



**THE ASSOCIATION OF AFRICAN AVIATION TRAINING ORGANIZATIONS
(AATO)**

Sixth Council Meeting

Addis Ababa, Ethiopia, 15th to 16th March 2015

REPORT

This report has been approved by the Chairperson of the AATO council, Mr. Tchagbele Sadamba

Prepared by: Margareth Josephath Kyarwenda AATO Secretary General and Secretary of the AATO council

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PART 1 – INTRODUCTION

1.0 Venue, Date, and Attendance

1.1 The 6th council meeting of the Association of African Aviation Training Organizations (AATO) was held on 15th and 16th March 2015 at Sheraton Hotel Addis Ababa, Ethiopia. The meeting was attended by nine (9) participants including members and observers from African Aviation Services and Sudan High Level Academy. African Aviation Services sponsored the two days meeting. The list of participants is provided as Appendix A.

2.0 Opening of the Meeting

2.1 During the opening session, three statements were delivered by Mr. Tchagbele Sadamba, the President of AATO council, Mr. Mohamed Ahmed Ibrahim from Sudan High Level Aviation Academy, and Mr. Nick Fadugba, CEO of African Aviation Services. All participants introduction

2.2 Mr. Tchagbele Sadamba in his opening statement highlighted key activities and challenges in the operationalization of the AATO secretariat. He thanked African Aviation Services offering to host the council meeting and council members for attending despite the short notice served to them.

2.3 Mr. Nick Fadugba on his part wished the AATO council meeting fruitful deliberations and reiterated his continued support to AATO so as to significantly improve safety and security in Africa by ensuring that the aviation infrastructure in the continent is manned by qualified professionals. Additionally, he extended an invitation to all council members to attend two meeting that were to be held after the council meeting.

2.4 Mr. Mohamed Ahmed Ibrahim expressed his sincere appreciation for being invited as an observer in the meeting and promised to join AATO as a full member once all formalities have been completed.

PART II: REPORT ON AGENDA ITEMS

ADOPTION OF AGENDA

The meeting reviewed and approved the draft agenda presented by the secretary.

DELIBERATIONS ON THE AGENDA

Agenda Item 1: The 1st Annual General Assembly Report and delegated tasks

1.1 The Secretary presented the report of the first general assembly held in Zanzibar, Tanzania from 1st to 3rd October, 2014.

1.2 The council endorsed the report with correction on agenda item 5 section 5.5. The word safet to read safe.

1.3 The council reviewed the progress on the AATO secretariat host country. Despite sending a reminder to all parties, the secretary general had not received any written expression of interest from the three countries that had shown interest. However, the vice president reported that, ATNS from South Africa had sent a verbal expression of interest to her indicating that they are willing to host the AATO secretariat and that preparations are at an advanced stage.

1.4 The council expressed its concern over Ethiopian Airways Academy not attending the meeting on the first day despite the efforts made by the members of the council to travel to Addis Ababa and follow up the host state issue. The president contacted the managing director of the academy who together with the alternate attended the meeting on the second day. The MD reported that the formalities for hosting the secretariat had not been concluded due to some clarifications that need to be made to the director general CAA on the some issues such as water, electricity, requirements e.t.c.

1.5 Members of the council met the director general CAA and the minister of transport to clarify on the requirements. The DGCAA promised to issue a written expression of interest to host the secretariat before the conclusion of the African Aviation Services meeting. However, the secretary general did not receive the letter and the council decided to vote online after receiving both letters.

1.6 Members deliberated on the replacement of council members as directed by the general assembly. Five council members who did not attend three consecutive meetings were contacted by email and telephone. However, there was no fruitful response. Members resolved that:

- For Nigeria College of Aviation and Technology they need more time to address their country's political challenges. It was agreed that they be given a chance until the political situation stabilizes.
- Ecole Aeronautique Airline Flight Academy of Tunisia membership has been replaced by Academie Tuniso-Francaise de Information en Surete de l'aviation civile AFSAC Tunisie. AFSAC is informed and had promised to attend the

African Aviation Training conference in Addis Ababa for more interaction with the council.

- Egyptian Aviation Academy has been given more time like NCAT since Egypt is experiencing some political problems as well.
- Consult Aviacao S.A of Angola will be served with a letter through the CAA and if not responsive after three months, an alternate member will be nominated from the southern African region.
- Khartoum Academy for Aviation and Technology of Sudan will be reminded through the CAA and if not responsive the membership will seize and an alternate ATO from Sudan will be voted in.

Agenda Item 2: Report of the President and Secretary General's Visit to ICAO Headquarters.

2.1 Members were briefed on a visit by the president and secretary general to ICAO headquarters and meetings with ICAO secretary general, assistant director of the Technical Cooperation Bureau (TCB), and AFI Plan chairperson.

2.2 The Secretary drew attention of the following specific issues:

- The ICAO SG reiterated his commitment in ensuring that AATO is operational in a host state and executes its mandate;
- AATO is expected to take charge and establish the training needs of African states;
- AATO need to come up with an action plan of its activities according to the objectives;
- AATO must prepare the data base and report to the next AFI steering committee in Maputo on 18th -19th May, 2015;
- WASAF has been tasked to support AATO in accomplishing decisions 09 and 10 of the steering committee which requires preparation of a training need roadmap for by April 2015 and present the same to the AFI Steering committee in May;
- ICAO has dedicated 2015 to be a training year. AFI Plan will release a training plan that can be adopted and operationalized by AATO in collaboration with AFCAC. Two seminars and two workshops sponsored by FAA will be held in Tanzania;
- AFI Plan steering committee is committed to making AATO an international organization;
- AATO need to work closely with AFCAC so that it can be included in the implementation of training programs.

Details of the report are attached as appendix C.

Agenda Item3: Discuss, and approve AATO 2015 business plan and budget.

3.1 The secretary general presented the draft business plan and budget for 2015/2016.

3.2 Members noted that the projected income from membership fees and donations were too high and unrealistic. The income was reduced from \$550,000 to \$427,000 and expenses from \$ 364,000 to \$282,700.

3.3 Four seminars are planned for technical committees to review the criteria for accreditation of centres of excellences. AATO will meet the full costs for the seminars.

3.4 All members are encouraged to pay the membership fees timely so as to make the budget realistic.

The budget is attached as Appendix D.

Agenda Item 4: The African aviation professionals' database.

4.1 The secretary presented to the meeting the task presented to AATO by ICAO of conducting a training needs analysis for Africa and draft a roadmap for training needs in Africa.

4.2 Members were informed that the questionnaire to be used in survey will be sent out to airline operators, airports, air navigation service providers, regulators, maintenance organizations, and other key players in the aviation training sector.

4.3 All members are required to propagate the information to their regions so that when the questionnaire is sent out, there is prompt response to it.

The final version is of the questionnaire is attached as Appendix D.

Agenda 5: Proposals for training scholarships.

5.1 AATO was informed by ICAO that through AFCAC there are a number of scholarships for Africa that aim at improving the safety and security of air transport in the continent.

5.2 AATO will coordinate with its AFCAC to ensure that members benefit from the scholarships.

5.3 AATO will identify suitable ATOs that will host the training offered in the scholarships.

Agenda 6: Training African ATO inspectors.

6.1 The Secretary presented to the meeting the need to training ATO inspectors in preparation for the accreditation of centres of excellence.

6.2 A study conducted on existing ATOs, has established that the course curriculum for ATO inspectors is not available.

6.3 AATO in collaboration with ICAO, FAA, and EU will prepare the curriculum and conduct the course to all five regions in 2015.

Agenda 7: AATO Diary

7.1 The secretary presented the planned activities for the first quarter of 2015/2016 financial year. The list includes meetings and other assignments to be carried out by the council members and the secretariat.

The diary is attached as Appendix F.

Agenda 8: Any other business.

8.1 As the council meeting ended before receiving the official letters for hosting the AATO secretariat for South Africa and Ethiopia, members agreed to decide by voting online when due.

8.2 The president was asked to follow up with Ethiopian Airlines and the ministry of transport on a written expression of interest to host the AATO secretariat.

8.3 The secretary was requested to send on official note of appreciation to African Aviation Services for sponsoring the council meeting and continued support to AATO.

Attendance

S/N	Name	Title	Organization/Contact
1.	Sadamba Tchagbele	President	EAMAC
2.	Dayaneethie Yvette (DY) Moonsammy	Vice President	COMAIR
3.	Charles Twum	Member	Ghana Civil Aviation Academy
4.	Shadrack Kalinga	Member	Civil Aviation Training Center
5.	Dr. Mugambi M’Nchebere	Member	East African School of Aviation- Nairobi
6.	Tariku Abas	Member	Ethiopian Airways Academy
7.	Fred Bamwesigye	Member	East African Flying School
8.	Nick Faduga	Corporate Member	African Aviation Services
9.	Mohamed Ahmed Ibrahim	Associate Member	High Level Aviation Academy Sudan



ASSOCIATION OF AFRICAN AVIATION TRAINING ORGANIZATIONS

***REPORT OF THE FIRST GENERAL ASSEMBLY OF THE ASSOCIATION
OF AFRICAN AVIATION TRAINING ORGANIZATION (AATO)***

(Zanzibar, Tanzania, 1- 3 October 2014)

This report has been approved by the President of the
African Aviation Training Organization (AATO) Mr Sadamba Tchagbele

PREPARED BY: AATO SECRETARY GENERAL, MRS. MARGARETH KYARWENDA

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Appendix I: List of Participants

Appendix II: General Assembly Agenda

PART I – INTRODUCTION

1. Venue and Date

1.1 The first General Assembly of the Association of African Aviation Training Organizations (AATO) was held at the Ocean View Hotel and Resort, Zanzibar, Tanzania, from 1 to 3 October 2014, hosted by Tanzania Civil Aviation Authority on behalf of the Government of the Republic of United Republic of Tanzania.

2. LANGUAGE AND DOCUMENTATION

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

3.- SECRETARIAT

3.1 Mrs. Margareth Kyarwenda, Secretary General of the AATO assisted by Mr Eyob Estifanos, Associate 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 nine (109) participants from fourteen (14) States and seven (7) regional/international organizations.

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

5. OPENING OF THE MEETING

5.1 During the opening session seven statements were delivered including the chief Guest Hon. Juma Mbwana Juma, Chairman of TCAA Board of Directors on behalf of Dr. Harrison Mwakyembe Hon. Minister of Transport of the United Republic of Tanzania.

5.2 In delivering her keynote address Mrs. Margareth expressed the need to have qualified aviation training personnel in Africa. Therefore, training institutions must come together and champion the development of our continent through provision of competent aviation intellectual capital.

5.3 Furthermore she called upon assembly members to effectively participate in the assembly proceeding so that the general assembly achieves its actualization of AATO's abiding objectives, mission and vision.

5.4 Dr James Diu, acting Director General of the Civil Aviation Authority of Tanzania on behalf of the Director General, as the host of the Assembly and organizer, welcomed all the participants. He pointed out the lack of adequate and qualified staff as a major constraint for the development of aviation in Africa. AATO as main stakeholder should play the role of having sufficient and qualified personnel in the civil aviation industry. The challenges of civil aviation cannot be shouldered by an individual but rather joint efforts collaborated by AATO is promulgated.

5.5 The ICAO Eastern and Southern African Office Acting Regional Director, Mr. Prosper Zo'o Minto'o represented by Mr. Eyob Estifanos addressed the Assembly. On his statement he outlined the major milestones achieved during the last six years that finally led to the first general assembly. He echoed the continuous commitment of ICAO to support the efforts of AATO. Additionally, the Acting Regional Director reiterated that the continuous efforts that have been made to strengthen AATO to carry out its responsibilities effectively and efficiently would impact positively and assist in solving the puzzle that the African continent is facing not only in aviation safety but also in air transport development .

5.6 The Representative of Eastern Africa Community (EAC) Mr. Eric Kategaya and on behalf of the Civil Aviation Safety and Security Oversight Association (CASSOA) delivered his remarks and highlighted that EAC is committed to contributing expertise to the aviation training industry. Furthermore, he highlighted that several projects have been initiated by EAC to address Aviation Training Organization such as feasibility study for the EAC Aviation Training Organizations Rehabilitation Project (ATORP) and development of East African Aviation Inspector Training System (EA AITS).

5.7 The representative from AFCAC, Mr. Mesfin Fikru representing the AFCAC Secretary General addressed the meeting and emphasized that AATO has to critically identify and evaluate key challenges within the aviation industry and find workable solutions in order to achieve a safe air transport industry within Africa.

5.8 The AATO Council President Mr. Tchagbele Sadamba addressed the assembly and pointed out a number of challenges that Africa is facing including lack of cooperation amongst training organizations, lack of cross boarder recognition of diplomas and programs, differences in legal frameworks, language barriers, and lack of advocacy.

5.9 He urged AATO members to come together and promote compliancy to national and international standards and facilitate cooperation among members. Lastly he

thanked the government of United Republic of Tanzania through the Tanzania Civil Aviation Authority for excellent preparation of AATO's first General Assembly.

5.10 The chief guest Hon. Juma Mbwana Juma, Chairman of TCAA Board of Directors on behalf of Minister of Transport, Hon. Dr. Harrison Mwakyembe welcomed the delegates to Zanzibar and wished them a comfortable stay. During his remarks, he urged AATO to double its efforts to enhance the training capacity in Africa and assured delegates that the Tanzanian Government is willing to consider all recommendations that will emanate from the General Assembly. He finally declared the meeting officially opened.

PART II - REPORT ON AGENDA ITEMS

AGENDA ITEM 1: Adoption of the Draft Agenda and Programme

1.1 The meeting reviewed and adopted the Agenda as presented in the **Appendix II**. A Chairperson and Vice Chairperson were nominated and unanimously endorsed by the Assembly. Mr. Charles Twum, the Ag. Director of Ghana Aviation Training Centre was elected as Chairperson, and Mr Rodney Subramany Manager ATNS, was elected Vice Chairperson.

AGENDA ITEM 2: Council Report

2.1 The AATO Council Vice President, Mrs. Dayaneethie Yvette Moonsammy presented a summary report on the activities and challenges faced by the Council during its 16 months period in office. Apart from highlighting the achievements realized during the period she underlined the major challenges encountered by the council. These were issues related to the host country, recruitment of the secretary general, non-attendance by some council members to council meeting and finance.

2.2 In her report, the Vice President put forward recommendations of the council to be discussed and adopted by the Assembly. The Assembly engaged in a thorough discussion on each recommendation forwarded by the Council and adopted the following recommendations.

2.2.1 The Ecole Aéronautique Airline Flight Academy from Tunisia to be replaced by AFSAC as continuous efforts made to contact them has not been successful.

2.2.2 With regards to the vacant place of the Nigerian College of Aviation Technology's (NCAT), the assembly decided the Council President to communicate with the college and request them to fill the vacant position. However if the college fails to fill the

vacancy in a reasonable time, it was decided that the council would request a replacement from the Region.

2.2.3 The Assembly decided that the General Assembly should be convened every three (3) years effective from the date of the election of the next Council to be held in 2016. This would replace article 5, section 5.2 of the constitution to read as “The Assembly shall meet in ordinary session once every 3 years, at the country of headquarters or elsewhere in the Region”.

2.2.4 The Assembly noted that as per article 6, section 6.3 “the council shall have a minimum of thirteen and a maximum of seventeen members appointed by the Assembly, for three year terms”. However, due to unforeseen circumstances at the time of the Constitutive Assembly, Egypt could not attend the Assembly and therefore could not stand for election. On this basis the Assembly decided that the Council will continue communicating with relevant authorities in Egypt before deciding to fill its vacant position.

2.2.5 The Assembly decided that the following additions to be made to the Constitution article **6 sections 6.3** in order to mitigate for the replacement, vacancy or non-attendance of members to Council meetings:

- **6.3.1 Replacement/Vacancy on Council due to various reasons:**
Council will approach full members of the region to provide nominations of members and ask for votes including using electronic media to fill the vacancy. Replacements will be automatic to the alternate member.
- **6.3.2 Non-attendance at Council Meetings**
Council to notify organisations after each non-attendance of the council member to council meetings. After three (3) consecutive absences the council will request a replacement from the elected organisation, if that is not forthcoming, council will approach the next full member organisation from the region to appoint a council member.

2.2.6 The assembly decided to mandate the council to appoint a host state that meets all the specified requirements.

AGENDA ITEM 3: Panel 1: Aviation Training Organization in Africa: The Network

3.1 During this session, four presentations were delivered by Mrs. Margareth Kyarwenda, Principal CATC –Tanzania; Eng. Shadrack Weshechere, Director EASA – Kenya; Mr. Daniel Jonas, Chief Instructor, Swissport Training Centre and Mr. Joel Kamate ,Instructeur D' anglais - EAMAC/ASECNA

3.2 Mrs. Kyarwenda pointed out the general overview of the aviation industry in Tanzania and CATC objectives. The presenter outlined the link between CATC and other national and international accreditation institutions. In addition, she indicated the significance of collaboration with other local and international ATOs focus in addressing customer needs and regulatory requirements, taking into considerations that AATO is a vital link in the safety, security and efficiency of air transport.

3.3 Eng. Wesechere's presentation mainly focused on harmonization of the industry needs in order to meet customers' requirements. Moreover, he outlined challenges facing aviation training organizations such as high equipment cost, technology changes and unavailability of OJT.

3.4 Mr. Jonas indicated in his presentation the need for ATOs to collaborate among members before embarking on standardization and harmonization. In so doing, the objective of networking will be achieved. He also stated some factors hindering the networking among ATOs such as lack of confidence, limited communication between training organizations and conflict of interests.

3.5 Mr. Kamate shared with delegates the experiences from ASECNA which has 18 member states. He pointed out that they have been able to share the available resources and procedures within the region in a harmonized way. The presentation gave a clear testimony of the need for cooperation among AATO members.

3.5 Generally delegates supported the move by AATO to standardize and harmonize Training in Africa. This can be achieved by encouraging ATOs to come together with common objectives of sharing training resources and specializations.

AGENDA ITEM 4: Panel 2: Standardization and Harmonization: Building a Strong Voice for ATOs and Milestones Towards Establishing Centres of Excellence (CoEs)

4.1 During this session, four presentations were delivered by: Dr. Michael Lim, Director, Singapore Aviation Academy, Singapore; Mr. Nick Fadugba, CEO, African Aviation Services Ltd; Ms. Twilumba Mponzi, Director, NACTE, Tanzania; and Mr. Juma Fimbo, Instructor, NIT, Tanzania.

4.2 In his presentation Dr. Lim advocated the need to have a strong voice of AATO and recommended ATOs to have short, medium and long term approaches towards achieving its objectives. Furthermore, he identified the key success factors as having a strong support from CAAs, adequate funding, collaborations between ATOs and collaborating with AATO supporters.

4.3 Mr. Fadugba pointed out that it is possible for all ATOs in Africa to be CoE, however, it is important to maintain international standard rather than reinventing the wheel by setting regional standards. He recommended that there should be cross border recognitions of African ATOs, instructors and qualifications and the best way forward for AATO is through genuine cooperation and win-win partnership.

4.4 Ms. Twilumba focused on various systems that can be adapted by all technical training institutions. She emphasized that the competence based system is favored since it reduces gaps between schools and the labor market and also responds to labor market demands. The presenter also encouraged training institutions to produce quality technical education and training for sustaining the labor market demands.

4.5 Mr. Juma's presentation described the CoE concepts and gave the salient features that African ATOs have, including the complex and cumbersome regulatory framework, high CAPEX and OPEX, extremely low demand for training, and shortage of qualified and experienced trainers. The presentation pointed out that partnership among ATOs is a prerequisite for AATO's success.

4.5 The discussion of the above presentations deliberated that strategic partnership among ATOs with a focus in resources sharing and linkage to AATO will allow the ATOs to build a strong voice and enhance aviation human resources capacity and availability.

AGENDA ITEM 5: Panel 3: Human Resources Shortages in Africa and the Impact on safety and security

5.1 During this session, two presentations were delivered by Mr. Mesfin Fikru, Director Safety and Technical Services, AFCAC and Mr. Charles Rukikanshuro, Principal Human Resource and Administrative Officer, EAC/CASSOA.

5.2 Mr. Fikru presented the role of AFCAC and its activities related to offering fellowships, scholarships and onsite training in aviation in Africa. He further explained that AFCAC's role is to initiate and implement AFI-CIS project that aims at enhancing the effective implementation (EI) of the African states including removing all African states from ICAO Monitoring and Assistance Review Board (MARB) list.

5.3 Mr. Fikru in his conclusion indicated that qualified and adequate human resources and sufficient aviation training centers are crucial elements for the safe and sustainable aviation development in Africa.

5.4 Mr. Rukikanshuro described the human resource issues in Eastern African Community (EAC) countries and the challenges faced by these countries in attaining aviation safety. He discussed the key challenges and recommended ways of attracting and retaining

skilled manpower, sharing resources and knowledge transfers among member states, equipping regional oversight organization and review and tailor the retirement age.

5.5 In his conclusion Mr. Rukikanshuro pointed out that the existence of effective and well organized ATOs is crucial for a strong, safe and secure, operational and regulated environment in civil aviation.

5.6 The Assembly delegates noted that AATO should come out with a workable program that will aim at enhancing the capacity of ATOs in terms of quality output and address the cost elements of aviation courses, ensure the availability of OJT, investment in teaching facilities and sustainability.

AGENDA ITEM 6: Panel 4: Emerging Concepts: The Challenges Ahead

6.1 During this session, two presentations were delivered by Mr. Semou Diouf , Deputy Director, EGNOS, Africa Joint Program Office (JPO); and Mr. Adnan Mvungi, Principal Aeronautical Information Officer, TCAA.

6.2 Mr. Diouf in his presentation explained the roles and responsibilities of Joint Program Office (JPO) which was established to address the technological changes in the emerging satellite based systems. The organization aims at sharing the knowledge in air navigation systems among member states. He expects close collaboration between AATO and JPO in order to address skills requirements on satellite based technology. He also indicated that capacity building is pre-requisite to ensure that there will be effective and efficient implementation of GNSS/EGNOS services, and JPO will support AATO's efforts through work groups.

6.3 Mr. Mvungi highlighted the global air space concepts whereby increased air space capacity has to be matched with flight safety. He also indicated increasing air space capacity has to go together with growing air traffic demand. He further pointed out the need for global consistency in providing air traffic services using seamless ATM/CNS systems. To this end, he underlined PBN implementation in Africa should be given priority.

AGENDA ITEM 7: Panel 5: AATO Sustainability

7.1 During this session, a presentation was delivered by Mr. James Kimuyu, from Kenya Civil Aviation Authority (KCAA).

7.2 Mr Kimuyu presented the SWOT analysis for AATO and explained the required strategic steps towards AATO's sustainability. He highlighted some of the crucial steps including the need to strengthen AATO as a functional institution, establishing AATO

accredited CoE, increased memberships of AATO, establish, maintain and promote stakeholders partnership. He finally indicated the way forward for AATO's financial sustainability and urged members to pay their contribution as it is the only current income for the organization.

AGENDA ITEM 8: Any Other Business

8.1 Under this agenda item the Vice President of the Council of the AATO once again reiterated the recommendation adopted by the assembly as stated in Paragraph 2.1.1 to 2.2.5 of this report and requested the assembly to approve it. The assembly approved the recommendations as stated.

8.2 As time was limited preparation of a final approved report was not possible. The assembly mandated the council to look at the final report approve and circulate it among members.

The meeting was concluded at 11.30 hrs on 3rd October, 2014. The minister for Infrastructure and Communication of Revolutionary Government Of Zanzibar officiated the closing ceremony. In his closing remarks he noted the challenges facing the aviation industry in Africa such as; shortage of skilled personnel, lack of aviation qualified professionals, insufficient training capacity so as to meet demand, lack of harmonization of competences in some aviation disciplines, difficulty in retaining the small number of available professionals and training needs in emerging aviation concepts.

AGENDA ITEM 9: CONCLUDING REMARKS

9.1 The meeting was concluded at 11.30 hrs on 3rd October, 2014. The minister for Infrastructure and Communication of the Revolutionary Government of Zanzibar officiated the closing ceremony. In his closing remarks he noted the challenges addressed by the aviation industry stakeholders in Africa such as; shortage of skilled personnel, lack of qualified aviation professionals, insufficient training capacity so as to meet demand, lack of harmonization of competences in some aviation disciplines, difficulty in retaining the small number of available professionals and training needs in emerging aviation concepts.

9.2 He urged all member organizations and stakeholders to take the necessary actions based on the outlined resolutions. The commitment of the government of the United Republic of Tanzania and political will was assured to AATO in addressing the challenges and fostering partnerships for standardization and harmonization of aviation training in Africa.

9.3 The minister expressed his appreciation to the event sponsors and finally invited delegates to visit the Zanzibar tourist attractions and wished them safe travels back home.



Report of a Visit to ICAO Headquarters

After attending the 2nd Next Generation of Aviation Professionals Symposium which was held in Montreal, Canada from 3 to 4 December 2014, the AATO president and secretary general paid a courtesy call to the ICAO Secretary General, Mr. Raymond Benjamin, the Assistant Director of Technical Cooperation Bureau, Mr. Meshasha Belayne, and the President of AFI Steering Committee, Mr. Moussa Halidou. The officials also held some talk with the Federal Aviation Authority (FAA). The objective of the visits were to brief them on the AATO first assembly resolutions and work plan, introduce the secretary general and exchange notes on the way forward in achieving AATO objectives and operationalization of the AATO secretariat.

During the discussions the following issues came to light:

1. ICAO SG – Mr. Raymond Benjamin

- The AATO president informed the ICAO SG of a successful hosting and good attendance of the first general assembly which was held in Zanzibar, Tanzania. He requested him to take note of the appointment of the secretary general and non responsiveness of the host state. AATO however intends to begin its operations in January, 2015. He was requested to assist and remind Ethiopia who had shown interest in hosting AATO.
- AATO was reminded by the ICAO SG on ensuring that the data base for aviation professionals in Africa must be prepared before May, 2015 AFI Plan meeting. The information collected will enable him seek training assistance from willing partners such as South Korea, Singapore, UAE, EASA and FAA. ICAO is keen in ensuring that Africa addresses the critical areas of safety concerns and raise the oversight score. However, AATO noted that the task requires financial resources and close collaboration with ATOs and CAAs.
- AATO has identified immediate training requirements for instructors, training organization inspectors and English proficiency raters. In 2015, AATO plans to organize these trainings regionally.
- The SG reiterated his commitment in ensuring that AATO is operational in a host state and executes its mandate.

2. **Deputy director TCB – Mr. Meshasha Belayneh**

A visit to the deputy director TCB was to congratulate and brief him on AATO progress including the host state stalemate. He advised AATO to be patient as states take time to process all requirements before they give a concrete commitment. He was certain that Ethiopia is working on it. He assured AATO of his continued support.

3. **President AFI Plan Steering Committee – Mr. Moussa Halidou**

- The AATO president introduced the SG..
- The president briefed him on the AATO annual general assembly, resolutions and challenges.
- Mr. Halidou remarked that:
 - ✓ AATO is expected to take charge and establish the training needs of African states.
 - ✓ AATO need to come up with an action plan of its activities according to the objectives.
 - ✓ AATO must prepare the data base and report to the next AFI steering committee in Maputo on 17th -19th May, 2015.
 - ✓ WASAF has been tasked to support AATO in accomplishing decisions 09 and 10 of the steering committee.
 - ✓ ICAO has dedicated 2015 to be a training year. AFI Plan will release a training plan that can be adopted and operationalized by AATO in collaboration with AFCAC. Two seminars and two workshops sponsored by FAA will be held in Tanzania.
 - ✓ AFI Plan steering committee is committed to making AATO an international organization.
 - ✓ AATO need to work closely with AFCAC so that it can be included in the implementation of training programs.

4. **FAA**

A meeting with the FAA team; Dog Anderson and his colleague introduced the AATO SG and discussed the areas where training partnership can be fostered through the safer skies for Africa program. FAA accepted to support AATO in training instructors, government safety inspectors and ATO inspectors (once an approved course is identified). However, AATO was directed to forward the request to the US department of transport which coordinates the allocation of resources.

5. **Other Issues to Note from the NGAP Symposium**

- Regional approach to NGAP therefore a practical way to addressing the training challenges.
- African NGAP challenges shall be taken on board by AATO for an extensive outreach.
- Preparation of regional and professional specific usable NGAP indexes will assist in establishing the exact levels in each category of aviation professionals. The AATO data base is a good starting point.

Phase 2 of NGAP has started with phase one team members and others are invited to join. AATO need to grab this opportunity and be onboard.

AATO Budget for 2015/2016

Budget Item	Budget	Q1	Q2	Q3	Q4
Revenue					
AATO Member Contributions	250,000				
Donation by corporate organizations	80,000	20,000	20,000	25,000	25,000
Contribution by CAAs	72,000				
Other sources	25,000	10,000	15,000	15,000	10,000
Total Revenue	427,000				
Expenses					
Start Up Costs	20,000	10,000	10,000		
Recruitment Expenses					
Staff Costs					
Staff Salaries	96,000				
Training	0				
Hospitality	3,000	750	750	750	750
Travel costs	20,000	5,000	5,000	5,000	5,000
Non Staff Costs					
Communication	1,000	250	250	250	250
Operating	16,000	4,000	4,000	4,000	4,000
Translation and Interpretation	12,000	3,000	3,000	3,000	3,000
Repair and Maintenance					
Insurance	6,200	300	300	5,300	300
Office equipment	1,000	0	3,000	3,000	0
Depreciation	12,500				12,500
AATO Database					
Survey	10,000	10,000			
Analysis	3,000	3,000			
Report	2,000	2,000			
Training					
ATO Inspectors	10,000		10,000		
English proficiency	10,000	10,000			
Instructors	10,000			10,000	
Government Safety Inspectors	10,000				10,000
Recruitments					
Technical Officer					
Accreditation of CoEs	40,000	10,000	10,000	10,000	10,000
Technical committee Meetings	80,000			40,000	40,000
Contingency	14,300				
Total Expenses	282,700				
Capital Costs	50,000		50,000		
Net Budget Surplus/Deficit	0				



TRAINING NEEDS ASSESSMENT SURVEY

2015

THE QUESTIONNAIRE

1. Name of Organisation _____
2. Name & Title of the Head of your Organisation: _____

3. Contact details of the head of the Organisation: Mobile _____

Landline _____

Email: _____

4. Your Contact Details :

Name _____

Job Title: _____

Address: _____

Tel No: _____

Mobile No: _____

Email: _____

Country of ATO: _____

5. What is the role of your organisation (Please tick only one).

- Regulator
- Training
- Air Navigation Services
- Service Provider (ANSP)
- Airline
- Airport Operator
- Maintenance Organisation
- Other: (Pse specify)

6. Is your institution:

- National
- Regional
- Public/Private partnership
- Government Owned or Controlled (Parastatal)
- Department of a State Ministry Incorporated within another institution (e.g. university, college, management school)
- Other(Pse specify) _____

7. What is the official language of your institution (Tick as many that is applicable):

- Arabic

- English
- French
- Portuguese
- Spanish

8. How many people are employed in your organisation: _____
9. Do you have an annual HR Plan that identifies staffing and Training requirements
(Please tick only one option)

Yes No

Do you have an annual training plan? (Please tick only one answer)

Yes No

10. Please indicate with a tick the geographical area(s) from which you have recruited staff in the last 12 months: (Please tick as many as applicable)

- Africa
- North America
- Central or South America
- Asia
- Australia
- Europe

11. Specialist Skills/Jobs/Functions

<p>Using the list of specialist skills/jobs/functions below, please fill in the table:</p> <p>A - List the number of employees that you have per function within your organisation</p> <p>B - Identify any roles which require a licence (L), certificate (C) or other (O) type of regulatory permit</p>	<p>A NUMBER OF EMPLOYEE S PER ROLE</p>	<p>B TYPE OF REGULATOR Y PERMIT <i>Select L, C or O:</i> [Licence (L), Certificate (C), Other (O)]</p>
AIRLINE OPERATIONS		
Technical crew		
Cabin Crew		
Pilot instructor/examiner		
Dispatcher		
Air Operations Officer		
Ground Operations Officer		
Cargo personnel (handling of dangerous live animals)		

Technical training instructor		
Dangerous goods instructor		
Safety manager		
Security manager		
AIRCRAFT MAINTENANCE		
Aircraft Mechanic		
Aircraft Technician		
Aircraft Engineer		
AIRCRAFT OPERATIONS		
Ground Flight Safety Manager		
Ground Flight Safety Officer		
Quality Assurance Officer		
Operations officer		
Apron Controllers (Marshalls)		
Fire fighting Officer		
Security officer		
AIR NAVIGATION SERVICES		
Engineer - Communications/Navigation/Surveillance		
Aeronautical Information Officer		
Airspace designer/manager		
Air Traffic Control Officer - Aerodrome Control		
Air Traffic Control Officer - Approach (Non Radar) Control		
Air Traffic Control Officer - Area (Non-Radar) Control		
Air Traffic Control Officer - Approach/Area Radar Control		
Engineer - Electro mechanics		
Engineer – Air Traffic Services		
REGULATORY		
Aviation legal officer		
Air Transport Officer		
Airworthiness inspector		
Flight Operations Inspector		
Inspector Training System		
Ground Operations Inspector		
Aerodromes Inspector		
Air Traffic Services Inspector		
Aviation Security Inspector		
Legislation and Enforcement Officer		
Personnel Licensing Officer		

Aircraft Accident/Incident Investigator		
Safety Manager		
Other (please specify below):		

12. TRAINING REQUIREMENTS		
For the specialist skills, jobs or functions listed in Q11, a range of courses are available. A general list of aviation courses is shown below.	A	B
	NUMBER OF ATTENDEES FROM ORGANISATION	PERCENTAGE CHANGE IN NEXT 3 YEARS
A - For each course, please estimate how many people may need to attend the course from your organisation in 2016.		<i>+(increase)</i>
B - Please also estimate if this requirement is likely to change (in your opinion) over the next 3 years by indicating change as a percentage.		<i>-(decrease)</i>
<i>AIRLINES OPERATIONS</i>		
Multi-crew Pilot		
Licence (MPL)		
PPL / CPL / IR		
MPL instructor		
Cabin crew		
Cabin Crew instructor		
Airline Safety management		
Airline Security		
Air Operations management		
Transport of Dangerous Goods by Air		
Airline ground services – ALL		
<i>AIRCRAFT MAINTENANCE</i> – Aircraft maintenance / engineering / airworthiness		
Line maintenance		
<i>AIRPORT OPERATIONS</i>		
Airport Safety management		
Airport Accident/Incident investigation and prevention		
Airport management		
Airport engineering and maintenance –		

ALL		
Airport fire service – ALL		
Airport ground services – ALL		
Airport ground services		
Airport Operations		
Airport security		
<i>AIR NAVIGATION SERVICES</i>		
Air traffic controller course (basic licence)		
Air traffic controller instructor		
ATC specific training (ENR, APP, radar, SAR etc)		
Radio operator (aeronautical comms ops)		
Airspace planning		
Aeronautical Information – ALL		
Aeronautical Meteorology – ALL		
Air Traffic services Safety management		
Air Traffic services Accident/incident investigation and prevention		
Communications, Navigation and Surveillance		
Flight calibration – ALL		
Engineering and maintenance – navigational aids		
<i>REGULATORY</i>		
MPL examiner		
Air traffic controller examiner		
Cabin Crew examiner		
Medical Examiner		
Airspace planning/management		
Aeronautical Information – ALL		
Aeronautical Meteorology – ALL		
Safety management		
Accident investigation and prevention - ALL		
Civil aviation administration and legislation		
Air transport statistics and economics		
Communications, Navigation and Surveillance		
Government Safety Inspectors – Personnel Licensing		
Government Safety Inspectors – Airworthiness		

Government Safety Inspectors – Operations		
Government Safety Inspectors – Aerodromes		
Government Safety Inspectors – Air Traffic Services		
Government Safety Inspectors – Training Organisations		
Other (please specify below):		

13. What type of internal training do you conduct?

- On-the-job training (learning new skills whilst working)
- Refresher training (being re-introduced to skills already learnt)
- Continuation training (ongoing revision of skills)
- New skills training

14. How is the internal training organised?

- In-house facilities
- External facilities
- Other (Please specify): _____

15. By whom is the internal training provided?

- Internal instructors
- Specialists from the regulator
- Consultant / contract
- Other (please specify): _____

16. Is your organisation accredited by:

- Any international organisations?

If yes, please list organisations (e.g. ICAO, FAA, IATA, ACI): _____

- Any regional organisations?

If yes, please list organisations: _____

Your national Civil Aviation Authority?

Civil Aviation Authority from other States?

If yes, please list Civil Aviation Authorities: _____

Other (please specify): _____

17. Do you employ quality control procedures?

Yes No

18. Do you hold a quality management system certification (e.g. ISO 9001 certification)?

Yes No

If yes, please identify this: _____

19. Please provide the following details:

Certification scope (organisation wide or specific parts?):

Certificate validity period: _____

20. Do you have a relationship with a particular training establishment?

Yes No

If yes: **please provide the following information (complete for each establishment).**

Name of training establishment	Type of training

21. Why is this relationship with the training establishment maintained?

- Locality/proximity
- Cost-efficiency
- Quality Accessibility (ease of travel)
- Other (please specify):

22. Current training staff numbers

- Permanent instructors or trainers: _____
- Associated/contracted instructors or trainers: _____

23. When outsourcing instructors, where do you source them from? (Please tick as many as applicable)

- ICAO
- IATA
- AFRAA
- ACI International training institutions
- Individual consultants
- Professional consultant companies
- Other (pse specify): _____

24. Please tick below the geographical area(s) from which you have recruited instructional/training staff in the last 12 months.(Please tick as many as apply)

Approximate no. of Instructional staff:

- Africa _____
- North America _____
- Central/South
- America _____

Asia _____

Australasia _____

Europe _____

25. Are all your instructors/trainers professionally qualified (eg: licensed pilots, ATCOs, engineers, management degrees)?

Yes

Mostly yes

Mostly no

No

26. Are your instructors /trainers required to have successfully completed a recognised instructional techniques course?

Yes No

27. If yes, does this course result in the award of an instructional qualification?

Yes No

28. Are your instructors subject to regular proficiency checks?

Yes No

29. If yes, how frequently?

Annually Every 2 years

Other (please specify): _____

**30. Do you differentiate in the qualifications required of theory and skills trainers?
(Please tick only one answer)**

Yes No Don't know

Airline Safety management					
Airline Security					
Air Operations management					
Transport of Dangerous Goods by Air					
Airline ground services – ALL					
AIRCRAFT MAINTENANCE					
– Aircraft maintenance / engineering / airworthiness					
Line maintenance					
AIRPORT OPERATIONS					
Airport Safety management					
Airport Accident/Incident investigation and prevention					
Airport management					
Airport engineering and maintenance – ALL					
Airport fire service – ALL					
Airport ground services – ALL					
Airport ground services					
Airport Operations					
Airport security					
AIR NAVIGATION SERVICES					
Air traffic controller course (basic licence)					
Air traffic controller instructor					
ATC specific training (ENR, APP,					

radar, SAR etc)					
Radio operator (aeronautical comms ops)					
Airspace planning					
Aeronautical Information – ALL					
Aeronautical Meteorology – ALL					
Air Traffic services Safety management					
Air Traffic services Accident/incident investigation and prevention					
Communications, Navigation and Surveillance					
Flight calibration – ALL					
Engineering and maintenance – navigational aids					
REGULATORY					
MPL examiner					
Air traffic controller examiner					
Cabin Crew examiner					
Medical Examiner					
Airspace planning/management					
Aeronautical Information – ALL					
Aeronautical Meteorology – ALL					
Safety management					
Accident investigation and prevention - ALL					
Civil aviation administration and legislation					

Air transport statistics and economics					
Communications, Navigation and Surveillance					
Government Safety Inspectors – Personnel Licensing					
Government Safety Inspectors – Airworthiness					
Government Safety Inspectors – Operations					
Government Safety Inspectors – Operations					
Government Safety Inspectors – Aerodromes					
Government Safety Inspectors – Air Traffic Services					
Government Safety Inspectors – Training Organisations					
Other (please specify below):					

33. Course entry information				
In order to better understand the courses on offer, please consider the following questions:	A EDUCATIONAL STANDARD	B TICK IF APTITUDE TEST IS REQUIRED?	C AGE LIMIT?	D CHARGE (PRICE) PER COURSE (IN US \$)?
<p>A - What educational standards are required prior to joining?</p> <p>B - On which courses are the students required to pass an aptitude test prior to entry?</p> <p>C - On which</p>	<p><i>Select:</i> [high school (H), diploma (Di), degree (Dg), Other (O)]</p>	<p><i>Tick below:</i> <input type="checkbox"/></p>		

courses does an upper age limit apply (please indicate the age limit)?				
D - How much is charged for the full duration of the course (please indicate local currency, or US dollar equivalent)?				
AIRLINES OPERATIONS				
Multi-crew Pilot				
Licence (MPL)				
PPL / CPL / IR				
MPL instructor				
Cabin crew				
Cabin Crew instructor				
Airline Safety management				
Airline Security				
Air Operations management				
Transport of Dangerous Goods by Air				
Airline ground services – ALL				
AIRCRAFT MAINTENANCE				
– Aircraft maintenance / engineering / airworthiness				
Line maintenance				
AIRPORT OPERATIONS				
Airport Safety management				
Airport Accident/Incident investigation and prevention				
Airport management				
Airport engineering and maintenance – ALL				

Airport fire service – ALL				
Airport ground services – ALL				
Airport ground services				
Airport Operations				
Airport security				
<i>AIR NAVIGATION SERVICES</i>				
Air traffic controller course (basic licence)				
Air traffic controller instructor				
ATC specific training (ENR, APP, radar, SAR etc)				
Radio operator (aeronautical comms ops)				
Airspace planning				
Aeronautical Information – ALL				
Aeronautical Meteorology – ALL				
Air Traffic services Safety management				
Air Traffic services Accident/incident investigation and prevention				
Communications, Navigation and Surveillance				
Flight calibration – ALL				
Engineering and maintenance – navigational aids				
<i>REGULATORY</i>				
MPL examiner				
Air traffic controller examiner				
Cabin Crew examiner				
Medical Examiner				
Airspace				

planning/management				
Aeronautical Information – ALL				
Aeronautical Meteorology – ALL				
Safety management				
Accident investigation and prevention - ALL				
Civil aviation administration and legislation				
Air transport statistics and economics				
Communications, Navigation and Surveillance				
Government Safety Inspectors – Personnel Licensing				
Government Safety Inspectors – Airworthiness				
Government Safety Inspectors – Operations				
Government Safety Inspectors – Operations				
Government Safety Inspectors – Aerodromes				
Government Safety Inspectors – Air Traffic Services				
Government Safety Inspectors – Training Organisations				
Other (please specify below):				

34. Please enter any additional comments or information regarding this questionnaire below:

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AATO DIARY / PLANNED ACTIVITIES 1ST QUARTER 2015/2016

S/N	Activity	Dates	Actor
1	SG in office	1 January, 2015	Council
2.	Prepare AATO AGA report and distribute	February, 2015	SG
3.	Attend Africa Jet Fuel and Aviation conference	26 – 27 February 2015 Johannesburg, SA	SG
4.	Prepare 2015/2016 Business Plan and Budget	By 13 th March 2015	SG
5.	Council Meeting	15 th – 16 th March 2015 4,000	Council
6.	African Aviation Services Meeting	19 th -20 th March, 2015 Addis Ababa, Ethiopia	President, SG, Council members
7.	TRAINAIR PLUS Symposium	24 th – 27 th March, 2015 Dublin, Ireland	President, council member
8.	AFI Plan Steering Committee	17 th – 19 th May 2015 Maputo, Mozambique	Council
9.	ICAO Seminar on Civil and Military cooperation	21 st – 23 May 2015 Niamey, Niger	President
10.	NGAP Meeting for Kenyan ATOs	25 th May 2015 Nairobi, Kenya	SG/EASA
11.	ASTC Directors forum	26 th - 28 th May 2015 Nairobi, Kenya	EASA