ESTABLISHMENT & STRENGTHENING OF THE CAA

By: K-MAMPHEY
Director-General
Ghana Civil Aviation Authority

28th May, 2014
OUTLINE

1. INTRODUCTION - DEFINITION OF A STRONG CAA

2. ICAO’s EIGHT CRITICAL ELEMENTS

3. CHALLENGES & OPPORTUNITIES IN THE AREA OF EACH OF THE CRITICAL ELEMENTS FOR STATES

4. CONCLUSIONS
INTRODUCTION

• DEFINITION

• A strong CAA is a State’s Civil Aviation Authority which amongst other criteria, its safety oversight system at least can withstand the test of ICAO’s Eight (8) Critical Elements.
THE EIGHT CRITICAL ELEMENT

- **CE1:** The Primary Law (Act)
- **CE2:** The Secondary Law (Regulations)
- **CE3:** The Organization
- **CE4:** Adequate Number of Qualified Inspectors
- **CE5:** Inspector/Technical Guidance Materials
- **CE6:** Record of Certification
- **CE7:** Record of Surveillance
- **CE8:** Enforcement
CHALLENGES & OPPORTUNITIES

• CE1 The Primary Law (Act)
  
  **Opportunities**
  
  – Gives the road map to the establishment and running of a successful/strong CAA.
  – Spells out clearly the mandate of the CAA
  – Spells out the powers conferred on the Director-General to authorize or take certain decisions on behalf of the government
  – Availability of Model Acts.

  **Challenges**
  
  – Drafting of the Act
  – Passing of the Act and other parliamentary formalities
CHALLENGES & OPPORTUNITIES

• CE2 The Secondary Law (Regulations)

  **Opportunities**
  
  – Enables the CAA to guide and also regulate various stakeholders in the aviation industry
  – Enables the necessary or required standards to be laid down for the industry to follow
  – Also enables the industry to operate in accordance with other National standards.
  – Availability of model regulations

  **Challenges**
  
  – Adoption of either ICAO model regulations, FAA or EASA based regulations
  – Mixture of all above
  – Drafting of other National Regulations
  – Passing of the drafted regulations in Parliament
  – Amendments of the regulations
  – Filling of Differences with ICAO
CHALLENGES & OPPORTUNITIES

• CE3 The Organization

  **Challenges**
  – Funding
  – Revenue/Expenditure
  – Support Services (Non Technical Departments)
  – Technical Staff Remuneration non commensurate to local and or international industry
  – Government Interference
  – Decoupling

  **Opportunities**
  – Decoupling to limit the scope of work
  – …….
CHALLENGES & OPPORTUNITIES

• CE4 Qualified & Adequate Number of Inspectors
  
  **Challenges**
  – Qualified Inspectors (i.e., ITS)
  – Adequate Number
  – Flight OPS Inspectors (5000 Command Hours recommended)
  – Capital Intensive Training
  – Lack of Recurrent Training
  – Lack of Type Ratings
  – Inspector Remuneration
  – Inspector Retention
  – Lack of OJT

  **Opportunities**
  – Inspector Retention
  – Establishment of Training Academy
CHALLENGES & OPPORTUNITIES

• CE5 Technical Guidance Material

  **Challenges**
  – Difficult in developing them
  – Availability of few consultants and also fail to customize them to the needs of a specific CAA
  – Very expensive when obtain from consultants
  – Time consuming for inspectors to edit them by themselves

  **Opportunities**
  – Provide guidance to inspectors
  – Provide uniformity, common procedures and same standard of inspector work output
  – CAAs can use retired inspectors who are abreast in industry practice to develop inspector guidance materials
CHALLENGES & OPPORTUNITIES

• CE6 Record of Certification

  **Challenges**
  – Inadequate preparation of prospective applicants
  – Lack of cooperation from prospective applicants
  – Frequent amendments to the schedule of events (delays)
  – Bulky trail of paperwork makes tracking difficult sometimes
  – Electronic Recording & Tracking System quite expensive
  – ICAO’s ninety (90) day target never realized
  – Lack of consultants to assist prospective operators
  – Cumbersome document evaluation phase dragging on
  – Difficulty in the acquisition of aircraft and or change of aircraft during the process
  – Political interference to issue AOC without completing the due process

  **Opportunities**
  – Availability of GSI Certification course
  – Use of Regional Pool of Inspectors
  – Assistance from Regional Safety Oversight Organizations (RSOOs)
  – Work in progress by BAGASOO in developing a recording and tracking software
CHALLENGES & OPPORTUNITIES

• CE7 Record of Surveillance

  **Challenges**
  – Lack of adequate funding to carry out station facility inspections
  – Man hours involved in off-site inspections
  – Bulky paper trail of surveillance records
  – Electronic Planning, Recording & Tracking System quite expensive
  – Lack of follow-up inspections
  – Closing of inspection findings

  **Opportunities**
  – Availability of job aids (inspection check lists etc)
  – Use of Regional Pool of Inspectors
  – Assistance from Regional Safety Oversight Organizations (RSOOs)
  – Work in progress by BAGASOO in developing a recording and tracking software
CHALLENGES & OPPORTUNITIES

• CE8 Enforcement

  **Challenges**
  - Lack of number of Legal personnel in the CAA
  - Lack of a dedicated Legal personnel to assist the Safety Regulation Department
  - Enforcement course being administered only once a year by the FAA Academy
  - Penalty Units not reasonable sometimes
  - Lack of proper closing of enforcement actions by inspectors

  **Opportunities**
  - Use of electronic recording and tracking system for enforcement issues
  - Proper training for Legal Personnel and Safety Inspectors
  - CAAs can generate additional revenue through Enforcement Actions
CONCLUSIONS

1. There are more challenges than opportunities in the strengthening of a CAA and this calls for CAAs to be ready to face the task ahead.

2. CAAs could further be strengthened if:
   a. Interferences by Government are curtailed
   b. Additional or other Sources of Funding of the CAA’s activities are explored
   c. More Powers are given to the DGs to operate
   d. Inspector and Legal Personnel Training are enhanced

3. Generally strong CAAs would be established in the AFI-Region if the existing would work hard to withstand the test of ICAO’s Eight Critical Elements.
Thank You for your kind attention