

**61ST CONFERENCE OF
DIRECTORS GENERAL OF CIVIL AVIATION
ASIA AND PACIFIC REGION**

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

**STRENGTHENING AVIATION HUMAN CAPITAL
DEVELOPMENT IN THE ASIA-PACIFIC REGION THROUGH
ICAO TRAINAIR PLUS PROGRAMME:
CATC THAILAND'S EXPERIENCE**

(Presented by Thailand)

INFORMATION PAPER

SUMMARY

The Civil Aviation Training Center (CATC), Thailand, was recognized by ICAO during the Global Implementation Support Symposium (GISS) 2026 as the organization that trained the highest number of aviation professionals through ICAO Training Packages in the Asia-Pacific Region in 2025. This recognition reflects the growing demand for aviation training and the important role of ICAO TRAINAIR PLUS Members in supporting aviation capacity development across the region. This paper presents Thailand's experience in strengthening aviation human capital development through the ICAO TRAINAIR PLUS Programme, highlights regional training outcomes achieved in 2025, and shares observations related to competency-based training, gender equality, digital transformation, and future workforce development initiatives aligned with ICAO priorities.

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1. INTRODUCTION

1.1 The continued growth and transformation of the aviation sector have intensified the demand for qualified aviation professionals across the Asia-Pacific Region. States and aviation organizations are increasingly required to strengthen workforce capabilities while adapting to technological advancements, sustainability initiatives, emerging aviation technologies, and evolving regulatory requirements.

1.2 As a member of the ICAO TRAINAIR PLUS Programme (TPP), CATC contributes to regional and global aviation capacity development through the delivery of ICAO training programmes, implementation of competency-based training initiatives, and support for aviation workforce development aligned with ICAO priorities.

2. DISCUSSION

2.1 During the ICAO Global Implementation Support Symposium (GISS) 2026 held in Marrakech, Morocco, CATC was recognized by ICAO as the training organization that achieved the highest number of aviation professionals trained through ICAO Training Packages in the Asia-Pacific Region during 2025. During the year, CATC delivered 14 training sessions covering 9 ICAO training courses and trained 197 aviation professionals. Key training outcomes achieved during 2025 are summarized in Figure 1.



Figure 1 CATC's 2025 ICAO Training Outcomes

2.2 Training activities conducted during 2025 revealed several trends relevant to the Asia-Pacific Region. Strong demand was observed in safety-related disciplines, including State Safety Programme (SSP), Safety Management Systems (SMS), safety investigations, and safety oversight competencies. Increased participation in instructor development, training development, and competency-based training and assessment (CBTA) programmes reflected the region's continued transition towards modern training methodologies. Growing interest was also observed in areas related to environmental sustainability, dangerous goods management, facilitation, and emerging regulatory requirements.

2.3 Consistent with ICAO's commitment to gender equality and the advancement of women in aviation, CATC continues to promote inclusive participation across its training activities. During 2025, women represented approximately 45 per cent of all participants attending ICAO training programmes delivered by CATC. This participation rate reflects ongoing efforts to encourage greater involvement of women in aviation professions, including safety oversight, air navigation services, training development, operational management, and other technical disciplines that have traditionally experienced lower female representation. CATC recognizes that strengthening gender diversity is not only a matter of inclusion but also a key enabler of sustainable workforce development. Expanding opportunities for women in aviation contributes to a broader talent pool, supports the objectives of ICAO's Gender Equality Programme, and helps address the growing demand for skilled aviation professionals throughout the Asia-Pacific Region.

2.4 CATC works closely with the Civil Aviation Authority of Thailand (CAAT) in identifying national training priorities and developing annual and long-term aviation training plans. ICAO training opportunities are regularly coordinated with CAAT to support national workforce development objectives and implementation priorities. Such collaboration may provide useful insights for strengthening aviation human resource development across the region.

2.5 As a long-standing member of the ICAO TRAINAIR PLUS Programme, CATC has progressively strengthened its training development and delivery capabilities, achieving Full Member status in 2015 and Regional Training Centre of Excellence (RTCE) status in the areas of Air Navigation Services and Flight Safety and Safety Management in 2021. Under the current TRAINAIR PLUS framework, CATC has maintained Training Centre of Excellence (TCE) status since 2023. To date, CATC has developed six ICAO-recognized Standardized Training Packages (STPs) available through the ICAO Course Library, with an additional programme expected to be completed by the end of 2026. Through its approved aviation training programmes and comprehensive aviation education system, CATC continues to support the development of aviation professionals and contribute to capacity-building efforts within Thailand and the Asia-Pacific Region.

2.6 Recognizing the rapid digital transformation occurring across the aviation sector, CATC is currently developing a long-term Digital Training Strategy to support future aviation workforce development and enhance training accessibility. Virtual classroom training, initially introduced prior to the COVID-19 pandemic and significantly expanded during the pandemic period, continues to be widely utilized through blended learning approaches. CATC has established its own Learning Management System (LMS) and continues to develop affordable short-duration e-learning programmes covering fundamental aviation subjects to support continuous learning and attract new entrants into the aviation industry. In parallel, CATC continues to develop new training programmes in response to evolving industry requirements and stakeholder needs, supporting the region's efforts to build a future-ready aviation workforce.

2.7 CATC continues to align its long-term development strategy with ICAO priorities related to Competency-Based Training and Assessment (CBTA), the Next Generation of Aviation Professionals (NGAP) initiative, knowledge transfer, upskilling, reskilling, and sustainable aviation workforce development. These efforts support the objectives of the ICAO Global Aviation Training Strategy and contribute to ensuring that aviation personnel remain prepared to address future technological, operational, environmental, and regulatory challenges.

3. ACTION BY THE CONFERENCE

3.1 The Conference is invited to note the information contained in this Paper.

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