58th CONFERENCE OF
DIRECTORS GENERAL OF CIVIL AVIATION
ASIA AND PACIFIC REGIONS

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AGENDA ITEM 8:   CAPACITY DEVELOPMENT AND
                         IMPLEMENTATION

CROSS BORDER COLLABORATION FOR CAPACITY BUILDING OF CIVIL AVIATION TRAINING ORGANIZATION

(Presented by Bangladesh)

SUMMARY

This paper presents the areas of potential and beneficial collaboration among ICAO APAC Member States for the enhancement of capacity-building and capability of civil aviation training organizations, such as:

a) Standardization of instructors through train the trainer courses;
b) Utilization of a Capacity-Building Regional Task Force (CBRTF) to monitor the effectiveness of the program in order to enhance the collaboration among APAC States;
c) Development and maintaining of common Aviation Personnel Qualification criteria and Database;
d) Assisting States for the conduct of effective Training Needs Analysis;
e) Enhancement of the scope of fellowship programs offered by States;
f) Sharing capacity of synthetic training devices;
g) Unutilized Fund.

**CROSS BORDER COLLABORATION FOR CAPACITY BUILDING
OF CIVIL AVIATION TRAINING ORGANIZATION**

1. INTRODUCTION

1.1 ICAO statistical analysis indicates that commercial air transport steadily progresses and is getting doubled every fifteen years, involving continuous increment in air transport offering and facilities including aviation manpower, equipment, airport infrastructure, aircraft etc. Moreover, ICAO Assembly Resolution A40-25, Implementing Aviation Training and Capacity-Building Strategies, highlights the overall vision and objectives sought by ICAO Member States with respect to qualification, training and capacity-building to respond to the crucial need of aviation industry and government agencies, to recruit and retain adequate number of qualified and competent employees, supervisors, managers and regulators in different phases of aviation operations and oversight.

1.2 The ICAO Assembly Resolution A40-25, provides specific overview of shortcomings in civil aviation due to insufficient training and capacity building. It encourages ICAO to support the implementation of its Aviation Training and Capacity Building Roadmap for States, in order for States to achieve their national and global obligations in air transport through training and capacity building.

1.3 This Assembly Resolution also:

- *Resolves that ICAO shall assist Member States in achieving and maintaining competency of aviation personnel through the ICAO training activities, in order to ensure ICAO Member States have sufficient human resources and capacity for the implementation of ICAO provisions and programmes;*

- *Urges States to share their strategic plans addressing learning and development in aviation including the practical application of the ICAO Aviation Training and Capacity-Building Roadmap, and assist each other to optimize access to learning activities for their aviation professionals;*

- *Calls upon States to build partnerships on training and learning related matters through regional cooperation and knowledge exchange, including but not limited to, sharing available training resources, instructors, curriculum designers, courseware and implementing a roster of aviation training experts.*

1.4 Many States have undertook collaborative efforts to develop strategies, best practices, tools, standards and guidelines as applicable, and facilitate information sharing activities that assist the regional and global aviation community in attracting, educating, and retaining the Next Generation of Aviation Professionals. In this respect, training organizations are primary providers of innovative training products and services that support Member States and industry to comply with ICAO Standards and Recommended Practices (SARPs) as well as contribute to the favorably evolving skills development of aviation professionals.

1.5 In a fast-growing industry like aviation, comprehensive, up-to-date, reliable data and mutual support is necessary for all stakeholders to make informative projections, control costs and risks, improve performance evaluation and benchmark standards. Consequently, authorized aviation training institutes should share information about their training facilities among themselves. Various Training courses in the civil aviation areas of aerodromes, air transport, training competency development, safety management etc. are being provided in these training institutes. However, very few training institutes are capable of providing all the training courses effectively. So, collaboration among ATOs is absolutely vital for today's aviation sector. In order to close the gap between the existing and required competency from the Training Institutes the followings should be ensured:

(i)   standardize the instructors
(ii)   utilize Regional Task Force (RTF)
(iii)   maintain a common database
(iv)   strengthen and ensure training Needs Analysis
(v)   widen fellowship scope
(vi)   share technological support and
(vii)   use unutilized fund

1.6   The collaboration among the training institutes is a continuous process to meet the capacity needs in terms of occupation, development or maintaining the number of employees, as well as, essential qualification, recruitment, training, retention policies and successful planning.

1.7   This needs globally harmonized strategies addressing aviation activities. And so, this discussion paper is intended to provide a combined approach among the Member States to facilitate the necessary and authorized collaboration to comply with ICAO Standards and Recommended Practices (SARPs) as well as contribute to the evolving skills requirements.

2.   DISCUSSION

2.1   ICAO has adopted an Assembly Resolution and the ICAO Council has adopted a policy for capacity building of aviation personnel. For this purpose, ICAO TRAINAIR PLUS arranges various skill development training programs e.g., Instructor's Development Course, regularly by which TRAINAIR PLUS is ensuring the standard of the instructors. Any ICAO Member States can invite those instructors and provide training to their staff. However, sometimes delegates from foreign countries face various administrative and legal problems in the host countries. In that case, ICAO Member States may sign specific treaty under the supervision of ICAO for providing smooth training facilities for participants of Member States.

2.2   Regional Task Force (RTF) may be utilized in order to enhance the collaboration among the regional States. An ICAO Regional Task Force may conduct surveys to identify capable States and also training academies, along with their expertise in specific sectors. This information can be useful for the training institutes to facilitate training plan. If we can encourage coordination among Member States via the RTF, it will assist all stakeholders in avoiding duplication of effort and in ensuring global harmonization.

2.3   For sharing information among the Member States, TRAINAIR PLUS may maintain a website where certified instructor's detailed information will be available as well as different training institutes can upload their training needs. So, TRAINAIR PLUS may easily arrange a program that is needed for the particular institute. To successfully run the website, institutes may have the access to share their training needs as well as the information of their instructors.

2.4   Training cost is a significant barrier to third world countries to provide adequate training to their staff. ICAO may develop a different policy for the third world countries to train with minimum cost. Besides, ICAO may take into consideration for providing fellowship for aviation instructors for higher professional degrees in aviation and aerospace universities of the member states. To overcome the shortcomings regarding Critical Element-4, the following issues need to be seriously considered and implemented, i.e.:

(i)   training programs to be adequately identified;
(ii)   training plans to be established and implemented;
(iii)   training to be adequately recorded;
(iv)   sufficient funding to be available; and
(v)   required competencies for current and future to be identified.

2.5   "What worked yesterday, simply won't work tomorrow". Aviation training has evolved over the years from classroom to personal computers to eLearning and to digital. Each evolution has been triggered by technology and economic changes. As calls for re-thinking the mission and vision of NGAP, the collaboration of technology and eLearning can upgrade the training institutes across the border to enhance competency-based training required for Aviation Industry as most of the member states do not have sufficient technological support.

3.   **ACTION BY THE CONFERENCE**

3.1   The Conference is invited to:

    a)   note the information contained in the paper;
    b)   encourage Member States to build regional partnerships aiming at standardizing qualification of aviation professional;
    c)   encourage ICAO to utilize Regional Task Force (RTF) in order to enhance the collaboration among the Regional States;
    d)   encourage GAT to support the collaboration and maintain a common database for national and international purpose; and
    e)   encourage Member States to strengthen and ensure training Needs Analysis through collaboration among the ATOs.

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