



WORKING PAPER

ASSEMBLY — 40TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 25: ICAO Civil Aviation Training and Capacity Building

TRAINING AND CAPACITY BUILDING CHALLENGES IN CIVIL AVIATION

(Presented by Ethiopia)

EXECUTIVE SUMMARY

This paper provides an overview of short comings in Civil Aviation due to insufficient training and capacity building, mainly as a result of inadequate training centers, trained manpower, finance and material resources. This caused some Member States not to comply with the ICAO Standards and Recommended Practices (SARPS). The paper further suggests possible solutions to enhance the implementation of training and capacity building strategies, as it is the key element in the improvement of safety oversight performance of the States.

Action: The Assembly is invited to:

- a) note the information contained in the paper;
- b) request the Secretary General to approach and coordinate all voluntary-funding States and international organizations in support of training and capacity building;
- c) encourage the Global Aviation Training Office (GAT) to conduct assessment on the Aviation Training Centers in member States and enhance their capacity in all aspects;
- d) encourage GAT to support the implementation of the “Aviation Training and Capacity Building Road Map for States” initiated in 2015;
- e) encourage Member States to establish and strengthen their own training Center to meet the growing capacity demand of the industry; and
- f) encourage Member States to allocate sufficient resources to resolve the identified deficiencies particularly with respect to Critical Element-4 (technical personnel qualification and training).

Strategic Objectives:

This working paper relates to ICAO Safety Strategic Objective.

Financial implications:

References:

Training and capacity building Road Map initiated by the council of ICAO (2015)
 ICAO *Civil Aviation Training* policy, dated 25 May 2016
 Resolution A38-12, Appendix D.
Aviation training and capacity-building roadmap for States – A Practical Guide, 2017.

1. INTRODUCTION

1.1 ICAO member States are required to develop capacity building plans to ensure that they have the required human resources, skills and competencies to carry out all aviation activities in compliance with the ICAO provisions, SARPs, including the guidance materials.

1.2 Training and capacity building enables States to achieve their national objectives and to resolve their safety findings identified during the audit or through gap analysis.

1.3 In order to close the gap between the existing and required competencies in the States, the following stages of training process should be followed:

- a) determination of training needs;
- b) design and planning of the training;
- c) provision of training; and
- d) evaluation of the training outcomes.

1.4 Training and Capacity Building are means by which individuals and organizations obtain, improve and retain skills, and knowledge for the effective achievement of their objectives.

1.5 Aviation Industry needs a continuous and sustainable training and capacity building for the States to comply with ICAO SARPs. Based on these facts, ICAO has developed and adopted a training and capacity building road map to serve as guidance material for States.

1.6 The road map requires States to prepare plans of action to meet capacity needs in terms of occupations, developing or maintaining the number of employees, as well as, essential qualifications, recruitment, training, retention policies, and succession planning.

1.7 When the Universal Safety Oversight Audit Programme (USOAP) including the current USOAP-CMA (Continuous Monitoring Approach) results are reviewed, it has been demonstrated that the effective implementation of CE-4¹ is observed to be below the average EI (Effective Implementation) of other CEs in most Contracting States. This proves the fact that training and capacity building is rather a global concern than that of individual States.

1.8 This needs globally harmonized strategies addressing aviation activities which are essential for capacity building plans. In this regard, ICAO Assembly Resolution A38-12, Appendix D, and the ICAO Civil Aviation Training Policy, approved by the council, identified the scope of ICAO activities in training and assistance to Member States for achieving and maintaining competency of aviation personnel.

2. DISCUSSION

2.1 Air transport activities are expected to double over the next 20 years with a clear implication on shortage of qualified employees, supervisors and managers in various positions in the aviation industry and regulatory functions. The aviation community therefore needs to ensure there are

¹ Technical Personnel Qualification and Training.

enough qualified employees, supervisors and managers for airlines, airports, air navigation services, and regulatory functions to support this growth.

2.2 The availability of qualified and competent employees, supervisors and managers to plan, coordinate, manage, operate, maintain and oversee all complex operations in various airports, airspaces, airplanes should be given due attention in order for contracting States to maintain sustainable, safe and secure global aviation development.

2.3 These demands States to develop aviation training and capacity building roadmap that outlines the human resource requirements to achieve their national and global obligations in air transportation. The outcomes of the roadmap should focus on the resolution of performance problems identified in State's audit reports or expected performance problems identified through a gap analysis.

2.4 For the industry to grow to a critical level, it depends on the effective and sustainable development of the civil aviation industry with respect to aviation training organizations (ATO), availability of the necessary infrastructures, maintenance, efficient and effective air traffic management, and aviation safety.

2.5 To meet the growing demands of the industry, it is necessary for the States to establish training centers for the purpose of capacity building. This could be realized through the assistance of ICAO and all the concerned bodies, in terms of finance, human and material resources.

2.6 Shortcomings in most developing countries:

USOAP-CMA results regarding EI of CE-4 confirm that the following issues need to be seriously considered and implemented, i.e.:

- a) training programs to be adequately identified;
- b) training plans to be established and implemented;
- c) trainings to be adequately recorded;
- d) sufficient funding to be available; and
- e) required competencies for current and future tasks to be identified.

2.7 ICAO initiated a document entitled "Aviation training and capacity-building roadmap for States", the implementation aspect of which has not been effective to the satisfaction of all, as it was left to the discretion of individual States regardless of their economic status. There should be a clear requirement for identification of a responsible point of contact or a body accountable for monitoring and reporting the progress on the implementation process.

2.8 Furthermore, strengthening the capacity of aviation training centers currently operating in Member States would help to solve most of the problems identified during the USOAP-CMA audits. However, lack of qualified staff, inadequate financial and material resources in the training centers are major constraints for the development of Civil Aviation in developing countries.

2.9 Moreover the USOAP-CMA audit result is a good reference to show the need for States to consider the availability of qualified and trained technical personnel to perform the State's safety

oversight obligations. This could be achieved by establishing a well-defined training and capacity building programmes. For this to be fully realized, the contribution of ICAO in this regard is paramount.

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