



OUTCOMES AND RECOMMENDATIONS OF THE 2015 COUNCIL OFF-SITE STRATEGY MEETING, 13 TO 14 JUNE 2015

IMPLEMENTATION OF RECOMMENDATIONS TO OPTIMIZE ASSISTANCE TO STATES IN TRAINING AND CAPACITY BUILDING

Recommendation A:

Area: Air transport development and capacity-building

Recommendation	Main Activities	Timeline	Status as of 31 March 2016
The Secretariat should develop Senior Management briefings for Member States and ICAO partners to highlight the importance of aviation as a driver for economic development and to ensure that training programmes and capacity-building offered to Member States are linked to that development.	A.1. Develop a standard template for State mission briefs for the President, the Secretary General and Senior Management to be used on missions to Member States, addressing training needs and available ICAO recognized activities at national and regional level (TRAINAIR PLUS members, qualified instructors, recognized courses, number of trainees in each area, number of courses delivered, etc.).	June 2016	Completed.
	A.2. Establish a roadmap for Member States linking training and capacity-building needs to a State Master Plan for the development of aviation and results of a Training Needs Assessment.	June 2016	A roadmap is being developed to provide guidance to Member States on ways to link training needs to the development of aviation.
	A.3. Present national and regional regulatory frameworks and success stories demonstrating the link between civil aviation and broader agendas: i.e. education, employment, economic prosperity, mobility and connectivity, trade and commerce, and governance.	Dec. 2016	ICAO and ICM (University of Warsaw) are conducting joint studies on connectivity and how the policy and regulatory issues impact connectivity and resultant sustainable development of air transport in States. A presentation on this was provided in the ICAO Air Transport Symposium (IATS) meeting in March 2016 while a more detailed analytical study



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			will be made available by the end of the year.
	A.4. Provide standard methodologies to measure the economic impact of aviation using data on direct, indirect and induced employment, travel and tourism, trade (especially aviation dependent markets), etc., and harmonize data with ICAO partners.	Dec. 2016	A draft methodological framework of the Aviation Satellite Account is being developed. ICAO is working with the National Satellite Account Working Group of the UN as a first step to get the methodology endorsement by the UN Statistical Commission (UNSC). This new national account, once endorsed by the UNSC, will enable States to measure the direct economic contribution of the air transport sector in relation to their GDP; this will then facilitate the removal of hindrances to connectivity and promote investments and financing in the Sector.



**Recommendation B**

**Area: Resource mobilization**

Recommendation	Main Activities	Timeline	Status as of 31 March 2016
<p>The Secretariat should engage in a resource mobilization programme to support assistance to Member States for capacity-building.</p>	<p>B.1. Establish strategic partnerships with UN specialized agencies, international financial institutions and donors, and implement a strategy for global resource mobilization to meet capacity-building and training needs of Member States.</p>	<p>Dec. 2016</p>	<p>On 8 March 2016, the Council adopted a Resource Mobilization Policy (C-DEC 207/11) that aims at achieving adequate, predictable and sustainable voluntary contributions to supplement ICAO work programmes, including assistance under the NCLB initiative; and to assist States by facilitating access to funding for the enhancement of their civil aviation systems. ICAO is strengthening existing partnerships, expanding and developing new ones with States, the aviation industry and the private sector by promoting the benefits of aviation and the ICAO's NCLB initiative and to provide joint training and support capacity-building in States.</p>
	<p>B.2. Identify institutions with similar mandates, including other global organizations, for partnerships, including joint training.</p>	<p>Dec. 2016</p>	<p>ICAO is in the process of signing Memoranda of Understanding with Regional Airline Associations in Africa, Latin America and Caribbean and the Middle East for sharing of data, analysis, training in economic development and regulation. A proposed list of UN agencies with training mandates has been established. ICAO established partnerships in training with ACI, IATA and</p>



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			Concordia University. Agreements were also signed with States providing fellowships to students from Developing countries.

**Recommendation C**

**Area: Required competencies**

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The Secretariat should provide training institutions and Member States a list of required competencies for the implementation of relevant SARPs and training programmes.	C.1. Identify competencies required for the implementation of SARPs and ICAO Programmes as part of the impact assessment conducted during the SARPs development process.	Dec. 2016	The future evolution and revision of the pro forma for Impact Assessments and Implementation Tasks, to be reviewed by the ANC and Council, will include the identification of competencies required for implementation.
	C.2. Cooperate with Member States and training institutions to ensure the validity of identified competencies, operational conditions for the implementation of ICAO provisions and expected human and systems performance.	Dec. 2016	For Safety and Air Navigation, competencies are developed for personnel and ICAO training programmes are reviewed to ensure that the training validates those competencies adequately. For Aviation Security, this is performed through the Aviation Security Assistance and Capacity Building Strategy. In this framework, ICAO develops and delivers Aviation Security Training Packages (ASTPs) and Workshops and manages Aviation Security Training Centre (ASTC) Network, which now comprises 29 members representing all regions.
	C.3. Analyse the economic impact and implementation challenges of new SARPs for civil aviation authorities and the industry	Dec. 2016	Economic data and analyses are provided to the Committee on Aviation Environmental Programme (CAEP), to



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			<p>facilitate the work under Strategic Objectives of Air Navigation Capacity and Efficiency and Environmental Protection.</p> <p>New SARPs on the environment are developed and proposed by CAEP, which as part of its mandate, considers environmental effectiveness, technical feasibility, cost reasonableness and interdependencies.</p> <p>Feedback on the economic impact and implementation challenges of new SARPs for civil aviation authorities and the industry is provided through the related global and regional groups and ICAO audit programmes. This information is used in considering assistance to States as well as when developing new SARPs.</p>
	<p>C.4. Develop competency-based training guidance material for aviation professionals and civil aviation authorities' technical personnel.</p>	<p>Dec. 2016</p>	<p>States were provided with the <i>Training Development Guide, Competency-based Training Methodology</i> (Doc 9941).</p> <p>New training for instructional systems designers and course validators has been developed.</p> <p>Amendment of the <i>Procedures for Air Navigation Services — Training</i> (Doc 9868) has been approved for circulation to States for comment.</p>



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	C.5. Provide training institutions and Member States the list of required competencies and generic task list for the implementation of relevant SARPs and ICAO Programmes.	Dec. 2016	<p>Job task lists, including competencies, for ICAO harmonized courses have been developed and will be made available through an online catalogue.</p> <p>Other competencies will be made available to training centres and Member States once they are validated.</p>

**Recommendation D:**

**Area: Training delivery**

Recommendation	Main Activities	Timeline	Status as of 31 March 2016
The Secretariat should ensure the implementation of comprehensive data-driven and competency-based methodologies for the design, development, and delivery of training in aviation and the assessment of effectiveness of ICAO training courses.	D.1. Implement a taxonomy to assist in the identification of e-learning, blended e-learning classroom training, and classroom training, and take full advantage of technology to deliver e-training.	May 2016	A draft taxonomy was developed and is being reviewed.
	D.2. Conduct global and regional training needs assessment, and identify the priorities for training activities.	Dec. 2016	A training needs analysis (TNA) tool is being developed and will be provided to States. Data collected from States will be analysed in view of identifying training priorities.
	D.3. Develop a civil aviation authority human resources (CAA HR) toolkit for a universal, consistent database of training needs, in order to identify the gaps, including the assessment of training capacity.	Dec. 2016	Data collected from the CAA HR toolkit will be used to identify training needs.
	D.4. Conduct systematic post-implementation analysis through surveys and the collection of feedback to assess training effectiveness and take into account future capacity-building and training, when deciding on priorities and future improvements.	Dec. 2016	A methodology to evaluate training effectiveness for level 1 (Reaction) and level 2 (Learning) was established. Surveys results are being used for future course improvements.



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			The assessment of level 3 (behaviour) is being applied to selected ICAO training courses and will be systematically implemented for all ICAO harmonized courses.
	D.5. Establish a central database to identify training needs of individual Member States and input from audits, Regional Offices, international organizations, ICAO bureaus, surveys, in addition to training opportunities available in all Member States in order to facilitate cooperation among Member States and complement ICAO training offering for State employees.	Dec. 2016	Data was collected from the audit programmes regarding Critical Element 4 “Qualification of Aviation Professionals” (USOAP) and “Personnel Qualifications and Training” (USAP). This data will serve to identify training needs for individual and group of States and will be mapped to available ICAO-harmonized training.
	D.6. Establish a network of universities offering aviation programmes to work with ICAO and international organizations specialized in aviation for the development of an aviation diploma to meet the needs of civil aviation.	Dec. 2016	A Memorandum of Understanding with Concordia University was signed. ICAO is collaborating with l’École Nationale de l’Aviation Civile (ENAC) in France to develop a new Master’s Degree. Other universities are being approached and will be invited to a meeting for the establishments of a network.
	D.7. Promote the setup of Training Associations. where needed (such as the African Aviation Training Organizations (AATO) in Africa)	Dec. 2016	In addition to the already established African Aviation Training Organizations (AATO), the European Association of Aviation Training and Education Organisations (EATEO) was formed in December 2015. ICAO is supporting the efforts of Arab Civil Aviation Commission for the establishment of a training association in 2016. States from the NACC Region are promoting the setup of an association.



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	D.8. Assess the training needs when developing new SARPs, identify the associated training challenges and conduct SARPs impact assessments on training.	Dec. 2016	A mechanism is being developed to conduct SARPs impact assessments on training.

**Recommendation E**

**Area: Communication and Mid-long term planning**

Recommendation	Main Activities	Timeline	Status as of 31 March 2016
The Secretariat should organize workshops and symposia addressing the implementation of the ICAO Training Policy and assistance to Member States in implementing their human resources development and planning strategies.	E.1. Organize global and regional symposia addressing training and human resources development in aviation.	Completed	The following global and regional symposia and workshops are being organized on a recurrent basis: <ul style="list-style-type: none"> <li>• Aviation Training and TRAINAIR PLUS Global Symposium</li> <li>• Human Resources Development Symposium</li> <li>• Course Developers and Instructors standardization workshops.</li> </ul>
	E.2. Develop long-term strategies for Member States to attract young talent to aviation to meet national and global aviation workforce needs, including collaboration with academia to develop specific aviation programmes required to meet identified forecast needs in the aviation industry and strengthen career development programmes for young and emerging professionals, etc.	Dec. 2016	Based on revised traffic forecasts, ICAO will update Doc 9956, <i>Global and Regional 20-Year Forecasts – Pilots, Maintenance Personnel, Air Traffic Controllers</i> which outline the needs for pilots, maintenance personnel and air traffic controllers. It is anticipated that the updated forecast will be completed in late 2017.  Through the Next Generation Aviation Professionals (NGAP) Outreach Working Group, ICAO is working with industry and academia to collect





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			and promote best practices for attracting, educating and retaining the next generation of aviation professionals.
	E.3. In cooperation with IATA, ACI, and other organizations and manufacturers, launch a global promotion of aviation activities and opportunities in high schools and universities, including a common website on career opportunities in the field of aviation to attract young talent.	Dec. 2016	IATA and ACI have been contacted to consider a campaign to promote aviation activities in academic institutions.
	E.4. Link professional training with academic and development of a career plan for aviation professionals and build bridges to attract professionals from other external sources.	Dec. 2016	This activity is presented in the Human Resources Development Symposia organized by ICAO. Additionally, a learning itinerary for aerodrome certification is currently being developed. Once completed, other learning itineraries could be proposed and developed.

**Recommendation F**

**Area: Technical Assistance and Technical Cooperation**

Recommendation	Main Activities	Timeline	Status as of 31 March 2016
The Secretariat should ensure training components in Technical Assistance (TA) and Technical Cooperation (TC) projects are consistent with priorities identified through the ICAO audit programmes and provide sufficient guidance to Member	F.1. Apply a data-driven approach for the implementation and monitoring of TA and TC projects with training components.	Dec. 2016	Data collected from Critical Element 4 of USOAP and USAP audits is being mapped to available ICAO training, which will subsequently be applied for TA and TC projects
	F.2. Propose customized solutions to Member States in support of TA and TC projects with training components, including outlining business cases that propose specific solutions and selection of activities that could be	Dec. 2016	Working arrangements supporting the delivery of customized solutions of TC and TA projects have been prepared. These will be applied for all upcoming



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<p>States for their implementation, including customized solutions, developed business case and integration, when possible, of activities that could be carried out by regional organizations to support their Member States.</p>	<p>implemented by regional organizations in support of their Member States.</p>		<p>TA and TC projects with training components.</p>
	<p>F.3. Implement an identification and prioritization mechanism of TC project deliverables using audit results and State requests.</p>	<p>Dec. 2016</p>	<p>A procedure for the identification and prioritization of project deliverables for the development of audit-related Project Documents has been put in place by means of which USOAP-related audit documentation is used to assist in the definition of the Project scope with the prioritization of Significant Safety Concerns and low level of EIs, as appropriate. Procedures for coordination with the Regional Offices are reflected in the Regional Office Manual – Part V. A similar mechanism is being considered for application to security-related TC projects.</p>
	<p>F.4. Implement an identification and prioritization mechanism of TA project deliverables using audit results and State requests.</p>	<p>Dec. 2016</p>	<p>Technical assistance projects related to aviation safety and security are implemented via Implementation Plans which are prioritized on the basis of a risk assessment that considers audit results, analysis of reliable implementation and traffic data, and inputs from the Regional Offices, partner States and international organizations, donors and States requesting the assistance.</p>



**Recommendation G**

**Area: Implementation of the Training Policy**

Recommendation	Main Activities	Timeline	Status as of 31 March 2016
<p>The Secretariat should implement an ICAO Training Programme addressing State needs and activities.</p>	<p>G.1. Review mechanisms and processes to enhance coordination within ICAO to streamline activities between Bureaux, avoid duplication, and enhance training objectives (for a greater clarity).</p>	<p>Done</p>	<p>Secretariat Administrative Instructions on the implementation of the ICAO Training Policy were established and implemented.</p>
	<p>G.2. Alignment of all training activities within ICAO (across all bureaux) and coordination of processes with training industry experts and other stakeholders, in order to enhance communication and collaboration, maximize available resources, avoid duplication of effort and, where possible, establish joint programmes.</p>	<p>Done</p>	<p>An ICAO Training Working Group (ITWG) was established to align all training activities within ICAO and coordinate training processes with other stakeholders.</p>
	<p>G.3. Enhance training cooperation outside of ICAO by matchmaking or bringing together Member States with compatible training needs and expertise and leverage on regional forums.</p>	<p>Dec. 2016</p>	<p>Data on States with similar training needs based on USOAP results have been collected.</p> <p>A central database reflecting this data will be developed. Other training needs will be added once identified.</p> <p>A revamped ICAO Aviation Training Directory will be launched and will provide States a search mechanism to identify available training.</p>
	<p>G.4. Focus on State responsibilities with respect to training of regulators including licensing, training and oversight responsibilities.</p>	<p>Done</p>	<p>ICAO Training Packages (ITPs) currently developed by ICAO and Regional Training Centres of Excellence (RTCEs) exclusively address States responsibilities and needs, including training of regulators.</p>



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	G.5. Update ICAO's policies and strategies over training and capacity-building, and continue standardization and development of guidance material in this area.	Dec. 2016	The 3rd edition of the <i>TRAINAIR PLUS Operations Manual</i> (Doc 10052) was updated and published.

— END —