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UNITING AVIATION

NO COUNTRY LEFT BEHIND



Fourth Africa-Indian Ocean (AFI) Aviation Week

**AFI Human Resources Development Fund (HRDF)
Progress Report - AFI HRDF/3 –DP/01**

Gaborone, Botswana, May 2017





Need for capacity-building in African civil aviation sector

African Union Ministers of Transport

- recognized importance and urgency for capacity-building in African civil aviation sector
- called for creation of a Human Resources Development Fund
- Malabo Declaration (April 2014)

African Civil Aviation Commission (AFCAC) – 2014 Resolution

- mandating AFCAC Secretariat to strengthen human capacity in African civil aviation

AFCAC Secretariat sought assistance of ICAO

- development of suitable capacity-building activities to enhance ability of African States to meet their human capacity needs

ICAO Council established HRDF in September 2014



HRDF Management Committee (HRDFMC)

Advisory group to ICAO Secretary General

- ICAO Secretariat
- AFCAC
- Representatives from AFI Group

Reviews proposed activities and makes recommendations to ICAO Secretary General on the use of voluntary contributions for capacity-building initiatives:

- secondments of serving aviation professionals
- Programmes for young and emerging African aviation professionals (nextGen)

HRDF is not used for training, which is managed by States through other means



HRDF Secondment Programme

First phase of implementation of HRDF

Capacity-building programme for professionals within African civil aviation government sector

Secondment opportunities in technical areas for which African States require assistance to enhance effective implementation of SARPs

Priority technical areas identified by AFCAC



While on secondment, aviation professionals

- Contribute to work programmes in their area of expertise
- Enhance their knowledge and experience of current aviation programmes and activities
- Acquire knowledge and skills required to establish, implement and manage aviation programmes and activities

On completion of the secondment, aviation professionals

- return to African civil aviation sector
- contribute to strengthening human resources capacity in Africa
- sponsoring Government may impose a return condition to national civil service after completion of HRDF secondment



Financial arrangements

Releasing Government

- releases selected aviation professional to ICAO on the basis of gratis personnel arrangements
- continues to assume full responsibility for the remuneration of the secondee for the duration of the secondment to ICAO; and
- covers the travel costs on appointment and repatriation

HRDF contributions

- covers a stipend of USD \$ 2 000 per month (USD \$ 24 000 for 1 year)
- To assist with living costs



First round - HRDF Secondments

- ICAO Secretary General State letter A2/76.1.CONF – IND/16/14
 - issued on 14 June 2016
- 10 secondment opportunities
 - Montréal, Dakar, Nairobi
- priority technical areas identified by AFCAC
- 27 nominations received from 11 African States



Selection process - HRDF Secondments

Joint AFCAC/ICAO review panel

- AFCAC, ESAF, WACAF, ANB, ATB, ADB
- assessment of qualifications against requirements
- 14 candidates were interviewed
- top 10 candidates recommended by review panel
- top 10 recommended candidates selected by ICAO Secretary General
- MOUs between ICAO and sponsoring Government
- 1 sponsoring Government withdrew



Results - HRDF Secondments

8 HRDF secondees reported on 1 March 2017:

- 4 at HQ in Montréal
 - 1 in safety in ANB
 - 2 in facilitation in ATB
 - 1 in environment in ATB
- 4 at Regional Offices
 - 1 in technical assistance in ESAF
 - 1 in technical assistance in WACAF
 - 2 in security/facilitation in WACAF



Feedback from HRDF Secondees

Positive experience

- receiving support and guidance from supervisors
- actively participating and contributing to work programmes in their disciplines
- seeing first-hand regulatory process, which will assist them with implementation in their State
- expanding their knowledge and experience, which enable them to better meet the needs of their State



Feedback from HRDF Secondees

Examples of contributions:

- preparation for, and participation in, technical working groups
- analysis of state action plans; discussion with States
- participating in developing/amending regulatory documents and processing for approval
- development of workshop packages
- preparation of cost-benefit analysis



Second round of selections – HRDF Secondments

ICAO State letter under preparation

- priority technical areas confirmed by AFCAC
- 10 secondment opportunities – TORs attached to State letter
- nominations of candidates to be submitted by 31 August 2017
- Joint ICAO/AFCAC review panel
 - assessment/review/interview process
- Selection decision by ICAO Secretary General
- MOU between ICAO and sponsoring Government
- Reporting of appointed **candidates early March 2018**



Second round of selections – HRDF Secondments

Priority technical areas confirmed by AFCAC

- Aircraft Accident and Incident Investigation (AIG)
- Airworthiness (AIR)
- Aerodrome and Ground Aids (AGA)
- Air Navigation Services (ANS)
- Flight Operations (OPS)
- Aeronautical Personnel Licensing (PEL)
- Aviation Security and Facilitation (ASF)
- Environmental Protection (ENV)



Status of HRDF contributions

- **Total contributions received: USD 751 201**
- **Commitments to date: USD 192 000**
 - Stipend for 8 secondees
- **Balance: USD 559 201**



Special acknowledgement and thanks to HRDF contributors

- Sudan
- Turkey
- Nigeria
- Tanzania
- Kenya
- Seychelles
- China
- Saudi Arabia
- ASECNA Member States
- Equatorial Guinea



Further development of HRDF

- HRDF Secondment Programme addresses one aspect of Human Resources capacity needs/gaps in Africa.
 - not the only solution to capacity development in Africa
 - contributes to and support overall HR planning and succession efforts
 - long-term investment in HR development and career management
 - strategic approach to HR management



HR capacity challenges in Africa

- Rapidly growing air traffic growth
- Need for modernization and expansion of airports / air navigation services capacity
- Shortage of qualified personnel
- Difficulties in attracting, retaining and motivating personnel
- Fighting against the “brain-drain”
- Loss of knowledge and expertise through retirements



HR capacity challenges in Africa

- Highlighted in Aviation Security and Facilitation Targets for Africa
- Ministerial Conference, Windhoek, Namibia
- Target No. 8
- All States are required to develop appropriate policies for the attraction, development and retention of human resources by the end of 2017



To meet Target No. 8 – States will need to

- Develop long-term HR forecasts, strategies and strategies
- Actively plan for future HR needs in advance
- Foster interest in aviation at national, regional and international levels
- Support and participate in aviation outreach with local communities
- Partnerships with schools and educational bodies to promote aviation careers
- Partnerships with other States, aviation industry collaborators, international organizations, etc.



Future area of focus for HRDF to support African States

Outreach and development programmes for next generation of aviation professionals

- Enhance ability to attract young professionals to aviation sector
- Rejuvenation of workforce
- Transformation of workforce
- Assist African States in meeting emerging needs

Young Aviation Professional Development Programme

- Partnership with aeronautical universities and colleges
- Financial support through scholarship/fellowship
- Collaboration with African civil aviation authorities
- Offer of employment at the end of the academic programme
- Selection conditional on students signing agreement to work in African civil aviation sector for pre-determined period of time
- Conceptualization of programme is in early **stages of discussion**



Conclusion

The Symposium is invited to:

- a) recognize the importance of the HRDF in enhancing human capacity within the African civil aviation sector;
- b) note the progress made to date in the implementation of the HRDF and the launch of the HRDF secondment programme;
- c) request all African States to submit nominations to the ICAO Secretary General for the 2nd round of selections for HRDF secondment opportunities by 31 August 2017; and
- d) urge States, industry partners, international organizations, public and private entities, etc., to contribute to the success, continuity and sustainability of the HRDF by making voluntary contributions.



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THANK YOU