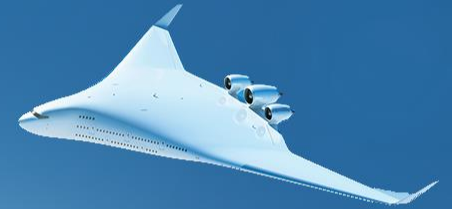




ICAO

# AFI AVIATION WEEK 21- 25 August 2023



Presented by the ICAO Secretariat



- Insufficient number of qualified technical personnel affect African States ability to effectively implement ICAO SARPs and other regional and national initiatives aimed at ensuring the sustainable development air transport
  - USOAP/USAP CE-4 (Qualified Technical Personnel) among lowest EIs
- Recognizing the importance of this challenge, the voluntary Human Resources Development Fund (HRDF) was initiated through a Declaration by the Conference of African Ministers of Transport (Equatorial Guinea, April 2014).
- Consequently, the 24<sup>th</sup> Extraordinary Plenary Session of AFCAC (Senegal, July 2014) adopted a resolution on HRDF
  - Accordingly, AFCAC Secretariat requested ICAO to develop, in close coordination, modalities to establish and implement the HRDF for Africa, thus providing a mechanism that will allow for the collection and use of voluntary contributions from States and other donors to identify and develop opportunities for capacity-building in civil aviation in African States.
  - Implementation Arrangements signed between ICAO and AFCAC on 05 Dec 2014



**ICAO and AFCAC**

**Human Resources Development Fund (HRDF)**

**IMPLEMENTATION ARRANGEMENTS**

## **ADMINISTRATOR OF THE HRDF**

- ICAO will serve as the Administrator of the HRDF, and as such will be responsible for the management of administrative and financial arrangements of the HRDF.

## **AFCAC FOCAL POINT**

- AFCAC will nominate a Focal Point who will be responsible for the coordination and liaison between ICAO, AFCAC, and AFCAC Member States.

## **MANAGEMENT COMMITTEE**

- A Management Committee has been established to plan, coordinate and implement the activities of the HRDF.



## **Composition of the HRDFMC**

The standing members of the HRDFMC are as follows:

- Chairperson: D/ADB
- AFCAC Focal Point
- Coordinator of AFI Group and/or Designated AFCAC Expert
- DD-ADB-HR, ICAO
- DD-ANB, ICAO
- DD/ATB, ICAO
- DD/TCB, ICAO
- C/FSV, ICAO

Secretariat services to HRDFMC will be provided by ADB-HR. (ICAORD, WACAF since 2018)

## **Final Decision**

The final decision with regard to the use of HRDF voluntary funds and the selection of capacity-building activities and projects rests with the ICAO Secretary General.



## **Role and Functions of the HRDFMC**

The HRDFMC, as an internal advisory group to the Secretary General of ICAO, jointly represented by ICAO and AFCAC, has the mandate to develop and review activities and projects which will assist in improving human resources capacity in the African civil aviation sector.

The HRDFMC will review proposed activities and make recommendations to the Secretary General on the use of the voluntary contributions made to the HRDF Fund by donors in support of the following capacity-building initiatives for the civil aviation sector in African states:

- a) **Secondments to ICAO of serving African aviation professionals who will contribute to the work of ICAO and at the same time upgrade their knowledge, skills and expertise to meet States' requirements for continuous implementation of ICAO's SARPs and other programme activities;**
- b) **Internships for young and emerging African aviation professionals to foster the development of the next generation of professionals required to meet the new business needs for civil aviation; and**
- c) **Other areas that will be determined by ICAO and the African Civil Aviation Commission on the basis of needs for African aviation professionals.**



# HRDF Secondments

## First Round of Secondees

Name	Nationality	Gender	Secondment Position	Secondment Location/Bureau
Maishanu, Loretta	Nigeria	Female	Implementation Support Officer - Safety	ICAO, OPS/SAF/ANB
Maketlo, Tebongo	Botswana	Male	Regional Technical Assistance Officer	ICAO, ESAF Regional Office
Adegbesan, Oyetoun Foluwake	Nigeria	Female	Environment Officer - State Action Plan	ICAO ENV/ATB
Fagbemi, Oluwagbemiga	Nigeria	Male	Facilitation Officer	ICAO ATB/ASF
Sinare, Alidou	Burkina Faso	Male	Facilitation Officer	ICAO ATB/ASF
Dakup, Sylvanus Bawa	Nigeria	Male	Regional Technical Assistance Officer	ICAO WACAF Regional Office
Lihundi, Dossa	Tanzania	Male	Regional Technical Assistance Officer	ICAO WACAF Regional Office
Adonko, Komla	Togo	Male	Aviation Security/Facilitation	ICAO WACAF Regional Office



YEAR	ACTIVITY	COST	BALANCE
<b>Cumulative Contributions up to 31 October 2018 is 1,054,704.27 plus interest 18,206.21</b>			
<b>2016</b>	<b>Launching of the 1<sup>st</sup> round of Secondment</b>	<b>38,408.19</b> <b>(Includes overhead charges and exchange gain/loss incurred in 2014 and 2015)</b>	<b>1,034,502.29</b>
<b>2017</b>	<b>8 successful candidates began the secondment duties (From March 2017 to February 2018).</b>	<b>283,669.48</b> <b>(Costs mainly for the 8 candidates for the period March to December 2017)</b>	<b>750,832.81</b>
<b>2018</b>		<b>22,770.51</b> <b>(Costs mainly for the above 8 candidates for the remaining 2 months of the secondment period, January-February 2018)</b>	<b>728,062.30</b>
<b>Balance as at 31 October 2018 is CAD 728,062.30 /*Includes overhead charges and exchange gain/loss.</b>			



- Following the first round of implementation of the HRDF programme, the 30<sup>th</sup> AFCAC Plenary directed AFCAC Secretariat to facilitate and establish an HRDF Task Force with time frame of up to six months to:
  - **Develop new ToRs of the HRDF, aimed to determine the views of member States; and**
  - **Craft the way forward to ICAO Council for final decision.**
- The HRDF Task was established in 2018 and completed its work in 2021.
- AFCAC submitted the HRDF Task Force report in February 2023





NR	Activities	Deliverables
1	Assessment of the implementation of the activities conducted under the HRDF	<ul style="list-style-type: none"><li>- Report on the 1<sup>st</sup> batch of secondments to ICAO, including views of beneficiary States &amp; Success stories and challenges identified</li><li>- <i>HRDF TF Report, Section 3.1, Appendices C &amp; D</i></li></ul>
2	Analysis of root causes of low participation of States in HRDF & Review of the current Terms of Reference and Manual of the HRDF	<ul style="list-style-type: none"><li>- Root causes of low participation of member States in the HRDF programmes are analyzed;</li><li>- Concerns raised by States on the implementation and management of the HRDF are addressed</li><li>- <i>HRDF TF Report, Section 2</i></li></ul>
3	Development of proposals to amend the HRDF Terms of Reference that represent the views of States and offer capacity-building opportunities to African Aviation Professionals, aimed at addressing the needs of States	<ul style="list-style-type: none"><li>- New capacity-building activities as indicated by States are incorporated,</li><li>- Proposed amendments to the HRDF Terms of Reference, and Manuals</li><li>- Paragraphs and provisions of the current Terms of Reference and Manual amended,</li><li>- New Solutions for sustainability of the HRDF</li><li>- HRDF Management Committee responsibilities analysed and reviewed</li><li>- Proposals for improvement of the institutional Development of the HRDF</li><li>- Promotion of the HRDF Programme and activities (Advocacy)</li><li>- <i>HRDF Report, Section 3 through Section 7</i></li></ul>



NR	Activities	Deliverables
4	Development of the Report of the Task Force	<ul style="list-style-type: none"><li>- Report of the Task Force incorporating Recommendations and all drafts developed by the Task Force</li><li>- <i>HRDF TF Draft Report developed</i></li></ul>
5	Adoption of the Report by the Task Force	<ul style="list-style-type: none"><li>- Final Report of the HRDF TF</li><li>- <i>HRDF TF Draft Report adopted</i></li></ul>
6	Submission of the Report to the Bureau of AFCAC	<ul style="list-style-type: none"><li>- <i>HRDF TF Draft Report submitted to the Bureau of AFCAC (2021)</i></li></ul>
7	Submission to ICAO OSG	<ul style="list-style-type: none"><li>- <i>HRDF TF Report submitted to ICAO Secretariat (February 2023)</i></li></ul>



# Review of HRDF ToR (Implementation Agreements)

## HRDF TF recommendations:

- Voluntary contributions should be used to support the capacity-building initiatives for the civil aviation sector in African States.
- The funds should be allocated for the implementation of all activities and projects approved by the HRDF Management Committee.
- The HRDF programme should not be used solely to support the secondment programme of aviation professionals to ICAO.
- The distribution of the voluntary contributions should be based on the assessment of the capacity building needs of States; which are considered for the development of the projects and activities.



# Review of HRDF ToR (Proposed new activities)

## HRDF TF recommendations:

- Organization of courses aimed at qualifying aviation professionals in areas of needs of States;
- Establishment of Internship, Coaching and Mentorship Programmes for National Inspectors/Aviation Professionals within CAAs of States to be identified;
- Integration of leadership development and managerial skills;
- Establishment of Fellowship Programmes for African aviation students in conjunction with African Approved Aviation Training Centres, AFCAC, ICAO and AATO



# Proposed amendments to HRDFMC responsibilities

<b>1</b> <b>Role and Functions of the HRDFMC</b>	<p>The HRDFMC, as an internal advisory group to the Secretary General of ICAO, jointly represented by ICAO, AFCAC and Representative of AFI Group, Donors and selected States, has the mandate to develop and review activities and projects which will assist in improving human resources capacity in the African civil aviation sector.</p> <p>The frequency of the HRDFMC meetings is twice a year. Preferably, HRDFMC will meet during the AFI Aviation Week and end of each year.</p>
<b>2</b> <b>Capacity-building Activities and Projects</b>	<p>“As indicated in the proposed amendments to Activities”</p>
<b>3</b> <b>Composition of the HRDFMC</b>	<p>ICAO Regional Directors ESAF, WACAF, MID and EUR/NAT Directors of AFCAC Representatives of African States (beneficiary States) Donors, AATO, etc.</p>



# Proposed HRDF Steering Committee & its ToR

The HRDFSC shall be responsible for providing strategic guidance for the HRDF and for overseeing its implementation. In so doing, it will:

- act as a catalyst in stimulating action to prioritize and implement appropriate measures to rectify identified shortcomings in human capacity (management level) of African States;
- act as a catalyst in gathering the financial, human and technical resources required to achieve the objectives of the HRDF;
- promote means of ensuring regular and predictable submission of voluntary contributions to the HRDF by the African States, donor States and donor Organizations;
- support ICAO efforts in the provision of capacity building and leadership for sustained implementation of the Fund;
- review progress reports and other requested documents and make recommendations to improve implementation;
- oversee the commitment of beneficiary States, as agreed upon in a MOU with ICAO;
- Monitor performance of the beneficiary experts during and after the secondments on return to their national civil service;
- report to the Plenary of AFCAC on the implementation of the overall activities of the triennial; and



# Proposed HRDF Steering Committee & its ToR

- undertake tasks related to HRDF which may be requested by the African Union (AU) or the AFCAC President, on behalf of African States, the ICAO Secretary General and/or the ICAO Council.
- make recommendations to the Secretary General of ICAO and AFCAC on the use of the voluntary contributions made to the HRDF Fund by donors in support of the following capacity-building initiatives for the civil aviation sector in African states:
  - Secondments to ICAO of serving African aviation professionals to upgrade their knowledge, skills and expertise to meet States' requirements for continuous implementation of ICAO's SARPs and other programme activities;
  - Internships/fellowships/scholarships, etc., for young and emerging African aviation professionals to foster the development of the next generation of professionals required to meet the new business needs for civil aviation; and
  - Other areas that will be determined by the African States on the basis of needs for African aviation professionals.
- *Voluntary contributions made to the HRDF are not to be used to cover ab-initio training needs or other training needs identified by States.*



# Proposed HRDF Steering Committee & its ToR

- **Human Resources Development Steering Committee Members:**
- The Steering Committee, appointed by the Secretary General and nominated by States, organizations, donors and other stakeholders, will consist of up to a maximum of 20 members, excluding the Secretary of the Committee. Other stakeholders may be invited to participate in and contribute to the work of the Steering Committee on an ad-hoc basis. The Steering Committee shall be chaired by a chairperson elected by the members of the Committee at its First meeting.
- Members of the Steering Committee will normally be of sufficient seniority to be able to make decisions on behalf of their States or organizations.
- **Meetings of the Steering Committee Members:**
- The Steering Committee members will work through correspondence, teleconference and face to face meeting, as required. Meetings of the Steering Committee shall be held, as much as possible, in conjunction with the meetings of the ICAO Council, or other large-scale regional meeting or ICAO event at which members of the Steering Group are participating.
- The sponsoring organization will cover all the expense incurred by their members attending the Steering Committee meetings.





# Proposed HRDF Steering Committee & its ToR

## Composition of the HRDFSC

- The standing members of the HRDFSC are as follows:
- Chairperson:
- Members may include representatives from:
  - AFCAC Bureau
  - AFRICAN STATES REPRESENTED TO ICAO at Headquarters
  - DONOR STATES
  - DONOR ORGANIZATIONS
  - AATO
  - AFRAA
- Secretariat services to HRDFSC will be provided by HRDFMC.
- Upon establishment of the Steering Committee for HRDF as proposed above, the terms of reference for the Human Resources Management Committee (HRDFMC) will be updated to remove overlap / duplication which may exist between the HRDF Steering Committee (HRDFSC) and the HRDF Management Committee (HRDFMC).



# Proposed Solutions for Sustainability of the HRDF

The Task Force expressed concerns on the sustainability of the HRDF as the funds is based on voluntary contributions. To address the challenges of the sustainability of the HRDF, the Task Force recommended:

- a) Enhanced transparency through timely and efficient reporting, to encourage donors to contribute more towards the fund;
- b) Follow-ups on training to ensure implementation of knowledge and skills gained during HRDF capacity building activities by beneficiary aviation professionals;
- c) Use of expertise from member States to assist in the development of HRDF promotion strategies;
- d) Promotion of the HRDF Programme and activities through annual capacity building programmes such as those offered by Partners (published regularly on available platforms), with AFCAC and ICAO support.



- The 10 July 2023 Virtual Meeting of the HRDF Management Committee offered an opportunity for stakeholders to align themselves with the provisions of the Task Force report prior to carrying out an in-depth analysis and develop the recommendations to be proposed to the Secretary General of ICAO for further submission to Council.



## Recommendation 5:

“The ICAO Secretariat, in collaboration with relevant stakeholders, should review the Human Resource Development Fund (HRDF) implementation modalities to align with the needs of Member States and ensure that it complements the AFI Plan human resource capacity building efforts.”



To:

- Take note of the recommendations formulated by the HRDF Task Force to address sustainability challenges of the programme;
- Note that projects proposals are under development to address these recommendations on needs basis; and
- Provide comments on the way forward towards resumption of HRDF implementation activities, including alignment of HRDF so that it complements the human resource capacity-building efforts of the AFI Plan and other programmes such as AFI SECFAL Plan and NGAP.



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THANK YOU