



**Opening remarks by the
Secretary General of the
International Civil Aviation Organization
Dr. Fang Liu
to the 67th Special Meeting of the
Directors General of Civil Aviation for the
European Civil Aviation Conference (ECAC)**

(Ponta Delgada, Portugal – 29 August 2018)

1. Please let me begin by extending our most sincere thanks to the Government of Portugal, and to its Civil Aviation Authority (CAA), for the very warm welcome and lovely facilities we've been greeted with for this *67th Special Meeting of ECAC DGCAs*.
2. It is my great pleasure to be here with you today, and to have had the opportunity to learn from President of Azores, the Secretary of Transport of Azores, Ms. da Cunha, and Mr. Ribiero of CAA Portugal regarding Portugal's current and quite admirable air transport progress.
3. I would also like to highlight, from the outset of these remarks, the incredible appreciation which ICAO has for the many regional organizations we work so closely with, and which provide such important contributions to our shared success.
4. ECAC certainly stands out as a very key collaborator in this regard.
5. Many of you here today will have also been in attendance in early July, when President Aliu and I had the pleasure of joining you for the 37th ECAC Plenary.
6. While we covered some general and important ICAO priorities at that time, I would like to make use of this occasion to look more closely at some regional indicators which are currently highlighting this region's main areas of challenge and success.
7. ICAO has been making the point for several years now that steadily increasing flight and passenger volumes will generate significant challenges, and that air transport growth must be effectively managed by civil aviation stakeholders to meet those challenges.

8. Recognizing that scheduled commercial departures from ECAC Member States continued to increase last year, from 7.6 to 7.95 million departures, it is my pleasure today to commend this region on the aviation safety performance being achieved here – even as your traffic figures continue to rise.
9. The number of accidents involving scheduled commercial operations is a clear example of this progress, with Europe achieving a steady downward trend since 2015.
10. In 2017 we saw a further 42 percent decrease in the EUR/NAT region compared to 2016, while in ECAC States more specifically this reduction was even higher, at 48 percent.
11. None of the 11 accidents which occurred in ECAC States last year involved fatalities, but one important takeaway they present for us is that ground handling and runway operations remain two of your more important accident risk categories.
12. With respect to runway safety, I would draw your attention to the outcomes of the Second Global Runway Safety Symposium (GRSS/2) which ICAO convened in Lima, Peru, last November.
13. It was recognized there that runway safety will continue to be a global aviation safety priority for the foreseeable future, especially in view of our sector's forecast traffic growth and capacity challenges.
14. To address these it produced a range of new implementation and improvement initiatives through the ICAO-led collaborative Runway Safety Programme and its Global Runway Safety Action Plan (GRSAP).
15. I'd encourage ECAC's runway safety experts to avail themselves of these new recommendations as this challenge, as just noted, is one which all ICAO regions must still work to address.
16. The most-recent USOAP results for EUR/NAT States presents us with an average Effective Implementation, or 'EI' score, of 74.9 percent, which is well above the world average of 65.8 percent.
17. For ECAC States, the average EI score jumps above this level slightly, to 78.6 percent, with the percentage of States at or above the GASP's 60 percent target also rising to 90.9 percent.

18. One USOAP area for improvement these regional results have revealed for us is Accident and Incident Investigation (AIG).
19. While not a major concern, it is presently the area with the lowest average EI rating in this region and therefore in need of some prioritization.
20. We must also acknowledge the fact that USOAP Critical Element 4 (CE-4), which concerns *Technical staff qualifications and training*, has been identified as the number one issue impacting your States' overall safety oversight capacities more generally.
21. Regarding the status of EUR/NAT State Safety Programme (SSP) implementation, data from the ICAO integrated Safety Trend Analysis and Reporting System (iSTARS) illustrates for us that EUR/NAT States have implemented more than 78 percent of the USAOP CMA protocol questions.
22. One particularly safety success story here which ICAO has been encouraged by is that there are no current Significant Safety Concerns (SSCs) for any ECAC States.
23. In the area of Air Navigation, at end-2017 some 34 higher-priority deficiencies were identified in the European region.
24. I was very pleased to see how quickly the European Regional Aviation Safety Group (RASG-EUR) took note of these, and that a wide range of initiatives to address them were either undertaken, in progress, or completed during 2017.
25. This quick action on Europe's part highlights for us that while our data collection and reporting is fundamentally important to effective planning, it must be complemented by prompt and effective response.
26. One critical issue identified through this process was that the availability of financial and qualified human resources for CAAs remains a challenging area.
27. We would do well to recall that State Safety Programmes are an essential component of an effective safety posture for your States, and therefore that any related implementation gaps must be addressed to achieve truly effective, and GASP-compliant, Safety Management Systems (SMS) in your territories.

28. The 2020-2022 edition of the ICAO GASP will be a very helpful tool as you continue along this path to effective and sustainable safety management in Europe.
29. One area which the President and I did not cover earlier this year was the recent progress achieved in the area of aircraft tracking.
30. Since the adoption of the new provisions in Annex 6 regarding normal and distress tracking, as well as flight recorder data recovery, the focus of the work on the Global Aeronautical Distress and Safety System (GADSS) has shifted its focus to the development of guidance material to ensure successful global implementation.
31. I would draw your attention to the circular on Aircraft Tracking Implementation Guidelines (Cir 347) published in late 2017, and to the new Doc 10054 on *Location of Aircraft in Distress and Flight Recorder Data Recovery* which is in its final stages of editing.
32. In line with the final report of the Normal Aircraft Tracking Implementation Initiative (NATII), work is also continuing on implementing a solution for providing operational contact information for operators and ANSPs in the event of a missed position report or distress event.
33. We covered a lot of ground regarding Aviation Security and the Global Aviation Security Plan (GASeP) when I joined you in July, and today I would simply wish to convey a further reminder to Eastern European States about the upcoming Annex 17 and Annex 9 workshop in Skopje, from 12-14 September.
34. Of course we also expect to see all ECAC States present in November of this year at our Headquarters in Montreal, when we gather ICAO's global community for the back-to-back Global Aviation Security Symposium and High-level Conference on Aviation Security during the first-ever AVSEC Week.
35. These events will help to determine how the GASeP incorporates the many lessons we learned during our recent series of regional conferences focused on its implementation roadmaps.
36. And the Conference especially will define the way forward in the possible evolution of the GASeP and future priorities in aviation security to be presented to the 40th Session of the ICAO Assembly.

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37. Efficiency and effectiveness are key underlying values supporting the design and conduct of the important regional programmes and responses we're collaborating on today.
38. They are also essential to how ICAO itself is organizing and prioritizing its resources, and reflected in the triennial business plans I initiated which are closely aligned and underpinned by your Regional Operating Plans.
39. The objective of the business plan and operating plans is to ensure the achievement of the objectives set by the Assembly and the Council for ICAO within the approved budget limits, and in just a moment the EUR/NAT Operating plan will be presented by Regional Director Fonseca.
40. Improving the overall efficiency of ICAO through a results-based management approach has been one of my key focus areas as ICAO Secretary General, and accordingly the triennial business plan is now being 'operationalized' through yearly operating plans for all Headquarters Bureaus and Offices, including our Regional Offices.
41. These have been strengthened as a result of the 15 new posts we've allocated to them since I took office, but in reinforcing our regional presence it has also been critical to complement these staff increases with mechanisms for their closer collaboration with Headquarters.
42. As we develop the next triennial budget, I believe that it will be essential to structure it so that our core activities are linked to ICAO's regular programme budget.
43. Unfunded activities must be clearly identified, and prioritized according to the availability of ancillary funding, and together these adjustments should serve to establish a much higher degree of transparency and accountability between ICAO and its Member States.
44. Extra-budgetary resources are also becoming increasingly important to how effectively ICAO serves its Member States, and while we have established a more solid foundation to support these activities I will continue to advocate for additional regular programme budgetary resources to support our key objectives.

45. Many of you may be surprised to learn that even some of the more important priorities for ICAO and aviation today, such as the CORSIA offsetting programme, cybersafety and cybersecurity, our work to assist with domestic RPAS and UAS guidance, or the recent strengthening of ICAO's ethics resources through the hiring of a special investigator, must all be paid for today through extra-budgetary sources.
46. These sources now include the multi-donor trust funds we've established for each of our current Strategic Objectives, voluntary contributions from States to make up for regular programme budget shortfalls, and of course the regular budget savings we realize through innovative efficiencies and process refinements.
47. The regularization and integration of part of such extra-budgetary resources into the Regular Programme Budget helps to ensure long-term stability and increased visibility for our key activities.
48. But of course we must also be realistic about just how much extra-budgetary funding can and will be made available to us.
49. This highlights for us why cost and resource savings through new efficiencies will be so important to our ultimate goals, and why this has been such a truly transformational process for ICAO.
50. I am committed to continue leveraging the innovation, automation, simplification, and modernization now needed to ensure further success toward these objectives, and we will also need to build upon the results based management progress which has been established over the past three years to support this transformation.
51. This will require new and special focus on:
 - Strategic planning and prioritization;
 - Risk management;
 - Performance measurement;
 - Transparency and accountability;
 - And last but not least the fundamental shift in organizational culture which is needed.

52. In concluding now, please let me once again convey our thanks to our hosts and organizers for providing us with such excellent facilities here in Ponta Delgada for the next few days.
53. You have a very full agenda ahead and I wish you all a very productive and engaging meeting.
54. Thank you.