



WORKING PAPER

ASSEMBLY — 41ST SESSION

EXECUTIVE COMMITTEE

Agenda Item 26: ICAO Civil Aviation Training and Capacity Building

**REGIONAL APPROACH FOR THE IMPLEMENTATION IN WAEMU MEMBER STATES OF
RESOLUTION A40-25 AND THE ROAD MAP FOR AVIATION TRAINING AND CAPACITY
BUILDING**

(Presented by the African Civil Aviation Commission (AFCAC) on behalf of 54 African States¹)

EXECUTIVE SUMMARY

This working paper outlines the activities that have been carried out by the WAEMU Commission, through the Regional Civil Aviation Safety and Security Oversight Unit (URSAC), for the implementation of ICAO Assembly Resolution A 40-25 by WAEMU Member States. It also highlights the challenges encountered and those anticipated during the next stages of this implementation. It also highlights the objective of the WAEMU Commission to adopt and implement, in accordance with the treaty governing its functioning, a coherent, effective and efficient common aviation training and capacity building strategy for its Member States while avoiding duplication of efforts and resources.

Action: The Assembly is invited to:

- a) take note of the contents of this working paper;
- b) seek ICAO support to establish regional support plans for the implementation of Resolution A 40-25 taking into account regional specificities;
- c) request ICAO to prepare a competence profile and training for those who will implement the roadmap at national or regional level;
- d) request ICAO to implement the actions of the Secretariat contained in Resolution A40-25 and to present to States, in particular, GAT governance plans including procedures to avoid competition with training centres, in particular those affiliated to the TRAINAIR PLUS and ASTC programmes;
- e) encourage States to favour a regional approach to the implementation of the A40-25 Resolution.

<i>Strategic Objectives:</i>	This working paper relates to the strategic objectives of safety, capacity and efficiency of air navigation
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<i>Financial implications:</i>	N/A
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¹ Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cabo Verde, Central African Republic, Chad, Comoros, Cote d'Ivoire, Democratic Republic of the Congo, Republic of the Congo, Djibouti, Egypt, Equatorial Guinea, Eritrea, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, São Tomé and Príncipe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe.

<i>References:</i>	1) ICAO Assembly Resolution A40-25; 2) ICAO Policy on Civil Aviation Training (25 May 2016)
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1. INTRODUCTION

1.1 The ICAO Council approved in 2015 the Organization's Civil Aviation Training Policy setting out its objectives and role in the field of aviation training to “support the human resource 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, maintain and supervise the present and future air transport system to internationally prescribed standards of safety, air navigation capacity and efficiency, security and facilitation, air transport economic development and environmental protection”.

1.2 Furthermore, Resolution A40-25 adopted at the 40th ICAO Assembly in 2019 addresses the implementation of aviation training and capacity building strategies. This Resolution defines the prominent role of the Global Aviation Training Office (GAT) and the ICAO TRAINAIR PLUS Programme in setting training standards and calls for actions by stakeholders, including States, the ICAO Secretary General and the ICAO Council.

1.3 To this end:

- a) The Assembly requested ICAO to assist Member States in developing and maintaining the skills of aviation personnel through its training activities, so that they have sufficient human resources and capacity to implement the provisions and programmes of the Organization;
- b) The Resolution urges States to share their strategic plans for aviation learning and development, including the practical implementation of the ICAO Aviation Training and Capacity-Building Roadmap, and to assist each other in optimizing access to educational activities for their aviation professionals;
- c) States are also encouraged to encourage the establishment of aviation learning and development associations and to develop partnerships on training and learning issues through regional cooperation and knowledge exchange, including sharing available training resources, instructors, curriculum developers, courseware and establishing a register of aviation training experts;
- d) The ICAO Secretary General, for his part, is called upon to strengthen the autonomous activities of GAT, with the establishment of a clear governance structure, including mechanisms for financial, technical and management mandates, as well as key performance indicators to meet the learning and development needs of States. To this end, GAT should not compete with the efforts of States or participate in the operations of training centres but should support the efforts of States;
- e) The Council is mandated to establish a monitoring and evaluation mechanism focusing on the quality, effectiveness and efficiency of ICAO's GAT activities, to report to Member States accordingly and to encourage the establishment of objective systems, promoting global harmonization of competency levels of aviation professionals, including the establishment of competency frameworks for aviation-related jobs, the analysis of data to determine job

requirements, expected human performance, priorities and needs, the analysis of training needs for the implementation of ICAO provisions and the establishment of a competency-based training approach.

2. DISCUSSION

The case of the WAEMU

2.1 As recommended by Resolution A40-25, WAEMU, through the Regional Civil Aviation Safety and Security Oversight Unit (URSAC), has undertaken actions for its implementation despite the pandemic situation. The WAEMU thus organized a seminar/workshop for managers who could be involved in the implementation of the “ICAO Roadmap for Aviation Training and Capacity Development”. This seminar/workshop was held from 15 to 19 March 2021 in virtual mode with the objective of forming a group of experts within the WAEMU Member States and Mauritania for the establishment of a regional roadmap in application of the ICAO roadmap.

2.2 It consisted of presentations by the trainer and practical group activities on topics enabling participants to adapt the ICAO Roadmap and its implementation in the regional framework. Forty participants from the eight WAEMU Member States and Mauritania including executives from ASECNA, Air Burkina, and ASECNA Regional Schools (EAMAC and ERNAM which are TRAINAIR PLUS approved) took part in this seminar/workshop. The participants all appreciated the activities and are waiting for the launch of the implementation actions.

2.3 Following this seminar/workshop, the strategy adopted by WAEMU and its Member States for the implementation of Resolution A40-25 includes a 3-phase process (preparation, implementation and evaluation of results). The community approach has been favored at WAEMU level, and it involves Mauritania in this regional activity. It is a question of applying the ICAO Road Map at the regional level of WAEMU and Mauritania, considering the interdependence of the States, the similarity of the situation of the air transport sector, the level of activities, the community links, etc.

Implementation challenges

2.4 The analysis of the work plans for the implementation of the roadmap has identified a number of challenges that affect the upcoming phases. Firstly, there is no evidence of implementation of this Resolution by the ICAO Secretariat, including support to States, an implementation guide, means of sharing experiences between States, ICAO training for stakeholders or ICAO expertise at the level of ICAO Regional Offices for the implementation of the Road Map.

2.5 Furthermore, there is no evidence of the implementation of this Resolution by ICAO including the establishment of the governance system of the GAT and other ICAO sections whose course delivery activities have severely hampered the programmes of the two regional centres ERNAM and EAMAC and the regional enthusiasm for establishing sustainable structures for learning and human development activities appropriate to the region.

2.6 Significant and non-exhaustive difficulties have thus been identified in the attempt to implement the A 40-25 Resolution, including:

- a) There is no action by the ICAO Secretariat to support States to ensure the uniform implementation of the Road Map by all ICAO Member States, including the organization of seminars, the establishment of an information exchange system between States for the exchange

of best practices as recommended in the Resolution, etc.;

- b) There are no qualified experts at the regional level to accompany the states and manage the implementation of the roadmap;
- c) For the implementation of training programmes in the “Road Map Implementation” phase, there are few qualified instructors to deliver ICAO courses, and the course production capacity is very low due to the lack of course designers and validators of standardized training packages despite the existence of two accredited TRAINAIR PLUS and ASTC training centres (EAMAC in Niamey and ERNAM in Dakar);
- d) Furthermore, the training capacity of the two regional TRAINAIR PLUS centres is limited by the absence of qualified trainers at regional level, the costs of training organized by ICAO in the other TRAINAIR PLUS training centres are high due to the travel costs to be added to the course fees, and also by the policy of ICAO which organizes the same courses as the centres and becomes, contrary to Resolution A40-25, a competing actor with the training centres capable of attracting participants out of the regional sessions.

3. **RECOMMENDATIONS**

3.1 The Assembly is invited to recommend the following:

- a) ICAO should present Member States with a regional support plan for the implementation of the A40-25 Resolution taking into account regional specificities;
- b) ICAO should prepare a competence profile and training for those who will implement the roadmap at national or regional level;
- c) ICAO should implement the actions of the Secretariat of Resolution A40-25 and present GAT governance plans to States including procedures to avoid competition with TRAINAIR PLUS and ASTC training centres;
- d) States should favor a regional approach to the implementation of the A40-25 Resolution.

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