



CIVIL AVIATION AUTHORITIES

AIR TRAFFIC MANAGEMENT

REFERENCES

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CURRENT PROJECTS

Development of National Policy and Strategy for Civil Aviation following Constitutional Change and the Introduction of Economic Regulatory Oversight

Execution:

2008-2009 - Ongoing

Scope of Services:

IATA was commissioned to:

- Conduct a study in order to propose a strategy for the government owned airport holding company in light of recent negotiations with an international airport operator, in the broader context of the introduction of economic regulatory oversight to all sectors of the economy.
- As the Government is undergoing constitutional change, IATA Consulting was asked to include the development of a new national policy and strategy for the aviation sector.

Summary:

To conduct this study, the IATA team had to conduct a thorough review of the legal instruments and meet with key government decision-makers as well as stakeholders throughout the aviation industry.

The client country is going through a period of major constitutional change and consideration has to be given to its historical and cultural ties as well as to creating opportunities for structured and sustainable development in the aviation sector following the Island's autonomy.

The report includes a review of benchmark countries, economies and institutions and their strategies, as well as lessons learned from the experience, in order to guide the client towards the most appropriate model for its own development. Particular attention is being given to the matter of local resources and capabilities, as well as regional experience in economic regulatory oversight in industries other than aviation, such as telecommunications and the electric utilities.

CURRENT PROJECTS

Development of A 5-Year Strategic Plan, Business and Development Plans for a New Regional Safety Oversight Organisation

Execution:

2008-2009 - Ongoing

Location:

2008-2009 - Ongoing

Scope of Services:

IATA was commissioned to:

- Develop a 5-year Strategic Plan, Organisation Development Plan and Business Plan for a new Regional safety oversight Organisation in Africa.

Summary:

A new regional safety oversight organization, which will ultimately be responsible for aviation safety oversight in 5 countries, has been created, but has yet to assume its regulatory oversight responsibilities.

Working closely with the Executive Director and staff of the embryonic organization as well as with regional civil aviation authorities and other stakeholders, IATA Consulting is developing a 5-year Strategic Plan, which will include determination of the areas of intervention, mechanisms for liaison between the Member States and their aviation authorities, as well as guidance for the implementation of the development plan, staffing structure and policies, and budget. A key issue is the harmonization of legislation and regulations in the member states, as well as development of the legislative framework for delegation of authority to the new organization.

Workshops and consultation meetings are being held at the organization's headquarters and in the Member States.

Enhancement of the Safety Oversight Capability Institute of Civil Aviation of Mozambique



Clients:

Ministry of Transport and Communications of the Government of Mozambique/The World Bank

Execution:

January 2006 to December 2007

Summary:

The Enhancement of the Safety Oversight Capacity of the Institute of Civil Aviation of Mozambique was long-term project designed to develop a civil aviation organization with the structure, resources and means capable of exercising its safety oversight responsibilities in accordance with the ICAO Standards and Recommended Practices of Annexes 1, 6 and 8 of the Chicago Convention, and relevant safety practices in general.

The project covered among other tasks, the Promulgation of a revised and updated Regulatory Framework, consisting of a Primary Aviation Law, Ministerial Orders, Decrees and Air Navigation Regulations reflecting latest international requirements

Scope of Services:

The project included the following components:

- Development of a system to ensure that contracted or delegated oversight activities and delegated persons are provided with appropriate training, supporting documentation and surveillance.
- Establishment of an appropriate technical library.
- Establishment of a filing system for all aircraft, organizations and persons holding a Mozambique license.
- Hiring/qualification of staff that meet the stated requirements for Licensing, Flight Operations and Airworthiness.
- Implementation of licensing control mechanisms to ensure the competence and capability of all operational personnel.
- Development and implementation of a system for both verification and continued surveillance of air operators consistent with Annex 6.
- Development and implementation of a system for the issue, renewal and validation of certificates of airworthiness, including proper inspection of aircraft and examination of appropriate documentation.

Review of Processes, Procedures and Regulatory Compliance DHL Air Park Wilmington, Ohio, U.S.A.



Client: DHL

Scope of Services:

DHL commissioned IATA to conduct the following:

- Review of regulatory compliance of DHL Air Park with focus on airport operations and development of action plan based on findings;
- Implementation support focusing on support and consultation during execution of action plan; and
- Review of and recommendations concerning airport operations, air traffic management and airport business considerations.

Summary:

The IATA team made its assessment and formulated recommendations pertaining to existing equipment and technology, existing processes, standards and procedures, organizational structure and additional improvements required to sustain a reliable operation.

In undertaking this review, the team had two main goals: to determine whether the established programs, documents and procedures conformed to civil aviation rules and regulations and to verify whether DHL's programs, documents and procedures were in fact being implemented.

To this end, during a five-week period, the team conducted on-site interviews, observations of procedures, and a desk review of key documents. The result was the development of an action plan based on the recommendations in the final report following the study and the development of a risk mitigation plan.

Aviation Security Regulatory Strengthening Airports Authority of Jamaica & Civil Aviation Authority of Jamaica Nassau, Bahamas



Client:

The Airports Authority of Jamaica and the Inter-American Development bank

Execution:

2004-2005

Scope of Services:

- Review of legislation and aviation security regulations
- Develop national aviation security program (NCASP)
- Develop comprehensive airport contingency plans
- Strengthen security regulatory structure
- Aviation Security training

Summary:

This project was developed following the events of September 11, 2001 as part of a regional programme to upgrade aviation security.

IATA Consultants conducted a comprehensive review of the national aviation and regulations and advised on the revisions necessary to bring the sector into compliance with ICAO Annex 17, and Annex 14.

The National Civil Aviation Security Plan CASP was reviewed, evaluated and updated, and the Airports Emergency and Contingency Plans for the two major international airports were also reviewed and revised, and the manuals prepared and produced.

Following this, training in emergency response procedures, communication procedures, executive and operational protocol and cargo security procedures was provided to staff of the regulatory oversight body, as well as to management and line-staff at the two international airports.

Aviation Security Regulatory Strengthening Ministry of Transport and Aviation Nassau, Bahamas



Client:

Ministry of Transport and Aviation, Government of the Bahamas and the Inter-American Development Bank

Execution:

2006-2007

Scope of Services:

- Review of legislation and aviation security regulations
- Develop national aviation security program (NCASP)
- Perform vulnerability and risk assessment
- Develop comprehensive airport contingency plans
- Develop security certification program
- Develop performance assessment program
- Strengthen security regulatory structure
- Conduct study for new ID and access badging system
- Develop and implement public awareness program

Summary:

After reviewing legislation and aviation security regulations, the IATA team assessed compliance with ICAO, FAA TSA and other security requirements. The NCASP was reviewed, evaluated and updated from its 2000 iteration. Following this, security risks and weaknesses were identified at nine Bahamian airports; recommendations were made to reduce vulnerability. In addition, contingency plans were developed after a threat level assessment system was put in place. These plans included emergency response procedures, communication procedures, executive and operational protocol and cargo security procedures, among others. As part of the security certification program, a program manual was created. The public awareness program was designed to reach management, staff, stakeholders, the aviation industry at large, the general public and tourists. In essence, the work undertaken by IATA covered the full gamut of security-related concerns, both internally and externally.

Civil Aviation Regulatory Body Restructuring Bureau de Coordination des Marchés d'Infrastructures Democratic Republic of Congo



Clients:
Bureau de Coordination des Marchés d'Infrastructures

Execution:
June 2005 – May 2006

Scope of Services:

- Creation and implementation of a new Civil Aviation Regulatory Body.
- Design of the organization structure, job descriptions, administrative procedures, funding mechanisms, training and capacity building program for the managers and employees of the new Civil Aviation Authority.
- Development of the necessary legal instruments (civil aviation law, decrees and regulations).

Summary:

World Bank funded Technical assistance project to facilitate the implementation of a new civil aviation regulatory framework as well as the development of the necessary legal instruments (civil aviation law, decrees and regulations).

Development of an Economic Regulatory Framework Governing Civil Aviation in West and Central Africa Economic Community Of West African States (ECOWAS) West and Central African Countries



Client:
Economic Community Of West African States

Execution:
July 2002 – December 2003

Scope of Services:

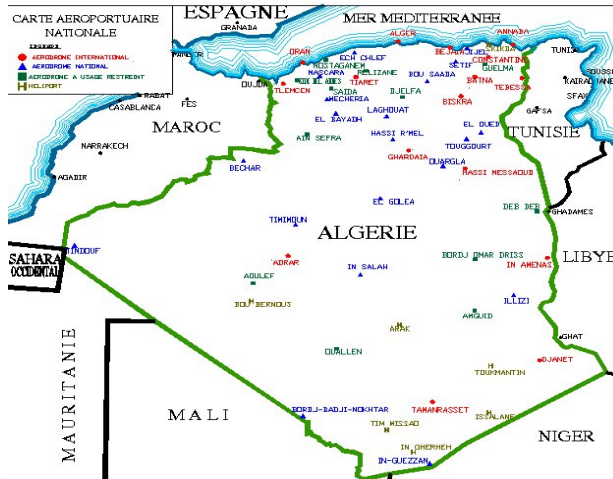
- Conduct study to examine feasibility of public-private partnerships for international and domestic airports owned and operated by Congo Airports Authority
- Analyzed civil aviation, airlines and airports in the region;
- Identified actions to be taken (legal, regulatory and institutional);
- Devised an implementation strategy that will facilitate competition and greater private sector participation within the region
- Attended the Abuja Conference where the recommended options were reviewed.

Summary:

Assessment of international best practices and development of options for the implementation of the economic regulatory framework for air transport in the region following the Yamoussoukro Decision to liberalize air transport in Africa.

Country covered by the study included Cape Verde, Cameroon, Chad, Central African Republic, Congo, Cote d'Ivoire, Equatorial Guinea, Gambia, Ghana, Guinea, Gabon, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Sao Tome and Principe, Senegal, Sierra Leone and Togo.

National Air Transport Strategy and Private Sector Development Study Algerian Ministry of Transport Algiers, People's Democratic Republic of Algeria



Client:
Algerian Ministry of Transport

Execution:
April – December 2007

Scope of Services:

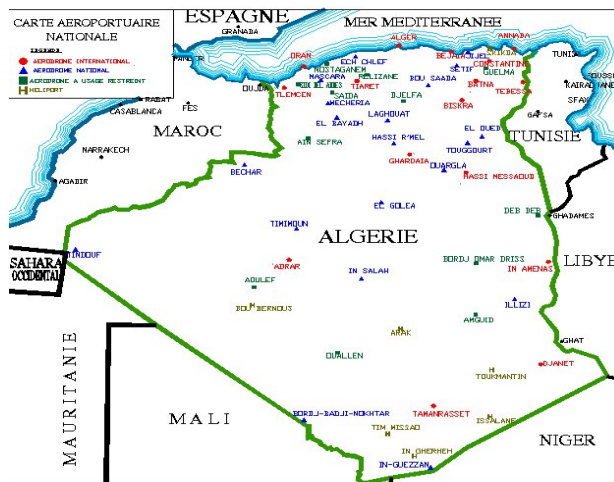
IATA was commissioned to:

- Conduct a study on the current strategy of the national air transportation sector and on the development of a strategy to facilitate private sector participation in the sector.

Summary:

As part of this two-tier study, IATA was asked to achieve a number of other intermediate objectives. These included developing regulations that would provide for the gradual liberalization of the air transportation sector that would take national interests into account; encouraging private sector initiatives and expansion; promoting efficiency and competition in the industry; eliminating monopolies; improving air transportation services and introducing new management methods. In addition, IATA was asked to make recommendations for reducing the financial burden on the Algerian government by developing new sources of revenue and for financing new investments no longer guaranteed by the public sector. Advice was also sought by the Client for identifying and managing new sources of fiscal revenue and reducing the size and redefining the field of activity of the public sector.

Strategy and Measures Study to Promote Competitive Air Transportation Algerian Ministry of Transport Algiers, People's Democratic Republic of Algeria



Client:
Algerian Ministry of Transport

Execution:
April – December 2007

Scope of Services:
IATA was commissioned to:

- Conduct a study in order to propose a strategy that would promote competition in the air transportation industry for both passenger travel and the movement of freight; and
- Develop an action plan and an implementation calendar while carefully considering the domestic passenger and freight markets.

Summary:

To conduct this study, the IATA team had to identify regulatory and political restrictions in the development of competition in the Algerian air transport industry; analyze international experience in the liberalization of this industry; and evaluate the need and potential for industry liaisons that could be supported by the Algerian economy. In addition, it developed a plan to progressively increase competition in the sector. To make this happen, IATA team members proposed adaptations to the civil aviation code to support the liberalization strategy.

To achieve success, IATA put a multidisciplinary team in place made up of experts in the fields of air transportation policy, airline management, international law and Algerian law, and secured support from specialists in route and air service development strategy. This ensured in-depth consideration of political, juridical, organizational and economic matters throughout the entire project.