



**WORKING PAPER**

**ASSEMBLY — 40TH SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 25: ICAO Civil Aviation Training and Capacity Building**

**AVIATION CAPACITY-BUILDING STRATEGIES**

(Presented by Kenya)

**EXECUTIVE SUMMARY**

This paper is intended to share Kenya's experience and progress in developing qualified and competent personnel in aviation. These developments were part of strategies implemented by Kenya to strengthen its aviation training, aiming at achieving and maintaining competency of aviation personnel to operate, maintain, manage and oversee aviation activities including contributing to its mission towards the International Civil Aviation Organization's (ICAO) TRAINAIR PLUS Programme (TPP) and the Next Generation of Aviation Professionals (NGAP) Programme.

**Action:** The Assembly is invited to:

- a) note the information provided;
- b) encourage Member States to implement aviation training and capacity-building roadmaps;
- c) encourage Member States to join the ICAO TPP;
- d) encourage Member States to build partnerships on capacity-building related matters and foster exchange and cooperation in learning and development at the regional and global levels; and
- e) adopt the proposed amendment of the Appendix D to Assembly Resolution A38-12 as presented in the Enclosure A to this working paper.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives and Supporting Implementation Strategies.
<i>Financial implications:</i>	Additional Financial Resources are required
<i>References:</i>	ICAO Assembly Resolution A38/12, Appendix D ICAO Electronic Bulletin (EB) 2014/73, dated 24 December 2014 ICAO <i>Civil Aviation Training Policy</i> , dated 25 May 2016 ICAO <i>Aviation Training and Capacity-Building Roadmap for States</i> , a Practical Guide

## INTRODUCTION

1.1 In its Assembly Resolution A38-12, Appendix D, *Consolidated statement of continuing ICAO policies and associated practices related specifically to air navigation*, ICAO observed that the satisfactory implementation of Standards and Recommended Practices (SARPs) and Procedures for Air Navigation Services (PANS) is contingent upon having qualified and competent personnel. It further acknowledged the difficulties being experienced by Member States due to lack of qualified personnel to support the existing and future air transportation system.

1.2 This Resolution called for the Council to assist Member States to harmonize aviation professionals' levels of competency based on data analysis, to determine priorities and needs, identifying training needs for the implementation of ICAO provisions. The Assembly Resolution also urges Member States to use a competency-based approach in aviation training matters and encourage them to assist each other to optimize access to learning activities for their aviation professionals, and places a priority on cultivating the Next Generation of Aviation Professionals (NGAP).

1.3 Furthermore, the Council of ICAO approved, on 25 May 2016, the ICAO *Civil Aviation Training Policy* clarifying the scope and the objective of training provided by ICAO in support of the human resources development strategies established by Member States and the aviation community to ensure that they have access to a sufficient number of qualified and competent personnel to operate, manage and maintain the current and future air transport system at prescribed international standards for Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection. This Policy stated that: the aviation training is considered as a support function of ICAO. This policy recognized the important role of the Global Aviation Training Office for the coordination with States.

## 2. DEVELOPMENTS IN AVIATION TRAINING CAPACITY BUILDING

2.1 Additionally, the development of an aviation training and capacity-building roadmap to assist ICAO Member States in their capacity-building effort was initiated by the ICAO Council during the 2015 Council Off-site Strategy Meeting, under the theme "Training and Capacity-Building in Civil Aviation." For Civil Aviation Authorities (CAAs) and aviation service providers, the purpose of this training and capacity-building roadmap is to provide a structured plan of actions to implement comprehensive and consistent human resources development strategies for their staff, including adequate education, training and qualification programmes, in order to meet the State's strategic objectives, development goals and needs of the aviation sector.

2.2 In application of recommendations from the Council and the ICAO Assembly 39, Kenya initiated the implementation of its Capacity-building Roadmap in aviation and organised a National Seminar-Workshop in July 2017. Participants from Kenyan Civil Aviation Authority (KCAA), other Government agencies and aviation industry actively contributed during three days, supported by international training and capacity-building experts, to determine key success factors of such a Roadmap. Recommendations from this workshop are being implemented progressively.

2.4 One of the implementing success factors of an aviation training and capacity-building in Kenya is the East African School of Aviation (EASA) established under the KCAA, which is an ICAO Regional Training Centre of Excellence (RTCE) and an ICAO Aviation Security Training Centre (ASTC).

This EASA role allows Kenya to host several ICAO courses addressing aviation safety, security and capacity building in addition to other courses developed by EASA and endorsed by ICAO. However, Kenya is coordinating with various ICAO Bureaus on training matters which is not ideal for the standardization.

2.5 In line with the Assembly's call to Member States to assist each other to optimize access to learning activities for their aviation professionals, KCAA has also signed memoranda of understanding (MoUs) with various States including Ghana, Namibia, Botswana, Angola, Burundi, Rwanda, South Sudan, Mauritius, Mozambique, and Angola. These MoUs ensure that the concerned States have access to training programmes that they require, whenever they need them, through EASA. Moreover, to diversify course offerings and serve this wider regional and international audience, KCAA has entered into training collaborations and partnerships with various organizations and States. These include the Singapore Aviation Academy and Incheon Airport Academy. Courses from these two organizations are conducted at EASA, thereby bringing the much-needed training closer to the target audience.

2.6 Consultation and coordination with national and regional stakeholders are also organized by EASA which holds an annual regional stakeholders' forum in which diverse players in the aviation industry in the region participate. The forum serves to identify the human resources development requirements and strategies that can be employed by Member States and the aviation community to ensure that they have access to a sufficient number of qualified and competent personnel. Furthermore, to cultivate the NGAP in Kenya, the KCAA has partnered with the Young Aviators Club of Africa (YACA). YACA is a premier African aviation club for young people with the purpose of nurturing and developing the next generation of aviation professionals through mentorship, creating interest in Science, technology, Engineering and Mathematics (STEM).

2.8 However, Kenya has observed that many ICAO Member States have yet to develop their aviation training and capacity building roadmaps to implement their training plans and strategies to meet future workforce needs in aviation. This may be attributed partly to a lack of capacity or to budgetary constraints. The use of ICAO's Aviation Training and Capacity-Building Roadmap should guide prioritization in the development and delivery of competency-based training, including TRAINAIR PLUS Standardized Training Packages (STPs) and other ICAO-recognized packages offering a very helpful tool for the harmonization of training and human performance in aviation. In addition, States are lacking capacity-building assistance for the preparation and implementation of State Aviation Master Plan (or equivalent documents), necessary for the success of implementation of capacity-building plans.

### 3. **Conclusion**

3.1 In view of the critical outcomes of the training and learning activities in aviation and expectations from States to consistently implement ICAO provisions, Kenya highly recommends:

- a) ICAO support to States for the implementation of their capacity-building roadmaps;
- b) the implementation of aviation training and capacity-building roadmaps by all States, which should be considered as an ICAO priority of the GAT programme; and
- c) the amendment of the Assembly Resolution A38/12, Appendix D, to enhance ICAO GAT activities under the responsibility of the ICAO Secretary General, taking into account the Council's decision on this topic. Such GAT activities should encompass all training and learning opportunities offered to States by ICAO, and by other States and organizations with clear Key Performance Indicators and financial, technical and managerial mandate towards supporting training and learning, as well as development needs of States;

**ENCLOSURE A****PROPOSED NEW ASSEMBLY RESOLUTION****A40-xx: Implementing Aviation Capacity-Building Strategies**

*Whereas* sustainable, safe and secure global aviation development rely on availability of qualified and competent employees, supervisors and managers to operate, maintain, plan, coordinate, manage, and oversee all complex operations in various airports, airspaces, airplanes, maintenance facilities, etc.;

*Considering* that ICAO Council has approved a *Civil Aviation Training Policy* identifying ICAO's objectives and role in the aviation training to "support the Human Resources Development strategies established by Member States and the aviation community to ensure that they have access to a sufficient number of qualified and competent personnel to operate, manage and maintain the current and future air transport system at prescribed international standards for Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection";

The Assembly:

1. *Resolves that:*

1.1 ICAO shall assist Member States in achieving and maintaining competency of aviation personnel through the ICAO Global Aviation Training (GAT) activities, in order to ensure ICAO Member States have sufficient human resources and capacity for the implementation of ICAO provisions and programmes.

2. *Decides that:*

2.1. the ICAO GAT activities shall be guided by the following principles:

- a) qualification of aviation professionals is the responsibility of Member States;
- b) the highest priority should be placed on learning activities that support the implementation of SARPs and ICAO programmes using a competency-based training and Instructional Systems Design (ISD), and all ICAO-recognized learning activities should be developed and delivered according to an ISD approach;
- c) ICAO should advise operators of training facilities but does not participate in the operation of such facilities;
- d) a high priority shall be placed on the support for the ICAO Next Generation of Aviation Professionals (NGAP) and the implementation of human performance and talent management strategies and frameworks that include attracting, training, cultivating, nurturing and retaining the next generation;
- e) the GAT activities should encompass all training and support all learning opportunities offered to States by ICAO to ensure quality, standardization, effectiveness and efficiency of the deliverables; and

- f) the ICAO Secretary General should strengthen self-sustainable GAT activities, with a clear governance structure, including mechanisms for financial, technical and managerial mandates and Key Performance Indicators towards supporting learning and development needs of States.
3. *Urges* States to share their strategic plans addressing learning and development in aviation including the practical application of ICAO Aviation Training and Capacity-Building Roadmap, and assist each other to optimize access to learning activities for their aviation professionals; and
4. *Call upon States to:*
- 4.1. Encourage the implementation of aviation learning and development associations;
- 4.3. Build partnerships on training and learning related matters through regional cooperation and knowledge exchange, including but not limited to, sharing available training resources, instructors, curriculum designers, courseware and implementing a roster of aviation training experts; and
5. *Instruct* the Council to establish a monitoring and an evaluation mechanism addressing quality, efficiency and effectiveness of the ICAO Global Aviation Training activities, and to report to Member States accordingly; and
6. *Declares* that this resolution supersedes Resolution A38-12, Appendix D.

#### **Associated practices**

7. The Council should strengthen the assistance for its Member States to harmonize aviation professionals' levels of competency including establishment of competency-frameworks for all aviation related jobs. These efforts should be based on:
- 7.1. data analysis to determine job requirements, expected human performance, priorities and needs;
- 7.2. identified training needs for the implementation of ICAO provisions; and
- 7.3. a competency-based training approach.

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