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EXECUTIVE COMMITTEE

Agenda Item 21: Next Generation of Aviation Professionals (NGAP) initiative

ICAO'S NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This Working Paper provides a progress report on the activities of ICAO's Next Generation of Aviation Professionals (NGAP) Programme, which was revitalized in 2023. It also highlights key components of the NGAP strategy approved by the Secretary General in June 2024 to ensure a sustainable pipeline of aviation talent.

In addition, the paper summarizes the outcomes of the 3rd ICAO Global NGAP Summit held in South Africa in August 2025, including the Call to Action, detailed in Appendix A, which was adopted at the summit.

Lastly, the Working Paper proposes an update to Assembly Resolution A39-29 on NGAP through a revised Resolution A42-xx, included in Appendix B. The new resolution emphasizes a more structured workforce development framework, aiming to expand the scope of NGAP across all categories of aviation personnel and age groups and integrate NGAP into national strategies to ensure a long-term pipeline of talents.

Action by the Assembly

The Assembly is invited to:

- Request States, and other relevant stakeholders to support the NGAP Programme by participating in events, contributing expertise in kind and financial resources, and by adopting strategies and policies that align with NGAP objectives and support aviation talent development at national and regional levels;
- Endorse the Call to Action detailed in Appendix A, which sets forth the strategic commitments and actions agreed upon at the 3rd ICAO Global NGAP Summit; and
- Adopt the revised resolution A42-xx, titled "Global Aviation Talent Development– Next Generation of Aviation Professionals", contained in Appendix B. This resolution supersedes Assembly Resolution A39-29 and serves as a foundational reference for future actions.

<i>Strategic Goals:</i>	This working paper relates to all Strategic Goals and High-Priority Enablers.
<i>Financial implications:</i>	The ICAO activities referred to in this paper are expected to be undertaken within the resources available in the 2026–2028 Regular Budget and/or from extrabudgetary contributions, as guided by the ICAO Business Plan 2026-2028.
<i>References:</i>	ICAO Business Plan for 2026-2027-2028 Doc 10184, Assembly Resolutions in Force (as of 7 October 2022) A39-WP/33 A39-WP/62 Doc 9956, <i>Global and Regional 20-year Forecasts</i>

1. INTRODUCTION

1.1 According to long-term forecasts, global passenger traffic is projected to grow to 7.2 billion by 2035 and reach 12.4 billion by 2050, compared to 4.6 billion in 2024. Meanwhile, cargo traffic is expected to double from 265 billion freight tonne kilometers (FTK) in 2024, to 638 billion FTK by 2050. This unprecedented growth will significantly increase the demand for aviation professionals. ICAO estimates that by 2043, the industry will require 670,000 additional pilots, 1,085,000 cabin crew, 698,000 maintenance personnel, and 137,000 air traffic controllers to sustain safe and efficient operations.

1.2 In response to the urgent global need for a resilient and future-ready aviation workforce, ICAO has revitalized its Next Generation of Aviation Professionals (NGAP) Programme and positioned “Attracting new talent” as a high priority within its 2026-2050 Strategic Plan and 2026-2028 Business Plan. In addition, ICAO has developed a global strategy on NGAP, which serves as a guiding framework to mobilize coordinated actions towards building a resilient workforce capable of meeting the evolving demands of the aviation industry.

2. NGAP STRATEGY AND ACTIVITIES UNDERTAKEN

2.1 The ICAO NGAP Strategy is structured around four key focus areas, providing a comprehensive framework to ensure a resilient and future-ready aviation workforce. ICAO’s strategic approach emphasizes collaboration among governments, industry leaders, academia and training centres to develop harmonized solutions and ensure that aviation remains an attractive, dynamic, and accessible career path for future generations.

Key Focus area 1: Workforce Monitoring & Forecasting – Using data-driven insights to anticipate future skill needs and address workforce gaps proactively

2.2 Accurately anticipating workforce needs is essential to ensuring a steady pipeline of aviation professionals. Currently, the Secretariat collects data on licensed personnel as part of preparing long-term forecasts in Document 9956, disaggregated by gender. To facilitate a more comprehensive analysis of future workforce requirements, the Secretariat is evaluating the feasibility of expanding data collection to cover additional key aviation roles as well as to emphasize the evolving nature of the industry by competency tracking. Aligning ICAO’s data collection and analysis processes with these changes is crucial for proactive workforce planning.

2.3 ICAO has already taken concrete steps in this direction with the first ICAO European and North Atlantic (EUR/NAT) Aviation Training and Skills Regional Workshop, held in March 2025 in collaboration with Joint Aviation Authorities (JAA) Training Organization. This workshop represented a key initiative in exploring the establishment of a regional skills monitoring framework to better forecast and plan for future workforce needs in the aviation industry. Building on this effort, a regional symposium will be held in Almaty, Kazakhstan in November 2025, which will bring together experts from industry, States, training organizations, academia and other key stakeholders to tackle workforce development challenges, share industry success stories and explore pan-regional and national strategies aligned with ICAO’s NGAP programme. Moving forward, efforts will focus on developing this approach, with the potential to scale it to other regions.

Key Focus area 2: Education & Training – Aligning education with industry requirements and fostering mutual recognition of qualifications across borders to create a more seamless talent pipeline

2.4 The Secretariat continues to work with relevant partners to strengthen aviation education, with a focus on bridging gaps between academic programmes and industry expectations. This includes fostering

stronger collaborations between academic and training institutions and employers to develop robust educational ecosystems that support competency-based training, practical learning experiences, and the use of emerging technologies to allow for realistic simulation environments. Additionally, facilitating mutual recognition of aviation qualifications remains a priority to foster mobility and improve employability.

2.5 To support these efforts, the inaugural ICAO Workshop for Aviation Universities, hosted in April 2025 by Universidad Politécnica in Madrid, served as the foundational platform for discussing how to enhance and harmonize academic offerings across institutions and set the stage for the creation of a Global Aviation Education Programme, assisting stakeholders in developing high-quality academic programs that align with current industry requirements. ICAO also developed NGAP-related training courses, including “Essential soft skills for NGAP and a Mentoring course in partnership with Eurocontrol”. Efforts are ongoing to expand this training portfolio by developing specialized programs dedicated to NGAP, ensuring comprehensive support and resources are available to meet the evolving needs of the global aviation workforce.

Key Focus Area 3: Capacity Building & Implementation Support & Resource Mobilization – Providing expertise to States, ensuring that no country is left behind in strengthening its aviation workforce

2.6 Even if developing countries invest to the best of their capability in educating, training and coaching new aviation professionals, which demand both high direct cost of education and training as well as indirect cost of wasting, breaking, damaging expensive parts/equipment and inefficiencies during practicing on the job for the first few years, when the aviation professionals become competent, they depart soon after abandoning their position for better pay elsewhere. As long as these trained professionals remain in the aviation industry, wherever they go, it is a contribution to the aviation industry. However, this reality is stifling the sustainable development of aviation in developing countries which necessitate comprehensive understanding of the situation and to set strategic approaches in providing support to ease the burden.

2.7 While improving education and training programmes is essential, equitable access to training opportunities must also be addressed. To support this, ICAO continues to promote stronger cooperation between aviation, education, and labor sectors, advocating for policies that reduce barriers to entry, including the expansion of scholarships, financial aid, tax incentives for training institutions, public-private partnerships, and regional training hubs where needed.

2.8 In this vein, ICAO is launching, as part of its aviation training portfolio, the first-ever dedicated workshop on NGAP/ Human Resources (HR) capacity building for aviation at the State level. The workshop will be offered for decision-makers as well as practitioners, each tailored to bridge understanding across strategic and operational levels within aviation authorities on the long-term benefits of NGAP and HR capacity building.

2.9 Strengthening participation in the ICAO Fellowship and Scholarship Programmes, as well as the Developing Country Training Programme (DCTP), remains a priority. Active participation by donors such as Singapore, Indonesia, the Republic of Korea, and United Arab Emirates has been instrumental in supporting NGAP and enhancing access to training. In addition, the APAC Regional Training Cooperation Framework (RTCF) established under ICAO’s Regional Cooperation Mechanism Task Force (RCM TF), directly supports the NGAP initiative through collaborative training efforts, including symposiums, training needs analyses, and Train-the-Trainer programmes to build a self-sufficient, sustainable aviation training ecosystem in the Asia-Pacific region.

2.10 Lastly, the NextGen Donor Network was created to engage donors interested in offering in-kind and financial contributions to support the NGAP programme initiatives.

Key Focus Area 4: Outreach & Knowledge Sharing – Securing Political Commitment, Sharing Best Practices, and Promoting Aviation Careers

2.11 Collaboration, knowledge sharing, and strategic advocacy are crucial in strengthening the global aviation workforce. ICAO facilitates these efforts through NGAP Summits, regional symposia, and workshops, fostering dialogue among key stakeholders and integrating workforce priorities into political and operational agendas. A key part of this effort is encouraging States to integrate NGAP into their National Aviation Plans, ensuring long-term planning and sustainability and advocating for the adoption of equitable and attractive Human Resources policies and compensation packages to make aviation a competitive career choice, aiming to improve the value proposition of the sector. Despite the broad range of career opportunities within aviation, awareness of these careers remains limited, and the sector faces significant competition from other industries. ICAO advocates for structured outreach programmes and early engagement initiatives from very early school levels to introduce young people to aviation careers.

2.12 Furthering these efforts, ICAO has undertaken several key outreach activities at the global, and regional and national levels, including:

2.12.1 During the ICAO Global Implementation Support Symposium (GISS) held in Abu Dhabi, United Arab Emirates, in February 2025, a panel session on NGAP was organized, focusing on the critical elements of attracting, recruiting, training, and retaining talent essential for sustaining the aviation ecosystem. The programme also facilitated a roundtable discussion as part of the training workshop to engage with training centers of the TRAINAIR PLUS Programme (TPP) network to explore practical NGAP solutions.

2.12.2 ICAO has formed a partnership with the Global Aviation and Aerospace Skills Taskforce (GAAST), who have committed to developing a dedicated online repository of best practices. Once completed, GAAST will share the repository with ICAO, enabling broader access for all aviation stakeholders by the end of 2025. This initiative will provide Member States and industry partners with comprehensive resources to foster shared knowledge and enhance workforce development strategies across the sector.

2.12.3 The NGAP initiative in the Eastern and Southern Africa (ESAF) region included a panel discussion during the Aviation Symposium at AFI Aviation Week in May 2025, engagement with ICAO-accredited training schools, and collaboration with States to establish a network of NGAP focal points where needed. These efforts aim to strengthen aviation workforce development in the region.

2.12.4 The ICAO Asia Pacific Regional Aviation Training Symposium in July 2025 in Singapore under the theme “Enhancing Training Cooperation: Building Human Capital for the Sustainable Development of Civil Aviation,” convened authorities and experts from across the Asia and Pacific (APAC) region. The symposium fostered collaboration in human resource development and aviation training, supported ICAO’s NGAP programme, and focused on Pacific Small Island Developing States (PSIDS) human resources capacity development. A key side event, the ICAO-Singapore APAC ‘Youth For Aviation’ Programme (YFA), played a pivotal role by engaging and sponsoring 80 youths in a three-day NGAP-focused event.

2.12.5 The celebration of the 80th anniversary of the signing of the Chicago Convention in ICAO Western and Central African (WACAF) Region offered the opportunity to encourage Civil Aviation Authorities (CAAs) to partner with aviation industry stakeholders in their respective States in organizing a series of visits to airports for students to familiarize themselves with the aviation industry, including airlines, airport and air navigation services and infrastructure in several States. In the SAM Region, a targeted work programme has been initiated to strengthen Human Resources (HR) management within CAAs and an NGAP session will be held at the 23rd meeting of the Directors of Civil Aviation Instruction Centers of the South American Region (CIAC) to facilitate the formulating National NGAP Programs and fostering the exchange of best practices.

2.12.6 On the sidelines of the United Nations Summit of the Future Action Days held in September 2024, the General Authority of Civil Aviation of the Kingdom of Saudi Arabia (GACA) and ICAO in partnership with the International Air Transport Association (IATA) organized a webinar entitled “Empowering Youth and

Future Generations in Civil Aviation,” that brought together senior officials from ICAO, GACA, IATA, Airports Council International (ACI), the United Nations Assistant Secretary General for Youth Affairs, industry, academia, and hundreds of young participants. Discussions highlighted the importance of youth engagement in shaping the future of the aviation industry and the need for collaborative actions to support the NGAP.

2.12.7 In addition, ICAO has recently launched the ICAO Global Ambassadors Programme, which is a strategic outreach programme aiming to promote the objectives and priorities of ICAO in line with its vision in the Strategic Plan 2026-2050, ultimately amplifying ICAO’s global outreach and aviation’s visibility. Through this Programme, ICAO aims to enlist the volunteer services of prominent individuals from the aviation sector to raise awareness among various groups, notably women and youth, on aviation and the opportunities it offers. To this end, State Letter M 17/3.6 – 25/72 has been issued, inviting all States to consider nominating Ambassadors and Champions to participate in this strategic Programme. Further information can be accessed through the webpage of the Programme at <https://www.icao.int/igap-programme>.

2.12.8 Going forward, the ICAO Global Ambassadors Programme and the #JoinAviation social media campaign would facilitate the leveraging of role models from the aviation sector to inspire and engage new talents. These initiatives, subject to the availability of funding and resources, aim to enhance industry visibility and attract the next generation of aviation professionals. To further promote best practices, ICAO will highlight and feature successful initiatives implemented by its Member States through ICAO TV and the Uniting Aviation platform.

3. OUTCOME OF THE ICAO NGAP GLOBAL SUMMIT

3.1 The ICAO NGAP Global Summit, held in Durban, South Africa, from 12 to 14 August 2025, and co-hosted by the South African Civil Aviation Authority (SACAA) under the leadership of the Department of Transport, gathered participants from ICAO’s 193 Member States, young professionals and students, educators, regulators, and industry leaders, to address the future of the aviation workforce.

3.2 Guided by the theme “*The Flight Plan for Future Aviation Talent: Innovate, Educate, Inspire — Building the workforce for the skies ahead*”, sessions were structured around the following themes: workforce planning, education and training, talent mobility, access and inclusion, technology and innovation, youth voices, and partnerships.

3.3 The discussions generated practical recommendations, which were consolidated into the first-ever NGAP Call to Action. This Call to Action, presented in Appendix A, highlights priority measures and invites all stakeholders at the global, regional, and national levels to take collective action, to ensure that aviation is equipped with the skilled and diverse workforce needed for the future.

3.4 All Summit sessions are available on [ICAO TV](#).

4. UPDATE OF ASSEMBLY RESOLUTION A39-29

4.1 It is proposed that Assembly Resolution A39-29 on NGAP, adopted during the 39th ICAO Assembly in 2016, be updated to reflect the ongoing transformations and emerging challenges within the aviation industry. This revision aims to realign with ICAO’s long-term strategic goals and evolving global aviation demands.

5. CONCLUSION

5.1 In conclusion, the NGAP Strategy, alongside the updated Assembly resolution and Call to Action from the 3rd ICAO NGAP Global Summit, provide a comprehensive framework that addresses the global and regional workforce challenges in aviation. These initiatives are vital for fostering an environment that enables the development of a resilient and adaptive aviation workforce, equipped to meet future demands.

5.2 To ensure these strategies are effective, it is imperative that all involved parties collaborate closely, and sufficient financial and in-kind support are available to fully realize the NGAP's objectives and maximize its impact. This will require robust partnerships among governments, industry, academia, and training institutions. Regional and national implementations need to be tailored to the specific contexts and requirements of each area, ensuring that the approaches are not only comprehensive but also relevant and responsive to local challenges.

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APPENDIX A

CALL TO ACTION FROM THE NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) GLOBAL SUMMIT 2025

(Durban, South Africa | 12–14 August 2025)

In response to the growing global need to build a resilient, inclusive, non-discriminatory and future-ready aviation workforce, and consistent with ICAO's Strategic Goals and the Global Strategy on the Next Generation of Aviation Professionals (NGAP), the NGAP Global Summit 2025 calls upon all stakeholders, at the global, regional and national levels, to take collective action across the following priority areas:

1. Strengthen leadership and coordination on aviation workforce planning

- Integrate NGAP and talent development priorities into National Aviation Plans and national development agendas, covering skills monitoring, education, capacity building, and outreach as core pillars.
- Adopt NGAP strategies with clear targets, budget allocations, and accountability mechanisms to ensure sustained action on talent development.
- Appoint NGAP focal points in every State and relevant entity to coordinate stakeholders and track progress.
- Encourage harmonized workforce monitoring and forecasting frameworks, such as national aviation workforce observatories to collect and analyze data on jobs, demographics, and future skills demand, supported by stronger alignment of policies and leadership structures.

2. Align education and training with industry needs and future skills

- Ensure education and training systems reflect evolving industry needs through structured collaboration between academia, training institutions, industry, and Civil Aviation Authorities (CAAs), aligning curricula, certification models, and future skills with operational realities, while ensuring every graduate has access to hands-on experience, apprenticeships, internships, and clear pathways to employment.
- Encourage twinning programmes and peer-learning networks among academic institutions, training centres, and CAAs to strengthen capacity, foster knowledge transfer, and expand access to quality aviation education globally.
- Support innovation in workplace design, training methodologies, and certification models to align with industry transformation and ensure non-discriminatory and equitable implementation across regions.
- Encourage the adoption of flexible, technology-enabled learning approaches, including micro-credentials, hybrid formats, and AI-driven instruction, responsive to the expectations of new generations of learners, the evolving needs of the aviation industry, and the requirement for equitable access across regions and groups.
- Promote investment in applied research, pedagogical innovation, apprenticeships, and cross-sector experimentation to modernize aviation education and training systems.

3. Remove barriers to entry and ensure widespread access to aviation careers

- Commit to reducing financial, geographical and social barriers through targeted scholarships, outreach campaigns, and funding mechanisms.
- Consolidate and expand ICAO's Developing Countries Training Programme (DCTP), scholarships and fellowship programmes to ensure access not only for young professionals but also for students, providing equitable opportunities for specialized training and early industry exposure.
- Promote pathways to ensure meaningful access for qualified individuals from underrepresented groups, including empowerment of girls and women, youth and people in underserved regions so no country is left behind.
- Mobilize cross-sectoral partnerships to ensure that fair education and funding mechanisms are embedded into national and regional workforce development strategies.
- In line with ICAO's Global Ambassadors Programme, nominate aviation outreach ambassadors and champions at the national and regional level to increase visibility of aviation careers, particularly for youth and women.

4. Promote mobility and mutual recognition of competencies across borders

- Encourage States and regulators to facilitate the portability of competencies and credentials by promoting the validation of licenses, mutual recognition of qualifications, and streamlined credentialing and visa procedures through regional and bilateral cooperation. to support fair and ethical mobility of professionals, particularly from and within developing countries, and to strengthen resilience and sustainable workforce development
- Expand and harmonize mechanisms such as ICAO's TRAINAIR PLUS Programme and networks of academic aviation institutions to enhance recognition and comparability of aviation training quality, and advance regulatory alignment.
- Promote balanced workforce strategies that combine developing local talent with fair mobility frameworks, ensuring aviation continues to serve as a driver of social mobility and development, especially in less privileged regions.
- Develop practical, region-specific initiatives (e.g., in Africa and Asia) to address the lack of harmonized frameworks for licence recognition and professional mobility.

5. Elevate the voice of the next generation

- Recognize the essential role of young professionals and students in shaping the future of aviation, and commit to systematically integrating their perspectives into policymaking, programme design, and governance structures.
- Create formal mechanisms such as youth councils, advisory roles, and consultative seats to ensure the meaningful participation of youth in decision-making, and to strengthen intergenerational dialogue and shared leadership.
- Launch youth mobility initiatives to provide opportunities for international and regional training, exchanges, and career exposure, and encourage structured internships within Civil Aviation Authorities, ICAO Regional Offices, and industry partners.
- Support youth research and innovation by funding projects, hubs, hackathons, and youth-led enterprises, and organize annual competitions to address real-world aviation challenges.

- Establish structured youth-to-industry mentorship pipelines to facilitate effective career entry and long-term professional development.

6. Rebrand aviation as a purpose-driven, non-discriminatory, and sustainable career sector

- Encourage coordinated communication strategies to reposition aviation as a sector of innovation, sustainability, economic growth, connectivity and societal development.
- Promote national and regional outreach campaigns, employer branding initiatives, and early engagement in schools and communities, including role models, aviation ambassadors, mentorship, and immersion programmes.
- Leverage social media and knowledge-sharing platforms to enhance visibility and attractiveness of aviation careers for all.
- Foster supportive work environments and promote work-life balance to increase retention and attractiveness of aviation professions.
- Encourage comprehensive evaluations of salaries, compensation, and career options to ensure competitive packages and progression pathways.
- Promote equal opportunities and non-discriminatory practices in recruitment, retention, and career progression across the aviation sector.

7. Enhance regional and global partnerships for talent development

- Strengthen cooperation among governments, CAAs, industry, academia, and training organizations to align workforce strategies and share good practices.
- Support the joint development of planning tools, funding models, mutual recognition frameworks, and resource-sharing mechanisms.
- Promote regional centres of excellence, cross-border capacity-building hubs, and peer-learning networks.
- Encourage partnerships with youth-led organizations, NGOs, and education advocacy groups to amplify outreach and expand grassroots aviation engagement.
- Promote inclusion of workforce priorities in regional economic integration agendas to secure long-term policy and funding support.
- Strengthen regional cooperation platforms (through ICAO and regional organizations) to share forecasts, exchange good practices, and jointly plan for workforce capacity.

8. Expand knowledge transfer, mentorship and succession planning

- Establish global and regional frameworks for mentorship, knowledge transfer, and succession planning across aviation professions.
- Encourage retired and experienced professionals to participate in mentorship and training to preserve institutional knowledge.
- Leverage technology to create global mentorship networks, virtual apprenticeships, and intergenerational knowledge-sharing platforms.
- Adopt policies embedding succession planning into organizational strategies to ensure continuity of expertise.
- Develop systems to recognize and reward mentorship as a professional responsibility across aviation disciplines.

9. Mobilize resources and investment for workforce development

- Encourage States, industry, and development partners to allocate funding for NGAP initiatives, including scholarships, training infrastructure, and research.
- Mobilize multilateral development banks, donors, and philanthropic institutions to support workforce initiatives through innovative financing mechanisms.
- Establish public-private partnerships to sustain long-term investment in aviation workforce development.
- Prioritize investments in underserved regions to bridge training gaps, ensuring no country is left behind.
- Expand international cooperation to channel resources into training centres, simulation facilities, and digital platforms.
- Mobilize voluntary contributions from States and industry stakeholders to support ICAO's NGAP Global Strategy and implementation tools.

10. Ensure follow-up and accountability

- Encourage Member States and stakeholders to report on NGAP actions during ICAO Assemblies, regional events, and stakeholder forums.
- Establish mechanisms to monitor progress and share lessons learned at global and regional levels.

The Summit calls upon all stakeholders to translate these commitments into concrete actions at the national, regional, and global levels, and to ensure effective follow-up, accountability, and continued cooperation. It further encourages the mobilization of adequate resources and voluntary contributions in support of the implementation of this agenda, with a view to securing a resilient, inclusive, and sustainable global aviation workforce, ensuring no talent and no generation is left behind,

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APPENDIX B

DRAFT ASSEMBLY RESOLUTION

A39-29	NGAP: Next Generation of Aviation Professionals
A42-xx	Next Generation of Aviation Professionals - Global Aviation Talent Development

Recognizing that aviation is a growing industry that is critical for promoting global connectivity while supporting economic development and growth around the world;

Recognizing that in order to support growing aviation needs and ensure the safe and efficient operation of the air transportation system, qualified and competent aviation professionals, ~~as well as encompassing a~~ diverse aviation workforce, are required;

Noting that workforce shortages may impact safety, security, and the ability to achieve ICAO's strategic goals,

Considering the importance of attracting, training, and retaining talent across various roles in aviation, including licensed personnel, professionals, and general aviation workers, it is crucial to comprehensively address the industry's needs;

Considering that, to meet current and future human resources needs, it is important for States and industry to engage with ~~next generation of aviation professionals~~ not only young entrants but also to adopt an age-agnostic approach that values the contributions of workers from all generational cohorts, and attracts and train talents from other industries,

Recognizing that Developing States are facing peculiar challenge in losing aviation professionals with faster rate than replacement due to high demand of skilled aviation professionals in the international market, it is crucial to comprehensively understand the situation and address it through setting strategic initiatives under NGAP,

Recognizing that improving the perception of the aviation sector is critical to attracting and retaining a sustainable talent pipeline, requiring targeted strategies to promote aviation as a career of choice that is competitive and rewarding at all levels;

Noting that partnerships between ~~government~~ Member States, regional organizations, industry and educational organizations are important to attracting, educating and retaining the next generation of aviation professionals, ~~considering gender equality~~ recognizing the importance of promoting equal opportunities and the empowerment of women in aviation workforce development;

The Assembly:

1. *Urges* Member States to work with the ~~aviation community~~ relevant stakeholders to identify long-term human resources needs and establish strategies to attract, educate and retain ~~in the sector aviation professionals talents; aviation professionals, considering professionals talents; aviation professionals, considering equality; aviation professionals,~~ with due regard to inclusion, and equal opportunities,

ensuring that women are fully empowered to participate and advance in the aviation sector;

2. *Encourages* Civil Aviation Authorities to communicate and cooperate with government education and labour bodies, the TRAINAIR PLUS Programme (TPP) network, the network of Aviation Security Training Centres (ASTCs) aviation academic institutions and research centers, and the aviation industry to develop strategies for promoting aviation and developing competent aviation professionals and general workers and retaining them within States the sector; encouraging early engagement initiatives in schools and communities to inspire youth, including girls, to pursue careers in aviation.
3. *Encourages* Member States to facilitate, through internationally agreed upon guidance and assessment practices for mutual recognition of qualifications and licenses, administrative procedures to allow for the seamless movement ~~free flow~~ of professionals across borders;
4. *Urges* Member States, academia, and industry to implement targeted initiatives that reduce barriers to entry, including enhancing access to affordable education, providing scholarships, and offering flexible training options;
5. *Urges* Member States, academia, and industry to collaboratively develop and implement clearly defined initiatives, such as knowledge exchange programmes, joint training projects, capacity-building workshops, and technical advisory support, aimed specifically at strengthening training capabilities within Developing States. These efforts should aim to mitigate challenges arising from the retention difficulties of skilled aviation professionals, thereby contributing positively to the sustainable development and resilience of aviation workforces in these regions;
6. *Recommends* that the scope of the NGAP Programme be expanded to attract, develop, and retain aviation talent from all generations, backgrounds, and experience levels;
7. *Encourages* Member States to promote best practices that focus on meeting the evolving needs and values of aviation talents ~~the next generation of aviation professionals to~~, thereby enhancing ~~enable~~ employee attraction and retention, productivity, performance, ~~recruitment~~, and safety;
8. *Encourage* Member States to consider actively leveraging initiatives such as the ICAO Global Ambassadors Programme, with the objective of increasing global interest and participation in the aviation sector;
9. *Instructs* the Council to ensure a continued leadership role for ICAO, in facilitating communication and collaboration with States and industry to support the development of forecasts, strategies, sharing of best practices, planning tools, and guidelines for engaging and cultivating the next generation of aviation professionals; and
10. *Encourages* Member States, international and regional organizations, academia and industry to support the NGAP Programme, as one of the integral elements of capacity building, by providing technical expertise and guidance, and resources (human, financial and data) to help achieve the Programme's objectives.

— END —