



WORKING PAPER

ASSEMBLY — 40TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 25: ICAO Civil Aviation Training and Capacity Building

SUPPORT FOR STATES IN THE PREPARATION OF ROADMAPS FOR CAPACITY BUILDING IN AVIATION

(Presented by Cameroon)

EXECUTIVE SUMMARY

Air traffic is expected to double over the next 15 years which will require qualified personnel in various positions in the civil aviation sector. To support this growth, the aviation community must encourage the training of qualified personnel for airlines, airport operators, air navigation service providers and supervisory and regulatory authorities.

Some Member States, faced with a shortage of qualified and competent personnel, are engaged in projects to develop a roadmap for training and capacity building in aviation. Following the adoption of Assembly Resolution A38-12, Appendix D (Qualified and Competent Aviation Personnel), there is an urgent need for the International Civil Aviation Organization (ICAO) to offer greater support to Member States with a view to assisting them in the process of developing a roadmap for training and capacity building in civil aviation. Although ICAO has prepared a practical guide on how to develop a roadmap for training and capacity building in aviation, this document should be officially disseminated to be of real use to States.

Action: The Assembly is invited to:

- a) take note of the information contained in this working paper;
- b) request ICAO to organize workshops, in coordination with Regional Offices, to disseminate the practical guide on the development of a roadmap for the training and capacity building of aviation personnel; and
- c) invite ICAO and Member States with expertise in this area to provide assistance to Member States that are experiencing difficulties in developing and implementing a roadmap for capacity building in aviation.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	Nil
<i>References:</i>	ICAO Assembly Resolution A38-12, Appendix D. <i>ICAO Aviation Training and Capacity-Building Roadmap for States – A Practical Guide</i> (2017).

¹ English and French versions provided by Cameroon.

1. INTRODUCTION

1.1 The adequate implementation of Standard and Recommended Practices (SARPs) and Procedures for Air Navigation Services (PANS) is dependent on the availability of qualified and competent personnel. ICAO assists Member States in building and maintaining the competence of aviation personnel through its TRAINAIR PLUS Programme.

1.2 Certain Member States are still experiencing difficulties in this area due to the shortage of qualified personnel to support the existing and future air transport system. In this regard, ICAO must devote special efforts to assisting these Member States in fulfilling their human resource needs in the spirit of the *No Country Left Behind* initiative.

1.3 In order to address all of the shortages in qualified human resources, Member States must implement strategies adapted to the specific context of their local aviation industries and design roadmaps for competencies development in civil aviation.

1.4 Designing roadmaps for competencies development in civil aviation demands specific skills in analysing vast and varied amounts of data and in project management.

1.5 Member States do not always have all of these specific skills at their disposal and they often require the assistance of consultants whose hiring rates hinder the development of the above-mentioned roadmaps.

2. DISCUSSION

2.1 The development of a sustainable, safe and secure global aviation relies on the availability of competent employees, supervisors and managers to plan, coordinate, manage, operate, maintain and supervise all of the complex operations in various airports, air spaces, aircrafts, etc.

2.2 A roadmap for competencies development in civil aviation is a document that details the human resources necessary for a State to achieve its national air transport objectives.

2.3 At a strategic level, this roadmap:

- a) facilitates consensus-building on a number of required goals, objectives, stages and needs;
- b) provides a mechanism for establishing and applying criteria to ensure that the goals and timelines are respected; and
- c) provides a framework that guides stakeholders and project teams in the planning and coordination of their activities.

2.4 Following the thirty-ninth session of the ICAO Assembly in 2016, where Cameroon presented the Assembly Working Paper A39-WP349/EX/135, which requested that ICAO support States commencing the development of roadmaps for competencies development in civil aviation, ICAO published on its website the document entitled *Aviation Training and Capacity-Building Roadmap for States – A Practical Guide*.

2.5 This document, the publication of which is to be welcomed, proposes a phased approach to developing a roadmap for training and capacity building of aviation personnel.

2.6 However, it must be noted that this guide has not been disseminated at the State level to provide guidance to Member States that require the assistance of ICAO or other Member States in the development and implementation of a roadmap for training and capacity building of aviation personnel.

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