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**Seventh Meeting of the North American, Central American and Caribbean Directors of Civil Aviation
(NACC/DCA/07)**

Washington, D. C., United States, 19 – 21 September 2017

**Agenda Item 2: Accountability Report of the ICAO NACC No Country Left Behind (NCLB)
Strategy**

**EXPERIENCE, BENEFITS AND IMPACT OF PARTNERSHIP BETWEEN HAITI AND FRANCE
WITHIN THE FRAME OF THE ICAO NACC NCLB STRATEGY**

(Presented by Haiti and France)

EXECUTIVE SUMMARY	
This information paper describes the actions that have been undertaken within the cooperation framework between Haiti and France since 2013 to support the modernization of the Haitian civil aviation system particularly in regard to the national ANSP and the National Safety Oversight Authority.	
Action:	Refer to section 6
<i>Strategic Objectives:</i>	<ul style="list-style-type: none">• Safety• Air Navigation Capacity and Efficiency
<i>References:</i>	<ul style="list-style-type: none">• NCLB targets and outcomes• Port-of-Spain declaration

1. Introduction

1.1 A fast recovering Aviation sector

1.1.1 In the past 25 years, acts of god and political instability have long prevented Haiti to take advantage of the reliable growth of the worldwide travel industry but tangible signs show that the country is on the good way to recover and increase aviation activities: in 2015 the tourism growth was about 11% with the inauguration of new hotels in the capital and the northern shores of the country, the Port-au-Prince airport operator has just completed substantial terminal improvements and is undertaking a project to rehabilitate and widen the runway in accordance with ICAO standards, in 2017 many new routes have been opened by both foreign and local carriers.

1.2. A strong cooperation between the French Civil Aviation Authority and OFNAC

1.2.1 The French civil aviation authority (DGAC1) is proud to have been working with its Haitian counterpart OFNAC (Office National de l'Aviation Civile) for several years and to have contributed to reach some essential achievements in the Haitian aviation sector. French Caribbean Islands' aviation entities have been involved in the Haitian Civil Aviation Steering Committee (CASC) since 2010 providing technical assistance to their Haitian colleagues. In 2013, the French DGAC and OFNAC followed up on a technical agreement to undertake an important contract awarded to DSN Services and aimed at consolidating the Haitian ANSP. After the official visit of President Hollande in Haiti in 2015, many high level meetings took place to define and channel the cooperation between the two aviation authority stakeholders generating a four-year contract-project signed between OFNAC and DSN Services to restructure and implement the national Safety Oversight within the Haitian aviation system in the wake of the action plan driven by the results of the ICAO USAOP CMA Audit in 2012.

1.2.2 Significant progresses have been achieved regarding in particular the Haitian ANSP, the National Safety Oversight Authority (NSA) and the Civil Aviation Law and Code. The related actions, methodology and results are detailed in the sections below.

2. Consolidation of the ANSP

2.1. From 2013 to 2016, DSN Services consolidated the Haitian ANSP through several activities. In respect to the OFNAC strategic orientations and to facilitate the transfer of competence, a specific methodology was implemented to bring sustainable achievements:

METHODOLOGY	ACHIEVEMENTS
<ul style="list-style-type: none"> - Step 1: gap analysis of the different ANSP divisions; - Step 2: in cooperation with OFNAC, definition of a mid-term corrective action plan which includes a project structure involving ATCOs and managers, realistic objectives and actions priorities in order to preserve the day-to-day operations; - Step 3: implementation of the action plan supported by a joint team of Haitian and French professionals 	<ul style="list-style-type: none"> - Implementation of a Safety Management System compliant with ICAO Annex 19 and Doc 9859 on Safety Management System including an ATC incident reporting process; - Implementation of an ATCO licence system compliant with ICAO Annex 1 related to Personnel Licensing and Doc 9379 (Manual of Procedures for Establishment and Management of a State's Personnel Licensing System), including the definition of Training programs and related training material; - Update of the ATC Operational Manuals for the Port-au-Prince Tower, Approach and ACC and Cap-Haitien; - Drafting and implementation of a Supervisor manual and related initial and continuation training plan and material; - Elaboration of operational agreements between OFNAC and AAN² (Haitian Airport Operator) to improve coordination and joint procedures related in particular to runway inspections, works management and emergency actions

¹ <https://www.ecologique-solidaire.gouv.fr/en/french-civil-aviation-authority>

² Autorité Aéroportuaire Nationale

METHODOLOGY	ACHIEVEMENTS
<p>including a go-team of French specialists and long-term experts to enable knowledge dissemination and facilitate the transfer of competence;</p> <ul style="list-style-type: none"> - Step 4: progress review and adjustment to the action plan when necessary. 	<p>within the context of bad weather conditions;</p> <ul style="list-style-type: none"> - Managerial coaching of the Heads of Division including project management and training engineering courses; - Drafting of an ATSEP operational manual and implementation of the related updating process and body; - English proficiency assessment of all the ATCOs by an assessor in compliance with ICAO Doc 9835 (Manual on the Implementation of ICAO Language Proficiency Requirements) - Implementation of study trips to Guadeloupe and Martinique for Haitian Air Traffic Controllers (in partnership with Air France and the French Embassy in Haiti) including cockpit flights, field visits in ATC Units and discussion on best practices with French ATCOs and ATC Managers.

3. Actions and benefits related to the Haitian National Safety Oversight Authority

3.1. Based on the cooperation and promising results obtained regarding the ANSP activities, OFNAC and DSNA Services signed in 2015 in the frame of a presidential visit to Haiti a 4-year contract to assist the Haitian Safety Oversight Authority to reach the ICAO international standards. The French government contributed financially to the project whose high level objective is to strengthen Air Transport Safety in Haiti.

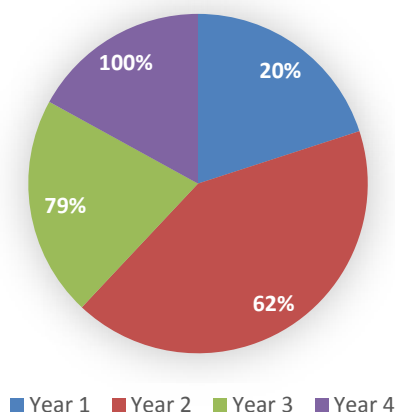
METHODOLOGY	ACTIONS	MAIN ACHIEVEMENTS
<ul style="list-style-type: none"> - Define and implement the legal NSA framework; - Define the local Safety Oversight objectives; - Manage and document the NSA functioning; - Define and implement the NSA document management system; - Draft and update the regulatory documents; 	<ul style="list-style-type: none"> - Definition of a mid-term roadmap including work packages, deliverables and a tentative timeline; - Definition of pre-requisites for each work package; - Proposition of several technical options to the OFNAC so that the Haitian stakeholders can select the best suitable option regarding their organization and objectives; 	<ul style="list-style-type: none"> - Regulatory framework: the Haitian Civil Aviation Regulation (HCAR) will be published in October 2017; - Assistance to load the latest regulatory documents on the ICAO USOAP Audit website; - Aviation medicine: the OFNAC Chief Medical Officer will be trained for 5 weeks in Paris in compliancy with ICAO doc 8984 (Manual of

METHODOLOGY	ACTIONS	MAIN ACHIEVEMENTS
<ul style="list-style-type: none"> - Attract, train and retain the NSA competencies; - Certify and conduct oversight activities of service Providers and Operators; - Manage quality performance and promote Safety. 	<ul style="list-style-type: none"> - Regular publications to communicate on the project progresses to the international community; - Regular on-site missions involving a maximum of 2 or 3 experts in order to preserve the daily operations; - Implementation of a Tool to manage the Protocol Questions and determinate the predictive rate of Effective Implementation (EI). 	<ul style="list-style-type: none"> - civil aviation medicine) to get an Aviation Medical Examiner agreement; - Managerial coaching of the NSA managers by an experimented manager from Guadeloupe; - Inspectors training: training of Safety Inspectors in Guadeloupe will start in Q4 2017; - Internship of three Haitian inspectors in Guadeloupe - Deployment of a NSA dedicated internet website; - Implementation of a document management system; - Safety Inspectors manuals.

3.2. Tentative Yearly Progression of findings resolution

3.2.1. A specific agenda has been defined over the entire project duration in order to take into account others OFNAC on-going projects and preserve the day-to-day operations. The initial tentative yearly progression of findings resolution is indicated in the diagram below and will be updated as necessary.

— 5 —



4. Other Actions

4.1. DSNA Services, in cooperation with OFNAC and the Dean of the Reims University of Law (France) wrote a draft of the primary Haitian Civil Aviation Law and Civil Aviation Code which define the legal framework of the Haitian Civil Aviation Authority.

4.2. In 2015 DSNA Services proposed to OFNAC an action plan contributing to the resolution of a Significant Safety Concern and conducted some technical actions in the frame of this plan.

4.3. DSNA Services, in partnership with a French airport engineering company will provide starting Q4 2017 the technical supervision of runway renovation works. This project financed by IADB³ and managed by the Haitian Ministry of Public Works, Transport and Telecommunication, is aimed at rehabilitating and widening the Port-au-Prince runway and its lighting system.

5. Actions and benefits related the ICAO NGAP Programme

5.1. Within the frame of the cooperation with OFNAC, DSNA Services keeps in mind the necessity to focus not only on the technical activities but also on actions that will likely to contribute to strengthen competencies on the long term.

5.2. In January 2016, DSNA Services organized in partnership with OFNAC and the French Embassy in Haiti an aviation career fair with the participation of graduating university students to present the future career opportunities in the Aviation sector.

5.3. The National Safety Oversight Authority's modernization project is also a great opportunity to foster a more global human resource management policy including resources rationalization and definition of efficient recruitment plans and careers tracks supporting the future activities and needs.

5.4. French CAA, DSNA Services and ENAC⁴ are involved in several working groups of the ICAO NGAP Program. The experience gained in Haiti in the frame of the partnership with OFNAC over

³ Inter-American Bank of Development

⁴ Ecole Nationale de l'Aviation Civile: <http://www.enac.fr/en>

the recent years is a valuable input to share best practices benefiting to other countries and organizations.

6. Action by the meeting

6.1. The meeting is invited to

- a. Note the information contained in this paper
- b. Discuss any relevant matters as appropriate.

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