



ICAO

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

## **Fourth NAM/CAR Civil Aviation Training Centres Working Group Meeting**

### **NAM/CAR/CATC/WG/4**

## **Report**

Mexico City Mexico, 6 to 8 June 2018

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## HISTORICAL

### **ii.1 Place and Date of the Meeting**

The Fourth NAM/CAR Civil Aviation Training Centres Working Group Meeting (NAM/CAR/CATC/WG/4) was held at the ICAO NACC Regional Office in Mexico City, Mexico, from 6 to 8 June 2018.

### **ii.2 Opening Ceremony**

Mr. Melvin Cintron, Regional Director of the North American, Central American and Caribbean (NACC) Regional Office of the International Civil Aviation Organization (ICAO) provided opening remarks welcoming participants and thanking them for attending the meeting. Mr. Cintron highlighted the importance of training for States and the region, and the current situation among training centres that affect the overall cost-benefit of each centre, expressing the lack of results of the NAM/CAR/CATC/WG from previous meetings but finally concluding on ICAO commitment to improve the NAM/CAR/CATC/WG performance and requiring the same commitment from each of the NAM/CAR/CATC/WG members to work on developing and enhancing regional collaboration on training.

### **ii.3 Officers of the Meeting**

Due to the absence of the NAM/CAR/CATC/WG Rapporteur, the NAM/CAR/CATC/WG Meeting was chaired by Mr. Mario Martinez, Director of the Central American Training Centre of COCESNA in El Salvador. Mr. Julio Siu, Deputy Regional Director served as Secretary of the Meeting assisted by Ricardo G. Delgado, Regional Officer, AVSEL/FAL both from the ICAO NACC Regional Office and Mr. Diego Martinez, Chief Project Manager, Global Aviation Training (GAT), ICAO Headquarters.

### **ii.4 Working Languages**

The working languages of the Meeting were English and Spanish, with simultaneous interpretation provided. The working papers and 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 09:00 to 15:30 hours daily, with adequate breaks. Ad hoc Groups were created during the Meeting to carry out further work on specific items of the Agenda.

**ii.6            Agenda**

**Agenda Item 1:    Approval of the Provisional Agenda and Schedule**

**Agenda Item 2:    Review of Valid Conclusions of Previous NAM/CAR/CATC/WG Meetings as well as of Directors Meetings that are Related to Training Issues**

**Agenda Item 3:    Updates on the Training Field**

**Agenda Item 4:    Agreement for Regional Collaboration on Training**

**Agenda Item 5:    Identification and Analysis of Training Needs in the NAM/CAR Regions for 2019-2021**

**Agenda Item 6:    NAM/CAT/CATC/WG Assessment and Corresponding Action Plan**

**Agenda Item 7:    Other Business**

**ii.7            Attendance**

The Meeting was attended by seven States from the NAM/CAR Regions and one (1) International Organization, totalling 18 delegates as indicated in the list of participants. Representatives from Dominican Republic and Trinidad and Tobago joined the meeting during the second day for the review of some Agenda Items via teleconference.

**ii.8            Draft Conclusions and Decisions**

The NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR/CATC/WG) recorded its activities as Draft Conclusions and Decisions as follows:

**Draft**

**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).

List of Draft Conclusions

Number	Title	Page
1	<b>SIGNATURE OF DoI FOR REGIONAL COLLABORATION ON TRAINING</b>	4-2
3	<b>NAM/CAR/CATC/WG REVISED TERMS OF REFERENCE AND WORK PROGRAMME FOR 2019 - 2021</b>	6-1

List of Decisions

Number	Title	Page
2	<b>DoI FOLLOW-UP</b>	4-2

An executive summary of these conclusions/decisions is presented in **Appendix A** to this report.

**ii.9 List of Working and Information Papers and Presentations**

**WORKING PAPERS**

Number	Agenda Item	Title	Date	Prepared and Presented by
WP/01	1	Provisional Agenda and Schedule	31/05/18	Secretariat
WP/02	2	Status of Outstanding Conclusions and Decisions	31/05/18	Secretariat
WP/03	4	Memorandum of Cooperation (MoC) for the Regional Collaboration on Training	01/06/18	Secretariat
WP/04	6	NACC/WG Work Programme until 2020 and review of the Terms of Reference (ToRs) and Points of Contact (PoC)	01/06/18	Secretariat

**FLIMSIES**

Number	Agenda Item	Title	Date	Prepared and Presented by
Flimsy No. 1	4	Comments to the Memorandum of Cooperation (MoC) for the Regional Collaboration on Training	06/06/18	Secretaría

INFORMATION PAPERS

Number	Agenda Item	Title	Date	Prepared and Presented by
IP/01 REV.	--	List of Working, Information Papers and Presentations	06/06/18	Secretariat
NI/02	3	Certificación del Centro de instrucción de Aeronáutica Civil de Cuba, según la RAC 20.141 – <b>Available only in Spanish</b>	17/05/18	Cuba
IP/03	3	Report on the Implementation of the ICAO Civil Aviation Training Policy and Global Aviation Training Activities During 2017 and the First Quarter of 2018	01/06/18	Secretariat

PRESENTATIONS

Number	Agenda Item	Title	Presented by
1	3	Academia Superior de Ciencias Aeronáuticas (ASCA) – <b>Available only in Spanish</b>	Dominican Republic
2	3	CAA – Centro de Adiestramiento Aeronáutico – <b>Available only in Spanish</b>	Cuba
3	5	Technical Training Needs in the NAM/CAR Regions	Secretariat
4	3	Report on the Implementation of the ICAO Civil Aviation Training Policy and Global Aviation Training Activities 2017-2018	Secretariat
5	3	Federal Aviation Administration (FAA) Academy	United States
6	3	Centro Internacional de Instrucción de Aeropuertos y Servicios Auxiliares CIIASA – <b>Available only in Spanish</b>	Mexico
7	3	Instituto Centroamericano de Capacitación Aeronáutica – <b>Available only in Spanish</b>	COCESNA (ICCAE)
8	3	Centro Internacional de Adiestramiento de Aviación Civil (CIAAC) – <b>Available only in Spanish</b>	Mexico
9	4	Jamaica Civil Aviation Authority Training Institute (CAATI)	Jamaica
10		Summary of Expectations, Improvement Proposals and Comments on MoC	Secretariat

**Refer to the Meeting web page:**

<https://www.icao.int/NACC/Pages/meetings-2018-catcwg4.aspx>

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<sup>1</sup> The representatives of Dominican Republic and Trinidad and Tobago joined the Meeting during the second day of the Meeting via teleconference



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<sup>2</sup> The representatives of Dominican Republic joined the Meeting during the second day of the Meeting via Teleconference

NAM/CAR/CATC/WG/4  
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**Agenda Item 1: Approval of the Provisional Agenda and Schedule**

1.1 The Secretariat presented WP/01 Rev. inviting the Meeting to approve the provisional agenda and schedule and referred to IP/01 with the list of associated documentation and presentations.

1.2 The Meeting approved the agenda as presented in the historical section of this report as well as the schedule (Appendix B to WP/01).

**Agenda Item 2: Review of Valid Conclusions of Previous NAM/CAR/CATC/WG Meetings as well as of Directors Meetings that are related to Training Issues**

2.1 Under WP/02, the Secretariat presented the two (2) valid conclusions from the NAM/CAR/CATC/WG/3 Meeting held in 2016 concluding that both remain valid:

<b>C/D No.</b>	<b>Title of Conclusion/Decision</b>	<b>Text of Conclusion/Decision</b>	<b>Follow-up and Remarks/ Status</b>
<b>3/1</b>	<b>CREATION OF A REGIONAL DATA BASE OF INSTRUCTORS</b>	That the NAM/CAR/CATC/WG creates a Regional Data Base of Instructors according to the standardized qualifications as specified in 4.2.2 by the first quarter of 2017.	A specific task under the CATC/WG Work Programme will be included/ Valid
<b>3/2</b>	<b>CREATION OF A COMMISSION TO WORK IN THE DEVELOPMENT AND IMPLEMENTATION OF A NAM/CAR REGIONAL TRAINING CENTRES ASSOCIATION</b>	That the NAM/CAR/CATC/WG creates and support a commission to work in the development and implementation of a NAM/CAR Regional Training Centres Association by the first quarter of 2017.	A Regional Collaboration agreement was accomplished. As such the creation of the Association is proposed to be postponed by NACCDCA: Valid

2.2 Similarly the Meeting took note of the two NACC/DCA/6 conclusions related to training matters, and agreed to inform the DCA on the following follow-up by the Group:

<b>Conclusion/Decision</b>	<b>Follow-up to inform DCAs</b>
<b>Conclusion C/2 SHARING OF TRAINING PROGRAMMES FOR SAFETY OVERSIGHT</b> That, in order to improve training programmes for safety inspectors b) the NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR/CATC/WG) analyse the training needs regarding safety oversight in the NAM/CAR Regions;	Under their work programme NAM/CAR/CATC/WG will analyse the training needs regarding safety oversight in the NAM/CAR Regions and will inform DCAs on any progress for the upcoming DCA Meeting.

Conclusion/Decision	Follow-up to inform DCAs
<p><b>C/10 ORGANIZATION FEASIBILITY FOR THE ESTABLISHMENT OF AN ASSOCIATION OF TRAINING ORGANIZATIONS IN THE NAM/CAR REGIONS (ATO-NACC)</b></p> <p>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:</p> <p>a) evaluate the viability of a regional association of training centres considering the following Initial items:</p> <ol style="list-style-type: none"> <li>i. evaluate the need and benefit of such an association</li> <li>ii. review possible structure of the association</li> <li>iii. possible management structure (i.e. managed through the Regional Office or managed by the Member States in a rotational basis);</li> </ol>	<p>Under their work programme NAM/CAR/CATC/WG will analyse the training needs regarding safety oversight in the NAM/CAR Regions and will inform DCAs on any progress for the upcoming DCA Meeting.</p>

2.3 Finally, the Secretariat informed the Meeting on the assessment made of the actions and follow-up carried out by this group since its first meeting, identifying that the tasks and goals that were established from the first meeting have not been complied with and that, since the last NAM/CAR/CATC/WG/3 meeting, all these conclusions were completed without any apparent action.

2.4 The Secretary urged the Meeting to reflect on the performance of this working group, urging each training centre to pose itself the following questions in order to promote each centre, as well as the work of the NAM/CAR/CATC/WG in order to obtain regional benefits:

- Periodic promotion of each centre’s training offer
- What are the main goals of each centre and how can the NAM/CAR/CATC/WG help to promote them
- Is each Centre performance-based and has planning based on results that considers the needs of the regions or the States?
- What is each Centre’s commitment to support regional training needs?

2.5 The Meeting concurred that these conclusions have to be reconsidered and shall be incorporated within the new work programme of the NAM/CAR/CATC/WG (Model of Work Programme in Appendix C to WP/02 refers). The Meeting recognized the following mechanisms for the CATC/WG improvements:

- Carry out periodic teleconferences and assigning tasks to each member
- Deliverables and main CATC/WG outcomes could be uploaded on the NAM/CAR/CATC/WG webpage – each deliverable must include deadlines for comments or acceptance under a SMART formulation.

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**Agenda Item 3: Updates on the Training Field**

3.1. Under Presentations P/01, P/02, P/05, P/06, P/07, P/08 and P/09, Cuba, Dominican Republic, Jamaica, Mexico/CIAAC and CIIASA, United States/FAA Academy and COCESNA/ ICCAE training centres provided an overview of their organizations, highlighting:

- Training Centre Organization
- Instructors Roster by Specialty
- Entities to which they provide services
- Service Areas
- Training Offer
- Activity statistics
- Recognitions, certifications and accreditations
- Partnerships and cooperation agreements
- Detected Training Needs
- Training Centre Facilities
- Medium Term Development: initiatives, projects, plans, etc.

3.2 The Secretariat thanked all the Training Centres for sharing their updates and highlighted to use these updates to foster the regional synergies on training and enhance the collaboration to support each other. Moreover, in these same presentations, the Training Centres provided their response on:

- a) Expectations for their Training Centre from the NAM/CAR/CATC/WG
- b) Improvement proposals for the strengthening of the work of the NAM/CAR/CATC/WG
- c) Comments to the Declaration of Intention (DoI) for the Regional Collaboration on Training

All these responses were considered as inputs to the discussion of Agenda Items 4, 5 and 6.

3.3 The presentations made by participating training centres allowed the Meeting to have a general scope of the type and size of each organization; as well as the demand that is met through their aeronautical training offer. This offer is concentrated in training areas related to their mandate. Likewise, this facilitated information to know their current capacities, as well as the investment initiatives in order to consolidate their programmes or to include new areas. This represents an acceptable basis to impulse exchange, to complement each other and to collaborate among members of the NAM/CAR/CATC/WG.

3.4 Under P/04 and IP/03, the Secretariat informed on the Implementation of the ICAO Civil Aviation Training Policy and Global Aviation Training Activities 2017-2018, managed by the Global Aviation Training (GAT) Office. All figures reflected below are compiled as of 31 May 2018, highlighting the following:

### **3.5.1 TRAINAIR PLUS Programme Activities**

3.5.1.1 The TRAINAIR PLUS Programme (TPP), ICAO's cooperative network of training centres, is implemented in 72 ICAO Member States. TPP membership reached a milestone in the first quarter of 2018, now counting 104 Members, 11 of which are from the North American, Central American and Caribbean (NACC). In 2017, a total of 553 trainees from the States accredited to the NACC Office participated in ICAO-recognized training courses while 35 course deliveries were held in the Region.

3.5.1.2 The GAT Office launched three new ICAO Training Packages (ITPs), currently being delivered at ICAO Headquarters, in Regional Offices, and/or on the premises of TPP Members: the ICAO International Air Law Course; the Post Training Evaluation (PTE) Course, and Managing Aviation Training Intelligence (MATI) Course.

3.5.1.3 A group pricing structure has been introduced for trainees from civil aviation regulatory bodies to increase participation and provide them with greater access to ITPs. This structure will allow a third complimentary registration for every two paid registrations, representing approximately a 33 per cent savings on course registration fees.

### **3.5.2 Course Development and Training Methodology**

3.5.2.1 Competency-based training courses allow aviation personnel to maintain their competency. Thirty-three ICAO-recognized training packages were either developed or updated in the ICAO training portfolio in 2017, including four in the NACC States in the subject areas of aerodromes, air navigation services, air transport and security and facilitation. Twenty-two training packages have already been developed or updated in 2018. An additional 68 competency-based ICAO-recognized training packages are currently under development.

### **3.5.3 Assessments of Training Organizations**

3.5.3.1 The GAT Office regularly conducts assessments of training organizations to analyse their capability to become TPP Members. Assessments provide a clear and independent view of a training organization's operations and highlight critical areas requiring improvements. The GAT Office conducted seven assessments of potential new TRAINAIR PLUS Members and 24 reassessments of current TPP Members in 2017, including five in the NACC States.

### **3.5.4 Training Events**

3.5.4.1 The annual Aviation Training and TRAINAIR PLUS Global Symposium was held in Addis Ababa, Ethiopia, from 11 to 13 April 2017, under the theme “*Together, Enhancing Training to Build Capacity*”, and attracted 450 participants from 70 States and International Organizations. Moreover, an ICAO Regional Aviation Training and TRAINAIR PLUS Symposium was held in Astana, Kazakhstan, from 9 to 11 October 2017. The next Global Aviation Training and TRAINAIR PLUS Symposium will convene in Doha, Qatar, from 10 to 12 December 2018, focusing on *Building Aviation Training Intelligence*.

3.5.4.2 A Course Developers and Instructors Standardization (CDI/STD) meeting was held in Tunis, Tunisia, from 5 to 7 December 2017, with a total of 104 attendees from 26 States. CDI/STD events provide a platform for training professionals to exchange their knowledge and skills in the areas of instructional design and delivery, as well as identify opportunities for the improvement of training deliverables.

### **3.5.5 Pricing Policy for the Global Aviation Training Activities**

3.5.5.1 The ICAO Council endorsed on the *Pricing Policy for the Global Aviation Training Activities*. Under this new Policy, pricing of ICAO training products and services for trainees and training organizations from civil aviation regulatory bodies will be cost-based and are set to recover GAT staff costs, product development, and delivery costs. The Policy also establishes a scholarship fund for trainees from States endeavouring to enhance their Effective Implementation rates, in line with the *No Country Left Behind* initiative. In coordination with Regional Offices, the process of awarding scholarships will begin in the second quarter of 2018.

### **3.5.6 Customer Satisfaction Survey on the Global Aviation Training (GAT) Activities**

3.5.6.1 Conducted by an external specialized company the *Customer Satisfaction Survey on the Global Aviation Training (GAT) Activities* covered all GAT activities provided to TRAINAIR PLUS Members and Member States. Online questionnaires were performed from 20 November up to 13 December 2017, and results from the survey provided overall satisfaction scores of 8.1/10 for TPP Members and 8.4/10 for Member States.

3.5.6.2 In 2016, ICAO partnered with Concordia University’s John Molson School of Business to collaboratively establish a Management Certificate in Civil Aviation.

### **3.5.7 Partnerships**

3.5.7.1 ICAO and Airports Council International (ACI) formalized a new agreement last June 2017 supporting their agencies' future cooperation on airport training. Under this new partnership, training programmes and specific courses will provide a range of aerodrome training services to ICAO Member States and ACI member airports. A Management of Airport Security course was validated from 23 to 27 October 2017 at ICAO Headquarters.

3.5.7.2 ICAO partnered with the French school *Ecole Nationale de l'Aviation Civile (ENAC)* for the delivering of a Master Programme in Aviation Safety Management starting in December 2018 and with the University of Waterloo Canada, to develop and deliver the online course Fundamentals of the Air Transport System e-learning course was launched in late November 2017. The GAT Office is continuing its discussions with other academic institutions under the TRAINAIR PLUS Corporate membership, namely Argentina, Australia, China, India, Singapore, and the United States, to establish academic and technical training programmes.

### **3.5.8 CAA Senior and Middle Managers Training Course (SMMTC)**

3.5.8.1 Funded by the South-South Cooperation Assistance Fund, the Government of China signed a collaborative agreement with ICAO to train senior and middle managers of Civil Aviation Authorities (CAAs) in developing countries. In order to support States in reaching the objectives of the ICAO global plans and regional safety and security groups, it is crucial to provide adequate management and technical training to civil aviation professionals who manage the implementation of Standards and Recommended Practices (SARPs).

### **3.5.9 Training Intelligence Integrated System**

3.5.9.1 ICAO's Aviation Training Intelligence management system will integrate the TRAINAIR PLUS systems, comprising the TRAINAIR PLUS Electronic Management System (TPEMS), the web-based Training Needs Assessment (TNA) tool, the Training Evaluation Portal, the Instructional Systems Design (ISD) tool, the Aviation Training and Education Directory (ATED), the Subject Matter Expert (SME) Roster, and the Learning Management System (LMS), into a new integrated network system architecture.

3.5.9.2 The integrated management system stores, structures and automates training transactions and decisions actioned by a variety of global users, including trainees, managers, course developers, instructors, validators and administrators.

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3.5.9.3 Development of the Training Intelligence architecture and systems for 2018-2019 includes:

- a) Evaluations – Portal, including a PTE and web-based application;
- b) Course development tool (ISD tool) web-based application;
- c) TNA Tool – Phase II;
- d) Aviation Career Path Portal (ACPP);
- e) SME Roster – Portal;
- f) Scholarships - Portal and web-based application;
- g) Alumni Portal;
- h) TPeMS re-design;
- i) ATED;
- j) LMS;
- k) Professional Qualification Process; and
- l) Case Study Digital Library (CSDL).

3.6 The Meeting congratulated ICAO for the evolution of the TRAINAIR PLUS Programme and GAT training mechanisms, recognizing that the GAT Office remains committed to enhancing its training products and services to Member States, TPP Members, and the industry, while operating on a cost-based mechanism.

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**Agenda Item 4: Agreement for Regional Collaboration on Training**

4.1 Under WP/03, the NAM/CAR/CATC/WG and the Secretariat presented the proposal of the Memorandum of Cooperation (MoC) that the NAM/CAR/CATC/WG proposed to States, International Institutions and Training Centres to make coordination and collaboration agreements between Civil Aviation Training Centres more efficient.

4.2 The Meeting recognized the benefits of cooperation amongst the training centres in the NAM/CAR Regions in order to face rising needs and growth of the aviation industry in the regions and in accordance with the mandate given to the NAM/CAR/CATC/WG to expedite coordination and collaboration agreements among Civil Aviation Training Centres, as well as facilitating the compliance of tasks assigned to the group; and recalled on the Draft Memorandum of Cooperation (MoC) which was circulated to all States, Territories, International Organizations and Training Centres in the Regions, through ICAO State Letter Ref. NT-NS2-21 — E.OSG - NACC72546 dated 28 March 2018.

4.3 The Meeting recognized that the MoC is a live document that is intended to set the collaboration framework for any NAM/CAR training centre that wishes to join this collaboration initiative and formally support the training matters in the regions, seeking to improve each training centre capacity and activities, while enhancing and satisfying the regional structure for training. The Meeting also recalled that States and Training Centres commented on the draft through a teleconference.

4.4 The Meeting made a thorough review of the draft which also included Dominican Republic and Trinidad and Tobago who joined the Meeting through a teleconference. The Meeting considered the different comments to the MoC as presented by each Training Centre and as summarized in P/10. The MoC was renamed as Declaration of Intent (DoI) for the Regional Collaboration in the NAM/CAR Regions, and Cuba, Jamaica and Mexico signed the DoI. All remaining participants committed to sign the DoI in due course by notifying the Secretariat and the Rapporteur of its intention no later than **20 July 2018**. The signing by the remaining Training Centres is expected to be done during the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/08) that will be held in Ottawa, Canada from 31 July to 2 August 2018 in Ottawa, Canada (31 July- 2 August). The signed DoI is attached in **Appendix B** to this report.

4.5 The Meeting recognized the historical event being accomplished with the DoI as it sets the first regional collaboration framework within the NAM/CAR Regions and promoted the joint work of all training parties in the region with ICAO key participation and under a clear performance-based mechanism.

4.6 The ICAO Global Aviation Training Office (GAT) will support the NAM/CAR DoI to improve collaboration among training centres in the regions and will customize course development and delivery activities with TRAINAIR PLUS centres in the regions to align operations and strategy plans with the main objectives and working plans, which will be established by the implementation mechanisms of the Declaration.

4.7 Based on the DoI, the Meeting agreed on the following draft conclusion and decision:

<b>CONCLUSION</b>	
<b>NAM/CAR/CATC/WG/4/01</b>	<b>SIGNATURE OF DoI FOR REGIONAL COLLABORATION ON TRAINING</b>
<b>What:</b>	<b>Expected impact:</b>
That, in order for the different training Centres in the NAM/CAR Regions to take advantage of the benefits of cooperation amongst the training centres in the NAM/CAR Regions and to face rising needs, those Training Centres who have not yet signed the DOI, consider signing it as soon as practicable and no later than the NACC/DCA/8 Meeting and notifying the Secretariat and the Rapporteur of their intention no later than <b>20 July 2018</b> .	<input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input checked="" type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical
<b>Why:</b>	
Because it is a collaborative initiative that formally supports training issues in the NAM/CAR Regions, looking to improve capacity and activities in each training centre by simultaneously improving and fulfilling the regional structure for training.	
<b>When:</b> 20 July 2018	<b>Status:</b> <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
<b>Who:</b> <input type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	States training centres and any training centre dealing with aviation issues in the NAM/CAR Regions that is interested in becoming a part of this agreement.

<b>DECISION</b>	
<b>NAM/CAR/CATC/WG/4/02</b>	<b>DoI FOLLOW-UP</b>
<b>What:</b>	<b>Expected impact:</b>
<p>That, to ensure the appropriate outcomes and efficient implementation of the DoI, the NAM/CAR/CATC/WG:</p> <p>a) implement the different tasks for follow-up and support as detailed in part five (5) of the DoI;</p> <p>b) implement the necessary tasks in their work programme; and</p> <p>c) inform the Directors of Civil Aviation of the progress of these tasks by the NACC/DCA/8 Meeting.</p>	<p><input type="checkbox"/> Political / Global</p> <p><input checked="" type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economic</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Operational/Technical</p>
<b>Why:</b>	
<p>Because the NAM/CAR/CATC/WG pretends to facilitate the preparation of specific agreements, its follow-up, implementation and compliance. In addition, the civil aviation authorities may be informed and involved to ensure support and to achieve through training the ideal personnel with the highest standards of safety and aviation security in their States and in the NAM/CAR Regions.</p>	
<b>When:</b> Permanent	<b>Status:</b> <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
<b>Who:</b> <input type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	Members of the NAM/CAR/CATC/WG

4.8 The Meeting conducted a visit to the facilities of CIASA and the Airbus 320 simulators, the aviation security laboratory, as well as aerodrome and air navigation aids and maintenance simulators. The Meeting also visited the air navigation simulators of SENEAM. All participants congratulated CIASA and SENEAM for the high-level quality of their facilities, the top technology of their simulators and the impressive infrastructure available for training. The signatures for the DoI for the Regional Collaboration in the NAM/CAR Regions, done by Cuba, Jamaica and Mexico were done through a formal ceremony in CIASA facilities. The photos from the signing ceremony can be found on the ICAO NACC Regional Office Facebook account at [www.facebook.com/icaonacc](http://www.facebook.com/icaonacc).

**Agenda Item 5: Identification and Analysis of Training Needs in the NAM/CAR Regions for 2019-2021**

5.1. Under P/03, the Secretariat presented the needs for training of different aviation areas and supporting matters identified by the Regional Officers during their missions to NAM/CAR States as part of the North American, Central American and Caribbean (NACC) No Country Left Behind (NCLB) strategy.

5.2 The Meeting also took into consideration the inputs provided by the presentations of the Training Centres, and concentrated on the discussions of their expectations and proposals to develop an action plan to better support these needs. As such, these inputs (Secretariat and the training Centres) shall be consolidated as the reference to be included once the NAM/CAR/CATC/WG develops its work programme and its specific tasks.

**Agenda Item 6: NAM/CAR/CATC/WG Assessment and Corresponding Action Plan**

6.1 Based on the responses received in the different presentations of the training centres, as summarized in P/10, the Meeting reviewed the expectations and improvement proposals to the NAM/CAR/CATC/WG . The Meeting decided to breakdown and work in two separate Ad-hoc groups, one to review the Terms of Reference, and one to review the work programme for 2019 to 2021. This group also analysed the training needs and training centres that can fill those needs; and if necessary to develop or enhance their current training material to prepare personnel to the appropriate level of qualification so as to manage the operational and the oversight activities of the civil aviation in the regions.

6.2 The Meeting reviewed an update proposal of the ToRs for the NAM/CAR/CATC/WG presented under WP/4. The revised agreed ToRs are attached at **Appendix C** to this report.

6.3 Similarly, an update of the NAM/CAR/CATC/WG Members contact information was made as shown in **Appendix D**.

6.4 Additionally, the draft version of the work programme for 2019-2021 is presented in **Appendix E**. All these Appendices are loaded in the web page of the NAM/CAR/CATC/WG for further review and updates as identified.

6.5 From the revision done by the Meeting on the ToRs and the draft work programme, it was agreed to share these documents with the NAM/CAR/CATC/WG members for further comments **by 20 July 2018**. The Meeting will report the results of this meeting and the resulting documents with their own authorities. Centres are urged to send their comments, if any, before the deadline, as the ToRs and Work programme will be presented to the Directors during the NACC/DCA/8 Meeting to be held in Ottawa, Canada from 31 July to 3 August 2018. Finally, the Meeting concluded:

<b>CONCLUSION/DECISION</b>		
<b>NAM/CAR/CATC/WG/4/03</b>		<b>NAM/CAR/CATC/WG REVISED TERMS OF REFERENCE AND WORK PROGRAMME FOR 2019 - 2021</b>
<b>What:</b>		<b>Expected impact:</b>
That Training Centres approve the ToRs and the draft Work Programme by <b>20 July 2018</b> in order to present them to the NACC/DCA/08 meeting for approval.		<input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical
<b>Why:</b>		
Because it is important that the Directors of Civil Aviation be made aware, be involved and provide the necessary support to their training centres, to have properly trained personnel in order to manage operational and civil aviation surveillance activities in their States and in the NAM/CAR Regions.		
<b>When:</b>	20 July 2018	<b>Status:</b> <input checked="" type="checkbox"/> Valid / <input type="checkbox"/> Superseded / <input type="checkbox"/> Completed
<b>Who:</b>	<input type="checkbox"/> States <input type="checkbox"/> ICAO <input checked="" type="checkbox"/> Other:	Training Centres and Directors of Civil Aviation

**Agenda Item 7: Other Business**

7.1 Following the NAM/CAR/CATC/WG ToRs, the Meeting elected a new Rapporteur and a Vice-Rapporteur for the next three years. Cuba proposed Mr. Mario Martinez from COCESNA/ICCAE to be the new Rapporteur and Coordinator of the NAM/CAR/CATC/WG, motion that was supported by the Meeting.

7.2 Mexico proposed Ms. Coral McLaren from Jamaica to be the Vice-rapporteur, and the plenary supported this proposal. Both new leaders of the NAM/CAR/CATC/WG were elected by their participation, knowledge and experience in the field.

7.3 The Meeting agreed that Training Centres can host future meetings, as a good opportunity to also know the facilities and services of the training centres and enhance the coordination among centres with the onsite experience. As such, ICCAE offered to host the next NAM/CAR/CATC/WG/5, proposing the second week of August 2019.

**APPENDIX A  
EXECUTIVE LIST OF CONCLUSIONS/DECISIONS**

Number	Conclusion/Decision	Responsible for action	Deadline
4/1	<p><b>SIGNATURE OF DoI FOR REGIONAL COLLABORATION ON TRAINING</b></p> <p>That, in order for the different training Centres in the NAM/CAR Regions to take advantage of the benefits of cooperation amongst the training centres in the NAM/CAR Regions and to face rising needs, those Training Centres who have not yet signed the DOI, consider signing it as soon as practicable and no later than the NACC/DCA/8 Meeting.</p>	Training Centres	No later than the NACC/DCA/8 Meeting.
4/2	<p><b>DoI FOLLOW-UP</b></p> <p>That, to ensure the appropriate outcomes and efficient implementation of the DOI, the NAM/CAR/CATC/WG:</p> <p>a) implement the different tasks for follow-up and support as detailed in part 5 of the DoI;</p> <p>b) implement the necessary task in their work programme; and</p> <p>c) inform the Directors of Civil Aviation of the progress of these tasks by the NACC/DCA/8 Meeting</p>	NAM/CAR/CATC/WG	No later than the NACC/DCA/8 Meeting.
4/3	<p><b>REVIEWED TERMS OF REFERENCE AND WORK PROGRAMME FOR 2019 - 2021</b></p> <p>That Training Centres approve the ToRs and the draft Work Programme by <b>20 July 2018</b> in order to present them to the NACC/DCA/08 meeting for approval</p>	Training Centres	20 July 2018

**DECLARATION OF INTENT (DoI)  
FOR THE REGIONAL COLLABORATION ON TRAINING**

**AMONG**

**THE CIVIL AVIATION TRAINING CENTRES OF THE  
NORTH AMERICA (NAM) CENTRAL AMERICA AND CARIBBEAN (CAR) REGIONS**

Taking note of ICAO's role in the planning and implementation of training programmes in the NAM/CAR Regions, to promote cooperation among its members; encourage sharing of expertise among its members and other aviation organizations; developing a framework for standardization of training programmes and instructor qualifications; and publishing a report on the status of aviation training needs and resources in the regions;

Noting that training is recognized as an issue of critical importance to ensure safe and efficient air transport in the NAM/CAR Regions and that the Civil aviation training offered in the regions intends to be effectively coordinated, standardized and harmonized in order to attain the highest possible safety and aviation security levels;

Acknowledging the promotion benefits of cooperation amongst the training centres in the NAM/CAR Regions in order to face rising needs and growth of the aviation industry in the regions;

Noting that the importance of the timeliness for delivering training issues for air navigation management, planning, implementation, regulation and monitoring with increased focus on issues such as data link, trajectory operations, automation, procedure updates, etc., coincides with the fact that training centres shall implement courses related to the Aviation System Block Upgrade (ASBU) approach, update their programmes and course curricula in accordance with the ICAO Global Aviation Safety Plan (GASP), the Global Air Navigation Plan (GANP) and the Global Aviation Security Plan (GASeP);

Recognizing the establishment of the *NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR/CATC/WG)* as the body to support the NAM/CAR Regions Civil Aviation Directors for improving training and human factors based on the experience in planning/implementation of aviation systems in all areas and by adopting a more effective structure based on subject matter experts;

Noting that participating Administrations are institutions in charge of training, established by the various States in the NAM/CAR Regions represented by the Director General or his/her designate, (hereby jointly denominated as "Participants");

Expecting to establish a framework to carry out training activities that will be carried out in compliance with the NACC No Country Left Behind (NCLB) Strategy, with the objective of using existing regional services for advanced services; and the air transport system infrastructure in order to facilitate and accelerate regional efforts to apply civil aviation international standards and regulations, in accordance with ICAO plans and projects;

Referring to the objectives of all entities, in the framework of their goals and competences, considerations of interest, a collaboration in the field of development, the exchange of experiences in the fields of teaching, research, development and innovation in the areas of knowledge that the Participants manage;

All signatories share the vision that through efficient and timely technical-academic collaboration the compliance of its purpose can be achieved; thus they adopt this Declaration of Intent;

## 1. PURPOSE

The objective of this Declaration of Intent (DoI) is to establish a formal correlation of technical-academic collaboration for the promotion and exchange of experiences, in the theme areas associated to teaching and instruction, especially in the design, planning, execution and joint control of academic programmes, continuing education and research, development and innovation projects and in general, in institutional strengthening at an international level; as well as to undertake other technical assistance activities, which are in accordance with competency issues.

In accordance with the spirit of this DoI, and as agreed by Participants, the following services, training or technical assistance intended to be provided:

- a) Standardization of the training programme curricula under the competency-based training approach and based on a regional platform.
- b) Exchange of teachers and researchers, update of curricula.
- c) Continuing Education: updating of contents, design and joint development of courses.
- d) In-house programmes; access to specific agreements with organizations from the Participants for the training of their personnel in areas deemed appropriate.
- e) Entrepreneurial programme: access to specific agreements for the technical support of innovating ideas, technology transfer, consultancy and shared consulting.
- f) Joint training activities and/or annual commitment for providing certain courses.
- g) Existing agreements between CATCs remain exempt from this provision.

This DoI does not imply any dependency among the signatory Participants, which intends to act in an absolutely independent and autonomous manner, with the specific and exclusive obligation of each participant to comply with as many legal obligations as they may have in carrying out their activity in accordance with the national regulations that may result from them.

## **2. ANNEXES**

Participants may establish separate Annexes to initiate, develop or implement any of the activities proposed under this DoI.

## **3. EXCHANGE OF INFORMATION AND CONFIDENTIALITY**

Participants are committed to observe upon the due discretion regarding any fact, data or information that may address their attention regarding this DoI that emanate directly and exclusively from the other Participant and that, as such, cannot be publically disseminated. This information will have to be used only for established purposes in this DoI and kept strictly confidential and which will not be disseminated to third parties who are not Participants of institution activities.

At any point there might be consultations regarding the actual implementation, interpretation or compliance of this DoI, as well as its respective Annexes.

## **4. FINANCIAL CONTRIBUTIONS**

This DoI does not entail economic contribution commitments. Associated resources to the implementation of initiatives that are developed in the framework of this DoI may be in accordance to the budget determined for each particular project and mutually agreed by the respective Participants, which may be established specifically in the Annexes that may be subscribed for their implementation.

## **5. FOLLOW-UP COMMITTEE**

The NAM/CAR/CATC/WG intends to facilitate the elaboration of the Specific Agreements, their follow-up and compliance. The NAM/CAR/CATC/WG intends to:

- a) Propose collaboration possibilities and raise them to the competent bodies of each entity.
- b) Keep track of the activities.
- c) Clarify the doubts and controversies that may arise in the interpretation and execution of this DoI and the Specific Agreements.

The NAM/CAR/CATC/WG intends to establish its internal operating rules, and intends to meet as many times as it deems necessary, at the convening of any of the Participants.

**6. VALIDITY**

This DoI is intended to commence on the date that is signed by Participants and is intended to continue for an indefinite period of time.

**7. TERMINATION**

Participant(s) can terminate its participation in this DoI at any time. Any of the Participants may rescind on this DoI for any reason and on any time by notifying the NAM/CAR/CATC/WG Rapporteur in writing at least three months in advance. Participants intend to take measures to ensure that any project or activity that is active at the moment of the notification is orderly completed. All confidentiality and non-disclosure obligations will prevail upon termination.

**8. INTELLECTUAL AND INDUSTRIAL PROPERTY**

Intellectual and industrial property rights of each of the Participants, as well as the use of names, brands and/or signs, may be established in the corresponding Annexes, specifying any particular implementation conditions on a case by case scenario. All property that results from joint collaborations, unless previously agreed and otherwise specified, may be shared by the Participants.

All records or documents, whether printed copies, disks or other media, including but not limited to training material that has been delivered or which is accessible to Participants in virtue of training or technical assistance services initiatives which are provided through the present DoI, will be property of the corresponding institution. No part of such records or documents may be reproduced, reformatted or transmitted in any way or through any means, whether electronical or mechanical, including photocopying, recordings, or any type of information recovery storage, without the written consent of the other party. This article may prevail even if this DoI is terminated.

**9. MODIFICATION**

After the signature of this DoI, any amendment to the document will require written consensus of Participants.

**10. SETTLEMENT OF CONTROVERSIES**

Terms and conditions of this DoI are intended to be regulated on the principle of good faith, on the basis of a cooperation desire among subscribed entities. In consequence, all controversies resulting from the application, interpretation and compliance are intended to be debated among Participants, through mediation, good practices and harmony and intended to be settled by common agreement.

**SIGNATURE PAGE**

**DECLARATION OF INTENT (DoI)  
FOR THE REGIONAL COLLABORATION ON TRAINING**

**AMONG**

**THE CIVIL AVIATION TRAINING CENTRES OF THE  
NORTH AMERICA (NAM) CENTRAL AMERICA AND CARIBBEAN (CAR) REGIONS**

For  
Cuba



Official in charge  
Inés Bárbara Álvarez Izaguirre / Directora de  
Capital Humano / Corporación de la Aviación  
Civil (CACSA)

Location  
Mexico City

Date 7 June 2018

For  
México



Official in charge  
Claudio Arellano/Director de Investigación e  
Instrucción – Aeropuerto y Servicios Auxiliares  
(ASA)

Location  
Mexico City

Date 7 June 2018

For  
Jamaica



Official in charge  
Coral McLaren / Principal / Jamaica Civil Aviation  
Authority Training Institute (CAATI)

Location  
Mexico City

Date 7 June 2018

For

Official in charge

Location

Date

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**APPENDIX C**  
**NAM/CAR CIVIL AVIATION TRAINING CENTRES WORKING GROUP (NAM/CAR/CATC/WG)**  
**TERMS OF REFERENCE**

**1. Background**

In order to support and improve training aspects for development of air navigation and aviation security in the NAM/CAR Regions in accordance with ICAO guidelines, national needs and complying with the respective air navigation, safety and aviation security plans, the Directors of Training Centres of the NAM/CAR Regions proposed the establishment of the NAM/CAR Civil Aviation Training Centres Working Group (NAM/CAR/CATC/WG).

The essential purpose of the NAM/CAR/CATC/WG, is the establishment of regional cooperation for training in order to face growing needs and the development of the aviation industry in the NAM/CAR Regions and to accelerate coordination and collaboration agreements between Civil Aviation Training Centres (CATC) through the impulse of exchanging experiences among its members as well as other sector organizations. At the same time, the group will develop a framework for the standardization of training programmes and instructor qualifications, as well as the periodic study of needs and training offer under a NAM/CAR Regional scope.

Considering that training is recognized as a critical matter in order to guarantee a safe and efficient air transport in the regions and that training must be coordinated, standardized and efficiently harmonized in order to obtain the highest levels of safety (FS) and aviation security (AVSEC) and in order to face emerging needs and the growth of the aviation industry in the NAM/CAR regions, the corresponding responsibilities and work methods are hereby established.

**2. Integration**

The working group is integrated by participating Training Centres, which are the institutions in charge of training, which were established by diverse States, International Organizations and other public and private entities in the NAM/CAR Regions, and who are represented by the Director General or its designated person (henceforth denominated as "CATCs").

**3. Reach**

- a) Establish an action framework to manage ICAO recognized training activities as well as by the States in order to meet needs in the North American, Central American and Caribbean Regions.

- b) Coordinate and foster cooperation among Training Centres in order to give courses related, inter alia, to the Aviation System Block Upgrade (ASBU) approach, in accordance with the ICAO Global Aviation Safety Plan (GASP), the Global Aviation Security Plan (GASeP) as well as the Global Air Navigation Plan (GANP).
- c) Become a key instance for the fostering of safety and aviation awareness and a driving force for integral and continuous professionalization of civil aviation personnel.
- d) Become an entity for technical, administrative and management coordination for the sustained development of opportunities of the CATCs in the NAM/CAR Regions.
- e) Encourage the exchange of information, best practices and standardization among CATCs and the projection of their academic offer to civil aviation.
- f) Support the generation of State capacities, expanding opportunities and improvement in aeronautical training in the NAM/CAR Regions.
- g) Contribute to the strategic use of resources in States and in training centres from the operation and risk data analysis and management.
- h) Manage training needs in States for the compliance of international agreements and other specific to their management.

## **2. Responsibilities**

The NAM/CAR/CATC/WG is responsible for:

- a) Implementing the established action framework for the harmonization of aviation training activities in the NAM/CAR Regions including, but not limited to, the training programmes, quality assurance aspects, instructor qualifications and coordination of the Training Centre;
- b) Present and manage its work programme; establishing activities in terms of objectives, responsibilities, deliverable results and deadlines;
- c) Designate, if necessary, Ad hoc Groups to work on specific issues and activities; and organize clearly defined tasks and activities;
- d) Establish a mechanism to analyse aviation instruction needs and capacities in the NAM/CAR Regions, considering the NAM/CAR Training Plan and the existing implementation groups for the instruction needs of the State;

- e) Provide technical assistance to improve training issues in States and training organizations in the NAM/CAR Regions;
- f) Coordinate their work to maximize efficiency and to reduce costs through electronic means, written correspondence, telephone and teleconferences and will convene meetings whenever necessary;
- g) Convene a yearly face-to-face meeting for the analysis, decision-making, planning, organization, coordination and follow-up on aspects associated to the work plan as well as other interests related to the scope and responsibilities of the NAM/CAR/CATC/WG.

## 5. Working Methods

- a) The NAM/CAR/CATC/WG will be led by a Rapporteur/Coordinator who will be elected for a three-year term.
- b) The NAM/CAR/CATC/WG will have a Deputy Rapporteur/Deputy Coordinator during the same three-year term and will assist the Rapporteur/Coordinator in the development of his/her obligations and will stand in for his/her functions in case of absence.
- c) The duties of the NAM/CAR/CATC/WG Rapporteur/Coordinator are the following:
  - i. Chair the NAM/CAR/CATC/WG meetings;
  - ii. Coordinate fulfillment of tasks and the work programme;
  - iii. Manage planning and follow-up of the convening of meetings, both face-to-face or virtual, work planning, preparation and approval of reports;
  - iv. Maintain close coordination with the Secretariat for development of meeting agendas and planning;
  - v. Inform the NAM/CAR Directors of Civil Aviation meetings on the NAM/CAR/CATC/WG meeting results; and
  - vi. Represent the NAM/CAR/CATC/WG in the coordination related with other international instances linked to aeronautical training.
- d) Regarding the implementation of the Declaration of Intent (DoI) for the Regional Collaboration on Training among the Civil Aviation Training Centres of the North America (NAM), Central America and Caribbean (CAR) Regions, the NAM/CAR/CATC/WG will facilitate the preparation of specific agreements, its follow-up and compliance. In addition, the NAM/CAR/CATC/WG will:
  - i. propose collaboration activities;
  - ii. follow-up on activities;
  - iii. clarify doubts and controversies that may arise during the interpretation and implementation of the DoI and when appropriate its Annexes; and
  - iv. establish the internal operation dispositions of the DoI.

- e) The NAM/CAR/CATC/WG will have the following responsibilities:
  - i. Present its work programme containing activities in terms of objectives, responsibilities, deliverables and timelines
  - ii. Avoid duplication of work with the regional implementation groups and maintain close coordination among the existing entities to optimize the use of available resources and experience
  - iii. Use “draft conclusions” to record recommendations and actions in meeting reports
  - iv. Designate, as necessary, Ad hoc Groups to work on specific topics and activities and organize clearly defined tasks and activities
  - v. Coordinate its work to maximize efficiency and reduce costs via electronically, written correspondence, telephone and teleconference calls, and hold meetings when necessary
  - vi. Report and coordinate the progress of assigned tasks to meetings of Directors of Civil Aviation of the NAM/CAR Region and as requested by the NAM/CAR Air Navigation Implementation Working Group (ANI/WG).
  
- f) The Secretariat will be provided by the ICAO NACC Regional Office.

**APPENDIX D  
NAM/CAR CIVIL AVIATION TRAINING CENTRES WORKING GROUP MEETING  
(NAM/CAR/CATC/WG)  
MEMBERSHIP**

All NAM/CAR Training Centres and ICAO member States and Territories to which the ICAO NACC Regional Office is accredited and international organizations can be members of the NAM/CAR/CATC/WG.

<b>State/International Organization Training Centre</b>	<b>Working Group Member Name:</b>	<b>E-mail</b>
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<b>Jamaica</b> – Civil Aviation Authority Training Institute (CAATI)	Coral McLaren	Coral.McLaren@jcaa.gov.jm
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**NAM/CAR CIVIL AVIATION TRAINING CENTRES WORKING GROUP / GRUPO DE TRABAJO NAM/CAR DE LOS CENTROS DE INSTRUCCIÓN DE AVIACIÓN CIVIL**  
**NAM/CAR/CATC/WG**  
**WORK PROGRAMME / PROGRAMA DE TRABAJO**

No.	Activity		Responsible	Deliverable or Status	Date
	Actividad		Responsable	Entregable o Estado	Fecha
<b>1.</b>	<b>Objective</b> <b>Objetivo</b>	<b>Strengthen the organization and work of the NAM/CAR/CATC/WG</b> <b>Fortalecer la organización y trabajo del NAM/CAR/CATC/WG</b>			
1.1	Formulate an annex model for the effective implementation of the Declaration of Intent (DoI)		NAM/CAR/CATC/WG ICAO/OACI	Annex model	October 2018
	Formulación del modelo de anexo para la efectiva aplicación de la Declaración de Intención (DoI)			Modelo de anexo	Octubre 2018
1.2	Establishment of a mechanism for the coordination and follow-up of the work of the NAM/CAR/CATC/WG		NAM/CAR/CATC/WG ICAO/OACI	Coordination and follow-up documents	November 2018
	Establecimiento del mecanismo de coordinación y seguimiento del trabajo del NAM/CAR/CATC/WG			Documentos de coordinación y seguimiento	Noviembre 2018
1.3	Implementation of a strategy to broaden the participation of more training institutions in the NAM/CAR/CATC/WG		NAM/CAR/CATC/WG ICAO/OACI	Strategy proposal	January 2019
	Implementación de estrategia para ampliar la participación de más organismos de instrucción en el NAM/CAR/CATC/WG			Propuesta de Estrategia	Enero 2019
1.4	Provision of guidelines regarding training tendencies in the NAM/CAR Regions, based on projections of aeronautical activities		ICAO/OACI	Periodical studies	Permanent: December 2018-2021
	Provisión de orientaciones respecto a las tendencias de instrucción en las Regiones NAM/CAR, basado en proyecciones de la actividad aeronáutica.			Estudios periódicos	Permanente: Diciembre 2018-2021
1.5	Annual analysis for the training improvement proposal and functioning of the NAM/CAR/CATC/WG		NAM/CAR/CATC/WG ICAO/OACI	Analysis and improvement Report	Permanent: December 2018-2021
	Análisis anual para la propuesta de mejora en la instrucción y funcionamiento del NAM/CAR/CATC/WG.			Informe de análisis y mejoras	Permanente: Diciembre 2018-2021
<b>2.</b>	<b>Objective</b>	<b>Determine the current and future aeronautical training demand</b>			
	<b>Objetivo</b>	<b>Determinar la demanda de instrucción aeronáutica actual y futura</b>			
2.1	Analyse the training demand resulted from the implementation of air navigation, safety and aviation security plans		ICAO/OACI	Analysis report	February 2019
	Análisis de demanda de instrucción por la implementación de planes de navegación aérea, seguridad operacional y de la aviación.			Informe de análisis	Febrero 2019

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2.2	Analysis of training demand based on the ICAO audit results in the NAM/CAR Regions Análisis de la demanda de instrucción basado en los resultados de auditoría OACI en las Regiones NAM/CAR	ICAO/OACI	Analysis report Informe de análisis	March 2019 Marzo 2019
2.3	Analysis of training demand that has not been covered in the NAM/CAR Regions Análisis de demanda de instrucción no cubierta dentro de las Regiones NAM/CAR	NAM/CAR/CATC/WG ICAO/OACI	Analysis report Informe de análisis	April 2019 Abril 2019
<b>3.</b>	<b>Objective</b> <b>Objetivo</b>	<b>Define the aeronautical training offer on a regional/international basis</b> <b>Definir la oferta de instrucción aeronáutica sobre una base regional/internacional</b>		
3.1	Identify the integral offer of the CATCs Identificación de la oferta integral de los CIAC	NAM/CAR/CATC/WG	Matrix of consolidated offer Matriz de oferta consolidada	December 2018 Diciembre 2018
3.2	Definition of courses susceptible to be provided under a regional/international platform Definición de los cursos susceptibles de ser provistos bajo una plataforma regional/ internacional.	NAM/CAR/CATC/WG ICAO/OACI	Matrix of international courses Matriz de cursos internacionales	May 2019 Mayo 2019
3.3	Establishment of the new courses that may be developed by the CATCs, which have the capacities for this development Establecimiento de los nuevos cursos que puedan ser desarrollados por los CIAC, que cuentan con las capacidades para ello.	NAM/CAR/CATC/WG ICAO/OACI	Matrix of new courses Matriz cursos nuevos	June 2019 Junio 2019
<b>4.</b>	<b>Objective</b> <b>Objetivo</b>	<b>Determine the gap between current and future training demand and offer</b> <b>Determinar la brecha entre demanda y oferta de instrucción tanto actual como futura</b>		
4.1	Analysis of current demand that is not being covered by the CATCs Análisis de demanda actual no cubierta por los CIAC.	NAM/CAR/CATC/WG ICAO/OACI	Gap analysis report Informe de análisis de brecha	June 2019 Junio 2019
4.2	Analysis of future demands on a regional/international platform Análisis de demanda futura sobre una plataforma regional/internacional.	NAM/CAR/CATC/WG ICAO/OACI	Gap analysis report Informe de análisis de brecha	July 2019 Julio 2019

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4.3	Establishment of a roadmap to cover current and future demand		NAM/CAR/CATC/WG ICAO/OACI	Roadmap	August 2019
	Establecimiento de hoja de ruta para cubrir demanda actual y futura.			Hoja de ruta	Agosto 2019
5.	<b>Objective</b>	<b>Establish a plan to meet the current and future training needs based on a regional/international approach</b>			
	<b>Objetivo</b>	<b>Establecer plan para satisfacer las necesidades de instrucción actual y futura basado en un enfoque regional/internacional</b>			
5.1	Identify those CATCs that have the capacity to cover current needs of other CATCs		NAM/CAR/CATC/WG ICAO/OACI	Study document	September 2019
	Identificación de los CIAC con capacidad para cubrir necesidades actuales de otros CIAC.			Documento de estudio	Septiembre 2019
5.2	Establishment of a priority order for the attention of future training needs on a regional/international basis		NAM/CAR/CATC/WG ICAO/OACI	Study document	October 2019
	Establecimiento de orden de prioridad para la atención de futuras necesidades de instrucción sobre una base regional/internacional.			Documento de estudio	Octubre 2019
5.3	Gradual implementation of the action plan for the development of new standardized international courses		NAM/CAR/CATC/WG ICAO/OACI	Action Plan for the development of new courses	Permanent: November 2019 – 2021
	Implementación gradual de plan de acción para el desarrollo de nuevos cursos internacionales estandarizados.			Plan de acción de desarrollo nuevos cursos	Permanente: Noviembre 2019 - 2021
5.	<b>Objective</b>	<b>Development of a 2019-2021 NAM/CAR/CATC/WG International Training Plan</b>			
	<b>Objetivo</b>	<b>Desarrollar un Plan de Instrucción Internacional NAM/CAR/CATC/WG 2019-2021</b>			
6.1	Identification of common and specific needs		NAM/CAR/CATC/WG ICAO/OACI	Training plan	Permanent: November 2019 – 2021
	Identificación de necesidades comunes y específicas.			Plan de Instrucción	Permanente: Noviembre 2019 – 2021
6.2	Planning of international courses by venue to cover more than one State		NAM/CAR/CATC/WG ICAO/OACI	Training plan	Permanent: November 2019 – 2021
	Planificación de cursos internacionales por sedes para abarcar más de un Estado			Plan de Instrucción	Permanente: Noviembre 2019 – 2021

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6.3	Convening of joint courses to generate synergies, transfer of knowledge and capacity development	NAM/CAR/CATC/WG ICAO/OACI	Training plan	Permanent: November 2019 – 2021
	Realización de cursos conjuntos para generar sinergia, transferencia de conocimientos y desarrollo de capacidades.		Plan de Instrucción	Permanente: Noviembre 2019 – 2021
7.	<b>Objective</b>	<b>Promote the effective collaboration and coordination between the NAM/CAR/CATC/WG and other related instances</b>		
	<b>Objetivo</b>	<b>Promover la colaboración y coordinación efectiva entre el NAM/CAR/CATC/WG y otras instancias relacionadas</b>		
7.1	Determine cooperation initiatives: bench-marking, exchange of experiences, joint actions, complementarity of capacities	NAM/CAR/CATC/WG ICAO/OACI	Cooperation Initiatives Plan	Permanent: April 2019 – 2021
	Determinar iniciativas de cooperación: bench-marking, intercambio de experiencias, acciones conjuntas, complementariedad de capacidades.		Plan de iniciativas de cooperación	Permanente: Abril 2019 – 2021
7.2	Establishment of permanent interaction mechanisms with the TRAINAIR Plus Office (ICAO GAT Section)	NAM/CAR/CATC/WG ICAO/OACI	Formalized and implemented mechanism	Permanent: January 2019 – 2021
	Establecimiento de mecanismos de interacción permanente con la oficina TRAINAIR Plus (Sección GAT de la OACI)		Mecanismo formalizado e implementado	Permanente: Enero 2019 – 2021
7.3	Active participation on aeronautical training international events	NAM/CAR/CATC/WG ICAO/OACI	Programme for the participation in events	Permanent: January 2019 – 2021
	Participación activa en eventos internacionales de instrucción aeronáutica.		Programa de participación en eventos	Permanente: Enero 2019 - 2021
7.4	Proposal for the recognition of instructor qualifications under a standardized international format	NAM/CAR/CATC/WG ICAO/OACI	Instructor Recognition System	Permanent: January 2019 – 2021
	Propuesta de reconocimiento de calificaciones de instructores bajo un formato estándar internacional.		Sistema de reconocimiento de Instructores	Permanente: Enero 2019-2021