



ASSEMBLY — 42ND SESSION

EXECUTIVE COMMITTEE

Agenda Item 18: Capacity Development and Implementation Support – Policy and Activities

DEVELOPMENT AND IMPLEMENTATION OF A STATE INCENTIVE
PROGRAMME FOR AVIATION PERSONNEL TRAINING

(Presented by the Dominican Republic)

EXECUTIVE SUMMARY

This paper proposes that ICAO recommend that States adopt a public government policy with an incentive programme to train aviation personnel (air traffic controllers, pilots, cabin crew, maintenance technicians, etc.) in order to address the growing need for qualified professionals in the aviation industry. It is essential to provide sustainable financial support at State level to ensure the training and retention of a new generation of aviation professionals. Having the number of qualified personnel required to meet projected demand ensures the continued safety of the global air transportation system and the development of States.

Action: The Assembly is invited to:

- a) recommend that Member States adopt a State programme to encourage the training of aviation personnel (air traffic controllers, pilots, cabin crew, maintenance technicians, among others), as part of a sustainable strategy or public policy to address the growing need for qualified professionals in the aviation industry.
- b) urge Member States, International Organizations and the private sector to collaborate actively in the design and execution of these incentive programmes, through strategic partnerships, innovative financing schemes and mechanisms to promote inclusion and diversity in aviation training.

<i>Strategic Goals:</i>	This working paper relates to Strategic Goals: <i>Every Flight is Safe and Secure, Aviation Delivers Seamless, Accessible and Reliable Mobility for All; The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-being for All.</i>
<i>Financial implications:</i>	The activities mentioned in this working paper will be subject to the availability of resources in the 2026-2028 regular budget, as well as extrabudgetary and/or voluntary contributions.

¹ Spanish version provided by State

<i>References:</i>	Doc 10184, <i>Assembly Resolution A39-23, No Country Left Behind (NCLB) Initiative</i> Doc 10184, <i>Assembly Resolution A39-29, Next Generation of Aviation Professionals</i> Doc 10184, <i>Assembly Resolution A40-22, Resource Mobilization</i> Doc 9956: <i>Global and Regional 20-Year Forecasts: Pilots, Maintenance Personnel, Air Traffic Controllers</i>
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1. INTRODUCTION

1.1 The aviation industry faces a critical challenge related to the training and retention of qualified professionals, in a context of sustained growth in air traffic and the imperative need to maintain the highest safety standards.

1.2 The Next Generation of Aviation Professionals (NGAP) programme, launched by ICAO in 2009, was designed to address this gap by promoting aviation careers among young people, training qualified professionals and retaining talent in the industry. However, the programme requires the support of cross-cutting initiatives and strategies at the State level to encourage its implementation and sustainability.

1.3 An innovative approach is essential to ensure that the industry has a skilled, diverse workforce that is prepared to meet emerging challenges, such as the adoption of new technologies, environmental sustainability and reinforcing safety.

1.4 Academic research based on the latest data forecasts specific needs for aviation personnel up to 2038. Similarly, aviation growth statistics prepared by ICAO underscore the urgency of addressing the present gaps in aviation training. A coordinated, robust response is required from governments, civil aviation authorities, funding agencies and the private sector to fund aviation personnel training.

2. DISCUSSION

2.1 Several initiatives worldwide promoted by airlines, industry associations and governments seek to promote technical training in aviation. However, many of these initiatives lack continuity because they are not rooted into sustainable policies but ad hoc actions of limited duration.

2.2 At the regional level, States such as Peru and the Dominican Republic have implemented government scholarship programmes, mainly in the area of air navigation, to train air traffic controllers. Mexico too has State scholarship programmes to support the training of aviation mechanical engineers. Another example is Colombia and its Strategic Aviation Plan 2030, which provides for an expansion of training courses, from maintenance to airport management, with the aim of improving both the quality and quantity of human capital in the aviation sector.

2.3 For their part, scholarships and incentives offered periodically through ICAO's Developing Countries Training Programme (DCTP) in partnership with training centres of the civil

aviation authorities of Singapore, Indonesia and the United Arab Emirates, and by the Spanish Agency for International Development Cooperation (AECID), among others, are very popular.

2.4 Policies on incentives such as scholarships to promote aviation training are a key strategic tool for the development of the human capital needed to drive the sustainable growth of the aviation sector. Through a combination of strengthened public policies, strategic partnerships, international mobility and the use of advanced technologies, aviation can better position itself to meet future challenges and take advantage of the opportunities arising from the global growth in air traffic.

2.5 Key elements for effective implementation

a) **Implementation of continuous training programmes**

Each State should conduct a comprehensive training needs assessment based on competency frameworks that are updated to keep pace with standards and recommended practices (SARPs), labour market demands and emerging technologies. Incentive programmes should be sustainable, scalable and regularly evaluated.

b) **Public-private partnerships**

Encourage collaboration between the public and private sectors through consortiums that bring together universities, training centres, airlines, government bodies and financing agencies. This synergy will enable more comprehensive and accessible training programmes.

c) **Creation of support networks for students/professionals**

Create a comprehensive support network including mentors, student communities, academic orientation services and job placement networks to support students during their training and as they transition into the workplace.

d) **Identification of funding sources for the State**

Flexible, sustainable, long-term financing is required from public sources, international financial organizations, public-private partnerships and cooperation agencies, along with innovative mechanisms such as crowdfunding or public and private competitive grants.

e) **Focus on diversity and inclusion**

Promote the active participation of women and underrepresented groups through special initiatives to ensure a more diverse, equitable and inclusive industry.

f) **Commitment agreements**

Draw up agreements between beneficiaries and the State to ensure the retention of talent for a minimum period of service, thereby guaranteeing a better return on public investment and enhancing institutional stability.

g) **Management and transparency platforms**

Implement digital platforms for beneficiaries' applications, assessment and follow-up, including a government dashboard with sectoral statistics and, preferably, an integrated employment exchange.

2.6 **Financing mechanisms for interested parties**

2.6.1 An effective State programme should offer a range of financial tools, such as full or partial scholarships awarded according to transparent criteria, educational loans with preferential conditions guaranteed by the State, and direct subsidies to duly certified training centres.

3. **CONCLUSION**

3.1 It is imperative to establish sustainable financial support at the State level to ensure training and retention of required aviation personnel. A skilled workforce is essential to maintain the safety of global air transport and to advance the economic development of States.

3.2 It is therefore proposed that ICAO recommend that States adopt a governmental strategy or public policy that supports the implementation of incentive programmes for the training of qualified aviation personnel, based on Resolution A39-29, Next Generation of Aviation Professionals (NGAP), which encourages the development of strategies to promote aviation and the training and retention of competent aviation professionals in States.

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