

**61<sup>ST</sup> CONFERENCE OF  
DIRECTORS GENERAL OF CIVIL AVIATION  
ASIA AND PACIFIC REGION**

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

**SUSTAINING GLOBAL AVIATION CAPACITY BUILDING  
THROUGH ICAO GLOBAL AVIATION TRAINING:  
A STRATEGIC ENABLER FOR THE FUTURE AVIATION  
WORKFORCE**

(Presented by the Republic of Korea)

**SUMMARY**

The aviation sector is undergoing rapid transformation driven by digitalization, artificial intelligence (AI), advanced air mobility (AAM), sustainability objectives, cybersecurity and increasing safety oversight requirements. These developments require a highly competent global aviation workforce. ICAO Global Aviation Training (GAT), including the TRAINAIR PLUS Programme (TPP), has become a strategic enabler of global capacity building under the No Country Left Behind (NCLB) initiative.

However, the sustainability of the global training ecosystem increasingly depends on the continued voluntary contributions of Member States and ICAO-recognized training organizations. This paper proposes a policy framework to strengthen the sustainability of ICAO Global Aviation Training through enhanced recognition of contributions, stronger regional partnerships, and practical incentive mechanisms supporting sustained participation and long-term resilience of the global training ecosystem.

## **SUSTAINING GLOBAL AVIATION CAPACITY BUILDING THROUGH ICAO GLOBAL AVIATION TRAINING: A STRATEGIC ENABLER FOR THE FUTURE AVIATION WORKFORCE**

### **1. INTRODUCTION**

1.1 The aviation industry is entering an era of rapid and unprecedented transformation. Implementation of emerging technologies, increasing automation, AI-enabled aviation operations and oversight, sustainability initiatives and evolving ICAO Standards and Recommended Practices (SARPs) are significantly increasing demand for competent aviation professionals.

1.2 With global air transport expected to nearly triple by 2050, the ICAO Strategic Plan 2026–2050 identifies People, Capacity Building, Innovation and Partnerships as strategic enablers for safe, secure, sustainable and efficient international civil aviation. ICAO's Global Aviation Training (GAT) programme and the TRAINAIR PLUS Programme (TPP) have become fundamental mechanisms for strengthening Member States' implementation capabilities.

1.3 The Asia and Pacific Region has demonstrated successful regional cooperation through the Regional Training Cooperation Framework (RTCF), instructor development programmes and collaborative capacity-building initiatives. Nevertheless, States requiring additional implementation support continue to face shortages of qualified inspectors, instructors and technical experts.

### **2. DISCUSSION**

2.1 ICAO's 42<sup>nd</sup> Assembly, through Resolution A42-24 on the Next Generation of Aviation Professionals, called on Member States, industry and academia to strengthen training capacity, particularly in Developing States.

2.2 While ICAO has substantially expanded support to beneficiary States under the No Country Left Behind (NCLB) initiative, the sustainability of the organizations providing training has become an increasingly important consideration for the long-term effectiveness of global capacity-building efforts.

2.3 Training providers continuously invest significant financial and human resources in developing ICAO Recognized Training Packages [Standard Training Packages (STPs) and ICAO Training Packages (M-ITPs)], maintaining ICAO TRAINAIR PLUS membership requirements, qualifying instructors to deliver ICAO Training Packages, maintaining quality assurance, fellowship implementation and regional technical cooperation. Future workforce requirements in AI, cybersecurity, AAM, safety intelligence, digital learning and competency-based training further increase these demands.

2.4 Sustaining the Member States and organizations that contribute to ICAO Global Aviation Training is essential to ensuring that global capacity-building efforts remain effective, scalable and sustainable over the long term.

2.5 ICAO may therefore consider developing a policy framework for recognizing Member State contributions through a TRAINAIR PLUS Contribution Recognition Framework that recognizes the full spectrum of Member States' contributions to global capacity building, including course development, instructor qualification, regional instructor deployment, fellowship support, quality management, mentoring of other TPP Members and regional cooperation, while maintaining its fundamental cost-recovery principles.

2.6 The APAC RTCF experience demonstrates that collaborative instructor development, regional partnerships and shared training resources can significantly improve implementation efficiency while optimizing limited resources, providing a practical example of regionally coordinated capacity development under ICAO's Global Aviation Training framework. Similar collaborative models could be promoted globally.

2.7 ICAO may also explore practical incentive mechanisms, including enhanced recognition programmes, priority consideration for fellowship partnerships, expanded membership benefits, administrative fee reductions for selected ICAO-endorsed capacity-building activities, digital learning resource sharing and strengthened regional partnerships.

2.8 Resolution A42-23 (Consolidated statement of ICAO policies on technical cooperation and technical assistance) already encourages States to make use of quality assurance services on a cost-recovery basis and to conduct ex-post evaluations of capacity-building projects. Building on this policy basis, and without altering the existing TPP accreditation architecture, ICAO could examine a Contribution Recognition Framework that more visibly acknowledges Member States and organizations that develop ICAO recognized courses, mentor other TPP Members, deploy instructors regionally, or support fellowship implementation, in addition to quantitative training-delivery statistics alone.

### **3. CONCLUSION**

3.1 Long-term global aviation capacity building depends not only on supporting beneficiary States but also on sustaining the Member States and organizations that continuously contribute expertise, instructors and training resources. A balanced policy approach will strengthen the resilience of ICAO Global Aviation Training and further advance the objectives of the No Country Left Behind initiative.

3.2 Enhanced recognition, balanced support for both beneficiary States and contributing organizations, stronger APAC cooperation through the RTCF, and practical incentives would reinforce the NCLB initiative, strengthen aviation workforce resilience, and support effective implementation of ICAO SARPs across the Region.

### **4. ACTION BY THE CONFERENCE**

4.1 The Conference is invited to:

- a) recognize the pivotal role ICAO Global Aviation Training plays as a strategic enabler of global aviation capacity building for future-ready APAC aviation;
- b) request ICAO Global Aviation Training to consider a Contribution Recognition Framework within the TRAINAIR PLUS Programme, supported by practical incentive mechanisms to encourage the long-term participation of Member States and ICAO-recognized training organizations in advancing the objectives of the No Country Left Behind initiative, while maintaining its fundamental cost-recovery principles; and
- c) encourage Member States to collaborate with ICAO Global Aviation Training in developing future-oriented training programmes addressing AI, digital transformation, cybersecurity, sustainability, advanced air mobility and other emerging competencies.

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