



# TECHNICAL GUIDANCE MATERIAL

## for a

# Part 93 Approval Process

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**SUBJECT:** Technical Guidance Material for Part 93 Approval Process

**DATE:** 19 August 2020

### APPLICABILITY

This Technical Guidance Material is applicable to the approval process of a prospective operator that applies for the approval of a Corporate Air Operator Certificate as per Part 93 of the Civil Aviation Regulations, 2011 as amended.

### PURPOSE

This document provides guidance in applying for and obtaining a Corporate Aviation Operator Certificate (CAOC) to conduct Corporate Aviation Operations under the Civil Aviation Regulations (CAR's).

### REQUIREMENTS

The CAA recognizes the responsibility of Corporate Aviation Operators to provide corporate air transportation with the highest degree of safety possible in the public interest. The approval process is designed to ensure that prospective CAOC holders understand and are capable of fulfilling this duty. When satisfactorily completed, the approval process should ensure that the operator is able to comply with the South African aviation law and international standards pertaining to the operation of aircraft as published in relevant International Civil Aviation Organisation (ICAO) Annexes.

An applicant will not be approved unless the SACAA is confident that the prospective certificate holder is capable of fulfilling the required responsibilities, and willing to comply with the CAR's in an appropriate and continuing manner.

### 1. REFERENCE:

- i. Civil Aviation Act,
- ii. Civil Aviation Regulations Parts 61, 63, 64, 91, 92 and 93.

## 2. TERMS AND DEFINITIONS

### 2.1. TERMS

TERMS	DEFINITION
Compliance Statement	or Statement of Compliance is a document which gives details as to how each regulation will be complied with.
Operating Specifications	is a document which details the scope and limitations of the proposed corporate aviation operation.
Principal base of operations	means the primary operating location of a certificate holder as designated by the SACAA.

### 2.2. ABBREVIATIONS

ABBREVIATION	DESCRIPTION
AI	Avionics Inspector
ASO	Air Safety Officer
AVMED	Aviation Medicine
AVSEC	Aviation Security
AWI	Airworthiness Inspector
CAO	Corporate Aviation Operator
CAOC	Corporate Aviation Operating Certificate
CAR	Civil Aviation Regulations 2011, as amended
DCA	Director of Civil Aviation
E: ASO	Executive: Aviation Safety Operations
GAD	General Aviation Department
GOM	General Operations Manual
MEL	Minimum Equipment List
OI	Operations Inspector
PM	Project Manager
POP'S	Prospective Operator's Pre-assessment Statement
QM	Quality Manager
SACAA	South African Civil Aviation Authority
SM: GA	Senior Manager: General Aviation
TGM	Technical Guidance Material
OpSpec	Operations Specifications
MCM	Maintenance Control Manual
MPM	Maintenance Procedures Manual
M: GA	Manager: General Aviation
MRB	Maintenance Review Board

## 3. APPROVAL OF CORPORATE AVIATION OPERATORS

Applicants requesting approval to operate as a Corporate Aviation Operator under the Civil Aviation Regulations will request to be approved as a Corporate Air Operator only. The approval process described in this chapter and the guidance material is for an applicant seeking a Corporate Aviation Operating Certificate (CAOC) under the Civil Aviation Regulations pertinent to the applicant’s application, (Part 93).

#### 4. FIVE PHASE PROCESS

There are five phases in the Part 93 approval process, the successful completion of each phase is guided by 3 gate checks. Each gate has specific requirements to be met by the approval team.

The process is described below to provide a general understanding of the entire approval process.

<b><u>PHASE 1</u></b> Pre-application phase
<b>GATE 1</b>
<b><u>PHASE 2</u></b> Formal Application Phase
<b>GATE 2</b>
<b><u>PHASE 3</u></b> Document Evaluation Phase
<b><u>PHASE 4</u></b> Demonstration and Inspection Phase
<b>GATE 3</b>
<b><u>PHASE 5</u></b> Approval Phase

In some cases, the guidance and suggested sequence of events may not be entirely appropriate. In such situations, the SACAA and the prospective CAO should proceed in a manner that considers existing conditions and circumstances. The operator, however, should not expect to be issued with an approval certificate until the SACAA is assured that the CAR’s will be complied with in an appropriate and continuing manner.

#### 4.1. PRE-APPLICATION PHASE

##### 4.1.1. Initial Inquiries

Initial inquiries about approval or requests for application may come in various formats from individuals or in the form of meetings with SACAA personnel.

##### 4.1.2. Applicant Orientation

Upon initial contact, the SACAA inspector will provide the applicant with an information package that will include the following:

DOCUMENT / FORM	DOCUMENT NUMBER
Technical Guidance Material for a Part 93 Approval	N/A
Prospective Operator's Pre-assessment Statement (POPS)	CA 93-04
Proposed Schedule of Events	CA 93-06
Quality System Program	CA CAOC-AC-002
Statement of Compliance	CA 93-03
Manual Control Roster	CA 93-07
Gate requirements	CA 93-02

**Note:** Inspector personnel should instruct applicants to complete the POPS in accordance with the instructions in CA CAOC-AC-001 "Corporate Aviation Operator Certificate: Pre-application Advisory Circular" and to submit the completed POPS to the SACAA office. The PM might include other documentation and information that is not listed above.

After the applicant has reviewed this document, the assigned SACAA inspector should briefly explain the requirements of the SACAA that the applicant must meet in the approval process. The inspector should ask the applicant to schedule an appointment for further discussions, allowing enough time for the applicant to thoroughly review and understand the requirements of Part 93.

#### 4.2. Prospective operator's pre-assessment statement (POPS) CA 93-04

##### 4.2.1. Purpose of a POPS

Prospective operators will request information about approval as a Corporate Aviation Operator, but the prospective operator is not fully aware of the regulatory requirements and the costs involved. The completed POPS denote intent by the applicant to continue the approval process. It also allows the SACAA to plan activities and prepare to commit resources.

##### 4.2.2. Processing the POPS

The SACAA uses the POPS to evaluate the complexity of the proposed operation and to determine the level, experience and availability of inspectors to undertake the project. The POPS is used by the SACAA to record the pre-approval number assigned to the applicant. A pre-approval, number is assigned to an applicant for the purpose of tracking the progress of the CAO approval project.

##### 4.2.3. CAA Review of the POPS

Upon receipt of a signed POPS, the SACAA will review the form to ensure that there is sufficient information to further process the application. The SACAA will ascertain that the proposed operation is consistent with the CAR Part under which the applicant will be required to operate.

**Unacceptable POPS.** If the POPS is unacceptable, the reasons for its unacceptability will be described in section 2 of the form and returned to the applicant. The SACAA shall notify the applicant, either verbally or by letter, that the POPS is unacceptable for the reasons detailed in section 2 of the form and that a new POPS is required. A copy of the rejected POPS will be retained in the SACAA office files.

**Acceptance of a POPS.** When the POPS is acceptable, the SACAA will complete the relevant section of the form. The SACAA shall process the POPS within 5 working days of receipt.

### **4.3. Assignment of the approval team**

#### **4.3.1. Selection of Team Members**

When a pre-approval number is established, the SACAA Manager: General Aviation Organisations (M: GAO) will select a team for the approval project. The team will consist of at least one Flight Operations, one Airworthiness, one DG, and where applicable one AVSEC Inspector, one Testing Standards Officer one Avionics Inspector, one ATO Inspector, one Cabin Safety Inspector and AVMED. Generally, these inspectors will be the SACAA inspectors that will be assigned to the applicant once the approval process is completed.

#### **4.3.2. Designation of Project Manager (PM)**

The SACAA Manager: General Aviation Organisations will designate one member of the approval team to serve as the PM.

#### **4.3.3. Responsibilities of the PM**

The PM and other approval team members shall conduct themselves in a professional and responsive manner with the applicant. Responsibilities of the PM:

- a. The PM will serve as the primary contact point for the SACAA throughout the approval process.
- b. The PM will thoroughly co-ordinate all approval matters with all other specialists assigned to the approval project.
- c. The PM will be responsible for ensuring that all approval job functions are completed.
- d. The PM will be responsible for all correspondence, both to and from the applicant.
- e. The PM will notify the SACAA (E: ASO / SM: GAD / M: GAO) of any information that may significantly affect or delay the approval project.
- f. The PM must ensure that individuals involved with the approval project, and the SACAA (E: ASO / SM: GAD / M: GAO), are kept fully informed of the current status of the approval.

#### **4.3.4. Responsibilities of the Approval Team Members**

Each team member shall respond to requests for assistance made by the PM. Responsibilities include keeping the PM informed of the status of the task which has been assigned to him/her and communicating any problem which may delay the approval effort.

#### **4.3.5. Responsibilities of the Applicant**

The applicant must develop all required documents for submission with the formal application, and successfully complete all requirements for approval.

#### 4.4. Pre-application meeting

The pre-application meeting between the PM, other approval team members, and the applicant creates a foundation for the rest of the approval process.

- a. The POPS will be reviewed and discussed such as the type of operation, types of aircraft, geographic areas of operation, and location of facilities. When changes to this information occur, the applicant must annotate the changes on the POPS. If the changes significantly affect the anticipated scope and/or type of operation, a copy of the revised POPS shall be forwarded to the SACAA.
- b. Specific aspects of the applicant's proposed operation will be discussed.
- c. The PM will discuss the approval process in depth with the emphasis being placed on the expectations of the SACAA and the sequence of events.
- d. Specific aspects of the approval will be covered using the approval schedule of events and the proposed schedule of events as a guide to facilitate the discussion and to ensure that all elements of the approval process are covered.
- e. It is essential that the applicant understands which regulations are applicable to the proposed operation.
- f. The applicant will be advised to acquire and become familiar with the CAR's and other documents pertinent to the proposed operation.
- g. The applicant will be briefed that it is to their benefit to submit required items as soon as they become available, and to notify the PM immediately of any problems or changes in the proposed operation.
- h. The applicant will be briefed on the documentation required as per point 1.1.1 above.
- i. The approval team will brief the applicant on Phase 2, the formal application. It is essential during the pre-application meeting that the applicant has a clear understanding of the form, content, and documents required for the formal application
- j. The PM can provide all other documentation to assist the applicant in the approval process

#	DOCUMENT/FORM/CHECKLIST	NUMBER
1	Application for issue, renewal, amendment of or notification of changes to corporate air operating certificate	CA 93-01
2	Post Holders Approval Checklist	CA 93-09
3	Operations Manual Approval Checklist	CA 93-08
4	Part 93 Annual Audit Checklist	CA 93-12

Key management personnel of the applicant must attend the pre-application meeting and must be prepared to discuss in general terms, specific aspects of the applicant's proposed operation.

At the close of the pre-application meeting, the approval team should determine whether the applicant is prepared to proceed with the approval process. If it appears the applicant understands the requirements of a formal application and will proceed to that phase, the approval team will encourage the applicant to co-ordinate required documents, as they are developed, with the approval team before formal submission.

If it is evident that the applicant is not adequately prepared to proceed with the approval process, the approval team will advise the applicant of the reasons for concern. When it is apparent the applicant will not be able to prepare an adequate formal application, the PM will advise the applicant to request another pre-application meeting after more complete preparation on the applicant's part.

#### 4.4.1. Gate 1 Requirements

The following requirements must be met for the first phase to be successfully closed:

- a. POPS completed and submitted by the Applicant.
- b. Key Management Personnel (Nominated Post holders) availability assured by the Applicant.
- c. Required Management (Post Holders) CV's submitted by the Applicant.
- d. Required management (Post Holders) approved by SACAA.
- e. Facility selection for training completed, if applicable.
- f. Facility selection for maintenance completed, if applicable.
- g. Have letters/agreements between owners and management entity/applicant if applicable.
- h. Proposed Schedule of Events submitted by the applicant.
- i. Statement of Compliance.

### 5. INSTRUCTIONS TO THE APPLICANT ON THE FORMAL APPLICATION.

#### 5.1. General

The formal application must be submitted to the PM. After initial review, notification of its acceptance or rejection will be provided by email or letter within 10 working days. The formal application shall consist of the following:

- a. Formal Application Letter
- b. Management Qualification CV's
- c. Proposed schedule of Events
- d. Statement of Compliance
- e. Company Manuals
- f. Contracts/Agreements as per CAR 93.06.3

Whilst SACAA inspectors will furnish informal guidance and advice during the preparation of required documents and manuals, the production of acceptable documents and manuals is solely the responsibility of the applicant. An application for an CAOC shall be made to the Director in the appropriate form and shall be accompanied by the appropriate fee as prescribed in Part 187.

#### 5.2. Formal Application Letter

The formal application shall consist of a letter containing the following:

- a. A statement that the letter serves as a formal application for a CAOC
- b. Full and official name of the applicant.
- c. The owner must sign this letter when applying as an individual or sole proprietorship
- d. All partners must sign when applying as a partnership or;
- e. An authorised officer(s) when applying as an organisation such as a company.
- f. The physical location address of the applicant's intended primary operating location.
- g. The physical location address of the intended maintenance organisation/s which will be responsible for the maintenance of the aircraft.

- h. The applicant's mailing address if different from its letterhead.
- i. The full name and address of the applicant's agent for service if applicable.
- j. The identity of key management personnel.
- k. When or if a request for deviation from the qualification requirements of management personnel is anticipated, a request for the deviation and the justification for that deviation shall be made in a separate letter.

### 5.3. SAMPLE OF FORMAL APPLICATION LETTER

(Name of applicant)  
(Address)

(Date)  
South African Civil Aviation Authority  
ATT :( Name of M: GAO)  
(Address)

Dear (Name)

This letter serves as formal application for a SACAA CAOC. (Name of applicant) intends to certify a Corporate Air Operation under Part 93 Civil Aviation Regulations. We intend to use (Number and Type) airplanes and will be operating in (location of operation). Our company will have a principal base of operations and corporate offices located (appropriate address). The maintenance will be conducted (state the maintenance organisation/s and appropriate address), a copy of the maintenance contract is enclosed. Our management personnel are as follows:

Chief Executive Officer: (Full name and surname)  
Responsible Person Flight Operations: (Full name and surname)  
Responsible Person Aircraft: (Full name and surname)  
Air Safety Officer (ASO): (Full name and surname)  
Quality Manager (QM): (Full name and surname)  
Cabin Crew Manager (If applicable): (Full name and surname)

Also enclosed is the revised Schedule-of-Events and Initial Statement of Compliance which was agreed to at our-last meeting with your representatives. We have retained the services of (Full name and surname) (appropriate address) as our agent for service.

Also enclosed please find the related completed approval documents and attachments:

Management Qualification Resumes  
Proposed schedule of Events  
Statement of Compliance  
Company Manuals  
Contracts/Agreements as per CAR 93.06.3

Regards  
(Signature)  
(Full name and surname)

### 5.4. Management Qualification Resumes

This attachment shall include resumes that contain information on the qualifications, certificates, ratings, and experience of personnel selected as nominated post holders for the following positions:

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- a. Chief Executive Officer
- b. Responsible Person: Flight Operations
- c. Responsible Person: Aircraft
- d. Air Safety Officer (ASO)
- e. Quality Manager (QM)
- f. Cabin Crew Manager (If applicable)

A description of their functions and responsibilities must be included.

The effectiveness of the management personnel will be observed throughout the approval process. If during the process it becomes apparent that a proposed management candidate does not meet the required experience outlined in the appropriate CAR, the applicant will be informed that they may apply for a deviation. This request for a deviation must be made to the Director soonest practical to enable the individual who will hold the position to be involved early in the approval process.

If an applicant intends to request approval for a deviation from the required management personnel (fewer or different personnel), the request must be made by official letter. The applicant must show that it is able to perform operations safely with fewer or different positions requested. Justification must take into account the size and scope of the operation as well as the qualifications of intended personnel. It must also be shown that the persons can be reasonably expected to effectively perform the functions associated with the subject positions in accordance with the CAR's and the procedures outlined in the proposed manual. If the SACAA approves fewer or different positions, this approval will be made part of the Operation Specifications.

### **5.5. Schedule of Events (CA 93-06)**

The Proposed schedule of events CA 93-06 is a key document that needs to be presented with the formal application.

- a. The Proposed schedule of events is a list of items, activities, programs or actions that the applicant must accomplish or make ready for SACAA inspection before approval.
- b. The Proposed schedule of events will include the applicant's estimate of the date the item, activity, program or actions will be accomplished.
- c. The schedule of events must be constructed in a logical and sequential manner.
- d. The schedule of events must also provide for a reasonable amount of time for the SACAA to review and accept or approve each item or event, before scheduling other items or events that are dependent on such acceptance or approval.
- e. Failure to accomplish an item or event in a satisfactory or timely manner in accordance with the schedule of events could result in a delay in approval.
- f. If deficiencies are detected during the review of manuals and other documents, they will be returned for amendment or correction. Such action may also cause additional delays in the approval process.

### **5.6. Statement of Compliance (CA 93-03)**

Preparation of the Statement of Compliance CA 93-03 benefits the applicant by systematically ensuring that all applicable regulatory aspects are appropriately addressed during the approval process.

- a. The compliance statement shall be in the form of a complete listing of all appropriate CAR sections pertinent to the operation the applicant is proposing.
- b. This list should reference any applicable subpart and each relevant section of the subpart.
- c. Next to each subparagraph, the applicant must provide a specific reference to a manual, or other document, and may provide a brief narrative description that describes how the applicant will comply with each regulation.
- d. Where the compliance information has been developed (for example, the manual material submitted with the formal application), a manual reference or a description of the method of compliance must be entered next to the applicable regulatory section.
- e. This statement also serves as a master index to the applicant's manual system to expedite the SACAA's review and approval of the operation and manual system.

The compliance statement is an important source document during the approval process. After the approval process is completed, the compliance statement should be kept current as changes are incorporated in the applicant's system.

## 5.7. Company Manuals

This attachment to the formal application may be in the form of one or more manuals or volumes. These manuals must contain information about the applicant's organisation, general policies, duties, and responsibilities of personnel, operational control policy, and procedures. In practice, these manuals are often known as the general operations manual (GOM), and the maintenance control manual (MCM). The applicant should ensure that the manuals are in accordance with the CAR's and CATs Part 93, Part 61 and Part 140.

### 5.7.1. Operations manual

#### 5.7.1.1. Structure of operations manual

#### 5.7.1.2. Contents of operations manual

- a. Easy to revise
- b. Revision control, each page dated
- c. Company general policies

#### 5.7.1.3. Part 1

- a. Administration and control of the operations manual
- b. Organisation and responsibilities
- c. Operation control and supervision
- d. Flight crew compositions
- e. Qualification requirements
- f. Flight crew health precautions
- g. Flight time and duty period limitations
- h. Operating procedures
- i. Dangerous goods and weapons
- j. Security
- k. Handling of aviation accidents and incidents
- l. Rules of the air

#### 5.7.1.4. Part 2

- a. General information and units of measurement
- b. Limitations
- c. Normal procedures
- d. Abnormal and emergency procedures
- e. Performance
- f. Flight planning
- g. Mass and balance
- h. Loading
- i. Configuration deviation list
- j. Minimum equipment list (MEL)
- k. Survival and emergency equipment including oxygen
- l. Emergency evacuation procedures
- m. Aircraft systems

#### 5.7.1.5. Part 3

- a. Route and aerodrome instructions and information

#### 5.7.1.6. Part 4

The company-training curriculum must be attached to the formal application. The company-training curriculum must include at least the following curriculum segments for each applicable crewmember or dispatcher position:

- a. Company Procedures Induction Training
- b. Emergency Equipment Drills Training
- c. Initial Aircraft Ground Training
- d. Initial Aircraft Flight Training

### 5.8. Contracts/Agreements as per CAR 93.06.3

This attachment should provide evidence that the applicant has a contract or agreement in place if not the registered aircraft owner. These documents should provide evidence that the applicant is, in good faith, committed to making arrangements for aircraft, supporting facilities and services as necessary for the proposed operation.

### 5.9. Gate 2 Requirements

The following requirements must be met for the second phase to be successfully closed:

- a. Formal Letter of Application submitted by Applicant
- b. Submitted all required documents
- c. Revised Schedule of Events submitted by Applicant

## 6. DOCUMENT EVALUATION PHASE

After the formal application has been accepted, inspectors will begin a thorough evaluation of all the manuals and documents that are required by regulation to be submitted to the SACAA. The SACAA Authority will endeavor to

complete these evaluations in accordance with the operator's schedule of events. If a manual or document is incomplete or deficient, or if non-compliance with the regulations or safe operating practices is detected, the manual or document will be returned for corrective action. If the manuals and documents are satisfactory, they will be approved or accepted, as required by CAR. Approvals may be indicated by email or letter as appropriate. Acceptance of information that does not require formal approval will be indicated by letter.

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

- a. Management personnel CV's outlining proposed management qualifications and civil aviation compliance histories.
- b. Operations Manual (a system of manuals, may be in one or more parts).
- c. Maintenance Control Manual (may be in one or more parts).
- d. Aircraft maintenance programs and supporting manuals such as Maintenance Review Board (MRB) and Corrosion Prevention Control Program (CPCP).
- e. Mass and balance procedures/program.
- f. Training Program Manual.
- g. Approved Aircraft Flight Manual.
- h. Aircraft Operations Manual.
- i. Minimum Equipment List (MEL) and MEL Management Program
- j. Configuration Deviation List (CDL).
- k. Cockpit checklist.
- l. Passenger briefing cards.
- m. Noise and emission plan (if applicable).
- n. Airport Runway Analysis
- o. Deviation requests.
- p. Dangerous Goods.
- q. Cabin Attendant Manual.
- r. Dispatch/flight following/flight locating procedures/Emergency response plan.
- s. Draft Specific Operating Provisions (operations and airworthiness).
- t. Maintenance Reliability Program (optional).
- u. Plan for Demonstration Flights.
- v. Emergency evacuation demonstration plan.
- w. Ditching demonstration plan.
- x. Fully completed Statement of Compliance.

The fully completed Statement of Compliance is the final evaluation, the completed Statement of Compliance ensures each applicable regulatory requirement has been adequately addressed in the appropriate manuals, programs, and/or procedures.

## **7. DEMONSTRATION AND INSPECTION PHASE**

An operator must demonstrate its ability to comply with regulations and safe operating practices before beginning operations. These demonstrations include:

- a. Actual performance of activities and/or operations while being observed by SACAA inspectors.
- b. On-site evaluations of aircraft maintenance equipment and support facilities.

- c. Evaluation of the effectiveness of the policies, methods, procedures, and instructions as described in the operator's manuals and other documents.
- d. Emphasis is placed on the operator's management effectiveness.
- e. Deficiencies will be brought to the attention of the prospective CAO and corrective action must be taken before a certificate is issued.

The approval team will provide constant feedback on any deficiencies during the evaluation process. The approval team will furnish informal guidance and advice during the evaluation and inspection during this phase.

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

- a. Conduct of training programs (classroom, simulators, aircraft, flight and ground personnel training).
- b. Crewmember and Flight Operations Officer testing and certification.
- c. Station facilities (equipment, procedures, personnel, fuelling/Defueling, de-icing, technical data).
- d. Recordkeeping procedures (documentation of training, flight and duty times, flight papers).
- e. Flight control (Flight Supervision and Monitoring system or Flight Following system)
- f. Maintenance and inspection programs (procedures, record keeping).
- g. Aircraft (conformity inspection, aircraft maintenance records, etc.).
- h. MEL's and CDL's (compliance with operating and maintenance procedures, etc., if applicable).
- i. Mass and balance program (procedures, accuracy, and document control).
- j. Passenger emergency evacuation demonstration (aborted take-off demonstration and ditching demonstration).
- k. Demonstration flights. May includes full-scale simulation of operations to demonstrate the ability to operate independently, safely, and in compliance with all applicable CAR's.

If any changes need to be made it will be the responsibility of the applicant to rectify or make the necessary changes before the approval process can be continued.

**Note:** An applicant for a CAOC may concurrently seek SACAA approval of its maintenance organisation. The applicant needs to co-ordinate the progress of both approval projects. Both approval projects must be in the Demonstration and Inspection Phase at the same time. This is because the Demonstration Flights cited under CAR's, require the applicant to demonstrate to the SACAA all proposed flight and ground operations. The applicant therefore will also be expected to demonstrate use of its Approved Maintenance Organisation to ensure that procedures in the Maintenance Control Manual (MCM) and Maintenance Procedures Manual (MPM) are in harmony.

### 7.1. Gate 3 Requirements

The following requirements must be met for the third and fourth phase to be successfully closed:


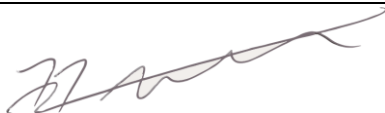

- a. All manuals have been reviewed, discrepancies corrected, and approved or accepted.
- b. Training programs initially approved.
- c. Sufficient personnel trained by Applicant.

- d. Maintenance programs have been approved, if applicable.
- e. Facilities evaluated and found satisfactory.
- f. Demonstration phase satisfactorily completed.
- g. Completed a successful initial audit.
- h. All corrective actions closed as per the audit.
- i. All other discrepancies and open questions resolved satisfactorily.

## 8. APPROVAL PHASE

After the document compliance and the demonstration and inspection phases have been completed satisfactorily, the PM will prepare a Corporate Aviation Operating Certificate and approve the Operations Specifications (OpSpecs). The OpSpecs contain authorisations, limitations, and provisions specific to the operation. The CAO must acknowledge receipt of these documents.

The certificate holder is responsible for continued compliance with CAR's and the authorisations, limitations, and provisions of its certificate and OpSpecs. Should a certificate holder's operation changes, the OpSpecs must be precedingly be amended accordingly. The process for amending an OpSpecs is similar to the approval process. In some cases it may be a less complex procedure depending on the subject of the amendment. The SACAA is responsible for conducting periodic inspections of the certificate holder's operation to ensure continued compliance with the CAR's and safe operating practices.

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<b>SIGNATURE OF M: GA</b>	<b>NAME IN BLOCK LETTERS</b>	<b>DATE</b>
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	<b>Neil de Lange</b>	<b>10 December 2020</b>
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