

**58<sup>th</sup> CONFERENCE OF  
DIRECTORS GENERAL OF CIVIL AVIATION  
ASIA AND PACIFIC REGIONS**

*Dhaka, Bangladesh  
15 – 19 October 2023*

**AGENDA ITEM 8: CAPACITY BUILDING AND IMPLEMENTATION**

**ASIA-PACIFIC REGIONAL TRAINING COOPERATION FRAMEWORK**

Presented by RCM Task Force

**SUMMARY**

To address identified training needs and priorities in the region, the Regional Cooperation Mechanisms Task Force (RCM TF) proposes a regional training cooperation framework. This framework includes initiatives to foster greater cooperation among civil aviation training academies to build up training capacity and capabilities within the Asia Pacific region.

The Conference is invited to:

1. Note the need to address the training needs and associated challenges of the Asia Pacific region.
2. Endorse the proposed regional training cooperation framework which includes initiatives and implementation plan to enhance cooperation among civil aviation training academies in the Asia Pacific region.
3. Encourage States/Administrations and industry partners to nominate representatives to the working group to implement the regional training cooperation framework.

## ASIA-PACIFIC REGIONAL TRAINING COOPERATION FRAMEWORK

### 1. INTRODUCTION

1.1 Training and capacity building have been identified as key priorities for the Asia Pacific region. The lack of resources and qualified instructors have been impediments in meeting training needs in the Asia Pacific region. At the 9<sup>th</sup> meeting of the Regional Cooperation Mechanisms Taskforce Meeting (RCM TF) on 29 November 2022, the ICAO Asia and Pacific Regional Office proposed that civil aviation training academies should enhance cooperation in the provision of training for aviation personnel in the Asia Pacific region

1.2 In November 2022, the RCM TF established a working group comprising the Republic of Korea, Singapore and the United States to develop a training cooperation framework for the Asia Pacific region.

### 2. RECENT DEVELOPMENTS

2.1 The RCM TF conducted a needs survey to Asia Pacific States / Administrations in June 2023 to update on the needs of the region and sub-regions in capability development and training needs, post the COVID-19 pandemic. The survey covered areas in aviation safety, aviation security, air navigation services, human resource development, facilitation and environment.

2.2 Twenty-seven Asia Pacific States / Administrations responded to the survey. The survey results showed that many States / Administrations continue to require support and technical expertise to effectively carry out their functions. In particular, the need for inspector training in areas such as aviation safety and security (CE 4 - Technical Personnel Qualification and Training) remains a priority.

### 3. CURRENT CHALLENGES

3.1 In developing the regional training cooperation framework, it is necessary to appreciate the challenges that States / Administrations in the Asia Pacific face in meeting training needs for their aviation personnel, especially as States / Administrations rebuild and scale up operations after the COVID-19 pandemic. These challenges include:

- (i) ***Training needs are not clearly identified or training plans have not been developed.*** Some States / Administrations face challenges in assessing training needs and developing plans. It would be difficult to assess which courses would be relevant in the absence of a training plan. Training needs and plans also need to be reviewed in response to new operational requirements post-COVID-19.
- (ii) ***Financial and manpower challenges in sending personnel for training.*** Training budgets may have been impacted during the pandemic. Companies also face challenges in balancing between maintaining operational staffing and sending these personnel for training.
- (iii) ***Lack of qualified trainers in the region.*** Existing efforts to build a pipeline of trainers could be strengthened to allow States / Administrations to provide technical experts with possible career pathways to become trainers. Most trainers concurrently hold a safety regulation position, which limits their capacity to instruct on a full-time basis. Some States

/ Administrations also face difficulty in preparing trainers to become regional ICAO instructors due to language difficulties. Lack of language proficiency restrict some trainers from being able to conduct courses overseas, which would otherwise allow more personnel to benefit from training.

- (iv) ***Lack of coordination among civil aviation training academies in the provision of training.*** This has resulted in potential gaps in the offering of training courses and duplication of certain courses. Duplication of courses also result in courses being cancelled as civil aviation training academies are unable to form a class with sufficient trainees.

#### **4. REGIONAL TRAINING COOPERATION FRAMEWORK TO FOSTER CLOSER COOPERATION AMONG CIVIL AVIATION TRAINING ACADEMIES**

4.1 States / Administrations should support closer cooperation among civil aviation training academies to address the current challenges that the Asia Pacific region faces in meeting training needs. To this end, the RCM TF is proposing a regional training cooperation framework which will include three key initiatives to foster closer cooperation among civil aviation training academies.

##### **Annual regional training symposium**

4.2 ***The ICAO Asia and Pacific Regional Office can organise the symposium, with support from States / Administrations, civil aviation training academies and industry.*** The symposium could discuss capacity building needs and coordinate training plans, encourage the exchange of information, best practices, and standardisation of training for instructors. This will be like current arrangements established by the ICAO North American, Central American and Caribbean Office to coordinate closer training cooperation between States and civil aviation training academies.

##### **Specific Initiatives to Promote Cooperation**

4.3 The regional training cooperation framework will strengthen cooperation on training among civil aviation training academies and partnerships with industry. Specific initiatives to promote cooperation could include:

- (i) ***Coordination between civil aviation training academies on their provision of training.*** Training academies can pool demand from different States / Administrations and offer training at reasonable rates with the higher volume. For training areas which have not been developed, civil aviation training academies can coordinate to have some civil aviation training academies lead the development of the training or others to look for external training offerings (beyond the Asia Pacific region). These courses can be offered both in-person and virtually, to allow more to participate.
- (ii) ***Development of a training prospectus consolidating all course offerings by civil aviation training academies in the Asia Pacific region.*** The prospectus can be disseminated before the start of the calendar year. Civil aviation training academies will need to coordinate on the courses to be delivered to reduce duplication before the prospectus is published.
- (iii) ***Establishing civil aviation training academies as Centres of Excellence in their respective expert domains.*** Civil aviation training academies can cooperate to prioritise

and customise training packages for the region according to different needs and identify civil aviation training academies to lead in the development and provision of these training areas. The involvement of industry can enhance the quality of training and provide access to instructors.

### **Train the Trainer**

4.4 A ‘train the trainer’ programme could be established to build a pipeline of instructors and enhance their capabilities to address a lack of trainers in the region. The programme can cover the following:

- (i) ***Identifying and training a pool of trainers in the region, and sub-regions for good geographical coverage.*** These trainers can be recognised by ICAO as regional trainers. Civil aviation training academies can also establish a mechanism whereby ICAO-recognised trainers could be deployed to various civil aviation training academies to meet various training needs as required.
- (ii) ***Standardising ‘train the trainer’ courses to ensure the quality and effectiveness of training delivery.*** Civil aviation training academies can work together to develop a syllabus with support from ICAO. Relevant benchmarks on the quality of such courses can be made with other regions that offer similar programmes.
- (iii) ***Implementing performance indicators to track the success of the ‘train the trainer’ programme.*** Regional targets can be set on the number of new ICAO-recognised trainers that are trained each year and closely monitored.
- (iv) ***Seeking out possible funding and existing trainers to kickstart the ‘train the trainer’ programme.*** Tapping on possible funding from ICAO and leveraging on COSCAP programmes can bring down training costs. States / Administrations and civil aviation training academies can work together to identify potential trainers to kickstart the programme.

## **5. IMPLEMENTATION PLAN FOR REGIONAL TRAINING COOPERATION FRAMEWORK**

5.1 It is proposed that a working group be formed to implement the regional training cooperation framework. The working group should comprise representatives of States / Administrations, industry and ICAO Asia and Pacific Regional Office.

5.2 The working group will report to the RCM TF. The working group should meet regularly with progress reported at the RCM TF meetings.

## **6. ACTION BY THE CONFERENCE**

6.1 The Conference is invited to:

- (i) Note the need to address the training needs and associated challenges of the Asia Pacific region.
- (ii) Endorse the proposed regional training cooperation framework which includes initiatives and implementation plan to enhance cooperation among civil aviation training academies in the Asia Pacific region.
- (iii) Encourage States/Administrations and industry partners to nominate representatives to the working group to implement the regional training cooperation framework.