



ICAO

International Civil Aviation Organization
North American, Central American and Caribbean Office

SUMMARY OF DISCUSSIONS

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Tenth NAM/CAR Civil Aviation Training Centres Working Group Meeting (NAM/CAR/CATC/WG/10)

San Jose, Costa Rica, 21 – 23 April 2026

SUMMARY OF DISCUSSIONS

ii.1 Place and Date of the Meeting

The Tenth NAM/CAR Civil Aviation Training Centres Working Group Meeting (NAM/CAR/CATC/WG/10) was held in San Jose, Costa Rica, from 21 to 23 April 2026

ii.2 Opening Ceremony

Mr. Fernando Camargo, Regional Officer, Technical Assistance of the North American, Central American and Caribbean (NACC) Office of the International Civil Aviation Organization (ICAO) provided opening remarks and thanked the Civil Aviation Authority (Dirección General de Aeronáutica Civil) of Costa Rica for hosting the meeting. Mr. Marcos Castillo Masís, Director General, Dirección General de Aeronáutica Civil, Costa Rica, welcomed the participants to Costa Rica and officially opened the meeting.

ii.3 Officers of the Meeting

The NAM/CAR/CATC/WG/10 Meeting was led by its Rapporteur, Mr. Raul Melchor, *Instituto Centroamericano de Capacitación Aeronáutica* (ICCAE), who chaired the meeting plenary. Mr. Fernando Camargo of the ICAO NACC Regional Office served as Secretary of the Meeting, assisted by Mr. Pedro Avella Carrillo, Associate Programme Officer, from the ICAO Headquarters.

ii.4 Working Languages

The working languages of the Meeting were English and Spanish. The working papers, information papers and draft report of the meeting were available to participants in both languages.

ii.5 Schedule and Working Arrangements

It was agreed that the working hours for the sessions of the meeting would be from 9:00 to 16:00 hours daily with adequate breaks. Ad hoc Groups were created during the Meeting to do further work on specific items of the Agenda.

ii.6 Agenda

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|------------------------|--|
| Agenda Item 1: | Approval of the Provisional Agenda and Schedule |
| Agenda Item 2: | Review of Valid Conclusions from Previous Meetings |
| Agenda Item 3: | Compilation and Presentation of Courses Focused on Managerial and Soft Skills |
| Agenda Item 4: | Presentation of the Regional Guide for the Design and Implementation of On-the-Job Training (OJT) — MEX/HON/USA |
| Agenda Item 5: | Summary of the Training Issues Presented by the States' Training Centres at the ICAO Assembly 42nd Session (Dominican Republic) |
| Agenda Item 6: | Review and Validation of the Policy for Standardized Training Programmes for Civil Aviation Inspectors |
| Agenda Item 7: | Update on ICAO Training and the TRAINAIR PLUS Programme |
| Agenda Item 8: | Review of the Results of the Global Implementation Support Symposium (GISS 2026), with regard to Training |
| Agenda Item 9: | Conference on Artificial Intelligence Focused on Training Centres |
| Agenda Item 10: | ICAO (GAT) Interactive Session/Workshop |
| Agenda Item 11: | Other Business |

ii.7 Attendance

The Meeting was attended by representatives from six States/Territories in the CAR Region: three from civil aviation authorities, two from universities, and one from a training centre. In addition, one international organization participated through a training centre. A total of fifteen delegates attended, as detailed in the list of participants provided in the **Appendix**.

ii.8 Draft Conclusions and Decisions

The NAM/CAR/CATC/WG/10 meeting recorded its activities as Draft Conclusions and Decisions as follows:

Conclusions Activities requiring endorsement by the Directors of Civil Aviation of North America, Central America and Caribbean (NACC/DCA).

Decisions: Internal activities of the NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR/CATC/WG).

ii.9 List of Decisions

Number	Title	Page
D/1	<i>Regional Outreach and Communication Strategy for Managerial and Soft Skills Training</i>	7
D/2	<i>Finalization of the Regional Guide for the Design and Implementation of On-the-Job Training</i>	9
D/3	<i>Finalization of the Training Policy and Instructional Programmes for Civil Aviation Safety Inspectors</i>	12
D/4	<i>Review and Update of Regional Training Contingency Materials</i>	18
D/5	<i>Update of the NAM/CAR/CATC/WG Webpage and Access to Regional Training Catalogues</i>	19

ii.10 List of Working and Information Papers and Presentations

Refer to the Meeting web page:

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WORKING PAPERS				
Number	Agenda Item	Title	Date	Prepared and Presented by
WP/01	1	Provisional Agenda and Schedule	07/04/26	Secretariat
WP/02	2	Status of Outstanding Conclusions and Decisions	07/04/26	Secretariat
WP/03	3	Compilation and Presentation of Courses focused on Managerial and Soft Skills for Civil Aviation Authorities	14/04/26	ICCAE
WP/04	9	Conference on Artificial Intelligence focused on Civil Aviation Training Centres	14/04/26	ICCAE

INFORMATION PAPERS				
Number	Agenda Item	Title	Date	Prepared and Presented by
IP/01	--	List of Working, Information Papers and Presentations		Secretariat

PRESENTATIONS				
Number	Agenda Item	Title	Presented by	
1	7	Update on ICAO CDI Training and the TRAINAIR PLUS Programme — Part 1	Secretariat	
2	7	Update on ICAO CDI Training and the TRAINAIR PLUS Programme — Part 2	Secretariat	
3	8	Review of the Results of the Global Implementation Support Symposium (GISS 2026)	Secretariat	

PRESENTATIONS

Number	Agenda Item	Title	Presented by
4	10	ICAO Training Workshop — Round Table Discussions	Secretariat
5	5	Summary of Training Issues Presented at ICAO's A42	ASCA
6	4	<i>P6-Guía Regional Diseño y Implementación de OJT</i> (Spanish only)	AFAC
7	6	Regional Task Force on Standardization and Harmonization of Educational Programmes	AFAC
8	6	Training Policy for Civil Aviation Safety Inspectors	AFAC
9	6	Generic Training Programme for Civil Aviation Safety Inspectors	AFAC

Agenda Item 1 Approval of the Provisional Agenda and Schedule

1.1 The Secretariat presented working paper (WP) 01 inviting the Meeting to approve the provisional agenda and schedule.

1.2 The Meeting approved the agenda as presented in this report.

Agenda Item 2 Review of Valid Conclusions from Previous Meetings

2.1 Under WP/02, the Secretariat presented the status of conclusions and decisions from the NAM/CAR/CATC/WG/10 Meeting. Conclusion 9/1 and Decision 9/2 were considered completed due to the elapsed deadlines, although limited inputs had been received. The Meeting agreed that managerial and soft skills courses were revisited under Agenda Item 3 to define a new strategy.

2.2 The Secretariat informed that Decisions 9/3, concerning the development of regional OJT guidance, was superseded by the Decision 10/02 detailed in Agenda Item 4 below.

2.3 As per Decision 9/4, regarding the regional database of qualified instructors, it was noted that the instructor database had not yet advanced due to the lack of information from training centres. the Meeting agreed that members would complete and submit the Excel spreadsheet with their instructor data by **23 April 2026**, last day of the Meeting, with the proposal remaining valid for further verification.

2.4 The Secretariat also informed the Meeting of changes to the ICAO website structure, which affected the publication of course information. Possible alternatives, including direct links to training centres' websites or downloadable Excel templates, was discussed under Other Business. Microsoft Teams would be used to host the instructor database, with access limited to designated focal points, noting that some organizations may need alternative e-mail accounts due to security restrictions.

Agenda Item 3 Compilation and Presentation of Courses Focused on Managerial and Soft Skills

3.1 Under WP/03, ICCAE presented the need to strengthen managerial and soft skills among technical personnel of Civil Aviation Authorities (CAAs) in the NAM/CAR Regions. The paper highlighted that, while technical competencies remain essential, the current aviation environment also requires leadership, communication, decision-making, change management and risk analysis capabilities to support effective oversight and institutional management.

3.2 The Meeting recalled that Decision NAM/CAR/CATC/WG/9/2 had requested the compilation of available courses on managerial and soft skills. However, the Secretariat informed that only limited information had been received from training centres. Therefore, the Meeting agreed on the need to establish a more practical strategy to consolidate, promote and facilitate access to these training opportunities.

3.3 In this regard, the Meeting agreed that each training centre would maintain its own updated institutional catalogue on its website and provide the corresponding link to the Secretariat. ICAO would publish a simplified webpage containing direct links to the training centres' catalogues, organized by State/Organization and thematic area. This approach would allow training centres to update their information directly and ensure more current access to available courses.

3.4 The Meeting also discussed the need to actively promote these training opportunities through short virtual webinars or masterclasses, aimed at raising awareness among States and encouraging the use of available regional programmes. To support this activity, a voluntary regional Ad Hoc Group composed by *Academia Superior de Ciencias Aeronáuticas (ASCA)*, *ICCAE* and *Universidad Nacional Autónoma de Honduras (UNAH)* was established to develop an outreach and communication strategy for the promotion of regional training catalogues and for the sensitization of CAAs on the strategic importance of non-technical competencies, such as leadership and change management.

3.5 The Ad hoc Group will explore high-impact and low-resource tools, including virtual webinars and masterclasses, to provide technical personnel with a brief introduction to available programmes and encourage further consultation of the full course catalogues. The Meeting agreed that the Ad Hoc Group would present its outreach proposal during a virtual follow-up meeting to be held in late July 2026, for review, discussion and approval by the Working Group.

3.6 The Meeting agreed on the following Decision:

DECISION NAM/CAR/CATC/WG/10/D01 REGIONAL OUTREACH AND COMMUNICATION STRATEGY FOR MANAGERIAL AND SOFT SKILLS TRAINING	
What: That, in order to promote the use of available regional training opportunities focused on managerial and soft skills, the NAM/CAR/CATC/WG Ad Hoc Group (ASCA, ICCAE and UNAH), a) develop an outreach and communication strategy aimed at sensitizing Civil Aviation Authorities on the strategic importance of leadership, decision-making, change management and other non-technical competencies; and b) present its proposal during a virtual meeting to be held by 31 August 2026 , for review and approval by the Working Group.	Expected impact: ☐ Political / Global ☒ Inter-regional ☐ Economic ☐ Environmental ☒ Operational/Technical

Why: To strengthen the visibility and use of regional training catalogues and support the development of managerial and soft skills required for effective oversight, institutional management and adaptation to current and future aviation challenges.	
When: Before 31 August 2026	Status: ☒ Valid / ☐ Superseded / ☐ Completed
Who: ☐ States ☐ ICAO ☒ Other:	Ad Hoc Group members

Agenda Item 4 Presentation of the Regional Guide for the Design and Implementation of On-the-Job Training (OJT) — MEX/HON/USA

4.1 Under P/06, *Agencia Federal de Aviación Civil (AFAC)*, on behalf of the Task Force established to develop regional guidance on On-the-Job Training (OJT), presented the Regional Guide for the Design and Implementation of On-the-Job Training. The Task Force was composed of AFAC, UNAH and the Federal Aviation Administration (FAA).

4.2 The presentation highlighted that OJT is an essential component for the development of complex operational competencies, since it allows the gap between theoretical training and practical performance to be closed in real working environments. It was noted that, although OJT is widely used in aviation, its implementation often varies in terms of formality, structure, traceability and evaluation criteria.

4.3 AFAC explained that the proposed regional guide seeks to support States and Organizations in moving from informal training practices to a structured, measurable and traceable methodology. The guide is based on international best practices and ICAO provisions, including ICAO Doc 9734 and Doc 9941, and is intended to facilitate the design, implementation, monitoring and evaluation of OJT programmes.

4.4 The Meeting was informed that the guide is organized in five main chapters covering the identification of training needs, planning of OJT sessions, implementation of training, evaluation of trainee performance and evaluation of the OJT programme. The proposal also includes standardized forms and tools to support task analysis, training planning, performance evaluation, progress records and feedback from trainees.

4.5 The presentation also introduced a progressive model for the development of trainees, beginning with the assimilation of applicable tools, manuals and procedures, followed by observation and demonstration by the OJT instructor, and ending with the supervised independent performance of tasks by the trainee until the required level of proficiency is achieved.

4.6 The Secretariat provided technical comments to further refine the guide and facilitate its regional application. In this regard, it was noted that the initial assimilation of tools, manuals and procedures should be considered as a prerequisite to be completed during theoretical training, rather than as the first stage of OJT. The Secretariat also indicated that, for highly complex activities, such as flight inspection or accident investigation, a three-stage model may not be sufficient and should allow for more progressive and detailed segments.

4.7 The Secretariat further recommended that the guide include clear provisions on institutional responsibility, including the approval of training policies by the appropriate high-level authorities, particularly when financial and human resources are required. It was also recommended that the document include clear remediation procedures for trainees who do not meet the required competency standards, ensuring that deficiencies are properly identified, documented and corrected before the trainee is considered competent.

4.8 The Meeting agreed that the Task Force should consolidate the current proposal with the technical comments provided by the Secretariat, with the objective of producing a finalized regional reference document. Once completed, the document will be submitted to the Secretariat for internal distribution within the ICAO NACC Regional Office, so that the Regional Officers of the different technical areas may assess the material and, as appropriate, develop specific implementation guides adapted to their respective fields.

4.9 The Meeting agreed on the following Decision:

DECISION		FINALIZATION OF THE REGIONAL GUIDE FOR THE DESIGN AND IMPLEMENTATION OF ON-THE-JOB TRAINING	
NAM/CAR/CATC/WG/10/D02			
What: That, in order to support the structured, measurable and traceable implementation of On-the-Job Training in the NAM/CAR Regions, the Task Force composed of Mexico, United States, and UNAH consolidate the Regional Guide for the Design and Implementation of On-the-Job Training, incorporating the technical comments provided by the Secretariat, and submit the finalized documentation to the Secretariat by 31 July 2026 .		Expected impact: ☐ Political / Global ☒ Inter-regional ☐ Economic ☐ Environmental ☒ Operational/Technical	
Why: To provide a regional reference for the development of structured OJT programmes, strengthen the standardization of training processes, support competency-based performance evaluation, and facilitate evidence of compliance with applicable regulatory and audit requirements			
When: By 31 July 2026		Status: ☒ Valid / ☐ Superseded / ☐ Completed	
Who: ☐ States ☐ ICAO ☒ Other:		Task-force members	

4.10 Upon receipt, the Secretariat will coordinate its internal distribution within the ICAO NACC Regional Office, so that the Regional Officers of each technical area may develop specific implementation guidance, as required.

Agenda Item 5 Summary of the Training Issues Presented by the States' Training Centres at the ICAO Assembly 42nd Session (Dominican Republic)

5.1 Under presentation P/05, ASCA presented a summary of the main training-related matters discussed during the 42nd Session of the ICAO Assembly, held in Montreal, with the aim of supporting the alignment of the NAM/CAR/CATC/WG priorities for the next three years.

5.2 The presentation focused on capacity development, innovation and Technical Commission matters. ASCA highlighted the need for the Group to remain aligned with ICAO global priorities, while continuing to promote regional solutions for training harmonization and capacity building.

5.3 The Meeting was informed that the 42nd Session of the Assembly addressed the definition of training profiles for Civil Aviation Authority inspectors and investigators, based on work developed within the NAM/CAR/CATC/WG with the participation of AFAC, ICCAE and UNAH. The Assembly recognized the need for standardized criteria and methodological guidance to harmonize these profiles.

5.4 ASCA also referred to discussions on career pathways for safety inspectors and the need to update competency frameworks according to new industry trends. The Meeting noted the relevance of these matters for strengthening safety oversight and regional training standardization.

5.5 Innovation and artificial intelligence were also highlighted as transversal topics. The Meeting noted the growing demand for digitalization and automation in aviation training, as well as the need for clear guidance to support the effective and harmonized use of these technologies by civil aviation training centres.

5.6 The Meeting also took note of the importance of State incentive programmes for aeronautical training, including sustainable financial support, scholarships, inclusion and diversity initiatives, and measures to retain qualified personnel after training.

5.7 Finally, the Meeting recognized that participation in the ICAO Assembly gives visibility to the work of the NAM/CAR/CATC/WG and allows regional priorities to be considered at the global level. The Meeting agreed that the Group should continue supporting regional harmonization, capacity building and the strengthening of existing training centres in the NAM/CAR Regions.

Agenda Item 6 Review and Validation of the Policy for Standardized Training Programmes for Civil Aviation Inspectors

6.1 Under P/07, AFAC, on behalf of the Regional Task Force composed of AFAC, FAA, and UNAH, presented a comprehensive training framework for civil aviation safety inspectors in the NAM/CAR Regions.

6.2 The presentation included a generic training policy and a set of technical instructional programmes intended to serve as standardized references for States. It was noted that these documents may be adapted to national regulatory frameworks, while supporting the development of the competencies required for certification, surveillance and safety oversight activities.

6.3 AFAC informed the Meeting that the proposed training policy defines four main stages for the professional development of inspectors: initial induction, basic technical training, recurrent training and specialized training. Initial induction focuses on institutional vision and national legislation; basic technical training prepares newly recruited inspectors prior to OJT; recurrent training aims to maintain proficiency and should be conducted at least every two years; and specialized training provides deeper knowledge for specific functions, aircraft types or operational procedures.

6.4 The Meeting was also informed that the Task Force developed eleven technical instructional programmes aligned with international standards, covering areas such as personnel licensing, aircraft operations, airworthiness and air navigation services. These programmes are intended to support States in strengthening the standardization and harmonization of inspector training.

6.5 The Secretariat presented technical comments collected from Regional Officers, aimed at ensuring that the documents are consistent with current audit expectations and applicable ICAO provisions. In this regard, the Secretariat emphasized the need to move towards a competency-based approach, rather than a model based only on course attendance.

6.6 The Secretariat highlighted that inspectors should be formally evaluated and authorized by their respective authorities only after demonstrating the required competencies. It was also recommended that, for States without dedicated training centres, the policy include guidance for evaluating external training providers, in order to ensure that contracted courses meet the technical requirements established in the internal training programmes.

6.7 The Secretariat further clarified the distinction between a training programme and a training plan. A training programme defines the formal knowledge, skills, syllabus and competencies required for a function, while a training plan establishes the logistical schedule and prioritization of who will receive training and when. The Meeting noted that this distinction is important to avoid confusion between technical requirements and implementation logistics, particularly in the context of audits.

6.8 The Meeting agreed that the Task Force should consolidate the comments received and prepare a final version of the training policy and instructional programmes. The finalized package should be submitted to the Secretariat by 31 July 2026, for internal distribution within the ICAO NACC Regional Office.

6.9 The Meeting agreed on the following Decision:

DECISION NAM/CAR/CATC/WG/10/D03		FINALIZATION OF THE TRAINING POLICY AND INSTRUCTIONAL PROGRAMMES FOR CIVIL AVIATION SAFETY INSPECTORS
What: That, in order to support the standardization and harmonization of civil aviation safety inspector training in the NAM/CAR Regions, the Regional Task Force composed of Mexico, United States, and UNAH consolidate the comments received and prepare the final version of the generic training policy and technical instructional programmes for civil aviation safety inspectors, and submit the finalized package to the Secretariat by 31 July 2026.		Expected impact: ☐ Political / Global ☒ Inter-regional ☐ Economic ☐ Environmental ☒ Operational/Technical
Why: To provide States with a standardized regional reference that may be adapted to national regulatory frameworks and support the development, evaluation and authorization of inspectors based on the competencies required for certification, surveillance and safety oversight activities.		
When: By 31 July 2026	Status: ☒ Valid / ☐ Superseded / ☐ Completed	
Who: ☐ States ☐ ICAO ☒ Other:	Task-force members	

6.10 Once received, the Secretariat will coordinate the internal review of the material by the corresponding Regional Officers, so that specific implementation guidance may be developed according to the needs of each technical area. The Meeting also noted the willingness expressed by Central American States to support the review and finalization of the programmes, with a view to ensuring their regional applicability.

Agenda Item 7 Update on ICAO Training and the TRAINAIR PLUS Programme

7.1 Under P/1 and P/2, the Secretariat provided an update on global training initiatives and the evolution of the TRAINAIR PLUS Programme, in the context of the ICAO Strategic Goals for the 2026–2028 triennium and the No Country Left Behind initiative.

7.2 The Meeting was informed that ICAO’s strategic priorities emphasize safety, security, accessible mobility and environmental sustainability, supported by high-priority enablers such as gender equality and the attraction of the next generation of aviation professionals.

7.3 The Secretariat explained that the ICAO Capacity Development and Implementation (CDI) Bureau supports Member States through four main pillars: project definition, procurement of goods and services, aviation training and project management. The Meeting also noted that ICAO currently offers a portfolio of more than 450 training packages across several strategic areas.

7.4 The Meeting was further informed that implementation support is strengthened through scholarship and training programmes funded by donor States, as well as through Implementation Packages (iPacks), which provide States with expert support, tools and training to address specific operational needs.

7.5 The Secretariat highlighted that the TRAINAIR PLUS Programme continues to operate as a cooperative global network for training centres, supporting the development and delivery of competency-based courses. The Meeting took note of the transition, as of January 2026, to a performance-based membership framework, structured around four levels: Bronze, Silver, Gold and Platinum.

7.6 The Secretariat explained that progression within the new framework is based on the accumulation of training miles, which are earned according to training activities conducted using recognized course packages. The Meeting noted that this approach seeks to better recognize the performance and contribution of TRAINAIR PLUS members.

7.7 The Meeting was informed that the TRAINAIR PLUS course portfolio includes ICAO Training Packages, Member-ICAO Training Packages and Standardized Training Packages. The Secretariat clarified that, while ICAO Training Packages and Member-ICAO Training Packages are aligned with international standards and validated by ICAO, Standardized Training Packages remain the intellectual property of the training centres and may be tailored to specific national or regional requirements.

7.8 The Secretariat also emphasized the importance of structured course development within training organizations. In this regard, training centres were encouraged to establish a dedicated Course Development Unit to identify training needs, coordinate subject matter expertise and support the design of training solutions adapted to the needs of civil aviation authorities and the aviation sector.

7.9 The Meeting noted that such a unit should ideally include qualified course developers and multimedia specialists, working in coordination with subject matter experts and instructional focal points, in order to ensure the sustainable development of training resources and the quality of instructional products.

7.10 The Secretariat also presented information on the recognition of aviation education professionals, including instructors, course developers, subject matter experts and methodology validators. The Meeting noted that these qualifications are generally subject to periodic renewal based on active performance in training delivery, course development or validation activities.

Agenda Item 8 Review of the Results of the Global Implementation Support Symposium (GISS 2026), with regard to Training

8.1 Under this agenda item, the Secretariat provided an update on the results of the Global Implementation Support Symposium, held in Marrakech, Morocco, in April 2026, highlighting the main outcomes related to aviation training and implementation support.

8.2 The Meeting was informed that one of the main activities held during the Symposium was the eighteenth meeting of the TRAINAIR PLUS Steering Committee, where the strategic evolution of global aviation training was discussed, including the continued growth of the TRAINAIR PLUS network, the development of new training activities and the increase in participation in ICAO training programmes.

8.3 The Secretariat highlighted that the TRAINAIR PLUS Programme has completed its transition to the performance-based membership framework. The Meeting noted that recent discussions held during the Symposium addressed possible improvements to the training miles framework, with a view to better incorporating quality indicators into the process for earning training miles.

8.4 In this regard, the Secretariat informed that the proposed adjustments aim to recognize not only the volume of training delivery, but also a broader range of instructional activities, including course development, instructor qualification, and the qualification and activity of instructors and course developers. This approach would allow the efforts made by training centres to maintain high instructional standards to be recognized, in addition to the number of trainees served.

8.5 The Secretariat also informed the Meeting of the continued expansion of iPacks, which provide a practical mechanism to support States in addressing specific implementation needs through a combination of expert assistance, tools and training. New iPacks are being developed in areas such as State safety reporting, assistance to aircraft accident victims and sustainable airspace design.

8.6 Innovation was also highlighted as a central theme of the Symposium. The Meeting took note of the introduction of AI-enabled tools for course translation and of the use of digital learning guidebooks, aimed at modernizing the aviation training ecosystem and supporting more efficient access to training resources.

8.7 The Secretariat further presented information on the results of the third Global Aviation Education Plan meeting, which seeks to align academic aviation education with future industry needs through dialogue among universities, civil aviation authorities, training centres and industry stakeholders.

8.8 The Meeting noted that these initiatives are part of a broader strategy to support the next generation of aviation professionals and ensure the availability of a sustainable aviation workforce. The Secretariat emphasized that the reforms discussed during the Symposium seek to make the global training network more efficient, transparent and aligned with the objective of ensuring that no country is left behind in aviation development.

Agenda Item 9 Conference on Artificial Intelligence Focused on Training Centres

9.1 Under WP/04, ICCAE highlighted the relevance of regional events focused on artificial intelligence applied to aeronautical training, particularly for Civil Aviation Training Centres. The paper emphasized that such events may provide an appropriate platform for the exchange of knowledge, experiences and best practices related to the use of emerging technologies in instructional processes.

9.2 The Meeting noted that artificial intelligence is becoming one of the main drivers of change in aviation training, offering opportunities to improve the efficiency, personalization and accessibility of aeronautical instruction. In this regard, AI may support personalized learning models, flexible training modalities, including virtual, hybrid and asynchronous learning, and more efficient use of training resources.

9.3 ICCAE provided a technical presentation on strategic and operational considerations for the adoption of artificial intelligence. It was emphasized that the integration of AI should be led by senior management and incorporated into institutional strategic plans, rather than being developed through isolated individual initiatives.

9.4 ICCAE informed the Meeting that its 2026–2030 strategic planning includes the enhancement of automation and the adoption of collaborative digital tools. The Meeting noted that these tools may contribute to reducing repetitive tasks and allowing personnel to focus on more complex analytical activities that add value to the aviation system.

9.5 The Meeting also discussed the challenges and risks associated with the adoption of artificial intelligence, including cybersecurity, data protection, ethical considerations, possible misuse in academic environments, resistance to change, technological infrastructure limitations and the need for internal governance and risk management measures.

9.6 It was further noted that cloud-based service models, joint licensing and shared infrastructure may help training centres reduce implementation costs and remain adaptable in a rapidly evolving technological environment.

9.7 From a pedagogical perspective, the Meeting recognized the potential of artificial intelligence to support more personalized and flexible learning processes. However, it was also noted that organizations should identify critical processes where AI may be tested through pilot initiatives, in order to build institutional confidence and support a gradual and structured implementation.

9.8 The Meeting took note that specialized regional events on artificial intelligence could support the sensitization of key stakeholders, the sharing of regional experiences, the identification of cooperation opportunities, and the development of common bases for future guidance.

9.9 The Meeting encouraged Civil Aviation Training Centres to foster the exchange of experiences and best practices in the use of artificial intelligence in aeronautical training, promote the development of guidelines and reference frameworks for the integration of AI in training, and strengthen regional cooperation for capacity development in emerging technologies.

Agenda Item 10 ICAO (GAT) Interactive Session/Workshop

10.1 Under this agenda item, the Secretariat conducted an interactive session and workshop aimed at supporting regional training centres in identifying practical solutions to enhance training outcomes, address skill gaps, and exchange best practices among States and Organizations.

10.2 The workshop was carried out through round table discussions. Participants were divided into four working groups, each addressing a specific topic related to institutional resilience, training management and the continuity of training activities.

10.3 The first group discussed how to demonstrate the value of training in environments with limited resources. The group emphasized that training should be presented as an investment and as a cost-saving strategy, considering that the economic, operational and safety consequences of an aviation accident may significantly exceed the costs associated with training.

10.4 The group also highlighted the importance of focusing on competency-based outcomes, so that training results can be directly linked to job performance. In addition, the use of data-driven approaches was recommended to demonstrate the relationship between training effectiveness and the reduction of operational errors and incidents.

10.5 The second group addressed the sustainability of instructor capacity and the preservation of institutional expertise. The group noted that instructors should maintain both technical experience in their field and pedagogical competencies, in order to ensure the quality and relevance of training delivery.

10.6 The group recommended the early identification of internal talent, as well as the implementation of structured mentoring and succession programmes, through which experienced instructors may support the development of new instructors. It was also noted that instructors working mainly in academic environments should remain connected to the aviation industry, including through field internships or participation in technical working groups.

10.7 The third group discussed the prioritization of training demand when institutional needs exceed available capacity. The group proposed a segmentation approach based on the identification of critical operations and areas where only a limited number of experts are available, in order to reduce organizational dependency on single individuals.

10.8 The group also highlighted the relevance of strategic alliances between academia and the aviation sector, including possible scholarship arrangements and other forms of cooperation to support Civil Aviation Authorities and training centres in overcoming budgetary limitations.

10.9 The fourth group addressed the continuity of training in situations of institutional disruption, such as changes in leadership, restructuring processes or budget restrictions. The group emphasized the need to build resilient training systems based on established processes, rather than on isolated courses or individual initiatives.

10.10 Proposed strategies included the modularization of content into shorter learning units, the use of flexible virtual and asynchronous platforms, and the creation of material banks to preserve institutional knowledge and support continuity in training delivery.

10.11 The workshop discussions also allowed the Meeting to reflect on the importance of continuing to strengthen the visibility and technical relevance of the NAM/CAR/CATC/WG, particularly through concrete deliverables that may support States in the improvement of training, certification, oversight and operational safety.

10.12 The Secretariat highlighted that the NAM/CAR/CATC/WG is one of the most efficient and technically focused groups supported by the Secretariat, and encouraged members to maintain their active engagement and collaborative approach.

10.13 The host State emphasized that training is a fundamental pillar of the aviation system and has a direct impact on the future of safety. In this regard, the Meeting recognized the importance of working as a unified region, where the strengths and capabilities of one State or Organization may support the needs and challenges of another.

10.14 The Meeting also acknowledged continuing challenges, including financial limitations and the need to strengthen the pedagogical competencies of technical experts who perform instructional functions, such as pilots, inspectors, lawyers and other specialists.

10.15 The Meeting agreed that these priorities should continue to guide the work of the NAM/CAR/CATC/WG, with a view to promoting regional cooperation, improving the quality of aviation training and supporting the development of qualified personnel in the NAM/CAR Regions.

10.16 As a result of the workshop discussions, the Meeting agreed that the regional contingency materials previously developed should be reviewed and updated, with a view to refining the strategies available to training centres and establishing a shared list of resources to support the continuity of training in the event of future national or institutional disruptions.

10.17 The Meeting agreed on the following Decision:

DECISION NAM/CAR/CATC/WG/10/D04 REVIEW AND UPDATE OF REGIONAL TRAINING CONTINGENCY MATERIALS	
What: That, in order to strengthen the continuity of training activities in the NAM/CAR Regions, a task force led by ASCA with the participation of Costa Rica (DGAC), Jamaican Civil Aviation Authority Training Institute (CAATI) and México, review and update the regional training contingency materials developed in previous years, including the refinement of contingency strategies and the development of a shared list of resources available to support training continuity during national or institutional disruptions, and present the results by the NAM/CAR/CATC/WG/11.	Expected impact: ☐ Political / Global ☒ Inter-regional ☒ Economic ☐ Environmental ☒ Operational/Technical

Why: To support institutional resilience, preserve training capacity and facilitate regional cooperation among training centres in situations that may affect the normal delivery of aviation training.	
When: by the NAM/CAR/CATC/WG/11	Status: ☒ Valid / ☐ Superseded / ☐ Completed
Who: ☐ States ☐ ICAO ☒ Other:	Task-force members

Agenda Item 11 Other Business

11.1 Under Other Business, the Meeting discussed the preliminary proposal for the 2027 annual session of the NAM/CAR/CATC/WG. It was recalled that, in the previous year, Bahamas had considered the possibility of hosting a future Meeting of the Group, and that the State is now assessing the possibility of hosting the 2027 session.

11.2 The proposal considered the possibility of organizing the NAM/CAR/CATC/WG/11 as a five-day integrated event, combining the regular Working Group Meeting with a technical workshop of two to three days.

11.3 The Meeting noted that the main purpose of the proposed technical workshop would be to disseminate the standardized instructional programmes for civil aviation safety inspectors and the Regional Guide for the Design and Implementation of On-the-Job Training, which are currently under finalization by the corresponding task forces.

11.4 The Meeting considered that holding the regular session and the technical workshop in the same week could support more effective participation by States and Organizations, optimize the use of resources, and provide a practical opportunity to demonstrate the value of the NAM/CAR/CATC/WG to authorities and training centres that are not yet members of the Group.

11.5 The Secretariat informed the Meeting of significant structural changes to the ICAO website layout, which have affected the way in which information related to the NAM/CAR/CATC/WG is hosted and displayed. It was noted that the previous area dedicated to presenting a consolidated database of training offerings is no longer sustainable under the new website architecture.

11.6 In order to ensure the continued visibility of regional training opportunities, the Meeting discussed alternatives for managing and disseminating this information. In this regard, the Meeting agreed on a new strategy under which each training centre will maintain its own updated institutional catalogue on its respective website and provide the corresponding link to the Secretariat.

11.7 The Secretariat informed that the ICAO NACC Regional Office will transition to a simplified NAM/CAR/CATC/WG webpage, which will serve as a central hub providing direct links to the external catalogues of training centres, organized by State/Organization and thematic area. This approach will allow training centres to update their information directly and in a timely manner, while facilitating streamlined access by States and Organizations to current regional training opportunities.

11.8 Regarding the documentation of the Meeting, the Secretariat confirmed that all refined files and the final report of the current session would be uploaded to the website once the final versions are processed.

11.9 The Meeting agreed on the following Decision:

DECISION NAM/CAR/CATC/WG/10/D05 UPDATE OF THE NAM/CAR/CATC/WG WEBPAGE AND ACCESS TO REGIONAL TRAINING CATALOGUES	
What: That, in order to ensure the continued visibility and accessibility of regional training information: a) the Secretariat update the NAM/CAR/CATC/WG webpage of the ICAO NACC Regional Office to provide direct links to the institutional catalogues of training centres, organized by State/Organization and thematic area; and b) NAM/CAR/CATC/WG members provide the Secretariat with the corresponding links to their updated institutional training catalogues by 30 October 2026 .	Expected impact: ☐ Political / Global ☒ Inter-regional ☒ Economic ☐ Environmental ☒ Operational/Technical
Why: To facilitate access to updated regional training information, support the dissemination of training opportunities, and strengthen cooperation among training centres in the NAM/CAR Regions.	
When: by 30 October 2026	Status: ☒ Valid / ☐ Superseded / ☐ Completed
Who: ☐ States ☒ ICAO ☒ Other:	NAM/CAR/CATC/WG members



North American, Central American and Caribbean Office (NACC)
Oficina para Norteamérica, Centroamérica y Caribe (NACC)

Tenth NAM/CAR Civil Aviation Training Centres Working Group Meeting
Decima Reunión del Grupo de Trabajo NAM/CAR de los Centros de Instrucción de Aviación Civil
(NAM/CAR/CATC/WG/10)

San José, Costa Rica, 21 to 23 April 2026 / San José, Costa Rica, 21 al 23 de abril 2026

APPENDIX/APÉNDICE

LIST OF PARTICIPANTS / LISTA DE PARTICIPANTES

COSTA RICA

1. Gerardo Agüero Agüero
2. Karol Rebeca Rodríguez Howell
3. Katherine Cristina Díaz López
4. Maritza Pérez Acuña
5. Rodolfo Araya Naranjo
6. Ronald Leon Camacho
7. Valeria Quirós Acuña
- 8.

DOMINICAN REPUBLIC/REPÚBLICA DOMINICANA

9. Vanessa Byas Lizardo

HONDURAS

10. Ana Lucía Ulloa Cadalso
11. Liliana Yaneth Mantilla Pérez

JAMAICA

12. Kerry-Ann Barrett
13. Marlon Gooden

MEXICO/MÉXICO

14. Víctor Manuel Sánchez Domínguez
15. Gustavo Felipe Rosalino

COCESNA

16. Raul Melchor

ICAO/OACI

17. Fernando Camargo
18. Pedro Avella Carrillo