



APPLICATION & PROCESS:
TRAINING ORGANIZATION APPROVAL

Purpose— This advisory circular (AC) provides guidance for individuals or entities to make application and receive RCAA approval to provide services as a training organization.

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- Advisory Circulars are intended to provide advice and guidance to illustrate a means, but not necessarily the only means, of complying with the Regulations, or to explain certain regulatory requirements by providing informative, interpretative and explanatory material.
- Where an AC is referred to in a 'Note' below the regulation, the AC remains as guidance material,
- ACs should always be read in conjunction with the referenced regulations.

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SECTION 1 GENERAL

1.1 STATUS OF THIS ADVISORY CIRCULAR

This is original issuance [1]2017 of this AC.

1.2 BACKGROUND

- A. The International Civil Aviation Organization (ICAO) has indicated their belief that “*..the qualifications required for the issue of personnel licences can be more readily and speedily acquired by applicants who undergo closely supervised, systematic and continuous courses of training, conforming to a planned syllabus or curriculum.*”
- B. To promote the use of this method of training, the ICAO states that, within Annex 1, “*..provision has accordingly been made for some reduction in the experience requirements for the issue of certain licences and ratings prescribed in these Standards and Recommended Practices, in respect of an applicant who has satisfactorily completed a course of approved training.*”
 - RCAA has included these provisions within RCAR Part 7 for reduced minimum experience requirements based on completion of an approved course of training.
- C. The ICAO has established, by reference, international standards for approval of such a training organization in paragraph 1.2.8.2 of Annex 1 which states “*..The approval of a training organization by a State shall be dependent upon the applicant demonstrating compliance with the requirements of Appendix 2 (of Annex 1).*”

D. The first paragraph of Appendix 2 emphasizes that “..the issuance of an approval for a training organization and the continued validity of the approval shall depend upon the training organization being in compliance with the requirements of this Appendix.”

- This Standard requires that the training organization complete a certification process under the supervision of RCAA before issuance of that approval.
- It also requires that the continued validity of the approval of the organization must be based on an on-going inspection/validation program by the RCAA.

E. This advisory circular outlines the certification process that will be used by the RCAA to ensure that the training organization approvals are in accordance with ICAO SARPs.

RCAR Part 9 provides the minimum requirements that incorporated the ICAO-SARPs and regulatory basis for training organization approvals in Rwanda.

1.3 APPLICABILITY

This AC is applicable to all individuals, operators, organizations and other aviation entities desiring to provide training and qualification required by the RCARs.

1.4 RELATED REGULATIONS

The following regulations are directly applicable to the guidance contained in this advisory circular—

- RCAR Part 7, Personnel Licensing
- RCAR Part 9, Approved Training Organizations

1.5 RELATED PUBLICATIONS

For further information on this topic, individuals are invited to consult the following publications—

1) Civil Aviation Authority of Rwanda (RCAA)

- ◆ Rwanda Civil Aviation Regulations
- ◆ AC 00-002, Preparation of Acceptable Quality Assurance System
- ◆ AC 00-005, Preparation of Acceptable Regulatory Compliance Checklists
- ◆ AC 07-004, Application & Process: Flight Simulation Training Device Approval
- ◆ AC 12-004, Integrated Flight Safety Documents System

Copies may be obtained from the RCAA Flight Standards Inspectorate Service.

2) International Civil Aviation Organization (ICAO)

- ◆ Annex 1, Personnel Licensing
- ◆ Document 9841-AN/456, Manual of Approval of Flight Crew Training Organization
- ◆ Document 9868, Training-

Copies may be obtained from Document Sales Unit, ICAO, 999 University Street, Montreal, Quebec, Canada H3C 5H7.

3) Other related ICAO documents include

- ◆ Document 7192-AN/857, Part B-5, Intergrated Commercial Pilot Course
- ◆ Document 7192-AN/857, Part D-1, Aircraft Maintenance (technician/Engineer/Mechanic)
- ◆ Document 7192-AN/857, Part D-3, Flight Operations Officers/Flight Dispatchers
- ◆ Document 7192-AN/857, Part E-1, Cabin Attendant Safety Training

- ◆ Document 7192-AN/857, Part F-1, Meteorology for Air Traffic Controllers and Pilots
- ◆ Document 9625-AN/938, Manual of Criteria for Qualification of Flight Simulation Training Devices

1.6 DEFINITIONS & ACRONYMS

1.6.1 DEFINITIONS

- A. The following definitions are used in this advisory circular—
- 1) **Accountable manager (training).** The manager who has corporate authority for ensuring that all ATO functions can be financed and carried out to the standard required by the Authority.
 - 2) **AMT Course.** A training course for AMT maintenance ratings (airframe/powerplant).
 - 3) **Approved training.** Training conducted under special curricula and supervision approved by a Contracting State that, in the case of flight crew members, is conducted within an approved training organization.
 - 4) **Approved training organization.** An organization approved by a Contracting State in accordance with the requirements of Annex 1, paragraph 1.2.8.2 and Appendix 2 of ICAO-Annex 1 to perform flight crew training and operating under the supervision of that State.
 - 5) **Chief Instructor.** A supervisor of training that has the responsibility for the quality of training for a grouping of curriculums approved for the ATO holder.
 - 6) **Competency in civil aviation.** This phrase means that an individual shall have a technical qualification and management experience acceptable to the Authority for the position served.
 - 7) **Flight Training Equipment.** Flight simulation training devices and aircraft.
 - 8) **Level 1.** A category used to describe an approved training organisation that conducts all or substantially all of each flight training course using aircraft.
 - 9) **Level 2.** A category used to describe an approved training organisation that conducts all or substantially all of each flight training course using simulation media.
 - 10) **Level 3.** A category used to describe an approved training organisation that conducts ground and/or practical training that is not associated with flight training.
 - 11) **Policy.** Document containing the organization's position or stance regarding a specific issue.
 - 12) **Procedure.** A way of documenting a process.
 - 13) **Process.** Set of interrelated or interacted activities which transform inputs into outputs.
 - 14) **Quality.** The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.
 - 15) **Quality of training.** The outcome of the training that meets stated or implied needs within the framework of set standards.
 - 16) **Quality assurance.** All those planned and systematic actions necessary to provide adequate confidence that all training activities satisfy given standards and requirements, including the ones specified by the approved training organization in relevant manuals.
 - 17) **Quality manual.** The document containing the relevant information pertaining to the approved training organization's Quality Assurance System.
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- 18) **Quality audit.** A systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives.
- 19) **Satellite.** An subsidiary of an approved training organisation at a location other than designated primary location.
- 20) **Specialty curriculum.** A set of courses that is designed to satisfy a personnel qualification requirement of this set of aviation regulations
- 21) **Training specifications (ATO).** A document issued by the Authority to an approved training organisation that prescribes the organization's training, checking, and testing authorizations and limitations, and specifies training program requirements.

1.6.2 ACRONYMS

The following acronyms are used in this manual—

- 1) **ADOC** – Aerodrome Operator Certificate
- 2) **AOC** – Air Operator Certificate
- 3) **AMO** – Approved Maintenance Organization
- 4) **AMT** – Aviation Maintenance Technician.
- 5) **ATO** – Approved Training Organization
- 6) **ATSC** – Air Traffic Service Certificate
- 7) **AWC** – Aerial Work Certificate
- 8) **RCAA** – Rwanda Civil Aviation Authority
- 9) **RCAA-FSS** – RCAA Flight Safety Services
- 10) **RCAR(s)** – Rwanda Civil Aviation Regulation(s)

SECTION 2 GENERAL REGULATORY TRAINING CONCEPTS

2.1 RCAA APPROVAL REQUIRED

- A. RCAA approval (or authorization) is required before an individual or organization provides any training or instruction required by RCARs.
- B. For an individual, that approval can be in the form of an—
 - 1) Instructor license, with appropriate ratings; or
 - 2) Endorsement to a license;
- C. For an organization, that approval can be in the form of—
 - 1) Approval of a training program;
 - 2) Operations specifications (for the holder of an AOC, AMO or AWC certificate); or
 - 3) An ATO certificate with training specifications.

The RCAA approval will contain at least —

- Organization's name and location;
- Date of issue and period of validity (where appropriate);
- Terms of approval.

2.2 ATO CERTIFICATE REQUIRED

- A. Any organization providing training required by the RCARs to the public or personnel from other aviation organizations must hold an ATO certificate and training specifications.
- B. Holders of other certificates issued by the RCAA that plan to conduct training only for their organization will not be issued an ATO certificate.

Service provider organization must hold an ATO certificate.



These certificate holders must comply with the requirements of RCAR Part 9 that are applicable to their approved training program.

2.3 INSTRUCTORS MUST BE AUTHORIZED BY THE RCAA

- A. No organization may use an instructor to provide training required by the RCARs unless that instructor has been authorized by the RCAA.
- B. The organization must provide a current listing of the instructors (and separately the instructor resumes and/or qualification records) for authorization by the RCAA. This listing may be in the form of a—
- 1) Revised page intended for insertion in the Training and Procedures Manual; or
 - 2) A letter.

The ATO must have a document signed by the RCAA authorizing, by name, the use of an instructor.

2.4 APPROVED CURRICULUMS

- A. An ATO must have curriculums for specific courses of instruction that they are authorized to provide.
- B. Other aviation organizations such as AOC, AMO and AWC holders must have curriculums specifically approved to train the personnel of their organization.
- C. In situations where an ATO will be providing training to other organizations, the curriculum and training provided must be that approved by the RCAA *for the specific organization receiving the training*. This approval is—
- 1) For the AOC, AMO or AWC receiving the training, their RCAA-approved curriculum of training, and
 - 2) For the ATO providing the training, if the training provided—
 - ◆ Does not correspond to the existing curriculums approved by the RCAA for the ATO, a RCAA approval letter.
 - ◆ Corresponds to the existing curriculums, the training may be conducted without contact with the RCAA.



It is the responsibility of the AOC, AMO, AWC and ATSC holder to ensure that the training provided in accordance with their RCAA approvals.

SECTION 3 ATO CERTIFICATION PROCESS

3.1 PHASE ONE: PRE-APPLICATION

3.1.1 DECLARATION OF INTENT

- A. The organization or individual intending to request training approval(s) should officially advise the RCAA that they intend to apply for this approval.
- B. This is normally accomplished by the submission of a formal letter of intent (or the Pre-Application Statement of Intent form).

3.1.2 PRE-APPLICATION MEETING

- A. The operator is entitled to a pre-application meeting to provide more specific guidance regarding the submission of a complete formal application.
- B. The operator may, however, choose to submit their application without attending the meeting.

3.1.3 PRE-APPLICATION MEETING CONTENTS

This meeting will normally contain a discussion of the contents of this advisory circular and the RCAR Part 9 requirements.

3.2 PHASE TWO: INITIAL APPLICATION REVIEW

3.2.1 HANDLING OF THE FORMAL APPLICATION

- A. The submission of the formal application will not be treated by the RCAA as formal event. It will simply be date-stamped for processing.
- B. The organization may have meeting to present the application, but the RCAA will not comment on the quality of the application at that time.

3.2.2 INITIAL APPLICATION REVIEW MEETING

The RCAA will hold an internal meeting at a later day to determine if the contents of the application are acceptable for processing. The standard used will be that the application—

- Is complete (all required documents); and
- Complies with the general requirements for such applications.

3.2.3 FORMAL REJECTION OR ACCEPTANCE

- A. Shortly after the RCAA's internal meeting, they will schedule a formal meeting to officially—
 - 1) Reject the application, or
 - 2) Accept the application package for processing through the document conformance phase.
- B. If the initial review and meeting are found to be acceptable, the RCAA will then accept the documents for processing.

3.3 PHASE THREE: DOCUMENT CONFORMANCE

3.3.1 USE ADVISORY CIRCULAR

The applicant should use this advisory circular during the development of its formal application submission.

3.3.2 COMPLIANCE CHECKLIST

A. The most accurate indicator of the completeness of the training organization certification is the RCAR Part 9 compliance checklist in its final form.

B. Usually the initial compliance checklist submitted by an operator is very inaccurate with respect to the manual references and comments regarding the conformance of the company documentation to the applicable regulations.



- This compliance checklist must be accurate before the certification can be completed.
- The organization should make every effort to have it acceptable at the time of submission of the application.

C. This checklist will be continually updated during this process to reflect the accurate or revised manual procedures.

Obtain a template copy of the RCAR Part 9 compliance checklist from the RCAA.

D. The final compliance checklist will be inserted in the Completed Certification Report binder as one of the primary “proofs” that, at the time of certification, the applicant was in conformance with the minimum standards of the applicable regulation.

3.3.3 ORGANIZATION

A. Evaluation of the applicant’s organization and key personnel associated with the proposed training organization will occur early in this phase.

B. If the RCAA has any objections or reservations regarding the proposed organization or key personnel, these will be shared with the applicant as soon as possible.

C. This urgency will also apply to any service providers proposed for use in the training organization process.

The contractual arrangements with these personnel and the assigned responsibilities must be understandable to the RCAA.

3.3.4 MANUALS, CURRICULUMS & INSTRUCTOR GUIDES

A. The RCAA will evaluate proposed ATO documents through comparisons of the proposed information, policy and procedure with the—

- 1) Submitted compliance checklist;
- 2) Advisory circulars and other relevant manuals;
- 3) Relevant international standards.

B. Interim approvals and acceptance will be formal provided to the applicant as each document is reviewed and found acceptable.

3.3.5 FORMS & RECORDS

A. The applicant will be using forms, records and other documents to ensure conformance with the applicable requirements.

B. These documents must be easy to understand and use.

3.3.6 INSTRUCTOR & EVALUATOR TRAINING

A. The requirements provided in the RCAR Part 9 provides for a comprehensive training program for these personnel.

B. The submitted training program and curriculums include all required training subjects and exercises will be thoroughly reviewed to meet the training objectives.

3.3.7 QUALITY ASSURANCE

- A. Some applicants will not perform all aspects of the training organization process using company personnel or equipment.
- B. This is an area where the set-up of good quality audits by the organization will be vital to the continued conformance to the minimum standards for functioning of the training organization.

3.4 PHASE FOUR: INSPECTION & DEMONSTRATION

In practice, the applicant will experience six identifiable types of inspections in this phase—

- 1) Management and training support inspections;
- 2) Special equipment inspection
- 3) Training documentation inspections;
- 4) Training facilities and equipment inspections
- 5) Training-in-progress inspections; and
- 6) Training records inspections.

- This phase will sometimes overlap with the completion of the Document Conformance Phase due to corrections necessary to documents.
- This will be especially true if additional document revisions result from inspection findings.

3.4.1 TRAINING INSPECTIONS

- A. The instructor and evaluator participants will need to receive the qualifying training early in the process.
- B. This may be done in a centralized class or will be done in several non-concurrent locations depending on the work functions of the participants.
- C. The RCAA will conduct inspections the training as necessary to validate the completeness and quality of the training related to the specific curriculum and objectives.
- D. The performance of the instructors used in the ATO training must be satisfactory.

- The RCAA will monitor this training-in-progress.
- All training records for these participants will be inspected to ensure documented qualification before they are used by the ATO.

3.4.2 INTERIM RCAA APPROVALS

- A. When the previously identified issues are resolved, the RCAA will issue approval letters authorizing the operator to begin the training as an ATO under the supervision of the RCAA.
- B. The organization must retain these approvals in a safe and auditable location at the primary business office.

3.5 PHASE FIVE: FINAL CERTIFICATION ACTIONS

3.5.1 ISSUANCE OF FINAL APPROVALS

- A. All documents previously granted interim approval during the certification will now be granted operational approval by the RCAA.
- B. At a minimum, these approvals will be given to ATO—
 - 1) Manuals and programs;
 - 2) Training programs and/or curriculums; and

- 3) Special equipment; and
- 4) Documents, such as forms, records.

3.5.2 ISSUANCE OF MASTER TRAINING SPECIFICATIONS

- A. The master training specifications for the ATO will be issued to show the authorizations granted to the training organization.
- B. A print-out of that amended training specifications shall be circulated for RCAA and training organization management signatures.

3.5.3 ISSUANCE OF ATO WALL DISPLAY CERTIFICATE

The wall display certificate will be issued to those training organizations that are found to be in conformance with the requirements of RCAR Part 9.

3.6 ON-GOING VALIDATION OF BASIS FOR APPROVALS

3.6.1 ANNUAL SERIES OF RCAA INSPECTIONS

- A. The RCAA will schedule and conduct a series of inspections annually.
- B. Any issues identified by the RCAA must be corrected by the ATO management on a timely basis.
- C. The consolidation of those inspections and the resolution of any safety or training issues identified by the RCAA will be the basis for the renewal of the ATO approvals.

3.6.2 AMENDMENTS TO THE ATO APPROVALS

For amendments to the ATO approvals, especially curriculums or equipment, the training organization should submit the ATO application form provided in Appendix A at least 30 days prior to planned amendment.

3.6.3 RENEWAL OF ATO CERTIFICATE

The ATO should submit the ATO application form provided in Appendix A to request a renewal at least 30 days prior to expiration of the certificate.

SECTION 4 CONTENTS OF THE APPLICATION

4.1 PRIMARY APPLICATION DOCUMENTS

The application documents that must be submitted separate documents include—

- 1) Completed ATO application;
- 2) RCAR Part 9 compliance checklist;
- 3) Training and procedures manual;
- 4) Training program curriculums (may be included in the T&P Manual or as separate volume(s));
- 5) Management resumes;
- 6) Instructor and evaluator qualification records;

4.2 OTHER REQUIRED DOCUMENTS & INFORMATION

The following may be submitted as separate documents or included within the primary application documents—

- 1) Organizational structure;
- 2) Designated accountable manager;
- 3) Description of Quality Assurance System
- 4) Proposed training records
- 5) Proposed graduation certificate
- 6) Proposed instructor records
- 7) Listing of instructors and their assignments;
- 8) List of aircraft types (if applicable)
- 9) Detailed descriptions or pictorial displays of the approved normal, abnormal and emergency maneuvers that will be performed during each flight training phase or check.
 - ◆ Those that are to be performed in aircraft in-flight will be identified.
- 10) Listing of flight simulation devices and description of the training and checking events authorized (if applicable);
- 11) Listing of sites or airports where training flight may commonly originate;
- 12) Description of training programmes including manuals, curricula, outlines
- 13) Description of facilities, to also include classrooms, briefing rooms and operations facilities
- 14) Maintenance facilities (where appropriate)

4.3 OTHER REQUIREMENTS FOR RCAA REVIEW

The following items must be available for RCAA inspection during the Inspection Phase of the certification include—

- 1) Individual lesson plans to accomplish the training included in the curriculum;
 - 2) Technical data for maintenance (if applicable)
 - 3) Aircraft-specific documentation (if applicable) including—
 - (a) Condensed operating normal, abnormal and emergency checklists;
 - (b) Flight crew operating procedures and limitations;
 - (c) Aircraft Systems
 - (d) Aircraft Performance
 - (e) Runway Analysis
 - (f) Aircraft Mass and Balance
 - (g) Manufacturer's maintenance manuals
 - 4) Route guide and navigation charts (if applicable)
 - 5) Adequate quantities of blank copies of the forms, records and logs that will be used;
 - 6) Current copies (as appropriate) of—
 - (a) Rwanda civil aviation regulations;
 - (b) RCAA advisory circulars
 - (c) ICAO Annexes, Documents and Circulars;
 - (d) International technical standards documents
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- 7) Tool and instrument calibration records as appropriate);
- 8) Operational logs of flight simulation and other training devices;
- 9) Other items as prescribed by the RCAA.

SECTION 5 COMPLETION OF THE APPLICATION

A. A copy of the application for an approved training organization may be obtained from the RCAA-FSS. This application is intended as a checklist for the applicant and an official record which will reside in the RCAA files after this application has been processed.

	<p>APPLICATION FOR APPROVED TRAINING ORGANIZATION CERTIFICATE</p>	<p>INSTRUCTIONS Print or type. Do not write in shaded areas, these are for RCAA use only. Submit original only to the RCAA or a RCAA Authorized Person. If additional space is required, use an attachment</p>
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- B. Section A of the application must contain the applicant’s contact information.
- It also contains the provision to enter the address of the main operations base and satellite bases
 - Because this information will also appear in the T&P Manual, it is only necessary to enter the city names of the satellite base(s).

A. ATO INFORMATION:				
1. NAME OF ATO APPLICANT OR HOLDER	2. PERMANENT ADDRESS (Street or PO Box Number)			
3. TELEPHONE AND FAX	4. CITY	STATE/PROVINCE	MAIL CODE	COUNTRY
5. LOCATION OF MAIN OPERATIONS BASE			7. LOCATION OF SATELLITE BASE(S)	

- C. Section B of the application provides the space to check the type of action required by the training organization applicant.
- If this is an original application, check the block for the “level” of ATO approval.
 - B1 should be checked by the applicant who is submitting an original application for certification.
 - B2 should be checked by the applicant who is submitting a request for renewal. (Please include the ATO certificate number and the expiration date.). The applicant should also check whether any changes are requested.

B. APPLICATION IS HEREBY MADE FOR:		
<input type="checkbox"/> 1. Issuance of a ATO Certificate and associated ratings to conduct the training courses identified below, and for the approval of these courses (three copies of each course curriculums are attached).	ATO Certificate #:	Expiration Date:
<input type="checkbox"/> 2. Renewal of existing ATO Certificate and associated ratings.		
(a) <input type="checkbox"/> Without changes to the currently approved course outline.		
(b) <input type="checkbox"/> With addition of course(s) identified below for which approval is requested (three copies of each course curriculums are attached).		
(c) <input type="checkbox"/> With deletion of course(s) identified below from the curriculum.		
<input type="checkbox"/> 3. Amending the current ATO Certificate and associated ratings.		
	ATO Certificate #:	Expiration Date:
(a) <input type="checkbox"/> By adding the course(s) identified below for which approval is requested (three copies of each course curriculums are attached).		
(b) <input type="checkbox"/> By deleting the course(s) identified below from the curriculum.		

- D. Section C provides for the identification of training courses or curriculums that are a part of this application.
- The course title should be identified in the boxes1 through 10.
 - The ADD box should be checked in the case of new applicant or a currently approved box for “ADD” should be checked.

- The +DLE box should be checked if this course has been revised.
- The DELETE box should be checked if the applicant no longer maintains the capability to provide this instruction.

C. IDENTIFICATION OF TRAINING COURSES:										
ADD	+DLE	DELETE	COURSE TITLE				ADD	+DLE	DELETE	COURSE TITLE
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10.
<i>If more space is needed, please attach additional page(s).</i>										

- E. Section D of this application is used to identify any equipment (such as flight simulation or other training devices) that under the requirements of RCAR Part 9 will necessitate the RCAA evaluation and approval for inclusion in the training.
- Enter a brief description of the equipment in the column labeled EQUIPMENT DESCRIPTION.
 - If applicable, enter the requested simulation level of a flight simulation training device in the column labeled FTSD LEVEL.
 - Enter the ICAO location identifier for the nearest airport to where the equipment is located.

D. EQUIPMENT REQUIRING SPECIAL APPROVAL:						
FTSD LEVEL	LOCATION	EQUIPMENT DESCRIPTION		FTSD LEVEL	LOCATION	EQUIPMENT DESCRIPTION
		1.				5.
		2.				6.
		3.				7.
		4.				8.
<i>If more space is needed, please attach additional page(s).</i>						

- F. Section E of this application is used as a checklist of the additional documents that are included in this application package. (The requirements of each of these documents are discussed separately in this advisory circular.)

E. ADDITIONAL APPLICATION ATTACHMENTS:		
<input type="checkbox"/>	1.ATO Training & Procedures Manual	<input type="checkbox"/>
<input type="checkbox"/>	2.Part 9 Regulation Compliance Cklist	<input type="checkbox"/>
<input type="checkbox"/>	3.Facility Description & Layout	<input type="checkbox"/>
<input type="checkbox"/>	4.Proposed Student & Staff Records	<input type="checkbox"/>
<input type="checkbox"/>	5.Proposed Graduation Certificate	<input type="checkbox"/>
<input type="checkbox"/>	6.Proposed Transcript Record	<input type="checkbox"/>
<input type="checkbox"/>	7. Management Resumes	<input type="checkbox"/>
<input type="checkbox"/>	8. Instructor Resumes and their courses.	<input type="checkbox"/>
<input type="checkbox"/>	9. Quality Assurance System	<input type="checkbox"/>
<i>If more space is needed, please attach additional page(s).</i>		

- G. Section F of this application is provided for the applicant's certification that all of the necessary items related to this application are provided and are accurate.

F. APPLICANT'S CERTIFICATION— I certify that all statements and answers provided by me on this application form are complete and true to the best of my knowledge and I agree that they are to be considered as part of the basis for issuance of any RCAA certificate to me.		
<p><i>A person shall not with intent to deceive make any false representation for the purpose of procuring for himself or any other person the grant, issue, renewal or variation of any such license.</i></p>	1. DATE	2. APPLICANT SIGNATURE:
	3. PRINTED NAME AND TITLE OF APPLICANT:	

SECTION 6 CONFORMANCE WITH REGULATORY REQUIREMENTS

6.1 COMPLIANCE CHECKLIST

- A. The RCAR Part 9 compliance checklist is a critical submission for any training organization desiring RCAA approval.
- B. Completion of this checklist will validate conformance with RCAR Part 9. The training organization must determine the applicability of each Section and subparagraph to their proposed training and operations. Reference and comments will be record in the columns and rows provided in the compliance checklist.
- C. If the application does not contain the fully completed compliance checklist, the entire application package will be rejected.

- The RCAR Part 9 compliance checklist is available from the RCAA in MS Word format.
- Refer to AC 00-004 for detailed guidance for the completion of a regulatory compliance checklist.

6.2 REQUEST FOR TRAINING EXEMPTIONS OR WAIVERS

6.2.1 SUBMISSION OF PROPER REQUEST

If submitted with the completed RCAR Part 9 compliance checklist, the RCAA may make requests for—

- 1) Exemptions;
- 2) Deviations; and
- 3) Waivers.



The RCAA will not process a request for exemption, deviation or waiver unless it is identified in the submitted RCAR Part 9 compliance checklist.

6.2.2 PROCESSING OF THE REQUEST

The request will be evaluated through the process prescribed in RCAR Part 1 for—

- 1) Adequate justification;
- 2) Provision of an equivalent level of training and safety;
- 3) No adverse effect on the quality of instruction or evaluation;
- 4) No conflict with existing international safety oversight agreements; and
- 5) The public interest.



The training organization should have a fall-back position should the RCAA disapprove the request.

SECTION 7 TRAINING & PROCEDURES MANUAL

7.1 THE REQUIRED MANUAL

- A. ICAO Annex 1 Standards call for a “Training and Procedures Manual.” RCAR Part 9 uses the same title when describing this manual. The Training and Procedures Manual is a policy/procedure manual that describes the way the organization conducts its activities.

The organization's training and procedures manual must be approved by the RCAA before implementation.

- B. But the exact title of the manual is left to the discretion of the organization. Examples of different titles that are currently in use in aviation include—
- Training and Procedures Manual
 - Flight Training Program Manual
 - Operations Manual, Part D
 - Training Manual
- C. This manual is essential for the organization to provides the management and line personnel with clear guidance on the policy of the organization as well as the procedures and processes which are used to provide training.
- D. During the approval process, RCAA will assess whether the way the organization is planning to operate is in line with the existing requirements and accepted practices.
- E. After the approval of the training organization, a key focus of the surveillance activities of the RCAA will be to ensure that the organization is functioning as specified in the Training and Procedures Manual.

7.2 GENERAL CONSIDERATIONS

- A. It is important for operational documents, including the Training and Procedures Manual, to be consistent with each other, and consistent with regulations, manufacturer requirements and Human Factors principles.
- B. It is also necessary to ensure consistency across all departments within the organization as well as consistency in use.
- C. An integrated approach, recognizing operational documents as a complete system, is the key to success.
- Refer AC 12-005 for guidelines for an integrated flight safety documents system.
- D. The following guidelines are intended for anyone involved in the design, development, maintenance or review of a Training and Procedures Manual—

7.2.1 CONTENTS

- A. The content of the basic Training and Procedures Manual are provided as an appendix to RCAR Part 9.
- B. Depending on the size and scope of training provided by the organization, some of the content elements can be combined or subdivided further.
- Refer to Appendix B of this advisory circular for the suggested contents of a manual for a medium sized flight crew training organization.

7.2.2 ORGANIZING THE MANUAL

- A. A Training and Procedures Manual should be organized according to criteria relating to information, importance and use.
- The information should be structured and sequenced so that operational personnel can access it easily.
 - These principles will help determine whether to issue the manual as a single document or in separate parts.
 - When the Training and Procedures Manual is organized in separate parts, it should include a master index to help locate information included in more than one part.
 - The master index should be placed in the front of each document.
- B. The manual should be internally consistent with the training organization's philosophies, policies, procedures and processes.

7.2.3 DESIGN

- A. The structure of the manual should be easy to understand, appropriate for the information documented and clearly identified through headings and other formatting devices.
- B. The document structure should be identified at its beginning by explaining organizing elements such as headings, the numbering scheme, main parts of the document and other sources of coding or grouping.
- C. Precise language should be used wherever possible. Significant terms for common items and actions should be maintained throughout the manual. Terms must be clear and easily understood.
- D. Writing style, terminology, formatting, and use of graphics and symbols should be consistent throughout the document. This includes the location of specific types of information and consistent use of units of measurement and codes.
- E. The manual should include a glossary of terms, acronyms, abbreviations and associated definitions. The glossary should be updated on a regular basis to ensure access to the most recent terminology.
- F. The revision process should be considered when designing the manual for ease of amendment and distribution.
- G. The Training and Procedures Manual should comply with the requirements of the training organization's quality assurance system.

7.3 VALIDATION

- A. The Training and Procedures Manual should be reviewed and tested under realistic conditions before its use.
- B. Routine interaction among groups within the organization should be included in the validation process.
- C. A final review of the manual should ensure that all required topics have been addressed with an appropriate level of detail for users. The final review should also confirm compliance with safety regulations, manufacturers' recommendations and the organization's philosophy, policies, procedures and processes.

The validation process should include using the critical aspects of the information contained in the manual to verify its effectiveness.

7.4 DEPLOYMENT

- A. The training organization should monitor use of the Training and Procedures Manual after its release. This will ensure appropriate and realistic use of the manual, based on the operational environment, in a way that is operationally relevant and beneficial to the personnel for whom it is intended.
- B. This monitoring should include a formal feedback system to obtain input from principal users of the manual and other persons who would be affected by a new or revised policy, procedure or process.

7.5 AMENDMENT

- A. The training organization should develop an effective information gathering and reviewing, distribution and revision control system to process information obtained from all sources relevant to the organization.
-

- B. Sources include, but are not limited to the—
- RCAA documents
 - Safety regulations
 - Manufacturers
 - Equipment vendors
- Manufacturers provide information for the operation of specific aircraft that emphasizes the aircraft systems and procedures under conditions that may not fully match the requirements of the training organization.
 - Training organizations should ensure that such information meet their specific needs and those of the RCAA.
- C. The training organization should develop an information review, distribution and revision control system to process information resulting from changes that originate within the organization. This includes changes to—
- 1) The organization's policies, procedures and practices;
 - 2) Response to operating experience;
 - 3) The scope of training provided;
 - 4) The content of training programmes;
 - 5) Results from the installation of new equipment;
 - 6) An approval document or operating certificate; and
 - 7) The purpose of maintaining standardization.
- D. The Training and Procedures Manual should be reviewed in association with other operational documents that form the organization's flight safety documents system—
- 1) On a regular basis (at least once a year);
 - 2) After major events such as mergers, acquisitions, rapid growth, downsizing, etc.;
 - 3) After technology changes, such as the introduction of new equipment; and
 - 4) After changes in safety regulations
- E. Permanent changes to the Training and Procedures Manual should be communicated through a formal amendment process. The manual should be amended or revised as necessary to ensure that the information contained is kept up-to-date.
- F. Distribution of amendments and revisions should include a tracking system. The tracking system should include some form of log combined with a procedure to ensure that all amendments are furnished promptly to all organizations or persons to whom the manual has been issued.

SECTION 8 CURRICULUMS & LESSON PLANS

8.1 TRAINING CURRICULUM APPROVALS

- A. The applicant for an ATO certificate or added authority shall apply to the RCAA for training program approval.
- B. The applicant for training program approval shall indicate in the application—
- 1) Which courses are part of the core curriculum and which courses are part of the speciality curriculum;
 - 2) Which requirements of RCAR Part 9 would be satisfied by the curriculum or curricula; and

- 3) Which requirements of RCAR Part 9 would not be satisfied by the curriculum or curricula.

8.1.1 TRAINING CURRICULUM REQUIREMENTS

Each training program curriculum submitted to the RCAA must have the following characteristics—

- 1) A syllabus for each proposed curriculum, including a listing of each—
 - (a) Element,
 - (b) Training event; and
 - (c) Evaluation;
- 2) Minimum aircraft and flight training equipment requirements for each proposed curriculum;
- 3) Minimum instructor and evaluator qualifications for each proposed curriculum;
- 4) A curriculum for initial training and continuing training of each instructor or evaluator employed to instruct in a proposed curriculum; and
- 5) For each curriculum that provides for the issuance of a licence or rating in fewer than the minimum hours prescribed by RCAR Part 7—
 - (a) A means of demonstrating the ability to accomplish such training in the reduced number of hours; and
 - (b) A means of tracking student performance.

Refer to AC 12-002 for more specific guidance for curriculum development.

8.1.2 OPERATIONS-RELATED CURRICULUMS

The following curriculums cited in RCAR Part 9 will be processed by the RCAA Operations Division—

- 1) Private pilot
- 2) Commercial pilot
- 3) Instrument rating
- 4) Multi-crew pilot
- 5) Airline transport pilot
- 6) Flight instructor
- 7) Ground instructor
- 8) Additional aircraft category or class rating
- 9) Aircraft type rating
- 10) Flight engineer
- 11) Cabin crew member

8.1.3 AIRWORTHINESS RELATED CURRICULUMS

The RCAA Airworthiness division will be assigned the following curriculums cited in RCAR Part 3—

- 1) Aviation Maintenance Technician
 - (a) Airframe rating;
 - (b) Powerplant rating; and

- (c) Airframe And Powerplant rating
- 2) Aviation repair specialist;
- 3) Parachute rigger.

8.1.4 OTHER SPECIALIZED TRAINING CURRICULUMS

Proposed curriculums for other training required by the Rwanda Civil Aviation Regulations (such as Air Traffic, Aerodrome or Security) will be assigned by the RCAA at the time of application.

8.2 INSTRUCTOR GUIDES

8.2.1 GENERAL POLICIES

- A. An instructor guide will consist of the lesson plans for the training modules within a curriculum segment.
- B. All training will be conducted in accordance with an Instructor Guide.
- C. Instructor guides will be developed for each curriculum segment that is not outsourced to a service provider.

- During the RCAA training-in-progress inspections, the inspectors will review the instructor guides and lesson plans.
- Inadequate or non-existent lesson plans will result in immediate cancellation of the training.

8.2.2 INSTRUCTOR GUIDES

- A. The responsibility for the development, content and quality of the instructor guides is delegated to the Director of Training (or equivalent positing).
- B. Master Instructor guides will be the retained in the offices of the Manager of Training.
- C. Each instructor will be issued a copy of the instructor guides for the curriculum segments for which they are authorized to provide instruction.

8.3 LESSON PLANS

8.3.1 POLICY: LESSON PLANS

- A. The instructional delivery shall be in accordance with that specified in the lesson plans.
- B. The lesson plans used by the training organization (and those used by service providers) will be structured in accordance with RCAA guidance.
- C. An acceptable lesson plan can be a synopsis (usually one or two pages) containing, in separate brief sections, a depiction of the—
 - 1) Lesson title;
 - 2) Objective;
 - 3) Schedule;
 - 4) Equipment required;
 - 5) Student's actions;
 - 6) Instructor Actions;
 - 7) Elements and/or events; and
 - 8) Completion Standards and/or Standards of Performance pertaining to each modular outline.

- D. In order to establish a seamless connection between this manual and the courseware emanating from it, and to ensure inclusion of all components required in each curriculum, curriculum segment, and module.
- Elements and/or Events in organization lesson plans are described by reference to corresponding modular outlines contained in the training curriculums.
- E. When a curriculum segment is comprised of more than one module, and the individual modules share multiple components in common, such as Objective, Student Actions, Instructor Actions, and/or Completion Standards, the corresponding lesson plans may be combined to refer to a range of modular outlines in one “Consolidated Lesson Plan.”

8.3.2 NEED FOR LESSON PLANS

- A. In the training approval, lesson plan are considered important, since they are the means of ensuring the training covers the approved training program and that the information given by the instructor is accurate and appropriate.
- B. If instructors do not have lesson plans for their training courses and rely on their memory, there is the possibility that the subject may not be covered fully or in a structured way, leaving the students confused or feeling their training has been inadequate.

8.3.3 ADDITIONAL CONSIDERATIONS FOR LESSON PLANS

Good lesson plans will incorporate guidance that—:

- 1) Indicates the objectives and how they will be shared with the students;
- 2) Identifies how the information will be presented (e.g. overhead/Powerpoint slides, verbal explanation, handout);
- 3) Shows what equipment and resources are required; e.g. overhead projectors, manuals, posters, flip chart, practice items (hazard warning labels, acceptance checklists, etc.);
- 4) Shows what is included, including specific regulatory references;
- 5) Identifies how the session will be summarized;
- 6) Indicates how it is confirmed that students have gained understanding of the subject of that session;
- 7) Includes references as to when to display the individual slides; and
- 8) Includes references as to when to distribute copies of the handouts, exercises etc.;
- 9) Includes copies of the overheads or Power Point slides;
- 10) Includes copies of the handouts;
- 11) Shows how group exercises, other activities and skills checks are carried out, and how feedback from these is handled; and
- 12) Indicates the approximate timing of the key portions of the lesson.

SECTION 9 PERSONNEL

9.1 RCAA POLICY

- A. The training organization will be expected to employ sufficient management, instructors and, if applicable, evaluator personnel.
-

- B. The organization will ensure through phone calls, personal visits to any service provider, and projected class size and frequencies, that a service provider partner has sufficient instructors and check airmen acceptable to the RCAA.

9.2 ATO STAFFING

- A. Each ATO should have an accountable executive and key personnel.
- B. Depending on the size and scope of the organization and the requirements of the RCAA, some of the key positions may be combined.
- C. Typical key positions include—
- Accountable manager
 - Head of training
 - Chief ground instructor
 - Chief flight instructor
 - Maintenance manager
 - Quality manager
- D. All programs must provide instructors that have been trained on an initial and continuing basis and have completed qualification for the training tasks to which he is assigned.

9.3 TRAINING INSTRUCTOR APPROVALS

- A. All organizations providing training that is required by the RCAR Parts must have their instructors qualifications reviewed and accepted by the RCAA before using these persons to provide this training.
- B. The training organizations must submit their instruction qualifications, with resumes—
- By letter (for single requests); or
 - By letter with list of all instructors; or
 - By revision to the ATO Training & Procedures page containing the list of instructors.with resumes.

9.3.1 EVALUATE INSTRUCTOR QUALIFICATIONS

The RCAA will apply the following methodology with regard to these instructors—

- 1) Review all instructor's resumes and qualifications;
- 2) Ensure that each of these instructors have qualified with respect to the fundamentals of instructing as evidenced by either—
 - (a) A teachers certificate from a governmental body; or
 - (b) A flight or ground instructor license from an ICAO Contracting State; or
 - (c) An instructor endorsement on their Rwanda licenses; or
 - (d) Completion of a Fundamentals of Instructing written examination; or
 - (e) Completion of a skill test that covered the fundamentals of instructing skill set.
- 3) If the regulations require these instructors to complete a qualification curriculum of the certificate holder, records that this training was completed;

Those instructors that have either a flight instructor or ground instructor license or an instructor endorsement on their license are considered to have met the instructor requirements.

- 4) If the instructor will be conducting training in an aircraft, the documents must provide evidence of qualification in those functions associated with performance in an aircraft handling emergency situations;

- The RCAA may elect to observe the instructor providing training before issuing a final approval.
- This may be accomplished by issuing and interim approval pending the arrangement of a training-in-progress inspection.

- 5) If the instructor will be conducting training in a flight simulator, the documents must provide proof of completion of function-specific training.

9.3.2 APPROVAL

The RCAA may approve the use of the instructors of a training organization either individually, by letter, or as a group, by approving the list.

SECTION 10 FACILITIES

10.1 GENERAL REQUIREMENTS

- A. An ATO should have access to facilities appropriate to the size and scope of the intended training provided in an environment conducive to learning.
- B. The organization will maintain adequate ground and flight training facilities relative to both organization-owned and service provider properties. These facilities will be audited to ensure they foster a professional learning environment.
- C. All classroom facilities, briefing rooms, maintenance shops must be well lighted, protected from distracting noise, and air conditioned.

10.2 LEVEL 1 & 2 CONSIDERATIONS

- A. For a Level 1 and 2 ATO, these facilities will include—
 - Adequate aerodrome facilities for flight operations
 - Flight operations room or area
 - Flight planning room or area
 - Adequate briefing room(s)
 - Facilities for instructors
 - Classrooms
 - Suitable demonstration equipment
 - Library
 - Radio-telephonic and language training and testing area (if appropriate)

10.3 LEVEL 3 ATO WITH APPROVED MAINTENANCE TRAINING

The instructional equipment, shop equipment, hand tools, and physical layout of the building must meet the requirements for a maintenance training facility. The facility must constitute an environment suitable for learning.

10.3.1 CLASSROOM AREAS

- A. An area suitable for classroom instruction may not be suitable for lab and/or shop.
- B. With appropriate scheduling and consideration of factors such as ventilation, lighting, noise, and temperature control, an area appropriate for lab and/or shop may be acceptable for classroom instruction.

10.3.2 SHOP ENVIRONMENT

Ventilation must be such that fumes from painting, fueling, degreasing, doping facilities, etc., are properly removed from the immediate work area and are not allowed to pass into other instructional areas.

10.3.3 FACILITY SIZE & LOCATION

- A. Facilities must be adequate to hold the number of authorized students participating in any of the shop/lab projects designated for that area.
- B. Facilities must be located and classes scheduled so that students can travel between classes without cutting into instructional time.
 - Special attention must be given to situations in which the students cannot go easily and quickly from one class to another.

SECTION 11 TRAINING EQUIPMENT & DEVICES

11.1 GENERAL

- A. White boards, flip charts and provisions for portable or fixed projection equipment are provided for each classroom.
- B. The following equipment will be available for use (when required):
 - 1) Multimedia Projector, and
 - 2) DVD player with large-screen television

11.2 COMPUTER BASED TRAINING

Video and computer based instruction are used for various sections of training (e.g., Systems classroom training, preflight inspection tutorial and exam, FMS, etc.)

11.3 EQUIPMENT CONSIDERATIONS: CREW TRAINING

The following training equipment and devices are examples that should be listed in the lesson plans for instructors to have available/accessible at training organization's location (or at a service provider)—

- Static aeroplane
 - Lesson Plans and PowerPoint Slides
 - Written Tests
 - Mass and balance slide rule
 - Computer-based Hardware and Related Training Software
 - Checklists, Charts, Graphs, Releases, and APG Data
 - Emergency Equipment Board with Related Items
 - Training PBE
 - Cockpit Procedures Trainer
 - Preflight Training Pictorial
 - Slide Trainer
 - Level C Simulator
 - Doors Trainer
-

11.4 EQUIPMENT CONSIDERATIONS: AMT TRAINING

11.4.1 INSTRUCTIONAL EQUIPMENT

- A. The instructional aids must be appropriate to the scope and depth of the curriculum of the training organization.
- The complexity of instructional aids must be appropriate to the specific teaching level of the subject item.
- B. In some situations, the training organization may choose to use active aircraft for instructional purposes in the shop.
- 

When active aircraft are used as a part of the approved instructional equipment, the ATO must own or lease the aircraft.
- Use of an active aircraft is permissible as long as it is on the premises at the time of instruction.
- C. The training organization must comply with the guidelines for the ratio of instructional equipment to students in each shop course.
- Not more than 8 students may work at any one unit of equipment at a time.
 - Less than 8 students may be necessary to complete a certain project safely and competently, such as live aircraft that are used for the demonstration of gear retraction systems.

11.4.2 SHOP EQUIPMENT

- A. The training organization must ensure that enough equipment is in place and in satisfactory operating condition to serve the student enrollment adequately and meet shop project requirements.
- B. The equipment must be located so that it can be operated in a safe and efficient manner.
- Large standing equipment must be installed securely.
 - Large pieces of equipment should be placed to provide sufficient aisle space so that the students can move about freely.
 - The floor is free from clutter and items such as extension cords.

11.4.3 MATERIALS

The training organization must have sufficient materials in stock and properly stored to provide for the approved student enrollment. To ensure adequate instruction, the amount and variety of stocks should directly reflect the requirements of the curriculum.

11.4.4 TOOLS

11.4.4.1 Tool Standards

- A. For subjects taught at level 3, all tools required to meet “return to service” standards must be in satisfactory working condition and of the proper kind for their intended purpose.
- B. The training organization must have an adequate supply of materials and tools appropriate to the curriculum of the training organization.

11.4.4.2 Student Hand Tool Policy

- A. The training organization may either provide common hand tools or require students to furnish their own.
- B. In either case, the training organization must establish a policy on provision of common hand tools.



The training organization will furnish special tools, such as cylinder hold-down wrenches, micrometers, etc.

- C. Any tools that the training organization requires the student to furnish must be listed in the curriculum.

11.5 FLIGHT SIMULATION CONSIDERATIONS

11.5.1 INFLIGHT REQUIREMENTS

- A. Most air operators will use flight simulation instead of the aeroplane to satisfy the in-flight requirements RCAR Parts 2 and 8.
- B. Flight simulation will be used instead of the aeroplane to satisfy the pilot flight training requirements where such an event has a high risk.

11.5.2 APPROVED FOR TRAINING ORGANIZATIONS & OPERATORS

Organizations will not use flight simulation or other training devices in any training curriculum, curriculum segment or training/checking/experience module unless that simulator has been specifically approved for—

- 1) Use by organization;
- 2) The type of aircraft (and, if applicable the particular variation in type) for which the training or check is being conducted; and
- 3) The particular maneuver, procedure or crew member function involved.

The aeroplane simulator or other training device used by the organization may be approved for use by more than organization.

11.5.3 MAINTAINED IN ADEQUATE CONDITION

Any simulator used by the training organization in any training curriculum segment or training/checking/experience module of the applicable curriculum must—

- 1) Maintain the performance, functional and other characteristics that are required for RCAA approval;
- 2) Be modified to conform with any modification to the aeroplanes being simulated that results in a change of performance, function or other characteristics required for the simulator approval;
- 3) Be given a daily functional preflight check before being used; and
- 4) Have a daily discrepancy log kept with each discrepancy entered in that log by the appropriate instructor or check airman at the end of each training or check flight.

SECTION 12 FORMS & RECORDS

12.1 FORMAL APPLICATION SUBMISSION

12.1.1 PROPOSED FORMS

- A. The following proposed forms will be submitted with the formal application for approval—

- 1) Form for Credit for Previous Experience/Training;
- 2) Graduation certificate;
- 3) Transcript of Training;

These proposed forms (and the completion instructions) must be approved by the RCAA before use by the training organization.

- A blank sample of each of these records will be submitted.
- Completed samples of these proposed records with instructions should be included in the Training & Procedures Manual.

- 4) Stage checks (if applicable)
- 5) Proficiency Check (if applicable)
- 6) Competency Check (if applicable) and
- 7) Instructions for completion of the forms

12.1.2 PROPOSED RECORDS

The following proposed records will be submitted with the formal application for approval—

- 1) Student attendance records;
- 2) Results of performance evaluations;
- 3) Training and checking staff records; and
- 4) Instructions for completion of the records.

These proposed records (and the completion instructions) must be approved by the RCAA before use by the training organization.

- A blank sample of each of these records will be submitted.
- Completed samples of these proposed records with instructions should be included in the Training & Procedures Manual.

12.2 MINIMUM CONTENT

These required forms and records must have provisions for—

- 1) The applicable minimum contents specified in RCAR Part 9; and
- 2) Any additional entries prescribed by the RCAA.

12.3 RECORD-KEEPING

- A. Accurate and complete record-keeping is an important aspect of complying with the approval. It is also an essential tool for the ATO to ensure the continuity and consistency of its training.
- B. The record keeping system of an ATO should have the following characteristics—

12.3.1 COMPLETENESS

The records kept by the training organization should be sufficient to provide documentary evidence of each training action and allow the reconstruction of the training history of each student or instructor in the organization.

12.3.2 STORAGE OF REQUIRED RECORDS

- A. It is important to maintain the integrity of records in ensuring that they are not removed or altered.
- B. A backup system of the records is also necessary to ensure continuity in case of a major disaster.
- C. The training organization must also establish policies and procedures for archiving personal records that are non-active.

The policies for archiving records must be consistent with the requirements of RCAR Part 9.

SECTION 13 EVALUATION & CHECKING

13.1 POLICY: EVALUATION & CHECKING BY TRAINING ORGANIZATION

- A. The training organization will not be authorized to conduct—
 - 1) Knowledge or skill test for the issuance of a license or rating; or
 - 2) Proficiency checks for AOC crew members; or
 - 3) Competency checks for AOC flight dispatchers and cabin crew members.
- B. These evaluations will be restricted to the RCAA Designated Representatives under the supervision of the RCAA inspectors.

13.2 AUTHORIZED EVALUATIONS & CHECKS

- A. The RCAA has issued separate guidance and approvals on evaluation and checking of flight crews.
- B. The RCAA is responsible for ensuring that appropriate procedures are in place for the conduct of licensing and rating tests or checks.
- C. Ideally, the evaluation function for the purpose of the issue of a licence or rating should be carried out by evaluators who are independent from the ATO that conducts the training.

13.3 CHECKING PERSONNEL APPROVALS

- A. All organizations providing training that is required by the RCAR Parts, before their use, ensure that their checking personnel's—
 - 1) Qualifications have been reviewed and accepted by the RCAA; and
 - 2) Have completed the necessary evaluation of capability before each person is allowed to function without qualified mentors in presence; and
 - 3) The RCAA has issued a Certificate of Authority.
- B. The training organizations must submit their initial checking personnel qualifications, with resumes—
 - By letter (for single requests); or
 - By letter with list of all evaluators; or
 - By revision to the ATO Training & Procedures page containing the list of evaluators with resumes.

1.3.1 EVALUATE CHECKING PERSONNEL QUALIFICATIONS

The RCAA will apply the following methodology with regard to these instructors—

- 1) Review all requested evaluator's resumes and qualifications;
 - 2) Ensure that the requested evaluator has completed all required check airman training for the specific position, duties and functions.
 - 3) Ensure that each of these checking persons have a reasonable period of time functioning as an approved instructors.

Under normal circumstances a person must have 6 months of experience as an instructor before consideration as a check airman.
 - 4) Ensure that each of these checking persons will have completed the required training and proficiency/competency checks for the position that are evaluating.
-

- 5) Provide the nomination documents to the assigned Designee Process Coordinator to place in the process for appointment of designees.

1.3.2 REQUIRED EVALUATION

- 1) All approved checking personnel will be individually evaluated by a qualified inspector prior to appointment through the Designated Representatives processing.
- 2) The checking person being evaluated must be allowed to complete the evaluation without input from the evaluating inspector.



The person giving the instruction to the trainee will not be the person who conducts the knowledge or skill test for the issues of a license or rating or a proficiency or competency check.

1.3.3 APPROVAL

- A. RCAA will approve the use of evaluators on an individual basis by appointment as either a Designated Check Airman or Pilot Examiner for the function that is being assigned.



The RCAA must be notified at least 24 hours prior to a checking event.

SECTION 2 ATO QUALITY ASSURANCE SYSTEM

2.1 RCAA POLICY: ATO QUALITY ASSURANCE SYSTEMS

- A. The exact title of the “system” used by the organization may vary in accordance with their internal needs. The actual title of a “quality assurance system may vary according to the organization’s internal desires. Examples of different titles currently in use in aviation include—

- Internal Evaluation Program
- Continuing Analysis and Surveillance Program
- Quality System
- Safety Assurance (with SMS system)

The organization’s quality assurance system, supporting documentation and checklist must be approved by the RCAA before implementation.

The terms “system” and “program” are used synonymously in this list.

- B. An organization that has more than one approval from RCAA that requires a quality assurance system (such as air operator certificate, maintenance organization approval and training organization approval may have one overall quality assurance system.
- C. An organization with a mature safety management system must include the training organization within the framework of the system.
- D. A very small organization must incorporate the elements of a quality assurance system appropriate to the size of the organization.

All training organizations must have, or be a part of, a quality assurance system.

2.2 OBJECTIVE OF A QUALITY ASSURANCE SYSTEM

- A. The objective of a quality assurance system is to ensure the achievement of results that conforms to the standards set out in the ATO’s manuals and in requirements and documents

issued by the RCAA, thus promoting continual improvement of the quality of training provided.

- B. The basis for quality is to—
- Establish standards
 - Plan activities and document procedures to support such standards
 - Train the personnel involved before implementing the documented procedures
 - Measure the outcomes of the activities to ensure that they meet standards and expected results.
- C. If any non-conformities are found, corrective actions are taken to improve processes and procedures.
- D. The instructions and information contained in the following paragraphs provide guidance on the quality assurance system that each ATO should establish.

2.3 ELEMENTS OF A QUALITY ASSURANCE SYSTEM

In a quality assurance system of an ATO, the following elements should be clearly identifiable—

- 1) Organization's training policy;
- 2) Training and flight safety standards;
- 3) Allocation of responsibility;
- 4) Resources, organization and operational processes;
- 5) System to ensure conformance of training with the policy and flight safety standards;
- 6) System for identifying deviations from policy and standards and taking corrective action; and
- 7) Evaluation and analysis of experiences and trends concerning policy, training and flight safety standards, in order to provide feedback into the system for the continual improvement of the quality of training.

An outline of the key concepts of a quality assurance system is provided in AC 00-002, Acceptable Quality Assurance System.

SECTION 3 APPROVAL OF FOREIGN TRAINING ORGANIZATION

3.1 RCAA POLICY

- A. All foreign training organizations that are used to meet the training requirements of the Rwanda civil aviation regulations must have the approval of RCAA in order for the training received to be considered valid for licensing and operations in Rwanda.
- B. All foreign flight simulation training devices that are used for training, experience and/or qualification must have RCAA approval before their use.
- C. All foreign personnel used to administer qualification, proficiency or competency checks required by the RCARs must be properly designated by the RCAA.
- D. All individuals and operators must ensure that such approvals exist before using a foreign ATO or the flight simulation training devices located at these ATOs to satisfy RCAR training or qualification requirements.



It is highly recommended that Rwanda individuals and operators contact the RCAA to make this determination.

3.2 NEED FOR APPROVAL

- A. There is often a need for an individual, organization or airline to use ATOs that are located outside of Rwanda to complete RCAR requirements for training, qualification and proficiency.
- B. This is sometimes driven by cost consideration or simply because the resources, equipment and training devices necessary to support the specialized training required by the airline are not available in Rwanda.
- C. In principle, there is no difference between the approval of training organizations based abroad and those based in Rwanda.
- D. In practice, there are difficulties that are essentially linked to the fact that the RCAA may not always have the budget to ensure proper oversight of ATOs located abroad.
- E. This approach is efficient but requires that the RCAA must review and process the approval given by another State, to fully understand the conditions and the regulatory basis of the original approval.
- F. Based on this review, the RCAA may require additional conditions, including an on-site evaluation, before an approval is issued.

The principles and procedures that are described in RCAR Part 9 and this advisory circular fully apply to foreign ATOs.

To overcome these difficulties, the RCAA may consider the approval and oversight system of the host State to issue the approval using a validation process that is provided in RCAR Part 1.

3.3 APPROVAL PROCEDURE

- A. The individual or organization desiring to use a foreign ATO, its equipment or its personnel will send a letter of intent to the RCAA outlining—
- 1) This intention;
 - 2) The proposed dates; and
 - 3) The justification for using a foreign entity.
- B. The RCAA will research the request and contact the civil aviation authorities of the country to validate the approval documents.
- In situations where flight simulators or checking personnel are used for the proficiency checks of the personnel of Rwanda airlines, the RCAA operations inspector must go on-site to evaluate quality and performance of the equipment and personnel.
- C. A formal approval document will be issued when the RCAA is satisfied that the training organization, its equipment and its personnel—
- 1) Hold valid approvals from their civil aviation authorities for the tasks that are proposed;
 - 2) Have demonstrated their proficiency and competency for such tasks through an internationally accepted process; and
 - 3) Any necessary on-site evaluations have been conducted.
- D. That formal approval document will be—

The request should also include a copy of the approval documents that the foreign CAA has issued to the ATO, flight simulator and/or instructor and checking personnel to be used.

The operator will be required to post the anticipated funds necessary for the inspector travel, on-site work and simulator rental before such a trip will be authorized.

- For foreign ATOs, a Rwanda display certificate and operation specifications to the foreign ATO management.
- For foreign flight simulation devices, an approval letter to the Rwanda operator specifically authorizing the simulator and proposed use, with any necessary restrictions.
- For foreign checking personnel, a Designated Representative Certificate of Authority from the RCAA to the checking individual (as provided in RCAR Part 1).

A copy of all issued documents will be provided to the Rwanda organization or individual making the original request for approval.

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APPENDIX A

Sample ATO Application Checklists

The following ATO application checklist is available from the RCAA (or the copy here may be used to make application).

	APPLICATION FOR APPROVED TRAINING ORGANIZATION CERTIFICATE	<small>INSTRUCTIONS Print or type. Do not write in shaded areas, these are for RCAA use only. Submit original only to the RCAA or a RCAA Authorized Person. If additional space is required, use an attachment</small>					
A. ATO INFORMATION:							
1. NAME OF ATO APPLICANT OR HOLDER	2. PERMANENT ADDRESS (Street or PO Box Number)						
3. TELEPHONE AND FAX	4. CITY	STATE/PROVINCE MAIL CODE COUNTRY					
5. LOCATION OF MAIN OPERATIONS BASE	7. LOCATION OF SATELLITE BASE(S)						
B. APPLICATION IS HEREBY MADE FOR:							
<input type="checkbox"/> 1. Issuance of a ATO Certificate and associated ratings to conduct the training courses identified below, and for the approval of these courses (three copies of each course curriculums are attached).							
		ATO Certificate #: _____ Expiration Date: _____					
<input type="checkbox"/> 2. Renewal of existing ATO Certificate and associated ratings.							
(a) <input type="checkbox"/> Without changes to the currently approved course outline.							
(b) <input type="checkbox"/> With addition of course(s) identified below for which approval is requested (three copies of each course curriculums are attached).							
(c) <input type="checkbox"/> With deletion of course(s) identified below from the curriculum.							
<input type="checkbox"/> 3. Amending the current ATO Certificate and associated ratings.							
		ATO Certificate #: _____ Expiration Date: _____					
(a) <input type="checkbox"/> By adding the course(s) identified below for which approval is requested (three copies of each course curriculums are attached).							
(b) <input type="checkbox"/> By deleting the course(s) identified below from the curriculum.							
C. IDENTIFICATION OF TRAINING COURSES:							
<small>ADD</small>	<small>+DLE</small>	<small>DELETE</small>	<small>COURSE TITLE</small>	<small>ADD</small>	<small>+DLE</small>	<small>DELETE</small>	<small>COURSE TITLE</small>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10.
<i>If more space is needed, please attach additional page(s).</i>							
D. EQUIPMENT REQUIRING SPECIAL APPROVAL:							
<small>FTSD LEVEL</small>	<small>LOCATION</small>	<small>EQUIPMENT DESCRIPTION</small>	<small>FTSD LEVEL</small>	<small>LOCATION</small>	<small>EQUIPMENT DESCRIPTION</small>		
		1.			5.		
		2.			6.		
		3.			7.		
		4.			8.		
<i>If more space is needed, please attach additional page(s).</i>							
E. ADDITIONAL APPLICATION ATTACHMENTS:							
<input type="checkbox"/> 1. ATO Training & Procedures Manual		<input type="checkbox"/> 4. Proposed Student & Staff Records		<input type="checkbox"/> 7. Management Resumes			
<input type="checkbox"/> 2. Part 9 Regulation Compliance Cklist		<input type="checkbox"/> 5. Proposed Graduation Certificate		<input type="checkbox"/> 8. Instructor Resumes and their courses.			
<input type="checkbox"/> 3. Facility Description & Layout		<input type="checkbox"/> 6. Proposed Transcript Record		<input type="checkbox"/> 9. Quality Assurance System			
<i>If more space is needed, please attach additional page(s).</i>							
F. APPLICANT'S CERTIFICATION— I certify that all statements and answers provided by me on this application form are complete and true to the best of my knowledge and I agree that they are to be considered as part of the basis for issuance of any RCAA certificate to me.							
<small>A person shall not with intent to deceive make any false representation for the purpose of procuring for himself or any other person the grant, issue, renewal or variation of any such license.</small>				1. DATE		2. APPLICANT SIGNATURE:	
				3. PRINTED NAME AND TITLE OF APPLICANT:			
G. RCAA CERTIFICATION:							
1. <input type="checkbox"/> APPROVED with the associated ratings bearing the number shown above. Effective Date: _____ Expires On: _____					2. <input type="checkbox"/> DISAPPROVED		
<input type="checkbox"/> Amendments <input type="checkbox"/> Renewal <input type="checkbox"/> without Amendments <input type="checkbox"/> with Amendments							
3. Signature of Approving Official				4. Title		5. Date	

End of Appendix A

APPENDIX B

Sample Contents of a Training & Procedures Manual

The Training and Procedures Manual should include the following elements as far as they are appropriate to the type of the training to be provided.

1. General

- 1) Preamble relating to use and authority of the manual
 - 2) Table of contents
 - 3) Amendment, revision and distribution of the manual:
 - (a) Procedures for amendment;
 - (b) Amendment record page;
 - (c) Distribution list; and
 - (d) List of effective pages.
 - 4) Glossary of significant terms and definitions
 - 5) Description of the structure and layout of the manual, including—
 - (a) Various parts, sections, their contents and use; and
 - (b) The paragraph numbering system.
 - 6) Description of the scope of training authorized under the organization's terms of approval.
 - 7) Organization (chart of the management organization)
 - 8) Qualifications, responsibilities and succession of command of management and key operational personnel, including but not limited to—
 - (a) Accountable manager;
 - (b) Head of training;
 - (c) Chief flight instructor;
 - (d) Chief ground instructor;
 - (e) Maintenance manager;
 - (f) Quality manager; and
 - (g) Instructors: ground, flight and flight simulation training device.
 - 9) Policies
 - (a) Policy regarding approval of flights;
 - (b) Responsibilities of the pilot-in-command;
 - (c) Flight planning procedures-general;
 - (d) Policy regarding carriage of passengers;
 - (e) Operational control system;
 - (f) Policy regarding safety, including hazards, accidents and incidents reporting and safety management systems;
 - (g) Flying duty period and flight time limitations for flying staff and students; and
-

- (h) Rest periods for flying staff and students.
- 10) Description of the facilities available, including—
 - (a) The number and size of classrooms;
 - (b) Training aids provided; and
 - (c) Flight simulation training devices and training aircraft.

2. Aircraft Operating Information

- 1) Certification and operating limitations
- 2) Aircraft handling, including—
 - (a) Performance limitations;
 - (b) Use of checklists; and
 - (c) Aircraft maintenance procedures
- 3) Instructions for aircraft loading and securing of load
- 4) Fuelling procedures
- 5) Emergency procedures

3. Routes

- 1) Performance criteria, e.g.: take-off, route, landing, etc.
- 2) Flight planning procedures including—
 - (a) Fuel and oil requirements;
 - (b) Minimum safe altitudes; and
 - (c) Navigation equipment
- 3) Weather minima for all instructional training flights during day, night, VFR and IFR operations.
- 4) Weather minima for all student training flights at various stages of training.
- 5) Training routes and practice areas.

4. Staff Training

- 1) Persons responsible for standards and competency of instructional personnel.
- 2) Details of the procedures to determine competency of instructional personnel.
- 3) Details of the training program for instructional personnel.
- 4) Procedures for proficiency checks and upgrade training.

5. Training Plan

- 1) Aim of the course in the form of a statement of what the student is expected to do as a result of the training, the level of performance, and the training constraints observed.
 - 2) Pre-entry requirements, including—
-

- (a) Minimum age;
 - (b) Education requirements;
 - (c) Medical requirements; and
 - (d) Linguistic requirements.
- 3) Credits for previous experience, which should be obtained from the RCAA before the training commences.
- 4) Training curricula, including the—
- (a) Flying curriculum (single engine);
 - (b) Flying curriculum (multi-engine);
 - (c) Theoretical knowledge curriculum; and
 - (d) Flight simulation training curriculum.
- 5) The general arrangements of daily and weekly programs for flying training, ground training and flight simulation training.
- 6) Training policies in terms of—
- (a) Bad weather constraints;
 - (b) Maximum student training times—flying, theoretical knowledge and synthetic flight training, per day/week/month;
 - (c) Restrictions in respect of training periods for students;
 - (d) Duration of training flights at various stages;
 - (e) Maximum student flying hours in any day or night period;
 - (f) Maximum number of student training flights in any day or night period; and
 - (g) Minimum rest periods between training periods.
- 7) Policy for the conduct of student evaluation, including—
- (a) Procedures for flying progress checks and skill tests;
 - (b) Procedures for knowledge progress tests and knowledge tests;
 - (c) Procedures for authorization for tests;
 - (d) Procedures for refresher training before retest;
 - (e) Test reports and records;
 - (f) Procedures for knowledge test preparation, type of questions and assessments, standards required for a pass;
 - (g) Procedures for question analysis and review and issuing replacement exams; and
 - (h) Knowledge test re-write procedures.
- 8) Policy regarding training effectiveness, including—
- (a) Individual student responsibilities;
 - (b) Liaison procedures between training departments;
 - (c) Procedures to correct unsatisfactory progress;
 - (d) Procedures for changing instructors;
 - (e) Maximum number of instructor changes per student;
 - (f) Internal feedback system for detecting training deficiencies;
-

- (g) Procedures for suspending a student from training;
- (h) Requirements for reporting and documentation; and
- (i) Completion standards at various stages of training to ensure standardization.

6. Flight Training Syllabus

- 1) Detailed statement of the content specifications of all air exercises to be taught, arranged in the sequence to be flown with main and sub-titles.
- 2) Flight lesson reference list in the form of an abbreviated list of the above exercises giving only main and sub-titles for quick reference in a form to facilitate daily use by instructors.
- 3) Statement of how the course will be divided into phases, indicating how they will be arranged to ensure completion in the most suitable learning sequences and that essential or emergency exercises are repeated at the proper frequency.
- 4) Syllabus hours for each phase and for groups of lessons within each phase and when progress tests are to be conducted.
- 5) Statement of what a student is expected to be able to do and the standard of proficiency required before progressing from one phase of training to the next. Include minimum experience requirements in terms of hours and satisfactory exercise completion before undertaking significant lessons, such as night flying.
- 6) Requirements for instructional methods, particularly with respect to pre-flying and post-flying briefings, adherence to syllabi and training specifications, and authorization of solo flights.
- 7) Instruction, where applicable, given to all examining staff in respect to the conduct of tests.

7. Flight Simulation Training Curriculum

- The curriculum for flight simulation training should be structured generally recommended in Section 8 of this circular.

8. Theoretical Knowledge Curriculum

- The syllabus for theoretical knowledge instruction should be structured with a training specification and objective for each subject.

9. Tests & Checks: For Issuance of a Licence or a Rating

- 1) When the RCAA has authorized a Designees employed by the approved training organization to conduct the testing required for the issuance of a licence or rating, it should include—
 - (a) Name of the personnel with testing authority and scope of the authority;
 - (b) Role and duties of the authorized personnel;
- 2) This should also include applicable requirements established by the RCAA such as—
 - (a) Procedures to be followed in the conduct of checks and tests; and
 - (b) Methods for completion and retention of testing records as required by the RCAA.

10. Records

Policy and procedures regarding—

- Attendance records;
- Student training records;
- Staff training and qualification records;
- Person responsible for checking records and student personal logs;
- Nature and frequency of record checks;
- Standardization of record entries;
- Personal log entries; and
- Security of records and documents.

11. Quality Assurance System

- 1) Provide a brief description of the quality assurance system with reference to a separate quality assurance manual; or
- 2) Include the full quality assurance system as a Section or Chapter in this manual.

12. Appendices

- 1) Include examples and instructions for the forms and records to be used;
- 2) Include a copy of the RCAA training organization approval document.

End of Advisory Circular
