

INTERNATIONAL CIVIL AVIATION ORGANIZATIONS



**REPORT OF THE CONSTITUTIVE ASSEMBLY OF THE ASSOCIATION OF
AFRICAN AVIATION TRAINING ORGANIZATIONS (AATO)**

(Abuja, Nigeria, 10-12 April 2013)

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PART I - HISTORY OF THE MEETING

1. VENUE AND DATE

1.1 The Constitutive Assembly of the Association of African Aviation Training Organizations (AATO) was held at the Nicon Luxury Hotel in Abuja, Nigeria, from 10 to 12 April 2013, at the kind invitation of the Government of the Federal Republic of Nigeria and hosted by the Nigerian College of Aviation Technology.

2. Language and Documentation

2.1 The meeting was conducted in English and French with translation and simultaneous interpretation services.

3. SECRETARIAT

3.1 Mr. George Njao, Regional Officer from the ICAO Eastern and Southern African Regional Office served as the Secretary to the meeting.

4. ATTENDANCE

4.1 The meeting was attended by one hundred and twenty four (124) participants from seventeen (17) States and eight (8) regional / international organizations.

4.2 The list of participants is provided in **Appendix 1** to this report.

5. OPENING OF THE MEETING

5.1 The Meeting was addressed by Alhaji Bukar Goni Aji OON, Head of Service of the Federation and the Permanent Secretary of the Federal Ministry of Civil Aviation, on behalf of the Honourable Minister of Aviation.

5.2 In delivering his Keynote address Alhaji OON expressed his delight at the potential impact including benefits and cross-fertilization of ideas that are bound to come out of the Assembly. It was pointed out that Nigeria, with its magnitude of untapped resources is a giant in Africa, for investors in the Aviation and allied transport sectors, with due consideration to her large population and strategic location.

5.3 In the statement, the Minister of Aviation reiterated that AATO should pool its intellectual resources in preparation of standardized curriculum and training content for all its members. This should be inclusive of Research and Consultancy services geared towards improving the training models. He noted that the scarcity of funds has been the bane of the continent's training centres. The sharing of resources, instructors and facilities available among members may enhance viable economies of scale around our perceived weaknesses.

5.4 Capt. Mrs. Chinyere Kalu MFR, Rector/Chief Executive, Nigerian College of Aviation Technology (NCAT) Zaria, as the host of the Assembly and organizer, welcomed all the participants. She reiterated NCAT's support to the continuation and success of AATO's objectives.

5.5 Goodwill messages were delivered by AVM TL. Danbaki, representing the Chief of Air Force and CDRE J. O. Manujibeya, representing the Chief of Naval Staff.

5.6 The ICAO Eastern and Southern African Office, Regional Director, Mr. Meshesha Belayneh, briefed the Assembly on the five-year journey that has led to the Constitutive Assembly. He echoed the continuous commitment of ICAO to support the efforts of AATO.

5.7 The Interim Chairlady of AATO, Madam Justina Nyaga, delivered her remarks and highlighted the achievements of the Interim Council during its one-year tenure. She indicated that the terms of reference and activities assigned to the Interim Council were achieved and the documentation will be presented to the Assembly during its deliberations.

6. AGENDA OF THE ASSEMBLY

- Agenda Item 1:** Adoption of the Draft Agenda
a) Election of the Bureau of the Assembly
- Agenda Item 2:** Background of AATO
- Agenda Item 3:** Interim Council Report
a) Presentation of the draft Constitution
b) Election Procedure and Composition of the Council
- Agenda Item 4:** Adoption and Signing of the Constitution
- Agenda Item 5:** AATO Documentation and Procedures Manual
a) Procedures Manual
b) Strategic Plan and Business Plan
c) Logo
d) Criteria to Host the Secretariat
e) Designation of Centers of Excellence
f) Adoption of AATO Procedures Manual
- Agenda Item 6:** Election of AATO Council members
- Agenda Item 7:** Any Other Business

PART II - REPORT ON AGENDA ITEMS

AGENDA ITEM 1: ADOPTION OF THE DRAFT AGENDA

1.1 The meeting reviewed and adopted the draft Agenda as indicated in paragraph 6.

1.2 A Chair and Vice Chair were nominated and unanimously endorsed by the Assembly. Mr. Mesfin Fikru Woldeyohannes, the Director of Safety and Technical Services, African Civil Aviation Commission (AFCAC) was elected Chairman, and Mrs. Dayaneethie Y. Moonsammy, Senior Manager of Learning & Development at Comair Ltd was elected Vice Chair.

AGENDA ITEM 2: BACKGROUND OF AATO

2.1 The Vice Chairman presented to the Assembly the background of AATO pursuant to recommendation 5/8 of the Special AFI-RAN meeting (2008) held at Durban, in South Africa. Which stated, *“That, ACIP (now AFI Plan), in cooperation with AFCAC and other stakeholders organize Pan African Training Coordination Conferences that will serve as the framework for closer cooperation and harmonization of training requirements as well as standardization and quality assurance.”* An overview was presented on the achievements of the Pan-African Aviation Training Coordination Conferences and the Training Experts Working Group (TEWG). The presentation is attached as **Appendix 2** to this report.

2.2 The Vice Chair acknowledged the support of the stakeholders in the entire process particularly those who participated and assisted in the Conferences and Training Expert Working Groups meetings namely; the States’ Civil Aviation Authorities, the AFCAC, ICAO, the African Airlines Association (AFRAA), the Airports Council International (ACI) - Africa, ASECNA, the Federal Aviation Administration (FAA), the US Safe Skies for Africa (US-SSFA), international partners and other stakeholders.

AGENDA ITEM 3: INTERIM COUNCIL REPORT

3.1 The Interim Council (IC) Chairlady reported on the achievements of the Interim Council during its one-year mandate based on the Terms of Reference established by the Consultative Assembly held in April 2012 in Nairobi, Kenya and is attached as **Appendix 3A**. A list of the members of the IC is attached as **Appendix 3B** to this report.

3.2 The Terms of Reference (ToR) were to:

- A. Distribute all the documentation among all the potential members;
- B. Conduct the formal Constitutive Assembly leading to the signature of the Constitution by the founding members;
- C. Carry out membership drive;
- D. Oversee the establishment of the Secretariat and prepare the Business Plan; and
- E. Facilitate the election of the Council in line with the Constitution.

3.3 A five-level Work Plan with associated activities was developed by the Interim Council to guide in the implementation of the ToR. The Work Plan was as follows:-

- A. Distribute all the documentation among all the potential members**
- a) The Interim Council consolidated the draft Constitution, organizational structure on the basis of the inputs from the Consultative Assembly.
 - b) It established a list of potential members (known Approved Training Organizations - ATOs and associated businesses).
 - c) The consolidated draft constitution and organizational structure were distributed to all potential members and States authorities prior to the Assembly.
- B. Convene the Constitutive Assembly leading to the signature of the Constitution by the founding members**
- a) Promotional announcements were undertaken to seek support from different stakeholders and also to participate at the planned Constitutive Assembly..
 - b) Preparatory meetings were conducted as appropriate to ensure the success of the Assembly.
 - c) Pre-meeting documentation for the Constitutive Assembly was shared via AFI Plan web site which included the Assembly and Council procedures.
- C. Carry out Membership drive**
- a) A brochure was issued to highlight the benefits of AATO membership and distributed to all potential members (known Approved Training Organizations (ATOs) and associated businesses) and States authorities.
 - b) A membership application form was developed which indicated the different membership categories.
- D. Oversee the establishment of the Secretariat and prepare the Business Plan**
- a) The draft three-year Strategic and the first-year Business Plans were consolidated on the basis of the inputs from the Consultative Assembly.
 - b) Financial Regulations were developed including membership fees and annual subscription fees for the different tiers of members.
 - c) Terms of Reference and selection criteria for the Organization/Entity to host the Secretariat were prepared for presentation to the Assembly.
 - d) The job descriptions including qualifications and experience for the senior management position(s), i.e., the Secretary General and Technical Coordinator were prepared by the Interim Council.
- E. Facilitate the election of the Council in line with the Constitution**
- a) Distribution of information that will be useful to potential members was undertaken prior to the convening of the Assembly.
 - b) Procedures to manage the election process during the Constitutive Assembly were developed.
 - c) A hand-over of the AATO documents to the elected Council will be undertaken during the Assembly.

AGENDA ITEM 4: ADOPTION AND SIGNING OF THE CONSTITUTION

4.1 The Constitution was presented by Mr. Ken Kaunda, a member of the Interim Council and representing ACI-Africa. The Assembly raised a few observations and recommendations which were reviewed by the Interim Council and subsequently the proposals were incorporated within the applicable clauses of the Constitution. The proposals and reviews to the Constitution are attached as **Appendix 4A** to this report.

4.2 Twenty Six members representing Approved Training Organizations in Africa that had applied for full membership and vetted by the Interim Council, signed the Constitution establishing the Association of African Aviation Training Organization (AATO). The Constitution is at **Appendix 4B** to this report.

AGENDA ITEM 5: AATO DOCUMENTATION AND PROCEDURES MANUAL

5.1 The Interim Council presented documentation and the Procedures Manual that had been prepared during its tenure. The documents and procedures presented were:

- 1) The Assembly and meetings procedures **Appendix 5A;**
- 2) Three-year Strategic Plan **Appendix 5B;**
- 3) First-year Business Plan; **Appendix 5C;**
- 4) Application form **Appendix 5D;**
- 5) Job descriptions and Role profiles **Appendix 5E;**
- 6) Brochure **Appendix 5F;**
- 7) Terms of Reference and selection criteria to host the Secretariat of the organization **Appendix 5G;**
- 8) AATO Financial Regulations **Appendix 5H;**
- 9) Communication Guidelines **Appendix 5I;**
- 10) Advocacy Guidelines **Appendix 5J;**
- 11) Center of Excellence Audit Checklist **Appendix 5K;**
- 12) Audit Report for the Designation of Aviation Training Centers of Excellence **Appendix 5L;**
- 13) Designation of centres of excellence **Appendix 5M;** and
- 14) Training policy **Appendix 5N**

5.2 The Assembly raised the following queries based on the above documentations which will be reviewed by the Council:

5.2.1 Strategic Plan – It was noted that there is a deficit in the budget proposals and financial projections. It was recommended that the Council reviews the projections and mobilizes resources to cover the deficit. It was further agreed that an aggressive recruitment drive be undertaken to increase the membership in the three membership categories.

5.2.1.1 It was further recommended that a monitoring and evaluation Committee be established with performance indicators as a monitoring system of the Strategic Plan.

5.2.2 Corporate Statements – The vision proposed was too broad with no specific recognition to AATO. The mission needs to reflect harmonization and standardisation which is a pillar of AATO.

5.2.3 Communication Guidelines – The Assembly proposed that the guidelines should include a Business Contingency and Continuity Plan for loss of internet and communication systems.

5.2.4 Selection Criteria of Host Organisation – The Assembly requested the Interim Council to clarify and qualify the criteria “Good reputation in the aviation industry.” It was agreed that the elected Council would review the above criteria during the review of the documentation.

5.2.4.1 The Assembly agreed that AATO should seek to enter into an Agreement with the Host State which specifies privileges and immunities it would be accorded.

5.2.4.2 It was explained that the Council will evaluate the Expression of Interest (EOI) submitted by potential candidates to host the AATO Secretariat and present to the Assembly for approval. It was proposed that the next Assembly be within 12 months to facilitate the approval of the host organisation.

5.3 The Assembly adopted the entire set of documentation submitted by the Interim Council as procedures and working guidelines for AATO.

AGENDA ITEM 6: ELECTION OF AATO COUNCIL MEMBERS

6.1 After adoption of the procedures for the election of the AATO Council, eighteen approved training organizations submitted applications for consideration to be members of the Council as per the Constitution. The list is attached as **Appendix 6A** to this report.

6.2 The representative of ACI-Africa, Mr. Ken Kaunda, was the Returning Officer and presided over the election of the Council. He was assisted by Mr. James Kimuyu, Economist from Kenya Civil Aviation Authority. The election was conducted using a form approved by the Assembly through a secret ballot system. The tallying was done by the Presiding Officers and results were announced on the floor of the Assembly.

6.3 A twelve-member Council was duly elected which in turn appointed a President, Mr. Tchagbele Sadamba; a Vice President, Mrs. Dayaneethie Y. Moonsammy; and an interim Secretariat, Capt. Ahmed Hashim to support the Council in line with the procedure adopted by the Assembly. The list is attached as **Appendix 6B** to this report.

AGENDA ITEM 7: ANY OTHER BUSINESS

7.1 On the second day of the Assembly, presentations were made by the African Civil Aviation Commission (AFCAC), East African School of Aviation (EASA), Ecole Africaine de la Météorologie et de l’Aviation Civile (EAMAC), International Airline Transport Association (IATA) and the Federal Aviation Administration (FAA).

7.2 The outgoing Interim Council handed over the Constitution and all documentations prepared and adopted, to the President of the Council.

7.3 The Interim Council extended its gratitude to the Federal Government of the Federal Republic of Nigeria and hosted by the Nigerian College of Aviation Technology for their gracious hospitality and coordination that made the Assembly a success. Special gratitude and appreciation was extended to the training institutions and participants who supported the Interim Council throughout the preparations and conduct of the Assembly.

APPENDIX 1
LIST OF PARTICIPANTS

INTERNATIONAL CIVIL AVIATION ORGANIZATION



**CONSTITUTIVE ASSEMBLY OF THE ASSOCIATION OF AFRICAN AVIATION
TRAINING ORGANIZATIONS (AATO) ASSEMBLY**
(Abuja, Nigeria, 10-12 April 2013)

List of participants

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
ANGOLA	1.	Jeremias Pedro Fernando General Director	Consult Aviacao S.A. Cassenda, Rua 10 – No. 40 Luanda, Angola Tel : +244 222 357 014 Fax : +244 222 357031 Email : jerryfer@yahoo.com.br
	2.	Anastacio Fernandes Cabin Crew Inspector	National Institute of Civil Aviation (INAVIC) Rua Miguel de Melo N0 96, 60 Andar Luanda, Angola Tel : +244 923 342 714 / +244 222 335 936 Fax : +244 222 390 529 Email : inavic@inavic.gv.ao / anafer21658@hotmail.com
	3.	Ezequiel Cortez Training Manager	National Institute of Civil Aviation (INAVIC) Rua Miguel de Melo N0 96, 60 Andar Luanda, Angola Tel : +244 923 342 / +244 222 335 936 Fax : +244 222 390 529 Email : inavic@inavic.gv.ao / ezequiel.cortez@inavic.gv.ao
CAMEROUN	4.	Mohamed El Moustapha Chargé Contrôles, Sécurité et Qualité	Ecole Régionale de Sécurité Incendie BP 13095-Douala, Cameroun Tel: 00 237 72 40 02 02

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
			Email: Mdservices21@yahoo.fr - mouhamedelmoustaphamoh@asecna.org
	5.	Mr. Assouma Issa Imourana Fire Fighting Instructor	Ecole Régionale de Sécurité Incendie BP 13095-Douala, Cameroun Tel: 00 237 99 96 09 83 Email: imourana@yahoo.fr
	6.	Leopoldine Ngono eloundou épouse essimi Chef de Division de la Formation	Cameroun Civil Aviation Authority BP 6998 Tel : +237 22 30 30 90 Fax : +237 22 30 33 62 Email : Leopoldine.essimi@ccaa.aero
	7.	Andre Paulin Ndongo Conseiller Technique	Cameroun Civil Aviation Authority BP 6998 Tel : +237 22 30 30 90 Fax : +237 22 30 33 62 Email : Paulin.ndongo@ccaa.aero
ETHIOPIA	8.	Samuel Assefa Vice President	Ethiopian Aviation Academy Ethiopian Airlines Tel: +2511-5178129 Fax: +25116611474 Email: SamuelA@ethiopianairlines.com
	9.	Teshome Dejene Ag. Director, Human Resources Development Manager	Ethiopian Airports Enterprise P.O. Box 11483, Addis Ababa, Ethiopia Tel: +251 911 87 4188 Fax: +251 116 65 06 86 Email: dejteshome@yahoo.com teshome@ethiopianairports.com

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	10.	Ahmed Negm Pilot	Egyptian Aviation Academy Egypt Cairo Airport , Ministry of Civil Aviation Tel: + 20100 4683196 Fax: + 202 22677795 Email eca_krm@yahoo.com
THE GAMBIA	11.	Dr. Thomas Wazinski	Gambia Bird
	12.	Mr. Salah	Gambia Bird
GHANA	13.	Charles Twum Manager, Ghana Civil Aviation Training Academy	Ghana Civil Aviation Authority PMB, KIA Accra Tel: +233-302-776171 Fax: +233-302-773293 Email: cytwum@gmail.com
	14.	Maxwell Ocansey Arthur Director, Ghana Civil Aviation Training Academy	Ghana Civil Aviation Authority PMB, KIA Accra Tel: +233-302-776171 Fax: +233-302-773293 Email: moarthur@gcaa.com.gh
KENYA	15.	Patrick Wetungu Senior Flight Operations Officer	Kenya Airways P.O Box 19002-00501 Tel: +254727299477 Email: Patrick.wetungu@kenya-airways.com
	16.	Levy Wasike Manager Technical Training	Kenya Airways P.O Box 19002-00501 Tel: +254-020-2422836 Email: levy.wasike@kenya-airways.com

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STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	17.	James Kimuyu Ag. Manager, Planning	Kenya Civil Aviation Authority P.O. Box 30163 – 00100 Nairobi, Kenya Tel: +254 20 8277470-5 Fax: +254 20 822300 Email: jkimuyu@caa.co.ke
	18.	Benedict Watitwa Onjala Senior Air Traffic Control Officer	Kenya Civil Aviation Authority P.O. Box 19031 – 00501 Nairobi, Kenya Tel: +254 20 827100 Fax: +254 20 827102 Email: bwatitwa@caa.co.ke
	19.	Lucas Mak’Omondi Registrar	Kenya Civil Aviation Authority P.O. Box 30689 – 00100 Nairobi, Kenya Tel: +254 20 6823602/7 Fax: +254 20 6823699 / +254 20 822 300 Email: lmakomondi@caa.co.ke
	20.	Nathan Ogenche Aviation Safety Inspector	Kenya Civil Aviation Authority P.O. Box 30163 – 00100 Nairobi, Kenya Tel: +254 20 8277470-5 Fax: +254 20 822300 Email: togenche@caa.co.ke
	21.	Justina Nyaga Director, East African School of Aviation	East African School of Aviation P.O. Box 30689 – 00100 Nairobi, Kenya Tel: +254 20 6823602/7

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
			Fax: +254 20 6823699 / +254 20 822 300 Email: jnyaga@kcaa.co.ke / jnyaga@easa.ac.ke
MOROCCO	22.	Loubna Hoummady Ouhadious Directeur Général	Loumed Cabin Crew Training Center (LCCTC) Avenue Hassan 1 ^{er} , immeuble Hafid, quartier Dakhla, Agadir, Maroc Tel: 0528210590 Fax: 0528210602 Email loumedpncenter@gmail.com
NIGER	23.	Soumana Billo	ANAC, Niger BP 727, Niamey, Niger Tel: +227 969 14 63 / + 227 905 914 63 Email: billosoumana@yahoo.fr
	24.	Bala Sani Chef Departement Exploitation Technique	ANAC, Niger BP 727, Niamey, Niger Tel: +227 20 72 32 67 / +227 20 96 96 11 18 Fax: +227 20 73 80 56 Email: balsani2004@yahoo.fr
	25.	Tchagbele Sadamba	EAMAC ASECNA P O Box 746 Tel: 0022720722470 or 0022790308553 Fax: 0022720722236 Email: tchagbelesad@asecna.org / tchagbelesadf@yahoo.com
	26.	Ngandjiro Victor	EAMAC ASECNA P.O. Box 746 Tel: 0022720723662 Fax: 0022720722236 Email: ngandjirovic@asecna.org

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LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
NIGERIA	27.	Justus Wariya	Nigerian Civil Aviation Authority
	28.	Stephen Musa	Nigerian Civil Aviation Authority
	29.	Dr. Ibrahim Idris	Federal Ministry of Aviation
	30.	Olesegun Adekunle	Federal Ministry of Aviation
	31.	Eng. Nnamdi Udoh Director General	Nigerian Airspace Management Agency (NAMA) Nigeria
	32.	Abubakar A.B	Nigerian Airspace Management Agency (NAMA) Nigeria
	33.	OBA FRC D.A. Nwandu	Nigeria Aviation Passenger Association NAPA
	34.	Oluwatoyin Sanni Business Manager	Landover Company Limited 17, Simbiat Abiola Rd. Ikeja, Lagos, Nigeria Tel: +234 0837007026 Email: adejumo.sanni@gmail.com
	35.	Tinuola Asaju Resident Director	Landover Company Limited 17, Simbiat Abiola Rd. Ikeja, Lagos, Nigeria Tel: +234 08333524343 Email: tynugestures@yahoo.com
	36.	Dr. Ekene Okafor	Federal Polytechnic Oko, Anambra State, Nigeria Aircraft Engineering Technology Department, Federal Polytechnic Oko, Anambra State, Nigeria Tel: +2348166605114 Email: eg.okafor@gmail.com
37.	Abdulmumin Nuhu Abdulkarim Head of Training	International Aviation College, Ilorin Ilorin International Airport Tel: +234 809 9892 5341 Email: htraining@iac.com.ng	

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STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	38.	Onyenucheya Chinyere Kalu Rector/Chief Executive	Nigeria College Of Aviation Technology, Zaria Pmb 1031, Zaria, Kaduna State Tel: +23408037054992 Email: kaluchinyere@yahoo.com
	39.	Kole Uhuegho Head Advance Studies Training And Research Unit	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 08036700930 Email: Kole-k45@yahoo.com
	40.	Chinny Anthony Enechukwu Head, ATS/Com School; Chief ATS Instructor	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +2348054749596 Email: chinnyenechukwu@yahoo.co.uk
	41.	Lily Yabo Tachio Head, Aircraft Maintenance Engineering Department	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: 08189016778 Email: lilytachio@yahoo.co.uk
	42.	Christophe Manshop Head, Flight Maintenance Department	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +2348033012545 Email: cmanshop@yahoo.com
	43.	Zakari Zubairu Deputy Rector	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +2348037039671 Email: zzakariadamu@yahoo.com
	44.	Cyril Onugha Capt. (Head Flying School)	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +23408033264445 Email: cyrilonugha@yahoo.com

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STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	45.	Michael Chukwu Head, Quality Assurance Unit	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 08037305134 Email: meekoch@yahoo.com
	46.	Joel Ikhigbonoaren Head Aeronautical Telecoms Engineering School	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234834504527 Email: joelikhi@yahoo.com
	47.	Fidelis Eriken Bursar	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 08034500285 Email: fiveriken@yahoo.com
	48.	Esther Shittu Chief Medical Officer	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +2348035990507 Email: Esther.shittu@yahoo.com
	49.	Gabriel Onugha Registrar (Director Of Administration)	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +2348037039549 Email: registrar@ncat.gov.ng
	50.	Nnaemeka Anthony Agbo Agbo Chief Legal Officer	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121 Email: legaladviser@ncat.gov.ng / emekagbo@yahoo.com
	51.	Idrisu Lusa Head, Works Department	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 08051120930 Email: lusaidrisu@yahoo.co.uk

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LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	52.	A.O. Adekola (Mrs.) Chief ATS Instructor	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	53.	M.S. Yahaya Head of Transport	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	54.	Oyedeji Tunde A. Deputy Bursar	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	55.	A.S. Mohammed Deputy Registrar	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	56.	Aishatu A. Maifada	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	57.	Labaran M. Mohammed	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	58.	Bwari A. Akinola	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	59.	Marouf A. Yusuf	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	60.	Agom Vivian Ogoh	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	61.	Kehinde Tanimola	Nigeria College Of Aviation Technology, ZARIA

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LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
			P.M.B. 1031 Tel: +234 0806872121
	62.	Udoch P. Ukachi	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031 Tel: +234 0806872121
	63.	Sonia Jumoke Bello	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031
	64.	Henry O. Toluhi	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031
	65.	Ephraim Akih Ter	Nigeria College Of Aviation Technology, ZARIA P.M.B. 1031
	66.	Eng. Michael Oni	CAPSOL Tech. (Nig) Ltd.
	67.	Mary Ibemu	CAPSOL Tech. (Nig) Ltd.
	68.	Elijah S. Dabak	National Institute for Hospitality & Tourism
	69.	Rasheed Aiyelabegan Registrar	International Aviation College Lagos Road, Int. Aviation Airport, Ilorin Tel: +234 80 33711272, / 08 111024588 Email: rashaiye@yahoo.com / registrar@iac.com.ng
	70.	Dr. Kaffa Jackou Rakiatou Chargée des Programmes de sureté et sécurité de l'aviation civile	CEDEAO Commission de la CEDEAO –Niger House- Abuja Nigeria Email : Rajaka65@yahoo.fr
	71.	Baldeh Habba Chargée des Programmes économiques du transport aérien	CEDEAO Commission de la CEDEAO –Niger House- Abuja Nigeria Email : habba_b@yahoo.com
	72.	Olatunmibi Omisore Asst. General Manager, Training Technical	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 66 74 221 Email: raheef2000@yahoo.com

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	73.	Anthony Emeka Asoluka Assistant General Manager, Aviation Security	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 805 336 5746 Email: tonyasoluka@yahoo.com
	74.	Kayode Eri Principal Training and HRD Officer	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 802 770 2697 Email: eri.kayode@yahoo.com
	75.	Godwin Uzodinma Anukwa Chief Safety Officer	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 307 1536 Email: goddiuzo@yahoo.co.uk
	76.	Bola Fawehimmi Assistant General Manager Training	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 21766, 0880117895 Email: b.fawehinmi@yahoo.com
	77.	Vivian Zainab Menyaga Principal Training Officer	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 806 8276778 Email: vdanielz@yahoo.com
	78.	Shifau Olajumoke Akinwunmi Senior Training & Human Resources Officer	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 307 74129 Email: jummyakinwunmi@yahoo.com
	79.	Chika Williams Human Resources Officer II	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 343 3153 Email: babygril_myself@yahoo.com

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	80.	Atainyene Johnson Usoro Principal Airport Fire Officer	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 7110998 Email: atainyeneu@yahoo.co.uk
	81.	Saheed Anako Sadiq Principal Airport Fire Officer	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 715 1899 Email: anakos06@yahoo.co.uk
	82.	Rejoice Ugochi Ndudinachi Assistant General Manager Aviation Security	Federal Airports Authority of Nigeria (FAAN) FAAN Training School, FAAN HQ, Ikeja, Lagos Tel: +234 803 346 5089 Email: reprise2002@yahoo.com
	83.	Oluseyi Adewale Manager, Learning & Development	NAHCO Aviance (PLC) NAHCO Aviance House MMA, Ikeja, Lagos Tel: +234 80798 43 884
	84.	Emmanuel Koleosho	Aviation & Allied Business
	85.	Andija Zivkonc Chanchangi Airline	Nigeria
	86.	Capt. M.S. Usman Commissioner/CEO, AIB	Federal Ministry of Aviation Nigeria
	87.	Mary I. Sadat	National Institute for Hospitality and Tourism, Abuja, Nigeria
	88.	AVM Lucky Danbaki Rep. of Chief of the Air Staff	Nigeria
	89.	Capt. Y. Lawal Director of Operation, AIB	Federal Ministry of Aviation Nigeria
	90.	Capt. T. Alkali	Ministry of Aviation

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LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	91.	Cdre J.O. Manujibeya	Nigerian Navy
	92.	Eng. A. Muhammad	Coalition of Civil Society Group for Transparency and Good Government.
	93.	C.A. Dosunmu Director, Human Resources	FMA
	94.	Tunde Balogun	Aviation Travels Tourism
	95.	George Monye	Majesty Community Rural Dev. Foundation Abuja, Nigeria
SOUTH AFRICA	96.	Dayaneethie Yvette (Dy) Senior Manager Learning & Development Comair	69 Prieska Street Actonville, Benoni, Johannesburg, 1501 Telephone: 0119210323 Email: dy.moonsammy@comair.co.za
	97.	Rodney Subramany Acting Head: ATA	Air Traffic & Navigation Services Gate 14 Bonaero Drive, Bonaero Park Tel : 011 570 0400 Fax: 011 390 1209 Email: rodneys@atns.co.za
	98.	Umpafu-Mwana Mbuya Principal	Language Lab IH Johannesburg 54 Dekorte Street, Braamfontein – Johannesburg, South Africa Tel: + 27 11 339 1051 Fax: +27 11 403 1759 Email: info@ihjoburg.co.za
	99.	Ntombozuko Gembly Human Resources Generalist	South African Civil Aviation Authority Midrad, Gauteng Tel: +27 11 545 1026 Fax: +27 11 545 1464 Email: GemblyN@caa.co.za

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
	100.	Mr. Luvuyo Lulama Wise Gqeke Senior Manager, AVSEC	Department of Transport Private Bag X193 Pretoria 0001, South Africa Tel: +27 12 309 3550 Fax: +27 12 309 3529 Email: multilateral@dot.gov.za
	101.	Mr. Mordercao Shabangu Flight Operations Inspector	Department of Transport Private Bag X193 Pretoria 0001, South Africa Tel: +27 12 309 3550 Fax: +27 12 309 3529 Email: multilateral@dot.gov.za
SUDAN	102.	Ahmed Hashim Hussein	Instructor Khartoum Academy For Aviation & Technology Sudan Khartoum Arkweet Building 112 – Block (50) Tel: +249 123414649 Fax: +249 183 229 152 Email: hashim3192004@yahoo.com
	103.	Mahmoud Elhassan Mohamed Salih Director, Standards and Safety Policy	Sudan Civil Aviation Authority P.O. Box 430 Tel: +249 912 855 290 Fax: +249 183 527 422 Email: malhassan@scaa.gov.sd

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
TANZANIA	104.	Margareth Kyarwenda Principal	Civil Aviation Training Centre P.O. Box 2819 Dar es Salaam, Tanzania Tel : +255 754 267 778 Fax : +255 22 284 4128 Email : mkyarwenda@tcaa.go.tz ; magimoyo@yahoo.co.uk
TUNISIA	105.	Kais Benmiloud Directeur de Formation en sûreté	Académie Tuniso-Française de formation en sûreté de l'aviation civile AFSAC-ENAC 7,ave Taha Hussein Montfleury 1008 Tunis, Tunisie Tel: 00216 206 001 Fax: 00216 71492 658 Email: admin@afsactunisie.com ; contact@afsactunisie.com
	106.	Hassen Seddik Président du conseil d'administration	Académie Tuniso-Française de formation en sûreté de l'aviation civile AFSAC-ENAC 7,ave Taha Hussein Montfleury 1008 Tunis, Tunisie Tel: 00216 98 333 330 / 00216 27 333 330 Fax : 0026 71 492 658 Email: admin@afsactunisie.com ; contact@afsactunisie.com
	107.	Nabil Ghannay Directeur Management Qualité et Sécurité	Ecole Aeronautique « Airline Flight Academy Rue Ali Ben Amara, Centre Makni 2 ^{ème} étage El Menzah 9, 2092 Tunis, Tunisia Tel : 00216 71 885 918 Fax: 00216 71 885 918 Email: ghannaynabil@yahoo.fr ; nabil_ghannay@afa.com.tn
UGANDA	108.	Khalid Muzahim Omar Human Resource Development	P.O. Box 5536 Kampala, Uganda

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
		Officer Civil Aviation Authority	Telephone : +256772608602 Email: komar@caa.co.ug
	109.	Bamwesigye K. Fred Director Human Resource & Administration Civil Aviation Authority	P.O. Box 5536 Kampala, Uganda Telephone : +256772608602 Email: komar@caa.co.ug
UNITED KINGDOM	110.	Nick Fadugba Chief Executive Officer	African Aviation Lion House, 80 Egret Crescent, Colchester, C04 3FP United Kingdom Tel: +44 1206 844288 Fax: +44 1206 844299 Email: nickfadugba@africanaviation.com
UNITED STATES OF AMERICA	111.	Melvin Andresen Branch Manager	Federal Aviation Administration (FAA) United States of America 6500 S MacArthur Blvd., OKC OK 73169 Tel: 405 954 0170 Fax: 405 954 4779 Email: Doug.andresen@faa.gov
	112.	Mary Nelson Division Manager	Federal Aviation Administration (FAA) United States of America 6500 S MacArthur Blvd., OKC OK 73169 Tel: 405 954 1314 Fax: 405 954 4779 Email: Mary.nelson@faa.gov
	113.	Thomas Honeycutt Air Traffic Control Specialist/Program Manager	Federal Aviation Administration (FAA) United States of America 6500 S MacArthur Blvd., OKC OK 73169 Tel: 405 954 6566

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
			Fax: 405 954 4779 Email: Tom.honeycutt@faa.gov
ZAMBIA	114.	Chifoso Shingalili Principal	Zambia Air Services Training Institute P.O. Box 310198, Kenneth Kaunda Int'l Airport Lusaka, Zambia Email: bshingalili@gmail.com
ORGANIZATIONS			
AFCAC	115.	Mesfin Fikru Woldeyohannes Director Safety and Technical Services	African Civil Aviation Commission Leopold Sedar Senghor International Airport, P.O.Box 8898, Dakar Senegal Tel: +221338598812 Fax: +221 338207018 Email: mfikru@afcac.org
ACI	116.	Kenneth Kaunda General Manager, Human Resources Development	Kenya Airports Authority P.O. Box 19001 – 00501 Tel: +254 20 66 11 205/245 Fax: +254 20 822 078 Email: ken.kaunda@kenyaaiports.co.ke
ASECNA	117.	Oumarou Ganda Head, ICAO ASTC Dakar	ASECNA/ERNAM BP 8001 Dakar-Yoff (Sénégal) Tel: (+221) 77 526 49 54 Fax: (+221) 33 820 45 69 Email: gandaou@yahoo.fr
CASSOA	118.	Ruth Mtoi Simba Principal Human Resource & Admin. Officer	East African Community, CASSOA Plot 41/43 Circular Road P.O. Box 873 Entebbe, Uganda

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
			Tel: +256 414 32047 / +256 752 319 579 Fax: +256 414 32049 Email: rsimba@cassoa.org / ruthsimba@yahoo.com
BAGASOO	119.	Emmanuel Akatue	
ECOWAS	120.	Kaffa Rakiarou	ECOWAS
IATA	121.	Samson Fatokun Aviation Solutions Manager, West Africa	IATA EAN Aircraft Facility Hangar, Lagos, Nigeria Tel: +234 809799037 Email: fatokuns@iata.org
ICAO	122.	Meshesha Belayneh Regional Director	International Civil Aviation Organization (ESAF Office) P.O. Box 46294 – 00100 Nairobi, Kenya Email: icaoesaf@icao.int
	123.	Mam Sait Jallow Regional Director	International Civil Aviation Organization (WACAF Office) Tel: +(221) 33 869 24 24/01 Fax: +(221) 33 869 37 23 Email : mjallow@dakar.icao.int □
	124.	George Njao Regional Officer, OPS	International Civil Aviation Organization (ESAF Regional Office) P.O. Box 46294 – 00100 Nairobi, Kenya Email: gnjao@icao.int

APPENDIX 1
LIST OF PARTICIPANTS

STATE/ ORGANIZATION	No.	NAME AND DESIGNATION	CONTACT ADDRESS
TRANSLATORS			
	1.	Ekundayo Simpson	Tel: +234 80 33 13 85 10 Email: profsimpson2003@yahoo.com Abuja, Nigeria
	2.	Elisabeth Kouaovi-Mukengeshayi	Tel: +227-96 96 09 23 Email e.kouaovi@aiic.net Abuja, Nigeria
	3.	Felix Eke	Tel: +234 803 316 07 59 Email: felixeke@hotmail.com Abuja, Nigeria
	4.	Gabriel N. Hounsou	Tel: +229-97 98 48 23 Email: gnhounsou@yahoo.com Abuja, Nigeria

Appendix 2

**Association of African Aviation
Training Organizations (AATO)**
Abuja, Nigeria 10-12 April 2013

REPORT ON THE BACKGROUND OF AATO

Overview

Pan-African Aviation Training
Coordination Conference

Training Experts Working
Group (TEWG)

Consultative Assembly on
AATO

Background

Special AFI RAN Recommendation

Recommendation 5/8 – Training Strategies for safety in Africa:

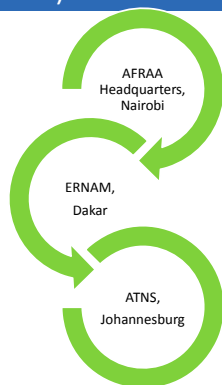
“That,

- *ACIP, in cooperation with AFCAC and other stakeholders organize **Pan African Training Coordination Conferences** that will serve as the framework for closer cooperation and harmonization of training requirements as well as standardization and quality assurance;*

First Pan-African Aviation Training Coordination Conference, Niamey, 17-19 February 2009

- Initiated the process of implementing Recommendation 5/8 of Special AFI RAN
- Laid the foundation for the development of a framework for closer cooperation and harmonization of training requirements as well as standardization and quality assurance
- *the First Pan-African Training Coordination Conference recommended to form a **working group of training experts** to define a master plan for harmonization of training in the AFI Region;*

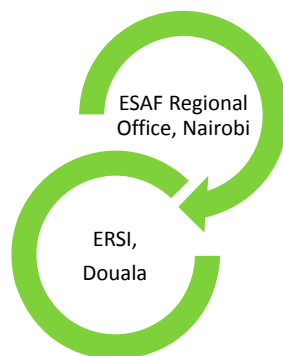
Training Experts Working Group Meetings (TEWG)



Second Pan-African Aviation Training Coordination Conference, Cairo, 22-24 June 2010

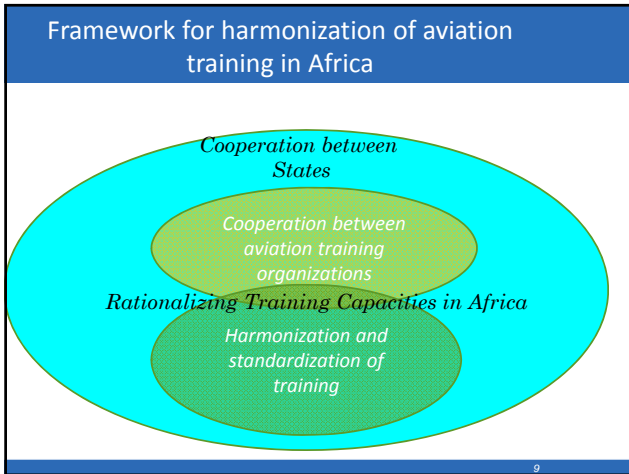
- Received the Report of the Training Experts Working Group
- Adopted a common strategic framework and action plan conceived to:
 - contribute to improve the availability of affordable and quality training programmes, harmonized and standardized throughout Africa, and,
 - promote a common African Aviation training accreditation system recognized around the world

Training Experts Working Group Meetings (TEWG)



Third Pan-African Aviation Training Coordination Conference, Cape Town, 27-29 July 2011

- Reviewed the implementation of the action plan adopted by the 2nd Pan African Aviation Training Coordination Conference
- Adopted the following framework for harmonization of aviation training in Africa:-
 - 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.



Association of African Aviation Training Organizations (AATO)

Appointed an Interim Council (IC) to further pursue the activities towards the finalization of the establishment of the AATO

Consultative Conference of the Association of African Aviation Training Organizations, Nairobi, Kenya, 2-4 April 2012

Terms of Reference of IC

- Distribute all the documentation among all the potential members;
- Conduct the formal constitutive assembly;
- Carry out Membership drives;
- Oversee the establishment of the Secretariat and prepare the Business Plan;
- Facilitate the election of the Council in line with the article 6 of the constitution.

Objectives of the Association of African Aviation Training Organizations

<p>Advocacy</p> <p>Promote the interests of aviation training organizations in Africa</p>	<p>Standards</p> <p>Design, develop and promote standards and harmonization of aviation training in Africa</p>	<p>Contribution to safety and security</p> <p>Ensure the harmonization and standardization of training and training requirements in Africa with a view to a better achievement of safe and secure aviation operations in Africa</p>
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Constitutive Assembly of the Association of African Aviation Training Organizations

Objective of the Assembly

- Signing of the AATO Constitution
 - *By members to establish the association*
- Election of the AATO Council and Bureau
 - *As per the Constitution*
- First AATO Council meeting

Conclusion

- Acknowledge the support of stakeholders in the process:-
 - States and CAAs
 - ICAO
 - AFCAC
 - AFRAA
 - ACI-Africa
 - ASECNA
 - International partners and other stakeholders

Appendix 3A

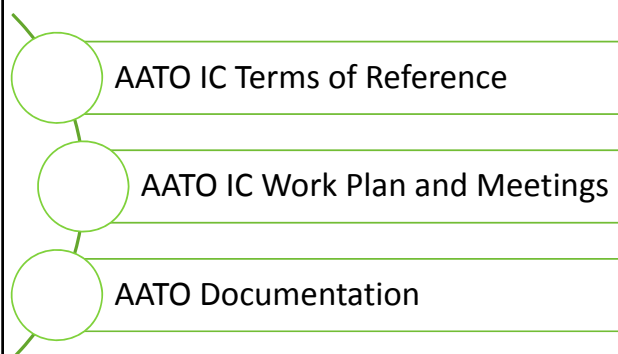
**Association of African Aviation
Training Organizations (AATO)**
Abuja, Nigeria 10-12 April 2013

AATO INTERIM COUNCIL REPORT

Terms of Reference

- ❑ Distribute all the documentation among all the potential members,
- ❑ Conduct the formal constitutive assembly leading to the signature of the Constitution by the founding members;
- ❑ Carry out Membership drive;
- ❑ Oversee the establishment of the Secretariat and prepare the Business Plan
- ❑ Facilitate the election of the Council in line with the Constitution.

Overview of Presentation



Members of the AATO IC

1. African School of Aviation and Meteorology - ASECNA
2. Air Traffic and Navigational Services (ATNS) – South Africa
3. Aviation Sciences College - Sudan
4. East African School of Aviation - Kenya
5. Egyptian Aviation Academy - Egypt
6. Ethiopian Aviation Academy - Ethiopia
7. Nigerian College of Aviation Technology - Nigeria
8. Regional Fire-fighting School – Cameroon

First IC Meeting East African School of Aviation (EASA), Nairobi, 4 April 2012

- Election of Interim Council Bureau
 - Ms. Justina Nyagah (EASA) was elected as the chairperson
 - Mr. Sadamba Tchagbele (EAMAC) as the vice-chairperson.
 - ICAO will provide secretariat services to the Interim Council.
- **A work Plan** was developed to guide the implementation of the identified assigned tasks.

Adopted AATO Interim Council Work Plan

Conduct the formal constitutive assembly leading to the signature of the Constitution by the founding members

- Call for support/participation
- Identify and carry all the preparatory activities necessary for the constitutive assembly;
- Provide pre-meeting documentation for the constitutive assembly

Adopted AATO Interim Council Work Plan

Distribute all the documentation among all the potential members

- Consolidate the draft constitution, organizational structure on the basis of the inputs from the Consultative Assembly
- Establish a list of potential members (known ATOs and associated businesses)
- Distribute the consolidated draft constitution and organizational structure to all potential members and States authorities

Adopted AATO Interim Council Work Plan

Carry out Membership drive

- Develop a brochure on the benefits of AATO membership;
- Distribute the brochure to all potential members (known ATOs and associated businesses) and States authorities

Adopted AATO Interim Council Work Plan

Oversee the establishment of the Secretariat and prepare the Business Plan

- Consolidate the draft business plan on the basis of the inputs from the Consultative Assembly
- Prepare Terms Of Reference and selection criteria for the host Organization
- Prepare Terms of Reference and selection criteria for the senior management position(s)

Second IC Meeting, Air Navigation Centre, Khartoum, 17 -18 July 2012

- **The draft AATO Constitution** was reviewed to include the inputs from the AATO Consultative Conference.
- **The Organization Structure of the AATO** reviewed, the distribution of states into Regions was aligned to the groupings used by the African Union Regional Safety oversight Organizations
- **A work Plan** was reviewed.

Adopted AATO Interim Council Work Plan

Facilitate the election of the Council in line with the Constitution

- Finalize the size and modalities for election of AATO Council
- Distribute the information to potential members and call for applications ahead of the constitutive assembly
- Manage the election process during the constitutive assembly
- Hand-over the AATO documents to the elected Council

Third IC Meeting, ATNS, Johannesburg 27 – 29 November 2012

- Consolidation of comments on the **constitution**
- Developed frameworks for the **Strategic Plan** and the **Business Plan**;
- Adopted an **AATO Procedures Manual**;
- Designed a **Brochure**
- Initiated preparations for the **Constitutive Assembly**

Fourth IC Meeting, EAMAC,
15– 17 January 2013, Niamey, Niger

- Finalization of AATO documentation which includes the following:-
 - Constitution
 - Strategic and Business plan
 - AATO Procedures Manual
 - Brochure
- Final preparation for the constitutive assembly

AATO Documentation

- 3 year Strategic Plan 2013-2016
- 2013/2014 Business Plan
- AATO Procedures Manual constituting:-
 - Assembly and meetings procedures;
 - Procedure for the appointment of the secretary general and technical coordinator;
 - Procedures for the election of the AATO council;
 - Terms of reference and selection criteria for the host organization;
 - AATO Membership application form;
 - AATO Financial Regulations including membership fees and annual subscription fees;

APPENDIX 3B

List of Members of Interim Council

A. Members of the Interim Council

1. African School of Aviation and Meteorology - ASECNA
2. Air Traffic and Navigational Services (ATNS) – South Africa
3. Aviation Sciences College - Sudan
4. East African School of Aviation - Kenya
5. Egyptian Aviation Academy - Egypt
6. Ethiopian Aviation Academy - Ethiopia
7. Nigerian College of Aviation Technology - Nigeria
8. Regional Fire-fighting School – Cameroon

APPENDIX 4A

PROPOSALS AND REVIEWS TO THE CONSTITUTION

1.	ASSEMBLY COMMENTS	CONSTITUTION REVIEW
2.	Council Membership should be an odd number	<p>6.3 The Council shall have a minimum of thirteen and a maximum of seventeen members, appointed by the Assembly, for three year terms. Members can stand for re-election.</p> <p>The number of positions for West Africa was reviewed from 3 Slots to 4 Slots at the request of the Assembly.</p>
3.	Clause 2.1 (e) encourage and facilitate the adoption of new technology	<p>2.1 (e) Encourage and facilitate the adoption of new technology through research and development.</p>
4.	Page 3 par (1) contradiction on who approves the hosting state	<p>1.3 The Association shall have its headquarters at a location approved by the Assembly. It may have other offices throughout Africa and representations around the world.</p>
5.	Par 3 (8) requirement for immediate suspension if loss of ATO approval	<p>3.8 The Assembly may suspend or terminate membership rights on the recommendation of the Council, except where a member’s status as an approved ATO changes, in which case suspension is immediate.</p> <p>3.8.1 Recommendation for suspension or termination of membership by the Council shall be taken by a two third majority vote of the Council members</p> <p>3.8.2 Such recommendations shall be based on the failure of a member to fully practice the principles and values of the association.</p>
6.	Page 10 in the event of liquidation, how are the assets handled	<p>11.2 The decision to dissolve the Association must contain provisions for the liquidation of the assets and liabilities of the Association.</p>
7.	Stipulate full membership	<p>5.11 The Assembly shall elect full members to the Council for a term of 3 years.</p> <p>6.5 The Council shall take its decisions by a majority vote of its full members voting. The quorum for any Council meeting is two-thirds of its full members.</p> <p>Signing tables AATO FULL MEMBERS</p>
8.	Paragraph 8.3 (b) Who is responsible for adjusting fees	<p>8.3 (b) Membership and application fees for the different categories of members. These fees may be adjusted by the Assembly to take into consideration the size of the different members involved, according to objective criteria; fees may be revised from time to time by the Assembly.</p>

ASSOCIATION OF AFRICAN AVIATION TRAINING ORGANIZATIONS (AATO)

AATO CONSTITUTION



"Committed to the provision and sustainability of aviation training excellence in Africa"

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ASSOCIATION OF AFRICAN AVIATION TRAINING ORGANISATIONS

PREAMBLE

Whereas training is recognised as being of critical importance to ensure safe, secure and efficient air transport in Africa;

Whereas the provision of aviation training in Africa hitherto needs to be effectively coordinated, standardised, harmonised, in order to achieve the highest possible levels of safety; Recognising that the available supply of aviation training in Africa does not meet the needs of the African aviation industry in terms of quality and quantity;

Recognising the benefits of promoting co-operation among African training organisations to cope with the emerging and growing needs of the African aviation industry;

Therefore the African training organisations present have agreed to establish the Association of African Aviation Training Organisation (AATO) and have adopted the following Constitution as a framework for the association.

Article 1 Establishment

- 1.1 The undersigned African aviation training organizations, are the founding full members, as referred to in Article 3, hereby establish the Association of African Aviation Training Organizations (AATO), hereinafter referred to as the Association.
- 1.2 The Association, a non-governmental international organization, shall be incorporated as a non for profit association, according to the laws of the jurisdiction, in which it has its headquarters.
- 1.3 The Association shall have its headquarters at a location approved by the Assembly. It may have other offices throughout Africa and representations around the world.

- 1.4 The official languages of the Association are Arabic, English, French, and Portuguese. The working language of the Association, for communications, meetings, publications, shall be English.
- 1.5 Internally, the Articles of Association shall take effect upon the signature, referred to above in paragraph 1.1; externally, the Articles shall take effect upon the incorporation, referred to above in paragraph 1.2.

Article 2 Objectives

- 2.1 The objectives of the Association are as follows:
- a) Promote Cooperation among its members;
 - b) Promote the interests of its members and aviation training in Africa;
 - c) Promote the harmonization and standardization of aviation training in Africa;
 - d) Encourage the sharing of expertise among its members and other aviation organisations.
 - e) Encourage and facilitate the adoption of new technology through research and development.
- 2.2 To achieve its objectives the Association shall in particular:
- a) Develop policy and guidelines for aviation training organisations in Africa in order to facilitate their compliance with international and national standards, and best practices in aviation training;
 - b) Develop and advocate positions on issues of interests for its members and aviation training in Africa;
 - c) Develop and implement a system of designation of Centers of Excellence
 - d) Support the accreditation of training organizations accross borders;
 - e) Ensure the development and implementation of standards, harmonized procedures and guideliness for aviation training.
- 2.3 In order to achieve its objectives, the Association, acting through its Assembly, may adopt Rules and Regulations in each of the areas mentioned in 2.1 and 2.2 above.

Article 3 Membership

3.1 Full membership:

- a) Full membership is open to all African aviation training organizations;
- b) To be eligible for Full membership, an aviation training organization must have been approved by an appropriate certification authority and agree to abide by the Constitution of the Association;
- c) Full members have all the rights of membership; they can elect or be elected to the Council or any other bodies that may be established by the Assembly, including the right to vote in all Assembly deliberations.

3.2 Associate membership:

- a) Associate membership is open to:
 - i) all African aviation training organizations that have not yet obtained approval by an appropriate certification authority,
 - ii) aviation professionals, and
 - iii) non-profit aviation related organizations.
- b) Associate members can participate in Assembly discussions and deliberations but have no right to elect or be elected to the Council or any other bodies that may be established by the Assembly;
- c) Associate members do not have the right to vote.

3.3 Corporate membership:

- a) Corporate membership is open to corporate entities in aviation related organizations that have a commercial, for profit objective and are willing to support the Association and its objectives;
- b) Corporate members can participate in Assembly discussions and deliberations but have no right to elect or be elected to the Council or any other bodies that may be established by the Assembly;
- c) Corporate members do not have the right to vote.

3.4 Application for membership shall be received by the Council for review and submission to the Assembly with a recommendation for their acceptance or rejection.

3.5 Applicants refused membership have the right to re-apply in accordance to procedures that shall be established by the Assembly.

3.6 Members from any of the categories can withdraw their membership by giving an advance notice of at least three months to the Council.

- 3.7 The Council shall report to the Assembly the status of membership on an annual basis.
- 3.8 The Assembly may suspend or terminate membership rights on the recommendation of the Council, except where a member's status as an approved ATO changes, in which case suspension is immediate.
- 3.8.1 Recommendation for suspension or termination of membership by the Council shall be taken by a two third majority vote of the Council members
- 3.8.2 Such recommendations shall be based on the failure of a member to fully practice the principles and values of the association.

Article 4 Bodies

The Bodies of the Association are:

- a) The Assembly;
- b) The Council; and
- c) The Secretariat.

Article 5 The Assembly

- 5.1 The Assembly is the highest authority in the Association, bringing together all members and such official observers or invited guests as the Assembly may deem desirable. Both members and observers have the right to speak at the Assembly.
- 5.2 The Assembly shall meet in ordinary session once every year, at the country of headquarters or elsewhere.
- 5.3 The Assembly may hold extraordinary sessions as deemed desirable by a majority of full members or as recommended by the Council.
- 5.4 The Assembly takes its decisions by a simple majority vote of its full members voting.
- 5.5 The quorum for a session of the Assembly is two-thirds of its full members.
- 5.6 The Assembly shall approve the mission, values, visions, policy and strategic objectives of the Association.
- 5.7 A draft agenda for any Assembly session shall be approved by the Council. All members from all membership categories may submit working papers.

- 5.8 Before or during any Assembly session, members from any membership categories may make proposals for the agenda and submit information papers.
- 5.9 Each Assembly session elects a Chairman and Vice- Chairman for such session from amongst the full members. They are assisted by the Secretariat.
- 5.10 The Assembly may create or dissolve Standing Committees, Committees, Sub-Committees or Working Groups of its members as it deems desirable.
- 5.11 The Assembly shall elect fullmembers to the Council for a term of 3 years.
- 5.12 The Assembly shall adopt its own Rules of Procedure.

Article 6 The Council

- 6.1 The Council is the executive body of the Association. It shall execute the decisions taken by the Assembly, make proposals to Assembly sessions, and perform such other tasks as delegated by the Assembly.
- 6.2 The Council shall hold two regular meetings each year, at headquarters or elsewhere, and such additional meetings as it or the Assembly may deem necessary.
- 6.3 The Council shall have a minimum of thirteenand a maximum of seventeenmembers, appointed by the Assembly, for three year terms. Members can stand for re-election.
- 6.4 The Council shall elect a President and Vice-President from its membership for a period of three years. They are assisted by the Secretariat.
- 6.5 The Council shall take its decisions by a majority vote of its full members voting. The quorum for any Council meeting is two-thirds of its full members.
- 6.6 The Council shall adopt its own Rules of Procedure, subject to the approval of the Assembly.
- 6.7 The functions of the Council shall be to:
- i). Propose policies and strategic objectives to the Assembly for approval;
 - ii). Adopt policies and guidelines for the purposes of:
 - a) Developing policy and guidelines for aviation training organisations in Africa in order to facilitate their compliance with international and national standards, and best practices in aviation training;
 - b) Developing and advocating positions on issues of interests for its members and aviation training in Africa;

- c) Developing and implementing a system of designation of Centers of Excellence;
 - d) Supporting the accreditation by States in Africa of training organizations across borders;
 - e) Contributing to the development, adoption, and implementation by States in Africa of standards, harmonized procedures and guidelines for aviation training.
- iii). Conduct Research in all aviation training aspects based on best of International practices;
 - iv). Submit to the Assembly application for membership with a recommendation for their acceptance or rejection.
 - v). Appoint the Secretary General and determine its terms of service;
 - vi). Approve the annual work plan submitted by the Secretariat, and oversee its implementation;
 - vii). Submit an Annual report to the Assembly on the activities of the Association, including the status of membership, and financial accounts;
 - viii). Submit an annual budget to the Assembly for its approval, and Oversee the financial affairs of organizations in accordance with the provision of the constitution

Article 7 The Secretariat

- 7.1 The Secretariat is the administrative body of the Association.
- 7.2 The Secretariat is headed by a Secretary General, who is the Chief Administrator of the Association. The Secretary General shall be appointed by the Council, for a five year term, once renewable. The terms of service of the Secretary General shall be determined by the Council.
- 7.3 The functions of the Secretary General shall be to:
 - a) Manage the Secretariat;
 - b) Implement the decisions of the Council, including policies and guidelines for the purposes of:

- i). Developing policy and guidelines for aviation training organisations in Africa in order to facilitate their compliance with international and national standards, and best practices in aviation training
 - ii). Developing and advocating positions on issues of interests for its members and aviation training in Africa
 - iii). Developing and implementing a system of designation of Centers of Excellence
 - iv). Supporting the accreditation by States in Africa of training organizations accross borders
 - v). Contributing to the development, adoption, and implementation by States in Africa of standards, harmonized procedures and guideliness for aviation training
- c) Prepare an annual budget to be submitted to the Council;
 - d) Prepare an annual work plan for submission to the Council;
 - e) Carry out the activities of the Association as approved by the Council;
 - f) Perform such other tasks as assigned by the Council.

7.4 The composition of the Secretariat and the terms of service of staff will be determined by the Council, upon a proposal or proposals from the Secretary General. In addition to competence in their respective areas of work, staff shall represent a cross section of geographical and linguistic areas of Africa.

Article 8 Finances

- 8.1 Each year the Secretary General shall prepare a draft budget for the next two financial years, which includes the budget referred to in Article 7.3(c). The annual budget shall be submitted for review by the Council and approval by the Assembly.
- 8.2 Each year the Secretary General shall prepare the financial statements for the past financial year. He or she shall have these statements audited by a chartered accountant, and shall submit them for review by the Council and approval by the Assembly.
- 8.3 The revenues of the Association, as contained in the annual budgets, shall consist of:

- a. Start-up funds for the establishment and first year of full operation of the Association, granted by founding members, international, regional and States aviation-related organizations;
- b. Membership and application fees for the different categories of members. These fees may be adjusted by the assembly to take into consideration the size of the different members involved, according to objective criteria; fees may be revised from time to time by the Assembly.
- c. Fees for specific services rendered by the Association, in a consultative capacity to individual members or third parties; and
- d. Grants or Donations.

Article 9. Dispute Resolution

- 9.1 In the case of disputes between members, or between a member or members and the Association, relating to the interpretation or application of these Articles of Association, parties shall attempt to resolve such disputes by negotiation.
- 9.2 Where negotiation fails:
- a. Disputes may be submitted by the parties to the Council for resolution. In such case, Council members may not vote on a dispute to which they are a party;
 - b. Disputes may be submitted by the parties to third party arbitration ;
 - c. Each party will bear its own arbitration costs; and
 - d. Arbitration will be governed by the rules and procedures of the International Court of Arbitration.
 - e. Where Arbitration fails the law of the host State will prevail.

Article 10. Amendments

- 10.1 These Articles of Association may be amended by a two-thirds majority vote of the full members of the Association, present and voting at the relevant Assembly meeting, for which a quorum exists.



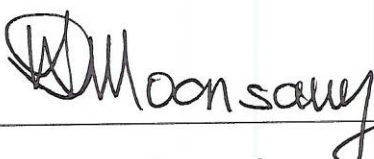

Article 11. Dissolution

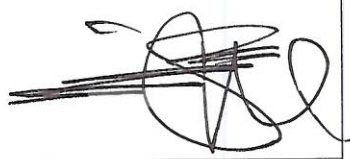

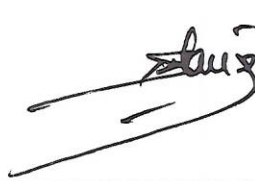



11.1 The Association may be dissolved by a decision taken by a two-thirds majority vote of the fullmembers of the Assembly, present and voting at the relevant Assembly meeting, for which a quorum exists.

11.2 The decision to dissolve the Association must contain provisions for the liquidation of the assets and liabilities of the Association.


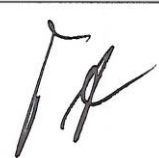

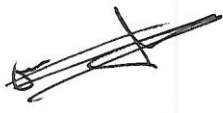

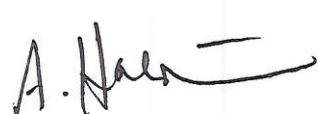

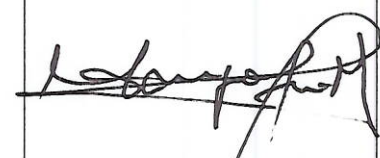
Signed at **ABUJA, NIGERIA** on **13 April 2013** by:

Association of African Aviation Training Organizations FULL MEMBERS:




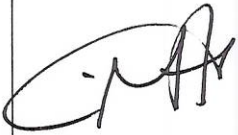


	Organization	Name and Title of Representative	Signature
1.	Air Traffic & Navigation Services, South Africa	Rodney Subramany Acting Head ATA	
2.	Ecole Aeronautique « Airline Flight Academy, Tunisia	Nabil Ghannay Directeur	
3.	Comair Ltd, South Africa	Dayaneethie Yvette (Dy) Moonsammy Senior Manager Learning & Development	
4.	Consult Aviacao S.A, Angola	Jeremias Pedro Fernando General Director	

5.	East African Civil Aviation Academy, Uganda	Fred Bamwesigye Director Human Resource & Admin	
6.	East African School of Aviation, Kenya	Justina Nyaga Director	
7.	Ecole Africaine' de la Meteorologie et de l'Aviation Civile, Niger	Tchagbele Sadamba Director	
8.	Egyptian Aviation Academy, Egypt	Dr. Abdelkarim Elhabashy Vice Chairman	
9.	Ethiopian Aviation Academy, Ethiopia	Samuel Assefa Zewde Vice President	
10.	Ethiopian Civil Aviation Training Centre, Ethiopia	Teshale Bekele Tadesse Manager CAA Training	
11.	Federal Airports Authority of Nigeria Training Centre, Nigeria	Mrs. Salamata B. Umar-Eluma Director HR and Administration	
12.	Federal Polytechnic Oko, Nigeria	Dr. Ekene Okafor Principal Instructor	




13.	Académie Tuniso-Française de formation en sûreté de l'aviation civile AFSAC, Tunisia	HassenSeddik Chairman	
14.	Gambia Bird, The Gambia	Thomas Wazinski Chief Executive Officer	
15.	Ghana Civil Aviation Training Academy, (GATA) Ghana	Maxwell OcanseyArthur Director	
16.	High Level Aviation Academy, Sudan	Khalid Omar Manager Engineering School	
17.	International Aviation College, Nigeria	AbdulmuminNuhuAbdulkarim Head of Training	 Capt. Abdulkarim
18.	Khartoum Academy for Aviation and Technology, Sudan	Capt. Ahmed Hashim Hussein	
19.	Landover Aviation Business School, Nigeria	AdukeAtiba Executive Director	
20.	LanguageLab International House, South Africa	Umpafu-MwanaMbuya Principal	




21.	Nigerian Airspace Management Agency, Nigeria	Abubakar A.B Head Training School	
22.	Nigerian Aviation Handling Company, PLC, Nigeria	OluseyiAdewale Manager, Learning & Development	
23.	Nigerian College of Aviation Technology, Nigeria	Capt. OnyenucheyaChinyereKalu MFR Rector/Chief Executive	
24.	Sudan National Civil Aviation Institute, Sudan	Jamal Ali NourEldaiem Instructor	
25.	Tanzania Civil Aviation Training Centre, Tanzania	MargarethJosephathKyarwenda Principal	
26.	Zambia Air Services Training Institute, Zambia	ChifoshoShingalili Principal	



APPENDIX 5A

THE ASSEMBLY, COUNCIL AND MEETING PROCEDURES

A. *Proceedings of the Assembly*

1. Each Member, who is an Approved/Accredited Training Organization, shall hold one vote.
2. The Assembly shall be held at least once every year. Extraordinary sessions shall be held when summoned by the President of the Council on request from one third (1/3) of the membership
3. Any member who is unable to attend the Assembly may give his/her proxy to another member. No member will hold more than two (2) proxies. In the event of weighted voting, a Member representing another member shall exercise the votes of the absent member.
4. The Secretary General will send out the Agenda for the Assembly at least one month before its convening. The Assembly shall only vote on Motions and Resolutions related to the Agenda or any proposed amendments during the Assembly Sessions by a vote of at least 50% of the members present
5. Minutes from Assembly meetings shall be signed by the presiding Chairperson and the Secretary General within three months of the Assembly Meeting.

B. *Composition and Representation of the Council*

The Council shall consist of representation as adopted by the Assembly. The President and the Vice President will be elected from among the members:-

1. Members of the Council shall be elected for a term of three years and may be re-elected for a second term totaling six consecutive years. Council Members who have served for two consecutive full terms shall be eligible after a minimum absence of two years from serving at the Council.
2. Any member of the Council who ceases to be employed by a Member ATO that he/she represents or any Member of the Council who represents an ATO which has ceased to be member, shall automatically vacate his/her seat on the Council.
3. A council member may resign by notifying the Council President in writing

C. *Proceedings of the Council*

1. The quorum for the work of the Council shall consist of not less than half of its members
2. The Council shall reach its decisions by consensus and in the event there is no consensus reached, then by a majority of the votes cast
3. The Assembly may pass a vote of CENSURE on the Council, following which the Assembly shall elect a new Council
4. The council shall meet at least twice a year. It shall meet when properly notified by the Secretary General with the consent of the President
5. In all cases of urgency, decisions may be taken by a postal vote of the members of the Board and fully ratified when a formal meeting is convened and Minutes taken.

APPENDIX 5A

THE ASSEMBLY, COUNCIL AND MEETING PROCEDURES

6. Council minutes shall be kept all of the meetings that have been duly convened and shall be signed by the person presiding over the meeting.

D. Election of Council Members

1. During the meeting of the Assembly, the Interim Council shall prepare the status of the current and outgoing members.
2. The President shall then inform **ALL** the Assembly Members and Stakeholders of the upcoming elections and those who are eligible for elections.
3. Applications for Council members will then be submitted on prescribed forms to the Interim Council Secretariat by **Wednesday 10th April 2013, 1700 hrs.**
4. Council elections will be presided over by an election officer.
5. Members seeking nomination into the council **MUST** be present during the elections.
6. Nominations will be submitted to the Assembly for elections.
7. Elections will be by secret ballot on a prescribed form during the Assembly.
8. The Assembly will take into consideration Structure of the Council as prescribed in the constitution as listed here-under:

Composition of the Council

- North - 3 representatives
- South - 3 representatives
- West - 4 representatives
- East - 3 representatives
- Central - 2 representatives

9. Election results will be announced on the floor of the Assembly.

E. Election of Council President and Vice President

1. The Council will elect a President and Vice President from among its members for one term of three years.
2. The Assembly has the final **RIGHT** to approve the election of the President and the Vice President.
3. The President and the Vice shall be elected by the Assembly by a majority of the votes cast.
4. The Council will develop its own Rules and Procedure including the Powers of the President
5. The President may delegate certain powers to the Vice President and to members of the Council
6. If the President or his/her Vice President resign, then the Council will appoint from among its members an Interim President for the duration before the convening of the next Assembly.

APPENDIX 5A

THE ASSEMBLY, COUNCIL AND MEETING PROCEDURES

F. Ad Hoc Committees

1. The AATO Constitution has provided for two Standing Committees, namely, the Technical and Training and the Finance committees.
2. The Council shall appoint an Ad hoc Committee with a clear mandate and Terms of Reference. The procedure for such appointment will be developed by the Secretary General and approved by the Council. Such procedures will form part of the AATO Manual

APPENDIX 5B

THREE YEAR STRATEGIC PLAN

FOREWORD

This Strategic Plan was prepared for the purpose of guiding the establishment and operation of the Association of African Aviation Training Organization (AATO) during the three years 2013-2015. It was prepared by the Interim Council as mandated by the Aviation Training Organizations Assembly held in Nairobi on 2nd – 4th April 2012. The establishment of a functioning AATO is aimed at achieving Recommendation 5/8 of ICAO Special AFI/RAN meeting of 2008 held in Durban, South Africa on the establishment and implementation of a framework for harmonization and standardization of aviation training in Africa. The implementation of harmonized and standardized training is necessary for the achievement and sustenance of high level of aviation safety in Africa.

The Plan represents a prioritization of important activities as envisaged by the Interim Council. With implementation of the activities outlined in the Plan, it is expected that AATO will be established and equipped to deliver its mandate. The detailed framework of the strategic activities, target dates, responsibility and budgets provides the necessary clarity required for the effective implementation of the Strategic Plan.

The key activities planned for implementation during the first three years include the establishment and operationalization of the AATO, the development and implementation of a system for accreditation of Centres of Excellence among the training organizations and the development of partnerships to support a sustainable AATO. In addition, AATO is expected to grow in the next three years and become the voice of Aviation Training Organizations (ATOs) in Africa, advocating their positions in international fora.

The implementation of the Plan is mainly based on funding from membership fees and subscriptions, donations and sponsorship. It is therefore, envisaged that during the initial years limited activities will be carried out due to financial constraints as the recruitment of members goes on. This is however, expected to pick up progressively as more members join the Association to benefit from the accreditation services to be offered. The development of partnerships will also help improve the financial position of AATO.

The Plan was prepared based on information collected and compiled by Training Experts Working Groups (TEWG) and from the meetings of the Assembly and Interim Council. The information was collected over a four year period since the meetings started in 2009. While the situation may have slightly changed, the strategy crafted with the information is adequate to serve the purpose of guiding the creation of AATO and its operation during the initial years. Furthermore, the Interim Council recognizes that the implementation of the Plan will be influenced by the leadership of the incoming elected Council and the dynamics of the aviation environment.

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THREE YEAR STRATEGIC PLAN

AATO values the relationship with the Aviation industry with whom we share responsibility of ensuring that our skies are safe and secure by supplying quality human resource to the industry. It is our commitment as AATO to work together with all stakeholders in the task of implementing the proposals outlined in the Strategic Plan. Appreciation is extended to the Aviation Training Organizations, members of the TEWGs and stakeholders who gave valuable comments during and after the various meetings. We sincerely thank the members of the Interim Council for the leadership and useful inputs provided during their meetings.

ABBREVIATIONS

AATO	-	Association of African Aviation Training Organizations
ATO	-	Aviation Training Organizations
ACI	-	Airport Company International
ACIP	-	AFI Comprehensive Implementation Programme
AFI	-	Africa and Indian Ocean Region
AFCAC	-	African Civil Aviation Commission
AFI RAN	-	Africa and Indian Ocean Regional Air Navigation
CAA	-	Civil Aviation Authority
COE	-	Centre of Excellence
EAC	-	East African Community
ICAO	-	International Civil Aviation Organization
SADC	-	Southern African Development Corporation
SITA	-	Société Internationale de Télécommunications Aéronautiques
TEWG	-	Training Experts Working Group
UEMOA	-	West African Economic and Monetary Union

APPENDIX 5B

THREE YEAR STRATEGIC PLAN

CHAPTER ONE:

1.0 INTRODUCTION

1.1 BACKGROUND

Africa comprises of 54 States and under ICAO regional grouping, Africa is part of the ICAO AFI Region which also includes the Indian Oceanic Flight Information Region. ICAO audits and assessment of the Region from the other industry organizations have revealed that throughout Africa there is lack of qualified personnel in crucial areas of civil aviation and this has the potential of impacting negatively on safety and security in the long term. There is therefore need to ensure measures are implemented to train adequate personnel to work in the industry and guarantee a sustainable aviation industry in Africa.

During the ICAO AFI RAN special meeting held in Durban in November 2008 it was recommended that states, training institutions, service providers, donors, ACIP and AFCAC work towards the establishment and implementation of a framework for harmonization and standardization of aviation training Africa in order to maintain high levels of aviation safety in Africa. Pursuant to this recommendation 5/8 of the AFI RAN meeting of 2008, several meetings were held by the Aviation Training Organizations culminating to the establishment of the Association of African Aviation Training Organizations.

The Association is expected to assess the need of capacity building in Africa, in technical, operational and managerial areas. In taking the lead, AATO will provide the impetus required for the achievement of the envisaged benefits of implementing the recommendation. It will achieve this, by initiating the development of a coordinated training policy with standardized and harmonized training courses and appropriate quality control system. This will be implemented throughout Africa in order to ensure that the requirements for aviation human resources are achieved.

This strategic plan was prepared by the Interim Council based on the information collected by various Training Experts Working Group (TEWG) and the reports of the Training Coordination Conferences. While the Strategy developed is adequate to guide the establishment and operationalization of AATO, a detailed collection of information and analysis of the situation will be required to guide the Council in the future. The elected Council will therefore conduct a detailed collection of information and external and internal environment analysis to understand the deeper issues affecting training in Africa so as to accurately define the strategy and its implementation.

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THREE YEAR STRATEGIC PLAN

1.2 OBJECTIVES AND FUNCTIONS OF AATO

In accordance with Article 2 of its Constitution, the objectives of the AATO are as follows:

- a) Promote Cooperation among its members;
- b) Promote the interests of its members and aviation training in Africa;
- c) Promote the harmonization and standardization of aviation training in Africa;
- d) Encourage the sharing of expertise among its members and other aviation organizations;

To achieve its objectives, the AATO is expected to perform among others, the following functions:

- a) Develop policy and guidelines for aviation training organizations in Africa in order to facilitate their compliance with international and national standards, and best practices in aviation training;
- b) Develop and advocate positions on issues of interests for its members and aviation training in Africa;
- c) Develop and implement a system of designation of Centres of Excellence;
- d) Support the accreditation of training organizations across borders;
- e) Ensure the development and implementation of standards, harmonized procedures, and guidelines for aviation training;
- f) Coordinate research and development activities among the training institutions.

1.3 ORGANIZATIONAL STRUCTURE

The AATO is a Non-Government International Organization, incorporated as a non for profit association. It is comprised of the following bodies as established in the Constitution:

- | | |
|-------------------------|--|
| The Assembly: | highest authority in the Association, bringing together all members. |
| The Council: | executive body of the Association, executing the decisions taken by the Assembly, making proposals to Assembly sessions, and performing such other tasks as delegated by the Assembly; and |
| The Secretariat: | administrative body of the Association, and accountable to the Council for the conduct of the affairs and management of the Association. |

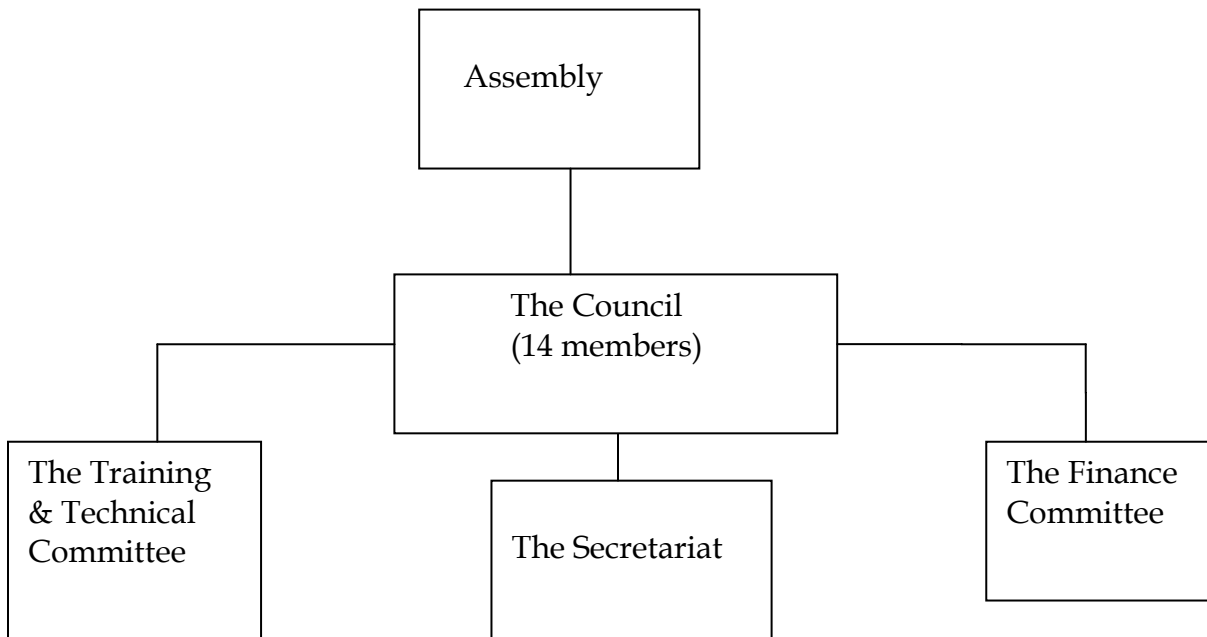
APPENDIX 5B

THREE YEAR STRATEGIC PLAN

The Council will establish two Standing Committees to assist the Secretariat in carrying out its functions.

- a) **Training & Technical Committee**- Overseeing implementation of the framework for harmonization and standardization, conducting accreditation, quality assurance and coordination collaboration in research among the aviation training institutions;
- b) **Finance Committee** - Overseeing the financial affairs of the organization including consideration of budget proposals and monitoring the utilization of funds.

i. Figure 1



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THREE YEAR STRATEGIC PLAN

CHAPTER TWO

2.0 STRATEGIC OVERVIEW AND ANALYSIS

2.1 GLOBAL TRAINING ENVIRONMENT

ICAO estimates that the number of commercially operated aircraft will have increased from 61,833 in 2010 to 151,565 in 2030, and the number of departures from around 26 million to almost 52 million. Its projection on human resource requirement up to 2030 shows that more than 2 million jobs will be created for pilots, maintenance personnel and air traffic controllers as a result of retirement of professional staff and the anticipated growth of the industry. The industry growth is expected to more than double the requirements for pilots, maintenance personnel and air traffic controllers during the period.

A comparison by the ICAO study of the number of personnel who will require to be trained annually with the capacity of the existing training institutions shows that there is a shortfall of training capacity equivalent to 160,000 pilots, 360,000 maintenance personnel and 40,000 air traffic controllers. The global demand for aviation personnel is therefore expanding faster than the supply and this has adverse implications on global aviation safety if no action is taken to address the shortage on time.

2.2 AVIATION TRAINING IN AFRICA

2.2.1 Overview

Aviation training in Africa is mainly conducted by Government funded institutions with the exception of pilot training which in most countries is done by private schools with Government providing oversight services. Most airlines also have training schools to train their own staff. Regulatory oversight training is mainly conducted by ICAO and schools supported by the Civil Aviation Authorities.

The level of emphasis on aviation training which initially was very high in most countries in the 1960's and 1970's declined in the 1980's and 1990's mainly due to lack of adequate budgetary funds. The implementation of Structural Adjustment Programmes in most countries in Africa caused financial constraints and funding was allocated for the provision basic services to the population. Most schools faced financial constraints resulting to low levels of investment in training equipment, decline in quality and enrolment. Economic growth and the growth of the aviation industry were also low.

Most of the leadership in the training institutions were trained during the 1960's and 1970's. This group of staff is ageing and there are no adequate younger people with appropriate skills to take over. As a result many institutions are requesting the older generation to stay longer at work as effort is made to close the skill gap created during the years of low level of

APPENDIX 5B

THREE YEAR STRATEGIC PLAN

training. The effort needs to ensure that there is adequate pool of human resource to replace the retiring staff and to cater for the resurgence in demand for aviation services in the continent.

Africa loses aviation professionals and highly skilled employees trained on meagre resources of civil aviation authorities, air navigation service providers, airports and airlines to other regions outside the continent where more competitive terms of service are offered. The rate of employees leaving is damaging and is increasingly reaching unmanageable levels. This will affect the ability of Africa to deliver quality and safe services if measures are not urgently taken to arrest the situation. The situation is worsened by the rapidly expanding air transport business in Africa that requires more aviation personnel.

A survey carried out by the TEWG and SITA to assess the training capabilities in Africa shows that there are challenges related to training facilities and equipment, instructors and regulatory approvals. The study which covered most of the training institutions and service providers in Africa must be interpreted together with other known information in the industry.

Airport operations and regulatory courses appear to have the biggest imbalance in terms of the gap between supply and demand. The results on airport operations is magnified as the airport tends to have the largest number of potential trainees while most of the regulatory courses comes from regulator peers or ICAO, and this supply may not have been adequately captured in the study.

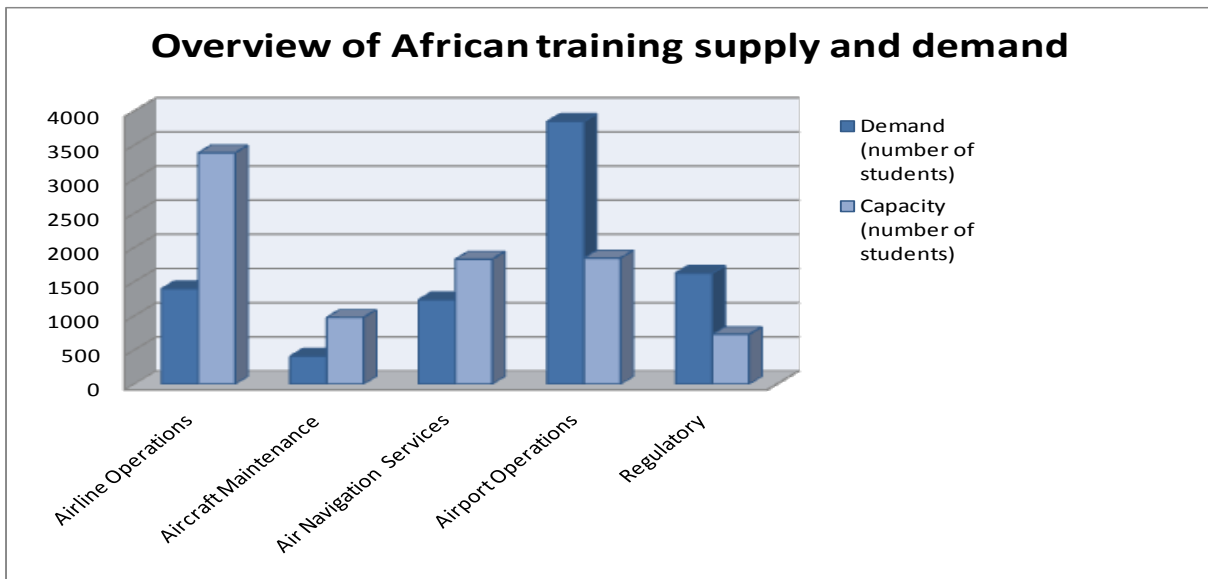


Figure 2: Overview of African training supply and demand

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THREE YEAR STRATEGIC PLAN

2.2.2 Instructor Capabilities

The survey carried out by the TEWG and SITA to assess the training capabilities in Africa covering 33 aviation institutions showed that 67% of the training centres had less than 10 instructors on a permanent basis and only 4 had more than 40 instructors on a permanent basis. Most institutions do not therefore have adequate instructors.

2.2.3 Quality Assurance

The study findings showed that most of the training centers had adopted national accreditation systems as required by the Civil Aviation Authorities or local education boards. Other institutions have opted for international quality management certification including ISO 9001: 2008. As such there is no standardized accreditation system for training institutions to assure same quality of aviation training in Africa.

2.2.4 Design of Curricula

There are various design approaches across the continent according to the findings of the study. It was established that some institutions use the competency based approach for course development and assessment while others have performance based approach syllabi. There are even other institutions that combine both and as such there is no standardized method of designing curricula across the institutions.

2.2.5 Facility Capabilities

There is large variety in the capabilities of the training organizations in terms of classrooms and training aids. Most of the institutions use video projection facilities, internet services, and the number of classrooms ranges from 5-9. Most schools have limited capabilities of training aids such as simulators and learning laboratory facilities. Only 5 training centers studies had over 10 classrooms, with simulators and learning laboratories.

2.2.6 Lack of Recognition Criteria

The training institutions do not have a mutually accepted recognition criteria that will allow cross country comparison of academic and skill competency qualifications. This is important for the purposes of cross border admissions and recognition of credits, certificates and diplomas. This makes it difficulties for students to get admission in other countries and for instructors to offer training services in other institutions.

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THREE YEAR STRATEGIC PLAN

2.27 Demand and Supply Analysis

The demand and supply analysis for training services showed that there was a high and increasing demand for aviation training throughout Africa and across almost all sectors of the industry.

The study findings showed that all courses had a higher capacity in terms of student numbers compared to the demand of the courses by students with the exception of the Airport operations and regulatory courses. Airline operations, aircraft maintenance and air navigation services courses are well supplied according to the study.

During the study an analysis was done for the various courses covering various regional blocks namely; Banjul Accord, Central Africa, East African Community (EAC), North Africa, Southern Africa Development Corporation (SADC), UEMOA and Mauritania and others.

The results showed there is adequate supply of airline operation courses across all the regions. Data for aircraft maintenance courses also showed that there was excess capacity in the regions. There appeared to be no demand for these services in the Banjul Accord Group and Central Africa regions. On the other hand the demand for air navigation services exceeded supply in the Banjul region and EAC region with the main supply being in SADC, North Africa and UEMOA.

In all the regions with the exception of North Africa and UEMOA there is a higher demand for airport operations courses than the supply while the demand for regulatory courses exceeds demand in all the regions.

2.2.7 Future Demand for Training

The future demand for training in Africa shows that the training capacity currently available in the continent is not adequate to respond to the future demands for aviation training in Africa. There is also a difference between the training capacity in the institutions and the minimum requirements for provision of adequate and quality training.

2.2.8 Regulatory approvals

There are differences in regulatory requirements between States making it difficult for training organizations to develop training programmes that comply with the varying requirements of states in Africa. The processes of approvals of training organizations, where they exist, vary between states. It is therefore difficult for a training institution to obtain approvals as a training organization from states other than the state of nationality.

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2.3 ENVIRONMENTAL SCAN

The environmental scan analyses the challenge facing the newly established AATO. The environment scan analyses the critical issues affecting AATO at the present. It is based on the analysis of the factors influencing the environment within which AATO operates in, internal analysis and the outcome of the meetings of the Aviation Training Organizations. In conducting the environmental scan due consideration was also made to the mandate of AATO as provided in the Constitution.

2.3.1 Capacity of AATO

Currently the secretarial services for the Interim Council are provided by the ICAO Regional Office. The initial staffing of the AATO secretariat with an interim Secretary General will not provide the required technical expertise to facilitate the achievement of the mandate. As a result, AATO is faced with the challenge of establishing and implementing the frameworks required for the provision of effective training by African aviation institutions consistent with international standards.

2.3.2 Uniformity in Standards

The current institutions provide training services based on policies and regulations established by each individual state. As a result the curricula developed are different from one country to another. The entry requirements and the instructor requirements are also different in each country. This has led to a situation where trainees performing similar tasks undergo different training in each individual state. This makes it difficult for the trainees to be absorbed in other countries as the standard of training may not be acceptable in other countries.

2.3.3 Sharing of Resources

There is inadequate information on the capacity of the training institutions in Africa. Information on the courses offered, training facilities and instructor capabilities is not shared among states to assist in sharing of scarce resources in Africa. The problem is compounded by lack of recognition criteria for qualification of students and instructors from other states. Other challenges include insufficient number of instructors/facilitators, limited learning facilities, logistics difficulties related to access to training centres and accommodation for foreign students.

2.3.4 Quality of Training

The establishment and application of quality systems in aviation training institutions is not uniform across the various training institutions and this has resulted to different levels of efficiency in service delivery even when the course is the same. Most of the institutions have not acquired certification for quality management systems and even the Safety Management

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System. The inadequacies identified and the lack of quality management systems does not reflect the necessary confidence required to attract foreign students looking for quality training.

2.3.5 Promotion of interests

The aviation training institutions play a critical role in training the human resources required for the aviation industry. The institutions are however, not currently integrated with other civil aviation institutions because they have no single voice to promote their interests. This implies that the training institutions miss out opportunities available for learning and sharing in international meetings. They cannot also project themselves as one unit with one voice at the international level to promote their interests.

2.4 STAKEHOLDER ANALYSIS

AATO being an association of training organizations recognizes the importance of a harmonious relation with the internal and external stakeholders. It will thus deliberately strive to provide a favourable environment for optimal operations. The membership represent the internal stakeholders and they affect the delivery of services, whereas the external stakeholders include those other members of the association or groups that directly affect or are affected by AATO's operations. The external stakeholders' support, concerns and interests are critical in ensuring that the mandate of AATO is achieved. It is envisaged that the stakeholders will work together to support the establishment and continuous operation of a sustainable AATO. *Table 1* below summarizes the outcome of stakeholder analysis.

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Table 1: Key Stakeholder Analysis

Category/Stakeholder	Interest and Expectations	How they will be addressed
Members	Availability of guidelines for curricula development and instructor qualifications	Development of technical guidance materials by AATO
	Objective evaluation and accreditation of ATOs	Establishment of a transparent system for accreditation
	Sharing of resources across the Africa	Establish a resource sharing mechanism in the region
ICAO	Successful set up of AATO	Ensure retention of ICAO and participation as a partner in the AATO set up process
	Achievement of standardized training	Establish an effective AATO to develop and oversee implementation of standards
	Continuous operation of a sustainable AATO	Ensure adequate funding by members, states and partners
	Safer Skies in Africa	Ensure adequate and quality human resource for the industry
AFCAC	Successful set up and operation of AATO	Ensure involvement of AFCAC in set up and operation of AATO
Civil Aviation Authorities	Increased number of approved training organizations	Providing guidance to ATOs to achieve the harmonized standards in Africa
Aviation Service Providers - ANSP's, Airports, Airlines, AMO's,	Adequate and qualified human resources to deliver quality services to the industry	Producing qualified human resources to work in Africa
IATA/AFRAA/ACI/CANSO	Adequate and quality human resource to work in the industry	Increased training opportunities and quality standardized training
Staff Associations/Trade Unions	Increasing and qualified membership	Producing a diversity of qualified human resource

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CHAPTER THREE

3.0 CORPORATE STATEMENTS

3.1 VISION

To create safer African skies through high quality standardized aviation training.

3.2 MISSION

To promote harmonization and standardization of aviation training in Africa through cooperation, sharing of expertise and resources amongst members and other stakeholders

3.3 CORE VALUES

- a) Integrity
- b) Transparency
- c) Fair representation
- d) Excellence
- e) Innovation

3.4 STRATEGIC GOALS

- a) Develop centres of excellence in all disciplines of the aviation industry in Africa
- b) Be the voice of the African training centres, representing their interests at national and international fora
- c) Promote compliance to national and international standards by its members
- d) Facilitate cooperation among its members across the African continent
- e) Develop and implement procedures and guidelines for aviation training.

3.5 STRATEGIC OBJECTIVES

There are five Strategic Objectives that the Plan seeks to achieve:

- a) Establish functioning bodies of the organization.
- b) Harmonize and standardize training policies and procedures.
- c) Establish AATO accredited Centers of Excellence.
- d) Increase membership of AATO.
- e) Establish, maintain and promote stakeholder partnerships.

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Table 1: KEY ACTIONS IMPLEMENTATION PLAN

	Key Outputs	Key Action	Timelines	Actor
1	Strategic Objective 1: Establish functioning bodies of the organization			
	Appointed interim Secretary General	Recruit Secretary General through interim appointment	30 April 2013	Council
	Substantive Appointment of Secretary General	Recruit members of the secretariat	31 Dec 2013	Council
	Approved Terms of Reference	Approve terms of reference of the standing committees	30 June 2013	Council
	Established office	Acquire office for use by the Secretariat	30 June 2013	Council/ Host State/ Organization
	Rules and regulations document	Develop terms and conditions of service for Secretariat staff	30 June 2013	Council
	Approved Procedure Manual	Review and approve the procedure manual	30 June 2013	Council
	Effective Secretariat	Ensure adequate support from members, ICAO and industry stakeholders	On Going	Council
2	Strategic Objective 2: Harmonize and standardize training policies and procedures			
	Approved training policy	Review and approve the training policy and requirements	30 April 2013	Assembly
	Approved criteria of Centres of Excellence	Review and approve the criteria of Centres of Excellence	30 April 2013	Assembly
	Harmonized curricular	Develop a framework for the harmonization of the training curriculum for approval	30 April 2014	Technical committee

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	Key Outputs	Key Action	Timelines	Actor
	Approved Accreditation framework	Develop a framework for the accreditation of instructors	30 April 2014	Technical committee
	Recognition framework	Develop a framework for the recognition of cross border qualification	31 December 2014	Technical committee
	Quality assurance procedure (monitoring and recognition framework)	Develop monitoring and evaluating regulations relating to Aviation Training Organizations	30 April 2014	Technical committee
3	Strategic Objective 3: Establish AATO accredited Centres of Excellence			
	Approved Centre of Excellence documentation	Review and approve the Centre of Excellence documentation	31 December 2013	Technical Committee
	Informed AATO membership	Circulate the criteria of Centre of Excellence accreditation and member benefits	31 January 2014	Secretariat
	Accredited 5 ATOs	Conduct audits and accredit Aviation Training Organizations	31 st December 2015	Secretariat
4	Strategic Objective 4: Increase AATO membership			
	Established database for potential members	Establish existing and potential members	30 June 2013	Council
	Circulated document of member benefits	Define member benefits and circulate	31 st July 2013	Council
	Increased membership of AATO	Develop and implement plan to recruit members	31 st August 2013	Secretariat
5	Strategic Objective 5: Establish, maintain and promote stakeholder partnerships			
	Effective communications to Stakeholders	Develop and implement a communication strategy	30 June 2013	Council
	Communication pack	Define and develop communication material	30 June 2013	Council

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	Key Outputs	Key Action	Timelines	Actor
	Signed 5 MoUs with Stakeholders	Develop MoU with aviation stakeholders	31 st March 2014	Council
	Increasing trend in membership	Manage relevant stakeholder expectations	On-going	Council
	Developed AATO Advocacy Policy	Develop Advocacy Policy and Guidelines	30 th April 2013	Council

3.6 HIGH LEVEL IMPLEMENTATION STRATEGY 2013-2015

Outcome	Description	Yr 1	Yr 2	Yr 3
Establishment of AATO office	Infrastructure/equipment and Staff			
Harmonization/Standardization	All training curricular across all aviation disciplines meet the same standard			
Designation of COE's	At least one accredited CoE in each sub- region in AFI			
Maintenance of database on training Supply & Demand	Current data available reflect training supply and demand in AFI			
Cooperation & Advocacy	Stakeholder management and consultation			
Operationalization of AATO and applicable frameworks	Established and sustainable AATO			

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CHAPTER FOUR

4.0 RISK MANAGEMENT

The risks that may affect the achievement of the Strategic Objectives are listed below and the mitigation plans for the respective risks.

No.	Risk	Mitigation/Elimination
1	Financial sustainability of the AATO comprised due to low levels of members Financial sustainability due to non-payment or delays in contributions Registration of AATO and financial management – state of registration, opening of account, management of finances Inadequate financial processes , systems, and controls at the initial stages	Aggressively implement membership drive Provide benefits for timely Membership Renewals Establish a mechanisms to manage AATO at initial stages Implement and strengthen the financial management systems
2	Lack of Corporation from States Lack of corporation from industry stakeholders	Market benefits to states and ensure participation in meetings Provide membership and collaboration benefits to stakeholders
3	Reputation risk due to decisions based on wrong information	Urge states to appoint competent personnel in committees

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CHAPTER FIVE:

5.0 FINANCIAL RESOURCE CONSIDERATION

The successful implementation of the Strategic Plan will depend on the resources the AATO will have at its disposal including finance, personnel and infrastructure.

Financial Resources that are required for the implementation of the plan may be categorized in the following areas:

- a) Start Up costs
- b) Operational costs
- c) Capital Costs

The financial plan provides estimates of revenues and expenditures necessary to implement the Strategic Plan. The Financial Plan identifies the forecast revenues, operating costs including human resources and capital costs and projects them over the Strategic Plan schedule from 2013 to 2015.

5.1 ASSUMPTIONS

The following assumptions were used in the forecast of revenues and expenditures required to support the Strategic Plan.

5.1.1 General Assumptions

- a) The State hosting the Secretariat will provide a furnished office including furniture and office equipment.
- b) The financial year of AATO will run from 1st April to 31st March of each year.

5.1.2 Specific Assumptions

- a) **Revenue**
 - (i) During the first three years the revenues for AATO will be from membership fees, annual subscription, support from partners and sponsors during workshops and conferences. This will be supplemented by donations.
 - (ii) Initial membership numbers will start at 15 for full members, 10 for associate organizations members, 10 associate individual members and 5 for corporate members and an envisaged growth of 10% per annum.
 - (iii) The membership admission fees and annual subscription fees shall be approved by the Council.

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- (iv) AATO will charge fees for the training on emerging concepts and registration fees during workshops, seminars and trainings.

- b) Start Up Cost**

It is estimated that the start-up cost will be based on non-staff expenditures. It is assumed that 50% equivalent of the annual non staff costs will be required for the start up to take care of initial costs related to the establishment of AATO during the first quarter of the year.

- c) Recruitment Expenses**

The recruitment of the Secretary General will be done as per the Human Resource Policy.

- d) Salaries and Allowances**
 - (i) The office will initially have 4 staff members, the Secretary General, Technical Officer, Technical Assistant and Administrative Officer.
 - (ii) The salaries for the Secretary General and the Technical Officer will be based on the classification of salaries and benefits as provided for by the International Civil Service Commission (ICSC) and as recommended by the Finance Committee and approved by the Council.
 - (iii) The salaries for the Technical Assistant and the Administrative Officer shall be paid by the host country as agreed with the Council.

- e) Staff Insurance**

The cost of insurance for staff (which will cover life, death in service and medical) will depend on the location of the office and be undertaken by the Council.

- f) Training Costs**

The training costs are allocated from the second year to cater for the training of staff members as may be required.

- g) Hospitality and Retreat**

The hospitality and retreat costs are based on minimal allocations for the entertainment in the office of Secretary General.

- h) Travel Costs**
 - (i) The costs of travel for staff members shall be as contained in the approved Staff Rules. Travel costs for Council Members shall be met by the nominating States/organizations.
 - (ii) The members of the technical and financial committees shall for the first year be met by the nominating states/organizations.

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- i) Communication Costs**
These will cater for the telephones, distribution, internet, faxes and any other communications.
- j) Operating Expenditures**
The operating expenditures are estimated based on average costs of operation in Africa.
- k) Translation and Interpretation**
The costs of translation, interpretation and hospitality are estimated based on the meetings mentioned in 5.1.2 (b) above and on costs of similar events.
- l) Motor Vehicle Insurance**
The cost of insurance for motor vehicle for the Secretary General is based on the average insurance cover for a 2000 capacity motor vehicle.
- m) Office facilities**
While the host country will provide furnished offices to the Secretariat, allocations have been made for office maintenance, operation and alterations that may be incurred during the period.
- n) Capital Cost**
The only capital cost allocated is the purchase of a motor vehicle for the Secretary General. The cost is based on a 2000 capacity motor vehicle for the Secretary General.
- o) Depreciation**
Depreciation is catered for the motor vehicle depreciated over a period of 5 years.

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5.2 BUDGET PROPOSALS

	USD		
	Budget 2013/14	Budget 2014/15	Budget 2015/16
Revenue			
AATO Member Contributions	301,000	452,298	497,527
Donation by corporate Organizations	0	31,500	63,000
Other sources	0	10,500	21,000
Total Revenue	301,000	494,298	581,527
Expenses			
Start Up Costs	20,000		
Recruitment	15,000		
Staff Costs			
Staff Salaries	459,500	393,593	508,875
Training	0	21,000	21,000
Hospitality Costs	3000	3,150	3150
Travel Costs	0	130,410	130,410
Non Staff Costs			
Communication	1,000	1,050	1,050
Operating	26,500	27,825	28,825
Translation and Interpretation	15,000	15,750	15,750
Repair and Maintenance			
Insurance	5,000	5,250	5,250
Office facilities	6,000	6,300	6,300
Depreciation	10,000	0,500	10,000
Total Expenses	561,000	609,577	730,110
Surplus/(Deficit)	(260,000)	(115,269)	(148,582)

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CHAPTER SIX

6.0 MONITORING AND EVALUATION

A monitoring and evaluation system is necessary to ensure that AATO has timely, focused, objective and evidence-based information on the performance of its activities. It requires observation, measurement, feedback, and guidance. In this regard, AATO will, as a matter of priority, establish an effective monitoring and evaluation system consisting of:

- (i) Appropriate performance indicators
- (ii) Data collection and reporting system
- (iii) Evaluation and review mechanism

The Council controls the evaluation process and undertakes reviews that provide strategic directions. The Secretary General will monitor, evaluate and report progress to Council. A system of getting feedback shall be put in place to receive and manage feedback from the technical committees.

Monitoring and Evaluation of the Strategic Plan will be carried out at two levels. The first level will track indicators at Strategic Objective level to establish the results and the second level will track indicators at output and activity level to establish the quantities and qualities of outputs and their respective timings of their delivery.

Data to measure the high strategic objectives will be collected over the three year period and analyzed every once a year and a report submitted to the Council. However, data to measure output and activities in order to keep track of the progress of implementation of the Strategic Objectives based on the annual business plan will be collected and analyzed quarterly. The report will be presented to the Secretary General.

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FIRST YEAR BUSINESS PLAN

FOREWORD

This Business Plan is based on the AATO Strategic Plan for 2013-2015 and is aimed at guiding the establishment and operation of the Association of African Aviation Training Organisations (AATO) during the first year of the Plan. It was prepared by the Interim Council as mandated by the Aviation Training Organisations Assembly held in Nairobi on 2nd – 4th April 2012. The establishment of a functioning AATO is aimed at achieving Recommendation 5/8 of ICAO AFI/RAN meeting of 2008 held in Durban, South Africa for the establishment and implementation of a framework for harmonisation and standardization of aviation training in Africa. The implementation of harmonised and standardised training is necessary for the achievement and sustenance of high level of aviation safety in Africa.

The Business Plan represents a prioritization of important activities during 2013 as envisaged by the Interim Council. The implementation of the activities outlined in the Plan is expected to establish the foundation for the creation of an effective AATO to deliver its mandate. An implementation plan has been provided in the Plan detailing the activities, target dates, responsibility and budgets which provides the necessary clarity required for the execution of the Business Plan.

The key activities planned for implementation during the first year include the election of the Council, recruitment of the Secretariat, development of policy documents and establishment and operationalization of the AATO. During the first year, AATO is also expected to initiate the development of criteria for the accreditation of Aviation Training Organizations as Centres of Excellence.

The implementation of the Business Plan is mainly based on funding from membership, sponsorships and donations. It is therefore, envisaged that during the first half of the year limited activities will be carried out due to financial constraints as effort is made to grow the membership. This is however, expected to pick up progressively as more members join the Association to benefit from the accreditation services to be offered.

The Business Plan was prepared based on information collected and compiled by Training Experts Working Groups (TEWG) and from the meetings of the Assembly and Interim Council. While the information collected and analysed was limited, it is representative of the situation in Africa and has been used to craft the Business Plan which will serve as a guide for the creation of AATO. Furthermore, the Interim Council recognises that the implementation of the Plan will be influenced by the leadership of the incoming elected Council and the dynamics of the aviation environment.

AATO will nurture the cordial relationship with the Aviation industry and would work together to improve and sustain higher levels of aviation safety and security in Africa. It is our commitment as AATO to ensure that quality human resources is available to drive the Aviation industry in Africa. We sincerely thank the members of the Aviation Training Organizations, members of the TEWGs and stakeholders who gave valuable comments during and after the various meetings. Your contributions enabled the timely crafting of the Business Plan. We thank you All.

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ABBREVIATIONS

AATO	-	Association of African Aviation Training Organisations
ACI	-	Airport Company International
AFI	-	Africa Region
AFCAC	-	African Civil Aviation Commission
AFI RAN	-	Africa and Indian Ocean Regional Air Navigation
CAA	-	Civil Aviation Authority
COE	-	Centre of Excellence
EAC	-	East African Community
ICAO	-	International Civil Aviation Organisation
SADC	-	Southern African Development Corporation
SITA	-	Société Internationale de Télécommunications Aéronautiques
TEWG	-	Training Experts Working Group
UEMOA	-	West African Economic and Monetary Union

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FIRST YEAR BUSINESS PLAN

CHAPTER ONE:

1. INTRODUCTION

1.1 BACKGROUND

The African region comprises of 54 countries. Under ICAO regional grouping, Africa is part of the ICAO AFI region which also includes the Indian Oceanic Flight Information Region. ICAO audits and assessment of the region from the other industry organizations have revealed that throughout Africa there is lack of qualified personnel in crucial areas of civil aviation.

In order to improve the situation in Africa, during the AFI RAN special meeting held in Durban in November 2008, it was recommended that states work towards the establishment and implementation of a framework for harmonisation and standardization of aviation training in Africa. Pursuant to recommendation 5/8 of the AFI RAN meeting of 2008, several meetings have been held in Africa by the Aviation Training Organisations culminating to the establishment of the Association of African Aviation Training Organisations.

The Association is expected to assess the need of capacity building in Africa, in technical, operational and managerial areas. It will then develop and implement measures aimed at ensuring that the requirements for aviation human resources in Africa are achieved in order to have a safe and sustainable air transport system in the continent. AATO will work towards ensuring that a framework for harmonization and standardisation of aviation training in Africa is implemented. In doing this, AATO will be expected to ensure that a quality control system is put in place and the envisaged benefits of the framework achieved.

This Business Plan was prepared based on the information collected by various Technical Working Experts Groups (TWEGs) and the reports of the Training Coordination Conferences. The Plan is prepared by the Interim Council and may require review by the elected Council to accurately define the implementation schedule given emerging circumstances.

1.2 OBJECTIVES AND FUNCTIONS OF AATO

In accordance with Article 2 of its constitution, the objectives of the AATO are as follows:

- a) Promote Cooperation among its members;
- b) Promote the interests of its members and aviation training in Africa;
- c) Promote the harmonization and standardization of aviation training in Africa;
- d) Encourage the sharing of expertise among its members and other aviation organizations;

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FIRST YEAR BUSINESS PLAN

To achieve its objectives, the AATO is expected to perform among others, the following functions:

- a) Develop policy and guidelines for aviation training organizations in Africa in order to facilitate their compliance with international and national standards, and best practices in aviation training;
- b) Develop and advocate positions on issues of interests for its members and aviation training in Africa;
- c) Develop and implement a system of designation of Centres of Excellence;
- d) Support the accreditation of training organizations across borders;
- e) Ensure the development and implementation of standards, harmonized procedures, and guidelines for aviation training;

1.3 CORPORATE STATEMENTS AND OBJECTIVES

1.3.1 Vision

To create safer African skies through high quality standardized aviation training.

1.3.2 Mission

To promote harmonization and standardization of aviation training in Africa through cooperation, sharing of expertise and resources amongst members and other stakeholders

1.3.3 Core Values

- Integrity
- Transparency
- Fair representation
- Excellence
- Innovation

1.3.4 Strategic Goals

- a) Develop centres of excellence in all disciplines of the aviation industry in Africa
- b) Be the voice of the African training centres, representing their interests at national and international fora
- c) Promote compliance to national and international standards by its members
- d) Facilitate cooperation among its members across the African continent
- e) Develop and implement procedures and guidelines for aviation training.

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1.3.5 Strategic Objectives

There are five Strategic Objectives that the Plan seeks to achieve:

- a) Establish functioning bodies of the organisation.
- b) Harmonise and standardise training policies and procedures.
- c) Establish AATO accredited Centers of Excellence
- d) Increase membership of AATO
- e) Establish, maintain and promote stakeholder partnerships.

1.4 KEY PEOPLE

The Business Plan will be driven by the Secretary General of AATO as the head of the AATO Secretariat and the staff. Two standing committees on technical and financial matters will provide support to the Secretary General to enable the Secretariat achieve its mandate.

The Council which is the executive body representing states will be responsible for the overall performance of the AATO. The highest decision making body is the Assembly and will provide the policy direction to AATO.

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CHAPTER TWO

2.0 FUNCTIONS AND SERVICES

2.1 HARMONIZATION AND STANDARDIZATION OF STANDARDS

AATO will work with member states to harmonise and standardise aviation training for its members. To achieve this, ATO will develop and implement a framework for harmonisation and standardisation to ensure that aviation curriculum is the same throughout the region. It will also ensure that the requirements for facilities, equipment and instructors are also standardised and a criteria developed for recognition of qualification from other African states.

2.2 ACCREDITATION SERVICES TO ATO

The completion of harmonisation and standardisation will enable AATO to effectively carry out accreditation services. Accredited institutions will have achieved the status of Centres of Excellence and will reflect adherence to quality standards which will enable them to deliver effective services and attract more clients.

2.3 PROMOTION OF INTERESTS OF MEMBERS

The promotion of members interests at national and international fora will enable AATO members to speak with one voice and will constitute a strong lobby group that can be listened to. This will help members to positively influence policy making and implementation, for the achievement of safe and secure aviation environment in Africa and for the benefit of its members.

2.4 PROMOTE COMPLIANCE TO NATIONAL AND INTERNATIONAL STANDARDS BY ITS MEMBERS

The existence of a third party to promote compliance to national and international standards will help members achieve certification faster. Currently only ICAO and member states are pushing for compliance with standards. It is in the best interest for AATO to promote compliance as this will not only help improve the quality of human resource but will also enhance overall aviation safety and enable institutions to attract more students.

2.5 FACILITATE COOPERATION AMONG ITS MEMBERS

AATO will collect and maintain a data base for all aviation training institutions in Africa with a view to sharing the information among the countries. With a well-established data base of aviation training capacity of each member, AATO will be able to promote corporation and sharing of resources among the members. This will allow institutions to utilise their competitive advantages to offer courses best suited to them to a wider market more efficiently.

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FIRST YEAR BUSINESS PLAN

CHAPTER THREE

3.0 AVIATION MARKET ANALYSIS

3.1 GLOBAL TRAINING ENVIRONMENT

ICAO estimates that the number of commercially operated aircraft will have jumped from 61,833 in 2010 to 151,565 in 2030, and the number of departures from around 26 million to almost 52 million. Its projection up to 2030 shows that more than 2 million jobs will be created for pilots, maintenance personnel and air traffic control as a result of retirement of professional staff and the anticipated growth of the industry. The industry growth is expected to more than double the requirements for pilots, maintenance and air traffic controllers.

A comparison by the ICAO study on the number of personnel who will require to be trained annually with the capacity of the existing training institutions shows that there is a shortfall of training capacity equivalent to 160 pilots, 360,000 maintenance personnel and 40,000 air traffic controllers. The global demand for aviation personnel is therefore expanding faster than the supply and this has adverse implications on global aviation safety if no action is taken to address the shortage on time.

3.2 AVIATION TRAINING IN AFRICA

3.1.1. Current and forecasted demand for training in Africa

The data collected by TWEG from 66 States civil aviation authorities and aviation services providers indicated that there is a high and increasing demand for aviation training throughout Africa and across all sectors of the industry.

3.1.2. Capacity for Aviation Training In Africa

Studies undertaken on 33 training organizations in Africa by TWEG on the capacity of training showed that the training capacity currently available in the continent is not adequate to respond to the current and future demands for aviation training in Africa. There is also a difference between the training capacity in the institutions and the minimum requirements for provision of adequate and quality training.

3.1.3. Regulatory approvals

There are differences of regulatory requirements between states making it difficult for training organizations to develop training programmes that comply with the varying requirements of states in Africa. The processes of approvals of training organizations, where they exist, vary between states. It is therefore difficult for a training institution to obtain approval as a training organization from other states other than the state of nationality. The capabilities of the training organizations are further constrained by the differences of regulatory requirements for recognition of credits, certificates, diplomas, or degrees among African States.

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FIRST YEAR BUSINESS PLAN

CHAPTER FOUR:

4.0 IMPLEMENTATION OF BUSINESS PLAN ACTIONS

Objective 1: Establish functioning bodies of the Organisation							
	Key Actions	Targets	2013/14				Actor
			Q1	Q2	Q3	Q4	
1	Recruitment of the secretariat	Interim appointment					Council/
		Substantive Appointment of SG					Council
2	Approval of Terms of reference of the standing committees	Approval of ToRs					Council
3	Office acquisition	Establishment of the office					Council/ Host country
4	Develop rules and regulations for staff	Approval of terms and conditions of service for Secretariat Staff					Council
5	Development of the Procedure Manual	Review and approval of the Procedure Manual					Council
6	Effective operation of the Secretariat	Adequate funding and support from members and stakeholders					Council
Objective 2: Harmonise and standardise training policies and procedures							
1	Review and approval of the training policy and requirements	Approval of training policy					Assembly
2	Review and approval of the criteria of CoE's	Approval of criteria of CoE's					Assembly
Objective 3: Establish AATO accredited Centre of Excellence							
1	Review and approve the CoE documentation	Approved CoE documentation					Technical Committee
2	Circulate the criteria of CoE accreditation and member benefits	Informed AATO membership					Secretariat

APPENDIX 5C

FIRST YEAR BUSINESS PLAN

Objective 4: Increase AATO Membership							
1	Establish existing and potential members	Database					Council
2	Define member benefits and circulate	Completed circulation list					Council
3	Recruitment of members	Recruitment plan					Council
Objective 5: Develop, maintain and promote stakeholder relationships							
1	Identify communication channels	Communication Strategy					Council
2	Define and develop communication material	Communication pack					Council
3	Sign MoU/LoU with stakeholders	Sign at least 2 MoUs/LoUs with stakeholders during the year					Council
4	Manage relevant stakeholder expectations	Increasing trend in membership					Council
5	Develop AATO Advocacy Policy	AATO Advocacy policy and guidelines					Council

APPENDIX 5C

FIRST YEAR BUSINESS PLAN

CHAPTER FIVE

5.0 FINANCIAL PLAN

The successful implementation of the Business Plan will depend on how quickly AATO is able to have adequate resources at its disposal including finance, personnel and infrastructure to carry out the services. All the financial assumptions in the main Strategic Plan are applicable to the Business Plan.

Financial resources that are required for the implementation of the business plan are in three categories shown below:

- a) Establishment costs
- b) Operational costs
- c) Capital Costs

5.1 ASSUMPTIONS

The following assumptions were used in the forecast of revenues and expenditures required to support the Strategic Plan.

5.1.1 General Assumptions

- (a) The State hosting the Secretariat will provide a furnished office including furniture and office equipment.
- (b) The financial year of AATO will run from 1st April to 31st March of each year.

5.1.2 Specific Assumptions

a) Revenue

- i) During the first three years the revenues for AATO will be from membership fees and annual subscription, support from partners and sponsors during workshops and conferences. This will be supplemented by donations.
- ii) Initial membership numbers will start at 15 for full members, 10 for the associate organizations members 10 Associate individual members and 5 for the corporate members and an envisaged growth of 10% per annum.
- iii) The membership admission fees and annual subscription fees shall be approved by the Council.
- iv) AATO will charge fees for the training on emerging concepts and registration fees during workshops, seminars and trainings.

APPENDIX 5C

FIRST YEAR BUSINESS PLAN

b) Start Up Cost

It is estimated that the startup cost will be based on non-staff expenditures. It is assumed that 50% equivalent of the annual non staff costs will be required for the start up to take care of initial costs related to the establishment of AATO during the first quarter of the year.

c) Recruitment Expenses

The recruitment of the Secretary General will be done as per the Human Resource Policy.

d) Salaries and Allowances

- (iv) The office will initially have 4 staff members, the Secretary General, Technical Officer, Technical Assistant and Administrative Officer.
- (v) The salaries for the Secretary General and the Technical Officer will be based on the classification of salaries and benefits as provided for by the International Civil Service Commission (ICSC) and as recommended by the Finance Committee and approved by the Council.
- (vi) The salaries for the Technical Assistant and the Administrative Officer shall be paid by the host country as agreed with the Council.

e) Staff Insurance

The cost of insurance for staff (which will cover life, death in service and medical) will depend on the location of the office and be undertaken by the Council.

f) Training Costs

The training costs are allocated from the second year to cater for the training of staff members as may be required.

g) Hospitality and Retreat

The hospitality and retreat costs are based on minimal allocations for the entertainment in the office of Secretary General.

h) Travel Costs

- i) The costs of mission travel for staff members shall be as contained in the approved Staff Rules. Travel costs for Council Members shall be met by the nominating States/organizations.
- ii) The members of the technical and financial committees shall for the first year be met by the nominating states/organizations.

APPENDIX 5C

FIRST YEAR BUSINESS PLAN

- iii) The cost of travel for the Council from the second year assumes that the Council and the technical committees will each have three meetings of two days during the year.
- iv) The Secretary General will make one mission travel of three days for each quarter.

i) Communication Costs

These will cater for the telephones, distribution, internet, faxes and any other communications.

j) Operating Expenditures

The costs are based on the experience of start-up costs for a regional agency in Africa.

k) Translation and Interpretation

The costs of translation, interpretation and hospitality are estimated based on the meetings mentioned in 5.1.2 (b) above and on costs of recent similar events.

l) Motor Vehicle Insurance

The cost of insurance for motor vehicle for the SG is based on the average insurance cover for a 2000 capacity motor vehicle.

m) Office facilities

While the host country will provide furnished offices to the Secretariat, allocations have been made for maintenance, operation and alterations that may be incurred during the period. The amounts allocated are based on earlier experience of a start-up.

n) Capital Cost

The only capital cost allocated is the purchase of a motor vehicle for the Secretary General. The cost is based on a 2000 capacity motor vehicle for the Secretary General.

o) Depreciation

Depreciation is catered for the motor vehicle and office equipment and depreciated over a period of 5 years.

APPENDIX 5C

FIRST YEAR BUSINESS PLAN

5.2 Budget Proposals

The main source of revenue for the Association is expected to be contributions by members. It is envisaged that contributions by Interim Council members will provide the funding required for the establishment of the AATO.

USD					
Budget Item	Budget 2013/14	Q1	Q2	Q3	Q4
Revenue					
AATO Member Contributions	301,000	0	51,000	125,000	125,000
Donation by corporate Organisations	0	0	0	0	0
Other sources	0	0	0	0	0
Total Revenue	301,000				
Expenses					
Start Up Costs	20,000	10000	10000		
Recruitment Expenses	15,000				
Staff Costs					
Staff Salaries	459,500				
Training	0				
Hospitality Costs	3000	750	750	750	750
Travel Cost	0	0	0	0	0
Non Staff Costs					
Communication	1,000	250	250	250	250
Operating	26,500	2500	6000	6000	6000
Translation and Interpretation	15000	0	0	7500	7500
Repair and Maintenance					
Insurance	5,000	0	0	5,000	0
Office equipment	6,000	0	3,000	3 000	0
Depreciation	10,000				10,000
Total Expenses	561,000				
Surplus/(Deficit)	(260,000)				
Capital Costs	50,000			50,000	
Net Budget Surplus/Deficit	(310,000)				

APPENDIX 5D

APPLICATION FORM

Name of Applicant:

Type of Applicant (Training Organization/College/Academy/Institution/Individuals/ others)

.....

Country/State:

.....

Organization: (Airline/Airport Operator/Aircraft Maintenance/Civil Aviation Authority):

.....

Ownership (if applicable):

- Governmental
- Public Sector
- Private
- Other (specify)

Approval and Accreditation (if applicable):

- Approved/Accredited
- Approval/Accreditation body:
- Not approved/Not Accredited

Fields of Training Activity:

- Aviation Management and Air Transport
- Flying and Airline Management and Operations
- Air Navigation and Communications
- Airports (Operations/Management/Engineering)
- Meteorology
- Aircraft Maintenance
- Other fields of training (Specify).....

Applicant Address:

.....
.....
.....
.....

Accountable Manager of Applicant Organization (if applicable):

APPENDIX 5D

APPLICATION FORM

- Name
.....
- Phone
.....
- Fax
.....
- E-mail
.....
- Website (URL)
.....

Applicant Focal Point (if applicable):

Name:

Position

Signature of the applicantDate.....

APPENDIX 5D

APPLICATION FORM

MEMBERSHIP TIER

FULL MEMBERSHIP

- a) Full membership is open to all African aviation training organizations;
- b) To be eligible for Full membership, an aviation training organization must have been approved by an appropriate certification authority and agree to abide by the Constitution of the Association;
- c) Full members have all the rights of membership; they can elect or be elected to the Council or any other bodies that may be established by the Assembly, including the right to vote in all Assembly deliberations.

ASSOCIATE MEMBERSHIP

- a) Associate membership is open to:
 - i) all African aviation training organizations that have not yet obtained approval by an appropriate certification authority,
 - ii) aviation professionals, and
 - iii) Non-profit aviation related organizations.
- b) Associate members can participate in Assembly discussions and deliberations but have no right to elect or be elected to the Council or any other bodies that may be established by the Assembly;
- c) Associate members do not have the right to vote.

CORPORATE MEMBERSHIP

- a) Corporate membership is open to corporate entities in aviation related organizations that have a commercial, for profit objective and are willing to support the Association and its objectives;
- b) Corporate members can participate in Assembly discussions and deliberations but have no right to elect or be elected to the Council or any other bodies that may be established by the Assembly;
- c) Corporate members do not have the right to vote.

APPENDIX 5E

JOB DESCRIPTION AND ROLE PROFILES

D)	Position:	SECRETARY GENERAL
	Reporting to:	Council
	Job Purpose:	To provide leadership for the association in developing Policy Guidelines for Aviation Training Organizations in Africa in order to facilitate their compliance with international and National Standards and Best Practices in Aviation training.

A. FUNCTIONS OF THE SECRETARY GENERAL:

The principal functions assigned to the Secretary-General explicitly or by inference to the Constitution will be grouped under the following Key Functions:

1. *General Administration and Executive Functions*

Majority of the Secretary-General duties will naturally be developed in a greater or lesser degree to members of staff but execution of these duties must be subject to supervision and control as the ultimate responsibility remains with the Secretary-General.

- a) The Secretary- General is the head of the Secretariat. The staffing of the Secretariat and the Terms of and Conditions of Service shall be determined by the Council upon written proposal/recommendations by the Secretary-General.
- b) The Secretary-General is responsible for the recruitment and assignment of staff making sure that those employed in respective functions represent that of a cross section of the geographical, linguistic and gender face of Africa. His leadership will largely determine the character and efficiency of the secretariat as a whole by creating and maintaining team spirit in the body of employees' recruited from different countries.
- c) Preparation of the Association's annual work plan and regular/quarterly performance reports to the Council and an Annual report to General Assembly of AATO member organizations.
- d) Communications to member organizations on decisions made by the Council
- e) Preparations of the agenda and the convocation of sessions, the provisions of necessary staff and the preparation of the minutes and other documentations
- f) Carry out the activities of the Association as approved by the Council from time to time

2. *Technical Functions*

The Secretary-General will be expected to provide technical assistance to Centers of Excellence in order for these centers achieve their overall objectives.

- a) Developing and implementing a system of designation for centers of excellence
- b) Supporting the accreditation of training organizations by states in Africa.
- c) Contributing to the development, adoption and implementation of standards, harmonized procedures and guidelines for aviation training by states

APPENDIX 5E

JOB DESCRIPTION AND ROLE PROFILES

3. *Financial Functions (Article 8)*

Under the Constitution, the Secretary- General has wide responsibilities in connection with the financial administration of the Association and it will be assumed that under Article 8 of the Constitution, the Secretary- General will have the primary responsibility of preparing the budget for allocation of funds, control of administrative expenditure, collecting fees from members and being the overall *Custodian of the Association Funds and Assets*.

- a) Each Year the Secretary General shall prepare a draft budget for the next two financial years, which includes the budget referred to in Article 7.3(c) .The budget, shall be submitted for review the Council and approved by the Assembly.
- b) Each year the Secretary General shall prepare the financial statements for the past financial year. He or She shall have these statements audited by a chartered accountant, and shall submit them for review by the Council and approval by the Assembly.
- c) The revenues of the Association, as contained in the annual budgets. shall consist of:
 - Start- up funds for the establishment and first year full operation of the Association granted by founding members, international, regional, States and aviation-related organizations.
 - Membership and application fees for the different categories of members. These fees may be adjusted to take into consideration the size of the different members involved, according criteria; fees may be revised from time to time by the Assembly.
 - Fees for specific services rendered by the Association, in a consultative capacity to individual members or third parties;
 - Grants or Donations

4. *Political and Representational Functions(Advocacy)*

The Secretary-General will have an important advocacy role to play in the Association's relationship with industry players - (such as ICAO, AFCAC, ACI, AFRAA, IATA) and may undoubtedly be called upon from time to time in the exercise of duties to take decisions which may justly be called *political*. The Constitution will provide responsibility to the Secretary General who will be required to exercise of the highest qualities of political judgment, tact and integrity.

- a) Representation of African Training Organizations with Regional and Organizational institutions on matters related to aviation training in Africa.
- b) Preparation and communication on advocacy positions on issues of common interest for African Aviation Training Organizations.

APPENDIX 5E

JOB DESCRIPTION AND ROLE PROFILES

B. ROLE COMPETENCIES:

- 1) *Judgment/Decision-making:* Proven ability to take ownership of all responsibilities and to honour commitments, exercise mature judgment, recognize key issues and analyze relevant information, to make feasible recommendation and to make sound decisions.
- 2) *Communication:* Ability to write clearly and concisely and to present articulate verbal reports.
- 3) *Team work:* Ability to work with colleagues across the spectrum of aviation industry in Africa to achieve the organization's goals and maintain harmonious working relationship in a multinational environment.
- 4) *Leadership, Vision and management:* Demonstrated ability to plan and guide the work of a multi-discipline team in a multinational environment, to identified priorities and adjust then as required.
- 5) *Client orientation:* Ability to establish and maintain partnership with external collaborators, to work and advocate effectively in a consensus-based system
- 6) *Commitment to continuous learning:* willingness to keep abreast of new developments in professional field.
- 7) *Technological awareness:* Ability to embrace office automation equipment, maintenance of software databases, etc.

C. ROLE PROFILE

- Masters (MBA, MSC) preferably in Aviation or equivalent professional qualification.
- PHD qualification will be desirable
- Experience in an Aviation Training Organization of at least 5 years
- Experience in aviation industry at Senior management level of at least 10 years

Note: Council to determine the age, geographical and gender balance as per international labour laws for all positions recruited in AATO.

APPENDIX 5E

JOB DESCRIPTION AND ROLE PROFILES

II) Position: TECHNICAL COORDINATOR
Reporting to: Secretary General
Overall purpose of the Job: To deputize the Secretary General and provide overall technical and administrative support services to the Secretariat.

A. DUTIES AND RESPONSIBILITIES:

1. Establish and maintain a database of all ATOs.
2. Acts a liaison person with stakeholders
3. Advises the Secretary General on policies and guidelines applicable to ATOs
4. Undertakes lobbying and advocacy on issues of concern and interest to the ATOs
5. Acts as the quality assurance Officer of the Secretariat
6. Participates in the development of standards, harmonized procedures and guidelines for aviation training.
7. Coordinates the budgeting process of the Secretariat
8. Develops the Secretariat's annual work plan (programme of activities).
9. Conducts research on emerging trends in the industry that affect ATOs and make recommendations to the SG.
10. Perform such other tasks as assigned by the Secretary General

B. ROLE COMPETENCIES:

- 1) *Judgment/Decision-making:* Proven ability to take ownership of all responsibilities and to honour commitments, exercise mature judgment, recognize key issues and analyze relevant information, to make feasible recommendation and to make sound decisions.
- 2) *Communication:* Ability to write clearly and concisely and to present articulate verbal reports.
- 3) *Team work:* Ability to work with colleagues across the spectrum of aviation industry in Africa to achieve the organization's goals and maintain harmonious working relationship in a multinational environment.
- 4) *Leadership, Vision and management:* Demonstrated ability to plan and guide the work of a multi-discipline team in a multinational environment, to identified priorities and adjust then as required.
- 5) *Client orientation:* Ability to establish and maintain partnership with external collaborators, to work and advocate effectively in a consensus-based system
- 6) *Commitment to continuous learning:* willingness to keep abreast of new developments in professional field.
- 7) *Technological awareness:* Ability to embrace office automation equipment, maintenance of software databases, etc.

APPENDIX 5E

JOB DESCRIPTION AND ROLE PROFILES

C. ROLE PROFILE

- Masters (MBA, MSC) preferably in Aviation or equivalent professional qualification.
- Experience in an Aviation Training Organization of at least 5 years
- Experience in aviation industry at senior management level of at least 7 years

Note: Council to determine the age, geographical and gender balance as per international labour laws for all positions recruited in AATO.

APPENDIX 5E

JOB DESCRIPTION AND ROLE PROFILES

III) Position: TECHNICAL ASSISTANT
Reporting to: Technical Coordinator
Overall Purpose of the Job: To deputise the Technical Coordinator in the provision of Technical and Administrative Supports services

A. DUTIES AND RESPONSIBILITIES:

1. Assists the Technical coordinator in the consolidation and updating of the ATO database
2. Participates in the development of guidelines applicable to ATOs
3. Participates in the budgeting process of the Secretariat
4. Implements the Secretariat's annual work plan (programme of activities).
5. Participate in Research activities on ATO matters.
6. Perform such other tasks as assigned by the Technical Coordinator.

Note: Council to determine the age, geographical and gender balance as per international labour laws for all positions recruited in AATO.

IV) Position ADMINISTRATIVE ASSISTANT
Reports to: The Secretary General
Job Purpose: Provides internal administrative services to the Secretariat

A. DUTIES AND RESPONSIBILITIES:

1. Initiates, plans, coordinates and oversees all administrative support services i.e. office accommodation; security; registry; secretarial; transport; staff welfare and insurance of assets.
2. Establishes procedures and oversees their implementation in the administration section
3. Establishes the procedures for an efficient system of record keeping
4. Responsible for procurement of office materials
5. Maintains the inventory of assets and property register
6. Any other duty assigned by the Secretary General.

Note: Council to determine the age, geographical and gender balance as per international labour laws for all positions recruited in AATO.

Benefits of AATO

Access to a network of approved Africa Aviation Training Organisations

Accès au réseau des Centres Africains agréés de Formation en Aviation Civile.

Access to cost effective training and facilities

Accès à des formations et équipements à un coût raisonnable

Better visibility for your training organisation

Une meilleure visibilité pour votre centre de formation.

Common acceptance and recognition of training and certificates

Reconnaissance partagée des formations et diplômes/Certificats.

Pooling of instructors, course material and training facilities

Partage d'instructeurs, de supports de cours et d'installation/équipements de formation.

Access to standardized curriculum and training content

Accès au contenu de formation et aux programmes normalisés.

Support and guidelines towards being designated as a centre of excellence

Bénéficie d'appui et de lignes directrices durant le processus de désignation comme centre d'excellence.

Representation on regional and international fora

Bénéficie de représentation au niveau fora régionaux et internationaux.

Research and Consultancy services towards training model improvements

Accès à la recherche et la consultance pour l'amélioration des modèles de formation.

Increase capacity to commercially benefit from an increased demand of aviation training

Accroissement de la demande de formation pouvant vous amener à accroître votre offre de capacité.

Access to current market information reflecting accurate supply, demand and capacity in Africa

Accès aux récentes données du marché faisant état d'informations précises sur l'offre, la demande et la capacité en Afrique.



Association of African Aviation Training Organizations

Association des Centres Africains de Formation aux Metiers de l'Aviation Civile.

Contact

Interim Secretariat :

E-mail : ICAOESAF_AFIPLAN@icao.int

Contact

Sécretariat Interimaire :

E-mail : ICAOESAF_AFIPLAN@icao.int

THE ASSOCIATION OF AFRICAN AVIATION TRAINING ORGANIZATIONS (AATO)

L'ASSOCIATION DES CENTRES AFRICAINS DE FORMATION AUX METIERS DE L'AVIATION CIVILE



Association of African Aviation Training Organizations

Association des Centres Africains de Formation aux Metiers de l'Aviation Civile.

“ Committed to the provision and sustainability of aviation training excellence in Africa ”

“ Engagés pour la fourniture d'une formation aux métiers de l'aviation civile d'excellence durable en Afrique ”

Vision Statement - Vision

To create safer African skies through high quality standardized aviation training.

Faire du ciel africain, un espace de plus grande sécurité à travers une formation aux métiers de l'aviation civile normalisée et de haute qualité.

Mission Statement - Mission

To promote harmonization and standardization of aviation training in Africa through cooperation, sharing of expertise, and resources amongst members and other stakeholders..

Promouvoir la normalisation et l'harmonisation de la formation aux métiers de l'aviation civile en Afrique à travers la coopération et le partage d'expérience et de ressources entre membres et autres partenaires.

Motto - Devise

“Committed to the provision and sustainability of aviation training excellence in Africa.”

“ Engagés pour la fourniture d'une formation aux métiers de l'aviation civile d'excellence durable en Afrique ”



Values - Valeurs

Integrity	Intégrité
Transparency	Transparence
Fair representation	Juste répartition
Excellence	Excellence
Innovation	Innovation

Strategic Objectives Objectifs Stratégiques

Develop centers of excellence in all disciplines of the aviation industry in Africa
Développer des centres d'excellence dans toutes les disciplines de l'industrie de l'aviation civile en Afrique.

Be the voice of the African training centers, representing their interests at national and international fora
Etre le porte parole des centres de formation et le représentant de leurs intérêts dans les fora nationaux et internationaux.

Promote compliance to national and international standards by its members
Inciter ses membres à se conformer aux normes nationales et internationales.

Facilitate cooperation among its members across the African continent
Faciliter une coopération transafricaine de ses membres.

Key Success Factors Facteurs clés de Réussite

Cooperation of States and other industry stakeholders
Implantation des Etats et autres partenaires de l'industrie

Partnership and collaborative efforts with other organizations associations
Partenariat et effort de collaboration avec d'autres organisations/associations

Membership commitment and financial support
Engagement fort des membres et appui financier

Functions of AATO Fonction de l'AATO

Develop policy and guidelines for aviation training organisations in Africa in order to facilitate their compliance with international and national standards, and best practices in aviation training

Développer une politique et des lignes directrices pour les centres de formations en Afrique en vue de les aider à se conformer aux normes et règlements nationaux et internationaux et aux meilleures pratiques en matière de formation aux métiers de l'Aviation Civile.

Develop and advocate positions on issues of interests for its members and aviation training in Africa

Développer et défendre des positions sur des sujets d'intérêts pour ses membres et pour la formation aux métiers de l'Aviation Civile.

Develop and implement a system of designation of Centers of Excellence

Développer et mettre en oeuvre un système de désignation des centres d'excellence.

Support the accreditation of training organizations across borders

Appuyer la reconnaissance des centres de formation au delà des frontières nationales dans l'ensemble de l'Afrique.

Ensure the development and implementation of standards, harmonized procedures and guidelines for aviation training

Assurer le développement et la mise en oeuvre des normes, des procédures harmonisées et des lignes directrices pour la formation aux métiers de l'Aviation Civile.



APPENDIX 5G

**TERMS OF REFERENCE AND SELECTION
CRITERIA OF THE HOST ORGANIZATION**

A. Criteria for a Host

1. Ascribing to AATO Vision
2. Being an ICAO member
3. Having an approved aviation training organization to be an operational AATO
4. Accessibility – for AATO services, activities and functions
5. Ease of communication – well established communications systems
6. Have aviation qualified staff
7. Have capacity to provide the basic facilities and support for the AATO start-up process and operations
8. Ability to work with all AATO members
9. Good reputation in the aviation industry

B. Host Organization

1. The AATO headquarters will be determined by the Assembly on the basis of a selection process conducted by the AATO Council. The host organization shall provide the following to through an expression of interest to the Council:

- Furnished Office Space as detailed below;
- Seconded administrative and Support personnel (full support);
- Administrative support for:
 - incorporation of the Association in the host State,
 - working and stay permits for the international secretariat personnel,
 - application for exemptions and any privileges applicable to Not-for-profit Associations,
 - subscription to basic utilities (electricity, water, gas),
 - availability of communication facilities (Internet, telephone, fax)
- Free access to conference/meeting facilities.

2. This minimum requirements list should not be construed as a prescription for what is required, but rather a list of basic needs. States would be encouraged to use their discretion to propose any additional resources that they consider would enhance the operational effectiveness of the AATO.

3. States should consider how the proposed facility will accommodate the requirements itemized here, and the Host State's undertaking that the building or adequate space in a building, would be ready for occupancy by the AATO by no later than 30 June 2013.

4.

5. The AATO facility should be of a size and configuration to accommodate the minimum requirements that follow.

APPENDIX 5G

**TERMS OF REFERENCE AND SELECTION
CRITERIA OF THE HOST ORGANIZATION**

C. AATO Requirements

Type of Physical Location: This could be a standalone office building; or a suite of offices located in an established office building with a mailing address easily accessible to an international airport.

Note: These requirements are for the provision of a building with services; or, office space of adequate size in a building having such services that is suitable to house the staff and equipment listed herein. The Host State is obligated to provide the office furniture or equipment itemized.

I. AATO Staffing

Initially, the AATO will be staffed by the following positions:

- 1) Secretary General
- 2) Technical Coordinator
- 3) Technical Assistant
- 4) Administrative Assistant

II. Office Space and Rooms:

The functioning of the AATO's initial staff will necessitate individual office space of adequate size for each staff member.

III. Office Furniture:

Space required for desks and/or desking systems to accommodate:

- Secretary General (Executive Furniture)
- For each staff member

IV. Computers/Printers/Phone:

- Laptop for Secretary General
- Desktop computers for each staff member
- Heavy duty printer/copier/scan machine
- Telephone extension for each staff member

V. The following services shall be provided by the Host State:

The Host State shall ensure that provisions are made for services that will enable the AATO to have:

- Electrical
- Internet /Intranet
- Heating and Air Conditioning
- Water
- Security Services
- Transportation
- Facilities for the disabled

APPENDIX 5G

**TERMS OF REFERENCE AND SELECTION
CRITERIA OF THE HOST ORGANIZATION**

D. Selection Procedures of Host Organization

1. The Council shall send out request for expression of interest to host the AATO to States/Approved Training Organizations.
2. After submission by potential host(s), the council will evaluate the expression of interest and rank them on evaluation criterion.
3. The council will submit three shortlisted potential host country to the Assembly for selection..
4. The Assembly will appoint the host country as per the constitution and AATO Procedures Manual
5. The Council will write to the successful host county after the approval by the Assembly.

APPENDIX 5H

FINANCIAL REGULATIONS

A. FINANCIAL REGULATIONS:

1. The fiscal year of the Association shall be the year commencing on the first day of April and ending on the last day of March.
2. The Secretary General will prepare a draft budget and submit it to the council after review with the finance committee, three months before the start of the following fiscal year.
3. The Secretary General shall present the Budget to the Assembly for approval.
4. All excess expenditure beyond the approved budget requires council approval.
5. Dues and other monies collected by the Association shall be placed in a depository approved by the Council. Payments from the funds of the Association shall be made on the signature of the Secretary General and/or such other person so authorized by the Council.
6. The Council shall establish the membership dues upon recommendation from the Finance Committee.
7. The council will determine a procedure for disbursement of funds by the secretariat.
8. Any payment by the Association shall require prior approval of the council as per the process identified in item 7 above.

B. MEMBERSHIP YEAR:

The membership year shall extend through the fiscal year.

C. MEMBERSHIP FEE AND ANNUAL SUBSCRIPTION STRUCTURE

I. Full Members

Membership fee	\$ 10,000
Annual subscription	\$ 3,000

II. Associate membership

Organization

Membership fee	\$ 5,000
Annual subscription	\$ 2,000

Individual

Membership fee	\$ 100
Annual subscription	\$ 80

III. Corporate membership

Membership fee	\$ 10,000
Annual subscription	\$ 3,000

APPENDIX 5I

COMMUNICATION GUIDELINES

I. Introduction

The Association of African Aviation Training Organizations (AATO) is an association whose aim is to standardize and harmonize aviation training in Africa, by designing and developing the criteria and procedures for accreditation of training centers; cross border diploma and certificate recognition; promoting cooperation and value sharing and; being the voice of African Aviation Training Organizations in relation with other industry stakeholders.

The Association's vision and mission is to promote the standardization and harmonization of aviation training through cooperation and sharing of expertise and resources for safer African skies. In light of this, internal and external communication guidelines are strategic objectives in the strategic plan.

The objective of the communication guidelines is to define the Association's communication principles to ensure efficiency, transparency while making the Association visible. These communication guidelines aim to propose a methodological approach in order to draw up and implement a communication plan for the Association. It contains practical advice and references to the Association's Vision, Mission and Objectives. The Secretary-General shall implement these guidelines and propose an annual work plan.

II. Applicable Framework and Objectives of the Guidelines

The Interim Council agreed that the Managing Authorities of the programme have to draw up the Communication Guidelines for the execution of Article 2 of the Association Regulations.

This document presents strategic orientations, objectives, target population and tools or material for internal and external communication on AATO's efforts to enhance Training Organizations conform to international standards in view of becoming Centers of Excellence.

III. Communication Guidelines

The implementation of the objectives, strategies and activities will be guided by the Vision; Mission; and Strategic Objectives detailed below.

APPENDIX 5I

COMMUNICATION GUIDELINES

Vision



AATO's Vision



“To create safer African skies through high quality standardized aviation training.”

Mission



AATO's Mission



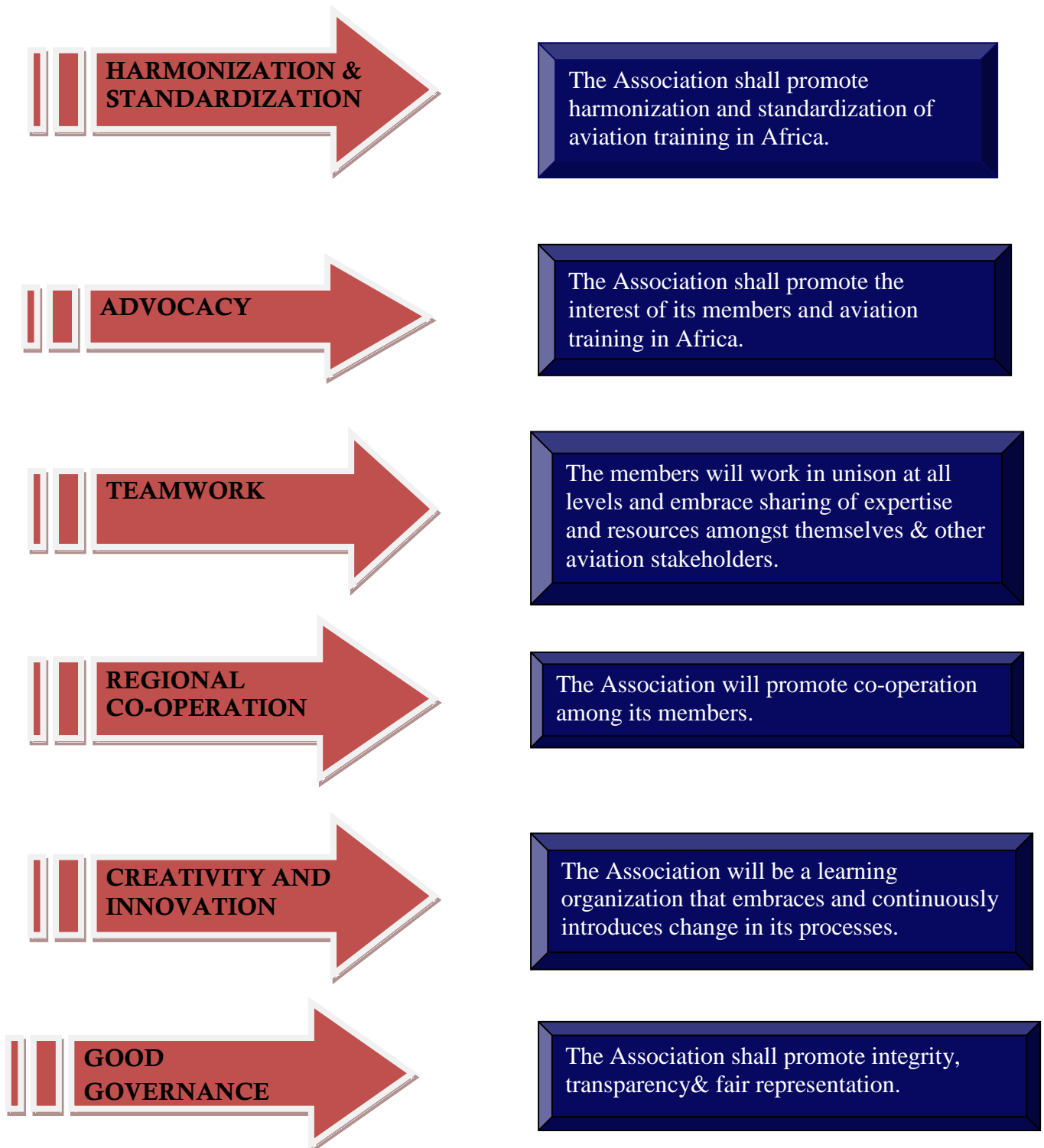
“To promote the standardization and harmonization of aviation training through cooperation and sharing of expertise and resources for safer African skies.”

APPENDIX 5I

COMMUNICATION GUIDELINES

Strategic Objectives

The Association is committed to pursuing the following strategic objectives:



APPENDIX 5I

COMMUNICATION GUIDELINES

V. Communication Strategies

Choosing the strategy means defining how to reach aims and targets. The strategy adopted may be formal, informal, educational, detailed or broad, depending on the needs of the programme and of the target to be reached. The choice could be, for example, the adoption of integrated multimedia communication, network with institutions and partners (defining different roles and information flows). A strategy is not given once forever, but it should be updated according to experiences, results, mistakes, new events. In defining the strategy it must be indicated how to reach the aims previously identified.

Once the aims, the strategy and the target group are identified, it is necessary to make a choice about the communication content. In brief it is important to decide which are the values and the information which we intend to communicate when drawing out the messages in a way that it is coherent. Content must be clear, explicit and true.

Consistent and clear messages are definitely needed to position oneself in relation to internal or external competition. An essential factor for good communication is repetition. Key messages must be sent in a consistent manner and their content must be precise and exclude any contradiction. Authorizations and clear processes help harmonize communication. Besides message content, the channel used for transmission has an impact on communication effectiveness. Therefore it is paramount to underline the fact that communication is not a one way process. To be efficient, communication must be based on mutual respect and confidence between the sender and the receiver of the message.

The Association's objective is to enhance its visibility and credibility in a sustainable way. AATO shall use an integrated multimedia approach communication to reach out to its internal and external clientele. This approach will increase visibility of the Association to the general public.

a) Internal Communication

Communication within AATO Member States shall facilitate free flow of information, ideas, experiences and knowledge to support open, constructive and true cooperation. At the same time internal communication shall reinforce the commitment by Member States. Internal communication aims at filling AATO's knowledge gaps. It will help in policy formulation. In communicating the above it shall be advisable to respect the following criteria for an effective communication:

- The Association's official languages shall be used for communication.
- The Secretariat shall ensure information is made available to all the members.
- Team work will be encouraged at all times.

The target population of the internal communication includes:

APPENDIX 5I

COMMUNICATION GUIDELINES

- 1) *Secretariat Staff*
- 2) *Assembly Members*
- 3) *Council Members*
- 4) *Standing Committees and Sub- Committees*
- 5) *Working Groups*

b) External Communication

The Association shall seek recognition as the voice of all the AATO Member States in respect to aviation training matters in Africa. The information and communication initiatives shall illustrate the basic aims of the Association's policy as a co-shared policy by Member States. The focus shall be on excellence, competence, credibility and performance as well as the institutional image of AATO. External communication will be based on the objectives of AATO and its activities to the public. It's important to note that external communication shall be managed by authorized programme managers.

The external communication will be guided by the following objectives:

- Awareness creation on the role and activities of AATO in the Aviation Industry.
- Provide Information, Education and Communication (IEC) materials to the public.
- Create a forum for dialogue amongst Aviation Stakeholders and the Public.
- Advocacy

The target population of the external communication includes:

- 1) Civil Aviation Authorities
- 2) Media
- 3) Training Centers of other regions
- 4) Industry Professional Associations
- 5) AATO Partnership Organizations

V. Monitoring and Evaluation

Monitoring will be cardinal to the effective and efficient implementation of the communication guidelines. Performance Indicators should be set up to evaluate the effectiveness of the communication guidelines. Periodic evaluation of programme processes with a view to using the findings for programme improvement and planning, and impact assessment will be an integral part of the design, development and implementation of the communication guidelines.

APPENDIX 5J

ADVOCACY GUIDELINES

I. Introduction

The Association of African Aviation Training Organizations (AATO) is an association whose aim is to standardize and harmonize aviation training in Africa, by designing and developing the criteria and procedures for accreditation of training centers; cross border diploma and certificate recognition; promoting cooperation and value sharing and; being the voice of African Aviation Training Organizations in relation with other industry stakeholders.

The Association's vision and mission is to promote the standardization and harmonization of aviation training through cooperation and sharing of expertise and resources for safer African skies. In this regard it is fundamental that Advocacy is employed as a strategy to influence policy makers when they make laws and regulations, distribute resources, and make other decisions that affect the industry.

Advocacy is defined as a set of measures taken by a group of individuals, associations or organizations committed to introducing, changing or obtaining support to a policy, a program, some regulations, standpoints or specific cases. Advocacy differs from information or communication efforts aiming at educating or changing people's habits. Even though advocacy, information and communication use the same techniques to approach an issue, to define it and identify the audience and build appropriate strategies to reach the target population produce unique results. Advocacy has more to do with influencing people and organizations with power, systems and structures at different levels for the betterment of those affected by the advocacy issue.

II. Applicable Framework and Objectives of the Guidelines

The Interim Council agreed that the Managing Authorities of the programme have to draw up the Advocacy Tools and Guidelines for the execution of Article 2 of the Association's Regulation.

The principal aim of advocacy is to create policies, reform policies, and ensure policies are implemented. The Advocacy Tools and Guidelines as well as the annual work plan shall be implemented by the Secretary- General.

III. Advocacy Guidelines

The implementation of the objectives, strategies and activities will be guided by the Vision; Mission; and Strategic Objectives detailed below.

APPENDIX 5J

ADVOCACY GUIDELINES

Vision



AATO's Vision



“To create safer African skies through high quality standardized aviation training.”

Mission



AATO's Mission



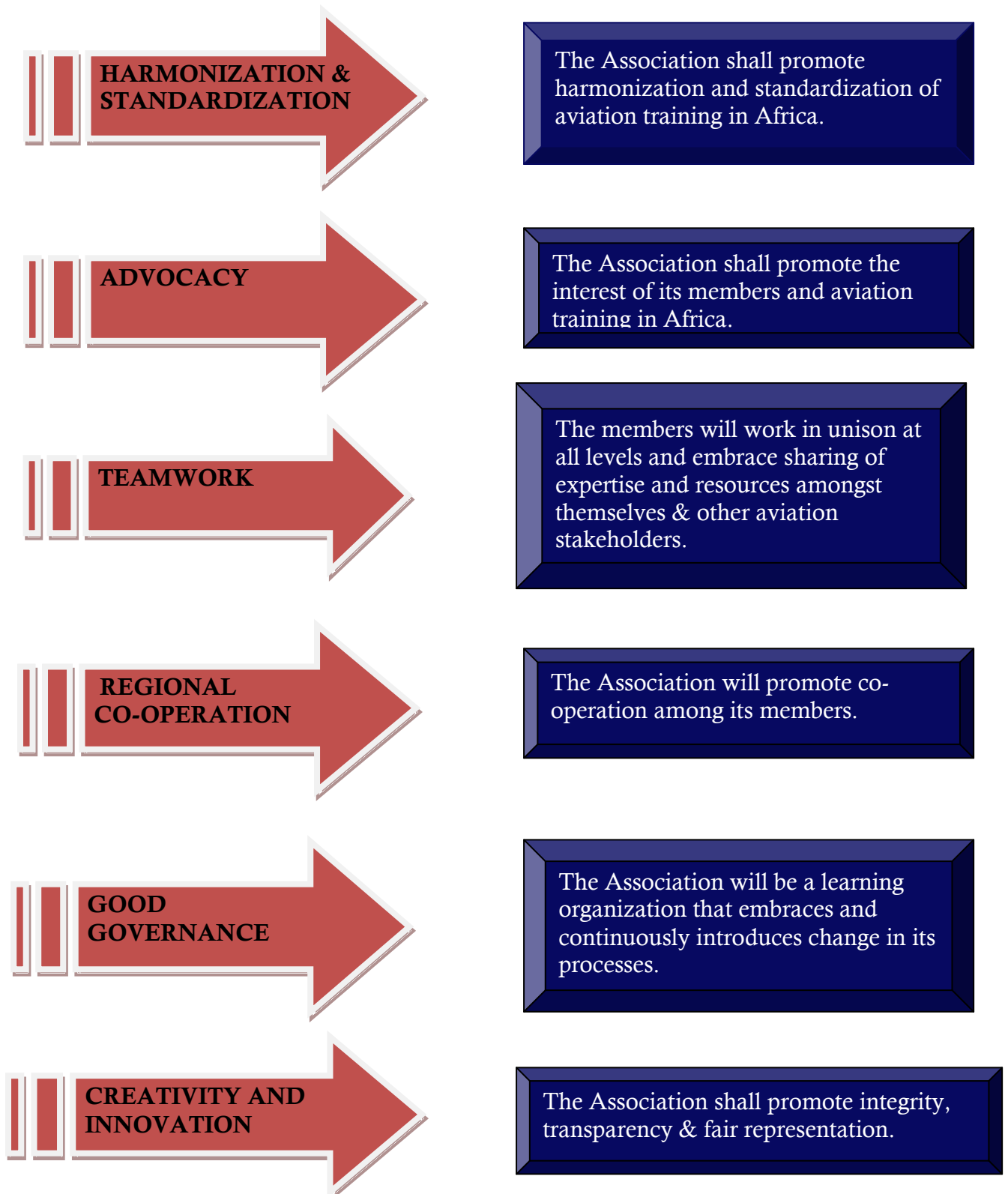
“To promote the standardization and harmonization of aviation training through cooperation and sharing of expertise and resources for safer African skies”.

APPENDIX 5J

ADVOCACY GUIDELINES

Strategic Objectives

The Association is committed to pursuing the following strategic objectives:



APPENDIX 5J

ADVOCACY GUIDELINES

IV. Association of African Training Organizations Advocacy Strategies

Our vision and mission acknowledge promoting the standardization and harmonization of aviation training through cooperation and sharing of expertise and resources for safer African skies, and that influencing policy decisions should be part of our efforts to achieve lasting change. Advocacy can be a powerful tool. It complements our work via direct service delivery, capacity building, and technical assistance to support tangible improvements in the safety of the African skies. The key point is that, as key stakeholders who bear responsibility for the needs and rights of the member states we serve, it is appropriate to target the actions of policy makers. This new dimension of AATO's approach is aimed at broadening the scope of our analysis and devising interventions with more substantial impact.

There are a variety of advocacy strategies, such as discussing problems directly with policy makers, delivering messages through the media, strengthening the ability of local organizations to advocate. These Tools and Guidelines provide a step by step guide for planning advocacy initiatives, as well as advice for successful implementation

V. AATO Advocacy Criteria

The following criteria shall be adopted by AATO in regard to advocacy issues which are presented in order of priority:

- The issue must be relevant to AATO's Constitution and objectives.
- Justification has to be provided for the human resource requirements in regard to the advocacy issue.
- Understanding the member state concerns and if there is a place for AATO or its partners in advocacy
- Analyzing the issues and making informed judgments.
- Developing of Action Plans with clear timelines and responsibility centres.
- Availability of both administrative and financial resources for the advocacy issue.

Advocacy strategies will enable AATO to:

- Influence policy makers as a means of addressing policy on standardization and harmonization of aviation training through cooperation and sharing of expertise and resources for safer African skies.
- Contribute more effectively on standardization and harmonization of aviation training through using a wider range of interventions.
- Reach a large segment of the population and broaden the scope of our impact.

VI. Advocacy Process

The following steps provide a procedure for carrying out AATO advocacy activities:

- 1) An AATO member or a group of members raises a formal concern or an issue.
- 2) The Council examines the matter on the basis of the following:
 - a) Relevance of the issue as per AATO's objectives

APPENDIX 5J

ADVOCACY GUIDELINES

- b) Value addition to AATO by defending such a position
- c) Members opinion on the issue
- d) Risks/advantages ratio analysis for choosing to defend an issue
- e) If the council says the case is worth defending, the Secretary General may be asked to consider the following options;
 - Submit the point for further discussion
 - Make an independent decision.

VII. Key Actors and Institutions

No.	Member States	Government Institutions	Aviation Training Organizations	International & Regional Organizations	Others
		Civil Aviation Authorities (CAA) Metrological Departments		<ul style="list-style-type: none"> ▪ International Civil Aviation Organization (ICAO) ▪ World Metrological Organization (WMO) ▪ African Civil Aviation Commission (AFCAC) ▪ African Airlines Association (AFRAA) ▪ Airport Council International (ACI) ▪ International Air Transport Association (IATA) ▪ Air Navigation Service Provider (ANSP) 	Media

VIII. AATO Representatives

AATO representatives must ensure that letterheads, logos and other headers are used only for advocacy purposes by authorized persons in accordance with AATO policies and guidelines. It must also be stated that when defending AATO's position the Secretary General or any appointed representative shall avoid presenting personal views.

IX. Monitoring and Evaluation

Monitoring will be cardinal to the effective and efficient implementation of the Advocacy guidelines. Performance Indicators should be set up to evaluate the extent the advocacy initiative has achieved. Periodic evaluation of programme processes with a view to using the findings for programme improvement and planning, and impact assessment will be an integral part of the design, development and implementation of the Advocacy guidelines

APPENDIX 5K

CENTRE FOR EXCELLENCE AUDIT CHECKLIST

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
ORGANIZATIONAL 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			

APPENDIX 5K

CENTRE FOR EXCELLENCE AUDIT CHECKLIST

b) Designated course coordinator			
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 organizations			
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.			

APPENDIX 5K

CENTRE FOR EXCELLENCE AUDIT CHECKLIST

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			

APPENDIX 5K

CENTRE FOR EXCELLENCE AUDIT CHECKLIST

9. STUDENT ACCOMMODATION			
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			

APPENDIX 5K

CENTRE FOR EXCELLENCE AUDIT CHECKLIST

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 mechanisms			
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			

APPENDIX 5K

CENTRE FOR EXCELLENCE AUDIT CHECKLIST

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				

APPENDIX 5L

AUDIT REPORT FOR THE DESIGNATION OF AVIATION

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

Committed to the provision and sustainability of Training excellence in Africa



NAME OF CENTER:

SCOPE OF APPLICATION

RESPONSIBLE PERSON

LEAD AUDITOR

APPENDIX 5L

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

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 organization 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) ORGANIZATIONAL REQUIREMENTS

i). Structure:

--

ii). Administration:

--

APPENDIX 5L

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

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

APPENDIX 5L

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

6 SUMMARY OF AUDIT

7 CENTER OF EXCELLENCE DESIGNATION DECISION:

UNCONDITIONAL DESIGNATION

CONDITIONAL DESIGNATION

SUSPENDED

REJECTED

Justification:

8 SIGNATURES:

LEAD AUDITOR

DATE

AATO CHAIRMAN

DATE

APPENDIX 5 M

DESIGNATION OF CENTERS OF EXCELLENCE

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

2. OBJECTIVES

Application for Center of Excellence accreditation is purely voluntary. The criteria and framework reflected in this framework, is designed to ensure Training organizations designated as Centers of Excellence will provide value- add across the entire learning value chain within their region of operation.

3. ACRONYMS

AATO	Association of Aviation Training Organizations
ACIP	AFI Comprehensive Implementation Programme
ATO	Aviation training Organization
CAA	Civil Aviation Authority
COE	Center of Excellence
ICAO	International Civil Aviation Organization
QMS	Quality Management System
SME	Subject matter expert
TAB	Training Advisory board

4. TERMS AND DEFINITIONS

- **Center of Excellence:** *An institute 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

APPENDIX 5 M

DESIGNATION OF CENTERS OF EXCELLENCE

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 certain time period.
- **Suspension of the procedure:** 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, Evaluation.

5. 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.

6. ELIGIBILITY CRITERIA

a) Organizational Requirements

- i) **Structure:** In terms of structure, the designated training centre must satisfy the following:
 - Departments and Faculties should be separated according to training specifics.
 - The organogram of the school should 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 should be highlighted by the school with reference to its peculiarities;

APPENDIX 5 M

DESIGNATION OF CENTERS OF EXCELLENCE

departmentalization, formalization, span of control and centralization.

- Considering the dynamic nature of the aviation industry, the training school 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 school to be designated as a COE.

Course coordination must be of acceptable global standards. The school should have a designated Course Coordinator.

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

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

iii) **Management Processes:**

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

The school 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 should 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 should 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 should show a track record of students' performance over a five-year period. It should 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.

APPENDIX 5 M

DESIGNATION OF CENTERS OF EXCELLENCE

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. Performance indicators and benchmarks.

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 should 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 a lecturer/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

APPENDIX 5 M

DESIGNATION OF CENTERS OF EXCELLENCE

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 centre should 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 Centre should show evidence of at least one approved course developed by the centre
- Should have enough resource persons for that purpose

vi) Research facilities

- Well furnished, catalogued library with reference books, journals, annexes and manuals 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:

- i). Have the relevant qualifications required to present training programmes.
- ii). 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

Where applicable, content of training programmes must meet ICAO standards. All programmes must be accredited by the representative body chosen by the African Association of Aviation Training Organization to accredit training programmes. Any changes to training syllabi must be forwarded to the accreditation body for approval. Curricula must be reviewed every three years

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DESIGNATION OF CENTERS OF EXCELLENCE

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 appropriate climate within the organization 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:

- 1) Their quality aims are clear;
- 2) Quality processes are identified;
- 3) Procedures for quality management policies are in place;
- 4) Sustainability of quality management strategies are in place;
- 5) They have the ability to develop, deliver and evaluate learning programmes;
- 6) They have the necessary financial, administrative and physical resources to deliver their programmes;
- 7) They have clear learner-centred policies and ways of dealing with learning programmes;
- 8) They are able to conduct off-site or work-site activities;
- 9) They have clear policies for assessment and its management; and,
- 10) Have policies for programme development in terms of content, people, procedures, practices and resources.

7. PROCEDURE FOR DESIGNATION OF COE

a) **General**

- vii) An application for COE initial approval shall be made on a form and in a manner established by the Head Office of AATO (considered as competent authority) & by completing AATO's FORM-1.
- viii) The Aviation Training Centers Approval shall be granted to the institution by AATO (considered as competent authority) after a through 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,

APPENDIX 5 M

DESIGNATION OF CENTERS OF EXCELLENCE

- 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.
 - 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 they wish to talk to, 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 in advance of the audit – two weeks before.
 - 19) **Conduct audit:** The auditors conduct the audit on-site for a minimum of three consecutive days.

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DESIGNATION OF CENTERS OF EXCELLENCE

- 20) **Prepare report:** The auditors prepare the audit report which includes their recommendation on the approval based on document 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:** AATAA 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.

APPENDIX 5 N

TRAINING POLICY

Scope

1. AATO has an important role to play in ensuring that the African civil aviation community and especially States have access to the pool of qualified professionals they need to support the safe, secure and sustainable development of air transport.
2. AATO role shall essentially be achieved through the facilitation, support and harmonization of training efforts made by States and industry; the development of Standards training practices and the provision of advice and guidance material.
3. The training policy is applicable to all training provided by AATO members, and training organizations issuing a certificate of completion or a certificate of achievement with an AATO logo.
4. Seminars and workshops aimed at informing States and other stakeholders of AATO policies and guidance material and at facilitating their implementation are not considered as aviation training, education or testing for the purpose of this policy.
5. All AATO training and testing activities shall be designed, developed and offered in accordance with set standards and best practices for that discipline.

Basic Principles

6. The training policy recognizes that aviation training is the responsibility of the States and that AATO should not participate in the operation of training facilities but should encourage and advise operators of such facilities.
7. Aviation training activities provided by a third party using the AATO name or logo shall meet the following requirements:
 - a) be in direct support of the strategic objectives of AATO;
 - b) be in full compliance with AATO's policies and standards;
 - c) use of the AATO logo will be in full conformity with the policies concerning the use of the logo; and
 - d) be subjected to an appropriate AATO accreditation/ endorsement mechanism.
8. The intellectual property of AATO shall be protected.
9. No harm to AATO reputation shall result from training activities provided by a third party using the AATO name or logo.

Implementing Policy

10. Aviation training mentioned in the basic principles above includes any training or related testing activities undertaken directly by an ATO using the AATO name or logo.
11. The use of the AATO name or logo for training or testing activities undertaken by a training institution shall be subject to an AATO accreditation endorsement mechanism.

APPENDIX 5 N

TRAINING POLICY

Endorsement

12. AATO may endorse any training activity and/or facility which meet established requirements. AATO also reserves the right to withdraw endorsement of any training activity and/or facility which fails to meet those established requirements.
13. An AATO endorsement indicates that the delivered training programmes, facilities and instructors meet the criteria of quality and relevance stipulated by AATO excellence framework.
14. The endorsement indicates that training programmes, facilities and instructors are managed in such a way as to effectively support learning according to AATO philosophy.
15. Institutions endorsed by AATO remain responsible for fully meeting ICAO requirements.
16. Endorsement will be granted only after an assessment audit conducted by AATO confirms that established requirements are met.
17. The full costs related to endorsement will be borne by the institution.

APPENDIX 6A

AATO MEMBERS APPROVED TO VIE FOR COUNCIL

1	NORTH AFRICA – 3 Positions	
	(i) Ethiopian Aviation Academy	Ethiopia
	(ii) Khartoum Academy for Aviation and Technology,	Sudan
	(iii) Académie Tuniso-Française de formation en sûreté de l'aviation civile AFSAC	Tunisia
	(iv) Ecole Aeronautique « Airline Flight Academy	Tunisia
2	EASTERN AFRICA – 3 Positions	
	(i) East African School of Aviation,	Kenya
	(ii) Tanzania Civil Aviation Training Centre,	Tanzania
	(iii) East African Civil Aviation Academy	Uganda
3	WESTERN AFRICA – 4 Positions	
	(i) Nigerian College of Aviation Technology	Nigeria
	(ii) International Aviation College	Nigeria
	(iii) Ecole Africaine' de la Meteorologie et de l'Aviation Civile	Niger
	(iv) Landover Aviation Business School	Nigeria
	(v) Ghana Civil Aviation Training Academy, (GATA)	Ghana
	(vi) Nigerian Aviation Handling Company , PLC	Nigeria
	(vii) Gambia Bird	Gambia
4	SOUTHERN AFRICA – 3 Positions	
	(i) Consult Aviacao S.A	Angola
	(ii) COMAIR Ltd	South Africa
	(iii) Air Traffic & Navigation Services	South Africa
	(iv) Language Lab International House	South Africa
5	CENTRAL AFRICA – 2 Positions	
	No Applications Submitted	

APPENDIX 6B

AATO COUNCIL MEMBERS

Report of the Constitutive Assembly of the Association of African Aviation Training Organizations (AATO)

1	NORTH AFRICA – 3 Positions	
	(i) Ethiopian Aviation Academy	Ethiopia
	(ii) Khartoum Academy for Aviation and Technology	Sudan
	(iii) Ecole Aéronautique « Airline Flight Academy	Tunisia
2	EASTERN AFRICA – 3 Positions	
	(i) East African School of Aviation,	Kenya
	(ii) Tanzania Civil Aviation Training Centre	Tanzania
	(iii) East African Civil Aviation Academy	Uganda
3	WESTERN AFRICA – 4 Positions	
	(i) Nigerian College of Aviation Technology	Nigeria
	(ii) Ecole Africaine' de la Météorologie et de l'Aviation Civile (President)	Niger
	(iii) Ghana Civil Aviation Training Academy, (GATA)	Ghana
	(iv) Gambia Bird	Gambia
4	SOUTHERN AFRICA – 3 Positions	
	(i) Consult Aviacao S.A	Angola
	(ii) COMAIR Ltd (Vice President)	South Africa

Note: ATNS Training Academy stepped down after being elected to the Council and was replaced by COMAIR from S.A.