



REPORT

Third Pan-African Aviation Training Coordination Conference,

Cape Town, South Africa, 27-29 July 2011

1. The Third Pan-African Aviation Training Coordination Conference, organised by the ICAO AFI Regional Comprehensive Implementation Plan for aviation safety in Africa (AFI Plan) and the African Civil Aviation Commission (AFCAC), and hosted by the Department of Transport of South Africa was held in Cape Town, South Africa, 27–29 July 2011.
2. The Conference brought together 82 delegates from 18 States civil aviation authorities, 11 aviation services providers, 18 aviation training organizations, and 6 regional and international organizations.
3. The Conference opened on 27 July 2011 with a welcome note from Mr. Levers Mabaso, Asst. Deputy Director General, Civil Aviation, Department of Transport of South Africa.
4. The Conference was also addressed by a representative of the President of the African Civil Aviation Commission (AFCAC). Dr Elijah Chigonsho, Secretary General, African Airlines Association (AFRAA) and Mr. Meshesha Belayneh, Regional Director, ICAO, Eastern and Southern Africa (ESAF) who is also the Secretary of the AFI Plan.
5. In his opening remarks, Mr. Mesfin Fikru, representing the President of AFCAC informed the participants that the promotion of the development of aviation human resources and aviation training institution in Africa were at the core of the functions of AFCAC under the new constitution, and, as such, AFCAC is ready to continue to playing its role in the process of harmonizing aviation training in Africa pursuant to the recommendations of the Special AFI-RAN meeting held in Durban, in November 2008.
6. In his opening remarks, Dr. Elijah Chingosho, Secretary General, AFRAA, paid tribute to the dedicated work of the Training Experts Working Group. He insisted that the creation of an Association of Training Organizations would facilitate sharing of best practices. Also, he noted that the designation of centers of excellence would be an important milestone towards the promotion of quality training in Africa. Finally, he reiterated the support of AFRAA to the initiative of harmonizing training in the AFI Region.
7. Mr. Meshesha Belayneh, Regional Director, ICAO ESAF, thanked the South African Authorities for having accepted to host this important conference for the aviation community in Africa and worldwide. He recalled that one of the challenges facing the aviation industry in Africa and worldwide is the sustained availability of competent and qualified technical personnel necessary to ensure the development and growth of a safe and efficient air transport industry. He noted that during the second Pan-African Aviation Training Coordination Conference held over a year ago in Cairo, Egypt, the issues to be addressed for the harmonization of aviation training in Africa were addressed and an action plan adopted. He thanked the Training Experts Working Group (TEWG) for the work carried on the implementation of the action plan adopted in Cairo. He reiterated

ICAO's pledge to work with all African States and stakeholders, regulators, industry and international organizations towards bridging the existing gap between the training needs and the current capacities for aviation training in Africa.

8. The Conference was officially opened by Ms. Lerato Molebatsi, adviser to the Minister of Transport, on behalf of H.E. Mr. Sibusiso Ndebele, Minister of Transport of South Africa. In her opening speech, Ms. Molebatsi recalled the importance of availability of qualified personnel as an integral part of a State's air transport system and how this had played an important role in the success of the Football World Cup held over a year ago, in South Africa. She reiterated South Africa's support to ICAO's activities including those related to the development of aviation human resources capabilities in Africa.
9. The Conference served as a platform to review the implementation of the action plan adopted by the second Pan-African Aviation Training Coordination Conference which was held in Cairo, Egypt, 22-24 June 2011.
10. The Conference adopted a framework for a coordinated approach of aviation training in Africa through the creation of an "African Aviation Training Association"; establishment of an "African Aviation Training Accreditation Board (TAB)", harmonization of competency requirements and approval processes of training organizations; and establishment of criteria for mutual recognition of credits, certificates, diplomas, and degrees.
11. Pursuant to the Second Pan-African Aviation Training Coordination Conference, the Training Experts Working Group (TEWG) was enlarged with the participation of States authorities, services providers and training institutions in Africa and its mandate extended to include the implementation of the recommendations from the Conference.
12. The Third Pan-African Aviation Training Coordination Conference was updated on the implementation of the recommendation of the Second Pan-African Aviation Training Coordination Conference through the activities of the TEWG.
13. The Conference further addressed the following issues related to aviation training in Africa:
 - **Report on the status of aviation training needs and resources in Africa:** As requested by the Second Pan-African Aviation Training Coordination Conference, ICAO continued to collect data on training needs and resources. Since the last report submitted to Second Pan-African Aviation Training Coordination Conference, 9 States civil aviation authorities and aviation services providers have submitted information related to their training needs. Furthermore, 2 training institutions have filled the questionnaire on their training resources. A total of 75 States civil aviation authorities and aviation services providers have provided data on their training needs while 35 training institutions have filled the questionnaires on training resources. With regard to the training needs, the data gathered indicates that there is still a high and increasing demand for aviation training throughout Africa and across all sectors of the industry. In terms of training resources, the information received shows that the existing training organizations do not have adequate capabilities to match the requirements for aviation training in Africa.
 - **Creation of an Association of Training Organizations:** The Conference received presentations from the Airlines Association of Southern Africa, African Airlines Association (AFRAA) and United States University Aviation Association (UAA). Each presenter shared the experience of his/her organization in establishing and maintaining the appropriate legal, organizational, and financial frameworks, for advancing the interests of its members. They also highlighted lessons learned that could be taken onboard by the "African Aviation Training Association".

- **Designation of Centers of Excellence:** The Conference was presented with case studies from training organizations in Africa (East African School of Aviation, Kenya; National Aerospace Center of Excellence, South Africa; ASECNA Regional School of Fire-Fighting, Cameroon; Ethiopian Airlines Aviation Academy, Ethiopia) on their respective experiences in establishing and maintaining excellence in the design, delivery of aviation courses, including the cooperation with institutions that provide similar training programmes. The case studies also indicated the lessons learnt that could be taken onboard when establishing centers of excellence continent wide.
 - **Creation of Training Advisory Board:** The conference was briefed by the African Civil Aviation Commission, University of the Witwatersrand, the Aerospace Chamber of South Africa Transport Education and Training Authority (TETA), and CAE Global Academy Douala on the challenges and expected gains related to the establishment and maintaining of the appropriate legal, organizational, and financial frameworks, for issuing (or obtaining) accreditation of training centers and instructors. The presenters also discussed the lessons they learnt and that could be taken onboard by the “African Aviation Training Accreditation Board (TAB)”.
 - **Regional Training Policy and Requirements:** The Conference received presentations from ICAO Aviation Safety Training Section, United States Federal Aviation Administration (FAA) Academy, and ASECNA’s African Civil Aviation and Meteorology School (EAMAC) on the development and implementation of training policies and requirements. The presenters also indicated the lessons learnt that could be taken onboard when developing continent wide training policy and requirements.
14. The Conference recognised that States, aviation services providers, and aviation training organizations need to establish specific entities dedicated to the implementation of the framework for harmonization of aviation training in Africa.
 15. The Conference participants agreed on the framework for the harmonization of training in the AFI Region, in line with recommendation 5/8 of SP AFI RAN (2008). They further approved:
 - a. Basic guidelines and implementation plan for the creation of the African Aviation Training Association;
 - b. Basic guidelines for the designation of centers of excellence;
 - c. Basic guidelines and implementation plan for the establishment of an “African Aviation Training Accreditation Board (TAB)” entrusted with the leadership in the implementation and monitoring of activities related to harmonization and rationalization of aviation training in Africa;
 - d. A draft regional training policy and the requirements for a common African Aviation training accreditation system.
 16. Regional Aviation Organizations such as AFRAA, ACI-Africa are called upon to play a key role in the implementation of the proposed framework, in the area of their respective competence.
 17. International partners and other stakeholders are urged to support States, aviation services providers and aviation training organizations in the implementation of the approved framework in line with ICAO Assembly Resolution A37-7.
 18. It is anticipated that the implementation of the proposed framework would facilitate the use of training centres in Africa by multiple States, contributing to a rationalization of the training resources and oversight of training organizations by States, reducing duplication of efforts while achieving economies of scale in terms of investment in training facilities and related oversight.

19. The Conference participants congratulated the members of the TEWG for the excellent work they have done, leading to the adoption of the framework for the harmonization of training in the AFI Region. The Conference participants requested ICAO AFI Plan to transmit in writing their gratitude to the individual members and their respective organizations, and, at the same time, call for their continued support to the organizations to be formed (African Aviation Training Association, and African Aviation Training Accreditation Board) towards the implementation of the framework for the harmonization of aviation training in the AFI Region.
20. The Conference called upon ICAO and AFCAC to continue to support States, aviation services providers and aviation training organizations in the implementation of the framework for the harmonization of training in the AFI Region, and, in particular, during the interim phase of establishing the African Aviation Training Association, and African Aviation Training Accreditation Board.



Framework for the harmonization of aviation training in the AFI Region

A. Background

Pursuant to recommendation 5/8 of Special AFI-RAN meeting (2008), the first Pan-African Aviation Training Coordination Conference was held in Niamey, Niger, 17-19 February 2009. As recommended by the first Pan-African Aviation Training Coordination Conference, the Training Experts Working Group (TEWG) was established in Johannesburg, South Africa, in May 2009 with a mandate to review training needs and available capacity in Africa.

The TEWG submitted its report to the Second Pan-African Aviation Training Coordination Conference which was held in Cairo, Egypt, 22 – 24 June 2010.

Based on the TEWG's report, the Second Pan-African Aviation Training Coordination adopted a Common strategic framework and action plan for African States, aviation training organizations, and aviation services providers on the implementation of Recommendation 5/8 of Special AFI RAN meeting (2008). The Second Pan-African Aviation Training Coordination Conference also enlarged the Training Experts Working Group (TEWG) with the participation of States authorities, services providers and training institutions in Africa and extended its mandate to include the implementation of the recommendations from the Conference.

The third Pan-African Aviation Training Coordination Conference was held in Cape Town, South Africa, 27-29 July 2011 to review the implementation of Action Plan and recommendations of the 2nd Pan-African Aviation Training Coordination Conference.

B. Framework for the harmonization of aviation training in the AFI Region

The Conference adopted the following framework for the harmonization of training in the AFI Region:

- a. Basic guidelines and implementation plan for the creation of the African Aviation Training Association;
- b. Basic guidelines for the designation of centers of excellence;
- c. Basic guidelines and implementation plan for the establishment of an “African Aviation Training Accreditation Board (TAB)”;
- d. A draft regional training policy and the requirements for a common African Aviation training accreditation system recognized around the world.

The detailed framework is presented in section C below.

C. Detailed framework for a coordinated approach to aviation training in Africa

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| <i>C.1 - Cooperation between aviation training organizations ATOs</i> |
| <i>Document approved by the third Pan-African Aviation Training Coordination Conference</i> |
| <ul style="list-style-type: none">• Basic guidelines [Objectives, functions, General structure and governance] for the creation of African Aviation Training Association (Appendix 1). |
| <i>Objectives</i> |
| <ul style="list-style-type: none">• Fast-track the creation of the African Aviation Training Association |
| <i>Actors</i> |
| <ul style="list-style-type: none">• Aviation Training Organizations• Regional and International Organizations: ICAO, AFCAC , AFRAA and ACI Africa |
| <i>NEXT STEPS</i> |
| <ul style="list-style-type: none">• Develop a draft constitution for the African Aviation Training Association based on the framework approved by the Conference• Call for Constitutional assembly of the African Aviation Training Association |
| <i>Activities</i> |
| (1) End of August 2011: ICAO to develop a draft constitution based on the approved framework, provide estimates of the funds required and send the proposal of draft constitution to aviation training institutions in Africa for comments |
| (2) End of September 2011: Deadline for comments on the draft constitution |
| (3) Mid October 2011 : Formal call for the constitutive Assembly |
| (4) January 2012 : Constitutive Assembly of the African Aviation Training Association |

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| C.2 – Rationalizing Training Capacities in Africa |
| <i>Document approved by the third Pan-African Aviation Training Coordination Conference</i> |
| <ul style="list-style-type: none"> • Basic guidelines [Criteria and procedures] for the designation of centers of excellence (Appendix 2). |
| <i>Objectives</i> |
| <ul style="list-style-type: none"> • Improve availability of quality aviation training in Africa; |
| <ul style="list-style-type: none"> • Enhance usage of aviation training centers in the continent by multi States; |
| <i>Actors</i> |
| <ul style="list-style-type: none"> • States |
| <ul style="list-style-type: none"> • Training Organizations |
| <ul style="list-style-type: none"> • African Aviation Training Association & African Aviation Training Accreditation Board |
| <ul style="list-style-type: none"> • Regional and International Organizations: ICAO, AFCAC , AFRAA and ACI Africa |
| NEXT STEPS |
| <ul style="list-style-type: none"> • Provide guidance to African Aviation Training Association and African Aviation Training Accreditation Board in the implementation of the framework |
| <i>Activities</i> |
| (1) ICAO to create awareness to all ATOs by first quarter of 2012 and communicate the details of the entity in charge of the process of designating the centers of excellence |
| (2) Initial accreditation of centres of excellence in the fourth quarter of 2012 |
| (3) Continue with the accreditation of more centres in 2013 and beyond |

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| C.3 – Creation of a African Aviation Training Accreditation Board (TAB) |
| <i>Document approved by the third Pan-African Aviation Training Coordination Conference</i> |
| <ul style="list-style-type: none"> • Basic guidelines [Objectives, functions, General structure and governance] for the establishment of the African Aviation Training Accreditation Board (Appendix 3). |
| <i>Objectives:</i> |
| <ul style="list-style-type: none"> • Fast-track the establishment of an African wide accreditation and monitoring system of aviation training. |
| <i>Actors</i> |
| <ul style="list-style-type: none"> • States • Approved Training Organizations (ATO), African Aviation Training Association • Regional and International Organizations: ICAO, AFCAC , AFRAA and ACI Africa |
| NEXT STEPS |
| <ul style="list-style-type: none"> • Finalize the draft constitution for the African Aviation Training Accreditation Board (TAB) based on the framework approved by the Conference • Coordination with AFCAC and stakeholders on the appropriate arrangements for establishing the TAB |
| <i>Activities</i> |
| (1) End of August 2011: ICAO to develop a draft constitution based on the approved framework, provide estimates of the funds required and send the proposal of draft constitution to States and identified stakeholders in Africa for comments |
| (2) End of September 2011: States and identified stakeholders send back any comments on the draft constitution to ICAO. |
| (3) Mid October 2011 : Transmission of the revised constitution to States and identified stakeholders for establishment of the TAB |

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| C.4 – Harmonization and standardization of training |
| <i>Document approved by the third Pan-African Aviation Training Coordination Conference</i> |
| <ul style="list-style-type: none"> • Draft training policy (Appendix 4) |
| <ul style="list-style-type: none"> • Draft criteria for the approval of training organizations; |
| <ul style="list-style-type: none"> • Basic guidelines on Competencies requirements for key aviation specialists skills/jobs/functions |
| <i>Objectives:</i> |
| <ul style="list-style-type: none"> • Fast-track the approval and implementation of a common training policy for ensuring that aviation professionals are adequately trained for better achievement of safe and secure aviation operations in Africa, through standardised and harmonised training requirements |
| <i>Actors</i> |
| <ul style="list-style-type: none"> • States • Approved Training Organizations (ATO), African Aviation Training Association • African Aviation Training Accreditation Board • Regional and International Organizations: ICAO,AFCAC • Regional Safety Oversight Organisations • Educational Accreditation Bodies |
| <i>Activities</i> |
| (1) End of August 2011: ICAO Aviation Safety Training Section to provide comments on the draft policy and competencies requirements and advise on the process of adoption of the policy using existing platforms; |
| (2) End of September 2011: States and identified stakeholders send back any comments on the draft policy to ICAO. |
| (3) End of November 2011: Convene a meeting using current platforms for approval of policy |
| (4) 1 January 2012: Effective implementation of policy |

D. Conclusion

The actions presented in this framework are aimed at implementing recommendation 5/8 of Special AFI-RAN meeting (2008) and contribute to the harmonization of aviation training in Africa.

It calls for the support of ICAO, AFCAC, regional aviation organizations such as AFRAA and ACI-Africa, international partners and other stakeholders to speed up the process of creation of the African Aviation Training Association, the implementation of the procedures for the designation of centers of excellence, the establishment of an African Aviation Training Accreditation Board, and the approval and implementation of a regional training policy.

ICAO and AFCAC are expected to continue to support States, aviation services providers and aviation training organizations in the implementation of the framework for the harmonization of training in the AFI Region, and, in particular, during the interim phase of establishing the African Aviation Training Association, and African Aviation Training Accreditation Board.

In the long term, once in place, the newly created bodies (African Aviation Training Association & African Aviation Training Accreditation Board) would pursue and monitor the various activities related to the continuous harmonization and standardization of training in Africa.

Appendix 1 - Basic guidelines for the creation of African Aviation Training Association

AATA Purpose

The purpose of the AATA is to bring together the African aviation training organizations on the continental level to address the issues of common interest on the objectives of reaching the standardization and harmonization and common level of accreditation of aviation training in Africa.

AATA Organization

The structure of the AATA has been proposed in a flexible method that enables the members to achieve the short, medium and long term objectives of the AATA and to include all the aviation training centers in the continent.

AATA organization will include three main bodies which are :

- **The AATA Assembly** : All the AATA members
- **The AATA Board**
- **The AATA Secretariat** : includes the AATA CEO and Secretary Officials
- o The CEO of the association will be appointed by the AATA Council for 5 years. The CEO will have the right to re-apply for the position at the end of his term.

The details of the duties , structure, and capabilities of the AATA Bodies , including the Assembly , the council and COE, will be set out in accordance with the AATA Constitution .

AATA Membership

AATA membership will be open for all African Aviation Training Academies , centres and schools in addition to the organizations that are supporting AATA in any way . The membership has three levels or types as follows :

- AATA Active Member (Full Member)

African Aviation Training Academies , centres and schools (ATOs)

- AATA Associate Member (Non – Voting)

- AATA Corporate Member (Non – Voting)

AATA Strategy

The strategy of the AATA can initially be formulated including the mission , vision , values and strategic objectives based on the main purpose of the AATA . This Strategy is to be developed by the Council and approved by the Assembly after establishment of such bodies

AATA Bodies Meetings

The AATA Council will hold two meetings each year (April and October) in order to fulfill its duties. However, extraordinary meeting can be convened to address urgent issues and to prepare for the

extraordinary meetings of the Assembly. The meeting of the Council shall be held at a location and date set by the Council

The assembly will convene once annually (July). And extra ordinary meeting of the assembly can be held upon the request of the majority of the AATA members or by the request of the council if deemed necessary.

The meetings of the TEWG office will be determined in close coordination between the COE and the Chairperson of the council .

The CEO will work as the secretary of all the meetings of the AATO .

Financial Management

Initial funding is needed for the establishment phase of the association. Coordination should be effected with ICAO to supply the needed funds and financial management of the association in the first phase until the AATO established.

The funds needed to perform the activities of the association will depend on the following funding sources:

- Start membership fee as well as the annual fee to be paid by the members.
- Annual support allocated to the association by ICAO, and other organizations.
- Gifts and soft loans submitted by donor states and organizations.

The secretariat will prepare a financial estimation for the funds needed for establishment phase as well as the annual funds needed for the association to perform its annual activities. This estimation will be an indicator to decide the amount of funds needs for the transition phase as well as the start fee and annual fee to be paid by each member.

Appendix 2 - Basic guidelines for the designation of centers of excellence

TERMS AND DEFINITIONS

- **Center of Excellence:** A *Training* Center which houses best practices in a specific focus area.
- **Unconditional accreditation:** The training program has no major deficits with regard to facility, content and structure. Recommendations can be given that should be considered with regard to improving the quality of the training program.
- **Accreditation with conditions:** The training program is accredited. It has, however, weaknesses or inconsistencies that are nonessential with regard to content or structure, but must be corrected to ensure the long-term quality of the study program. This means that the study program needs, at least in some areas, improvement. But it does not imply any disqualification of the study program, which in fact may be demanding in terms of quality. The concerned training center must make these improvements within a *stipulated* time period.
- **Suspension of the accreditation process:** The training program is not accredited now, but there is the prospect of accreditation. Essential deficits with regard to content, structure and facility must first be corrected, before the training program can be presented again to AATO.
- **Rejection:** The accreditation is denied as the training program has fundamental deficits which further revision cannot correct.
- **Compliance:** means conforming to a rule, such as a specification, policy, standard or law. It is either a state of being in accordance with established guidelines, specifications, or legislation or procedure.
- **Assessment:** Process of collecting evidence and making judgments on whether competence has been achieved or not.
- **Training value chain:** The learning and development process, viz. Needs analysis, Design & Development, Delivery, *Monitoring* & Evaluation.

1. INTRODUCTION

The Centre of Excellence (CoE) applies to any organization that wants to create and use excellent state of art and showcase its technological, service and business oriented capabilities in a competitive environment.

A CoE is an organization, focused on optimizing application or service characteristics such as quality, performance, or availability. It provides management an automation platform for processes, consulting, support services, leadership as well as advocacy to optimize these attributes.

The objective of creating CoE in any sector is always customer centric and is meant for providing unique solutions to their customers.

The Aviation Training Centers of Excellence was initiated in response to the need for harmonization of training requirements and rationalization of training capacities in

Africa. Endorsed by the ICAO /ACIP this initiative is designed to harness pockets of excellence on the continent and spread this expertise throughout Africa with the explicit agenda of improving aviation safety.

Application for Center of Excellence accreditation is purely voluntary.

2. OBJECTIVE

To ensure Training *Centers* designated as Centers of Excellence will provide value- add across the entire learning value chain within their region of operation.

3. BENEFITS

Designation as a Center of Excellence implies that you are recognized as a premium service provider of your product in your region. Notwithstanding the economic implications of such a position, the macro impact of enhancing safety in the region is immeasurable.

4. ELIGIBILITY CRITERIA

a. Organisational Requirements

i. **Structure:** In terms of structure, the designated training centre must satisfy the following:

- Departments and Faculties ***shall*** be separated according to training specifics.
- The organogram of the ***Training Center shall*** include the following positions; Accountable Manager, Quality Assurance Manager, Head of Training, Chief Flight Instructor (as applicable), Chief Ground Instructor (as applicable), Instructors and Management personnel.
- The following elements of organizational structure ***shall*** be highlighted by the ***Training Center*** with reference to its peculiarities:
 - ***departmentalization***
 - ***formalization***
 - ***span of control &***
 - ***centralization.***
- Considering the dynamic nature of the aviation industry, the ***Training Center*** must show through its organizational structure that it is able to respond swiftly to operational challenges.

ii. **Administration:**

Clearly identifiable registration and enrolment procedures must be available in the ***Training Center*** to be designated as a COE.

Course coordination must be of acceptable global standards. The **Training Center shall** have a designated Course Coordinator.

Record keeping **shall** show personal details of course participants including grades obtained at tests, assignments and examinations. This **shall** be available in electronic and paper format.

Based on an approved evaluation process, the school **shall** present certificates to participants on completion of training and it **shall** be recognized by the local CAA (as appropriate).

iii. **Management Processes:**

The management processes of the training center **shall** focus on quality of training, customer satisfaction, and course delivery mechanisms.

The **Training Center** must show that its processes are automated to a large extent and information technology is put to effective use.

The management process of the training center **shall** be designed to encompass both the identification of existing processes and the design of new process to increase productivity and performance.

The management process in place **shall** include mechanisms for monitoring course delivery by Instructors, students' performance over time and modern technology deployed in classroom instruction or e-learning systems

iv. **Track record**

The training center **shall** show a track record of students' performance over a five-year period. It **shall** also show business and intellectual content improvement strategies over the same period.

v. **Defined Strategy & Business Sustainability:**

The training center must show that its talent management (Instructors & key staff) is aligned with its business strategy.

The training center must show a plan for its extended structure; market reach and strategic relationships with other aviation training centers.

The training center must indicate new skills and capabilities that will be required and how this will affect workforce composition and development needs.

The talent management practices necessary to create a high performance workforce that would guarantee qualitative aviation training.

The operating culture of the training center must be clearly identified.

A financial plan showing financial performance of the training center in the last five years and future financial objectives for the next five years must be provided.

vi. **Local Regulatory Approval:**

The training center must show that it is an approved ATO by the local CAA since inception and, where applicable, other approvals to date.

The training center must have current valid ATO approval from the local CAA.

b. **Facility Requirements**

i. **Minimum classroom facilities**

- Classrooms **shall** be well furnished with tables and chairs.
- Well carpeted or with tiles.
- An effective environmental control system that ensures heating and cooling as appropriate, depending on the weather

- Adequate lighting that promotes optimum classroom learning and screen projection.
- Noise reduction design for a high noise environment.
- It is recommended that an *instructor*/student ratio of 1:15 should be accommodated in a classroom environment.

ii. Training aids

The training center should have a minimum of the following training aids,

- Whiteboard appropriate for the class
- TV/video/dvd set for showing films as appropriate
- Relevant Laboratory in the specific area e.g. engineering, language etc
- Relevant training manuals
- Projectors

iii. Student accommodation

- The training center should have its accommodation or contract/ agreement with local Hostels/Hotels suitable for students
- Accommodation should meet the basic needs; comfort, meals, water, reliable electricity and alternate power supply facilities.
- Transport must be arranged to and from the training center.

iv. Simulators & laboratories

The *Training Center shall* have modern simulators, as applicable, and laboratories for the relevant training fields including (but not limited to)

- Air traffic control
- Flight simulator
- Laboratories relevant to the training provided

v. Course development capacity

- The *Training Center shall* show evidence of at least one approved course developed by the *training* centre.
- *It shall* have enough resource persons for that purpose.

vi. Research facilities

- Well furnished, catalogued library with reference books, journals, annexes, manuals etc *updated* in aviation and related fields.
- Computers connected to internet for research purpose.

c. Personnel Requirements

Centers of Excellence must have adequate training personnel to facilitate optimum functioning across the entire training value chain.

Training personnel must meet the following criteria:

- Have the relevant qualifications required to present training programmes.
- Adequate training experience in the field of lecture (recommended at least 3 years)

- iii. Designated subject matter experts must have at least five years field experience in the appropriate subject.
- iv. Instructional designers must possess appropriate qualifications from a recognized body/institute.
- v. Be CAA certified, where applicable.

d. *Training Programme Requirements*

- i. Where applicable, content of training programmes must meet ICAO standards.
- ii. All programmes must be accredited by the representative body chosen by the African Association of Aviation Training Organisation to accredit training programmes.
- iii. Any changes to training syllabi must be forwarded to the accreditation body for approval.
- iv. Curricula must be reviewed every three years for validity and relevance. Proof of such review must be forwarded to the accreditation body.

e. *Quality Management System*

In order to be an approved training center of excellence, the center must have a Quality Management System that:

- i. Creates an enabling environment within the organisation with regard to a quality culture.
- ii. A customer orientation whereby customer requirements are agreed and customers are an integral part of delivery.
- iii. Promotes people-based and participative management philosophy that stresses problem-solving and seeking improvement opportunities in teams.
- iv. Promotes an ethos of continuous improvement.

In considering the above, the training center of excellence must ensure that:

- i. Their quality aims are clear;
- ii. Quality processes are identified;
- iii. Procedures for quality management policies are in place;
- iv. Sustainability of quality management strategies are in place;
- v. They have the ability to develop, deliver and evaluate learning programmes;
- vi. They have the necessary financial, administrative and physical resources to deliver their programmes;
- vii. They have clear learner-centred policies and ways of dealing with learning programmes;
- viii. They are able to conduct off-site or work-site activities;
- ix. They have clear policies for assessment and its management; and,
- x. Have policies for programme development in terms of content, people, procedures, practices and resources.

5. PROCEDURE FOR DESIGNATION OF CoE

a. General

- i. An application for CoE initial approval shall be *made on AATO form 1* and in a manner established by the Head Office of AATO (considered as competent authority).
 - ii. The Aviation Training Centers Approval shall be granted to the **training center** by AATO (considered as competent authority) after a *thorough* audit and investigation has been conducted by AATO based on eligibility standard defined in *the AATO Training Policy*.
- b. An application for designation as a CoE shall include the following additional information:
- i. registered name and address of the applicant,
 - ii. address requiring the approval,
 - iii. intended scope of approval,
 - iv. name and signature of the accountable manager,
 - v. date of application.

c. Approval procedure

- i. **Submission of an accreditation application:** The aviation training center who seeks the accreditation/approval applies for it by filling AATO's FORM-1. The form will be sent online or by post to the Head Office of AATO.
- ii. **Collection of relevant documents:** AATO will request all the necessary documents including
 1. Training Policy document,
 2. Curriculum (Syllabus & course ware material) of the training for which the accreditation is sought,
 3. Examination sample,
 4. Practical training guidelines,
 5. Description of teaching methods employed,
 6. Description of training facilities,
 7. Qualification records of instructors
 8. Certificate sample,
 9. Evidence of internal capacity for development of courses,
 10. Evidence of the number of trainees currently on the course,
 11. Any material which demonstrates the marketing and promotion of the course,
 12. Any action or improvement plans.
13. **Check for completeness of the documentation:** The office will check out the completeness of the documents before it forwards to the standing expert committee *as constituted by AATO*.

14. **Payment of service fee:** The training center will pay the entire necessary service fee to AATO before the document is forwarded to the standing expert committee for further review.
15. **Forwarding the documentation to the standing expert committee:** Once the payment has been made, the documentation will be passed to the standing expert committee who will appoint auditors to commence the audit.
16. **Appointment of auditors:** The standing committee appoints an expert group of at least three people to conduct the audit.
17. **Schedule audit program:** The auditors will put together a program for the on-site visit detailing who to *contact*, what facilities they would like to view and what additional materials they want to examine.
18. **Communicate the schedule to the training center:** The audit schedule will be sent to the Training Center *two weeks in advance*.
19. **Conduct audit:** The auditors conduct the audit on-site for a minimum of three consecutive days.
20. **Prepare report:** The auditors prepare the audit report which includes their recommendation on the approval, based on *documents* review and on-site visit.
21. **Submit report:** The standing committee with the consultation of the expert group finalizes the report and communicates the same to the training center.
22. **Decision:** On the basis of the evaluation, the decision will be
 - a. Unconditional accreditation,
 - b. Accreditation with condition,
 - c. Suspension,
 - d. Rejection

(in case of rejection, re-application can only be done after a period not less than 12 months)

 - iii. **Award of accreditation certificate:** AATO will award the accreditation certificate to the training center based on the above decision.
 - iv. **Re-accreditation:** The accreditation is valid only for three consecutive years and the training center has to apply at the end of the third year for renewal of its accreditation which requires again the same application and award process.
 - v. **Monitoring and Evaluation:** *AATO may periodically perform ad-hoc audits during the accreditation period.*

6. ACKNOWLEDGEMENTS

This framework was compiled with contributions from the following stakeholders:

- Ethiopian Airlines, Ethiopia

- Landover Business School, Nigeria
- Civil Aviation Training Center, Tanzania
- Air Traffic Navigation Services, South Africa
- Uganda Civil Aviation Authority
- Federal Airports authority of Nigeria
- Egyptian Aviation Academy
- Civil Aviation Authority of Zimbabwe
- ASECNA ICAO ASTC of Dakar, Senegal
- Kenya Civil Aviation Authority
- South African Department of Transport

ACRONYMS

| | |
|------|--|
| AATO | Association of Aviation Training Organisations |
| ACIP | AFI Comprehensive Implementation Programme |
| ATNS | Air Traffic Navigation Services |
| ATO | Aviation Training Organisation |
| CAA | Civil Aviation Authority |
| COE | Center of Excellence |
| ICAO | International Civil Aviation Organisation |
| QMS | Quality Management System |
| SME | Subject Matter Expert |
| TAB | Training Advisory Board |

CENTER OF EXCELLENCE AUDIT CHECKLIST

| | |
|----------------------------|--|
| NAME OF INSTITUTE | |
| ADDRESS | |
| DATE OF APPLICATION | |
| SCOPE OF APPROVAL | |
| ACCOUNTABLE PERSON | |
| DATE OF AUDIT | |

| ELEMENT | EVALUATION | | |
|---|------------|----|-------|
| | YES | NO | NOTES |
| ORGANISATIONAL REQUIREMENTS | | | |
| 1. STRUCTURE | | | |
| a. Departments and faculties separated by aviation discipline | | | |
| b. Accountable manager | | | |
| c. Quality Assurance Manager | | | |
| d. Head of training | | | |
| e. Instructors | | | |
| | | | |
| 2. ADMINISTRATION | | | |
| a. Clearly defined Registration and enrolment process | | | |
| b. Designated course co-ordinator | | | |
| c. Comprehensive record keeping | | | |
| d. Certificates presented on completion of course | | | |
| | | | |
| 3. MANAGEMENT PROCESSES | | | |
| a. Management procedures addresses training quality, customer satisfaction and course delivery mechanisms | | | |
| b. Extensive and effective use of technology (explain) | | | |
| c. Evaluation process in place | | | |
| d. Evaluation process monitors instructor performance | | | |

| | | | |
|--|--|--|--|
| e. Evaluation process evaluates student performance | | | |
| f. Evaluation process evaluates student satisfaction | | | |
| g. Evaluation process holistically evaluates learning experience | | | |
| | | | |
| 4. TRACK RECORD | | | |
| a. Student records for the past Five(5) years | | | |
| b. Record keeping system | | | |
| | | | |
| 5. STRATEGY AND BUSINESS SUSTAINABILITY | | | |
| a. Evidence of link between talent management and business strategy | | | |
| b. Evidence of strategic relationships with other training organisations | | | |
| c. Indication of new skills and capabilities needed and how this will affect workforce | | | |
| d. Required talent management practices needed to create a high performance workforce. | | | |
| e. Operating culture clearly identified | | | |
| f. Performance indicators clearly identified in strategy | | | |
| g. Financial plan shows financial performance for past five years | | | |
| | | | |
| 6. REGULATORY APPROVAL | | | |
| a. Evidence of current valid ATO approval by CAA | | | |
| b. Historical evidence of continuous CAA approval since inception (if applicable) | | | |
| | | | |
| FACILITY | | | |
| 7. CLASSROOMS | | | |
| a. Classroom has noise reduction design | | | |
| b. Adequate tables and chairs | | | |
| c. Carpeted/tiled floors | | | |
| d. Optimum environmental control system | | | |
| e. Optimum student: lecturer ratio | | | |
| f. Ergonomic lighting for learning and projection | | | |
| | | | |
| 8. TRAINING AIDS | | | |

| | | | |
|--|--|--|--|
| a. Whiteboard in all classrooms | | | |
| b. Technology available to view multimedia | | | |
| c. Laboratory available | | | |
| d. Well designed training manuals within the scope of this application | | | |
| e. At least one projector per class | | | |
| | | | |
| 9. STUDENT ACCOMODATION | | | |
| a. Student accommodation available | | | |
| b. Audit conducted on accommodation (attach checklist) | | | |
| c. Transport arrangements available | | | |
| | | | |
| 10. STUDENT WELFARE | | | |
| a. Catering provisions | | | |
| b. Availability of medical support | | | |
| | | | |
| 11. SIMULATORS / LABORATORIES | | | |
| a. Simulator facilities holistically address training need | | | |
| b. Laboratory facilities holistically address training need | | | |
| | | | |
| 12. COURSE DEVELOPMENT CAPACITY | | | |
| a. Evidence of approval for at least course developed | | | |
| b. Adequate instructional design staff available | | | |
| | | | |
| 13. RESOURCE CENTER | | | |
| a. Library is catalogued and user friendly | | | |
| b. Computers available with internet access | | | |
| | | | |
| PERSONNEL | | | |
| 14. MANAGEMENT | | | |
| a. Optimum management structure which drives the center's strategy | | | |
| b. Appropriately qualified senior and middle management | | | |
| c. Evidence of clear and transparent communication emchanisms | | | |
| | | | |
| 15. INSTRUCTORS | | | |

| | | | |
|---|--|--|--|
| a. Evidence of discipline specific qualifications | | | |
| b. Train-the trainer certificate | | | |
| c. At least 3 years experience in the training environment | | | |
| | | | |
| 16. SUBJECT MATTER EXPERTS | | | |
| a. Minimum of five (5) years operational experience in the field of expertise | | | |
| | | | |
| 17. INSTRUCTIONAL DESIGNERS | | | |
| a. Evidence of instructional design qualifications | | | |
| | | | |
| TRAINING PROGRAMMES | | | |
| a. Programmes based on ICAO /IATA standards | | | |
| | | | |
| QUALITY MANAGEMENT SYSTEM | | | |
| a. Quality Management system in place | | | |
| b. Evidence of internal audits conducted for the preceding 3 years | | | |
| c. QMS customer orientation evident | | | |
| d. Continuous improvement evident | | | |
| e. Quality objectives are clear | | | |
| f. Quality processes are clearly identified | | | |
| g. Quality procedures in place | | | |
| h. Ability to conduct off-site and work site activities | | | |
| i. Clear procedures for learning design | | | |
| j. Clear procedures for learning implementation | | | |
| k. Clear procedures for learning evaluation | | | |
| l. Clear procedures for Learning administration and record keeping | | | |

AUDIT TEAM

| | NAME | DESIGNATION | CONTACT | SIGNATURE |
|---|-------------|--------------------|----------------|------------------|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |
| | | | | |

**AUDIT REPORT
FOR THE DESIGNATION OF
AVIATION TRAINING
CENTERS OF EXCELLENCE**



NAME OF CENTER:

**SCOPE OF
APPLICATION**

RESPONSIBLE PERSON

LEAD AUDITOR

1. INTRODUCTION

The Centre of Excellence (CoE) applies to any organization that wants to create and use excellent state of art and showcase its technological, service and business oriented capabilities in a competitive environment.

A CoE is an organization, focused on optimizing application or service characteristics such as quality, performance, or availability. It provides management an automation platform for processes, consulting, support services, leadership as well as advocacy to optimize these attributes.

The objective of creating CoE in any sector is always customer centric and is meant for providing unique solutions to their customers.

2. AUDIT TEAM

| | NAME | DESIGNATION | QUALIFICATIONS |
|---|------|-------------|----------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |

3. OBJECTIVES

Application for Designation as a Center of Excellence is purely voluntary.

The objectives of this audit were:

- to confirm that the processes and systems within this organisation conform to the framework for Centers of Excellence as defined by AATO;
- to confirm that the organization has effectively implemented these processes and systems;

4. SCOPE OF DESIGNATION

| |
|--|
| |
|--|

5. AUDIT OBSERVATIONS AND FINDINGS

a. Organisational Requirements

i. Structure:

| |
|--|
| |
|--|

ii. **Administration:**

iii. **Management Processes:**

iv. **Track record**

v. **Defined Strategy & Business Sustainability:**

vi. **Local *Regulatory* Approval:**

b. *Facility Requirements*

i. **Minimum classroom facilities**

ii. **Training aids**

iii. **Student accommodation**

iv. **Simulators & laboratories**

v. **Course development capacity**

vi. **Research facilities**

c. *Personnel Requirements*

d. Training Programme Requirements

e. Quality Management System

6. SUMMARY OF AUDIT

7. CENTER OF EXCELLENCE DESIGNATION DECISION:

UNCONDITIONAL DESIGNATION

CONDITIONAL DESIGNATION

SUSPENDED

REJECTED

Justification:

8. SIGNATURES:

LEAD AUDITOR

AUTHORITY

DATE

DATE

Appendix 3 - Basic guidelines for the establishment of the African Aviation Training Accreditation Board

1. PURPOSE

The Primary purpose of the TAB is to offer professional advice and guidance to all entities within the Aviation sector through a process of consultation towards global excellence in Aviation training.

2. OBJECTIVES

The objective of the TAB shall be:-

- ✓ To offer guidance, advice and assistance that will enhance best practice in Aviation training.
- ✓ To act as an accreditation body for Aviation Training Centers of Excellence in Africa.
- ✓ To act as a Harmonising and Ratifying body for Aviation training standards.
- ✓ To act as an Appeals body (Confirm with AATA)??
- ✓ To promote co-operation and good relationships between the Aviation Community within Africa and the Indian Ocean Region in order to create a conducive climate for harmonisation.
- ✓ To support and engage with aviation research centres in the AFI Region to promote excellence in pursuing world class research and training relevant to the aviation fraternity.
- ✓ To maintain, manage and disseminate a current database of Training needs and capacities within Africa.

3. COMPOSITION

The TAB shall consist of 12 voting members and not less than 9:

- The Chairperson.
- The Vice- Chairperson.
- Ten Members

The Secretary (Ex-officio) and the host organisation representative will be additional non-voting members.

There shall be two (2) members each from the **Continental Africa and** Indian Ocean regions representing different stakeholder bodies.

4. TERM OF OFFICE

- 4.1 A member shall hold office for 3 years, which period shall commence at the beginning of the term in which the election of members is held.
- 4.2 At the end of a term of office, members elected under clause 8.1 may be re-elected to the TAB for a maximum of only two terms of office (six years). The Chairperson shall not hold office for more than one term, but can be re-elected as an ordinary TAB member.
- 4.3 Any member who does not attend three (3) consecutive meetings shall be removed from office at the discretion of the Board.
- 4.4 A member of the TAB who resigns from the TAB during his/her tenure of office may not be re-elected or co-opted during the current term of office of that Board's tenure. In the event of resignation, the TAB shall co-opt the next most eligible candidate from the respective region.

Or

If no such candidate is available, the TAB shall co-opt a willing member, who shall have voting rights.

Or

To call up an Election.

5. ELIGIBILITY

A member who is eligible for election shall be an experienced aviation practitioner.

6. FRANCHISE

The TAB shall elect a Chairperson and a Vice-Chairperson amongst themselves.

7. ELECTION OF REGIONAL REPRESENTATIVES

7.1 ELECTION OFFICER

The Secretary shall appoint an officer to act as an election officer for electoral procedures at Regional level regarding the election of Board nominees. The election officer shall draw the attention of all eligible voters to the provisions of this Constitution relevant to the election of members to the TAB.

7.2 NOMINATION MEETING FOR MEMBERS

- 7.2.1 The election officer shall determine a date, time and place for a Nomination Meeting to be held, this shall be held within the first quarter of the new financial year
- 7.2.2 The election officer shall prepare a notice of the nomination meeting at least Twenty- one (21) days prior to the date of the nomination meeting.
- 7.2.3 Nominations must be made by lodging with the election officer a duly completed nomination form by the proposer, the seconder, and the candidate within the time allowed by the election officer at the nomination meeting.
- 11.2.4 After the allotted time, the election officer shall consider all nominations and reject those which do not comply with the requirements as set out in this constitution.
- 11.2.5 If the total number of valid nominations is less than the required number of members, the election officer shall dissolve the nomination meeting

and request via round robin new nominations within fourteen (14) days.

11.2.6 If the total number of valid nominations is equal to the required number of members, the election officer shall declare the nominated candidates to be duly elected.

11.2.7 If the total number of valid nominations is more than the required number of members, the election officer shall hold a poll.

8. PROCEDURE AFTER THE ELECTION OF MEMBERS

After the election of Members the election officer shall:-

- 8.1 Place all documents, including ballot paper, used in the election in envelopes and seal such envelopes.
- 8.2 Keep sealed envelopes in safe custody for a period of at least three (3) months from date of the election.
- 8.3 Notify each member in writing of his or her election.

9. ELECTION OF A TAB EXECUTIVE COMMITTEE

9.1 At the first meeting of the TAB which shall be convened not less than twenty one (21) days and not more than thirty(30) days after the last election of members with voting rights shall, from its members with voting rights, elect the following office bearers:-

- (a) A Chairperson
- (b) A Vice- Chairperson
- (c) A Treasurer

9.2 Members of the Executive Committee shall remain in office for a term not exceeding thirty-six (36) months from the date of his/her election and may, after the expiry of his or her term of office, be re-elected for one term only.

9.3 Where, for whatever reason, the position of a member of the Executive Committee becomes vacant, the TAB shall at the next meeting, elect one of its Members with voting rights to fill the vacancy in that office.

9.4 The Chairperson of the TAB shall convene and chair the meetings of the TAB and in his or her absence the Vice-Chairperson of the TAB shall chair the meeting.

9.5 The Secretary of the TAB shall perform the duties contemplated in these regulations, and in his or her absence them members of the TAB shall appoint a member to perform such duties.

10. MEETINGS OF THE TAB

10.1 The TAB shall meet at least once every six (6) months.

- 10.2 A quorum of the TAB shall be 50% of the Members eligible to vote on the relevant business of the TAB plus one (1).
- 10.3 At least ninety (90) days notice of any ordinary meeting shall be given to the TAB members.

11. GENERAL MEETING

The TAB shall, between July and November of their final term of office convene a General Meeting of members at which:-

- 11.1 The Chairperson of the TAB shall submit a written report on the TAB for the previous three (3) years.
- 11.2 The latest audited financial statements shall be made available.
- 11.3 The budget shall be presented.
- 11.4 Any matters relating to member fees may be discussed.
- 11.5 Any other matters relating to the TAB may be discussed.

12. EMERGENCY MEETING

An emergency meeting of the TAB shall be called by the Chairperson if he/she deems TAB matters to be of such urgency that it warrants an emergency meeting.

13. COMMITTEE MEETINGS

- 13.1 If and when the necessity arises, the TAB may appoint Committees to advise it and, subject to the instructions of the TAB, to perform such of its functions as the TAB may determine
- 13.2 All Committee meetings shall be chaired by a member of the TAB.
- 13.3 The TAB may appoint to a Committee, persons who are not Members of the TAB.
- 13.4 Committees shall report directly to the TAB.
- 13.5 A Committee meeting may not take place without the necessary quorum.
- 13.6 The TAB may accept, amend or reject any recommendation of a Committee.

14. NOTICE OF MEETINGS

- 14.1 All notices of meeting shall be given in writing.

14.2 Meeting notices shall be as follows:-

- a) TAB and General Meeting - 90 Days
- b) Emergency Meeting - 21 Days

14.3 Agenda.

14.3.1 Every meeting notice must be accompanied by an agenda.

18.3.2 For the meeting of the TAB the following items on the Agenda shall be compulsory:-

- a) Minutes of the previous meeting.
- b) Additions, deletions, and amendments to the minutes.
- c) Acceptance of minutes.
- d) Matters arising from the Minutes.
- e) Correspondence.
- f) Finance.
- g) General (Way Forward).
- h) Declaration of Interest

14.4 Quorum at meetings.

18.4.3 Meeting of the TAB - 50% +1 of Members eligible to vote

18.4.4 Emergency Meeting - 50% + 1 of Members eligible to vote

14.5 Voting

14.5.1 Except for the Chairperson of the Meeting, no person shall vote in more than one capacity.

14.5.2 The Chairperson of the meeting shall have a casting vote as well as a deliberate vote.

14.5.3 Eligible voters must be physically present to vote.

14.5.4 Voting shall be done by secret ballot or show of hands.

14.5.5 In exceptional circumstances, a member's vote may be exercised by proxy vote provided that the proxy voter has written authority of the member.

15. FUNCTIONS OF THE OFFICE BEARERS

15.1 The Chairperson

15.1.1 The Chairperson shall chair General Meetings, Emergency Meetings and Meetings of the TAB.

15.1.2 The Chairperson may, with the consent of the Members present at a Meeting, adjourn the Meeting.

- 15.1.3 The Chairperson shall have the power to order the convening of meetings, and shall convene meetings in the absence of the Secretary, or the neglect of the Secretary.
- 15.1.4 The Chairperson shall represent the TAB when and wherever necessary.
- 15.1.5 The Chairperson shall present an annual report at the General Meeting.
- 15.1.6 The Chairperson shall sign all minutes of the TAB.

- 15.2 The Vice-Chairperson
 - 15.2.1 The Vice-Chairperson shall take over the duties of the Chairperson in his/her absence.
 - 15.2.2 In the absence of both the Chairperson and the Vice-Chairperson the meeting shall appoint a Chairperson for that meeting, from the Members present.

- 15.3 The Secretary
 - 15.3.1 The Secretary shall record the proceedings, in the form of minutes, of all meetings held by the TAB and sign all minutes.
 - 15.3.2 The Secretary shall act as convener of all meetings of the TAB.
 - 15.3.3 The Secretary shall prepare meeting notices and agendas in consultation with the Members for all meetings of the TAB, and ensure that all relevant parties receive this in good time.
 - 15.3.4 The Secretary shall attend to, receive and dispatch all correspondence regarding the TAB, and read the same at meetings.
 - 15.3.5 The Secretary shall sign on behalf of the TAB all correspondence regarding the TAB.
 - 15.3.6 The Secretary shall present/circulate the minutes of meetings with an agenda of the following meeting.
 - 15.3.7 The Secretary shall keep in safe custody all the minutes, correspondence and other documents of the TAB.
 - 15.3.8 The Secretary shall, upon the expiry of the term of office of Members, hand over to the next Secretary all minutes and other documents of the TAB.
 - 15.3.9 The Secretary shall inform the host organisation director of all meetings and forward copies of minutes to the host organisation office.
 - 15.3.10 The Secretary shall keep proper books of accounts in which shall be recorded all financial transactions of the TAB.

15.3.11 The Secretary shall receive and prepare documentation related to all the financial operations of the TAB.

15.3.12 The Secretary shall prepare all financial requirements for presentation to the appointed auditor.

16. RESPONSIBILITIES OF THE TAB

- 16.1 In addition to such duties and functions as are conferred on it by any other law, the TAB shall have the duties and functions conferred on it as set out here under.
- 16.2 Subject to the provisions of any law, the governance of the TAB is vested in the host organisation
- 16.3 The TAB stands in a position of trust towards its stakeholders.
- 16.4 The TAB or a member of the TAB in his/her capacity shall not interfere with the professional work of stakeholders.
- 16.5 The TAB shall convene meetings of stakeholders officially affiliated to the TAB to report on and discuss matters relating to the TAB.
- 16.6 The TAB shall prepare and distribute to member organisations written reports on its activities.
- 16.7 The TAB shall ensure good stakeholder/State-TAB relationship exists.
- 16.8 The TAB shall develop and adopt a code of conduct for the TAB Members.
- 16.9 The TAB shall promote the best interests of the stakeholders and strive to ensure the growth of the TAB.
- 16.10 The TAB shall open and maintain a banking account.
- 16.11 The TAB shall establish budget priorities and prepare a budget each year according to guidelines determined by the Executive Committee which shows the estimated income and expenditure of the TAB for the following financial year.
- 16.12 The TAB shall present the budget referred to in paragraph 20.11 as approved by the TAB, to the General Meeting.
- 16.13 The TAB shall serve as a ratifying, harmonisation, accreditation and Appeals body and shall determine the harmonisation processes within the AFI ATOs.
- 16.14 The TAB shall establish and maintain a strategy for the integrated and harmonized development of aviation training needs, research and administration in line with AFCAC objectives.
- 16.15 The TAB shall maintain a policy framework for aviation through the development of codes of conduct and appropriate standards.
- 16.16 The TAB shall appoint Committees as well as standing technical Sub-Committees with Members from the regions as well as from different Aviation bodies, to inform the TAB on areas requiring technical expertise.

- 16.17 The TAB shall be strictly bound to conduct itself according to the provisions of this Constitution always subject to the existing legislation, policies and procedures of AFCAC.

17 FINANCIAL CONTROL

17.1 Budget.

The TAB shall appoint a Finance committee of which the Secretary shall be a member.

17.2 Administration of funds.

The regular administration of accounts shall jointly be controlled by the Chairperson and the Secretary. Payments of accounts shall be effected on the following basis: -

- (a) An order form (requisition) shall be presented to the Secretary requesting payment of account, together with the official invoice of the supplier.
- (b) On approval of the account for payment, the Secretary shall sign the order form and present the account to the Chairperson. On approval of the account for payment by the Chairperson and one other Board member, the Secretary shall sign the order form.
- (c) The Secretary shall draw a cheque for payment which shall be signed jointly by the Chairperson and the Secretary.
- (d) All cheques shall be made to the supplier only and shall be crossed and marked "Not Transferable".
- (e) The receipt for payment shall then be attached to the order form and invoice.
- (f) The order form and invoice shall be marked "Paid" and the date of the payment and cheque number shall be endorsed on the order form and invoice.
- (g) The Secretary shall report to the Finance committee monthly.
- (h) The TAB may, charge fees in accordance with a resolution adopted by a majority of Members present at a General Meeting , if such a resolution provides for:-
 - The amount of fees to be charged.
 - Equitable criteria and procedures for the non-payment of fees by members.

17.3 Audit and Financial Records.

17.3.1 The TAB shall ensure that the records and financial statements are audited or examined in terms of Fiduciary laws.

17.3.2 Submit to organisations, within six months after the end of each financial year, a copy of the Annual Financial statements, audited or examined in terms of paragraph 22.3.1

17.3.3 At the request of an interested person/party, shall make available for inspection the records and the audited or examined financial statements referred to herein.

18. DISCLOSURE OF INFORMATION

(a) The TAB shall on request, make information contained in the minutes of any meeting available for inspection by any members or any interested party, unless:

(b1) The disclosure of the information requested would constitute an invasion of the privacy of an identifiable individual/organisation and that individual/organisation has not consented to the disclosure of the information.

Or

(b2) The information requested was supplied to the TAB in confidence by a third party and that third party has not consented to the disclosure of the information.

Or

(C) The information requested cannot be found after a diligent search.

19. APPOINTMENT OF SECRETARY

The TAB shall recommend to AFCAC the appointment of a Secretary to administer the affairs of the TAB on a full time basis.

20. AMENDMENTS TO THE CONSTITUTION

20.1 A decision to amend the Constitution shall require a two thirds majority of the total membership of the TAB, after all members have been informed of such proposed amendments in writing at least ninety (90) days in advance.

20.2 If too few members are present at a meeting called to vote on any change to the Constitution, a second meeting shall be called exclusively for this purpose at least 3 weeks after the first meeting. If two thirds of the members are not present at this meeting the proposed amendments maybe effected by the members present.

20.3 All amendments to the Constitution shall be submitted to AFCAC for confirmation that they are consistent with the provisions of

any legislation and its regulations, until such confirmation is received, no amendment of the Constitution shall be valid.

Appendix 4 - Draft training policy

1. Policy Statement

The objective of this policy is to ensure that all aviation professionals are adequately trained for better achievement of safe and secure aviation operations in Africa, through standardised and harmonised training requirements.

2. Policy Objectives

The objective of this policy is to harmonize aviation training in Africa in order to meet the training demand through an increase as well as, rationalization of training resources within the continent.

To this end, the enabling objectives are:

- 2.1. Harmonisation of aviation training regulations and requirements by States
- 2.2. Harmonization of the competency requirements for aviation professionals including Instructors and Examiners;
- 2.3. Mutual recognition of approvals/certification/accreditation of Instructors, Examiners and Training Organizations based on a set of common standards;
- 2.4. Harmonization of methodologies for course syllabi design, development and implementation;
- 2.5. Establishment/Accreditation of Centres of Excellence (COEs) to take the lead in the development of training courses in each category in Aviation (Airline Operations, Aircraft maintenance, Airport Operations, Air Traffic Services and Regulatory Programmes);
- 2.6. Set-up of an African Training Advisory Board to promote Best Practices, play an advisory role for the compliance of set standards and monitor cross border implementation;
- 2.7. Creation of an Association of African Training Organization (AATO) to promote quality and costs affordable training and advocate training issues while representing Training Organizations in regional and international forums;
- 2.8. Facilitate the mobility of students and instructors through the promotion, development and implementation of quality assurance systems in African Civil Aviation Education and Training programs;
- 2.9. Building cooperation, partnerships and networks among African Civil Aviation Training Organizations and sharing information while recognizing the need for harmonization;
- 2.10. Promotion of research and knowledge creation with respect to civil aviation training;
- 2.11. Acquire the appropriate levels of funding for the Civil Aviation Training Sector

3. Scope

This policy will apply to:

3.1. **States**

- 3.1.1. Development of training regulations and guidelines in line with ICAO standards
- 3.1.2. Conduct oversight activities to ensure that all aviation training organisations and programmes are adequately and properly approved;
- 3.1.3. Facilitate the capability of qualifications awarded across the continent and drive the quality assurance and compliance measures with an aim of enhancing quality of civil aviation Education in Africa.

3.2. **African Aviation Training Association**

The policy provides for the creation and operationalisation of the AATA.

3.3. **African Aviation Training Accreditation Board**

The policy provides for the creation of an advisory board

3.4. **Centers of Excellence**

The policy will give effect to the accreditation of centers of excellence

3.5. **Aviation Training Organisations**

The policy will give effect to the accreditation and approval of the ATO's in line with the relevant ICAO Training standards

4. **Policy Principles**

4.1. Consistency

This policy and implementing provisions are in line with ICAO strategic objectives and provisions (standards, recommended practices and guidelines). Certification and Oversight of aviation training will remain the primary responsibility of states with a view to enhancing aviation safety and **security** requirements.

4.2. Transparency and access to information

States and training organizations should make available all information regarding training courses and quality system. In this respect, all stakeholders shall take into account, access to information related to the availability of training. States and training organizations should also provide timely information and up-to-date database on Training Needs and Resources within the continent.

4.3. Mutual acceptance

States should accept regional accreditation and approval system and implement a cross-border recognition mechanism of certificates, diplomas and degrees.

4.4. Sharing of resources

States and ATO's are urged to make available their qualified professionals to other training organisations and states.

4.5. Availability of human and financial resources

States are urged to provide adequate budgetary and human resources for civil aviation authorities for the implementation of the training policy

4.6. Cooperation

States will cooperate for the implementation of this policy and participate in the benchmarking of ATOs with other Regional/Continental Training Institutions in Europe, Americas, and Asia.

4.7. Communication

The African Aviation Training Association (AATA) and the African Aviation Training Accreditation Board (TAB) will issue appropriate communications and policy guidelines in the implementation of various aspects of the policy including transitional arrangements for existing training organizations.

5. Roles and Responsibilities

The following section will identify the stakeholders, and their roles and responsibilities for the implementation of this policy.

| Stakeholder | Role and responsibility |
|---|--|
| AFCAC | Coordination of the policy matters for the implementation of the training policy at the continent level, and assistance to States in this respect |
| AATA | Coordination for the implementation of this policy amongst its members. |
| ATO's | Compliance with applicable States regulations and international standards including ICAO provisions addressing the design, development and delivery of training course as well as testing. |
| ICAO | Develop international provisions and guidelines addressing training of aviation professionals and assist African States with the implementation. |
| Aviation Professionals | Comply with applicable regulations and act with integrity and professionalism. |
| Educational Accreditation Bodies | Establish criteria for accreditation and equivalence |

| | |
|--|---|
| Regional Safety Oversight Organisations | Assist member States with the implementation of this policy |
| States | Issuance and implementation of rules and guidelines, in line with this policy. |
| TAB | Ensure the establishment of a mechanism for the implementation and monitoring of this Policy. |

5. References

ICAO Training Policy

Change Control

Records

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