCARC Regulation Part 109 Regulated Agents
 - Certification Guidance

At the international level, the reference document used for the gaps analysis is the Annex 17 to the Convention on International Civil Aviation about safeguarding International Civil Aviation Against Acts of Unlawful Interference. More specifically, the latest version of ICAO Annex 17, 11th Edition, issued in March 2020, incorporating amendments 1 to 17. The standards and recommended practices from Annex 17 are also complemented with the ICAO Security Manual (DOC 8973 – restricted) – 11th Edition issued in 2019, the ICAO Security Oversight Manual (DOC 10047) and further related ICAO guidance material.

In addition to the international regulatory framework, Part B of Annex III to the Euro-Mediterranean Aviation Agreement specifies that aviation security legislations should aim at delivering the standards set in the European Union legislation. The Annex III Part B refers in particular to the following:

- Regulation (EC) No 300/2008 of the European Parliament and of the Council of 11 March 2008 on common rules in the field of civil aviation security including amendments from Commission Regulation (EU) No 18/2010 of 8 January 2010 related to specifications for national quality control programmes in the field of civil aviation security.
- Commission Implementing Regulation (EU) 2015/1998 of 5 November 2015, laying down detailed measures for the implementation of the common basic standards on aviation security.
- Other regulations are also mentioned such as No. 272/2009, 1254/2009 and 72/2010.

3.5 Results per component

The project is divided into two components. For each component the expected results and indicators are listed. Activities are also listed below. These are indicative and will be revised, updated, and confirmed during the preparation of the initial work plan and its quarterly update.

Component 1 – CARC organization and aviation security documentation are reinforced.

Results 1.1 – CARC security unit is reinforced at national and local level.

The current CARC organisation is centralised in Amman and is relying on a small number of experts. Reinforcement of CARC security unit at both national and local level would facilitate the implementation of international requirements and improve local monitoring activities.

Sub-Result 1: Proposal for improved current institutional set-up, mandate and interaction with authorized entities at national level is drafted and presented to the relevant management.

Sub-Result 2: Jordan's administration has a plan, including measures and timeline, for the restructuring at national and local level by a Member state.

Sub-Result 3: The authorized entities are clearly identified in the CARC national security plan, including their roles and responsibilities.

Results 1.2 – Jordan adopts a risk-based approach to aviation security.

Aviation security policy based on risk is a key priority for international stakeholders. Jordan initiatives in this field must be supported and assistance must be provided in term of operational processes and awareness around this emerging concept.

Sub-Result 1: Jordan adopts risk-based aviation security requirements including the implementation and structuration of a national Risk Management Committee.

Sub-Result 2: Proposal for an information system sharing process on national threats and risk within the Jordanian administration as well as with operators is drafted and presented to the relevant management.

Sub-Result 3: Relevant Jordanian stakeholders are trained to risk management.

Sub-Result 4: Proposal for a dedicated vulnerabilities assessment tool for Jordanian operators is developed and presented to the relevant management.

Results 1.3: Aviation security documentation is reinforced and better structured.

The current Jordan regulation about aviation security is centralised in a limited number of documents. There is a need to split regulatory and operational contents. Jordan needs assistance in the evaluation of existing documentation and elaboration of new guidelines.

Sub-Result 1: An assessment report about the existing documentation with regards to the international and EU security requirements in line with the Euro-Mediterranean Aviation Agreement is drafted and presented to the relevant management

Sub-Result 2: Documentation including practical guidelines for operators on aviation security activities and processes is shared with operators.

Sub-Result 3: An operational process for covert testing to harmonise practices across the different stakeholders and airports is adopted by CARC and endorsed by the relevant authorities in charge of compliance monitoring at airports.

Component 2 – CARC technical capabilities on aviation security are consolidated.

Results 2.1 – Aviation security instructor courses are reinforced.

Aviation security instructors are trained and certified by different entities. Jordan needs assistance in the establishment of a process for the recruitment and training of instructors, but also needs assistance in the development of curriculum and training materials.

Sub-Result 1: Guidelines for instructors' recruitment and training are adopted by CARC.

Sub-Result 2: An instructor train-the-trainer course including pedagogical and technical modules is developed and delivered to trainees.

Sub-Result 3: The relevant training material is reviewed and updated.

Results 2.2 Inspectors skills are reinforced.

Aviation security monitoring activities must be reinforced in Jordan. This result can be achieved by the development of guidelines and assistance activities together with the reinforcement of inspectors' skills.

Sub-Result 1: A revised methodology for conducting monitoring activities is adopted by the Jordan Administration.

Sub-Result 2: Inspectors knowledge about emerging threats are reinforced.

Results 2.3: Collection and record of security data at national level is improved.

Collection and record of security data is paper based and not harmonised in Jordan. An improvement of the system can be reached by the creation, update and harmonisation of tools dedicated to monitoring activities. The certification and examination of instructors and screeners also needs to be harmonised and standardised across the different entities involved in aviation security.

Sub-Result 1: Inspectors are provided with updated and harmonised checklists as well as efficient tools to perform inspections.

Sub-Result 2: Certification and examination processes for screeners and instructors are standardised, potentially using a common tool or platform.

3.6 Means / input from the EU Member State partner administration

3.6.1 Profile and tasks of the Project Leader (PL):

One Project Leader (PL) – being an official or assimilated agent of a Member State will be appointed for the twinning.

Qualifications and skills required for the PL:

- At least 3 years of professional experience specifically related to management of aviation bodies,
- Proven knowledge of ICAO regulations and of the EU system,
- Knowledge of EU legislation and operational activities related to the various components of the project,
- Demonstrated experience in capacity building and strengthening of Civil Aviation authorities,

- University level education or equivalent experience of 8 years in the field of Civil Aviation,
- Experience gained in similar international projects is an asset,
- Fluency in English, Arabic is an asset.

The main tasks of the PL are:

- The PL will be responsible for the overall planning and implementation of the thrust of the Member State inputs in this twinning project.
- In cooperation with the Jordan PL, she/he will be responsible for the organisation of the project's Steering Committee (SC), which includes the Resident Twinning Advisor (RTA) and representatives of the Programme Administration Office (PAO) and EU Delegation.
- The PL should be a high-ranking civil servant commensurate with the requirements of an operational dialogue at political level, long-term civil servant in a respective Member State administration or equivalent staff in a Mandated Body with at least 15 years' experience in the field of aviation. He/she should come from the implementing organization holding the project leadership and should be fully integrated in the Member State administration. The designated PL should be involved in implementing aviation strategies, policies, and regulations.

3.6.2 Profile and tasks of the Resident Twinning Advisor:

One Resident Twinning Advisor (RTA), being an official or assimilated agent of a Member State will be appointed and will reside in the Hashemite Kingdom of Jordan for the duration of the project and will work at local premises together with the Member State Project Leader and the Beneficiary Project leader.

Qualifications and skills required for the RTA

- Minimum bachelor's degree in Political science, law or other fields related to the assignment or equivalent 8 years of experience,
- Minimum 3 years of professional experience aviation or aviation security, additional experience would be considered as an asset,
- Previous experience in project management will be considered an asset,
- Previous experience in managing EU funded project(s) or twinning project(s) will be considered an asset,
- Experience in developing, coordinating, and conducting training programs in the EU or Middle East region would be an asset,
- Proficient in written and spoken English; Arabic would be an asset,
- Good communication skills.

The main tasks for the RTA are:

- Providing technical assistance and advice to the representatives of beneficiary administration
- Drafting the work plan in close cooperation with all relevant actors and based on the expected results of the project,
- Ensuring timely implementation of the twinning project,
- Organising all project activities, such as workshops, study visits, trainings, etc.,
- Together with the MS Project Leader, mobilising and supervise the short-term experts if applicable,
- Preparing regular project monitoring meetings/briefings,
- Regularly updating the work plan and transmit project updates to the Project Steering Committee under the authority of the Member State and the Beneficiary Project Leaders,
- Drafting the interim progress reports to be finalised by the Project Leader,
- Organising of visibility events (kick-off and final event),
- Organising and participating of Steering Committee meetings,
- Networking with institutions relevant to this project in Jordan and in MS,
- Ensuring continuous coordination on the overall implementation of project activities with regular updates.

3.6.3 Profile and tasks of Component Leaders:

The following table summarizes the main skills and minimum experience requirements for the Component Leaders.

Position	Tasks	Skills
Component Leader 1: Governance and Legal expert	<ul style="list-style-type: none"> • Supervision and quality control of the work/outputs provided by the Short-Term Experts, • Responsible for communication and coordination with beneficiaries in relation to the tasks foreseen, • Preparation of periodical reports and other documents foreseen by the 	<ul style="list-style-type: none"> • A master degree or equivalent experience of 5 years related to aviation affairs notably legislation and/or governance, • Have minimum of 3 years of professional experience in legislative and policy aspects, preparation of prioritized timetable

	<p>Twinning contract,</p> <ul style="list-style-type: none"> • Provision of specific professional expertise in drafting of key documents and decision-making process. 	<p>for transposition and drafting of legislation gained while working as civil servant or equivalent experience working in a Mandated Body,</p> <ul style="list-style-type: none"> • Proficiency in English, including effective spoken presentation and written reporting abilities, Arabic is an asset, • Strong analytical skills and team-working skills, • Computer literacy at user's level, • Experience in Project Management.
<p>Component Leader 2: Administrative and Technical capacity building</p>	<ul style="list-style-type: none"> • Supervision and quality control of the work/outputs provided by the Short-Term Experts, • Responsible for communication and coordination with beneficiaries in relation to the tasks foreseen, • Preparation of periodical reports and other documents foreseen by the twinning contract, • Provision of specific 	<ul style="list-style-type: none"> • A master degree or equivalent experience of 5 years related to aviation security; a certification as a trainer and/or inspector is an asset, • Have minimum of 3 years, preferably 5 years of professional experience in administrative and technical capacity building of civil aviation bodies gained in EU Member State, • Proficiency in English,

	<p>professional expertise in drafting of key documents and decision-making process.</p>	<p>including effective spoken presentation and written reporting abilities, Arabic is an asset,</p> <ul style="list-style-type: none"> • Experience in drafting training materials, security monitoring guideline, • Computer literacy at user’s level, • Strong analytical skills and team-working skills.
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3.6.4 Profile and tasks of other short-term experts

Short-Term Experts (STEs) should have graduated in air transport management or a related discipline, with demonstrable expertise in the specific field in which they will be assigned in the Project.

Tasks:

A pool of STE, mobilized by the Twinning partner on ad-hoc basis, will cover all legal and technical areas of the project. This pool should cover at least the following technical areas:

- Legislation, aviation law, institutional issues
- General management, governance of independent entities
- Aviation safety
- Aviation security
- Facilitation
- Border control
- Flight Operations.
- Personnel Licensing
- Air Traffic Control / Air Traffic Management
- Airport management
- Cyber security

The detailed tasks of STEs will be set out in the Member State proposal during the drafting of the twinning work plan.

Contracting authorities are invited to carefully consider the level of private sector expert input and define the maximum level accepted if possible.

4. Budget

Maximum Budget available for the Grant is 1,900,000 euros.

5. Implementation Arrangements

5.1 Implementing agency responsible for tendering, contracting and accounting

The Ministry of Planning and International Cooperation is the Contracting Authority for the twinning project under which The Programme Administration Office (PAO) coordinates of all the related activities and the administrative management of the funding Programme. The PAO will be the responsible institution for the management of this twinning project.

Contact details of PAO responsible of the contract:

Ministry of Planning and International Cooperation

Mr. Nizar A. Awad

Programmes Administration Office

Ministry of Planning and International Cooperation

P.O. Box 555 Amman, 11118 Jordan

5.2 Institutional framework

The Twinning project will support one beneficiary, CARC, who will coordinate and collaborate closely with the MS to ensure effective and efficient implementation of the project and achievement of results.

5.3 Counterparts in the beneficiary administration

The PL and RTA counterparts will be the representatives of the beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person

Louai Alhanandeh

Flight Operations Inspector,

Amman Civil Airport at Marka, P.O. Box 7547 Amman 11110 Jordan

Bayan Abu GHoush

Legal Advisor,

Amman Civil Airport at Marka, P.O. Box 7547 Amman 11110 Jordan

5.3.2 PL Counterpart

H.E Muneer As'ad

Economic Regulation and Air transport Commissioner,

Amman Civil Airport at Marka, P.O. Box 7547 Amman 11110 Jordan

5.3.3 RTA Counterpart

Mr. Abdallah Nsour, Director

Aviation Security and Facilitation Director,

Amman Civil Airport at Marka, P.O. Box 7547 Amman 11110 Jordan

6. Duration of the project

The implementation period will be 24 months.

7. Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-visa* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-*

visa the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

CARC is strongly supporting the implementation of twinning project. A robust programme of assistance and training will have significant results with regards to the implementation of ICAO SARPs and will bring Jordan closer to the EU standards.

This twinning programme is also a way to reaffirm the implication of Jordan authorities in counter terrorism activities at the national and at regional level.

Improvement of instructors' capabilities will help Jordan developing in the coming years a robust security system by ensuring adequate skills development and knowledge transfer of personnel in charge of aviation security. Reinforcement of inspectors' practical skills and standardization of processes will help better assessing the implementation of international and national standards and the effectiveness of the measures.

Additional costs arising from the twinning outcomes should be supported from the CARC annual budget and agreed with other relevant stakeholders involved in the implementation of aviation security measures.

9. Crosscutting

Each twinning partner is required to comply with the equal opportunities requirements of the EU. Whilst environmental requirements are not immediately applicable to the implementation of the project, if any such situation does arise, both partners are required to meet the environmental requirements of the EU.

10. Conditionality and sequencing

This project will be implemented through a twinning arrangement. Consequently, CARC will be required to allocate sufficient, suitable experienced staff and all necessary material resources for the efficient implementation of the twinning project.

The commitment and participation of CARC Directorate of aviation security and facilitation personnel and other Jordan aviation security stakeholders is crucial to the success of the project. Commitment and participation are not only required for the development and implementation of the proposed measures but also for the facilitation of any institutional changes required in delivering the project results and the sustainability of project actions after the completion of the project activities.

11. Indicators for performance measurement

Results	Objectively Verifiable Indicators
Component 1: CARC organization and aviation security documentation are reinforced	
Results 1.1 – CARC security unit is reinforced at national and local level	<ul style="list-style-type: none"> • CARC security unit staffing is consistent with international standards and recommended practiced
Sub-Result 1: Proposal for improved current institutional set-up, mandate and interaction with authorized entities at national level is drafted and presented to the relevant management.	<ul style="list-style-type: none"> • Report on the institutional set up, mandate, and interaction with authorized entities at national level is provided by MS.
Sub-Result 2: Jordan’s administration has a plan, including measures and timeline, for the restructuration at national and local level by a Member state.	<ul style="list-style-type: none"> • Jordan’s administration can present this plan to MS team
Sub-Result 3: The authorized entities are clearly identified in the CARC national security plan, including their roles and responsibilities.	<ul style="list-style-type: none"> • CARC is represented at both airports either directly or by another entity.
Results 1.2 – Jordan adopts a risk-based approach for aviation security	<ul style="list-style-type: none"> • Jordan is compliant with regards to international standards and recommended practices about risk management in aviation security
Sub-Result 1: Jordan adopts risk-based aviation security requirements including the implementation and structuration of a national Risk Management Committee.	<ul style="list-style-type: none"> • Jordan sets up a functioning national Risk Management Committee representing all stakeholders and entities involved in counter terrorism and risk management.

Results	Objectively Verifiable Indicators
Sub-Result 2: Proposal for an information system sharing process on national threats and risk within the Jordanian administration as well as with operators is drafted and presented to the relevant management.	<ul style="list-style-type: none"> • Jordan implements a system of information sharing process between entities involved in threat assessment and risk management. This indicator is valid if relevant operators are included in this process.
Sub-Result 3: Relevant Jordanian stakeholders are trained to risk management.	<ul style="list-style-type: none"> • A risk management workshop is delivered to Jordanian stakeholders.
Sub-Result 4: Proposal for a dedicated vulnerabilities assessment tool for Jordanian operators is developed and presented to the relevant management.	<ul style="list-style-type: none"> • A vulnerability assessment tool is developed and provided to operators to assess their vulnerabilities at local level. • A vulnerability assessment training is delivered at local level.
Results 1.3: Aviation security documentation is reinforced and better structured.	<ul style="list-style-type: none"> • Jordan aviation security regulation is structured in different categories of documentation: regulation, guidelines and procedures. • Covert testing process is harmonized within the Jordan aviation security community.
Sub-Result 1: An assessment report about the existing documentation with regards to the international and EU security requirements in line with the Euro-Mediterranean Aviation Agreement is drafted and presented to the relevant management	<ul style="list-style-type: none"> • A report describing the existing documentation with regards to the international and EU security requirements is provided by Member State.
Sub-Result 2: Documentation including practical guidelines for operators on aviation security activities and processes is shared with	<ul style="list-style-type: none"> • A needs assessment report reviewing aviation security guidelines is produced by Member State. • Practical guidelines are developed and provided to operators.

Results	Objectively Verifiable Indicators
operators.	
Sub-Result 3: An operational process for covert testing to harmonise practices across the different stakeholders and airports is adopted by CARC and endorsed by the relevant authorities in charge of compliance monitoring at airports.	<ul style="list-style-type: none"> • A harmonised covert test procedure is provided to relevant Jordanian authorities. • Covert test threat items are produced and provided to testers. • A dedicated covert test training is delivered to testers and relevant stakeholders.
Component 2 – CARC technical capabilities on aviation security are consolidated.	
Results 2.1 – Aviation security instructor courses are reinforced	<ul style="list-style-type: none"> • Jordan instructors are recruited, trained and certified accordingly with international standards and European best practices.
Sub-Result 1: Guidelines for instructors’ recruitment and training are adopted by CARC	<ul style="list-style-type: none"> • Dedicated guidelines for instructors’ recruitment and training are developed. These guidelines include skills required from trainers and highlights the learning objectives for a dedicated training.
Sub-Result 2: An instructor train-the-trainer course including pedagogical and technical modules is developed and delivered to trainees	<ul style="list-style-type: none"> • A dedicated train-the-trainer course is developed and delivered.
Sub-Result 3: The relevant training material is reviewed and updated	<ul style="list-style-type: none"> • National aviation security curriculum is drafted by instructors under the assistance of Member State. • National aviation security course materials (incl. presentations, instructor guide, exercises and exams) are prepared by the Jordanian instructors under the supervision of Member State.
Results 2.2 Inspectors skills are reinforced	<ul style="list-style-type: none"> • Jordan inspectors are trained and their knowledge is kept up-to-date with regards to emerging threats in the region. • Jordan inspectors are supported in their activities by MS coaching.
Sub-Result 1: A revised methodology for conducting monitoring activities is adopted by the Jordan Administration .	<ul style="list-style-type: none"> • CARC inspectors are invited to assist Member State in its own monitoring activities. • Member State’s inspectors are invited by CARC to assist them in monitoring activities in Jordan.

Results	Objectively Verifiable Indicators
Sub-Result 2: Inspectors knowledge about emerging threats are reinforced	<ul style="list-style-type: none"> • A course syllabus is established for an emerging threat workshop. • Training materials, and exercises are developed for an emerging threats workshop including presentation, exercises in class and on site.
Results 2.3: Collection and record of security data at national level is improved	<ul style="list-style-type: none"> • Monitoring activities are performed with harmonised tools. • Certification and training activities are performed through innovative and harmonised solutions.
Sub-Result 1: Inspectors are provided with updated and harmonised checklists as well as efficient tools to perform inspections.	<ul style="list-style-type: none"> • Harmonised checklists are established for audits, inspections and other monitoring activities. • New tools including apps and tablets are used by inspectors for audit, inspections and other monitoring activities.
Sub-Result 2: Certification and examination processes for screeners and instructors are standardised, potentially using a common tool or platform.	<ul style="list-style-type: none"> • A database of questions is established and validated for instructors and screeners certification. • Jordan is equipped with a computer based screening simulator, using images from the bank, for instructors and screeners training and certification. • A database of images in line with Jordan typical baggage is available for instructors and screeners certification.

12. Facilities available

The beneficiary will host the EU twinning project team and will provide the following facilities for RTA, RTA Assistant(s) and other MS experts:

- Office space (10 m2 /staff), including functional desk and shelves
- Additional office space for the pool of STEs
- Land lines for national telephone
- WLAN with internet connection for all project team office environment
- Access to training rooms in the beneficiary's premises, including audio-/video-equipment
- Access to meeting rooms in the beneficiary's premises