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International Civil Aviation Organization
African Flight Procedure Programme

12th Meeting of the African Flight Procedure Programme Steering Committee

Ouagadougou, Burkina Faso, 15 - 17 July 2026

Agenda Item 3: Review of the Programme implementation status

Working Paper 3.2: Project personnel

(Presented by the Secretariat)

EXECUTIVE SUMMARY

This paper presents the implementation status of the AFPP Phase IV staffing arrangements approved by the Steering Committee. It reviews the recruitment status of the project personnel, compares the actual staffing with the implementation schedule established in the Phase IV Programme Document with a focus on factors affecting the recruitment of certain positions.

Action by the meeting is indicated in section 3.

REFERENCES

- Report of the 11th meeting of the AFPP Steering committee
- Project document for Phase IV

1. INTRODUCTION

- 1.1 The AFPP Phase IV Programme Document, approved by the Steering Committee, establishes the staffing structure required to support the implementation of the Programme's objectives. The approved personnel comprise international professional staff, General Service staff and consultants engaged to provide specialized technical expertise in accordance with Programme requirements.
- 1.2 This paper presents the implementation status of the approved staffing plan, compare the actual recruitment status with the implementation schedule contained in the Phase IV Programme Document and identify factors affecting the recruitment of some project personnel.
- 1.3 The project personnel are classified into the following categories:



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Category	Description
Professional staff	Staff members in this category are normally internationally recruited. Tasks in this category generally demands a high degree of analytical and communication skills, substantive expertise and/or managerial leadership ability. In the context of the AFPP, the AFPP Manager and Chief Operational Trainings are recruited as international professional staff.
General service staff	Functions in this category include administrative, secretarial and clerical support as well as specialized technical functions (e.g. security or maintenance). The work carried out by General Service staff supports the functioning of the Organization. In the context of the AFPP, the Administrative Assistant is recruited as General Service staff.
Consultants	Personnel in this category are hired on a need basis for specific tasks and are not considered as ICAO staff members . In the context of the AFPP, flight procedure consultants, cartographers and the Information Technology (IT) Assistant are recruited as consultants due to the anticipated part-time need for related services.

2. DISCUSSIONS

- 2.1 Figure 1 presents the implementation status of the project personnel during Phase IV by comparing the recruitment schedule approved in the Programme Document with the actual staffing status.
- 2.2 The figure below shows the periods during which the different project positions were filled. The orange bars show the baseline dates as per the programme document for Phase IV and the blue bars the actual contract dates.



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Position	2025		2026		2027		2028	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1. Professional staff								
AFPP Manager								
Chief OPS								
2. General service Staff								
Adm. Assistant								
3. Consultants								
FP facilitation								
FP design								
Cartographer								
IT assistant								

- 2.2.1 The comparison indicates that the positions of AFPP Manager and Administrative Assistant are filled in accordance with the approved implementation schedule as per decision SC/11-Dec09 which extended their contract for Phase IV. Conversely, the recruitment of the Chief Operational Training Officer, the Flight Procedure Facilitation Consultants, the Flight Procedure Design Consultants and the Aeronautical Charting Consultants has not yet commenced. Key factors affecting these recruitments are the delay in validating the respective job descriptions and delay in the Phase IV Programme Document approval.



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Position	Comments
AFPP Manager	Was filled as planned.
Chief Operational Trainings	The recruitment was not initiated due to the following reasons: • Delay in the validation of the job description; • The Project document is not yet signed.
Administrative Assistant	Was filled as planned.
Information Technology Assistant	Was filled nine months (later) due to delays in the renewal of the contract.
Flight procedure facilitation consultants 1,2 and 3	The recruitment was not initiated due to the following reasons: • Delay in the validation of the job description; • The Project document is not yet signed.
Flight procedure design consultants 1 and 2	The recruitment was not initiated due to the following reasons: • Delay in the validation of the job description; • The Project document is not yet signed.
Aeronautical charting consultants 1 and 2	The recruitment was not initiated due to the following reasons: • Delay in the validation of the job description; • The Project document is not yet signed.

2.3 The contract of the Information Technology (IT) Assistant was renewed approximately nine months later than initially planned, resulting in a corresponding delay in the provision of information technology support services to the Programme.

2.4 Notwithstanding these recruitment delays, the Programme has continued to implement its approved activities through the optimal use of the available personnel. However, the timely recruitment of the remaining approved positions remains essential to fully support the increasing demand for technical assistance, capacity-building activities and flight procedure implementation across the AFI Region.

3. ACTION BY THE MEETING

3.1 The Steering Committee is invited to:

- a) note the status of the implementation of the Phase IV staffing plan;
- b) note factors affecting the recruitment of certain project personnel; and
- c) provide further guidance as appropriate.
- d) ./.