



ICAO

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North American, Central American and Caribbean Office

WORKING PAPER

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**Sixth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation  
(NACC/DCA/06)**

Nassau, Bahamas, 10-12 May 2016

**Agenda Item 5: ICAO Aviation Training  
5.1 ICAO Global Aviation Training**

**FEASIBILITY FOR THE ESTABLISHMENT OF AN ASSOCIATION OF TRAINING ORGANIZATIONS IN THE  
NAM/CAR REGIONS (ATO-NACC)**

(Presented by Secretariat)

<b>EXECUTIVE SUMMARY</b>	
This working paper proposes evaluation on the feasibility/ viability of development and implementation of a regional association of training organizations.	
<b>Action:</b>	Section 3
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"><li>• Safety</li><li>• Air Navigation Capacity and Efficiency</li><li>• Security &amp; Facilitation</li><li>• Economic Development of Air Transport</li><li>• Environmental Protection</li></ul>
<i>References:</i>	<ul style="list-style-type: none"><li>• Twenty-sixth Directors of Civil Aviation of the Eastern Caribbean Meeting (E/CAR/DCA/26) Conclusion 26/11</li><li>• Second NAM/CAR Civil Aviation Training Centres Working Group Meeting (NAM/CAR/CATC/WG/2) Report, paragraph 3.1</li></ul>

**1. Introduction**

1.1 Training and capacity building are fundamental cornerstones of an effective and compliant aviation system. The NAM/CAR Regions fully support having their own capability to provide training to their individual personnel, as well as personnel in and outside the Regions. Such internal capability normally allows for cost saving and timely delivering of much needed training. The ICAO NACC Regional Office works and coordinates with the ICAO HQs Global Aviation Training (GAT) Office to ensure this support and alignment with the mission and goals of ICAO regarding training organizations and its Civil Aviation Training Policy.

## 2. Regional Training Centres Overview

2.1 The ICAO Civil Aviation Training Policy states that “*each ICAO region may have amongst its TRAINAIR PLUS Members at least one leading Training Organization*”. The Region currently has 10 TRAINAIR PLUS Programme (TPP) Members, which include Associate Members, Full Members and Regional Training Centres of Excellence (RTCE). Considering that there is a total of 92 Members in the TPP network, this means that the NACC Region accounts for 11% of the global total. These numbers do not account for individual Member State internal training capacity outside of the formal organization/institution system indicated here.

2.2 While this is very good news for the region, it also poses some challenges that need to be addressed. Ensuring the viability and sustainability of the regions’ training centres in their ability to meet the demands of the regional capacity needs is critical. However, proliferation of training centres, if not properly managed, can lead to redundancy of training capacity and unnecessary and detrimental competition for limited demand. Additionally, this could also lead to required government subsidy to support centres, which cannot be self-sustaining based on insufficient need. This could also impose sustainability burden on other training centres that provide for duplicative capacity. These new training centres may prove viable for the first few years until internal demands are met. Without this continuous internal demand, the centre would have to market (at additional cost) itself to possible external customers. This can easily lead to enough customers taken away from one centre to compromise its sustainability without providing enough to sustain the other. Additionally, failure of aviation training centres, especially government-supported centres, erodes government confidence in aviation as a viable investment for sustainable development.

2.3 The NACC Regional Office and the GAT Office fully support a country’s effort to provide for cost-effective training within their organizations, such as local development of training and sharing of training packages already developed by other TPP Members, which, in many cases, eliminates undue burden regarding the cost of sending personnel out of the country for receiving such training. However, it is imperative that decisions to develop or establish training centres, either for internal reasons only, or for internal or external offering of training, be meticulously evaluated.

2.4 The Directors of Civil Aviation had approved the creation of the NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR/CATC/WG), which has carried out 2 meetings since its creation in 2013, and has scheduled its third meeting for the second semester of 2016 at the ICAO NACC Regional Office, Mexico City, Mexico. This Group is responsible for recommending a framework to harmonize aviation training, including training programmes, quality assurance aspects, instructor qualifications, and training centres coordination; promoting the association of training organizations; establishing a mechanism to analyse aviation training needs and capacities considering the NAM/CAR Training Plan and the existing implementation groups for State training needs; and providing assistance for improving training matters for States and training organizations.

2.5 Similarly, the 26th Directors of Civil Aviation of the Eastern Caribbean General Meeting agreed that the NAM/CAR/CATC/WG should evolve into a training association, formulating Conclusion E/CAR/DCA/26/11 – *CAR TRAINING ASSOCIATION AND IMPROVEMENT TO TRAINING PROVISION IN THE E/CAR AREA*, where the NAM/CAR/CATC/WG started working to become a training association by its next meeting in 2016, including the analysis to channel other external training centre assistance in a prioritized way.

2.6 In establishing an association of training organizations, experiences from earlier attempts would help avoiding similar challenges in ensuring sustainability. In this regard, the process followed and the model adopted by the Association of African Aviation Training Organizations (AATO) could be reviewed. While the model used by the African Association of Training Organizations may not be the model for our region, it provides some relevant considerations, such as:

- a) A set of documentations to run the activities of the Association:
  - A three-year strategy and the first year Business Plan
  - AATO Brochure
  - AATO Procedures Manual which includes:
    - i. AATO Assembly & Council meetings procedure
    - ii. Procedures for the election of the Council
    - iii. Job Description & Procedure for the appointment of the Secretary General & Technical Coordinator
    - iv. Advocacy & Communications Procedure
    - v. Terms of Reference (ToR) and selection criteria for the host State/Organization of AATO
    - vi. AATO membership application form & financial regulations
- b) The establishment of AATO as an entity with its Constitution, shared resources, etc.
- c) There should not be any duplication by training associations to achieve the same objective. Therefore, the focus should be on:
  - harmonization of training curriculums
  - recognition of certificates by member training organizations
  - avoiding proliferation of training organizations providing training on similar disciplines
  - sharing training related information and instructors

2.7 In order to mitigate the risks noted above, while still ensuring the availability and even profitability of providing and meeting the regional training capacity needs versus the demand needs, as such, this working paper recommends the following draft Conclusion:

**Draft Conclusion**  
**NACC/DCA/6/xx**

**ORGANIZATION FEASIBILITY FOR THE ESTABLISHMENT OF AN ASSOCIATION  
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That, in order to evaluate the risks while still ensuring the availability and even profitability of providing and meeting the regional training capacity needs versus the demand needs, together with the ICAO GAT Office, the ICAO NACC Regional Office, and the Member States, the NAM/CAR/CATC/WG:

- a) evaluate the viability of a regional association of training centres considering the following Initial items:
  - i. evaluate the need and benefit of such an association
  - ii. review possible structure of the association
  - iii. possible management structure (i.e. managed through the Regional Office or managed by the Member States in a rotational basis); and
- b) present the evaluation results to the NACC/DCA/7 Meeting.

**3. Suggested Actions**

3.1 The Meeting is invited to:

- a) take note of the consideration and existing training organizations offer available in the NAM/CAR Regions;
- b) review and approve the draft conclusion presented in paragraph 2.7; and
- c) consider any other action as deemed necessary